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Employee Wellbeing in the Public Sector 2022/23

In association with

SURVEYS IN PUBLIC SECTOR

Foreword

It seems like everyone is talking about employee wellbeing these days – and that's with good reason. Getting wellbeing right will enable your organisation to deliver on your strategic goals, but that takes much more than providing a few 'nice to have' benefits. You need a complete wellbeing solution.

I know that you want to look after your people because it's the right thing to do, but great wellbeing also delivers on the bottom line. Helping employees perform better and reducing absenteeism and presenteeism are just the tip of the iceberg. If the last few years have taught us anything it is that employers who really care about their people - and show they care - are not just keeping their staff but attracting new recruits too.

I joined the Personal Group team as I could see how passionate they are about employee wellbeing. In recent years they have made huge strides in the development of their offering and their native employee reward and benefits app – Hapi. From Reward and Benefit consulting through to a huge range of employee support, wellbeing and engagement tools and in-house salary sacrifice schemes, the Personal Group offering is unbeatable.

The public sector has always been known for its traditionally strong benefits such as pension provision but has, perhaps, lagged behind the commercial sector in recent years in relation to wider benefit provision. Yesterday's benefits are today's expectations and, if the sector wants to attract and retain the best staff it needs to offer more flexible packages that offer employees what they want at every stage of their journey both in work and in life.

I hope you will find this report useful and thought provoking. If this prompts you to review your engagement, support and benefits offering then we have succeeded in our vision to be "A winning team creating a brighter future for the UK workforce."

Best wishes,

Hon. Col. Dame Kelly Holmes MBE (mil)
Personal Group Chief Wellbeing Ambassador

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Introduction

The COVID-19 pandemic has redefined every aspect of our daily lives – none more so than the spaces in which we live and work. Having weathered social distancing measures and lockdown restrictions, many organisations have made the uncomfortable transition to remote or hybrid working.

But the consequences for employee health and wellbeing have been keenly felt – especially in the public sector, where remote workers have struggled to deliver essential services and meet unprecedented demand amid some of the most challenging social and economic conditions in living memory.

Unfortunately, the human cost is very real. According to the Office for National Statistics, one in five adults experienced some form of depression in early 2021, with the UK Health Foundation declaring a "mental health crisis" in May 2021.[1] Elsewhere, staff turnover spiralled, with many employees experiencing symptoms of burnout.

It's unsurprising then that employee wellbeing has become a significant concern since the start of the pandemic, and while restrictions are lifting and a degree of normalcy has returned,

employee expectations have shifted dramatically. The question is: are public sector organisations taking this shift as seriously as they should be? Specifically, how are they prioritising employee wellbeing, what role do employee benefits play, and where does innovation fit in?

Our study – **Employee Wellbeing in the Public Sector 2022/23** – looks to answer these core questions and more. With employee attraction, retention, diversity, and wellbeing in mind, we've partnered with the employee benefit and wellbeing experts at Personal Group to gain a fuller picture of the public sector approach to health and wellbeing.

In doing so, we hope to support the public sector as it transforms working practices post-pandemic.

1. https://www.ons.gov.uk/peoplepopulationandcommunity/wellbeing/articles/coronavirusanddepressioninadultsgreatbritain/januarytomarch2021

About Personal Group

As one of the UK's leading authorities on employee benefits and wellbeing, Personal Group is dedicated to protecting the unprotected and connecting the unconnected – helping employees thrive in work and in life. Through their unique employee engagement and benefits platform and app – Hapi – their support enables public sector organisations to create a winning employee deal that keeps staff performing at their best, day after day.

Survey Methodology

Employee Wellbeing in the Public Sector 2022/23 was conducted by Surveys in Public Sector in partnership with Personal Group. The consultation period ran from Wednesday 27th October 2021 to Friday 10th December 2021.

Survey respondents represent a broad cross-section of job functions across the UK public sector, including: Chief Executive, Corporate HR Manager, Culture and Wellbeing Lead, Deputy Headteacher, Director of Human Resources, Employment Mentor, Head of College, Head of Employee Relations, Head of Workplace, Headteacher, Health and Safety Manager, Policy and Performance Manager, Resources Director, Senior Organisational Development Officer, Strategic Director of Finance & Resources and Wellbeing Coordinator.

Respondent Breakdown

A total of 142 individuals from 136 unique organisations completed the survey, each of whom received a complimentary copy of the key findings report.

There was no inducement to take part in our research project, and Personal Group was not introduced as the survey partner.

The results discussed throughout our report are based on those who fully completed the questionnaire and are displayed as a percentage of this group, unless explicitly stated otherwise.
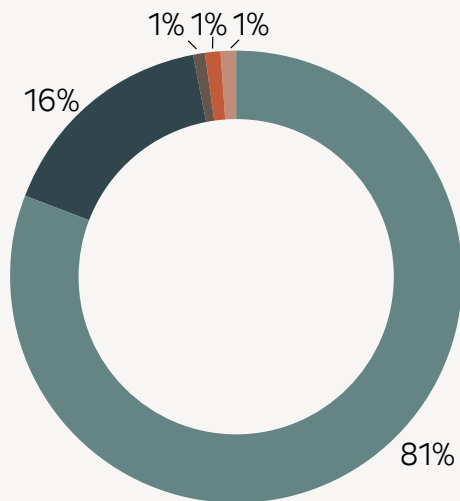
Key Findings

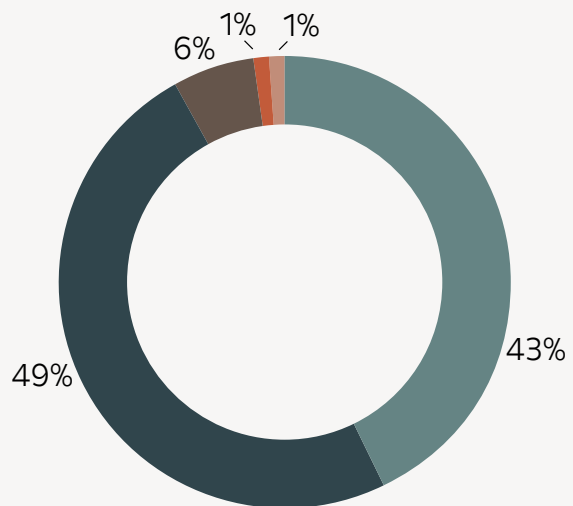## Embracing employee wellbeing in all its forms

Given the social and economic upheaval they experienced during the COVID-19 pandemic, our first order of business was to understand how seriously public sector organisations took employee wellbeing – specifically from a mental health, financial and work-life balance perspective.

FIGURE 1: In your opinion, how important are the following aspects to your staff and organisation?

Mental Health of Employees

- 1% 1% 1%
- 16%
- 81%

Financial Wellbeing of Employees

- 6%
- 1% 1%
- 49%
- 43%

Employee Work-life Balance

- 1% 2%
- 28%
- 69%

Legend:
- Extremely important
- Important
- Not very important
- Not at all important
- Don't know

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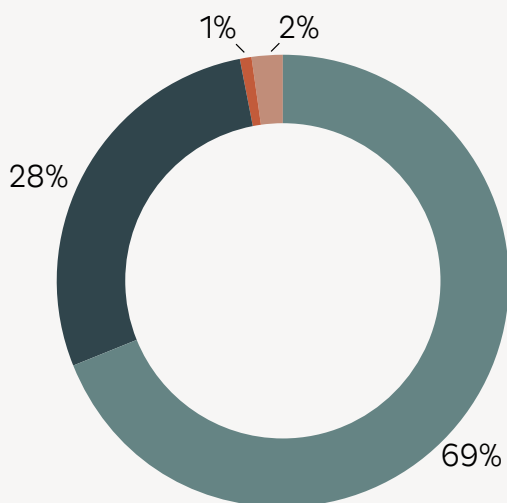
As expected, the vast majority (81%) of respondents see mental health as a matter of extreme importance to employees and organisations as a whole.

Mental health has received considerable focus throughout the pandemic, with numerous national studies illustrating the extent of the issue. According to the UK Household Longitudinal Study, for instance, the proportion of adults aged 18 and over reporting clinically significant levels of psychological distress rose from 20.8% in 2019 to 29.5% in April 2020. By September 2020, this figure had fallen to 21.3%, with a subsequent increase to 27.1% in January 2021, and a further decrease to 24.5% in late March 2021.

In the months since, mental health statistics have continued to fluctuate, with the Office for Health Improvement & Disparities attributing the "up and down nature of these changes' to 'periods of national lockdown and high COVID-19 cases followed by easing of lockdown and reducing cases". Simply put, mental health continues to be a serious concern and one which public sector organisations appear to be taking seriously.
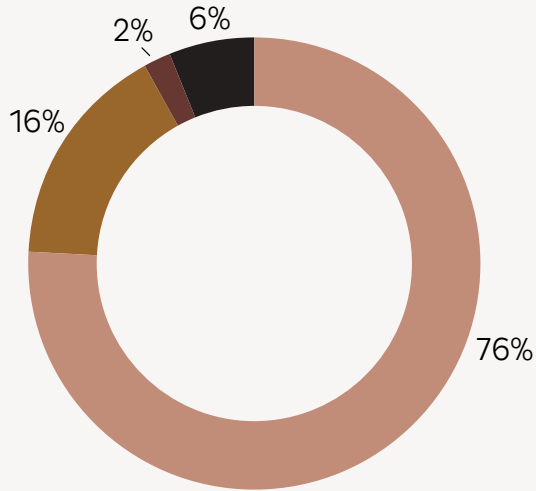
Similarly, work-life balance was said to be 'extremely important' to 69% of survey participants, most likely in response to the rigours of remote working. Anecdotally, we know that – without a clear separation between home and work environments – public sector professionals often work beyond their hours, potentially to the detriment of their personal commitments.

Financial wellbeing is less of a concern, however, with only 43% of respondents identifying it as 'extremely important'. Given that the public sector is typically more secure than the private sector, and less vulnerable to economic instability, it stands to reason that financial wellbeing is less of an issue for public sector professionals. Regardless, these figures demonstrate the public sector's wider recognition of wellbeing, and they complement our next question quite nicely.
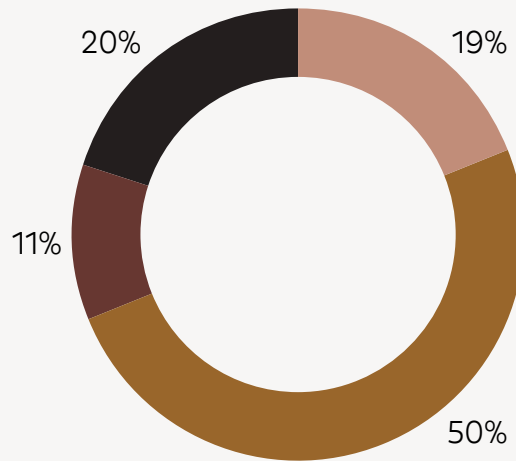
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FIGURE 2: With regards to the overall health and wellbeing of employees, which of the following are viewed as crucial to be addressed within your organisation in the next twelve months?
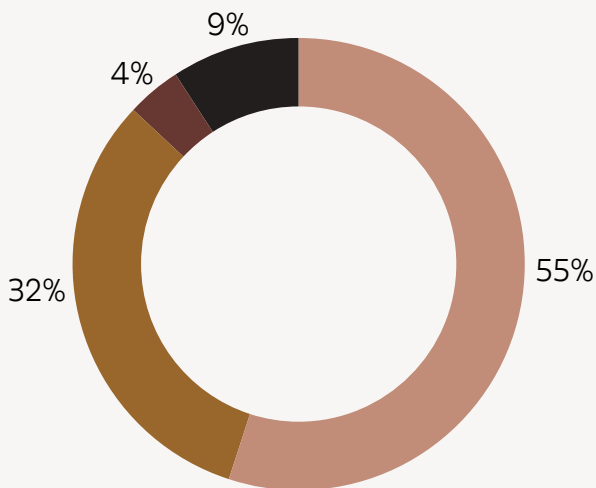
Mental health post-pandemic

- 6%
- 2%
- 16%
- 76%

Financial wellbeing

- 20%
- 19%
- 11%
- 50%

Work-life balance

- 9%
- 4%
- 32%
- 55%

Legend:
- Crucial
- Somewhat crucial
- Not at all crucial
- Don't know

In order to better understand public sector approaches to health and wellbeing, we asked respondents to identify their priorities for the year ahead. In total, 76% said addressing 'mental health post-pandemic' would be crucial, while 55% recognised work-life balance as a significant priority. Again, financial wellbeing ranked as a lesser concern with just 19% citing it as a matter of critical importance over the next 12 months.

In broad terms, these findings fall in step with our expectations and indicate that the public sector recognises the importance of wellbeing in all its forms, albeit to varying degrees. Given that a high percentage of respondents identified these issues as crucial for the

year ahead, these findings also suggest that the issue of employee health and wellbeing persists within the public sector. However, if – as these statistics indicate – the public sector recognises these issues, the outlook for employees is sure to improve.

Of course, employee benefits such as cycling schemes and gym discount/membership are all obvious examples of how an employer can positively influence wellbeing. But does the public sector appreciate the value of employee benefits, and how do organisations decide which benefits to make available to their workforce?

Difficulties identifying the right employee benefits

In order to understand prevailing attitudes to key aspects of the employee experience – most notably, employee benefit schemes – we asked respondents to rank their importance. As expected, 85% viewed such schemes as 'important' to employees and organisations as a whole. Of this majority, 32% took their assessment a step further, identifying employee benefits as 'extremely important'.

FIGURE 3: In your opinion, how important are the following aspects to your staff and organisation?

Employee benefits

- 1%
- 1%
- 13%
- 32%
- 53%

Legend:
- Extremely important
- Important
- Not very important
- Not at all important
- Don't know

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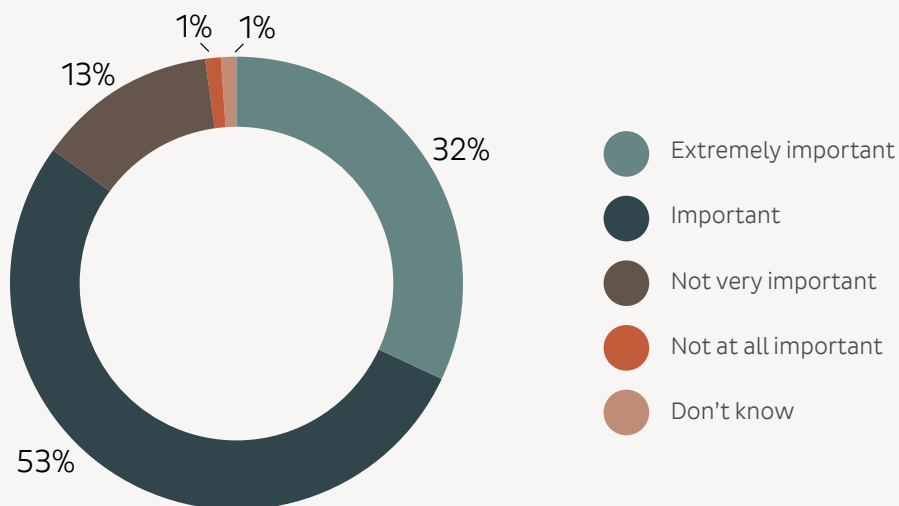
Additionally, when asked about the advantages of employee benefits, participants highlighted a variety of contributing factors including 'improving the employee experience' (90%), 'boosting morale, engagement and productivity' (89%) and 'helping to attract and retain the best employees' (87%). Anecdotally, we know these attitudes align with those found throughout the private sector, which suggests that the employee experience is a key focus for organisations, irrespective of sector.

FIGURE 4: What advantages do you believe employee benefits could bring to your organisation?

Category	Percentage
Improving the overall employee experience	90%
Boosting morale, engagement and productivity	89%
Helping to attract and retain the best employees	87%
Improving the company reputation and reinforcing company values	68%
Reducing challenges such as employee absenteeism/presenteeism/staff turnover	68%
Addressing the needs of a diverse workforce	65%
Enabling savings for employees	52%
Engaging remote/mobile workforces	40%
Enabling savings for the employer	38%
Other – please specify	1%
Don't know	1%

FIGURE 5: Which of the following do you believe are the key concerns for your organisation when choosing employee benefits?

Concern	Percentage
Attractiveness to employees	79%
Easy to manage and coordinate through a single platform	71%
Flexibility for employees to select pre-defined benefits to build their own package	67%
Admin time needed to manage the benefits programme	63%
Ease of implementation and management of the process	63%
Return on investment for your organisation	38%
Quality of service/provider and account management provided	38%
Availability via framework (no need to go out to tender)	38%
Ability to keep track of and view each employee's benefits (inc. record keeping)	33%
Other – please specify	4%
Don't know	4%

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However, from a purely public sector perspective, these initial findings suggest that organisations have begun to prioritise retaining their existing workforce over the recruitment of new employees.

Clearly, employee benefits now form part of a broader package of incentives, including reward and recognition schemes and flexible working arrangements. Given that private sector professionals are likely to receive more benefits than their public sector counterparts, it's understandable that a concerted effort is being made by public sector employers to match the range of benefits that come as standard in the private sector.

But how does the public sector decide which benefits to make available to employees? According to our respondents, 'attractiveness to employees' (79%) is a deciding factor, as is the ability to 'manage and coordinate through a single platform' (71%). These two considerations demonstrate that, while the public sector is prioritising employee benefits, potential solutions must also be intuitive and easy to manage. Given that resourcing is another potential issue for 63% of respondents (more on this in a moment) it's easy to understand why.

Similarly, survey respondents also appear to take 'flexibility' (67%) and 'ease of implementation and management' (63%) into account when choosing employee benefits. This tells us that, while the benefits must be flexible and meaningful for employees, they must also be manageable on an organisational level. There are obvious synergies between employee wellbeing and innovation to be had but, as we'll establish below, awareness of these solutions is not always high.
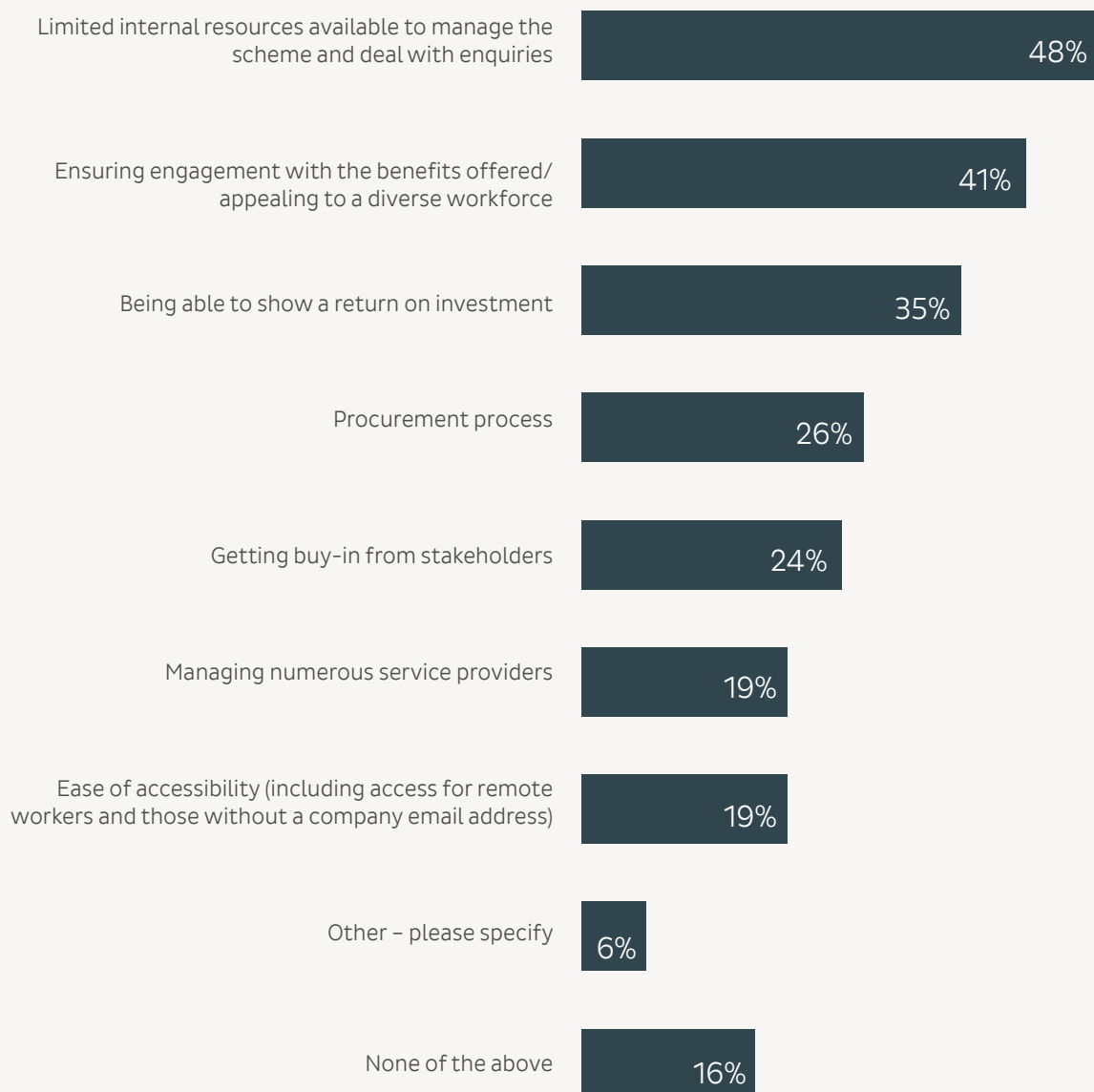
Resource and budget are shaping decision-making

To gain a fuller picture of the public sector's approach to employee wellbeing, we also wanted to understand the challenges associated with delivering an effective employee benefit scheme.

Unsurprisingly, the majority (48%) of survey participants cited 'limited internal resources' as a challenge when providing employee benefits - specifically in relation to managing both the scheme itself and the enquiries received as part of that process.

Other than resourcing, the challenge of 'ensuring engagement' and 'appealing to a diverse workforce' also ranked highly (41%), with the ability to 'show a return on investment' close behind (35%).

FIGURE 6: Do any of the following present a challenge to your organisation when providing employee benefits?

Challenge	%
Limited internal resources available to manage the scheme and deal with enquiries	48%
Ensuring engagement with the benefits offered/appealing to a diverse workforce	41%
Being able to show a return on investment	35%
Procurement process	26%
Getting buy-in from stakeholders	24%
Managing numerous service providers	19%
Ease of accessibility (including access for remote workers and those without a company email address)	19%
Other – please specify	6%
None of the above	16%

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Given that public sector organisations are under immense financial pressure, it's understandable that resourcing would be a deciding factor. However, according to Personal Group, the perceived cost and resource burden is a common misconception – one based on perception rather than reality. In truth, a number of solutions and platforms are currently available, many of which are designed with cost reduction and resourcing in mind.

Thinking about collaboration more broadly, we also asked survey participants to identify the key qualities they look for in a service provider. Naturally, 'value for money' came out on top, but the answers that followed proved far more interesting.

FIGURE 7: When selecting an employee benefits service provider, what does your organisation look for?

Category	Percentage
Value for money	68%
Range of services and best offering for employees	51%
Experience of provider	36%
Flexibility of service coverage (e.g. customisation, scalability)	33%
Limited internal resource required	32%
Account management	23%
Available via a framework/easy to appoint a provider through the procurement process	23%
Implementation timescales	15%
Other – please specify	5%
Don't know	23%
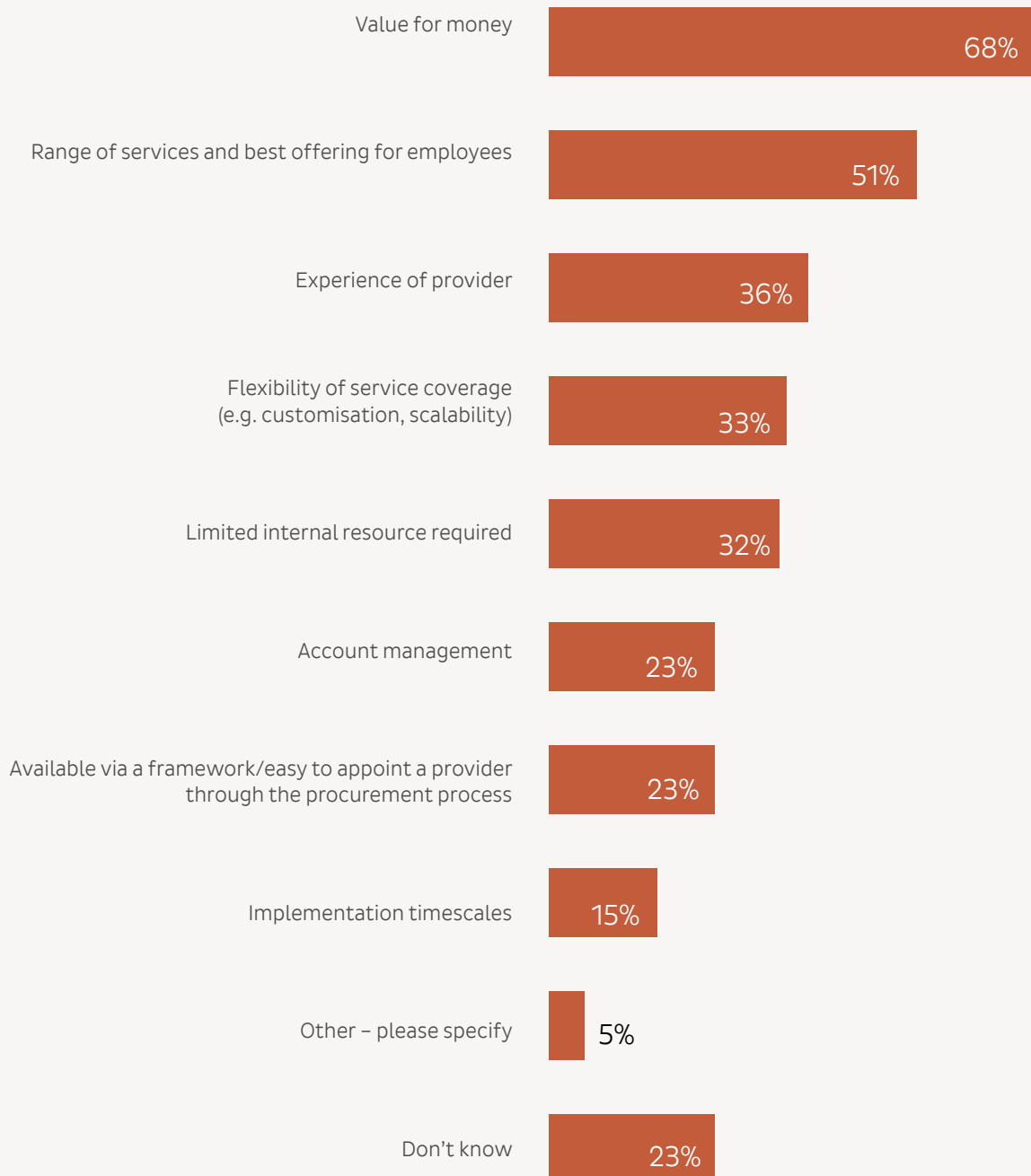
In total, 51% of survey participants recognised 'range of services and best offering for employees' as a consideration when selecting an employee benefits service provider. Similarly, the 'experience of provider' (36%) and 'flexibility of service coverage' (33%) were identified as mid-level priorities, while 32% cited 'limited internal resource required' as a contributing factor – seemingly in line with the findings discussed previously.

While these findings fall within our expectations, it's encouraging to see so many public sector organisations prioritising the best offering for their employees. As we've established, the public sector values employee benefit schemes as a means of attracting and retaining personnel, and it appears that public sector organisations are adopting a more proactive approach – perhaps an attempt to remain in step with private sector offerings.

Mobile solutions are underserved

Finally, as part of our study, we wanted to understand how public sector organisations are engaging with their employees. When asked if their organisation offered a 'total view' of their reward package, for instance, two-thirds (66%) answered 'no'. In fact, only 18% said that a total view was available, with the remainder (16%) stating that they did not know.

FIGURE 8: Does your organisation currently offer employees a total view of their reward package?

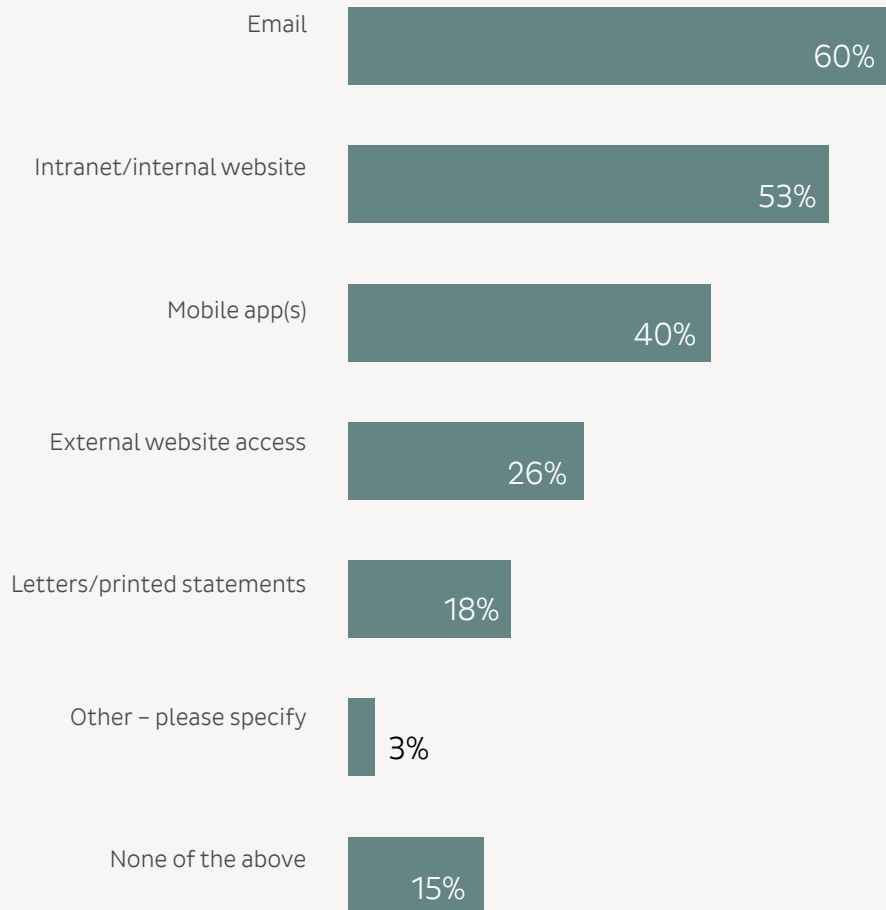| 18% | 66% | 16% |
| Yes | No | Don't know |

We then asked an additional follow-up question to the 66% who answered no, to understand which channels their organisation would be interested in introducing to provide a total view in the near future? Tellingly, while 'mobile app(s)' received a significant share of the vote (40%), more traditional forms of communication came out on top. Both 'email' (60%) and 'intranet/internal websites' (53%) ranked highly, while 'letters/printed statements' - which are surely in the process of being phased out as part of the ongoing paperless agenda - received 18%.

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FIGURE 9: Which of the following channels do you feel your organisation would be interested in using to provide a total view of the reward package to your staff in the future?

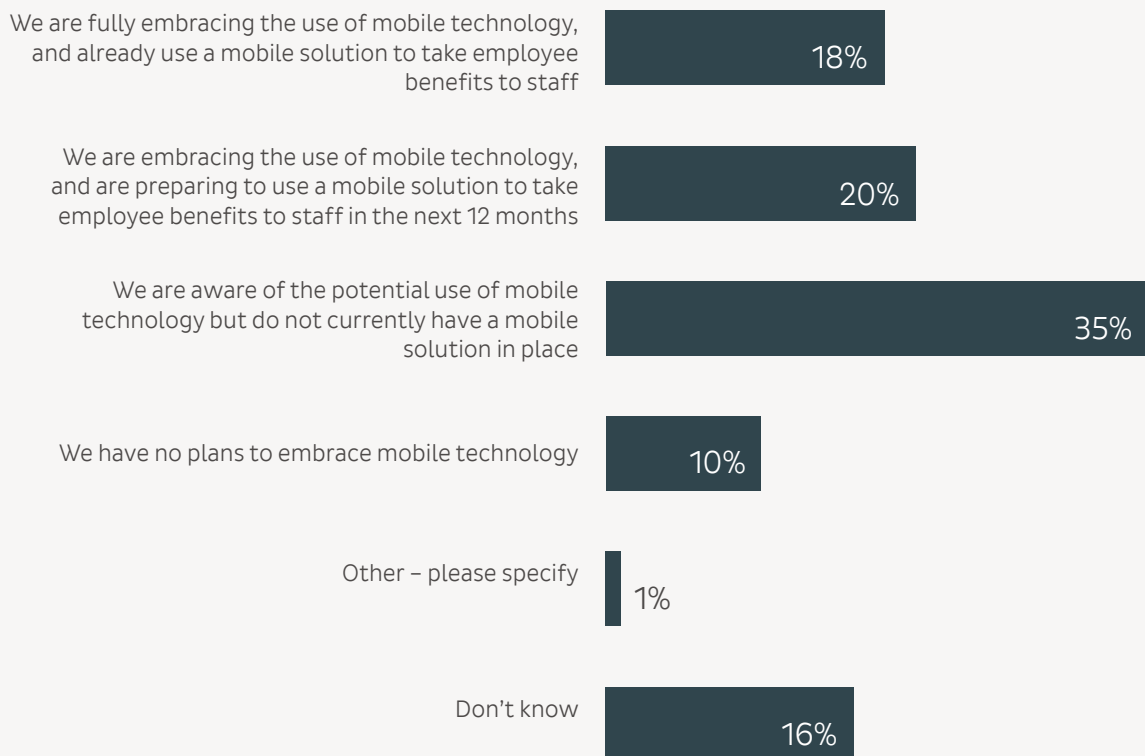| Channel	Percentage
Email	60%
Intranet/internal website	53%
Mobile app(s)	40%
External website access	26%
Letters/printed statements	18%
Other – please specify	3%
None of the above	15%

These findings indicate that, while the will is there, the public sector still has some way to go in terms of mobile app usage and the adoption of contemporary methods of communication. Indeed, when asked directly about the use of mobile technology, the majority (35%) had no mobile solution in place, while a further 10% said they had no plans to implement mobile technology.

FIGURE 10: To what extent is your organisation embracing the use of mobile technology in taking your employee benefits to staff?

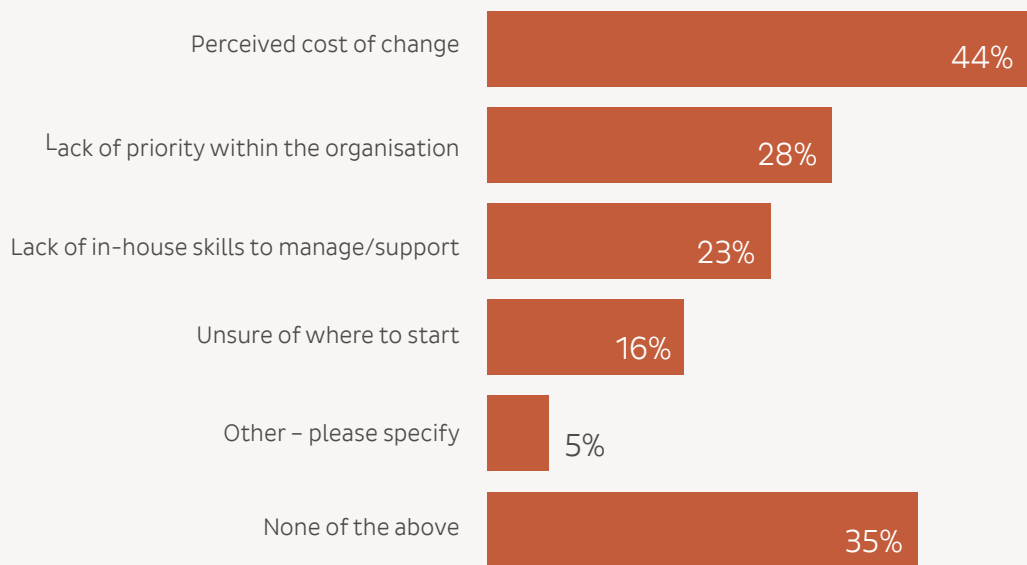|	
We are fully embracing the use of mobile technology, and already use a mobile solution to take employee benefits to staff	18%
We are embracing the use of mobile technology, and are preparing to use a mobile solution to take employee benefits to staff in the next 12 months	20%
We are aware of the potential use of mobile technology but do not currently have a mobile solution in place	35%
We have no plans to embrace mobile technology	10%
Other – please specify	1%
Don't know	16%

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This is unsurprising. Historically, public sector organisations have often lagged behind their private sector counterparts where innovation and adoption of new technologies and approaches are concerned. But, in this instance, what's preventing public sector organisations from embracing mobile technology?

Our results offer a mixed picture, with 44% citing the 'perceived cost of change' as the biggest barrier to uptake - perceived being the operative word. Similarly, 28% pointed to a 'lack of priority' within their organisation. This perhaps suggests that senior management don't necessarily sense the benefit of mobile technology, or would rather maintain the status quo. Meanwhile, 23% pointed towards a 'lack of in-house skills', while a further 16% said they wouldn't know where to begin.

It's worth noting, however, that a high percentage of respondents (35%) stated 'none of the above'. A closer look at the comments provides a slightly clearer picture. Not all employees have access to smartphones, for instance, and security on such devices is a significant concern, especially in the public sector where ransomware attacks are ever more commonplace. There's also the change in culture required to accommodate newer forms of communication, which requires buy-in from employees organisation-wide.

FIGURE 11: Do you feel there are any barriers or challenges for your organisation to embrace the use of mobile technology?

Barrier	Percentage
Perceived cost of change	44%
└ack of priority within the organisation	28%
Lack of in-house skills to manage/support	23%
Unsure of where to start	16%
Other – please specify	5%
None of the above	35%

What does this tell us? Clearly, mobile technology is capable of offering a more direct means of delivering a total view of an employee's reward package, and there are a number of platforms available to facilitate the transition.

However, our research indicates that the public sector has yet to fully invest in mobile technology, both financially and from a process standpoint. Whether it's the perceived cost, the in-house skills required, or a lack of understanding about the role of mobile apps, public sector uptake remains low. But if public sector organisations are committed to improving the employee experience, mobile technology will have to be more seriously considered.

Ultimately, our findings offer a mixed picture. Employee wellbeing is a clear priority for public sector organisations, and many are eager to leverage benefits to retain their workforce. But significant barriers to delivering effective employee benefit schemes persist, most notably around the perceived cost, the associated management and resource burden and the need for a single consolidated view. The public sector is also in danger of falling behind with regards to newer forms of communication and this may hamper employee benefit schemes even further.

But with employee wellbeing on the agenda like never before, the public sector has never been in a better position to adapt its processes and deliver meaningful benefits that make a positive difference.

Conclusion:
It's time to rethink the future of wellbeing

If our research illustrates anything, it's that attitudes to employee wellbeing are mid-transition. Employers now find themselves in a very different position compared to two years ago, and the requirements of their employees are considerably more complex. But what does this picture tell us about employee wellbeing in the here and now, and what steps must public sector employers take to ensure they're offering employees the right kind of support in the right kind of way?

Firstly, it's encouraging – though not especially surprising – to see that public sector employers are prioritising their employees' mental health, financial wellbeing and work-life balance – both now and for the future. Given that 76% of survey participants identified 'mental health post-pandemic' as a specific priority, it appears the public sector as a whole has learned much during the difficult lockdown period – particularly around employee wellbeing and the responsibilities of the employer.

But while these results are broadly positive, there's an obvious need for employers to be proactive rather than reactive, especially when implementing employee benefit schemes. Clearly, employers are well aware of the advantages such schemes can bring from an employee wellbeing, productivity and retention perspective. And yet, a number of barriers prevent the public sector from leveraging these schemes to their fullest. Take, for example, the difficulty employers experience when choosing which benefits to make available. Here, meaningful dialogue and clearer lines of communication between HR functions and the employees in their care could do much to ensure benefits are worthwhile and meet employees' specific needs.

There's no denying the employee benefit landscape has undergone a seismic shift, however. Simply put, employers have a duty of care to support all employees – this has always been the case. But with resources overstretched, it's becoming increasingly difficult for public sector organisations to meet that demand. Those that fail to do so risk haemorrhaging talent as more employees flock to the more lucrative private sector.

For HR departments in particular, this migration is an existential crisis. It's time to rethink the future of wellbeing.

In the face of an ongoing mental health crisis, granting employees access to a low-cost gym is no longer good enough. Today, an increasingly diverse workforce requires a wider package of technology-enabled benefits to support their needs on a multitude of fronts. The technology aspect is particularly important - these days, people expect all information to be easily and conveniently accessible - and this research validates our own view that public sector employers have yet to fully embrace digital platforms and mobile technology.

Going forward, the public sector must enter into dialogue with employees, deliver a wider variety of benefits and invest in digitalisation to ensure employee wellbeing, morale and productivity levels remain high. It's a tricky proposition, but Personal Group is dedicated to supporting wellbeing within the public sector through their employee engagement and benefits platform and app Hapi and Hapiflex. To streamline this process even further they are also present on a number of national public sector procurement frameworks. And, of course, we will continue to work alongside our partners as they continue the transition into a more responsible working environment.

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Case Study:
Hywel Dda University Health Board

Supporting communication and wellbeing in the NHS

Opportunity

Hywel Dda is a health board that supports the health of West Wales, across the counties of Carmarthenshire, Ceredigion and Pembrokeshire. They employ 13,000 staff and initially implemented the Hapi platform to showcase the wide range of benefits they offer to their amazing workforce.

Solution

Hapi provides a quick and simple way for Hywel Dda to connect with every employee. Rob Blake, Head of Culture and Workforce Experience, explains more:

"The organisation has historically struggled with engagement with certain groups of staff but Hapi integrates our entire benefits offering into a single app and delivers push notifications, making it accessible for staff on the go.

The platform offers dual accessibility through desktop site and a mobile phone app. This meant Hywel Dda could engage and communicate with all employees spread across our large organisation and not just those who have easy access to a computer."

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Providing benefits that employees want and use

Hapi offers access to hundreds of high street and online retail employee discounts, including restaurants, days out, and cinema schemes, which have proved popular across the organisation. With instant e-vouchers downloads straight to employees' smartphones, it's easy to shop and save. Local offers will now be added to bring wider community benefits around their main locations.

Employees can also save with salary sacrifice schemes, running twice a year. They can save money on a new bike via a Cycle to Work scheme, encouraging a healthier, greener commute. Employees also have access to the latest home technology through tech discounts provider Let's Connect – so far Hywel Dda has achieved employer savings of an estimated £1m with over 3500 staff enrolled in the scheme since it began.

Looking forward, Hywel Dda are also excited about using Hapi to expand their employee wellbeing offer. Like other healthcare organisations, they faced huge challenges throughout the COVID-19 pandemic. It's important to support their staff's mental and physical wellbeing so they can continue to perform at their best. By making it easy to access health and wellbeing benefits, the organisation hopes to improve rates of sickness absence and staff turnover, leading to better outcomes for their service users.

Outcome

Hywel Dda are really pleased with how Hapi has helped to deliver a winning benefits offer to every employee, with consequent gains for engagement and productivity.

With Hapi, staff can make the most of their benefits offer, wherever and whenever is convenient for them. Hywel Dda also now has a direct line of employee communications via push notifications so everyone has access to relevant information, even hard to reach frontline staff.

If you are a HR professional looking to drive engagement levels, streamline processes and connect with your people, contact us today.

"We've done great work in creating a culture of collaboration between HR, management and frontline staff, which in turn generates greater staff engagement and satisfaction."

Rob Blake,
Head of Culture and Workforce Experience

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Appendix I: Participating Organisations

- Aberlour Child Care Trust
- Action Against Hunger
- Adactus Housing Association
- Addington School
- Alder Grange School
- Alderman White School
- All Hallows Catholic College
- Amnesty International UK
- Annesley Primary and Nursery School
- Appleshaw St Peter's CofE Primary School
- Argyll and Bute Council
- Ashford Borough Council
- Baring Primary School
- Beatrix Potter Primary School
- Beechwood Park School
- Bidbury Infant School
- Birchwood
- Bitterne Park School
- Blackpool and the Fylde College
- Bledington Primary School
- Bodmin College
- Bolton Council
- Bracknell Forest Council
- Bradway Primary School
- Brent Council
- Bridgend County Borough Council
- Bridgewater High School
- Brompton Academy
- Bromsgrove School
- Brookfield Community School
- Broughton Hall Catholic High School
- Broxtowe Borough Council
- Budehaven Community School
- Bullers Wood School
- Bunscoil Mhic Reachtain
- Cambridgeshire and Peterborough Combined Authority
- Cardinal Hume Centre
- Carmel
- Carwarden House Community School
- Centrepoint
- Chailey Heritage School
- Charnwood Borough Council
- Cheshire East Council
- Colmers Farm Primary School
- Companies House
- Consett Academy
- Conwy County Borough Council
- Cookridge Holy Trinity Church of England Primary School
- Cornwall Council
- County Durham and Darlington Fire and Rescue Service
- Cranham Church of England Primary School
- Crawley Borough Council
- Cressing Primary School
- CrossReach
- Culham Centre for Fusion Energy
- Cunninghame Housing Association
- Derby Pride Academy
- Downham Church of England Voluntary Controlled Primary School
- Downton CofE VA Primary School
- Dulwich Prep London
- Durham Constabulary
- Durham University
- Dysart Primary School
- East Devon District Council
- East Norfolk Sixth Form College
- East Surrey College
- East Sussex Healthcare NHS Trust
- Eastleigh Borough Council
- Education Partnership North East
- Edwinstree Church of England Middle School
- Ellesmere College
- Emscote Infant School
- Endeavour Academy Durham
- Ferndown Upper School
- Fife Council
- Furze Down School
- Garston Manor School
- George Salter Academy
- Glade Primary School
- Golden Lane Housing
- Grange Primary School
- Grasmere CofE Primary School
- Greenwood Academies Trust
- Grove Park School
- Hackbridge Primary School
- Hallaton Church of England Primary School
- Hampden School
- Hastings Borough Council
- Hawthorn Primary School
- Haydon School
- Hayton CofE Primary School
- Health and Care Professions Council
- Highfield Primary School
- Highland Council
- Highways England
- Hollybank School
- Holmwood School
- Holy Souls Catholic Primary School
- Home Group
- Homes for Haringey
- Hornbeam Primary School
- Horsham District Council
- House of Commons
- Humber Teaching NHS Foundation Trust
- Huxlow Science College
- Ickworth Park Primary School
- Institute of Development Studies
- J.A.M.E.S.
- James Paget University Hospitals NHS Foundation Trust
- Kent Fire and Rescue Service
- Kettlebrook Short Stay School
- Kingsford Community School
- Landywood Primary School
- Langley Park School for Girls
- Langley Primary School
- Lawdale Junior School
- Leicester City Council
- Lighthouse School Leeds
- Llandrindod Wells C.P. School
- London Borough of Barking

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- and Dagenham
- Loreto Grammar School
- Malbank School and Sixth Form College
- Manchester Academy
- Manchester City Council
- Manor Green School
- Margaret Blackwood Housing Association
- Maritime and Coastguard Agency
- Marston Green Infant Academy
- Merseyside Fire and Rescue Service
- Mobberley CofE Primary School
- Money Advice Trust
- Monkseaton High School
- Mossley Hollins High School
- Mount Grace School
- Mudeford Junior School
- Myton School
- Newbury College
- Newcastle City Council
- Newham College
- Newydd Housing Association
- North East Lincolnshire Council
- North Kesteven District Council
- North Warwickshire Borough Council
- North West Ambulance Service NHS Trust
- Northern Health and Social Care Trust
- Northumberland County Council
- Oasis Academy Harpur Mount
- Office for National Statistics
- Office for Nuclear Regulation
- Oldham Sixth Form College
- Ordnance Survey
- Osbournby Primary School
- Oswaldtwistle White Ash School
- Our Lady Immaculate Catholic Primary School
- Our Lady's Catholic Primary School
- Oxford International College
- Oxfordshire County Council
- Phyllis Tuckwell Hospice
- Plymouth City Council
- Prestfelde School
- Prestwood Infant School
- RAF Association
- Rainhill High School
- Redcar and Cleveland Borough Council
- Repton School
- Rosshall Visually Impaired Unit
- Rutland County Council
- Sackville School
- Saint Michael's Catholic High School
- Scope
- Scottish Childrens Reporter Administration
- Scottish Futures Trust
- Scottish Parliament
- Shetland Islands Council
- South Ayrshire Council
- South Staffordshire Council
- Southampton City Council
- Sperrinview School
- St Aidan's Church of England High School
- St Anthony's Girls' Catholic Academy
- St Bede Academy
- St Catherine's Catholic Primary School, Swindon
- St Francis Xavier School – a Joint Catholic and Church of England Voluntary Academy
- St John's College
- St Joseph and St Theresa Catholic Primary
- St Joseph's Catholic Primary and Nursery School
- St Margaret Mary's Secondary School
- St Mary's School
- St Nicholas of Tolentine Catholic Primary School
- St Teresa's Catholic Primary School, Colchester
- Stockport Homes
- Surrey County Council
- Sutton Housing Society
- Tattershall Primary School
- Tayside Contracts
- Tees Valley Combined Authority
- Tettenhall Wood School
- The Ashley School
- The Blandford School
- The Financial Ombudsman Service
- The FitzWimarc School
- The Fountains High School
- The Frances Bardsley Academy for Girls
- The Grange Therapeutic School
- The Ilfracombe Church of England Academy
- The John Warner School
- The London School of Economics and Political Science
- The Lyceum
- The Milestone School
- The Pastures Primary School
- The Willink School
- The Woodlands Academy
- Thomas Tallis School
- Together Trust
- Tonwell St Mary's Church of England Primary School
- Torbay Council
- Trinity Academy Newcastle
- Trinity Laban Conservatoire of Music and Dance
- Tunbridge Wells Borough Council
- Unity Community Primary
- University College London
- University of Bristol
- University of Chichester
- University of Gloucestershire
- University of Southampton
- University of Sussex
- Walsall Council
- Wanstead Church School
- Warter Church of England Primary School
- West Byfleet Junior School
- West London NHS Trust
- West Midlands Ambulance Service University NHS Foundation Trust
- Western Primary School
- Wherwell Primary School
- Whitstable and Seasalter Endowed Church of England Junior School
- Wilnecote Junior School
- Winterbourne Junior Girls' School
- Wolsey House Primary School
- Woodmancote School
- Working Families
- Yaxley Infant School
- Ysgol Bryn Castell

Appendix II: Survey Questions

Question 1: In your opinion, how important are the following aspects to your staff and organisation?

Question / Answer	Extremely important	Important	Not very important	Not at all important	Don't know
Employee Communications and Engagement	87%	11%	1%	1%	0%
Employee Recognition	67%	28%	4%	0%	1%
Employee Benefits	32%	53%	13%	1%	1%
Mental Health of Employees	81%	16%	1%	1%	1%
Financial Wellbeing of Employees	43%	49%	6%	1%	1%
Employee Work-life Balance	69%	28%	0%	1%	2%

Question 2: Thinking about employee communications, which of the following channels does your organisation currently use?

Answer	%
Email	99%
Events	59%
Intranet/internal website	77%
Letters/printed materials	46%
Town halls/all hands meetings	23%
Mobile app(s)	30%
Social media	42%
Video conferencing	67%
Other – please specify	5%
Don't know	0%

Question 2a: Still thinking about employee communications, do you feel your organisation will be considering using any of the following channels in the future?

Answer	%
Email	0%
Events	11%
Intranet/internal website	4%
Letters/printed materials	2%
Town halls/all hands meetings	4%
Mobile app(s)	22%
Social media	17%
Video conferencing	8%
None of the above	50%

Question 3: In terms of benefits, which of the following are in place already at your organisation?

Answer	%
Flexible Work Arrangements (e.g. flexibility to work from home, contracted hours, part time working, flexi time)	80%
Health Insurance Benefits (e.g. cash plans for medical and/or dental treatment)	28%
Mental Health Benefits (e.g. employee assistance programme)	83%
Physical Wellbeing (e.g. discounted/free gym membership, cycle to work)	65%
Financial Benefits (e.g. Financial Wellness Programmes, Workplace Savings Schemes, High Street Discounts, Salary Sacrifice Schemes, Student Loan Employee Benefits)	54%
Family-Friendly Employee Benefits (e.g. paid and unpaid maternity, paternity and adoption leave, childcare vouchers)	82%
Professional Development Benefits (e.g. cross-training to develop skills, executive or leadership coaching, formal mentoring or career coaching to employees)	74%
Reward and Recognition (e.g. company recognition programme, peer to peer recognition)	40%
Pet-Friendly Employee Benefits (e.g. allowing employees to bring pets to work, offering pet insurance, paid time off for new pet owners)	3%
Other – please specify	1%
Don't know	0%

Question 3a: Additionally, which of the following benefits do you feel would be an interest for your organisation in the future?

Answer	%
Flexible Work Arrangements (e.g. flexibility to work from home, contracted hours, part time working, flexi time)	6%
Health Insurance Benefits (e.g. cash plans for medical and/or dental treatment)	32%
Mental Health Benefits (e.g. employee assistance programme)	11%
Physical Wellbeing (e.g. discounted/free gym membership, cycle to work)	23%
Financial Benefits (e.g. Financial Wellness Programmes, Workplace Savings Schemes, High Street Discounts, Salary Sacrifice Schemes, Student Loan Employee Benefits)	20%
Family-Friendly Employee Benefits (e.g. paid and unpaid maternity, paternity and adoption leave, childcare vouchers)	6%
Professional Development Benefits (e.g. cross-training to develop skills, executive or leadership coaching, formal mentoring or career coaching to employees)	15%
Reward and Recognition (e.g. company recognition programme, peer to peer recognition)	32%
Pet-Friendly Employee Benefits (e.g. allowing employees to bring pets to work, offering pet insurance, paid time off for new pet owners)	14%
None of the above	26%

Question 4: What advantages do you believe employee benefits could bring to your organisation?

Answer	%
Helping to attract and retain the best employees	87%
Improving the overall employee experience	90%
Improving the company reputation and reinforcing company values	68%
Addressing the needs of a diverse workforce	65%
Boosting morale, engagement and productivity	89%
Engaging remote/mobile workforces	40%
Reducing challenges such as employee absenteeism/presenteeism/staff turnover	68%
Enabling savings for employees	52%
Enabling savings for the employer	38%
Other – please specify	1%
Don't know	1%

Question 5: Does your organisation offer employees a choice in selecting their benefits (e.g. Flex Benefits)?

Answer	%
Yes	17%
No	69%
Don't know	14%

Question 5a: Which of the following do you believe are the key concerns for your organisation when choosing employee benefits?

Answer	%
Ability to keep track of and view each employee's benefits (inc. record keeping)	33%
Attractiveness to employees	79%
Flexibility for employees to select pre-defined benefits to build their own package	67%
Easy to manage and co-ordinate through one single platform	71%
Return on investment for your organisation	38%
Admin time needed to manage the benefits programme	63%
Quality of service/provider and account management provided	38%
Availability via framework (no need to go out to tender)	38%
Ease of implementation and management of the process	63%
Other – please specify	4%
Don't know	4%

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Question 6: Does any of the following present a challenge to your organisation when providing employee benefits?

Answer	%
Being able to show a return on investment	35%
Getting buy-in from stakeholders	24%
Managing numerous service providers	19%
Ease of accessibility (including access for remote workers and those without a company email address)	19%
Ensuring engagement with the benefits offered/appealing to a diverse workforce	41%
Limited internal resources available to manage the scheme and deal with enquiries	48%
Procurement process	26%
Other – please specify	6%
None of the above	16%

Question 7: When selecting an employee benefits service provider, what does your organisation look for?

Answer	%
Account management	23%
Experience of provider	36%
Flexibility of service coverage (e.g. customisation, scalability)	33%
Range of services and best offering for employees	51%
Value for money	68%
Available via a framework/easy to appoint a provider through the procurement process	23%
Limited internal resource required	32%
Implementation timescales	15%
Other – please specify	5%
Don't know	23%

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Question 8: Does your organisation currently offer employees a total view of their reward package?

Answer	%
Yes	18%
No	66%
Don't know	16%

Question 8a: Which of the following channels does your organisation currently use to provide a total view of reward package to your staff?

Answer	%
Email	56%
Intranet/internal website	64%
External website access	12%
Letters/printed statements	24%
Mobile app(s)	4%
Other – please specify	4%
Don't know	0%

Question 8b: Which of the following channels do you feel your organisation will be interested in using to provide a total view of reward package to your staff in the future?

Answer	%
Email	60%
Intranet/internal website	53%
External website access	26%
Letters/printed statements	18%
Mobile app(s)	40%
Other – please specify	3%
Don't know	15%

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Question 9: With regards to the overall health and wellbeing of employees, which of the following are viewed as crucial to be addressed within your organisation in the next twelve months?

Question / Answer	Crucial	Somewhat crucial	Not at all crucial	Don't know
Presenteeism	26%	37%	15%	22%
Absenteeism	48%	34%	6%	12%
Productivity	33%	35%	9%	23%
Morale and employee satisfaction (NPS)	67%	20%	2%	11%
Work-life balance	55%	32%	4%	9%
Diversity of workforce	38%	34%	7%	21%
Mental health post pandemic	76%	16%	2%	6%
General physical wellbeing	38%	44%	5%	13%
Financial wellbeing	19%	50%	11%	20%
Ongoing vaccination programme and uptake	29%	37%	16%	18%

Question 10: Does your organisation currently have any performance indicators in place to measure employee wellbeing (e.g. employee satisfaction, absenteeism, presenteeism) and its impact on productivity and efficiency?

Answer	%
Yes	57%
No	36%
Don't know	7%

Question 10a: Which of the following performance indicators are being communicated/reported back to the senior management at your organisation?

Question / Answer	Yes, this is reported on a regular basis	Yes, this is reported on an ad-hoc basis	No, this is not reported	Don't know
Employee satisfaction/engagement	48%	41%	6%	5%
Absenteeism	84%	10%	1%	5%
Presenteeism	26%	7%	48%	19%
Overall staff productivity	21%	17%	42%	20%
Staff turnover	69%	21%	3%	7%
Other (e.g. Employee Assistance Plan (EAP) usage)	28%	20%	30%	22%

Question 11: What do you feel have been the biggest challenges experienced by your organisation when managing a remote workforce?

Answer	%
Internet connectivity issues	45%
Distribution of hardware	19%
Ensuring digital inclusion	31%
Engaging and supporting staff remotely	70%
Challenges when implementing remote work	26%
IT knowledge of staff	42%
Other – please specify	4%
None of the above/We do not need to manage a remote workforce	14%

Question 12: What do you feel have been the biggest challenges experienced by your organisation when managing the permanent mobile workforce (e.g. community workers, refuse collectors, etc.)?

Answer	%
Engaging and supporting staff remotely	35%
Ensuring a collaborative and social environment	30%
Monitoring absenteeism/productivity	9%
Ensuring they feel valued as part of the organisation	37%
Effective communication	32%
Managing safety of remote workers	18%
Other – please specify	1%
None of the above/We do not need to manage a mobile workforce	49%

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Question 13: To what extent is your organisation embracing the use of mobile technology in taking your employee benefits to staff?

Answer	%
We are fully embracing the use of mobile technology, and already use a mobile solution to take employee benefits to staff	18%
We are embracing the use of mobile technology, and are preparing to use a mobile solution to take employee benefits to staff in the next 12 months	20%
We are aware of the potential use of mobile technology but do not currently have a mobile solution in place	35%
We have no plans to embrace mobile technology	10%
Other – please specify	1%
Don't know	16%

Question 14: Do you feel there are any barriers or challenges for your organisation to embrace the use of mobile technology?

Answer	%
Perceived cost of change	44%
Lack of priority within the organisation	28%
Lack of in-house skills to manage/support	23%
Unsure of where to start	16%
Other – please specify	5%
None of the above	35%

Question 15: Thinking about talent acquisition and retention, what do you see as being your organisation's biggest strengths when competing with private organisations?

Answer	%
Attractive pension scheme	63%
Job security	56%
Generous holiday allowance	61%
Generous policies around maternity/paternity pay, sick pay etc.	51%
Opportunity for career advancement	39%
The chance to make a difference to the public	69%
Other – please specify	1%
Don't know	8%

Question 16: Conversely, what are the key weaknesses when competing with private organisations in terms of talent acquisition and retention?

Answer	%
Budget constraints to offer employee benefits	73%
Demonstrating cost-effectiveness	18%
Inflexibility on recruitment processes and procedures	24%
Limited availability for internal progression	32%
Limited variety on employee benefits	32%
Salary base	60%
Ability to innovate to influence outcomes	16%
Other – please specify	2%
Don't know	9%

Question 17: Which of the following best describes your role in deciding which employee benefits your organisation utilises?

Answer	%
I am the sole decision maker when it comes to choosing employee benefits and wellbeing initiatives for my organisation	2%
I am one of several decision makers within our organisation	44%
I am not a decision maker, but I have significant influence on decisions regarding these initiatives	27%
I can request initiatives, but have no significant influence on decisions	9%
I have no influence in the decision-making process	11%
Other – please specify	0%
Don't know	7%

Question 18: Finally, is your organisation planning to review your employee benefits provision in the near future?

Answer	%
Yes – within the next 3 months	5%
Yes – within the next 6 months	6%
Yes – within the next 12 months	22%
Yes – post 12 months	12%
No	27%
Don't know	28%

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Personal Management Solutions
John Ormond House,
899 Silbury Boulevard,
Central Milton Keynes,
MK9 3XL

01908 605 000
www.hapi.co.uk