

Employee Wellbeing Research 2018



How employers, CEOs and government are driving new agendas



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**THE
EMPLOYEE
WELLBEING**
research report



Introduction



Facing the future: building healthy and resilient workforces equipped for change

As employers turn to wellbeing strategies to build happy and robust workforces there's a growing realisation that good leadership is what will drive their success.

Employee wellbeing is becoming the solid underpinning that will allow workforces to withstand the huge revolution in working practices we are beginning to experience.

From technological advances, the gig economy and unpredictable economic challenges, to the ageing of the population and the need for reskilling every few years, all businesses are undergoing a transformation of one sort or another.

Anyone thinking through the future of work can see that ordinary human beings will be hit hard – emotionally and potentially physically – if those of us in a position to assist with the transformation, not least employers, do nothing to smooth the transition.

This research already shows that almost three quarters of employers are concerned about the impact of high pressure working environments on wellbeing, while six in 10 boards say that mental wellbeing of staff is their top concern.

In interviewing five business leaders and CEOs for this report, we can hear the genuine concern each has for the wellbeing of their staff although they were upfront about how this care improves business results. They clearly see wellbeing as being tied to talent recruitment and retention, employee engagement and productivity. The way they view wellbeing is very broad – it's about giving staff autonomy over how they work and where they work, it's giving them flexibility to live lives outside of work so as to be energised when they are at work. It is about realising the value of the huge wealth of experience that can be tapped when people are able to reach their full potential. Healthy, happy workers lead to healthy, wealthy, happy organisations.

To support these overarching business ambitions, businesses need policies: whether they are about working practices and line management, training and development or offering benefits and insurances that support health and wellbeing.

After reviewing more than 80 entries in the Employee Wellbeing Awards 2018, it was evident that where someone at board level truly champions wellbeing the strategy is vastly more powerful for staff. This good leadership is important because we are living in a society where we do not know if automation or artificial intelligence will remove our jobs or our businesses in the near future; we're trying to come to terms with new threats such as cybercrime and 'always on' technology; we're increasingly sedentary; and the gulf between the haves and the have nots grows ever wider. So a focus on resilience and wellbeing is a vital strategy at a societal level to help populations adjust. Employers are key to delivering this.

REBA has been delighted to get input to the questions we have asked in our 2018 survey, not only from our sponsor, Punter Southall Health & Protection, but also the Work and Health Unit within the Department for Work and Pensions.

We at REBA want to support our members and employers more broadly, as well as government, to push the wellbeing agenda. We hope this research report goes some way to achieving this aim.



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The research was conducted and written by Graham Brown, edited by Rima Evans and designed by SallyannDesign.

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Comment



Employers of choice: wellbeing strategies help organisations stand out from the crowd

Provision of wellbeing services is critical for employee engagement and creating a positive working culture. But any plan needs to be relevant and targeted if it is to achieve results for employee health goals – and business goals.

This is the third year that Punter Southall Health & Protection has supported this important research into employee wellbeing in the UK.

What is clear to see is that for organisations of all sizes wellbeing is now firmly on the corporate agenda.

As employers we find ourselves facing enormous challenges. We have an ageing population; the NHS is being squeezed from all angles; we are working longer than ever before and businesses must find new ways to recruit and retain talent.

Set against this backdrop, leading organisations are seeking to differentiate themselves as employers of choice. Increasingly, wellbeing is becoming a critical part of building employee engagement and creating the right culture needed to give them an edge.

More than ever before, employees are looking to their employers to help them access the services they need to stay fit and healthy and able to stay in work. Whether that involves flexible working, on-site gyms, quick access to healthcare services or mental health support, building the right programme for your workforce is key.

And as research shows that healthy staff are likely to be happier and therefore more productive, it's a compelling business argument too.

Tackling mental health

It is positive to see that mental health is now a primary concern for employers. In previous years, few people talked openly about mental health. But recent campaigns such as Time to Change and the support from high profile advocates such as the Duke and Duchess of Cambridge have resulted in a shift in attitudes. There seems to be a growing openness and willingness in the workplace to talk about a subject that for so long has been highly stigmatised.

But more can and must be done by employers to help employees with a mental illness. First, in terms of providing access to support services such as counselling, mental health first aiders and employee assistance programmes.

And second, in terms of offering line manager training so this crucial group of people is equipped to support and manage employees with a mental health condition in the first place.

Building a relevant strategy for your people

In order for your wellbeing strategy to be effective, it's essential that you take the time to fully understand the dynamics and make up of your workforce. Unless you can identify the specific health and wellbeing challenges they face – high levels of stress, poor sleep, money worries, lack of exercise or mental health concerns, for example – you won't be able to create a strategy that can be targeted effectively and that ultimately helps to improve wellbeing in your workplace.

The first step is to conduct a full review of all the data available within your organisation to pinpoint areas that need attention. Once you have that fuller picture, you can use this information to build a tailored programme with quantifiable objectives.

When it comes to wellbeing, there's always going to be a discussion around cost. However rather than asking, "Can we afford to implement a strategy to look after employee wellbeing?" the real question should be, can you afford not to?



Punter Southall
Health & Protection

John Dean

Chief Commercial Officer | Punter Southall Health & Protection

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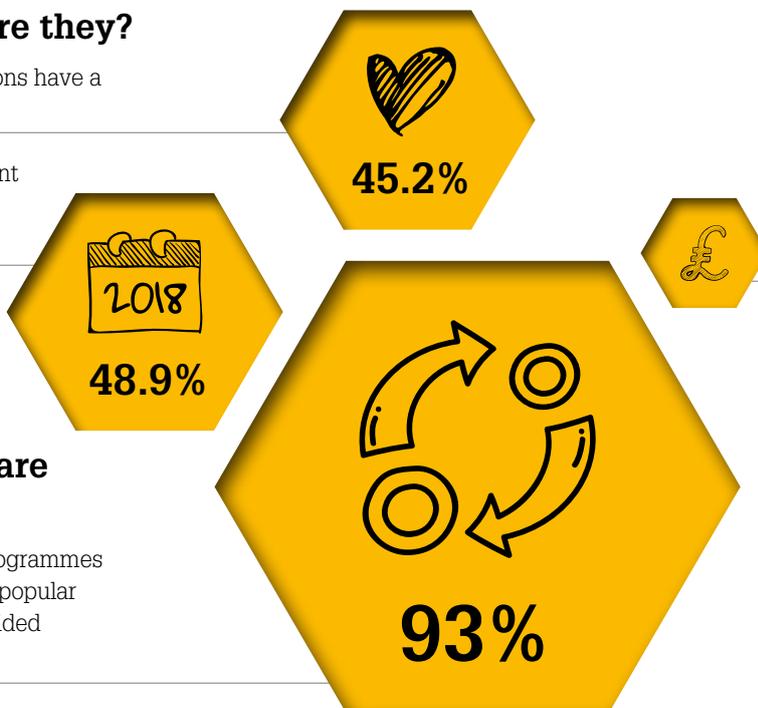
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www.reba.global/reports

What's new for wellbeing strategies in 2018?

How popular are they?

Nearly half of organisations have a wellbeing strategy

Of those without a current strategy, half plan to introduce one in 2018



How much is being spent?

Where employers have a wellbeing plan in place, median spend per employee is £26-£50

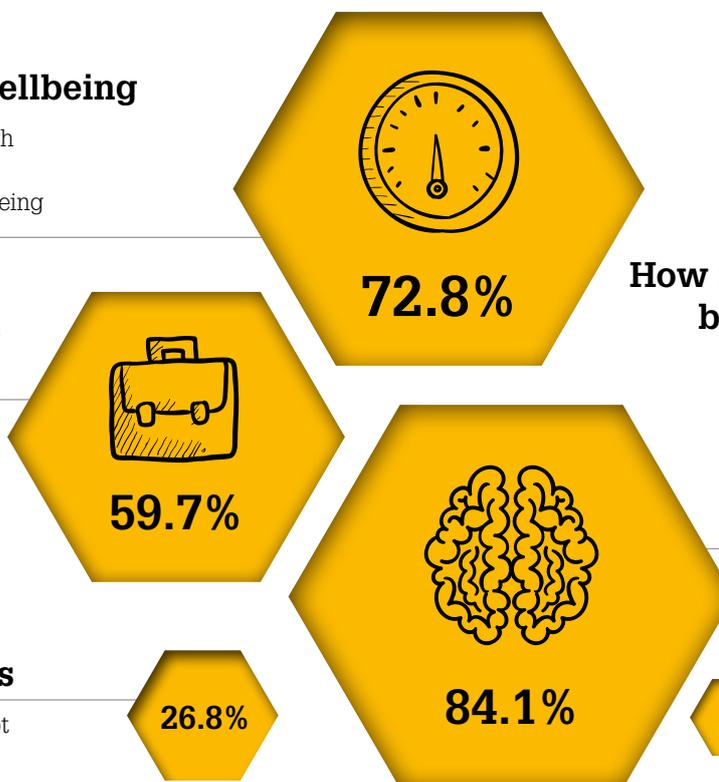
What services are being offered?

Employee Assistance Programmes continue to be the most popular wellbeing initiative provided by 93% of organisations

Key concerns for wellbeing

72.8% of respondents said a high pressure work environment is the biggest threat to staff wellbeing

However, boardrooms say their biggest priority is mental health with 59.7% saying this is their top wellbeing concern



How is mental health being addressed?

Wellbeing strategies increasingly tackle mental health – 84.1% of plans address mental health in 2018, compared to 78.9% in 2016

But only 15.8% of organisations have a defined mental health strategy in place

Ongoing challenges

26.8% of respondents still do not measure the impact of actions on health and wellbeing



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Executive summary

Sweetening effect: wellbeing plans still highly valued by employers

Organisations are continuing to recognise that a strategic and properly measured wellbeing programme can make a powerful impact – especially when supported by the top team. As a result, their growth looks set to rocket in the short to medium term. Boardrooms have flagged mental health as a key concern and will be an important strand of wellbeing strategies to monitor.

Nearly half of respondents have wellbeing strategies

data

Almost half of respondents have a defined wellbeing strategy in place.

Have a defined wellbeing strategy

45.2%

insight

This figure has not changed since our 2017 survey but it represents an increase on 2016 – when less than a third (29.8%) of respondents reported having a strategy dedicated to employee wellbeing.

Of those without a strategy, half plan to introduce one in 2018

data

Nearly half of respondents without a strategy are planning to introduce one in the next 12 months. And more than a third plan to implement a wellbeing strategy at some point in the next few years.

Plan to introduce a strategy in 2018

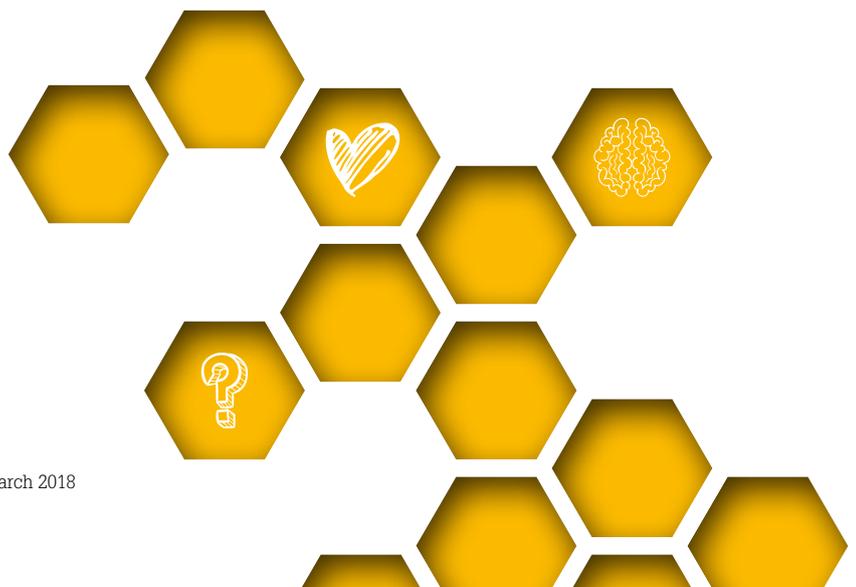
48.9%

Plan to introduce a strategy in next few years

35%

insight

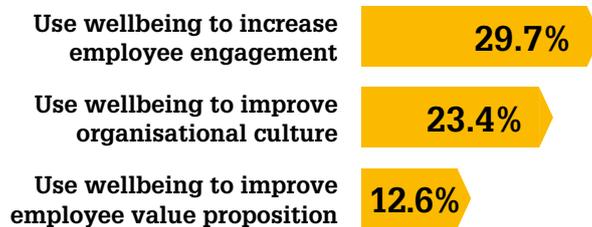
Results indicate a tremendous growth in wellbeing programmes being rolled out at UK organisations with 83.9% of those currently without a strategy planning to introduce one either within the next 12 months or over the next three years.



Engagement and culture are key drivers of wellbeing strategies

data

Well over a quarter of respondents tell us their wellbeing strategies are primarily driven by a desire to increase employee engagement. A further quarter implemented their strategies to improve their organisational culture, while just over one in 10 introduced their strategies to improve their employee value proposition.



insight

Wellbeing strategies are one of the key tactics employers can use to improve employee engagement and culture. Senior leaders, in particular, are increasingly embracing wellbeing for this reason.

High pressure working environments are biggest threat to wellbeing

data

Nearly three quarters of our respondents are worried that a high pressure environment is having a negative impact on the wellbeing of their staff. More than half are concerned about their employees' physical inactivity and the effects this might have on their health, while just over a third are apprehensive about managing the wellbeing of an ageing workforce.



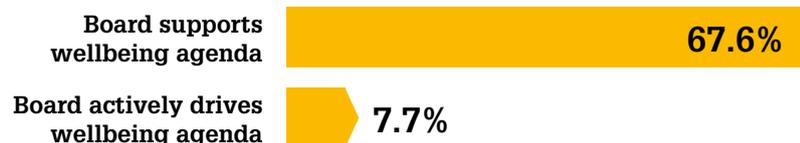
insight

As much as employers try to care for staff by offering wellbeing programmes, the vast majority of our respondents are nevertheless very concerned about the impact of working practices that undermine health.

Most boards support wellbeing agendas but few actively drive it

data

Two thirds of our respondents say their board supports their wellbeing agenda and almost one in 10 say the board actively drives it. By contrast, just one in 20 of our respondents say that their board has little or no interest in employee wellbeing.



insight

The majority of boards of directors understand that wellbeing strategies are good for employees in theory. However, there is still reluctance by many to make wellbeing part of a business strategy. The organisations that see most business benefits from wellbeing do have a board director (or more than one) actively driving it.

Boards are more concerned about mental wellbeing than any other form of wellbeing

data

Mental health is a clear priority for our respondents' boards with almost three in five telling us this is the area of employee wellbeing their board is most concerned about. One in five (19.5%) are prioritising physical wellbeing and one in 10 (10.9%) are primarily concerned about long-term physical health conditions.

Boards most concerned about mental wellbeing

59.7%

insight

Given the earlier finding showing the levels of concern about high pressure working environments, it is not surprising to see mental health flagged up as a priority. Mentally healthy employees will be happy and healthy (and therefore more productive at work).

A third provide wellbeing training for line managers

data

Just over a third of respondents provide training for line managers to help them support and promote employee wellbeing. And just a third (34.3%) of this group make this training mandatory for line managers to complete.

Provide wellbeing training for line managers

35%

insight

To use wellbeing strategies as a lever for improving employee engagement and organisational culture, line managers must be fully involved. Wellbeing stretches to flexible working, annual reviews and other management practices. Without the buy-in of line managers initiatives will struggle to reach their full business potential.

Government policies and support not quite hitting the mark

data

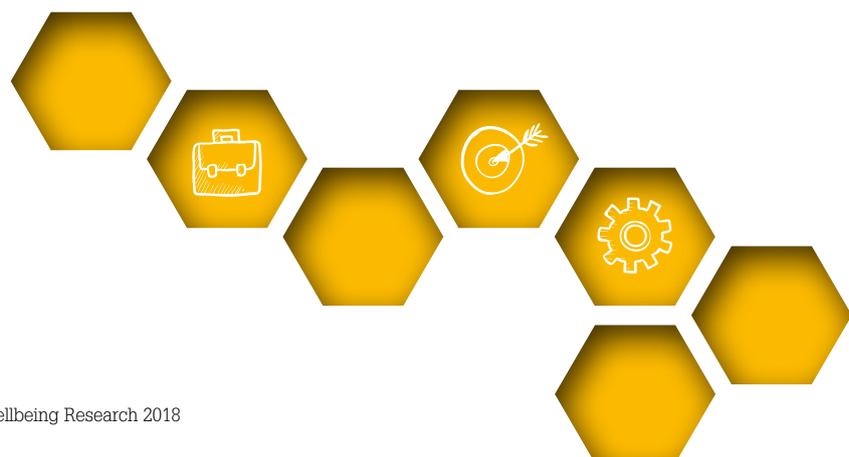
Few respondents make use of government initiatives aimed at managing and/or promoting the health and wellbeing of employees. Even the most popular service, Access to Work, is only used by just over a third of organisations. Less than a quarter (22.5%) use the Fit for Work service.

Make use of government initiative Access to Work

35.9%

insight

There is a tremendous focus from government on mental wellbeing and on encouraging the disabled and long-term sick back into work (or preventing them falling out of the workplace). Some initiatives are now being reviewed to either improve, remove or refocus them. However, to date, most employers are not aware of what is available.



Minority of organisations ask their supply or distribution chains to commit to employee wellbeing

data

Just over one in 20 respondents require organisations in their supply or distribution chains to commit to any employee wellbeing standards before signing a contract with them. One in five (19.4%) respondents are planning to introduce this requirement in the near future – but a full three quarters (74.5%) of respondents have no plans to introduce any kind of wellbeing clause to their supplier contracts.

Require supply or distribution chain partners to commit to employee wellbeing standards  **6%**

insight

Government is keen to persuade large organisations to insist that supply or distribution chain partners sign a clause to commit to employee wellbeing. In this way, medium or smaller employers will find themselves needing to focus on wellbeing in order to win contracts from larger players.

Most respondents are confident about employing disabled people and those with long-term health problems

data

Well over a third (39.1%) of respondents say they are “quite confident” when it comes to recruiting people with disabilities and long-term physical or mental health problems, in terms of having the resources and policies in place. An even higher percentage (42.3%) feel “very confident”. And more than one in 20 (6.4%) respondents tell us they “seek to proactively recruit” people with disabilities and long-term health conditions.

Quite or very confident about recruiting people with disabilities and long-term physical or mental health problems  **81.4%**

insight

However, one in six (16.3%) respondents in the private sector say they are “not very confident” or “not at all confident” they have the policies or resources in place to recruit people with disabilities and long-term health conditions. A third (34.9%) of respondents admit they are concerned they do not have the skills or knowledge needed to deal with certain situations that may arise with these employees. And a similar percentage (29.7%) report that they have concerns about the resources required to make reasonable adjustments for these employees.

Those with wellbeing strategies spend twice as much per employee

data

Median spending per employee at organisations with a wellbeing strategy is between £26 and £50 a year, compared to £1 to £25 for those without a strategy.

Employers with a strategy spend per employee a year  **£26-£50**

Employers without a strategy spend per employee a year  **£1-£25**

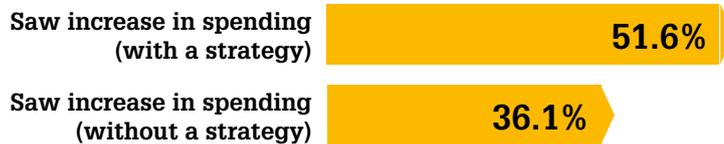
insight

Clearly, employers with a strategy in place are going to spend more on wellbeing than those without. The real significance of this spend is calculating the return per pound spent. Where wellbeing is a true business strategy the return is multiples of what is invested.

Wellbeing spend is still on the up

data

Spending on wellbeing continued to rise in 2017, with more than half of respondents with a wellbeing strategy – together with over a third of those without – reporting an increased outlay on wellbeing initiatives during the past 12 months.



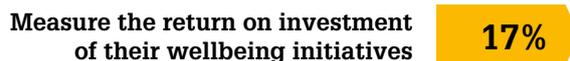
insight

Wellbeing spending looks likely to rise still further in 2018. Spending looks set to increase more at organisations without a strategy (58.7%) than at those with one in place (38.7%), which probably links back to the fact that so many without a strategy are planning to implement one.

Few are able to measure the effectiveness of wellbeing

data

Fewer than one in five respondents attempt to measure the return on investment of their wellbeing initiatives. More than a quarter (26.8%) make no attempt at all to measure the impact of their actions on health and wellbeing.



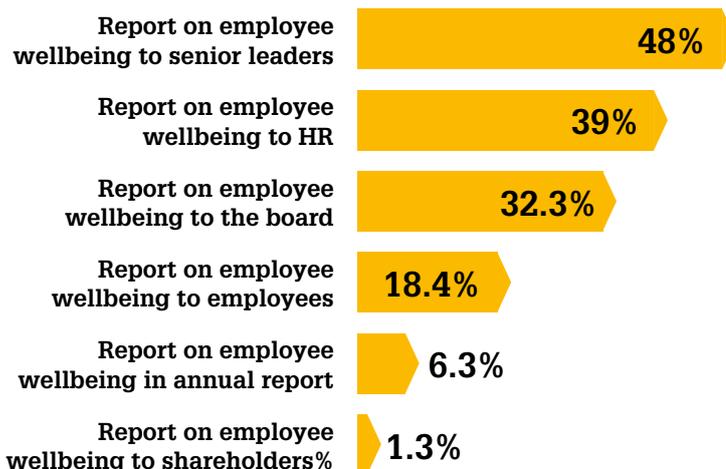
insight

Measuring the impact of wellbeing programmes is proving elusive for many. But well over half (57.1%) of respondents rely on employee feedback to measure the effectiveness of their health and wellbeing initiatives, with just over half using employee absence rates (52.2%) and employee engagement levels (52.2%) as a gauge.

Reporting wellbeing metrics is still a challenge

data

Where metrics are reported, they tend to be relayed to senior leadership (or their equivalent), to HR or to the board. Nearly one in five respondents make these metrics known to employees but very few report on employee wellbeing either in the annual report or directly to shareholders.



insight

Health and wellbeing metrics have to tread a fine line: they mustn't expose confidential information yet still aim to nail down data that indicates what has caused a change in culture or engagement. Lots of work is being carried out by employers, consultants, providers and medical or fitness technology providers in this space to improve measurement, collate more robust data and work out which information matters and which is irrelevant.

Internal employer data is not fit for measuring effectiveness

data

More than half of respondents cite the limited data available internally as the main barrier to measuring the effectiveness of their health and wellbeing initiatives. A third (34.1%) criticise the data that is available for being incomplete or of poor quality. And a quarter (24.5%) report that their evaluation efforts are hampered by a lack of data analytics expertise.

Limited internal data barrier to measuring effectiveness

54.8%

insight

Too many disparate bits of data, sometimes badly recorded (think absence data) from a multitude of platforms, and in different formats from multiple providers, makes using such data a huge challenge. This is slowly changing as internal HR and wellbeing technology platforms improve.

Steady increase in proportion of respondents addressing mental wellbeing

data

The percentage of respondents addressing mental health within their overall wellbeing strategy has seen a steady growth over the past three years, growing from 78.9% in 2016, to 82% in 2017 and 84.1% in this year's survey.

Addressing mental wellbeing in 2016

78.9%

Addressing mental wellbeing in 2017

82%

Addressing mental wellbeing in 2018

84.1%

insight

The stigma and taboos around mental wellbeing are falling away in many workplaces. In some cases senior leaders speak openly about their own mental health challenges, either within their organisations or publicly, which makes others more confident about asking for help. A huge push from government will increase this awareness.

One in six have a defined mental health strategy in place

data

Just one in six respondents have a defined mental health strategy in place although over a third (36.5%) say they are planning to introduce such a strategy in the next 12 months. A further quarter (26.1%) plan to have a strategy in place by 2020.

Have a defined mental health strategy in place

15.8%

insight

We expect a huge increase in the number of employers going from addressing mental wellbeing to actually having a defined strategy in place.

One in 10 report on mental health to the board

data

One in 10 respondents report on mental health to the board. Almost a third have plans to introduce mental health reporting in the near future but this leaves well over half of all respondents (59.4%) with no plans to implement any form of mental health reporting at their organisations.

Report on mental health to the board  **10.3%**

Plan to start reporting on mental health to the board  **30.4%**

insight

As we have seen, boards are more interested in mental health than any other aspect of wellbeing. This is no doubt a spur for HR, reward and wellbeing teams to focus on reporting in this area. Hopefully, what gets measured will get done!

Employees' mental health supported by HR policies

data

Well over three quarters (83.1%) of our respondents believe they treat discrimination on mental health grounds on equal terms to discrimination on the grounds of race, gender, age or sexual orientation. A similarly high percentage (78.3%) is confident that their HR policies and procedures support their employees' mental health.

Confident that HR policies and procedures support employee mental health  **78.3%**

insight

Having the right policies and procedures in place is a good first step but unless they are part of the culture they will not be acted upon. Converting policy written in handbooks or on the intranet into living behaviours by employees and senior managers remains a huge challenge.

Employee assistance programmes (EAP) most favoured wellbeing initiative

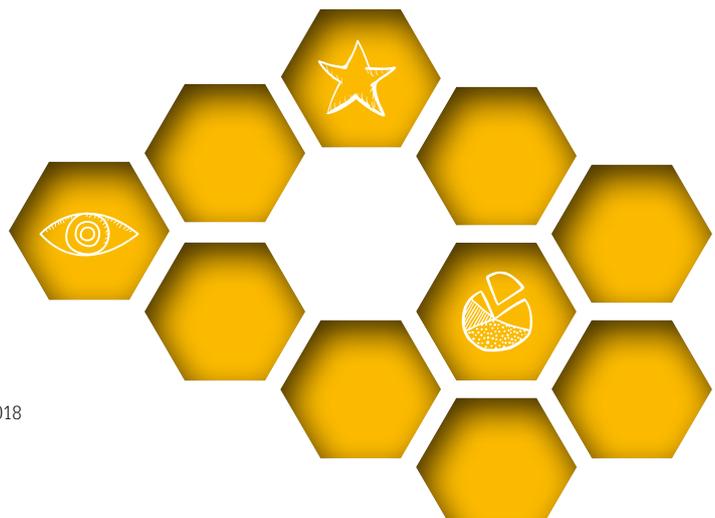
data

The EAP continues to be the most popular wellbeing initiative, offered by more than nine in 10 respondents, followed by an occupational sick pay scheme, which is operated by more than four in every five (82.9%) respondents.

EAP is most popular wellbeing initiative  **93%**

insight

Prompted by a fear of being sued by employees suffering stress has perhaps led to the EAP being a popular benefit. It is usually offered for free alongside other insurances and although it is often underused, it has great potential if actively promoted and cleverly tailored to a workforce.



PMI and income protection most popular employer-paid benefits

data

Over two thirds of respondents provide employer-paid private medical insurance for at least some of their employees. And more than half of respondents pay for income protection cover for at least some employees. By contrast, employer-paid critical illness insurance is offered by less than one in five (18.8%) respondents.

Buy PMI for at least some employers 68.6%

Buy income protection for at least some employees 55.8%

insight

Medical and risk insurances are rarely offered to all staff in an organisation and there is still a hierarchy in what they receive and the value linked to that insurance. Despite the challenges faced by the NHS, it is still seen as a hugely valuable service able to meet the needs of the vast majority.

Dental insurance and cash plans most popular staff-bought benefits

data

Where they are offered, dental insurance and healthcare cash plans tend to be made available as part of voluntary benefits schemes, rather than being directly funded by the employer.

Offer dental insurance via workplace 31.8%

Offer healthcare cash plans via workplace 28.9%

insight

These benefits are on the cheaper end of the scale but are highly valued by staff wanting to complement NHS services at little cost. Employers usually strike corporate deals with providers allowing staff to buy these at lower costs than on the high street.

Health insurances are not well integrated into wellbeing strategies

data

A third of respondents say their health insurance products and their overall wellbeing plan are not at all integrated while half say they are only partly integrated. Just one in six believes their insurance offering fully integrates with their overall approach to employee wellbeing.

Insurance products are integrated with wellbeing strategy 15.3%

Insurance products are partly integrated with wellbeing strategy 52.5%

Insurance products are not integrated with wellbeing strategy 32.2%

insight

It is an ongoing complaint that insurances are simply renegotiated with little conversation on how they fit as part of a wellbeing programme. Providers sometimes appear ahead of the game on broader wellbeing strategies than the brokers, advisers and intermediaries selling these wares. As more employers push back and demand more, this will change.

The working environment is getting healthier

data

While more than one in 10 respondents introduced on-site relaxation or recreation areas in the last 12 months, a further one in 10 (11.3%) are planning to introduce them in the near future. Almost a fifth of respondents have implemented new workstation designs, such as standing desks, in the last year. A further one in 10 (12.9%) plan to make changes in this area at some point in the near future.

Introduced on-site relaxation or recreation areas in last year

13.2%

Implemented new workstation designs in last year

18.9%

insight

While some workplace areas have catered for the health-conscious for a long time (think bike racks and showers), others are growing in popularity as employers look to engage broader work populations in healthier practices such as relaxation or posture.

Employers still rely on traditional methods to communicate their wellbeing programmes

data

Our respondents continue to communicate about employee wellbeing using mainly traditional media such as email (83.2%), the general intranet (81.2%) and posters and leaflets (76.6%). Only two in every five (39.1%) have a dedicated wellbeing website or portal and a similar percentage (36%) use wellbeing 'champions' to reach employees.

Use email to communicate wellbeing

83.2%

insight

Communication methods have changed very little over the years. While everyone believes that face-to-face is best, the cost in terms of money and time means it is often sacrificed for cheaper digital communications. These can do well provided a strategy is carefully worked out to get messages across over a period of time.

Newer methods of communication are still a niche

data

One in 10 respondents use smartphone or tablet apps to communicate with employees, one in 20 (6.1%) use audio or video (such as YouTube or podcasts) and just 2% use mobile text messaging.

Use apps to communicate wellbeing

9.6%

insight

Communications linked to mobile phones are still surprisingly low given that almost all staff have such a device. The barrier, of course, is that the phone is a personal device and employers are wary of crossing boundaries. That said, it is believed younger staff may be more open (or expect even) to receiving work-related communication on their phone.

Appendix 1: **About the survey**

The REBA Employee Wellbeing Survey 2018 was carried out online between November 2017 and January 2018. Responses were received from 250 wellbeing, HR and employee benefits specialists working at organisations of various sizes and across a broad range of industry sectors.

Figure 10.1: Respondents by organisation size

Employees	N	%
1-249	35	14%
250-999	65	26%
1,000-4,999	102	40.8%
5,000-9,999	26	10.4%
10,000-19,999	14	5.6%
20,000+	8	3.2%
Total	250	100%

Figure 10.2: Respondents by industry sector

Sector	N	%
Public sector	43	17.2%
Not-for-profit sector	35	14%
Financial services	33	13.2%
Professional services (including legal)	26	10.4%
Retail and wholesale	19	7.6%
Engineering and construction	16	6.4%
Technology	16	6.4%
Manufacturing and production	14	5.6%
Media and telecommunications	12	4.8%
Health and pharmaceuticals	9	3.6%
Transport and logistics	9	3.6%
Utilities and energy	7	2.8%
Leisure and travel (including hotels and hospitality)	5	2%
Food and drink	3	1.2%
Mining, oil and gas	3	1.2%
Grand Total	250	100%

Appendix 2: Full list of respondents

A P Moller – Maersk	CAYSH	Experian	John Lewis Partnership	Portakabin	The Royal Borough of Windsor and Maidenhead
ACCA	CDK Global	Expro North Sea	KBR UK	Poundland	The Walt Disney Company
Ageas	Central and North West London NHS Foundation Trust	FCC Operations	Kent County Council	Priory Group	Three
AIG	CHADD	Fidessa	Kier	QVC	Topps Tiles
AirTanker	Charles Stanley	Financial Conduct Authority	Kirklees Active Leisure	RBS	Translink
Akamai	Charles Taylor	First Utility	Knight Frank LLP	Red Carnation Hotel Collection	Travelport International
Alliance Homes Group	Chartered Institute of Procurement and Supply	FIS	Kobalt Music Group	RGP	Travis Perkins
Antares Underwriting	Cheshire East Council	Fluor	Lime Global	Ricoh UK	TRH
Anthony Nolan	Chubb Insurance	FM Global	Liverpool John Moores University	Rix	T-Systems
Arcadia Group	Cintre	Four Seasons Health Care	London Stock Exchange Group	Royal Devon & Exeter NHS Foundation Trust	TUI Group
Arcadis	Cisco	Fourfront Group	Lululemon	Royal HaskoningDHV	UCB
Argent Foods Limited	City Football Group	Freight Transport Association	Mansfield District Council	RSK Group	Unipart Group
Argyll Community Housing Association	Chartered Management Institute	GAME Digital	Mars UK	RSM	United Learning
Arthritis Research UK	Colchester Borough Council	Gatwick Airport	Mattoli Woods	RSPB	United Utilities
Gallagher	Communis	GDUK	Mazars LLP	Rydon	University of Salford
Ascential	Companies House	Genesis Housing	Mazda UK	S&P Global	Virgin Atlantic
ASCO UK	Computershare	GKN Aerospace	McCain	SAP	Virgin Management
ASOS	Connect Group	GL Education Group	McCann Central	SAS	Virgin Media
AT Kearney	Coventry University	Glory Global Solutions	Merlin Entertainment	Schlumberger	Virgin Money
Atos IT Services	Crown Agents	Grant Thornton UK LLP	Merseyrail	Schneider Electric	Volkswagen Financial Services
AutoTrader	Crown Worldwide	Hampshire and Isle of Wight Wildlife Trust	Moodys	Screwfix	W&G Foyle
AXIS Capital	Croydon Council	Harrods	Mourant Ozannes	SEI	Walker Morris
BACP	Cushman & Wakefield	HAVAS Just	National Trust	Shell International	Warmup
BAE Systems Applied Intelligence	De La Rue	HCA	Natixis	Shop Direct	Watford Community Housing
Balfour Beatty	Defence Equipment and Support	HCB Group	NetApp	SIG	Webhelp
BAM Nuttall	Dentons	Higgs and Sons Solicitors	New Look	SimplyBiz	Weightmans LLP
Barnardo's	Department for International Trade	Honda of the UK Manufacturing	NHBC	Sky	Well
Baxi Heating UK	Donnington Grove Veterinary Group	Horsham District Council	NHS Blood and Transplant	Skyscanner	Wellcome Trust
Bidfood	Draeger Safety UK	Howard Kennedy LLP	NHS Trust	SMBCE	Wells Fargo
Biffa	East Riding of Yorkshire Council	Howard Tenens	Northern Devon Healthcare	South Kesteven District Council	Whistl UK
Bird & Bird	Ecclesiastical Insurance	HS2	NHS Trust	Southern Co-op	Wigan & Leigh College
Birmingham City Council	Education Development Trust	HSBC	NS&I	Southwark Council	WM Housing
BlackRock	Electricity North West	Hyde	NSPCC	Speedy Hire	Wrexham County Borough Council
BlackRock	Engie	Hymans Robertson	Nuffield Health	Sunrise Senior Living	Wrigleys Solicitors LLP
Bombardier Transportation	Epsom and St Helier University Hospitals NHS Trust	ICG	Ocado	TalkTalk Group	WYG Group
Bouygues Energies & Services	Expand Executive Search	ICG Medical	Ocean Housing Group	Tameside and Glossop Integrated Care NHS Foundation Trust	Xerox
Bury Council		Inchcape	Octavia Housing	Taylor Wessing	Yorkshire Building Society
BWI Group		InComm	Ofwat	Telegraph Media Group	Yell
Cafcass		Invest NI	Openfield	THB	
Cambridgeshire and Peterborough CCG		J Murphy & Sons	Orange Business Services	Girl's Day School Trust	
Camellia PLC		Jami	Ordnance Survey	The Hyde Group	
Camelot		Jardine Motors Group	PCI Pharma Services	The Isle of Wight College	
Cancer Research UK		JLL	Penningtons Manches LLP	The Poppy Factory	
Carey Group			Police Scotland		
Carmarthenshire County Council			Port of Tyne		

Appendix 3: **Who we are**

About our sponsor: Punter Southall Health & Protection

As a nation, we are at a demographic tipping point. For UK employers, one of the biggest risks is our ageing workforce and the expected increase in comorbidity. At Punter Southall Health & Protection, we recognise the challenges today's businesses face. At the heart of this change is the increasing need to look after your employee wellbeing.

Healthy staff tend to be happier staff and therefore more productive. So investing in an effective and data driven wellbeing strategy is a win-win for businesses and employees.

We work with organisations of all sizes to build and deliver creative, innovative and cost-effective employee benefits solutions.

We're passionate about challenging tradition to create more valued, alternative products and services to help you deliver your responsibilities better. We make sure your benefit solution really is as good as it looks. And as award-winning consultants, you know that your wellbeing strategy is in safe hands.

Speak to a member of our team to find out more.



Punter Southall
Health & Protection

Website: www.pshp.co.uk

Email: marketing@pshp.co.uk

Tel: **020 3327 5700**

About us:

Reward & Employee Benefits Association

What REBA does:

REBA is the professional network for reward and benefits practitioners. We make members' working lives easier sharing experience, ideas, data and insight. We help members pursue best practice, increase professionalism in the industry and prepare for upcoming changes.

Our key functions are:

- Connecting members via digital tools and live events
- Proprietary data and insight from research
- Distributing useful content
- Curating an industry-wide research library
- Helping with the supplier selection and procurement process

Key products:

Digital

- www.reba.global for content, research, events and digital tools
- rebaLINK for member-to-member information sharing and supplier due diligence
- REBA Express, our weekly email
- REBA Spotlights, our topic-focused emails
- Supplier Shortlist, our tool to source and compare suppliers

Conferences

- Reward Leaders Forum, April
- Employee Wellbeing Congress, July
- REBA Innovation Day, November

Awards

- Employee Wellbeing Awards, February

Research

- Employee Wellbeing Research
- Reward & Benefits Technology Research
- Financial Wellbeing Research
- Reward & Benefits Strategy Research

Contact REBA:



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