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# Engaging Employees with Financial Wellbeing

Centre on Household Assets and Savings  
Management Conference

Royal Bank of Scotland

## Across the UK, our personal finances aren't looking great...



The Bank Workers Charity estimate that 15 million people regularly fall behind on their bills and use credit to plug the gap. Put another way, 4 in 10 of the UK's working age population have less than £100 in savings.

With such a large proportion of people lacking financial security maybe we need to ask the question – is the truth that we're just not great with money?

At RBS, we like to think that our employee base is broadly representative of society as a whole. The issues that effect our customers also effect our colleagues, so it's important that we provide as much support as we can to create a great place to work. We began by looking at financial education, but we've come to realise that's only part of the picture.



You'll still see us running MoneySense in schools and promoting Financial Health Checks for our colleagues and customers. But we believe that if we want to successfully create behaviour change, we need to help colleagues examine their relationship with money and care for their wider wellbeing.

# The importance of money



## Money is key to how we make decisions

There's no escaping money. We use it to feed ourselves, and put roofs over our heads. Without money, we'd struggle to survive – especially given that it's used all over the globe.



It's used in every country, and speaks every language...



It's key to meeting our basic needs

# How we make decisions

## On the face of things, money should be simple

If we told you that the trick to managing money well is just to spend less than you earn, you might raise an eyebrow. That may well be true, but just as when it comes to managing our weight or looking after our health, we don't always make the decisions that are rational for us.

Though we might not always want to admit it, we tend to make decisions based on how we're feeling and we think is important at a point in time.



Eating well



Buying a house



Shopping

## How we feel and what's important to us is shaped by our values and our wellbeing

We're more likely to spend money on things that are important to us, and in line with our current state of wellbeing. That means that asking someone to prioritise a budget, when they're psychologically not ready to do so, is unlikely to be successful.

Physical, mental and social wellbeing are key to successful financial wellbeing. Delivering financial interventions on their own are less impactful than those couched in a wider wellbeing initiative. There isn't a single financial product that can be introduced as a panacea to financial wellbeing.



### Financial Wellbeing Resources:

- Budgeting and planning:** Articles, webinars and podcasts provided by our Employee Assistance Programme. Employee workshops on exploring relationship with money launched. Financial health checks provided by Personal and Business Banking; money saving solutions through company benefits (e.g. RBS*elect* card / RBS*elect* offers).
- Managing debt:** Articles, webinars and podcasts provided by Employee Assistance Programme; guide to getting out of debt provided by internal specialists; the RBS People Charity financial hardship services; the Bank Workers Charity helpline and resources.
- Protection:** RBS*elect* protection products (Life and Disability Cover for Defined Contribution scheme members, critical illness cover, accident insurance and partner life assurance for all). Separately, up to 6 months full pay for sick leave and, Long Term Disability payments thereafter for Defined Benefit pension scheme members.
- Savings & investments:** Basic savings guides provided by Employee Assistance Programme; range of savings products and share schemes.
- Retirement & tax planning:** We provide Defined Benefit and Defined Contribution pension schemes. We're working to offer more effective pensions planning support and guidance including access to a better pension calculator. We're also improving our guidance to support High Earners impacted by pension tax allowances

# 2015 – Setting the Foundations

## Creating a great place to work



### Our top wellbeing challenges



- ▶ Anxiety
- ▶ Depression
- ▶ Stress
- ▶ Musculoskeletal health issues
- ▶ Mental Health



- ▶ Wellbeing Supplier Forum
- ▶ Wellbeing index in our annual employee survey

### What we've put in place to support our employees

- ▶ All employees have access to our Employee Assistance Programme
- ▶ Suite of wellbeing workshops and audios through our Learning @ Work events
- ▶ Self selected health and wellbeing options through our flexible benefits offering

### Mental Health



- ▶ Time to Change pledge
- ▶ Launched Mental Health toolkit, Managing Change
- ▶ Moments that Matter guide to support a colleague when you're worried about them
- ▶ Targeted Mental Health Awareness programme for managers



### Resilience



- ▶ Launched Guide to Resilience
- ▶ Building Resilience Programmes for employees and managers

### Physical Health

- ▶ Introduced Global Corporate Challenge to some of our business areas – 26,000 participated this year
- ▶ Personal Health Checks helping people know Their Numbers
- ▶ Launched Babylon app for employees with Private Medical Insurance giving free access to GPs through video link

We set **our vision** - for the bank to be a great place to work, where the wellbeing of our people, championed by our leaders and embraced by our social partners, managers and employees, is integral to the way we do things.

And we outlined **our approach** to wellbeing - support and encourage physical, mental and emotional health, so that our people bring the best of themselves to work and to serving our customers well.

# 2016 – A holistic approach to wellbeing



## Creating a great place to work



- ▶ Time to Change pledge
- ▶ Launched Mental Health toolkit, Managing Change and Helping prevent and manage stress guide
- ▶ Mindfulness roadshow
- ▶ Mindfulness toolkit coming soon
- ▶ Moments that Matter guide to support a colleague when you're worried about them
- ▶ Targeted Mental Health Awareness programme for managers

- ▶ Launched Guide to Resilience
- ▶ Building Resilience Programmes for employees and managers
- ▶ Resilience seminars for senior managers



- ▶ Wellbeing Supplier Forum
- ▶ Wellbeing index in our annual employee survey
- ▶ Learning from others – what works well and what makes the difference
- ▶ Asking our employees for their view

### Our top wellbeing challenges



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- ▶ Mental Health

### What we've put in place to support our employees

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- ▶ Self selected health and wellbeing options through our flexible benefits offering



- ▶ All employees offered the opportunity to participate in the Global Corporate Challenge – over 52,000 employees took part this year
- ▶ Personal Health Checks helping people know Their Numbers
- ▶ Launched Babylon app for employees with Private Medical Insurance giving free access to GPs through video link
- ▶ Wellbeing Health Kiosks in our main hubs

We continued our approach to wellbeing through physical, mental health and social wellbeing, so that our people bring the best of themselves to work and to serving our customers well.

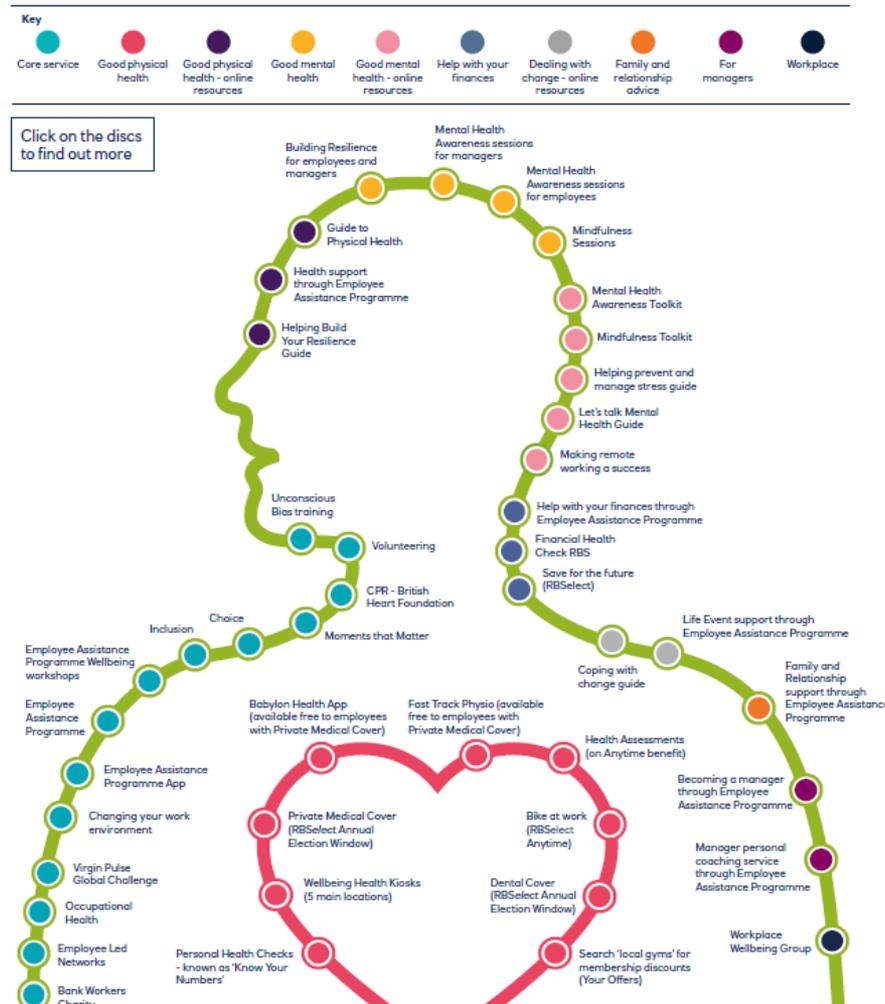
Moving away from a silo approach and starting to take an **holistic approach to wellbeing** recognising that wellbeing interventions help with all aspects of wellbeing – for example, Global Corporate Challenge – combination of physical exercise, mindfulness, nutrition and sleep.

We focussed on making wellbeing easy and simple for our people to access – **right resources and support at the right time.**

We really started to see the shift in people accessing the support – there was a **significant increase in EAP utilisation**, people accessing support much earlier

## Wellbeing for you

Wellbeing is about helping you bring the best of yourself to work. There's lots of practical support here – from advice on coping with change, to tips on parenting and training webinars.



Over the past two years, we've **turned up the dial on mental health** as well as supporting physical, financial and social wellbeing which includes volunteering, promoting MoneySense and our commitment to CPR training.

We've also launched Money & Me workshops which focus on colleague and customer relationships with money.

Some of our key activities have included:

- New Year, New You Wellbeing
- Know Your Numbers health checks
- Wellbeing Programme of Events
- Mental Health Awareness Week
- Mental Health Awareness training
- Building Resilience Programmes
- Virgin Pulse Global Challenge
- World Mental Health Day
- Time to Talk Day as part of our continued commitment to Time To Change
- And piloting Virgin Pulse Engage – a new 12 month integrated digital wellbeing programme

We've also simplified our offering and launched **Wellbeing For You** – all our support and resources in the one place.

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# So, what have we learned?

## 1. Financial education is important, but knowledge alone doesn't create behaviour change

When you're creating resources, think about what you want employees to know, feel and do. In this context, knowledge is financial education and feeling is our relationship with money. They're both key...

- **Knowledge without feeling** creates **inaction**.
- **Feeling without knowing** leaves people feeling **powerless**.

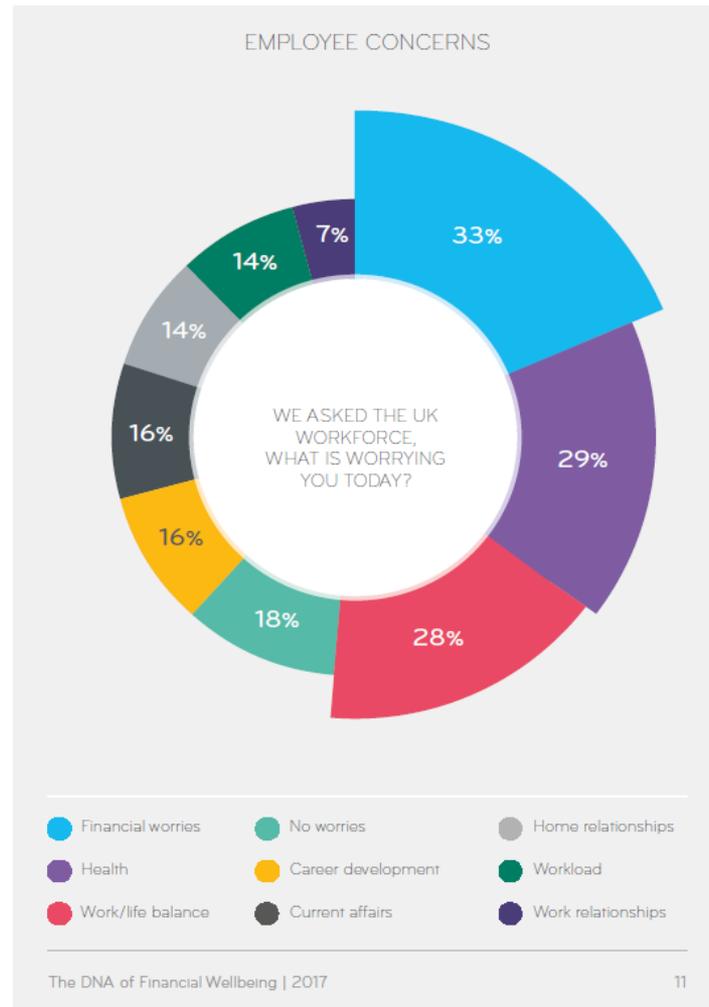
Financial education **and** an understanding of our relationship with money are what enable change.

## **2. Physical, mental and financial health are linked – you can't tackle one without looking at the others.**

If you're having challenges with physical or mental health, you're more likely to be in financial difficulty. If you're in financial difficulty, you're more likely to have poorer physical and mental health.

Tackling all four pillars of wellbeing isn't easy, but the financial case is there. It's estimated that £1128pp is lost per annum to absence relating to financial worries alone. When you include absenteeism, presenteeism and loss to physical and mental health the cost rises far higher.

Recent research also suggests that wellbeing support is what colleagues are crying out for...



### 3. Use mediums that hold customer attention

In a digital world, customer attention is at a premium. Traditional routes of booklets and long documents simply don't land as effectively as they used to. We prioritise those emails that are most important, and are likely delete those that we intend to read later.

We're more likely to consume short, bite sized content through YouTube, Facebook, Snapchat and Instagram than to navigate directly to a providers website.

We shouldn't scoff at that – we should embrace it. Sometimes it might feel uncomfortable, and sometimes it will fail, but fail fast, learn quickly, and put out content that people will actually consume.



## 4. Experiences and stories are more powerful at changing behaviours than information alone

We're still seeing a taboo around discussing our finances – but that doesn't need to be the case. Encourage colleagues to share their stories about the mental, physical and financial health creates a culture where talking about wellbeing is welcomed and supported. It'll be hard to start with, but it pays dividends down the line.

Experience based learning is also key. We need to help people go on a journey to take care of their finances. That means helping them understand their relationship with money, what's important to them and whether they want to change. Consider how you can use activity based workshops, and keep an eye on the horizon for opportunities in VR – it could be a really interesting opportunity in money management.

Publication

## Outside In

Is financial wellbeing the last workplace taboo?

13 April 2018

## NatWest Markets Upload

Issue 53 | May 2017

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Dealing with depression: how one NatWest Markets colleague turned her life around

11 May 2017

## 5. And if you do nothing else, just write simply...

### **Consequences of Erudite Vernacular Utilized Irrespective of Necessity: Problems with Using Long Words Needlessly**

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#### SUMMARY

Most texts on writing style encourage authors to avoid overly-complex words. However, a majority of undergraduates admit to deliberately increasing the complexity of their vocabulary so as to give the impression of intelligence. This paper explores the extent to which this strategy is effective. Experiments 1–3 manipulate complexity of texts and find a negative relationship between complexity and judged intelligence. This relationship held regardless of the quality of the original essay, and irrespective of the participants' prior expectations of essay quality. The negative impact of complexity was mediated by processing fluency. Experiment 4 directly manipulated fluency and found that texts in hard to read fonts are judged to come from less intelligent authors. Experiment 5 investigated discounting of fluency. When obvious causes for low fluency exist that are not relevant to the judgement at hand, people reduce their reliance on fluency as a cue; in fact, in an effort not to be influenced by the irrelevant source of fluency, they over-compensate and are biased in the opposite direction. Implications and applications are discussed. Copyright © 2005 John Wiley & Sons, Ltd.

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# Q&A