

Webinar

Supporting employees through sustained uncertainty and challenge

7th December 2022 1-1:45pm GMT

People*i*nsight



Welcome!

Supporting employees through uncertainty and challenge

13:00 **Introduction**
Kate Pritchard, People Insight

13:15 **How StepChange provides financial and non-financial wellbeing support to employees and other organisations**
Sian Evans, Stepchange

13:35 **Expert panel**
Kate, Sian and People Insight consultants

13:45 **Close**



Kate Pritchard

Head of Consulting
People Insight



Sian Evans

Director of People & Culture
StepChange



Please keep yourself on mute



This event is being recorded



Post your questions in the chat

People Insight

“On a mission to make the world a more engaging place to work”



Technology for listening and acting, including core models, question library and content hub, flexible to your needs

PI Platform



Consultant guided design, interpretation and action planning

Expertise



Full listening programme planning, management and implementation

Support

We work with hundreds of organisations across multiple sectors providing tailored support to improve the employee experience



UNIVERSITY OF OXFORD



SUNBELT RENTALS



Walgreens Boots Alliance



University of Southampton



LA PERLA



NG Bailey



UNIVERSITY OF BIRMINGHAM

ĀMAN RESORTS



South Yorkshire Fire & Rescue
WORKING FOR A SAFER SOUTH YORKSHIRE



BRITISH BUSINESS BANK



The employee experience in 2022





There has never been a greater need to listen to our employees



Hybrid
working



Stress &
burnout



The great
resignation



Skills
shortages



The cost of
living crisis

And the **outlook** continues to **look uncertain....**



Perceptions of several aspects of the employee experience have declined in 2022

Human-centred leadership and colleague relationships have improved

Employees are **more** likely to feel

	Agree %	Vs. 2021
Colleagues help and support each other	78	+3
My manager makes time to coach and develop me	65	+4
Senior leaders are open and approachable	77	+6

BUT we are falling back on workload, W/L balance and pay

Employees are **less** likely to feel

	Agree %	Vs. 2021
My workload is reasonable	65	-4
I am able to strike the right balance between home and work life	67	-4
I am satisfied with the pay I receive for the work I do	43	-12

AND employee expectations have risen

Employees are **less** likely to feel

	Agree %	Vs. 2021
My opinions are sought on decisions that affect my work	64	-4
Senior leaders listen to staff	63	-4

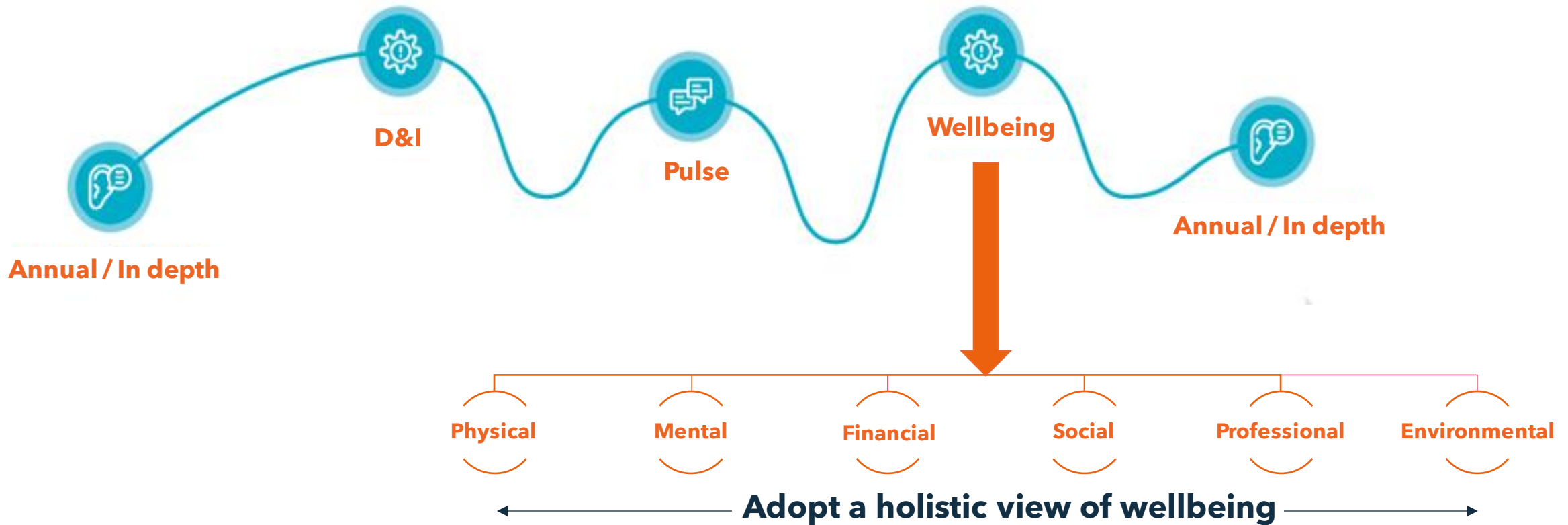
Listening and acting is essential to keeping engagement and wellbeing high

Data from People Insight's employee survey benchmark database 2021 and 2022



Employees expect us to listen more

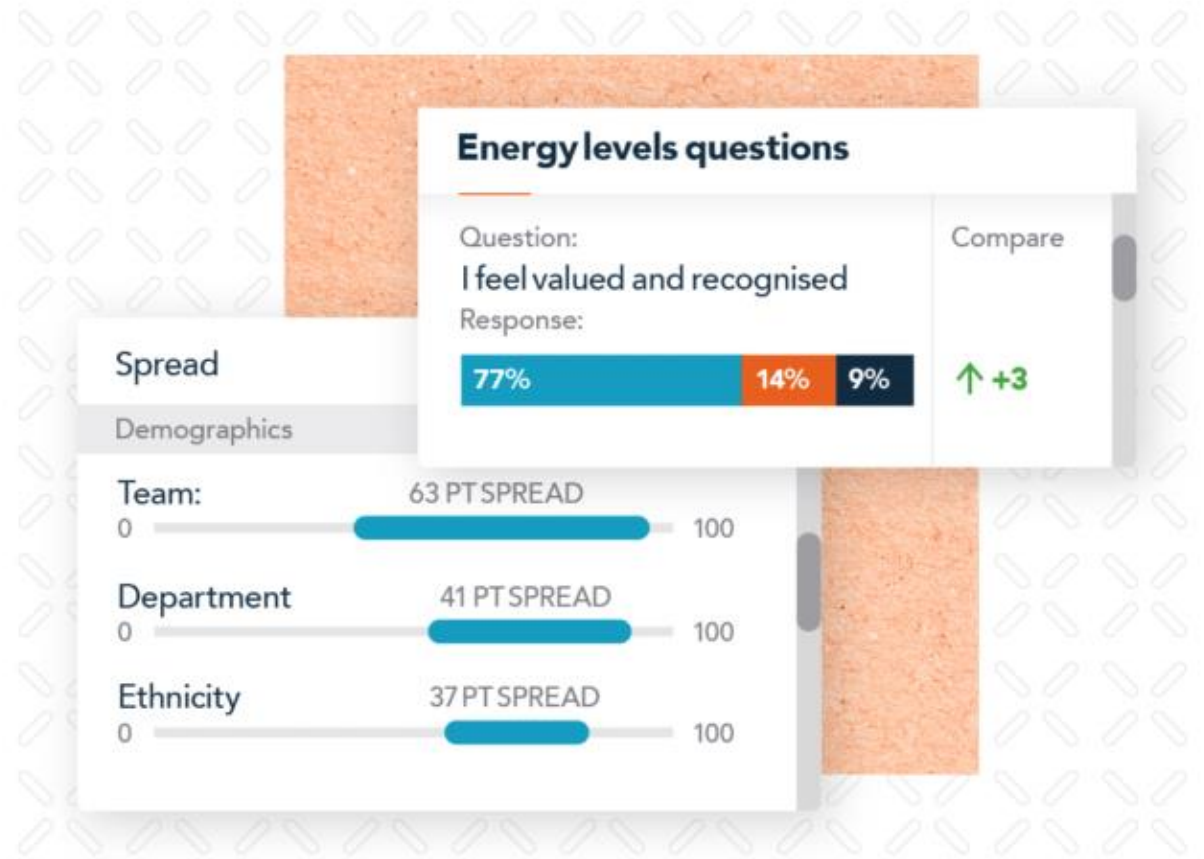
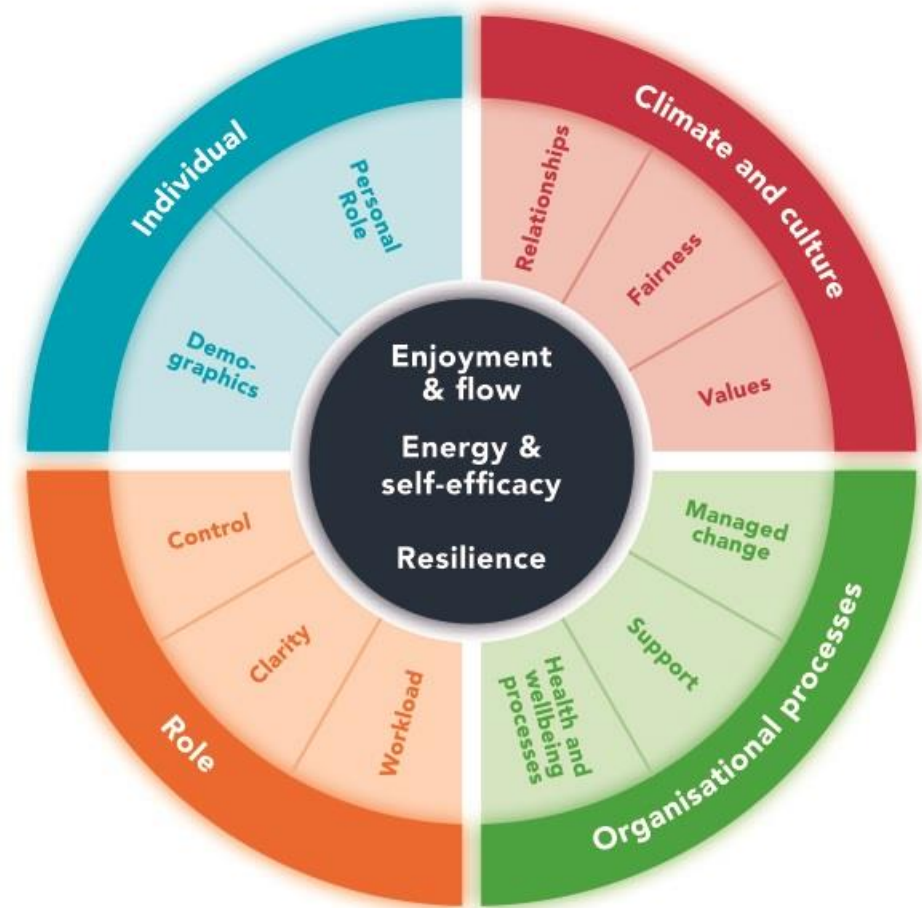
We need to continue to **listen** our people, **understand** their challenges and **involve** them in **improving** the way we work





The **THRIVE** model helps you measure wellbeing holistically on the People Insight platform

The **THRIVE** model





Listen to your employees' experience of wellbeing and act on the results

Include relevant questions in your surveys

- ▶ I can meet the requirements of my job without regularly working **excessive hours**
- ▶ If I was experiencing poor **mental health** I would feel able to raise it
- ▶ My organisation provides support that help me avoid getting into **financial difficulty**

Discuss in team meetings / focus groups

- ▶ Where do we need to **focus** to best support your wellbeing?
- ▶ What would be the most **impactful** thing we could do to improve your wellbeing?
- ▶ What would make **hybrid working** more successful for you?

Involve employees in creating actions

- ▶ Wellbeing related **benefits**
- ▶ **Flexibility** around the working day
- ▶ Appropriate **hybrid working** arrangements
- ▶ **Volunteering** opportunities

Colleague Engagement and Wellbeing

Sian Evans – Director of People & Culture
7 December 2022



Agenda

- Stepchange Debt Charity
- What we do at Stepchange to support colleague engagement and wellbeing
- What we've found to be the most impactful actions
- How we get feedback on colleague engagement & wellbeing and what we do with the data
- How we can support your colleague financial wellbeing

About StepChange



Our vision is to create a society free from problem debt

Problem debt is not just an issue for individuals but goes much further – it damages families and communities.

By helping those in debt **get back on their feet**, and by campaigning for policies that aim to prevent problem debt, we'll help **overcome the difficulties that debt creates for our society**.

Our mission



We provide **free debt advice and solutions** for people at risk of or struggling with problem debt and we seek to influence public policy and private sector practice to prevent people falling into problem debt in the first place.

Our impact in 2021



3 million clients reached in total



157,905 clients advised



£402 million of debt was repaid by clients



336,947 clients guided



39,130 clients supported



24,463 clients became free from problem debt with our support

What we do to support colleague wellbeing

- Wellbeing programme with Vitality Health & EAP
- Equality, Diversity & Inclusion Strategy
- Communications strategy
- Inclusive leadership and psychological safety
- Total reward strategy that aligns with our culture
- Salary benchmarking and Real living wage accreditation
- Focussed pay review on lower paid colleagues
- Enhanced pension and family leave
- Encouraging colleagues to save to protect against financial shocks
- Cost of living payment
- Free breakfast and hot drinks
- Debt and Mortgage advice - outside of line management
- Volunteering Policy
- Mental Health First Aid
- Colleague “Me Time” to debrief and decompress

Our most impactful actions

Clear expectations of leaders

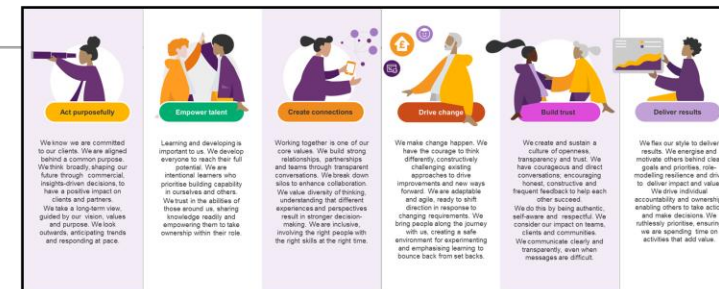
Focus on Equality, Diversity & Inclusion

Granular, team specific action planning

- What matters most is different between teams
- Focus on what drives greater engagement

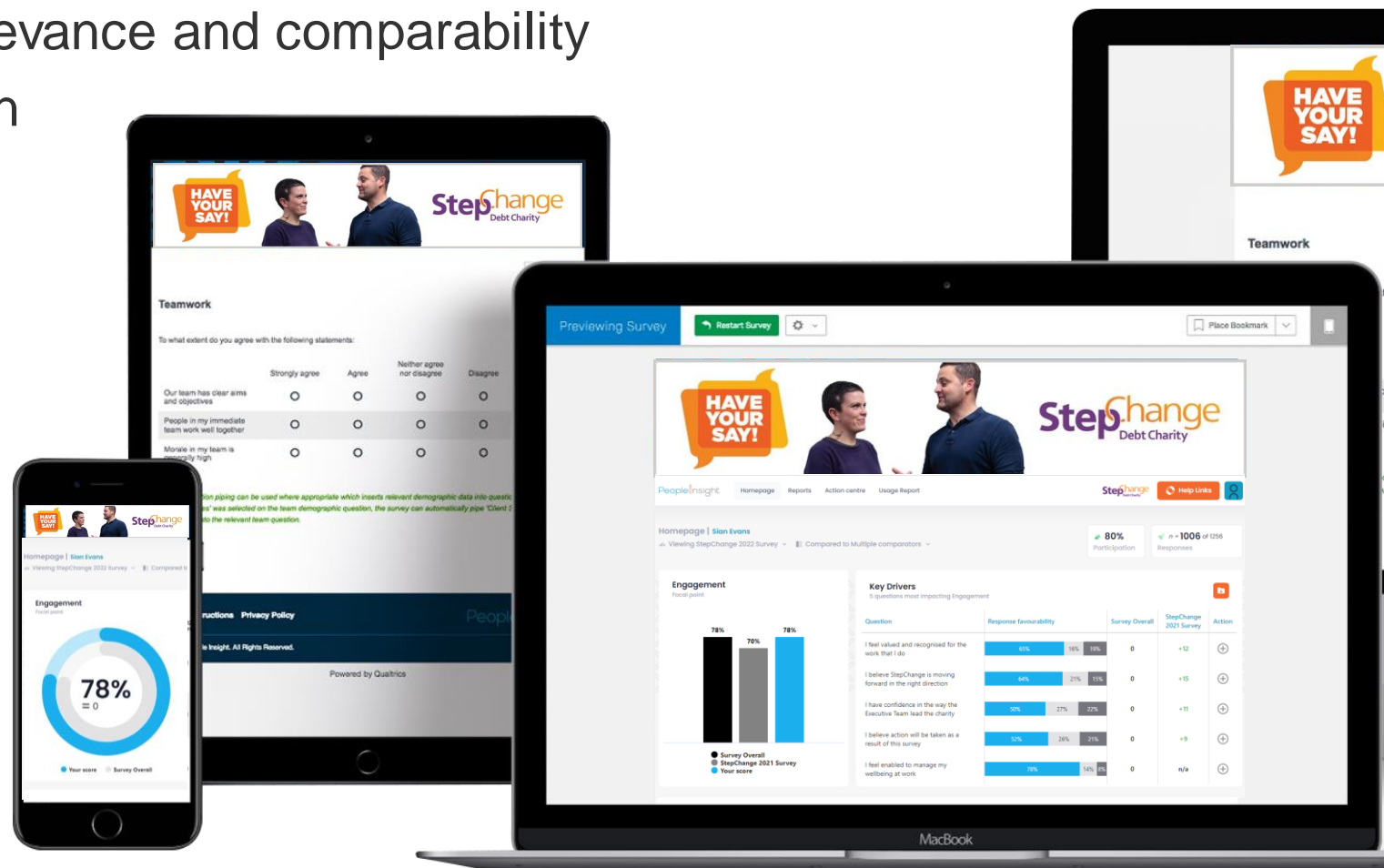
Communicate

- Warts and all
- Get everyone involved
- Regularly communicate actions



How we get feedback on engagement & wellbeing

- Engagement surveys with People Insight
- Review question set to ensure relevance and comparability
- Provide time for survey completion
- We listen and cascade results
- We plan and take action
- Quarterly temperature checks



Colleague Engagement – Headlines 2022

Summary

We've worked with external provider People Insight to understand more about how our colleagues feel about working here. The survey was completed in September and October 2022 and achieved an **80% response rate**.

This summary gives you an overview of the result for the charity. You'll be pleased to know that results have improved in all areas.

Thank you for taking the opportunity to Have Your Say!

Engagement Scores

OVERALL PARTICIPATION RATE



ENGAGEMENT SCORE



1% above industry benchmark
8% above 2021 6% below 2020

You are here compared to other organisations surveyed...



Colleague Engagement – Headlines 2022

Top & Bottom scores

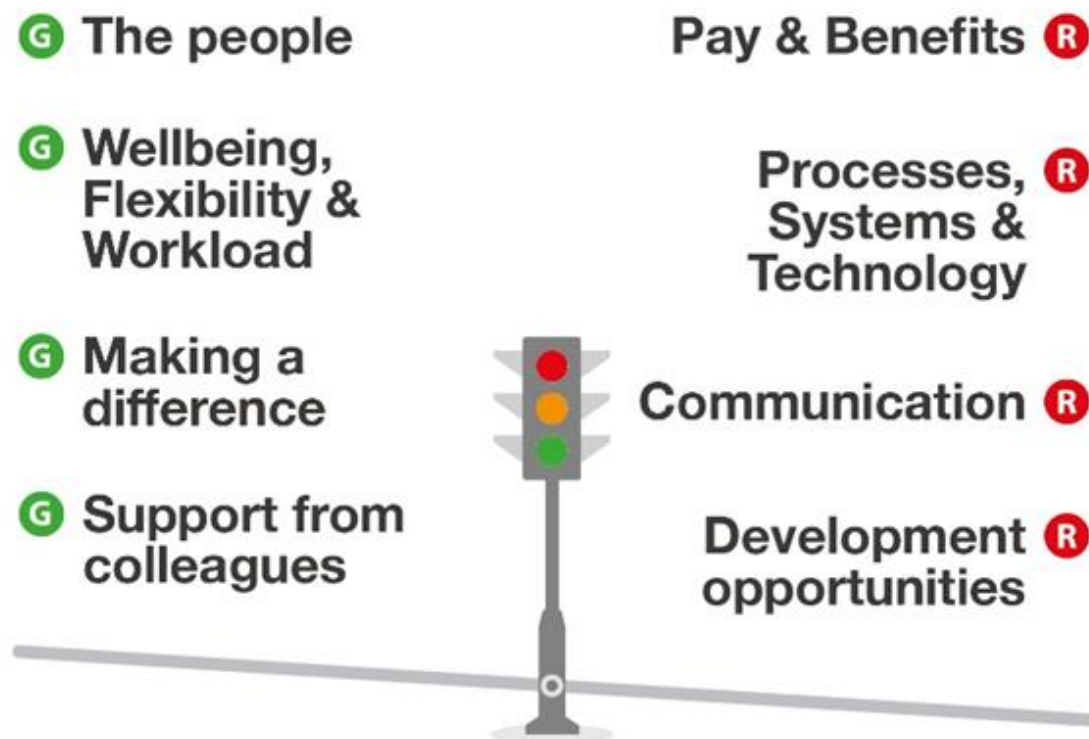
TOP SCORES

	AGREE	vs.2021
I know where to access wellbeing support if I need it	93%	+6%
My line manager treats me fairly and with respect	93%	+2%
I care about the future of StepChange	93%	+4%
I know how the work I do helps StepChange to achieve its aims	91%	+5%
I understand why the drive to become more efficient is important to the charity	90%	n/a

BOTTOM SCORES

	AGREE	vs.2021
I am paid fairly for the work I do relative to the people in similar positions in similar organisations	34%	+5%
Communications are good between different teams	36%	+1%
Senior leaders are in touch with what really goes on in our organisation	41%	+10%
Career progression is fair, transparent, and based on merit	45%	+7%
The work processes we have in place allow me to be as productive and efficient as possible	48%	+1%

Best things working here vs. One thing to change



Engagement Survey - Next Steps

- We don't stop taking action, we review and refocus
- Continued Charity wide action areas:
 - Pay me enough (Total reward)
 - Don't make my job more difficult (Process improvements)
 - Improve my working environment (EDI Strategy)
 - Recognise my contribution (Recognition)
 - Provide honest communication and avoid buzz words
- Directorate and team specific action planning & monitoring

The financial challenge



- The UK is gripped by a **cost of living crisis** which is pushing millions of people into financial difficulties
- It takes the average person **12 months** before reaching out for help. Debt is difficult to talk about.
- Feelings of **stigma and shame** can often prevent people from speaking up



- We need to ensure that debt advice is **easy** to access, the process is **user friendly**, taking all factors into consideration
- Debt and Mental Health is very closely linked, **56%** of all contact into the Charity last year advised on additional vulnerabilities such as **depression** and **stress**

The early signs of problem debt & organisational impact



Not enough money at the end of the month



No contingency for one-off costs



Maxed-out credit limits



Missed or late payments



Little spending on food or other essentials

Organisational impact:



Lower engagement



Increased sickness absence



Increased colleague turnover



Changes in behaviour and performance

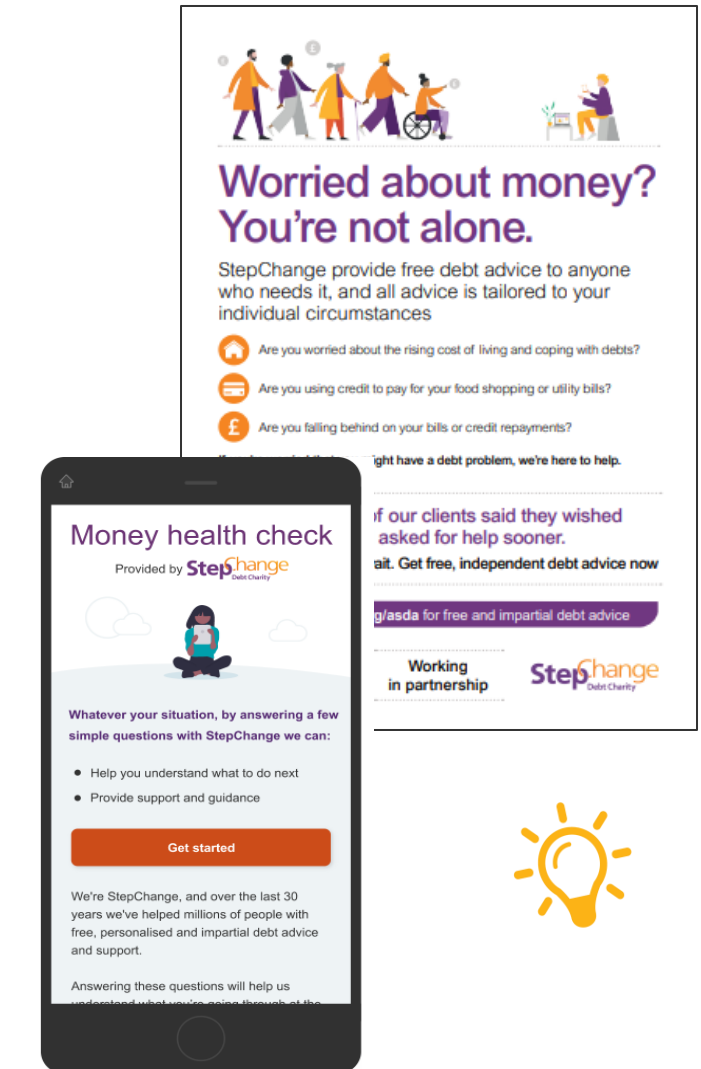


Reduced productivity

Working with you




We partner with over 900 organisations; our partnerships allow us to reach out to even more people with money worries

- ✓ Awareness sessions on spotting the **signs of problem debt**, how to approach these conversations and how to effectively refer on to us
- ✓ We have a number of **referral routes** in place, both telephony and digital - partners can effectively signpost on to us
- ✓ Our new flagship digital tool '**StepChange Direct**' allows colleagues to discreetly access debt advice 24/7 from their mobile phone or laptop
- ✓ Our **cost of living** webpage and **budgeting advice** support pages are updated frequently and are a great source of information
- ✓ We work with partners to create **bespoke** communications, both digital and non digital – to encourage colleagues to reach out for help sooner



Worried about money? You're not alone.

StepChange provide free debt advice to anyone who needs it, and all advice is tailored to your individual circumstances


-  Are you worried about the rising cost of living and coping with debts?
-  Are you using credit to pay for your food shopping or utility bills?
-  Are you falling behind on your bills or credit repayments?


...ight have a debt problem, we're here to help.

...if our clients said they wished asked for help sooner.

...ait. Get free, independent debt advice now

...g/asda for free and impartial debt advice

Working in partnership 

Money health check
Provided by 


Whatever your situation, by answering a few simple questions with StepChange we can:

- Help you understand what to do next
- Provide support and guidance

Get started

We're StepChange, and over the last 30 years we've helped millions of people with free, personalised and impartial debt advice and support.

Answering these questions will help us understand what you're going through at the



Q&A



Kate Pritchard
Head of Consulting, People Insight



Sian Evans
Director of People & Culture, StepChange



Lisa Hughes
Senior Consultant, People Insight



Oliver Davidson
Senior Consultant, People Insight



We don't just care about people, we care about the environment too.



Eden Reforestation Projects
PLANT TREES | SAVE LIVES

For every attendee that joined today's learn & share, we'll be planting 1 tree.

In the last quarter we have been able to plant over **29,000 trees and provide 300 days of work.**

Special thanks to Sian Evans



Get in touch

**Employee Surveys
Evaluating Wellbeing**



Kate Pritchard

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**Employee Financial
Wellbeing Support**



Sian Evans

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