



THE BENEFITS EXCELLENCE AWARDS 2014

IN PARTNERSHIP WITH



REWARDGATEWAY
THE EMPLOYEE ENGAGEMENT PEOPLE

WELCOME

In its third year, the Benefits Excellence Awards achieved so much. More entries than ever, more UK companies represented, more awards won and, based on your feedback, the best ever venue yet - Banqueting House in Whitehall.

This book tells the story of all 18 winners with their case studies and judges comments. It's accompanied by video interviews with the finalists and winners on our YouTube channel at rg.co/youtube.

I hope you enjoy it and get as much inspiration from the stories as we have.

Best wishes,



Glenn Elliott,
Founder and CEO,
Reward Gateway

CONTENTS

Scania	4
The Delta Group	5
Warburtons	6
Stroke Association	7
Kellogg's	9
Centro	10
iTERTAIN	11
Emperor Design	12
Tulip	15
London City Airport	16
Atos	17
Shine Communications	18
National Accident Helpline	20
Bright Horizons	21
The Hyde Group	23
Causeway Technologies	24
DUO	25
Veolia	26

BEST BENEFITS COMMUNICATION STRATEGY

for larger organisations

The Company

Scania is a major supplier to the British industry of trucks, buses, coaches and engines for industrial and marine applications. They have a majority male workforce of 1,500 spanning the United Kingdom.

The Challenge

Scania prides itself on being a premium brand provider and as such aims to provide a premium set of benefits to its employees. Good customer service is at the heart of Scania's organisational beliefs and in order to provide high standards of customer service, it is important that their employees feel valued and proud to work for Scania.

Prior to partnering with Reward Gateway and launching Scania Rewards, a review of the benefits package uncovered that the benefits offering was based on employees' status or historic entitlement so led to confusion. Not only this but the benefits on offer didn't appeal to everyone and were poorly communicated, resulting in low engagement.

It was important that Scania's benefits solution would be relevant to all of their employees and provide a tangible benefit to Scania employees' everyday lives. Partnering with Reward Gateway allowed a solution which added real value to all employees, from the board room to the workshop.

The Solution

Scania Rewards was launched in March 2014 after months of planning and design. The team wanted to take strict ownership of the brand identity of the site so the task of creating the programme logo fell to their in-house Electronic Media Coordinator. Drawing on the skills of Scania employees throughout the implementation process ensured the site was built with the employees' needs at the forefront of the team's mind.

A key tool to producing a successful benefits solution and ensuring maximum coverage was the communications strategy. The team worked together to produce a comprehensive teaser, launch and forthcoming 12 month communications plan which utilised all of the channels already in place to minimise cost, predominantly their widely-used intranet and the use of noticeboards for offline employees.

They enrolled Benefits Champions at each site who could be called upon to distribute communications and be on hand to answer general questions relating to the site. On launch day, the Benefits Champions were tasked with distributing individually addressed welcome letters from their Managing Director, putting up A3 posters on notice boards, placing tent cards in the staff restaurants and handing out business cards.

As part of their strategy to continue promoting Scania Rewards, the team committed to releasing semi-monthly journals to promote Super Savings Week and a monthly theme dependent on the time of year. The journals are emailed to online employees as well as posted on branch noticeboards and are proving to be a key method of communication.

As time has passed, the team at Scania have continued to add information to Scania Rewards creating a one-stop-shop for employees to visit to find out about and engage with their full range of benefits. This includes their Employee Assistance Programme, Healthcare Cashplan and salary sacrifice options, such as Cycle to Work and Childcare Vouchers.

In just 7 months post-launch, almost 50% of all Scania (GB) employees are now registered and actively using the programme, and this continues to grow week on week. Employees are consistently making great savings adding

to their take-home pay and there is a real sense of excitement surrounding the site, resulting in glowing testimonials from Scania employees keen to share their savings stories with their peers.

Scania will be running a follow up survey in March 2015, one year on from the launch of Scania Rewards. The team are keen to take the opportunity to review employees' opinions regarding the benefits offering and the changes implemented.

Scania (GB) Ltd scooped the award for '**Best Benefits Communication Strategy**' for larger organisations at The Benefits Excellence Awards 2014.

 **The team feel a great sense of pride in the success that we have enjoyed so far and there is a sense of excitement for the future. We have been inspired to create a continuing reward strategy to revolutionise our employee benefits."**

Rebecca Li
Human Resources Administrator,
Scania



The Delta Group
Visual Communications

BEST BENEFITS COMMUNICATION STRATEGY & BEST BENEFITS BRANDING

for smaller organisations

The Company

The Delta Group is one of Europe's largest suppliers of printed promotional materials for retail marketing campaigns. They have a professionally diverse workforce, employing over 600 staff in five different locations, from warehouse packers in Waltham Cross to creative artworkers in London to account managers in Edinburgh.

The Challenge

Having undertaken a strategic review of their benefits offering, Delta Group realised they were missing some key, valued elements such as Childcare Vouchers. After conducting some market research they decided that rather than stay with Childcare Vouchers alone, they would press ahead with a wider benefits platform for their staff. Their objective was to create a user friendly platform for benefits that would be attractive to a wide range of staff and that would aid morale and retention.

Given that their workforce is split between five locations, the primary challenge was to develop a communication strategy that would engage with their employees at different touch points, moving them from identification of the platform to its benefits, and ultimately how to register and use it. Their secondary challenge was to develop, create and activate the strategy within a six week period, whilst the platform was being built. They wanted a campaign that would not over promise or under deliver the platform, yet still build up the excitement of their employees.

The Solution

SID - Staff Incentives and Discounts, was chosen mainly due to its simplicity, with a nod to British Gas' floatation in the 1980s. They knew that the most effective strategy would be to tease the launch over a number of weeks and engage a small number of champions around the business to snowball the word of mouth, for the big bang effect they were after on launch day.

So they produced a series of posters that would get the staff talking, whilst not revealing any details about what the site was or what it did. It wasn't even initially promoted as a benefits platform. They also trained champions around



It's great to get recognition from my peers about the good work we've done."

Dan Parkman
Head of Human Resources,
The Delta Group



BEST BENEFITS REVOLUTION for larger organisations

The Company

Warburtons is the largest bakers in the UK. The company is privately owned and has been run by the Warburtons family since 1876.

The Challenge

With family being one of their company values and employee engagement at the heart of their benefits strategy, Warburtons knew that making employees feel valued was central to helping the company achieve their organisational and cultural goals. In addition, they wanted to give something back to employees in a period of pay awards being lower than the rate of inflation.

Warburtons have a challenging demographic for a number of reasons. Their 4,500 employees are based across 26 sites in the UK with 62% having no computer access at work. The majority of employees work on a shift pattern, over 80% are male and on relatively low wages.

The Solution

When creating their new benefits platform, the team knew that a memorable name and web address would be crucial to employees using the site at home. They held a vote with site champions called "Name our Baby" and Extra Dough was born. The tone was fun, warm and honest, reflective of their no-nonsense approach to business. They developed an identity for Extra Dough with unique branding, which was in keeping with their strong corporate brand guidelines, but different enough to get noticed. Care was taken to ensure a consistent message throughout all communications.

Whilst Warburtons wanted all employees to be aware of the new benefit, they had to be careful about spending too much within the difficult trading environment. Warburtons developed a creative and highly effective communications plan, which they managed to deliver for less than £1 per head.

They stretched their communications budget to reach out to employees in a multitude of ways. The launch included a teaser campaign, live demonstrations at over 50 sites and thousands of bright purple business cards and brochures featuring key information about

the new benefit. In addition, Extra Dough pin badges were created to identify local site champions. QR codes were included on all communications to encourage instant access to the platform, and 10,000 Extra Dough rock sweets were given out to raise awareness of the new benefit. The sweets were given out by site champions who would ask employees where they shopped, explain how they could make great savings through the new benefit, and leave them with a business card and brochure to take home and show the family.

Because of their workforce demographic, Warburtons knew that reaching employees' families would be essential to the programme's success. So on top of giving out business cards and brochures, Warburtons included a supplement in their company magazine which was sent to employees' home addresses and meant they could get information directly into the family homes without incurring additional postage costs.

The launch was a great success with 792 employees registering on Extra Dough in the first week, which equates to 17% of their entire workforce. To put this into context, three months earlier when Warburtons launched a new voluntary healthcare cash plan to employees (with expensive brochures and roadshows provided at every site), they had less than 20 employees take up the benefit (less than 1% of their workforce).

For the first time, Warburtons began to receive spontaneous unsolicited emails from employees, thanking the reward team for introducing the new benefit. The programme has continued to strive with over £1.5m being spent through the site and over 45% of employees registered.

Moreover, Warburtons have seen improved results in their annual engagement survey since introducing the new benefit, with engagement increasing by 1% and the score for feeling valued and recognised rising by 3%.

Extra Dough has also helped to promote Warburtons' wider voluntary benefits package, which historically had low take up. Due to its success, and the high recognition of the name amongst employees, Warburtons are now planning to move both their childcare voucher scheme and long service gifts to Extra Dough in the coming months.

Warburtons scooped the award for 'Best Benefits Revolution' for larger organisations at The Benefits Excellence Awards 2014.



For the first time, we began receiving spontaneous, unsolicited emails from employees to our reward team. Anecdotal feedback from hard to reach employees has been extraordinarily positive with Extra Dough becoming 'famous' within Warburtons and a much talked about perk."

Miranda Rosenbaum

Head of Reward & HRIS, Warburtons

BEST BENEFITS REVOLUTION for smaller organisations

The Company

Stroke Association is the UK's leading stroke charity. Their 779 employees are based in 13 regions across the UK, taking action on stroke through their helpline and delivering over 304 Life After Stroke Services.

The Challenge

Before SAVE (Stroke Association Values Employees) the Association had not been in a position to offer any cost of living rewards. The benefits they did offer were minimal, with only a contributory group personal pension plan and life assurance that were paid for by the employee through voluntary benefits.

Their aim was to boost morale and reinforce the message that their staff, who often work unpaid additional hours, were valued and recognised for their commitment and loyalty. So they knew they needed to introduce a fantastic product that would reward all employees across their dedicated and diverse workforce.

The Solution

As no staff benefit had ever been paid for by the Association, their HR team wrote a paper which was submitted to their Directors Management Team on the 11 July 2013 for approval to pay for SAVE. Their proposal was accepted that same day.

They knew they wanted their benefit platform message to say that even though the Association was unable to offer a cost of living award in difficult times, it recognised how important it was to help staff members and their families stretch their monthly income by changing the way they shopped. They also knew they wanted their staff involved in the process of determining the right scheme for them.

Stroke Association constructed a demonstration site which was tested with a staff consultative group. This group was set up as a voice for all their staff throughout the regions. They also agreed, in mind of the charity they worked for, to place an option on their platform for staff to donate some of their savings to the Association if they wanted.



We're absolutely over the moon about winning an award at The Benefits Excellence Awards 2014. It's brilliant to achieve something like this and we're really proud of it."

Miriam Tapaki

Human Resources Officer, Stroke Association





MOST ENGAGING BENEFITS PLATFORM

for larger organisations



The Company

Kellogg's is the world's leading cereal company. They employ 2,000 staff in the UK, 60% of whom are offline at work. The average employee age is between 40 and 50, and 65% of their workforce are male.

The Challenge

Following an employee survey, Kellogg's identified the need to provide an additional benefit to their employees which would help them financially. At the time, Kellogg's was unable to provide an increased wage, so they decided to look at voluntary benefits.

In addition to providing their employees with a discounts portal which would be truly valued, Kellogg's wanted to raise awareness of their existing benefits, create a robust benefits package and increase employee engagement with all benefits.

To do this, Kellogg's needed a solution which would have the ability to host information on their existing benefits as well as their new voluntary benefits, whilst also accommodating their strict brand guidelines.

Finally, they required a high level of service along with the platform to ensure it would reach and educate their employees on the entire benefits package, so a highly bespoke communications plan was essential.

The Solution

The plan when launching their programme, CornFlex, was to create an identifiable brand and platform which would fully inform employees of the which benefits they were entitled to.

To raise awareness of both the new and existing benefits, Kellogg's utilised numerous communication channels so they could achieve the highest possible engagement.

They held roadshows at their three major plants, displayed information on plasma screens at Head Office, sent out launch letters and placed posters in all locations to communicate the launch.

Kellogg's knew that continuous promotion of the site was crucial to its success, so in 2013 they executed a second communications plan aimed at informing employees about the new Flex window whilst cross-promoting the discounts portal.

Together with Reward Gateway, Kellogg's ensured that the CornFlex site and all communications were strictly branded to their requirements, which has helped turn CornFlex into a famous entity within the organisation and has retained a sense of familiarity due to the use of corporate imagery both on the platform itself and across all communications.

Since launching in November 2012, Kellogg's have achieved a total spend of over £650k through the programme with 1,180 employees registered on CornFlex, meaning that engagement has reached an impressive 59%.

Kellogg's scooped the award for '**Most Engaging Benefits Platform**' in the larger organisations category at The Benefits Excellence Awards 2014.



We've reached an engagement level we had not expected to achieve in such a short space of time and we could not be happier with the results of the programme given our various locations and offline workforce."

Amy Talman
Benefits Advisor, Kellogg's



MOST ENGAGING BENEFITS PLATFORM for smaller organisations

The Company

Centro is the West Midlands Integrated Transport Authority. They lead, coordinate and develop transport services for over 347 million passenger journeys a year. Their 359 strong workforce is split with office-based staff at the company headquarters in Birmingham City Centre and staff responsible for managing the transport services away from HQ, at bus stations, rail stations and on the roads.

The Challenge

With half of their employees mobile between seven district authorities, Centro needed to create a benefits platform that was accessible, relevant and personalised for all. They wanted to develop a real sense of employee engagement so that staff received the maximum rewards possible.

Their first development of Total Reward Statements in-house did not align to their strategy or appear to communicate their employees benefits in a way that showed their true value. They talked to Centro employees about how they felt regarding paper statements and also took on board staff feedback from the 'Fair Deal' section of the recent Sunday Times Top 100 Best Companies to work for survey, where they placed 53rd.

Following the feedback from their staff and the appointment of a new HR Systems and Management Information Partner, who knew the value of Total Reward Statements, Centro decided to develop a new bespoke benefits communication page. It was clear that there was a need for a benefits platform which was more user-friendly than a traditional, printed Total Rewards Statement. Staff also wanted something easily accessible, not just an annual statement.

The Solution

The first task was to communicate the new benefits platform to staff and explain how the Benefits Calculator actually functioned. Given that The Best Companies initiative was the driver to develop the new Benefits Calculator, staff were invited to the Benefits Calculator stand at the Best Companies event and made aware of how much simpler, more accessible and real time, the new tool was going to be. In addition, the new platform was widely publicised through the organisation's internal staff newsletter and on the homepage of the intranet.

The Benefits Calculator was well received by staff and proved to be the interactive, bespoke facility that Centro employees had requested. They immediately took to its flexibility over the previous Total Rewards Statement and it was placed in the Centro Sharepoint system.

By hosting the calculator on Sharepoint and making it easily accessible via any computer, external Centro staff were able to access the platform in real time, making it simple for them to keep abreast of their benefits. Individuals could input their chosen benefits into the calculator to see exactly what they were worth to them financially, emotionally and from a health point of view.

Many Centro employees have saved the Benefits Calculator to their PC and have commented how useful and simple to use it is. It has also attracted talented staff who might not normally have accepted a post at Centro without sight of their great benefit offer. But by far the most striking example of how well the new Centro Benefits Calculator has been received is reflected in the latest Best Companies figures for the organisation. In particular, the Fair Deal category saw staff respond very positively to the calculator and their satisfaction with the way it works, helping Centro to improve their previous year's benchmark.

Centro scooped the award for **'Most Engaging Benefits Platform'** in the smaller organisations category at The Benefits Excellence Awards 2014.



*Wow, fantastic night,
Couldn't have asked for
any more. To other HR
Managers thinking of
applying for an award next
year, just go for it; we're so
proud."*

Jenny Groves

HR Business Manager, Centro



MOST SUCCESSFUL TARGETED APPROACH TO A WORKFORCE DEMOGRAPHIC, BENEFITS PIONEER & GRAND PRIX BEST OF THE BEST for larger organisations

The Company

iTERTAIN is one of the leading hospitality companies on the high street. They operate 32 bars and comedy venues, the most well known of which is popular chain "Walkabout".

The Challenge

Following a 2012 engagement survey which revealed that a low percentage of employees would recommend working at iTERTAIN and an even lower percentage felt valued at work, iTERTAIN realised they were lacking a means of reward and incentive for their hard-working employees. They identified the necessity of implementing a benefit which could recognise star performers and provide financial support to their low-paid workforce, whilst also improving employee retention rates.

Having 1,000 employees across 35 locations, most of whom are offline at work and on National Minimum Wage, means that iTERTAIN have a notoriously difficult demographic to engage. On top of that, with no company intranet there was a distinct lack of a centralised communications channel to promote the new benefit.

The Solution

In order to reach employees, iTERTAIN decided to develop their new benefits platform to host all company information and act as an integral centralised communications location. Their aim was for it to become embedded in the iTERTAIN working culture, providing a consistent communications approach and thereby boosting engagement.

To drive registrations during the launch of My iTERTAIN, a highly effective, low-cost communications plan was developed. They chose communication mediums relevant to their young workforce which included text messages, HTML emails and social media. They continuously build on their communications by updating their Facebook and Twitter pages weekly with strong Australian themes in line with their branding.

In addition, iTERTAIN run regular competitions on social media platforms which not only engage employees, but also cross-promote My iTERTAIN and provide Walkabout with great social media coverage.

My iTERTAIN has been developed into the company's own central hub which now hosts pages for their Engagement Survey, What's Happening This Month?, Job Vacancies, Elearning & Payroll System, and Cash Incentives which awards the 30 top sellers each month.

iTERTAIN's use of their new benefits platform as a central hub, along with their highly targeted communications to their workforce, has seen fantastic results. Within just three months, 79% of employees were registered on My iTERTAIN which exceeded their target by 19%. Since launching in February 2013, engagement in the programme now stands at 98% with on average 117 new registrations each month.

Not only has the programme helped save employees money, it's also had a dramatically positive effect on the business overall. As a direct result of the new benefits programme, the company has experienced a reduction in turnover for hourly paid employees of 10.7% compared to the previous year. The Midlands area, which had the highest number of initial registrations at 84.3%, has shown a reduction in turnover of 14.87%. At a company level, this reduction has had a significant impact on the organisation's cost base; in particular reducing recruitment needs by 86 people at an average cost of £1,500 per employee. The results demonstrate an overall hidden cost saving of £129k.

With proven success against the odds, it was no surprise that iTERTAIN scooped three awards at The Benefits Excellence Awards 2014: **'Most Successful Targeted Approach To A Workforce Demographic'**, **'Benefits Pioneer'** and the **'Grand Prix: Best of the Best'** award for larger organisations.



We're honoured to have won these three awards. Advice to other HR professionals would be to make sure you're engaging your employees with the programme and promoting it to the hill because it's a super amazing system and it works."

Kimberly Smith
Training Officer, iTERTAIN



BENEFITS PIONEER for smaller organisations

The Company

Emperor Design is a corporate and brand communications agency ranked 16th in the overall "Design Week" Top 100 and is 3rd in the UK for design for print. They have 110 employees located across London, Birmingham and Edinburgh.

The Challenge

In July 2012, when Emperor Design's HR Manager left, the company realised that monthly spend on their benefits platform, Penguin Perks, was less than £600 per month. With just over 100 employees they realised they needed to show their employees that there was a purpose to the site, in order to improve the usage and expenditure. The main challenge was finding the time to educate their employees on the value of Penguin Perks, as a large number had either never heard of it or forgotten about it altogether.

The Solution

When the majority of staff didn't appear to know their own benefits platform, Emperor decided they needed to take a more personal approach. They conducted a survey and found out from the employees that were using Penguin Perks, many forgot about it for small everyday purchases but used it to their advantage for large transactions such as booking holidays or purchasing whitegoods and electrical appliances.

Emperor decided to kick start the re-launch by focusing on the huge number of retailers on the site that employees used on an everyday basis. They highlighted to their staff that with just the click of a button they'd be rewarded for spending money with huge savings at the same time. Emperor were determined for this benefit to be used to its full advantage with eye catching posters that included logos and activities applicable to the time of year. They were placed around the office in places where employees gathered, from the kitchen to the stationary cupboard. There was also a company wide weekly email campaign which detailed all of the 'top offers' and well known retailers for the week, along with discounts and Cashback rates were available.

Finally, Emperor had an individual staff member that went round to every employee over a period of two weeks and showed them how to log into their benefit platform, retrieve passwords, navigate the site and explained how Cashback worked. Once their employees realised there was so much more to be gained from the site, certain staff members started using the platform religiously. In the past year, the total spend has increased from £78,261 in July 2013 to £116,475 in June 2014 - an increase of nearly £40,000 in 12 months usage by 100 employees.

Now, on a weekly basis, employees share great stories about how much they have saved on their latest purchase. Their developed understanding of their benefits platform has meant that Emperor Design has almost 100% of its employees engaged in the programme and can see the great value in maximising usage in their benefit platform. So, in April 2014, Emperor's Board signed a five year renewal.

Emperor Design scooped the award for '**Benefits Pioneer**' in the smaller organisations category at The Benefits Excellence Awards 2014.





MOST INNOVATIVE LAUNCH CAMPAIGN

for larger organisations

The Company

Tulip Ltd is predominantly a manufacturing organisation with seventeen different locations across the UK. The majority of their 6,500 employees, classified as traditional weekly paid 'blue collar workers', don't have access to a computer in the workplace.

The Challenge

Tulip's objective was to ensure that the majority of their employees knew about, and would regularly visit, their new 'My Tulip Rewards' online benefits programme. They wanted their employees to find it fun, stimulating and engaging, as well as a convenient source for a whole host of relevant information.

However, no matter how good the platform was, it would be of little or no benefit to the majority of their employees if Tulip failed to communicate to them when the rewards programme was coming, what it offered and how they could use it. As many of their workers were offline, Tulip needed their benefits portal to be advertised by alternatives to a work PC or laptop.



The Solution

Prior to and during the launch phase, a robust communications plan was implemented to ensure that employees had all of the information they would need about what the programme entailed, what it would offer them, when it was coming, and finally, how they could access and make best use of the My Tulip Rewards portal. The HR team and My Tulip Reward Champions were given prior access to the portal so that they could familiarise themselves with what the benefits programme would offer. In addition, a presentation, supported by a script, enabled the HR Managers at each site to deliver a comprehensive presentation to the works committee, union representatives and site management teams. An HR blog was also set up so that learnings could be shared across the company and any issues or questions quickly addressed.

Six weeks before the launch a series of teaser posters were released, hinting that something big was about to happen, which stoked interest amongst their staff. On the launch day, 16th May 2014, posters with details of My Tulip Rewards went up at every Tulip site and leaflets were issued with all employee payslips, detailing what My Tulip Rewards was and how it could benefit them. Balloons and bunting were also displayed at all of their locations to highlight the significance of the launch.

To keep the new portal at the front of their employees minds, Tulip also issued every member of staff a wallet card, reminding them of the website address and contact numbers. All TV's and electronic info points across the sites carried an advert for the system and every employee with a PC received emails describing exactly what the new scheme entailed. In addition, table top holders placed on canteen tables were used to communicate information about the new benefits programme and team briefs were issued to all weekly paid staff, ensuring full communication to all members of the workforce.

Finally, 'My Tulip Reward Champions' were fundamental to completing Tulip's communication strategy. The Champions were given t-shirts and supporting merchandise, as well as time off from normal duties to maintain a presence in the canteens, to talk to colleagues and answer

any questions or queries regarding use of the portal.

At the end of May 2014, My Tulip Rewards had been live for two weeks with over 1,300 registered users already making the most of the site and the benefits it offered them.

The employee uptake when divided between salaried and weekly paid was 46% and 54% respectively, which is a true testament to the success of Tulip's targeted communication plan having effectively reached its targets. Employee feedback suggested that the site worked efficiently across PC's, tablets and smartphones and that the mobile site, in particular, proved to be immensely popular.

As their portal continues to be reviewed, updated and added to, Tulip plan to continue their targeted communications to try to, wherever possible, encourage all Tulip employees to visit the portal on a regular basis.

Tulip Ltd scooped the award for '**Most Innovative Launch Campaign**' for larger organisations at The Benefits Excellence Awards 2014.



We're absolutely thrilled to win the award, but really it's an award for our people. If it wasn't for all our people and the people behind us we wouldn't be here, so it's a testament to a team effort."

Amanda Ayliffe
HR Manager & Business Partner,
Tulip Ltd

MOST INNOVATIVE LAUNCH CAMPAIGN & PETIT PRIX: BEST OF THE BEST AWARD

for smaller organisations

The Company

London City Airport is the UK's leading business airport serving over 40 destinations across the UK, Europe and the USA. They have 520 employees across two locations, 65% are male and 80% are offline at work.

The Challenge

At the end of 2012, the airport carried out its first ever engagement survey, the results of which showed that the perception of company benefits amongst employees was poor. The airport realised they needed to both broaden their employee benefits offering and improve communication of their existing benefits.

At this stage the airport had rejected a bid from a Trade Union through an employee vote and knew that they needed to maintain the trust their workforce had placed in the airport's leadership team by acting on feedback around Total Reward and communication.

The airport wanted a solution to bring all of their benefits together under a branded umbrella which they could use to host and promote them. In addition, due to the majority of their workforce being offline, it was essential that offline access was well supported.



The Solution

London City Airport wanted to create a recognisable character that would become the effective spokesperson for the new benefits programme. Since their airport designation is LCY and for years employees have referred to planes as "Lucy's", the cartoon character "LuCY" was born.

London City Airport scooped two awards in the smaller organisations category at The Benefits Excellence Awards 2014; **'Most Innovative Launch Campaign'**, and the icing on the cake, the **'Petit Prix: Best of the Best'**.



The feedback has been overwhelmingly positive, showing that employees are recognising the value of LCYExtras and we have seen our lowest ever positive staff turnover."

Michael Spiers

HR Director, London City Airport

Together with Reward Gateway, the Airport developed a creative communications plan to reach the entire workforce. They came up with a teaser campaign which featured LuCY on various posters announcing that something exciting was coming soon.

At launch, postcards were sent to every employees' home address to generate interest among their families, launch posters were put up around the airport and a feature was shown on the airport's in-house TV channel. Registrations were encouraged by managers as well as the Reward Team, and even by the CEO who offered a £10 sign up incentive showing that the organisation truly believed in the new programme.

Within three weeks of launch, 34% of employees were registered on the site, a great result considering the airport's predominantly offline workforce. Eight months down the line and London City Airport have achieved 74% engagement with the new programme, LCYExtras, which they are continuing to build on by incorporating recognition and long service awards. Since implementing the new benefit, the airport has seen its lowest positive staff turnover which currently stands at 3% versus 7% for the same period last year.

MOST INNOVATIVE COMPANY BENEFITS for larger organisations

The Company

Atos is an international IT services company. They have a 10,000+ strong workforce in the UK & Ireland based across numerous locations, as well as a large mobile workforce who range from administrative, support, technical, and clinical staff to consultants and executives.

The Challenge

With such a diverse workforce, a large portion of whom are offline without instant internet access, Atos faced the major challenge of designing and implementing a benefits platform that would be relevant and engaging for the entire employee population regardless of their location, status or access.

Despite their core benefits structure being favorable compared to the market, official feedback from the Great Place to Work survey revealed that 65% of employees wanted the company to provide special and unique benefits that were relevant to individuals and their lifestyles.

Although Atos already had a voluntary benefits programme in place, they were disappointed by the low levels of engagement with it and the resulting negative perception of voluntary benefits amongst employees. It was therefore critical that Atos differentiate the new Reward Gateway programme from their previous one.



Prosper within the first month of launch and this initiative achieved a 100% response rate.

Additionally, to further embed Prosper in employee culture, scheduled eCards have been implemented. On every employee's birthday and service anniversary, an eCard is automatically sent to them from Prosper offering best wishes from Atos and prompting employees to log in or register to view the eCard, hence further driving engagement.

The success of Prosper in its first months has exceeded average engagement rates in environments which are far less challenging and therefore the exceptional engagement rate Atos achieved in this short space of time given the make-up and complexity of their business is overwhelming.

Atos scooped the award for **'Most Innovative Company Benefits'** for larger organisations at The Benefits Excellence Awards 2014.



Employee engagement and spend has been far higher than we ever anticipated at this early stage of the programme. The feedback has been really positive which is a testament to the success of Prosper and it feels fantastic to have won this award."

Nicola Overing
HR Adviser, ATOS

The Solution

Atos decided to focus heavily on creating a strong brand identity for their new programme so that employees would not associate it with their previous site. They wanted the name to encompass the spirit of the programme and after months of consideration, "Prosper" was born.

Their focus was on offering an innovative solution in the voluntary benefits space which appealed to a varying audience given the diverse nature of their employee population. To ensure they were able to reach their challenging demographic, Atos designed a robust communications strategy which included both a pre-launch teaser campaign and a launch campaign.

The pre-launch campaign consisted of regular banners on their internal social networking site, BlueKiwi, and the company intranet. The banners acted as a countdown to launch and promoted four key offerings; Cycle to Work, Childcare Vouchers, Gym Discounts and retailer discounts.

BlueKiwi and poster promotions contained a QR code directing employees to a Prosper branded prelaunch site which helped engage interest prior to launch. These communications were very successful with 19% (1,932) of employees visiting the prelaunch site.

In addition, selected employees, including Atos' active Employee Forum, were granted early access to the site as Prosper 'Champions' in order for them to familiarise themselves with the programme prior to launch with the aim of achieving positive endorsements and maximising engagement through word of mouth.

At launch, all employees with a company mobile received a text message announcing the launch and demonstrating that the site could be accessed via smartphones. Prosper pens were distributed to all key locations and branded KitKats were issued at road shows to raise awareness of the new benefit.

To date, 3,954 users have registered with Prosper representing a 40% engagement level in as little as two months, and registrations and spend continue to rise week on week. In order to create even greater positivity with employees, Atos have honoured unredeemable cashback earned through the previous provider. The individual amounts were credited to employees accounts if they registered with

MOST INNOVATIVE COMPANY BENEFITS

for smaller organisations

The Company

Shine Communications is a communications and PR agency based in Clerkenwell, London with global capabilities. They have 70 employees and this year they won the Holmes Report award for Best UK Consultancy to Work for.

The Challenge

Shine's founding aim was to build a business where every employee is given the chance to literally 'shine'. Their vision is 'Stay Restless. Be Brilliant.' They believe that to get the best people, they need to offer the best, so they wanted to put together a world class benefits package for their world class people.

Since Shine employ such a young and dynamic workforce, they wanted a package suitable for their ambitious, sociable and conscientious employees. In order to find out which benefits were suitable, Shine asked their in house group Smile (Shiners Must Innovate Love & Enjoy) to survey staff and see what they could improve on.



The Solution

Kicking off their unique and innovative benefits, Shine's Chief Exec speed dates everyone four times a year to find out what they would do 'if they were Managing Director'; this involves employees and makes them feel that there are no limits at Shine to learn and grow.

Starting with the basics, Shine encourages flexible working to help their employees work wherever, whenever they can, including working from home and they actively encourage employees to keep to the 40 hour weeks.

In keeping with flexible working, all employees finish at 3pm on a Friday and are encouraged to 'bunk off' on their birthday, a free extra days holiday just because it's their birthday.

To encourage growth and loyalty within the company, Shine invests 10% of profits back into their staff training programme 'Shiney Happy People'; internal training is provided and they offer and encourage all staff to take professional courses or even something a bit different, from learning a language to conquering a fear.

Alongside their training programme, Shine adds layers of benefits to reward loyalty such as a one month sabbatical after 5 years service and unlimited holiday for Senior Account Managers and above.

Every employee is formally appraised every six months, which includes a review of each member's personal objectives within the agency. All training needs are assessed during this review and Shine has a commitment to staff that all training requested will be catered for in the following year's plan.

With such a young and dynamic workforce Shine knew they needed to offer something a bit different to a standard perks package, so alongside traditional benefits, they also offer annual Tate and V&A memberships, annual Netflix and Lovefilm subscriptions, cinema vouchers, as well as Reward Gateway to provide discounts to all staff and Reward & Recognition.

Shine's overall goal is to retain staff and become the number 1 employer in their sector, which they achieved in 2012 winning The Times Best Small Company to work for with 99% of employees feeling that Shine is a place that helps and motivates them on a daily basis.



MOST SUCCESSFUL TARGETED APPROACH TO A WORKFORCE DEMOGRAPHIC

for smaller organisations

The Company

National Accident Helpline, formerly Consumer Champion Group, are the most experienced personal injury specialists in the UK and pride themselves on their highly committed 119 employees.

The Challenge

In their last Employee Engagement Survey at the end of 2012, 67.8% of National Accident Helpline employees were engaged versus the Gallup UK benchmark of 29%. The engagement scores continued to be consistently high across every category. The results demonstrated that their employees were committed to the company, respected senior leaders and managers and that their values matched those of the organisation. But the results also showed that employees would value a refreshed benefits offering in return.

In early 2013, work began to identify a cost-effective benefits programme that would complement employees work-life balance and provide them with a company benefit that would help them to make the most of their pay and free time. While this was well anticipated by their workforce, the challenge was to show the value of the added benefits programme compared to pay rises, extra annual leave and other offerings.



The Solution

National Accident Helpline scooped the award for '**Most Successful Targeted Approach to a Workforce Demographic**' in the smaller organisations category at The Benefits Excellence Awards 2014.



Employees appreciate that they now have a benefit in place that is flexible, saves them money and is easy to use and ADAM has made a real difference to the perception people have on the benefits we offer."

Carly Fielding

Internal Communications Partner,
National Accident Helpline

They wanted ADAM to be valued right throughout the company, so a personal note from the CEO went out to every employee. This was closely followed by a series of bite-sized briefing sessions that gave employees the chance to take the time to explore the online portal, get to know more about how it benefited them and ask questions. On top of this, posters, features in the monthly newsletter and additional offers in the employee magazine were used to inform them about how much more they could save.

Whilst engagement levels grew quickly they knew that in a busy environment where emails were hard to read, they weren't getting the message to their entire workforce. So they introduced a Super Savings Week PC log-on screen that showed the offers on their employees PCs when their screens were locked. To keep this engagement level up, an in-house fact sheet, case studies and wherever possible, a bi-monthly prize draw and regular competitions with prizes from ADAM retailers were used to promote where money could be saved.

Within the first week, 71% of eligible employees registered with ADAM and a spend of £4,826 was achieved. Since then National Accident Helpline has seen an average monthly spend of over £6,000 with a current engagement rate of 87%.

BEST BENEFITS BRANDING

for larger organisations

The Company

Bright Horizons Family Solutions are a large and multi-site organisation, with a diverse working population of 6,000 employees who deliver a highly personal care service to children and families.

The Challenge

Previously, Bright Horizons had provided a benefits platform that their employees were unaware of, with no idea how to access the information or make the most of their benefits. They wanted to create an all inclusive platform where their employees could access the core, voluntary and flexible benefits alongside the tax efficient and other benefits available.

Given their focus on family care and employee wellbeing, it was important to Bright Horizons that they supported the carers within their own organisation with an identifiable brand. It needed to be meaningful to everyone, align with their company values, and most importantly, it needed to raise awareness of the benefits to their employee demographic. They didn't want this to just be seen as a passing fad. As a listening and learning organisation where everyone has a voice and contributes, it was important that Bright Horizons employees were involved in the branding and communication of their new platform, Heartfelt Rewards.

From there, they continued to build awareness that the site was coming through flyers, posters and their Better Together regional meetings. Less than a year since their launch, they have seen just short of 1,000 employees registered and actively using the site. In addition, they've seen a steady increase in spend, which is currently just over £176k and as a result of their most recent acquisition, they are about to roll the platform out to a further 2,000 employees.

Now that Heartfelt Rewards signposts employees to their full benefits programme, Bright Horizons has seen 74% of their employees either agreeing or strongly agreeing that the company has a genuine commitment to support their overall wellbeing. In their annual Employee Opinion Survey, nearly 70% agreed they had no intention to leave Bright Horizons in the near future, and their staff turnover remains low for their sector at 16.7%. They know that one of the drivers of engagement is the ability for their employees to have a voice and be able to make contributions to how the organisation operates, with a platform that has meaning.

Bright Horizons scooped the award for '**Best Benefits Branding**' in the larger organisations category at The Benefits Excellence Awards 2014.



We involved employees in the branding of HEARTFelt Rewards, so to have won an award for Best Benefits Branding feels fantastic. It's been a real team effort and we're delighted for everyone who participated. "

Sharon Williams
Director of HR at Bright Horizons





BEST USE OF BENEFITS TO DRIVE BUSINESS STRATEGY & BEST EVOLUTION OF COMPANY BENEFITS

for larger organisations

The Company

The Hyde Group is one of the UK's leading providers of affordable housing, operating across the Midlands, London and South East of England, servicing over 95,000 customers. Employing and retaining over 1,200 of the best people - with a business head and social heart - has been a key objective in recent years and benefits and reward has been crucial to their success.

The Challenge

The Hyde Group's workforce is incredibly diverse, from office-based employees who fulfil the business-essential roles, to property services staff and frontline staff who work with residents on a daily basis. For such a diverse workforce, a flexible benefit scheme was chosen to enable all employees to access the benefits they needed.

As well as introducing flexible benefits and additional salary sacrifice benefits, The Hyde Group also wanted to use the new platform to promote their already popular voluntary benefits scheme, Reward Gateway, to show staff how they could make extra savings.



The Solution

To ensure the solution absolutely suited the workforce in terms of both what was on offer and how it was communicated, The Hyde Group arranged focus groups where employees were asked their opinion and given the opportunity to make a real difference. Planning and consultation started a year before launch and included a competition to name the new flex scheme with employees voting for the winner.

The iFlex benefit platform was built to house information relating to the full range of benefits on offer. Not only this, but it would also give employees the option to flex relevant benefits as they wished and linked to their voluntary benefits site, Reward Gateway.

Feedback received from staff was that employees were keen to avoid passwords where possible so they worked to ensure the new benefit platform was single sign-on which was the first time this had been done with one of their internal systems.

An innovative communications plan was essential to achieving the successful launch of the new iFlex programme. Several teaser articles were run in the staff magazine, including a 2-page spread with case studies and a dedicated iFlex page was created on the HR Hub intranet page which housed information as well as screensavers and countdown banners to launch day. In addition to this, in the lead up to the launch the benefits team arranged a number of roadshows to visit all offices with over 10 staff and leaflets were posted to home addresses in the week prior to launch.

The new iFlex scheme was launched at an all-staff conference at Alexandra Palace with a benefits team presentation, benefits fair and competitions. This enabled the launch to get that all important bang that the team were looking for and created a real buzz amongst employees.

Following this, a branded iFlex cake, along with mouse mats and posters using photos of Hyde people were delivered to all offices and for anybody who had not yet logged in, the benefits team personally emailed and/or called them as a reminder.

The results have been astounding and in their latest employee survey, 70.5% of Hyde employees confirmed that iFlex has enhanced

my view of Hyde as an employer', demonstrating they are making real progress in their efforts to recruit and retain those all important 'best people'. This has since been recognised by Investors in People who have upgraded The Hyde Group from silver to gold status.

Following the successful launch of the iFlex programme, their voluntary benefits site, Reward Gateway, has seen a significant increase in spend through the site therefore resulting in higher savings for employees.

The Hyde Group scooped two awards at The Benefits Excellence Awards 2014, winning '**Best Use of Benefits to Drive Business Strategy**' for larger organisations and '**Best Evolution of Company Benefits**'.



It feels fantastic to have won two awards at The Benefits Excellence Awards. It's made it feel like all the hard work we did last year was worth it."

Sarah Bissell
Head of Reward, Hyde Group

BEST WELLBEING STRATEGY & BEST USE OF BENEFITS TO DRIVE BUSINESS STRATEGY

for smaller organisations

The Company

Causeway Technologies is a fast paced technology company, driven by its company values. They have 152 employees across five centres in the UK.

The Challenge

In 2012, Causeway's flexible benefits programme, Causeway Lifestyle, had been in place for two years, offering employees a range of benefits across four areas - Leisure & Wellbeing, Home & Family, Finance & Security and Green & Ethical benefits. However, although recent employee survey results indicated high levels of employee satisfaction and engagement, they also revealed increased levels of stress.

The business strategy of Causeway included significant investment in the development of new products so that they would emerge from the recession in a much stronger position than their competitors. To be successful, Causeway required employees who were physically and emotionally equipped to meet the challenges that would arise. A wellbeing strategy that supported the health and wellbeing of Causeway's employees was therefore necessary. After all, one of their company values was being 'energised' - having a positive mental attitude and a high level of drive and determination to succeed.

The Solution

Causeway defined a long term wellbeing strategy that would use a balance of proactive and reactive measures to look after the health and wellbeing of their people, and target their employees specific health issues.



It feels absolutely amazing to have won two awards and we'll definitely be applying again next year."

Fiona Buchanan

HR Strategy, Employee Engagement, Wellbeing and Talent Acquisition specialist



Because the programme included something for everyone, and was targeted at issues relevant to Causeway employees, it was widely discussed. Employees enthusiastically promoted Causeway Wellness to their colleagues, organised lunchtime walks or team sports, and acted as wellness champions for the business.

Since its launch, the programme has had a very positive impact on employees. Participation in 'Going for Gold' initiatives saw a good level of engagement, varying from 50% - 85% for different groups and activities, and 100% for mandatory activities. Now in its third year and themed 'Agility for Growth', wellness has become an established part of the Causeway culture. Energy levels have improved, engagement is high and absence due to stress has reduced.

MOST MOTIVATIONAL BENEFITS OFFERING

for smaller organisations

The Company

DUO is a retailer that designs, crafts, tailors and sells women's shoes with 55-100 seasonal employees across five different locations across the UK.

The Challenge

In 2011, DUO introduced an Employee Engagement Survey to give their employees a voice and to help evaluate what they were doing well and where they could improve. One of the questions asked to their employees was what they valued most from an employer. In 2011 and 2012, 'Competitive salary and benefits' were identified in second and first place, respectively. They were also asked whether they were happy with the benefits they received. In 2011, 46% of employees agreed or strongly agreed that they were happy with their benefits. In 2012, this percentage had reduced to 38%. Their employees wanted a benefits package that included things like health insurance, dental insurance, local discounts, gym membership and green transport options like Cycle to Work.

Given the results, DUO made it a key priority to commence a pay and benefits review. They wanted to ensure they were offering a competitive package that would be key to attracting and retaining talent, as well as offer a more comprehensive and flexible package for their existing employees. However the challenge arose with only one HR representative who had no prior experience in managing benefits and a limited budget in terms of what they could spend to enhance their current package.

At the end of the first year, 72% of their employees had registered and spent over £4,000 through DUO deals, saving over £3,700. Thirteen employees had also taken advantage of the opportunity to purchase additional holiday with no reported impact on productivity, and which saved the company approximately £3,700 in salary costs.

Of course one of the most important factors in determining success was the Employee Engagement Survey. 'Competitive salary and benefits' stayed as the top two things DUO employees valued in an employer, but the number of employees who agreed or strongly agreed that they were happy with their benefits increased from 38% to 73%. This directly correlated with the percentage of employees satisfied with working at DUO, which almost doubled from 43% agreeing in 2012 to 82% agreeing in 2014.

DUO scooped the award for **'Most Motivational Benefits Offering'** in the smaller organisations category at The Benefits Excellence Awards 2014.



We really listened to what our employees wanted and tried to offer benefits relevant to them. Winning this award is a testament to the work we've done and we're absolutely thrilled to have been recognised for it at The Benefits Excellence Awards."

Claire Alexander
HR & Talent Development Manager,
DUO Boots



MOST EFFECTIVE SALARY SACRIFICE BENEFITS

for larger organisations

The Company

Veolia Environmental Services incorporates a 12,000 strong workforce based all over the UK, with a predominantly offline demographic of 80%.

The Challenge

Veolia recognised that their employees' jobs can often be an undervalued service, but a highly important one. They had always strived to highlight this and enforce as much positivity and respect among their employees as possible, but with the majority of their workforce on the ground, Veolia had very limited channels to reach their employees. Communicating any messages about company policy, benefits and changes within the corporate structure proved to be a challenge.

Feedback from their staff showed that they wanted to improve travel costs to work, among other things. When Veolia saw the value offering salary sacrifice benefits to their employees would bring, they decided to take a two pronged approach - a wholesale discount on yearly travel cards, where applicable, and the hosting of a Cycle to Work window. This would be a small but integral gear to their overall strategy of helping at work and at home, ultimately engaging their employees and improving life satisfaction with little steps at a time. The outcome being a more productive workforce.



The Solution

In order to get the message out and help their employees understand what Cycle to Work was about, how it could save them money and how to go about applying for it, Veolia lent on procedures they had recently used for auto enrolment. They felt the plan was appropriate because of the success and response rates they'd had previously from this approach. Still, they decided to add a few extra marketing lines including a feature in the staff newsletter, intranet notices and messages on plasma screens.

They had to think outside the box as not all channels were available and they didn't have the budget to send mail to all the employees home addresses as they had before. Most of their employees had no access to online material but they did have a phone, so Veolia came up with the innovative idea to use text messages. They had numbers for about 75% of their workforce. The text was a cryptic message and a link to the site which hosted their Cycle to Work window. The link said 'Cycle to a cleaner wallet - and help the environment too!' The cryptic message was a success with a click through rate twice the average on any of Veolia's previous campaigns. Once their employees had logged on, the link took them through to a Cycle to Work page where there was a specially edited message for them.

After that, a second text message was sent. This time, instead of a link, Veolia sent the Helpdesk number for the employees to call. The telephone number proved critical with a third of their applications coming through this line. As many of their employees are not comfortable with computers, making sure they were aware of the Helpdesk was very important to Veolia's success.

The salary sacrifice benefit had a massive impact on increasing engagement and wellbeing. Due to the impact and employees overwhelming positive comments, there were calls to open a further window. The total voucher order exceeded £230k with 342 bikes ordered. Veolia had an extra 199 registrations on Veolia Values, which meant nearly 200 more employees were aware of the discounts available and there was a surge in views from 7,698 to 12,186. Spend followed similarly from £99,463 to £155,613. The savings to Veolia on tax off the bikes also meant that extra budget

STRATEGY







This was the third and will be the last Benefits Excellence Awards. Next year we'll return as the Engagement Excellence Awards reflecting our broader focus on employee engagement and the moves that you, our clients, are making in this area.

A broader set of award categories will look even deeper at the strategic results our clients are delivering by better connecting people to their organisations.

We're thrilled to continue the programme and I personally can't wait to see you there.

With very best wishes,



Glenn Elliott,
Founder and CEO,
Reward Gateway



www.benefitsexcellenceawards.co.uk

**THE
BENEFIT
EXCELLENCE
AWARD**