

Why culture is the bedrock of a successful wellbeing strategy

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PART OF  pibGroup



My background

- > Head of Consulting for Health and Wellbeing at PIB Employee Benefits
- > 35 years in Employee Benefits
- > Supported some clients for 15+ years

Previously at:



Specialist in:

- ▶ Supporting large corporate businesses
- ▶ Taking a holistic approach to health, risk and wellbeing
- ▶ Implementing preventative measures to contain costs and improve wellbeing

Why does culture matter?



Balfour Beatty



REVOLUTION®



Google

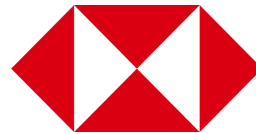


NHS



Ogilvy

ZARA



HSBC



BREWDOG



EVERSHEDS
SUTHERLAND

Reed



Hays Travel

DIAGEO



Consider your first experience joining a
business.

Why did you join them?

**What feelings do you have
about it now?**

Consider your most recent experience joining a company.

How does the **dream sold at interview match the **reality**?**

**How important was the culture
of the business to you?**

What is different?

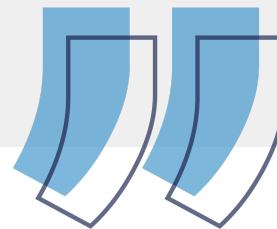


”A top-down approach to building company culture no longer works for several reasons.

For one, COVID-19 has upended how leaders interact with employees and how coworkers connect with each other. Next, company culture has grown in importance, thanks to recent high-profile crises at big name companies. A new culture-building approach is already in place at some organizations, one in which everyone in the organization is responsible for it.

Importantly, this model doesn’t relegate culture-building to an amorphous concept that everyone influences but no one leads or is accountable for. And it weaves in perspectives from employees to customers, from middle managers to the CEO.

- Denise Lee Yohn, Harvard Business Review



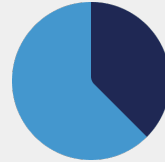
What are the some of the barriers to getting this right?



Budgeting



**Board level
champion**



**Employee
demographics**



**Hybrid
working**



Time



**Integration and
harmonisation**



**Line manager
log jam**



**Lack of
ownership**



**Lack of
authenticity**



**Inconsistent
messaging**

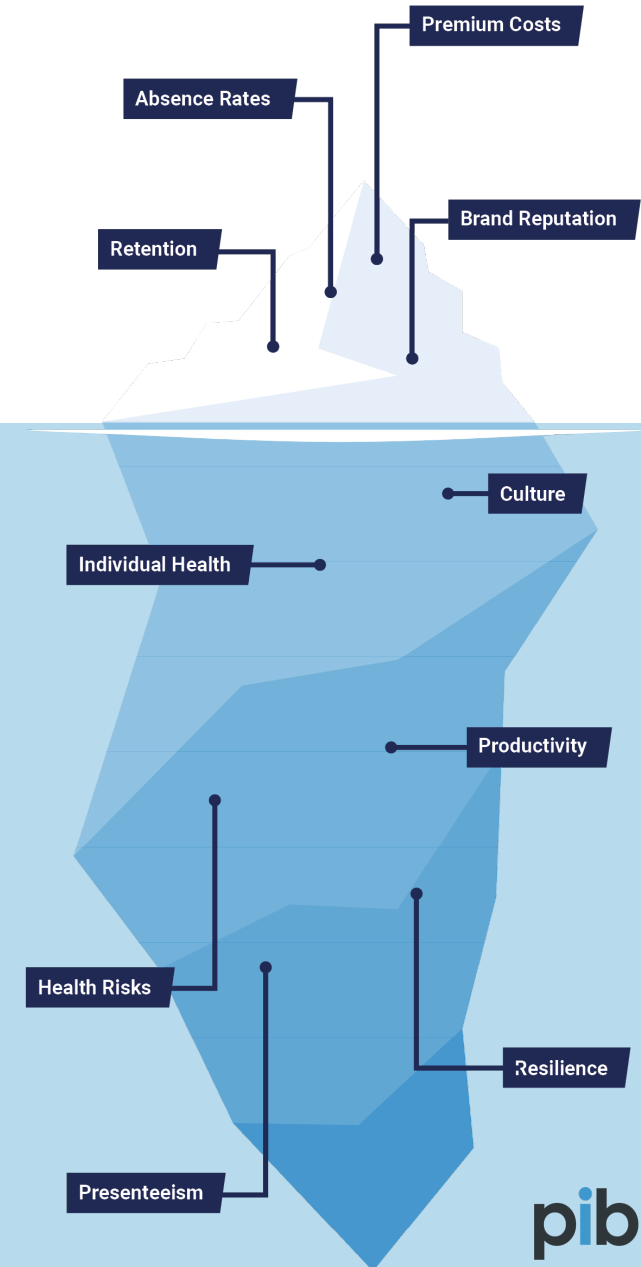
The cost of inaction

Not all the risks associated with poor wellbeing are visible; many are hidden or conflated with other issues.

A lack of investment in wellbeing and culture can result in:

- > Poor onboarding
- > Poor communication
- > Office politics
- > Bullying/toxicity

Employees need clarity about who they work for, cultural expectations, and the wellbeing support available.



What are your challenges?

- > How do you feel today about how well your culture is understood?
- > Do you feel your wellbeing programme is aligned to this?
- > How authentic does it feel as we sit here today?



The wellbeing revolution

We surveyed 1,000 HR decision makers about their wellbeing support, key challenges, and priorities.



34% of companies do not have any wellbeing strategy



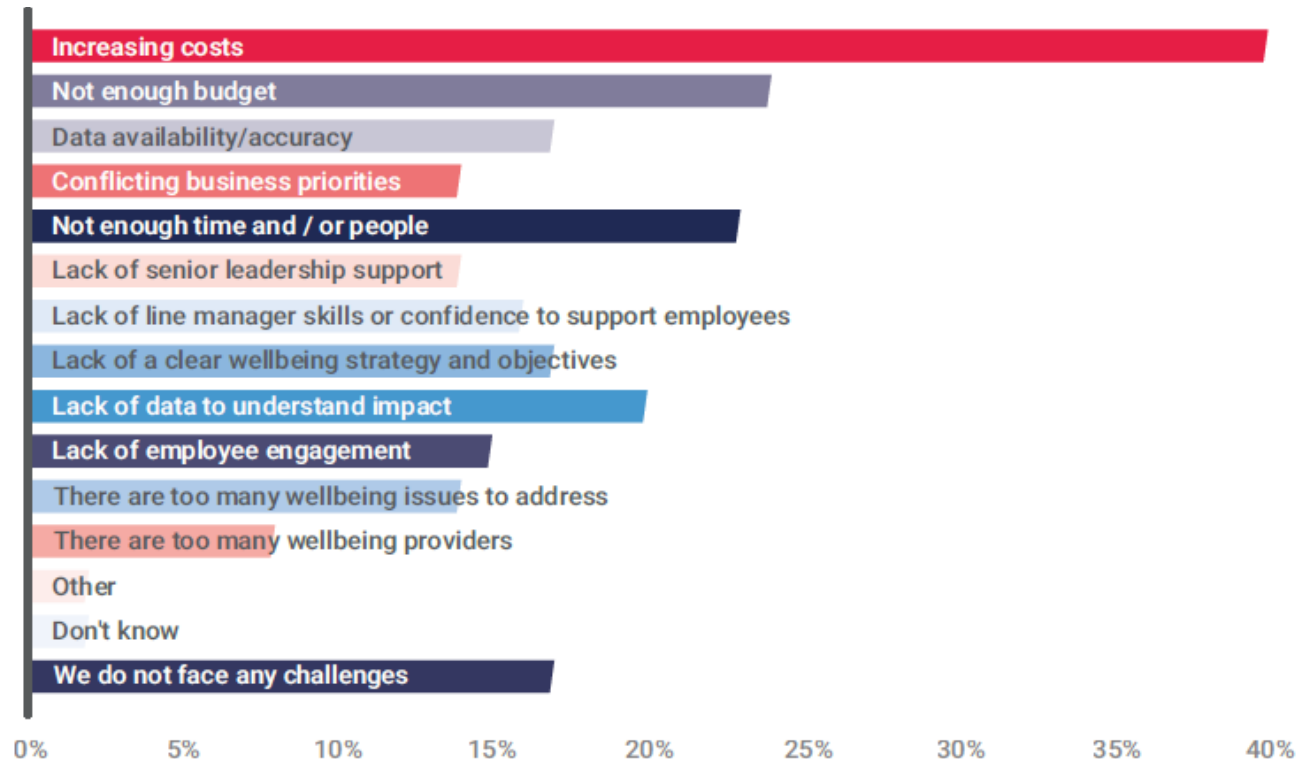
46% of companies do not have accurate data to drive decisions



49% of businesses have strong leadership support for wellbeing initiatives

Wellbeing barriers

What are the current wellbeing-related challenges?



40% of employers state that rising costs are a key challenge

A quarter feel there isn't enough budget or resource

Key focuses for HR



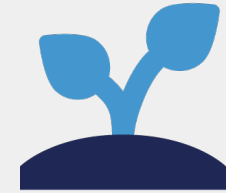
53% are trying to address employee loyalty and retention



52% want to increase employee satisfaction and engagement

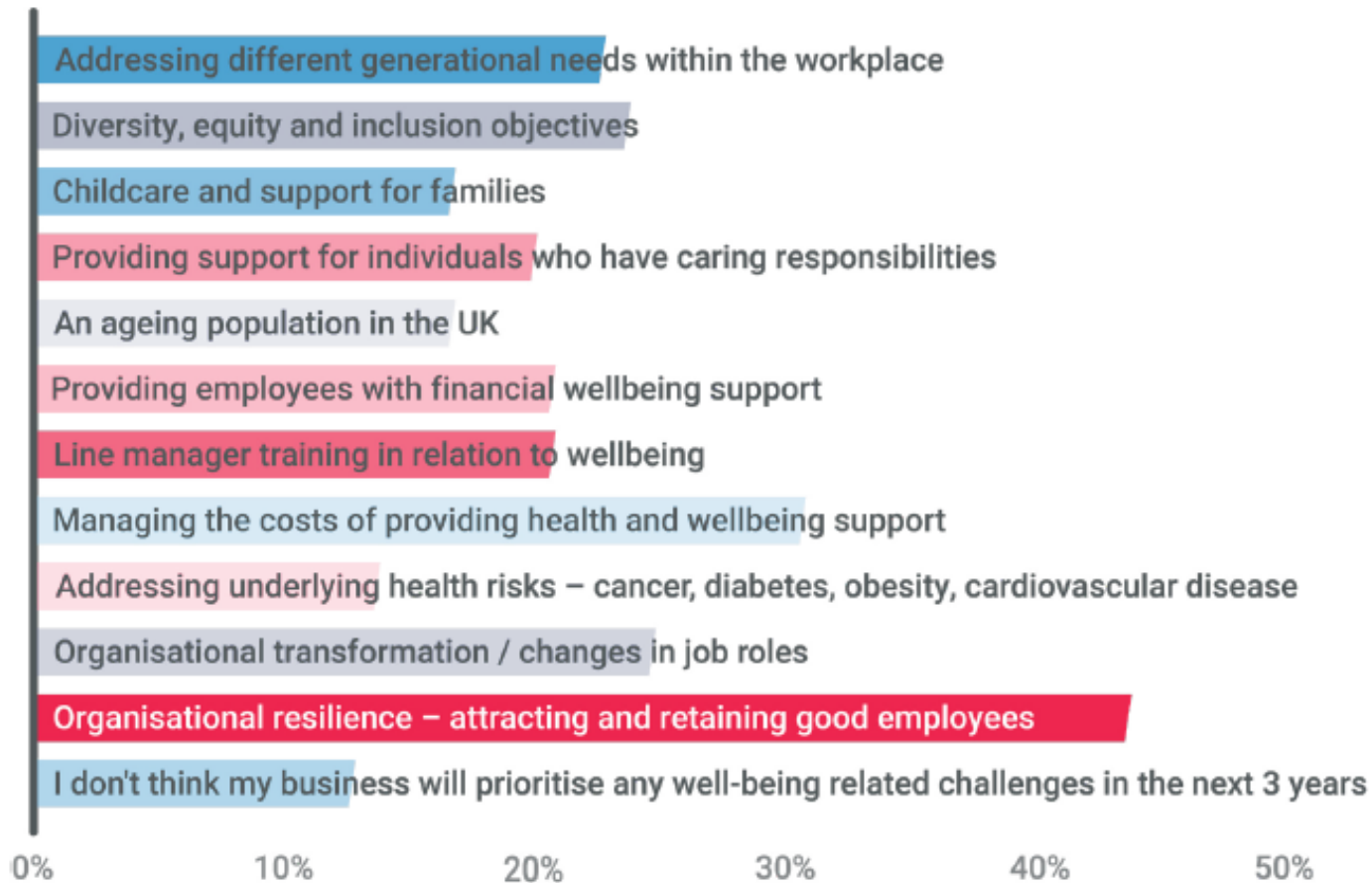


48% are focusing on improved performance and productivity



42% are investing in an enhanced workplace culture

What are the future challenges?



We also asked companies what they would implement if budget/resource was no issue:

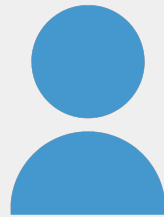
52% would most want to introduce initiatives to support mental and emotional health

36% would invest in preventative measures

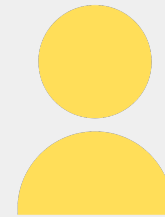
The changing workplace



Baby Boomers
(1946-1964)



Generation X
(1965-1980)



Generation Y
(1981-1996)



Generation Z
(1997-2012)



Later retirement age

Works remotely

Needs to work part time

Differing attitudes

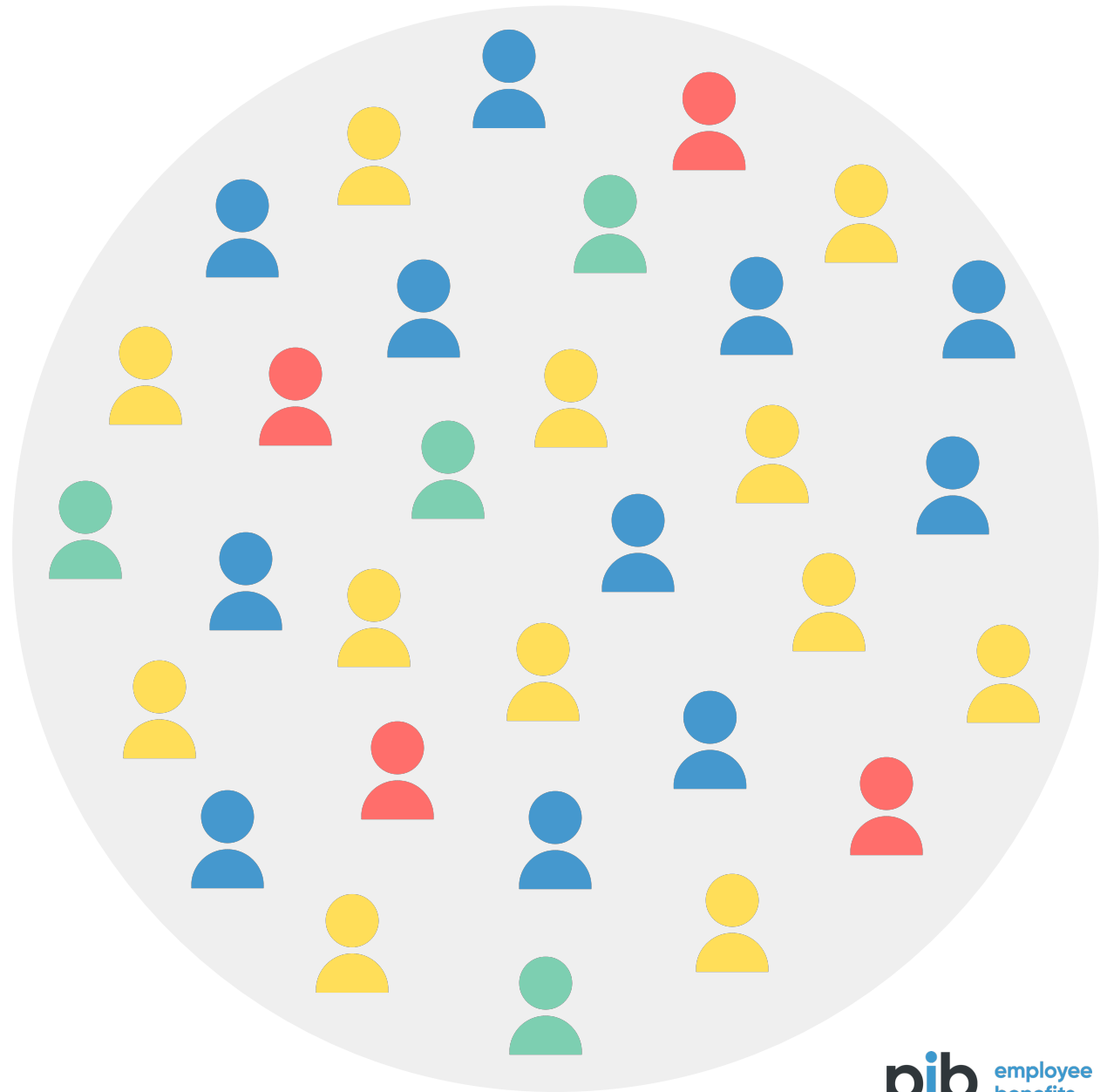
Sandwich carer

The changing workplace

How do you ensure everyone is included in your wellbeing initiatives?

Companies need to consider:

- Generational differences
- Challenging legacy practices
- Building trust in employees
- Signposting resources

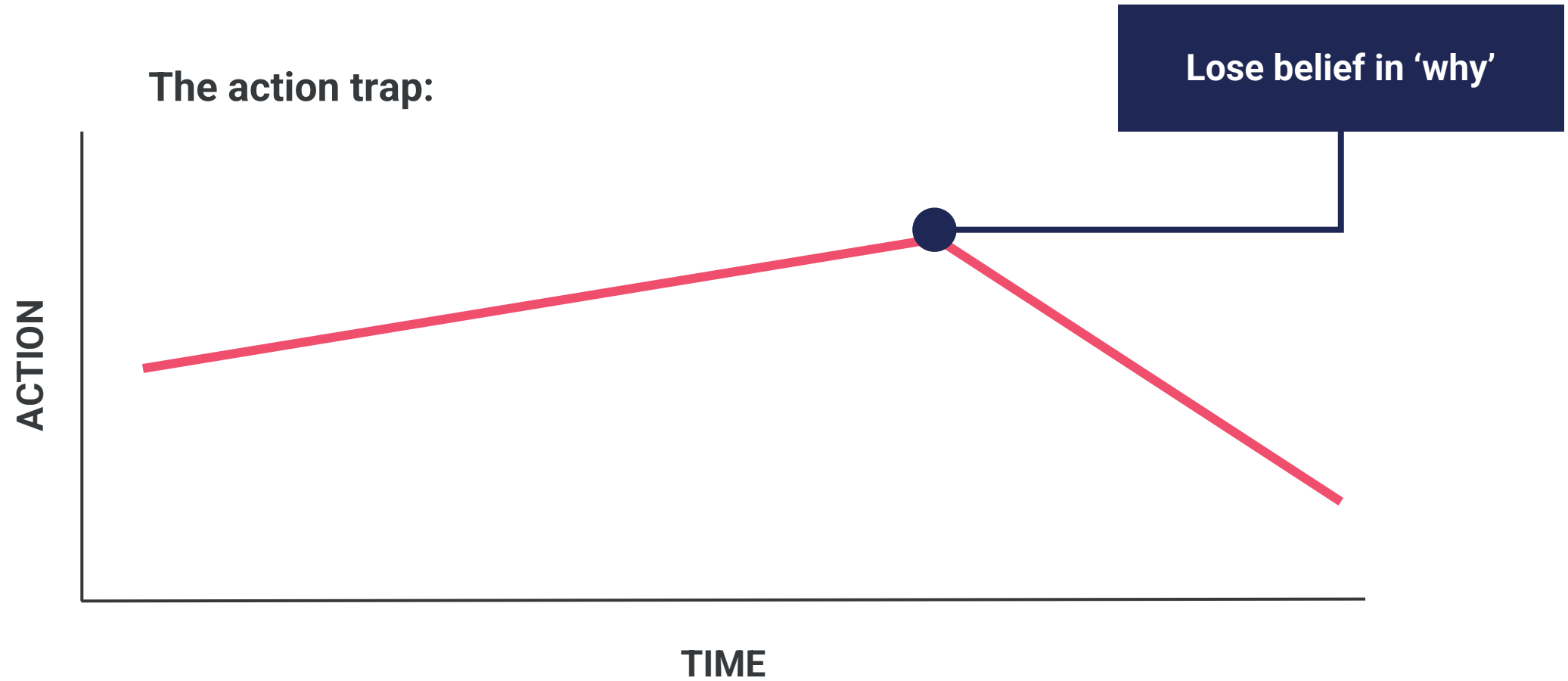


Why does 'belonging' matter?



**Businesses are results driven, but
people are driven by beliefs**

Overcoming inertia



Is there **value** in this and what
I am doing?

How do we experience?

Our experiences drive our beliefs. There are three types of experience:



Recognition

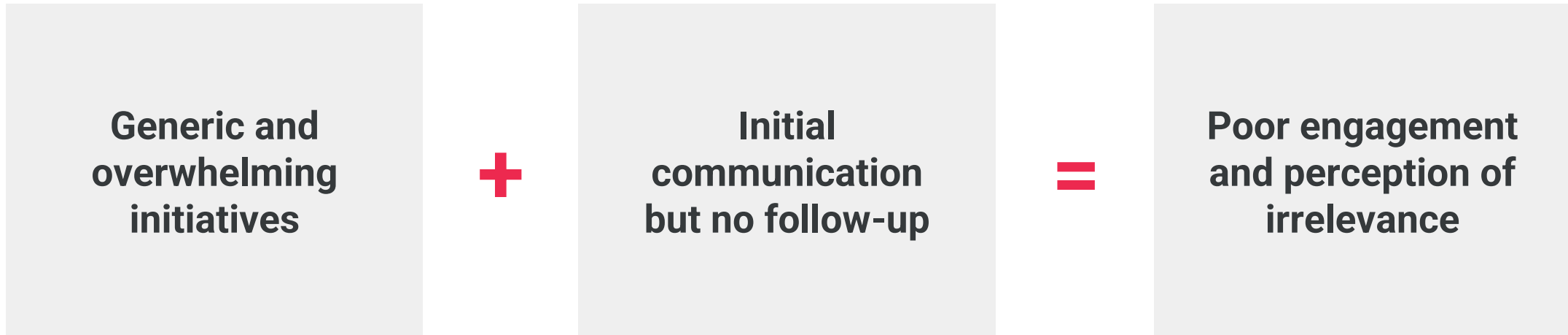


Storytelling



Feedback

How can this apply to culture and wellbeing?



Q: so how can we change this?

What is the **why**?

**How do we communicate it to
everyone effectively?**

Why are we introducing
these initiatives?

How do they link back to our beliefs?

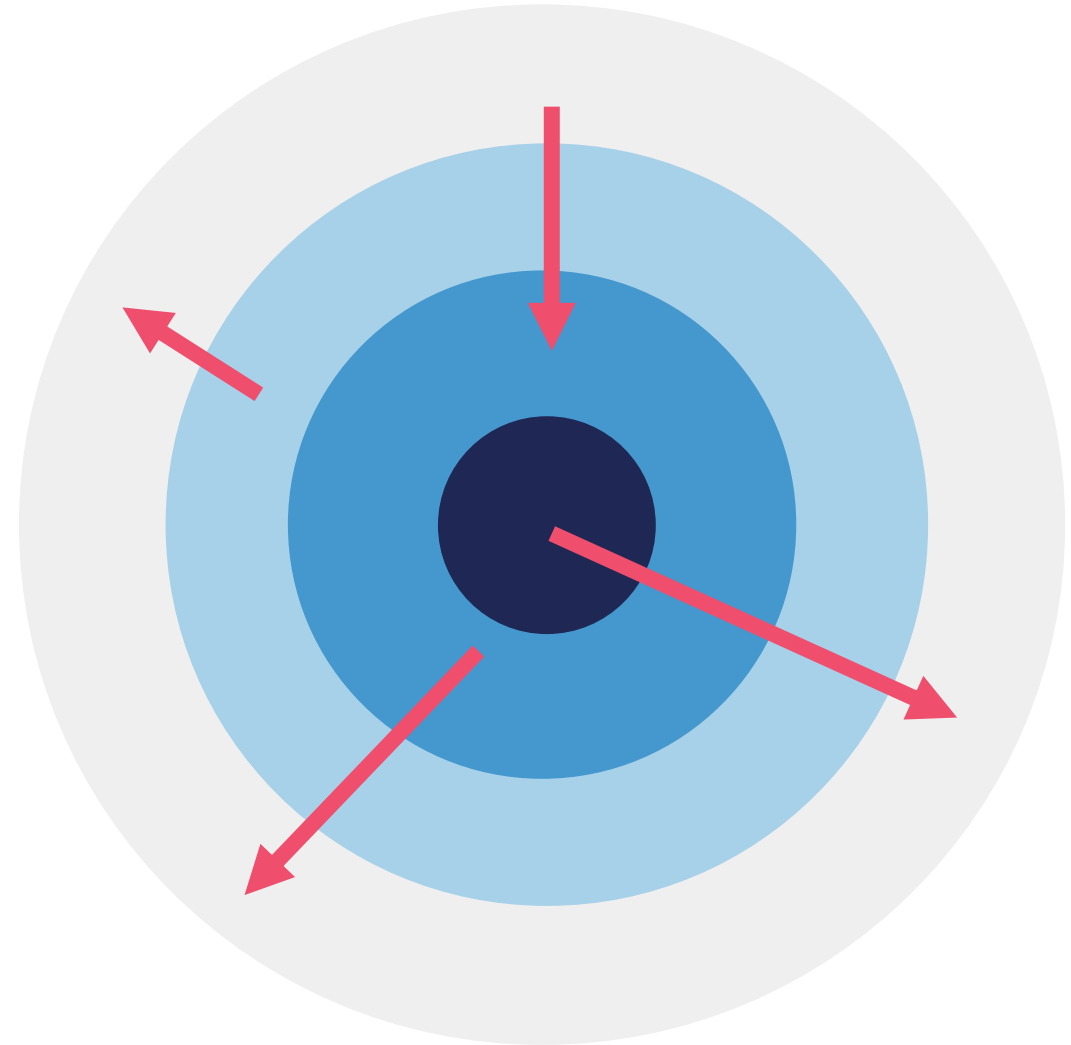
**Do our actions match our
narrative?**

Are we being inclusive?

Building consistency

Communications need to be consistent across written communications, exec messaging and line manager conversations.

- Mixed messaging can be damaging
- Ensure everyone understands the why and can explain onwards
- Gather feedback



What works best?

The most successful wellbeing initiatives meet employees where they are; catering to diverse needs and providing impactful support.

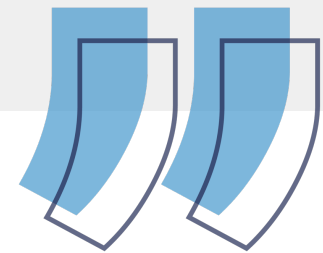
- Three key steps:
- Understand the who
- Educate on why
- Engage on how



“The “good life” is described by philosophers and psychologists as consisting of authentic expressions of self, a sense of wellbeing, and active engagement in life and work.

Wellbeing and active employee engagement are outcomes of value in themselves to work organisations but also improve performance and reduce turnover.

- **Anna Sutton, Living the Good Life**



It is win/win when we get it right:

Authenticity
Personalisation
Hidden Gems
Data informed

PIB Employee Benefits

We are a client-focused employee benefits consultancy, providing holistic support to clients of all sizes – from micro-SMEs to large multinationals.

- > Formed in 2015, part of the PIB Group
- > 100 employees based across the UK
- > A headhunted, experienced team

About PIB Group: PIB Group has 3,800 employees across 18 offices in the UK, Ireland, Poland, Spain, Italy, Netherlands, Germany and Romania.

Every day, we see how employee benefits can have a transformational impact on the organisations we support – and on the lives of their people.

It's why we do things differently:



Questions?