

Health and wellbeing award

Winner

Three UK

With a company goal to be the UK's best-loved brand by its people by 2021, Three UK recognises that the wellbeing of its employees is key to achieving this goal. Which is why the organisation has put employees at the heart of everything, to support them both inside and outside of work.

A direct investment of £300,000 was channelled into employee wellbeing in 2018. But rather than setting the direction for wellness from the top, the approach has been shaped entirely by employee feedback, particularly that gained from the employee net promoter score (eNPS) that measures the success of the people strategy, of which wellness is a key factor.

The approach has been to introduce a holistic wellbeing strategy focused around three pillars: Energise, Connect and Balance.

Energise focuses on helping people eat right, sleep well and keep moving, and has seen the introduction of initiatives such as Wellness Wednesdays, where no meetings are permitted from 12pm-2pm every Wednesday, with people encouraged to take time out to get involved in activities including yoga and football. It's an initiative role modelled by the leadership team, with the CEO's favourite Wellness Wednesday activity being to walk all four floors of the Maidenhead office to make sure no meetings are taking place.

The Connect pillar brings a focus on work/life balance, with all employees given three paid personal days a year to use for those unmissable moments such as birthdays, weddings and sports days. There is also the wellness fund where everyone can apply for £50 per person to do team wellness activities.



Then there's the Balance pillar, which aims to support employees to deal with the ups and downs of life. This includes a digital GP (24/7 access to a digital health service), training one in 20 people across the organisation to be Time to Talk Reps (mental health first aiders) and a focus during Mental Health Awareness Week on people sharing their personal stories on the intranet wellness hub, including members of the executive leadership team. Such stories were viewed almost 8,000 times by

Shortlisted

British Heart Foundation

Coventry Building Society

**Department for Work
and Pensions**

Ella's Kitchen

Financial Ombudsman Service

NHS Blood and Transplant

Phonographic Performance

Royal Bank of Scotland

Unipart Group

XPO Logistics

colleagues, a sign that employees are engaging with conversations on wellbeing. Also key to this has been the roll-out of Being Me, Being Three, a course helping people explore what it means to bring their best to work every day. Employees gain valuable tools and techniques, including cognitive behavioural therapy and mindfulness, to help them 'stay okay' and

identify when they might not be. More than 3,200 employees have so far benefited from the programme.

The eNPS speaks volumes of the strategy's success, rising overall from +14 in 2016 to +22 in 2018. The measure 'Three gives me enough flexibility to support my work/life balance' has improved considerably in a short space of time, from 67% in Q4 2017 to 79% in Q2 2018. Meanwhile, wellness fund applications trebled in 2018, with more than 2,300 people taking part in a variety of activities because of the scheme. Even employees leaving the business speak highly of its commitment to wellbeing, with 83% of office employees saying they were happy with the wellbeing offering at Three in exit interviews.

Commitment to wellbeing doesn't end there though. Over the coming year, plans are in place to embed the Time to Talk reps, develop the suite of financial wellbeing products, and shift to a more sustained approach with activities each month aligned to a calendar of external events.

Judges simply "loved" what Three has done, with phrases including "really creative" and "great how they looked holistically at the three pillars" being heard around the judging table. One judge went as far as to say they "couldn't find anything they didn't like".