BITC Workwell FTSE 100 Public Reporting Benchmarking Research Findings

Research by TOWERS WATSON

Business in the Community has launched the first ever benchmark of FTSE 100 organisations on their public reporting of employee engagement and wellbeing.

BITC's Workwell Movement

International business leaders have developed Workwell with the core purpose of creating happier and healthier workforces.

As well as benefiting individuals, improved employee engagement and wellbeing builds business resilience, performance and productivity.

Background

BITC's Workwell benchmark was developed in response to research showing a positive link between strong people management and organisational performance, with FTSE 100 companies that have robust arrangements for reporting on employee engagement and wellbeing outperforming the rest of the FTSE 100 by 10 per cent. The benchmark also responded to investor demands for a standardised measurement of employee management that could inform their investment decisions.

Over the last 10 years, organisations have built their confidence in reporting key environmental and societal benefits through sustainability reports. Business in the Community is now encouraging more organisations to address the effective use of data to demonstrate responsible people practices.

FTSE100 organisations were scored by Towers Watson against BITC's Workwell criteria, with 25 indicators used across the five areas of BITC's Workwell Model: Better Work; Better Relationships; Better Specialist Support; Better Physical and Psychological Health; and Working Well.

Top line results

FTSE 100 organisations, which employ over 6.3 million people worldwide, scored an average of 21 per cent in the first BITC Workwell FTSE 100 benchmark.

Workwell Benchmarking Leading Companies

Barclays

British Land Company

BT

Johnson Matthey

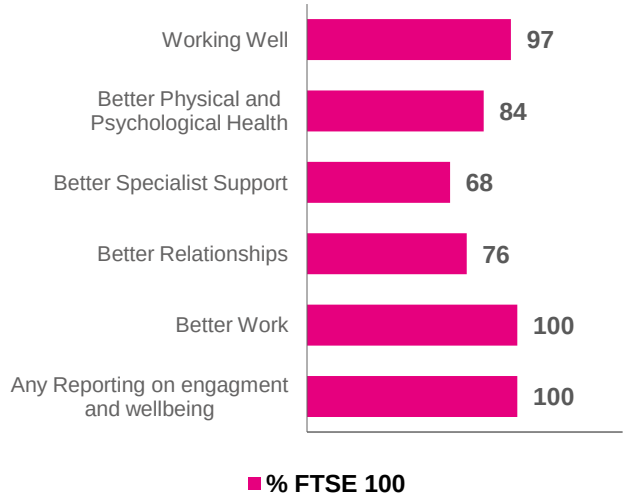
Royal Bank of Scotland

Twenty eight FTSE 100 companies self-completed the questionnaire, scoring on average twice as highly as those who had their surveys completed by Towers Watson on their behalf. Business in the Community is encouraging more companies to self-complete the benchmark survey to drive public reporting on employee engagement and wellbeing.

The low average score is not unexpected and demonstrates the challenge employers face in articulating a strategic and integrated approach to managing people.

How many companies are reporting?

This chart shows the extent to which anything is reported on employee wellbeing and engagement:



Research highlights

- The highest scoring indicators across the FTSE 100 organisations were Diversity and Inclusion (at 50 per cent of total marks) and Health and Safety (at 44 per cent), showing how the need to demonstrate compliance drives measurement and reporting.
- The Manufacturing and Mining sectors scored highest in the Health and Safety reporting indicator, achieving 75 per cent and 67 per cent respectively.
- Employee Feedback and Organisational Approach to Training and Development, which both achieved an average of 43 per cent, were the next highest scoring indicators. Both of these are measures of BITC's Workwell Better Work segment, which was the highest scoring segment overall with an average total of 38%.
- The lowest scoring segment was in the provision of Better Specialist Support – which includes provision for mental health support – where the average score was only 9%. Within this, the provision of Employee Assistance Programmes only scored 6%.
- The lack of reporting around Better Specialist Support is of particular concern as employees face high levels of stress and associated costs to the organisation continue to rise. There is an urgent need to address around reporting on how mental health issues are managed.
- In terms of sectors, Manufacturing scored the highest of all industries in the benchmark, with an average of 33% across all areas, followed by Pharma, Biotech and Medical Equipment with 26% and Real Estate Investment and Services which scored 25%.

BITC's Workwell benchmark represents a new chapter for CSR reporting. We introduced our Corporate Responsibility Index 10 years ago and have seen how organisations have built their confidence in reporting key environmental and societal benefits through sustainability reports. Now we are encouraging organisations to use data effectively to demonstrate responsible people management and drive business performance improvements.

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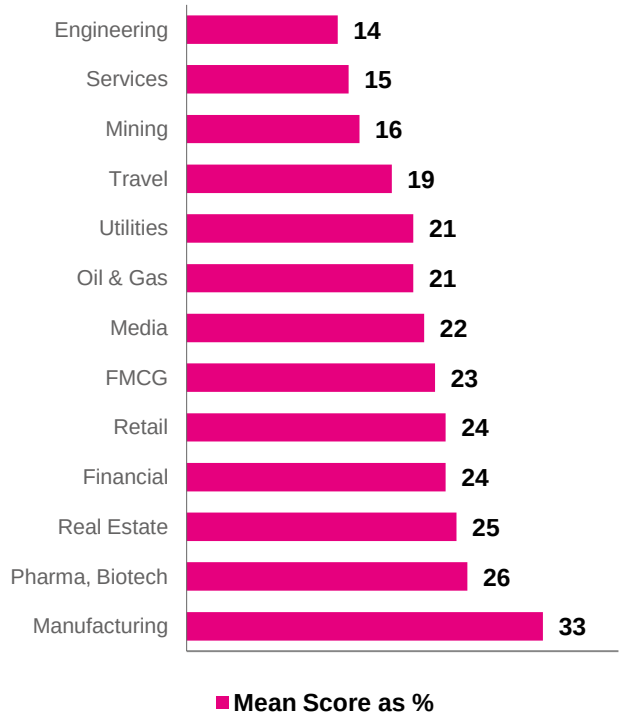
- Most companies report something, although few report in depth.
- Very little benchmarking data is used for any metrics. A handful of companies reported benchmarks for engagement survey data, but usually this was just for the headline engagement score and/or response rates.
- Few companies set targets (e.g. on scorecards) for any element of the Workwell model.

Scores by sector

Lower scoring sectors tend to have diverse international workforces and have fewer consistent metrics.



Conclusions

- We recognise that organisations are on a journey in terms of their public reporting.
- Areas of strength in public reporting (Safety, Diversity and Inclusion) reflect the effort that has been made over the past 20 years in these areas. Reporting against many other areas of the Workwell model is in its infancy.
- However, the fragmented nature of much public reporting reflects the disparate ownership of wellbeing and engagement in organisations: Occupational Health, H&S, HR, Communication, and CSR.
- Organisations need to be clear on who their organisations has overall responsibility for wellbeing and engagement

BITC's Expert Steering Group

BITC would like to thank the members of our Expert Steering Group for providing direction, intellectual capital and sponsorship of BITC's Public Reporting Guidelines and benchmark questionnaire.

- Dr Paul Litchfield, Chief Medical Officer, Director of Health, safety & Wellbeing, **BT Group, (Chair)**
- Dr Frank Fox, Head of Occupational Health, **Anglo American**
- Amanda Owen, Director, Health & Safety, Employee Health & Diversity, **Bupa**
- Ben Willmott, Senior Public Policy Adviser, **CIPD**
- Dr Margaret Samuel, Chief Medical Officer, **EDF Energy**
- Andrew Mitchell, Employee Wellbeing Manager, **Marks & Spencer**
- Andy Buxton, Health & Wellbeing Manager, **National Grid**
- Duncan Young, Deputy Head of Sustainability, **RBS Group**
- Julia Warren, HR Director, UK & Europe, **Serco**
- Charles Fair, Senior Consultant, **Towers Watson**
- Justin Crossland, Senior Consultant, International Consulting Group, **Towers Watson**

BITC Workwell Benchmarking 2013/14

BITC's Workwell benchmark for 2014 will be launched in September 2013. It will measure the performance of all FTSE 100 organisations and will also be open to all organisations.

Contact Grace Mehanna on 020 7566 8699 or grace.mehanna@bitc.org.uk for more information about taking part in our 2013/14 benchmark or visit www.bitc.org.uk/workwell

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Workwell Public Reporting Benchmarking Support Programme

Why take part in the benchmarking?

Investors would like companies to demonstrate how they are managing their employees effectively as they believe robust employee practices can contribute to strong long-term success.

By taking part in the Workwell benchmarking companies will be able to receive feedback on strengths and gaps where future progress can be made on public reporting. It will also give organisations an opportunity to see how they compare with their peers and competitors.

Through taking part in the benchmarking organisations will be able to track progress, reinforcing good practice and driving continuous improvement.

Support Programme Contents

Organisations that self-completed the Workwell Benchmarking submission 2013 scored on average twice as highly as those who had their surveys completed by Towers Watson on their behalf. Business in the Community is encouraging more companies to self-complete the benchmark survey and to do this we have developed a comprehensive benchmarking support programme, in partnership with Towers Watson which includes all the elements below:

Participation in the Benchmark 2013/14

Your entry to the benchmarking online questionnaire.

A 'dry run' of the benchmark

An opportunity to complete a preliminary draft of the questionnaire ahead of the final version, and have it marked in advance identifying any areas which need further development.

A face to face consultation

An opportunity to meet with a senior Towers Watson consultant to discuss your dry run score and advise on areas for improvement to maximise your final score.

Benchmarking Score Analysis Report

A bespoke report highlighting gap analysis and sector comparisons and detailing future recommendations to drive continuous improvement.

Invitation to 2013 Benchmarking launch at the BT Tower, 26 September

Join us at an exclusive breakfast launch event with guest speakers and the chance to network with other past and present benchmarking participants.

Three Workshops

Entry to three benchmarking workshops hosted by major companies recognised as leading in the field of public reporting.

Webinars

As many delegates from your company as you wish can join two webinars from leading FTSE 100 companies who will be presenting their case studies.

Profile opportunities

There are potential media opportunities for leading companies.

Costs

The costs for this annual subscription are as follows:

- **Workwell Leadership Team member £1,000**
- **BITC Members £2,000**
- **Non Member £2,500**

How to sign up

To sign up to this comprehensive programme of support and information or to discuss it further please contact:

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