

# Employee Wellbeing Research 2017



The evolution of workplace  
wellbeing in the UK



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Employee Benefits Association

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**Punter  
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**EXECUTIVE  
SUMMARY  
ONLY**

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# The contributors



**Louise Aston**  
wellbeing director,  
Business in the Community



**Kevin Bass**  
compensation and benefits  
manager, Allianz



**Graham Brown**  
head of research, Reward &  
Employee Benefits Association



**Peter Brown**  
head of Health & Work Branch,  
Health and Safety Executive



**Professor Sir Cary Cooper**  
50th anniversary professor of  
organisational psychology and health,  
ALLIANCE Manchester Business  
School, University of Manchester



**Rebecca Cox**  
fitness director,  
Iris Worldwide



**Paul Farmer**  
chief executive, Mind, and chair,  
Mental Health Taskforce



**Charlotte Frost**  
benefits & wellbeing  
manager, Schroders



**Bridget Gilmour**  
vice president,  
IOSH



**Claire Hallmey**  
health and wellbeing  
manager, Oracle



**Andrew Kinder**  
chair, The UK Employee  
Assistance Professionals  
Association



**Catherine Rickard**  
senior research fellow, Institute  
for Employment Studies



**Andrea Shipman**  
group compensation & benefits  
manager, City Football Group



**Rachel Suff**  
employment relations  
adviser, CIPD

# The authors

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 Anna Scott and designed by SallyannDesign.

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# Introduction

## An evolution: how employers are embracing employee wellness



As more employers understand the business benefits of employee wellbeing and broaden its scope of coverage, what ethical considerations should they make?

We have witnessed a tremendous increase in interest in employee wellbeing strategies over the past few years. But we are aware that such strategies are still in their infancy in the UK.

This research is based on the answers of those employers with some degree of engagement in wellbeing – they are either already running schemes or plan to start within the next few years.

It does not capture the vast majority of employers out there yet to realise the business benefits of employee wellbeing. But they will in time.

The world of work is changing around us with the rise of digital devices and computerisation and an increasingly agile and piecemeal-based labour market (as opposed to a permanently-employed one). These changes bring about new challenges for us a society, and as employers.

How will the people who work for us, in whatever capacity, be treated? Does employee wellbeing mean offering initiatives to keep people productive and working like finely-tuned cogs in a machine, or is it about having a culture of caring for employees as human beings? The line is very fine and needs to be carefully considered.

A digital device that measures employee data to assist with performance and health can be a great tool for both employer and employee. But it has the potential to become a way to discriminate against certain groups of staff. How long before staff who refuse to wear certain devices are told they cannot get certain wellbeing benefits, must pay more for insurances, or have their performance reviews linked to their health?

This research reflects the exciting developments in wellbeing ahead – employers are willing to embrace digital devices. But ethical questions must be asked every step of the way.

For the majority of our respondents, employee wellbeing is still primarily focused on physical and mental health. But for those at the vanguard, employee wellbeing is becoming the new total reward, the new employee engagement. These forward-thinking reward and employee benefits practitioners consider wellbeing to encompass broader emotional and financial health too.

Speaking to employers doing very good work in the wellbeing space, we at REBA can see a huge variance in practices. For some a wellbeing strategy means having a comprehensive range of initiatives, for others it is vital that any such initiatives are tied into business objectives and measured against them.

The very few employers doing it really well can demonstrate the data at board level across a range of measures. But you can bet they didn't start that way. Someone had to press the case, persuade senior leadership to back them, and gradually build it over the years, learning what works for their particular organisation along the way.

No benefits package is one-size-fits-all. This is especially true of employee wellbeing. Workplace culture is crucial to the success or failure of wellbeing strategies and initiatives. And cultures differ completely across workplaces.

How senior leaders and line managers are seen to act will have a bigger effect on workplace wellbeing than anything an HR, reward, benefits or wellbeing practitioner can implement.

Wellbeing is all about people caring for people.



**Debi O'Donovan**

Partner | Reward & Employee Benefits Association (REBA)  
debi.odonovan@reba.global

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## Comment



# Win-win: a happy and healthy workforce will be more productive and engaged

As the focus on wellbeing gathers steam, now is the time for employers to share best practice on managing employee wellness.

In the second year of partnering REBA to carry out research into employee wellbeing, we are encouraged to see that the number of respondents with a defined wellbeing strategy in place has grown by about 20 per cent since last year's survey. This positive step demonstrates that employee wellbeing is no longer 'nice to have', but an area of focus that is growing in importance for UK employers.

### 2017 trends

What can we expect on the wellbeing horizon for 2017? We anticipate that employee wellbeing will continue to rise up the corporate agenda. More and more organisations are realising the positive impact that looking after their employees can have on their overall engagement, health and productivity.

For current wellbeing programmes, the focus on mental health and physical activity continues to be important, so employee assistance programmes (EAPs), discounted gym memberships and health screenings will remain popular initiatives. We can also see increased attention on supporting financial wellbeing and promoting good sleep behaviours.

### Main areas of focus

Physical and mental health continue to dominate wellbeing, which is not surprising when we consider that employers have seen a rise in the number of staff with mental health problems (up 41%, according to the CIPD's Absence Management 2016 survey).

Public awareness of mental illness – through campaigns such as Time to Change (set up by charities Mind and Rethink Mental Illness in 2009) – has grown over the last five years but there is still a stigma attached to mental illness when compared with physical illness.

More can and must be done by employers to help employees with a mental illness, both by providing access to support services such as counselling, mental health first aiders and EAPs, but also by providing line manager training in how to support and manage employees with a mental health condition. Line managers must be properly equipped to support the company's overall wellbeing strategy.

### Culture and environment

Although mental and physical health are often considered top priorities, it's worth emphasising that in order for a wellbeing programme to be effective, organisations need the right culture and workplace environment too. This includes designing the workplace to promote healthy behaviour, and offering facilities such as showers and access to drinking water. The culture and environment you create can influence the choices your employees make and their overall wellbeing.

### Technology

Technological developments are a growing feature of wellbeing programmes – wearable fitness devices, apps to measure sleep and online wellbeing advice are a few examples. Technology has the power to provide aggregate data so that employers can review the progress of their wellbeing programme. It also enables you to reach a diverse workforce across multiple locations.

It's good to see that more employers are measuring the effectiveness of their wellbeing strategy and the impact it has on their workforce. However, further improvements in this area are needed to ensure continuous funding for wellbeing programmes. I believe we now need to start sharing best practice so we can learn from each other and share the available information.

One thing is clear: a happy and healthy workforce is likely to be a more productive and engaged workforce. Looking after your employee wellbeing is a win-win for everyone.

## Executive summary

# Growing up: the advance of wellbeing in the workplace



Employers are rolling out wellbeing strategies for their workplaces at a rate never seen before. Some are highly sophisticated with strategic links to business culture and board reporting. Others are simply a collection of wellbeing initiatives.

### Implementation of wellbeing strategies to rise rapidly

#### data

Over half of respondents (54.8%) have no wellbeing strategy in place. Virtually all of this group plan or wish to implement one:



#### insight

There is a tremendous growth in the number of carefully-formulated wellbeing strategies being implemented in UK workplaces, with the trend set to grow for years to come (bearing in mind this research captures those respondents already engaged with the concept).

### Most wellbeing strategies are under three years old

#### data

Of those with a wellbeing strategy, around a quarter have had their strategy in place for more than three years.



#### insight

We can see how recent the growth in wellbeing strategies is. Some organisations have had these in place for many years, but the real growth has been in the past three.

## Engagement and culture are the drivers of wellbeing strategies

### data

Over a third launched their wellbeing strategy to increase employee engagement, while around a quarter said it was done to improve their organisational culture.



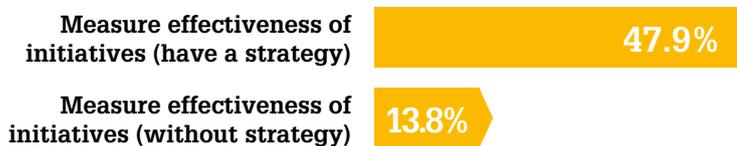
### insight

Organisations view employee wellbeing as a broader workplace and business driver rather than as a tactical way to control absence or improve productivity.

## Solid minority measure effectiveness of wellbeing strategy

### data

Just over a quarter (28.6%) of respondents measure the performance of their wellbeing initiatives – although the proportion is much higher among respondents with a wellbeing strategy than those without.



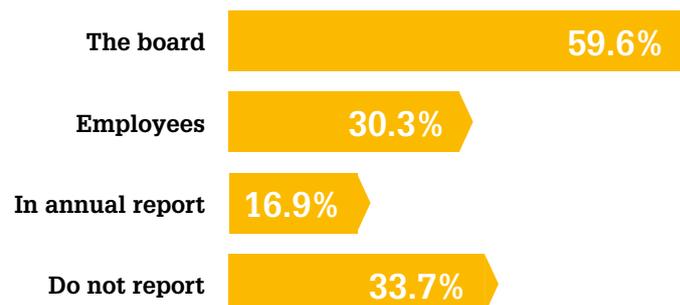
### insight

Few organisations seek to measure the impact of wellbeing strategies on the business; that such spend on strategies is allowed without having to prove a return on investment is surprising. Some of the measures that are used are relatively simple to start with – absence rates, take-up rates for initiatives or even engagement levels. Unsurprisingly, those with a strategy in place are much more likely to try and calculate their return on investment in wellbeing than those without.

## Board level reporting most popular, but long way to go

### data

Respondents with a wellbeing strategy report their metrics to:



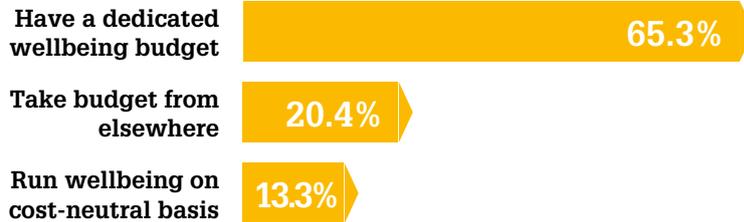
### insight

It is encouraging that where employers do report on wellbeing metrics, over half of respondents report – in some fashion – to the board. This implies that directors are starting to view wellbeing as an important area and that they may be more willing to devote serious resources to it.

## Majority of wellbeing strategies have dedicated budgets

### data

Almost two-thirds of respondents with a wellbeing strategy also have a dedicated wellbeing budget in place to fund schemes and activities. A further one in five take their wellbeing spend from another budget (such as HR, benefits or reward), while just over one in ten run their wellbeing initiatives on a cost-neutral basis.



### insight

Over the years employers have found it difficult to get approval for budget to spend on wellbeing initiatives. Many have had to start with using HR or other budgets or doing it on a cost-neutral basis. But as strategies prove their return on investment to the business, more wellbeing teams are being granted dedicated budgets.

## Annual spend on wellbeing strategies is £51-£75 per employee

### data

The median annual spend on wellbeing per employee is between £51 and £75 in businesses with a defined wellbeing strategy. This drops to between £1 and £25 at organisations without a strategy, excluding cost of insurances,.



### insight

Spending is higher at businesses that take a strategic approach to wellbeing. Employers without a strategy still invest in proactively protecting the health of their employees, even at a lower level.

## Spending to rise fastest among those without a strategy

### data

Half (50.5%) of respondents with wellbeing strategies saw no increase in wellbeing spending over the past 12 months – and a similar number (52.6%) expect their spending levels to stay the same in 2017.

Interestingly, spending is more likely to increase in 2017 at organisations that do not currently have a wellbeing strategy (48%) than those with one already in place (41.1%).



### insight

Roughly half of all organisations appear to have reached their limit of wellbeing spend. Some of this may just be a temporary pause when it comes to spending. However, now many wellbeing strategies have been in place for several years, budgets may have simply reached their ceiling.

## Physical and mental health dominate wellbeing

### data

Physical and mental health dominate the wellbeing agenda among our respondents. In contrast, behaviours that potentially damage health, such as smoking (61%), alcohol use (49%) and drug addiction (38%), are less likely to be included by respondents in their wellbeing strategies.



### insight

Employers place more emphasis on promoting positive health behaviours among their employees than eliminating negative behaviours.

## Top three current wellbeing initiatives

### data

The top three wellbeing initiatives (by proportion of respondents offering):



### insight

The tried and tested wellbeing benefits that have been around for many years are still topping the charts of what is most commonly offered in UK workplaces as part of a wellbeing strategy.

## Fastest growing areas of wellness employers plan to address

### data

The number of respondents including sleep within their wellbeing strategy is set to more than double (from 42% to 88%) in the next few years. The number of those offering support for carers is also primed for a big jump (from 37% to 83%). Another big area of growth in 2017 is financial education or guidance. While almost half (47%) of respondents already include this within their wellbeing strategy, more than a quarter (27%) plan to add it within the next 12 months.



### insight

Providing support for carers, aiding sleep, and offering financial education are all areas neglected by employers in recent years – but they are set for significant growth in 2017. Our figures show that financial education will potentially grow by 82.9% over the next few years, making it the third pillar of wellbeing alongside physical and mental health.

## Fastest growing wellbeing initiatives in 2017 and next few years

### data

The three fastest growing initiatives in 2017 (by proportion of respondents planning to introduce):



The three fastest growing initiatives over the next few years (by proportion of respondents planning to introduce "at some point"):



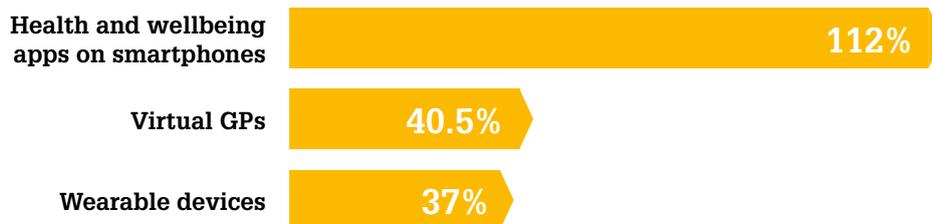
### insight

As wellbeing strategies become more popular so employers look to make them more comprehensive by adding more initiatives. The drivers of what makes an initiative popular vary: what's in fashion, technological changes, or financial imperatives are common. But what initiatives are chosen by an employer should come down to what makes most sense for a particular workforce's wellbeing strategy.

## Fast growth expected in apps, virtual GPs and wearable devices

### data

Growth in last 12 months in proportion of employers offering access to:



### insight

Digital wellbeing products are relatively new to the market and still not commonly offered, so any growth numbers look very large. That said, this level of predictive growth does indicate that apps, virtual GPs and wearable devices will move from being 'rare' to being offered at a significant minority of employers.

## PMI most popular employer-paid insurance

### data

Most popular employer-paid wellbeing benefits among those with a wellbeing strategy (by proportion of respondents offering to some or all staff):



### data

Least common employer-paid wellbeing benefits among those with a wellbeing strategy (by proportion of respondents offering to some or all staff):



### insight

Many employers provide insurance products to complement their other wellbeing activities and initiatives. But in most cases insurances are still an employee benefit which is simply re-brokered every few years, rather than a strategic part of an integrated wellbeing strategy.

## The three wellbeing initiatives most effective for business

### data

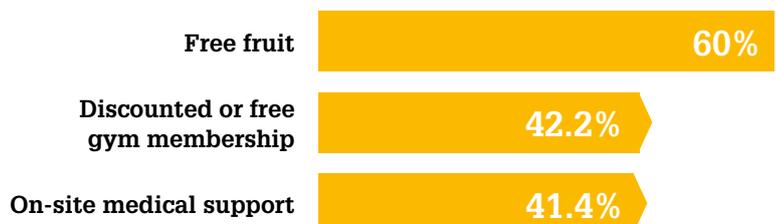
The wellbeing initiatives respondents considered to be most effective for the business are (by proportion of respondents rating them as effective):



## The three wellbeing initiatives most popular among staff

### data

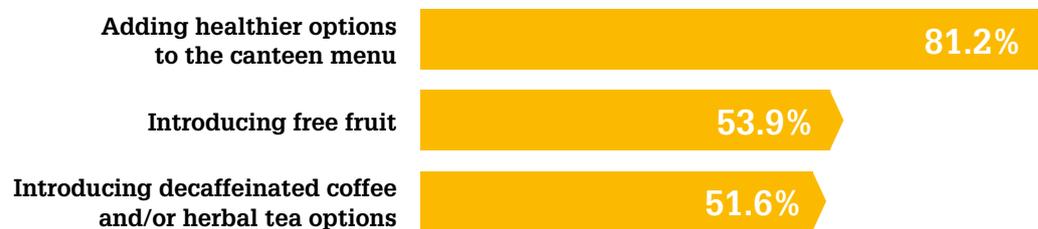
In contrast, the wellbeing initiatives considered to be most popular with employees are (by proportion of respondents rating them as such):



## Changing food options and work environment very popular

### data

Almost nine in ten (86%) respondents with a wellbeing strategy have made changes to the food and drink options they provide for employees. Overall, the most common changes made are (by proportion of respondents which made changes):



### data

Three quarters (75%) of respondents with a defined wellbeing strategy report making changes to the physical work environment to encourage healthy behaviours. Overall, the most common changes are (by proportion of respondents which made changes):



## Communication methods tend to be tried and tested

### data

Most organisations use fairly traditional media to communicate their wellbeing initiatives to employees, including (by proportion of respondents using):



### data

Newer communications technologies have yet to be embraced in this area, with only a handful of respondents using:



### insight

Technological advances play a big role in specific wellbeing benefits offered, but communication of them is still fairly traditional. These proportions could change as employers change the way they communicate benefits more widely. The jury is out for the moment, though.

## Line manager training focuses on stress and resilience

### data

Around a third (31.7%) of respondents provide training for line managers to help them support and promote employee wellbeing – and this training tends to focus on stress and resilience (75.0%), absence management (72.9%) and how to have difficult conversations (65.7%).

**Offer training to line managers to support employee wellbeing**

**31.7%**

### insight

Line managers are vital to whether or not wellbeing strategies work well. They are the primary influencers of employee engagement and organisational culture. Yet the majority receive no training on wellbeing. Where they do, the major focus of any training is on stress and resilience. This reflects the growing importance that employers – and public bodies – are placing on mental health.

## Quarter offer incentives to staff

### data

A quarter of respondents with a wellbeing strategy offer some form of incentive – financial or otherwise – to encourage employees to participate in their wellbeing initiatives. The initiatives that are most commonly incentivised are fitness challenges (24.7%), wearable devices (17.2%) and weight loss programmes or challenges (14.7%).

**Offer incentive to encourage staff to participate**

**26.6%**

### insight

The number of respondents offering some form of incentive for employees to take part in wellbeing initiatives has increased slightly since 2016 – but these numbers still lag a long way behind comparative figures for US companies.



## Practitioner view

# What reward and benefits directors say about wellbeing strategies



We asked a several members of the Reward & Employee Benefits Association what they thought about the development of wellbeing strategies in the UK.

### Kevin Bass, compensation and benefits manager, Allianz

Wellbeing can be one of those wide-ranging and subjective topics – what does it really mean to truly achieve ‘wellbeing at work’? Sure there are some objective statistics that we could all try to measure, such as sick days or hours worked, but what about the intangibles like feeling balanced at work and home or being in the right mental state?

What is clear is that employees are expecting more and more from their employers. Be it in the form of regular health checks, mindfulness sessions, charity work, information about retirement, flexible working, healthy food options or any of the other initiatives available. Those entering the workforce today have different expectations and indeed different concerns than in the past.

The good news is that as employers we need not see this as a nuisance or ‘entitlement culture’, but rather the starting line of a race to the top. A healthy, balanced and engaged workforce can be one of the single most valuable assets a business can have.

So if it makes business sense to engage employees on their wellbeing, what will it cost me? In many cases there isn’t a substantial price tag: think simply about supporting employees to work more flexibly or arranging a company volunteer day. After all – as with all races – if you don’t keep up you’ll be left behind!



### Andrea Shipman, group compensation & benefits manager, City Football Group

The City Football Group (CFG) wellness strategy incorporates many strands: physical, mental and financial wellbeing and productivity – with a strong focus on prevention and signposting to support – and benefits provision.

At the beginning of 2017, the organisation launched a new initiative – BeCity – which is designed to be employee-led. The aims of BeCity are to inspire colleagues by supporting them in their interests, and help them be healthy with a range of physical activities and events.

Manchester City was founded as a community club and retains its strong ties to the Greater Manchester community. Colleagues are encouraged to get involved with community activities that are linked to wellness, such as the Manchester 10k run.

CFG also uses its links to the local university to deliver fun, interactive educational sessions on wellness to employees. This not only benefits staff, but enables students to conduct research to support their degree programmes. CFG’s City in the Community Foundation also provides resource via lifestyle coaches to support the group’s key wellness initiatives.

Metrics from the Britain’s Healthiest Company report (developed by VitalityHealth) and management information data from the Group’s wellbeing programmes help to ensure future wellness initiatives within CFG are relevant to the business and to employees.



## Claire Hallmey, health and wellbeing manager, Oracle

We believe passionately in employee wellbeing. Not only has it saved us over £1 million but it's seen employee engagement multiply year on year.

Our wellbeing programme is data-driven. We ensure that our initiatives are relevant and appropriate to the health and wellbeing challenges of our people.

Our strategy focuses on preventative health behaviours, proactive, effective interventions and financial protection to cater for every part of the health and wellbeing journey of the workforce.

We welcome the increasing importance of wellbeing within the workplace. Happy, healthy, engaged people who innovate and inspire both within work and home life is our whole vision of wellbeing at work.



## Charlotte Frost, benefits and wellbeing manager, Schroders

Schroders employs a talented, diverse and multi-generational workforce and it is important that our employees are provided with the support and opportunities they need to optimise their health and overall wellbeing.

We have taken a more proactive approach to wellbeing by not just treating those who are unwell but also supporting those who are well but may be at risk of developing future health problems. By focusing on education and prevention, we aim to encourage healthier life choices and improve employees' overall wellbeing.

As part of our holistic approach we have designed an engaging Wellbeing identity and have launched a calendar of events which support our people across our five key areas: mind, workplace, body, financial and work-life balance. We will continue to develop the range of wellbeing training, education and support available.

Health and wellbeing programmes are increasingly seen as an indicator of a caring and responsible employer, supported by growing evidence that an employee's health and wellbeing is linked to increased engagement, loyalty, productivity and reduced absenteeism/presenteeism.

We aim to ensure that our employees are healthy, happy and secure both from an individual perspective and also from a business viewpoint.



## Rebecca Cox, fitness director, iris Worldwide

From the day iris started 17 years ago, the founders have been big on employee wellness. They've always understood that when their people are fit and well mentally they are happier at work and ultimately work harder. This plays a massive role in increasing productivity and staff retention.

By having a wellness director on site – whose role is solely to look after the health and wellbeing of staff – iris' founders have really been able to show just how important wellness is in an industry that can be pressurised, often has a long-hours culture, and requires sharp and creative people.

The wellness director meets with every member of staff to talk through their health, habits, goals and motivations and create a bespoke plan based on all of the benefits iris offers.

This means that everyone can see how the benefits the company offers are relevant to them, and take up of health screenings, free personal training, stress, sleep and nutrition workshops, sports events and challenges is incredibly high.

Staff have a direct line to the wellness director – they are on call whenever they need them. At a desk, on email, on the phone, walking the corridors.

Our wellness director represents one of iris' biggest benefits and also a huge factor in a decrease in costs of absenteeism, presenteeism and staff retention.

They also play a role in our battle of winning the talent war in the creative industry.

We attract the best. We look after the best. We keep the best.



## Appendix 1: **About the survey**

The REBA Employee Wellbeing Survey 2017 was carried out online in November 2016. Responses were received from 250 wellbeing, HR and employee benefits specialists working at organisations of various sizes and in several different sectors.

**Figure 7.1:** Respondents by organisation size

| Employees     | N   | %      |
|---------------|-----|--------|
| 1-249         | 36  | 14.4%  |
| 250-999       | 68  | 27.2%  |
| 1,000-4,999   | 101 | 40.4%  |
| 5,000-9,999   | 20  | 8.0%   |
| 10,000-19,999 | 13  | 5.2%   |
| 20,000+       | 12  | 4.8%   |
| Total         | 250 | 100.0% |

**Figure 7.2:** Respondents by industry sector

| Sector  | N   | %      |
|---|-----|--------|
| Not-for-profit  | 36  | 14.4%  |
| Public sector   | 35  | 14.0%  |
| Professional services (including legal)               | 33  | 13.2%  |
| Financial services                                    | 29  | 11.6%  |
| Technology  | 21  | 8.4%   |
| Retail and wholesale                                  | 15  | 6.0%   |
| Engineering and construction                          | 11  | 4.4%   |
| Media and telecommunications                          | 11  | 4.4%   |
| Manufacturing and production                          | 10  | 4.0%   |
| Transport and logistics                               | 10  | 4.0%   |
| Food and drink  | 8   | 3.2%   |
| Utilities and energy                                  | 8   | 3.2%   |
| Health and pharmaceuticals                            | 7   | 2.8%   |
| Leisure and travel (including hotels and hospitality) | 6   | 2.4%   |
| Mining, oil and gas                                   | 1   | 0.4%   |
| Other (please specify)                                | 9   | 3.6%   |
| Grand Total   | 250 | 100.0% |

## Appendix 2: Full list of respondents

|                                  |                                     |   |                                       |                                 |                                     |
|----------------------------------|-------------------------------------|---|---------------------------------------|---------------------------------|-------------------------------------|
| Aberdeen International Airport   | City & Guilds Group                 | Hafod   | National Offender Management Services | Save the Children               | The Wilkes Partnership              |
| ACCA                             | City Football Group                 | Haygarth                                      | National Trust                        | Schroders                       | Thomtons Law LLP                    |
| Adecco                           | Coca-Cola European Partners         | Healys LLP                                    | Nationwide Building Society           | Scotmid                         | Three UK                            |
| AECOM                            | Computershare                       | Herbert Smith Freehills                       | NATS                                  | Scottish Enterprise             | Topps Tiles                         |
| Ageas Retail                     | Countrywide                         | Hertfordshire County Council                  | Natural History Museum                | Seadrill                        | Toronto-Dominion Bank               |
| Ainscough                        | CPP Group                           | Hilton Worldwide                              | NCH Europe                            | Seetec                          | Town & Country Housing Group        |
| Crane Hire                       | Crown Agents                        | Hugh Baird College                            | Nestle UK&I                           | Sense                           | Travelport                          |
| Akamai Technologies              | Croydon Council                     | Hutchison Ports UK                            | Network Rail                          | Shepherds Bush Housing Group    | Towers & Hamlins LLP                |
| Alliance Homes Group             | De La Rue                           | Hymans Robertson                              | NFTS                                  | Siemens Healthineers            | TUI Group                           |
| Anglian Water                    | Defaqto                             | IHG   | NGA HR                                | SIG                             | Tusker                              |
| Anthony Nolan                    | Dentons UKMEA                       | Inchcape Management Services                  | NHBC                                  | Signet Trading                  | UCB                                 |
| Applied Systems Europe           | Derbyshire Health United            | Incisive Media                                | NHS Blood and Transplant              | Simplyhealth                    | United Utilities                    |
| Arthur J. Gallagher              | Digital Catapult                    | Inmarsat                                      | Norfolk County Council                | Skipton Building Society        | University of Chester               |
| Ascential                        | DLA Piper                           | Intuit  | North Middlesex University Hospital   | Solicitors Regulation Authority | University of Manchester            |
| Aster Group                      | Doosan Babcock                      | IPG Mediabrands                               | Ocado                                 | Sony Music                      | University of Northampton           |
| ATS Euromaster                   | DP World London                     | iPSL  | Optimisa Research                     | Southern Water                  | University of Sheffield             |
| BACP                             | Gateway                             | ITV   | Oxford NHS Foundation Trust           | Specsavers Optical Superstores  | University of Wolverhampton         |
| BAE Systems                      | DS Smith                            | Jardine Motors Group                          | Pelican Procurement Services          | SPTS Technologies               | Urban Futures London                |
| BAE Systems Applied Intelligence | Dunelm                              | JLT Group                                     | Peters & Peters Solicitors LLP        | SSE                             | Virgin Atlantic Airways             |
| BAM Nuttall                      | Ed Broking LLP                      | Johnson Matthey                               | Port of Milford Haven                 | Stockport Council               | Virgin Management                   |
| BDO Services                     | Eli Lilly and Company               | Kammac  | Poundland                             | Sunrise Senior Living           | Virgin Media                        |
| BGL Group                        | EnerMech                            | KAO Corporation                               | PPL                                   | SuperGroup                      | VMware                              |
| Bird & Bird                      | ENGIE                               | Kent County Council                           | Price Bailey LLP                      | Surrey & Sussex Healthcare      | Volkswagen Financial Services       |
| Birmingham City Council          | EPSON Europe                        | Kirklees College                              | R Twining and Company                 | Swiss Re                        | Vubiquity Management                |
| Bishop Grosseteste University    | Erskine                             | Knight Frank                                  | Radius                                | Taff Housing Association        | Wales & West Utilities              |
| BlackRock                        | Essex County Council                | Konecranes UK                                 | Radius Systems                        | TalkTalk Group                  | Wales Ambulance Service (NHS) Trust |
| Bombardier Belfast               | Essex County Council                | Lendlease                                     | RAPP                                  | Tate & Lyle                     | Walgreens Boots Alliance            |
| Bombardier Transportation        | Euro Car Parks                      | Liberty Mutual Insurance                      | RAPt                                  | Taylor Vinters                  | Watford Community Housing Trust     |
| Bouygues Energies & Services     | Eversheds                           | Liverpool John Moores University              | Rathbones                             | Teenage Cancer Trust            | Wellcome                            |
| Brocade                          | expedia                             | London Stock Exchange Group                   | Raymond James Investment Services     | Terex                           | Withers                             |
| Communication                    | Experian                            | Lincolnshire Partnership NHS Foundation Trust | RGF                                   | The Bristol Port Company        | WM Housing Group                    |
| BWI Group                        | Exponential                         | Merlin Entertainments                         | Richmond Fellowship                   | The Cola-Cola Company           | Worldpay                            |
| bwin                             | Financial Conduct Authority         | Merseyrail                                    | Royal Bank of Scotland                | The Crown Estate                | Worthing Homes                      |
| CA Technologies                  | FirstPort                           | Mertopolitan Housing                          | Royal Mail Group                      | The Girl's Day School Trust     | WWBL                                |
| Carlsberg UK                     | FIS Global                          | Michelmores LLP                               | RSM                                   | The Hyde Group                  | WYG Group                           |
| Carnival UK                      | Fluor                               | Misys   | Sage UK                               | The IET                         |                                     |
| CAYSH & CAYSH Enterprise CIC     | FM Global                           | Mitchells & Butlers                           | Saipem                                | The Northview Group             |                                     |
| CDK Global                       | Fourfront Group                     | Mizuho International                          | Salesforce                            | The Royal Marsden Hospital      |                                     |
| Celtic Football Club             | Frimley Health NHS Foundation Trust | Mondelez International                        | Samsung                               | The RSA                         |                                     |
| Centrica                         | Fusion Lifestyle                    | Moody's                                       | Sanctuary Group                       | The Southern Cooperative        |                                     |
| CEVA Logistics                   | Game Digital                        | Mundipharma International                     | Santander                             |                                 |                                     |
| Charles Stanley                  | GANT UK                             |   | SAP                                   |                                 |                                     |
| Charles Taylor                   | Gap Inc                             |   |                                       |                                 |                                     |
| Chester Zoo                      | Gartner UK                          |   |                                       |                                 |                                     |
| Chivas Brothers                  | GB Railfreight                      |   |                                       |                                 |                                     |
| Cisco                            | Glory Global Solutions              |   |                                       |                                 |                                     |
|                                  | Grant Thornton UK LLP               |   |                                       |                                 |                                     |
|                                  | Habits at Work                      |   |                                       |                                 |                                     |

## Appendix 3: Who we are

### About our sponsor: Punter Southall Health & Protection

The UK workforce is changing and with it, the way that we work. At Punter Southall Health & Protection, we understand the challenges today's employers face. At the heart of this change is the increasing need to look after your employee wellbeing.

Creating a dynamic, healthy and supportive working environment can result in happy and productive employees and value for your company.

We understand this new working world and provide micro-employers, SMEs and large corporates with creative, innovative and cost-effective advice about their employee benefits.

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 with our award-winning health & wellbeing team<sup>1</sup> on call, you know that your wellbeing strategy is in safe hands.

With expertise in protection, healthcare, wellbeing, international and online benefits, we know that the best way to determine the future is not to leave it to chance. Instead we design and deliver your employee benefits strategically, holistically, financially and sustainably – that way, they work for your business and your employees.

<sup>1</sup>Winner of WSB' Health & Wellbeing Consultant of the Year' Award, 2016



Website: [www.pshp.co.uk](http://www.pshp.co.uk)  
Tel: 020 3327 5700

### About us: Reward & Employee Benefits Association

REBA is the professional networking community for reward and benefits practitioners. We make members' working lives easier by saving you time, money and effort through sharing experience, ideas, data and insight with each other. We help members to pursue best practice, increase professionalism in the industry and prepare for upcoming changes. REBA lobbies government on members' behalf.

#### What REBA does:

- Runs regular conferences and networking events
- Produces benchmarking research, insight & data reports and analysis
- Curates the information you need to know, both online and in our weekly email
- Helps with supplier shortlisting and research

#### Contact REBA:



- **Debi O'Donovan**, founder: [debi.odonovan@reba.global](mailto:debi.odonovan@reba.global)
- **Phil Hayne**, partner: [phil.hayne@reba.global](mailto:phil.hayne@reba.global) or 0771 466 0857

Website: [www.reba.global](http://www.reba.global)



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