Employee Wellbeing Research 2018

How employers, CEOs and government are driving new agendas

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EXECUTIVE SUMMARY ONLY

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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 someway to achieving this aim.

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This report was devised by Debi O'Donovan and Phil Hayne of REBA in association with Punter Southall Health & Protection.

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?

John Dean
Chief Commercial Officer | Punter Southall Health & Protection
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EXECUTIVE SUMMARY ONLY

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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.

- Use wellbeing to increase employee engagement: 29.7%
- Use wellbeing to improve organisational culture: 23.4%
- Use wellbeing to improve employee value proposition: 12.6%

**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.

- Concerned about high pressure environment: 72.8%
- Concerned about employees’ physical inactivity: 54.9%
- Concerned about managing ageing workforce: 35.8%

**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.

- Board supports wellbeing agenda: 67.6%
- Board actively drives wellbeing agenda: 7.7%

**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

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.

A third provide wellbeing training for line managers

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.

Government policies and support not quite hitting the mark

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.

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).

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.

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.

**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.

**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.

**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

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.

- Saw increase in spending (with a strategy): 51.6%
- Saw increase in spending (without a strategy): 36.1%

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

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.

- Measure the return on investment of their wellbeing initiatives: 17%

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

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.

- Report on employee wellbeing to senior leaders: 48%
- Report on employee wellbeing to HR: 39%
- Report on employee wellbeing to the board: 32.3%
- Report on employee wellbeing to employees: 18.4%
- Report on employee wellbeing in annual report: 6.3%
- Report on employee wellbeing to shareholders: 1.3%

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

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.

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

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.

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

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.

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

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

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

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.

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Buy PMI for at least some employers</td>
<td>68.6%</td>
</tr>
<tr>
<td>Buy income protection for at least some employees</td>
<td>55.8%</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer dental insurance via workplace</td>
<td>31.8%</td>
</tr>
<tr>
<td>Offer healthcare cash plans via workplace</td>
<td>28.9%</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>Integration Level</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insurance products are integrated with wellbeing strategy</td>
<td>15.3%</td>
</tr>
<tr>
<td>Insurance products are partly integrated with wellbeing strategy</td>
<td>52.5%</td>
</tr>
<tr>
<td>Insurance products are not integrated with wellbeing strategy</td>
<td>32.2%</td>
</tr>
</tbody>
</table>

**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

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.

**data**

- 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

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.

**data**

- 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

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.

**data**

- 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**

<table>
<thead>
<tr>
<th>Employees</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-249</td>
<td>35</td>
<td>14%</td>
</tr>
<tr>
<td>250-999</td>
<td>65</td>
<td>26%</td>
</tr>
<tr>
<td>1,000-4,999</td>
<td>102</td>
<td>40.8%</td>
</tr>
<tr>
<td>5,000-9,999</td>
<td>26</td>
<td>10.4%</td>
</tr>
<tr>
<td>10,000-19,999</td>
<td>14</td>
<td>5.6%</td>
</tr>
<tr>
<td>20,000+</td>
<td>8</td>
<td>3.2%</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Figure 10.2: Respondents by industry sector**

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

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

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**Punter Southall**

**Health & Protection**

Website: [www.pshp.co.uk](http://www.pshp.co.uk)
Email: [marketing@pshp.co.uk](mailto: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

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Website: www.reba.global