

# Benefits Design Research 2023

**reba**  
Reward & Employee  
Benefits Association  
PURSUING BEST PRACTICE

## Adapting to external and internal business change



Published by the Reward & Employee Benefits Association  
Together with

**// howden**

# From Covid-19 to the cost-of-living crisis: how benefits are evolving to meet changing business needs



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The benefits design landscape has drastically changed in just three years. We have moved rapidly from the Covid-19 pandemic straight into a cost-of-living crisis, combined with labour and skills shortages.

There is no manual on how to deal with the highest inflation in a generation coupled with cost pressures on business, while needing to attract, retain and develop new skills, in a competitive talent market.

Talent shortages are having a major impact on benefits design, according to nearly two-thirds of the employers responding to REBA's Benefits Design Research 2023, while as many as eight in 10 expect pay inflation to affect strategies during 2023.

Although almost all believe benefits help them to recruit and retain, most (59%) say benefits are ineffective at driving reskilling, and four in 10 say they do not drive performance.

### Sustainability and transformation underpin design decisions

Our data shows that for most employers, culture and wellbeing are still the primary purpose of benefits. This is possibly why these results predict that new employee value propositions (EVP) and cultures will have a rising impact on benefits strategies. Just one-fifth saw culture and EVP highly impacting benefit design during 2020-22, but this rises to almost half (48%) expecting this during 2023.

The impact of changes in working practices, such as hybrid working, is beginning to settle, with fewer than half of employers saying these changes will have a big impact in 2023, down from 74% saying this has affected them in the past three years. In contrast, business sustainability, diversity, equity and inclusion (DEI) factors and HR transformation, are all moving up the agenda.

This research finds that fairness will be a major driver of future benefits decisions. Just over half plan to fill benefits gaps for lower grades; one-quarter plan to reduce the waiting period on joining for benefits; seven in 10 will introduce or increase benefits choice, flexibility or personalisation; while one-fifth will extend benefits availability to employees' dependents. A further two-thirds either have, or plan to, introduce or extend, benefits to support diversity, such as gender health support and benefits for neurodivergent employees.

### Technology will drive future direction

To both offer the personalisation needed to support the differing needs of all employees and to collect the data required to justify the value to the business, employers need good quality technology platforms and data analytics. This is still a clear stumbling block. While well over half (59%) of respondents plan to add more choice or flexibility to their benefits packages there are concerns about the adequacy of benefits technology, with four in 10 respondents suggesting their platforms require significant attention.

In addition, the research found that three-quarters of employers intend to introduce or increase metrics and analysis of benefits use. Again, this data will be hard to access without the underlying technology in place.

The ability to truly understand and measure the effectiveness of benefits design strategy will become more vital as pressures on costs increase. Nearly three-quarters of respondents say that business cost pressures were affecting decisions, a significant jump on the 50% who said this was the case during 2020-22.

In summary, results of this research predict a highly active period of review and benefits design change to meet fast-changing business and economic needs.

Please note that due to rounding, graph figures are between 99% and 101%

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# Resilience through unprecedented change



**Matthew Gregson**

Executive director  
Howden Employee  
Benefits & Wellbeing



In our 2022 Benefits Design Research with REBA, we set out to see if there were strategic themes that the HR and reward and benefits community felt would influence future benefits design.

We found that most respondents were exploring a new framework for effective benefits, citing factors such as fairness, inclusivity, sustainability and wellbeing as drivers. For most, the urgency for change was to realign with business priorities, culture and values.

But a lot can happen in 12 months, and this year we wanted to see if those same themes held up in the face of new challenges and external pressures. Have reward and benefits professionals had – and taken – the opportunity to realise those drivers in improved benefits design?

## Responding to unprecedented change

External pressures have shifted quickly from Covid-19 to the cost-of-living crisis and both have fundamentally influenced benefits design in different ways.

Alongside the unique external threats that have emerged in the past three years, six out of 10 respondents are also facing the constant challenge of a talent shortage in the UK. Employers are having to continually compete for a shrinking pool of talent and this has meant rethinking benefits as an attraction and retention tool.

## The growing importance of benefits

Employers have responded to the glaring need for change in benefits strategies.

Despite the economic and salary pressures that most employers are experiencing and expect to continue, the biggest changes to benefits programmes have been to improve funding and extend coverage. Two-thirds of respondents will have addressed health and protection gaps in the five years 2020 to 2024, while

nearly six out of 10 will have improved benefits for lower grades.

This highlights the vital importance of an effective benefits programme for everyone, to address recruitment challenges as well as support the day-to-day needs and wellbeing of all employees. At a time when pay will continue to be under pressure, the HR community continues to invest in benefits, especially where there are gaps.

## The resilience of benefits programmes

Another standout finding is that few employers are shelving their plans for benefits improvements, despite the economic pressures we all face.

This shows the resilience in benefits programmes and their importance to organisations' people and reward strategies. We believe this is being driven by the expectations of employees and candidates, who want more from their employer than ever.

## From the strategic to the tactical

Only a quarter of respondents say that benefits funding is not at, or close to, desired levels, so attention is turning to the more tactical elements of effective benefits delivery.

Communications and technology are recognised as the weakest areas in benefits programmes today. That explains why, alongside improving choice and personalisation, introducing new benefits and wellbeing technology is such a high priority for reward and benefits professionals.

Benefits are in a fantastically strong position, having weathered many storms in recent years. Now that some of the largest challenges have been addressed strategically, employers are turning to the day-to-day execution of their benefits programme, to ensure that employees recognise the investment and value on offer.

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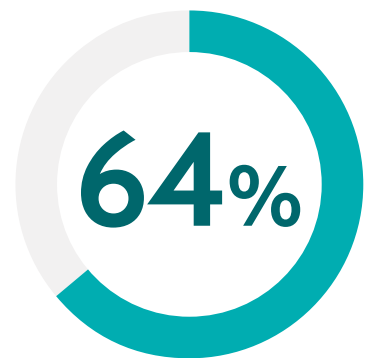
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# Key findings

## The impact of pay inflation



## Benefits funding remains steady despite business cost pressures



of employers have or plan to increase or improve benefits funding

## Benefits are key to attraction and retention, but fail to support reskilling and driving performance

Benefits design strategy is 'highly or somewhat effective' at:

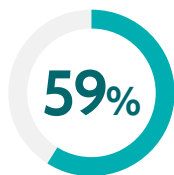


Attracting employees

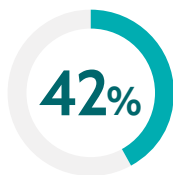


Retaining employees

But 'mainly or very ineffective' at:

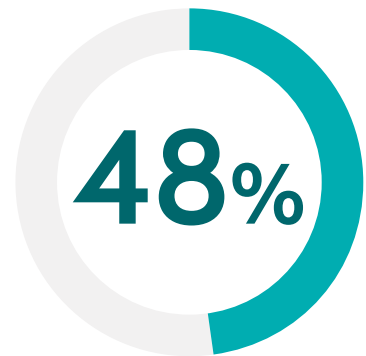


Driving the reskilling of employees



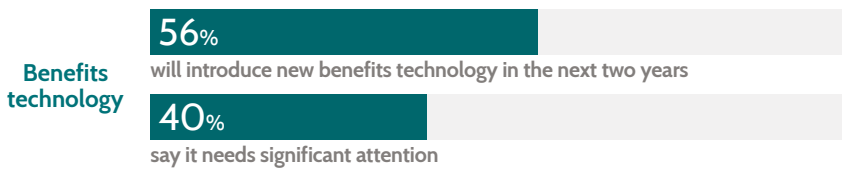
Driving employee performance

## The EVP is shifting

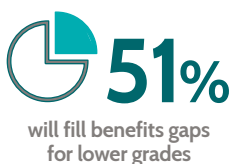


expect a high impact on their benefits strategy in 2023 due to new EVP/culture definition

## Greater investment in benefits technology is coming



## Benefits are becoming fairer and more accessible



# Part 1: Factors driving benefits change

Employers' current approach to benefits design strategy is worlds apart from what it was before the Covid-19 pandemic. External and internal factors have had a major impact on what both employees and employers want and need from their benefits strategy.

## External factors

Our findings demonstrate that we have swapped one crisis for another. Covid-19 was the top external factor affecting benefits strategy between 2020-22 at 73% of respondent organisations. But that compares with 82% of organisations citing the cost-of-living crisis as having a high impact in 2023.

However, our findings show that there are other significant changes making an impact.

### Are NHS pressures changing benefits offerings?

There has been much concern over the impact of NHS waiting times and access to GPs on the health and wellbeing of employees. Analysis by the British Medical Association reveals that more than seven million people are currently on NHS waiting lists for consultant-led elective care, while figures from the Office for National Statistics show that around 2.5 million people reported long-term sickness as the main reason for economic inactivity.



**4/10**  
employers are affected by access to NHS/healthcare services

It is an issue that employers are increasingly concerned about. Our findings show that in 2020-22, 32% of respondents saw this as having a high impact in their organisation, while for 2023 the figure is one-third higher, at 42%.

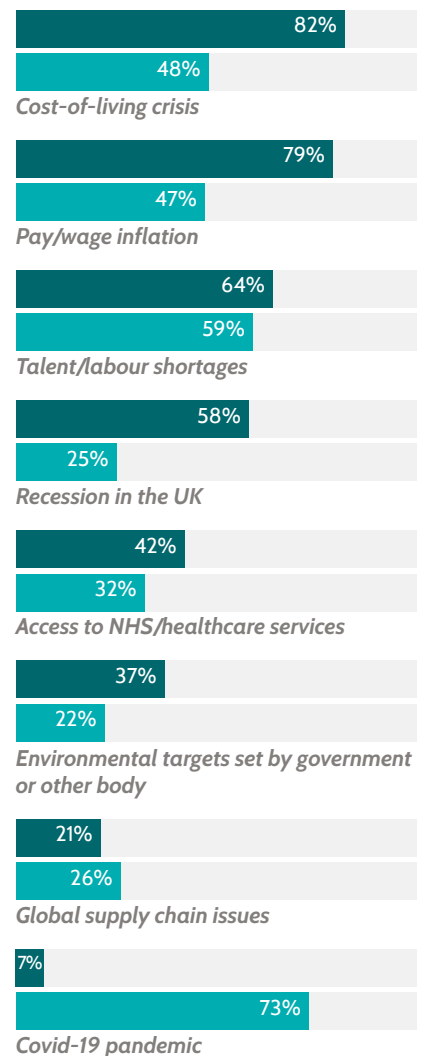
The reasons for this concern range from higher rates of absenteeism by those waiting for procedures, to presenteeism by those unable to get a GP appointment, and even financial wellbeing concerns for those who choose to self-fund healthcare.

Whether due to NHS pressures or not, our research shows that many employers are changing their approach to healthcare to provide more health benefits to their lower paid employees – making their offering fairer and more accessible.

Figure 1

What was the effect of the following external factors on your benefits strategy from 2020-22? And what impact do you anticipate in 2023?

- Expect high impact in 2023
- Had high impact 2020-2022



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The effect of pay/wage inflation is becoming increasingly apparent. Our *Benefits Design Research 2022* revealed that just 17% of employers said mitigating pay inflation is influencing benefits decisions. This year, 79% expect pay/wage inflation to have an impact.

Tellingly, talent/labour shortages are an ongoing issue, featuring in the top 3 impacts for both 2020-22 (59%) and for 2023 (64%). Combined with the economic pressures facing employers, retaining and attracting talent will be crucial in the months ahead.

### Internal factors

Within the internal factors affecting benefits design, it is clear to see how the cost-of-living crisis, wage inflation and the threat of recession is making its mark. Nearly three-quarters (73%) of respondents said business cost pressures were having an impact, a significant jump in those who said this was the case in 2020-22. We consider what this means for benefits strategy and budgets later in this research (see page 13).

Business sustainability is also seen as a key area influencing benefits strategy. Nearly two-thirds (65%) of organisations expect this to have a high impact in 2023. Employers are working hard to connect business behaviours with elements such as employee wellbeing.

### One to watch – Redefining the EVP

The shift towards greater sustainability can be linked to other priorities highlighted within this research, including greater focus on diversity, equity and inclusion (DEI), and implementing a new employee value proposition (EVP)/culture definition.

Although 'New EVP/culture definition' was only the fifth top answer here (see Figure 2, page 7), shifts relating to this are evident throughout the research. As changes in working processes begin to settle (down to 48% from 74%), business sustainability (which considers elements such as the link between business behaviours and employee wellbeing), DEI factors and HR transformation, are all moving up the agenda.

Together, these elements help to create workplace culture. Even if employers are not looking at a wholesale shift in their EVP, the impact of these other elements will certainly influence how it evolves.

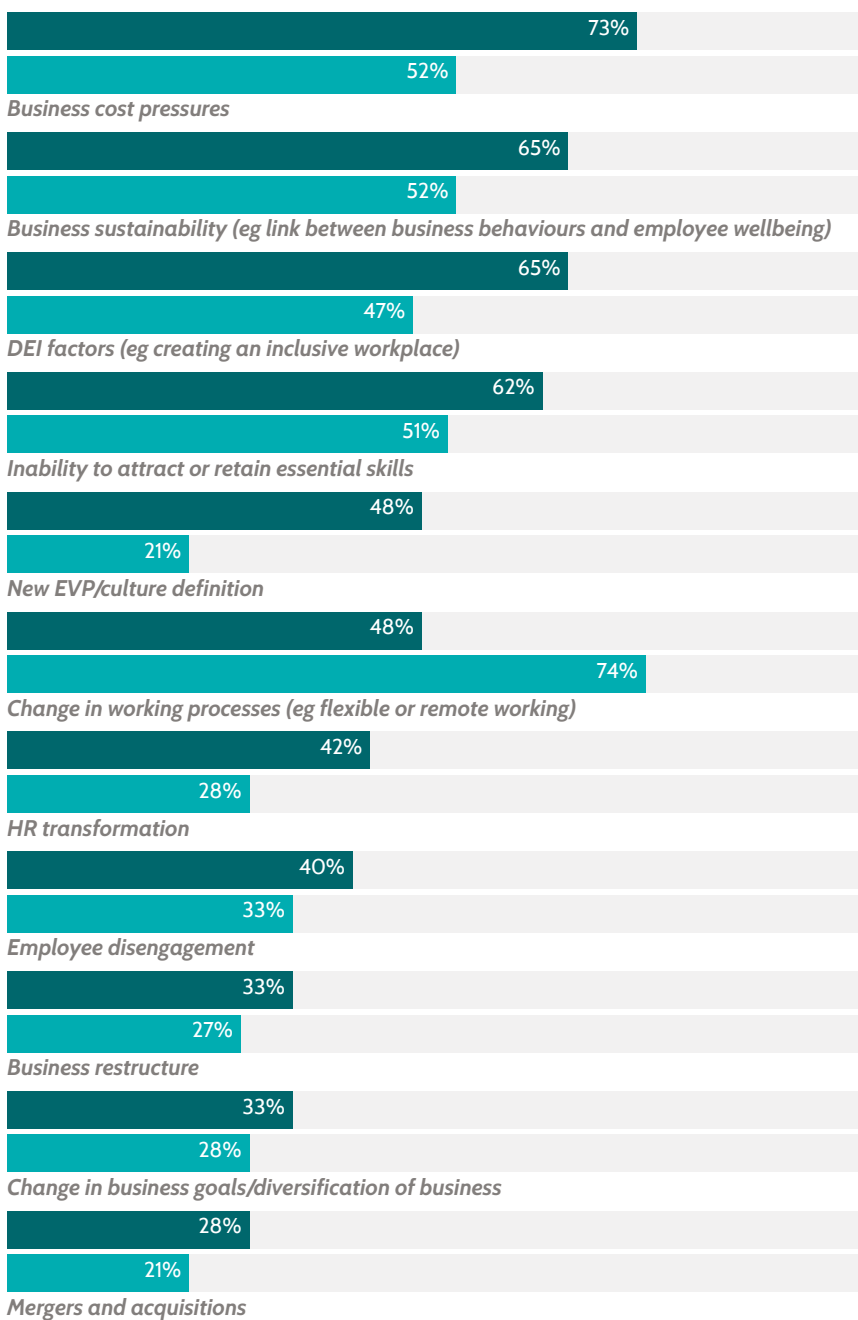


The number of organisations expecting a major impact on environmental targets set by government or other bodies is on the rise. In 2020-22 just 22% of respondents saw a high impact, but for 2023 the figure increases to 37%. Although this may seem like a small increment, it equates to a 70% rise and highlights the direction of travel.

Figure 2

What was the impact of the following internal factors on your benefits strategy from 2020-22? And what impact do you anticipate in 2023?

■ Expect high impact in 2023 ■ Had high impact 2020-2022



Nearly two-thirds (65%) of organisations expect business sustainability to have a high impact on their benefits strategy in 2023, up from 52% in 2022-23.



## Part 2: The effectiveness of current benefits design approaches

Almost two-thirds (63%) of respondents have a defined benefits strategy in place – and just over half (51%) have reviewed or changed their strategy in the past three years. The larger an organisation, the more likely it is to have a defined benefits strategy.

We asked, do you have a defined benefits strategy?



Last year, we asked respondents to the *Benefits Design Research 2022* whether they intend to make changes to their benefits design strategy over the next two years. Most (90%) said yes, and this is reflected in these findings, where nearly two-thirds have already gone through the review process.

Just over one-third of respondents (37%) do not have a defined benefits strategy, although 30% plan to introduce one. This was most common among smaller organisations – where 39% of organisations with 1 to 249 employees did not have a strategy, but planned to implement one.

### Wellbeing is at the heart of benefits strategy

Employee wellbeing is firmly established, with most (89%) respondents citing that their benefits strategy is highly or somewhat effective at supporting talent goals. It was also evident that benefits strategies are also providing good support for wider company culture (86%) and employee engagement (84%).

However, more could be done to link DEI goals with benefits design. Nearly one-third of organisations said their benefits strategy was ineffective at supporting DEI goals.

### Talent, skills and performance

Employers highlighted both the external challenge of talent/labour shortages (64% stated this was having a high impact on their benefits strategy) and their internal challenge to attract and retain essential skills (62%). Although our research showed that their benefits strategy was either 'highly or somewhat effective' at attracting employees (89%) and retaining employees (85%), employers' benefits strategies are less well aligned with enhancing skills development and performance.

### How to use benefits to drive employee performance and reskilling

Many employers are underutilising their benefits strategy when it comes to enhancing performance and skills. Here are our top tips to enhance your offering:

- **Connect your strategy:** The connection between employee wellbeing and having a diverse, inclusive and equitable culture have long been championed as ways to improve performance. Link your strategies to ensure these elements are included and, most importantly, measured to understand the impact of your initiatives.
- **Consider skills mapping:** REBA's *Business transformation needs HR transformation* research found that 58% of respondent employers plan to map existing skills to identify current gaps and/or create skills taxonomy, while 62% plan to map potential future skills requirements. With this information, employers can better plan their benefits strategy to ensure they attract and retain the skills they need.
- **Include reskilling in your EVP:** Ensure that employees understand your approach to reskilling and make it a part of your EVP. By doing this, employees can see opportunities for their development and career progression.



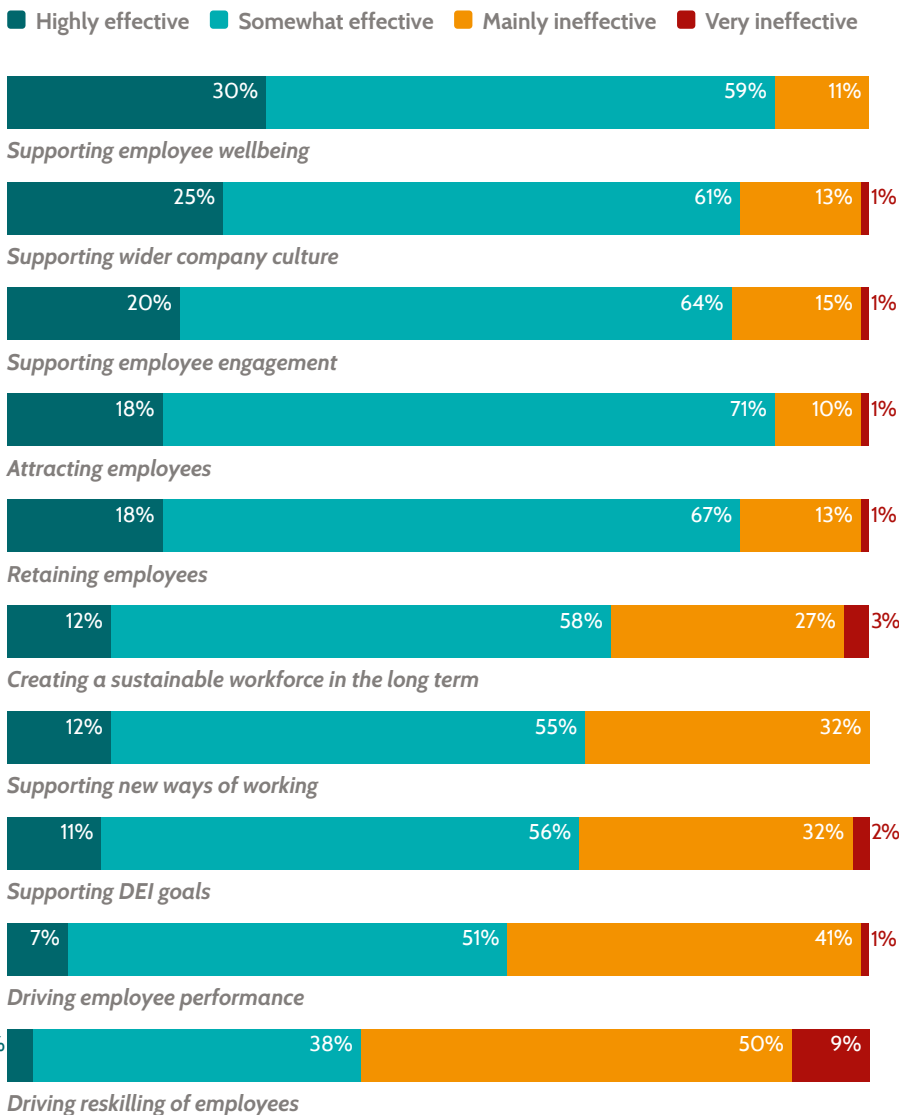
Well over half (59%) of respondents state that their benefits strategy is 'mainly or very ineffective' at driving the reskilling of employees, while 42% say it is ineffective at driving employee performance.

These findings show that culture and wellbeing are currently the primary purpose of benefits, over and above performance and future skills development.

*These findings show that culture and wellbeing are currently the primary purpose of benefits, over and above performance and future skills development.*

Figure 3

**How effective is your benefits strategy in supporting your talent goals?**



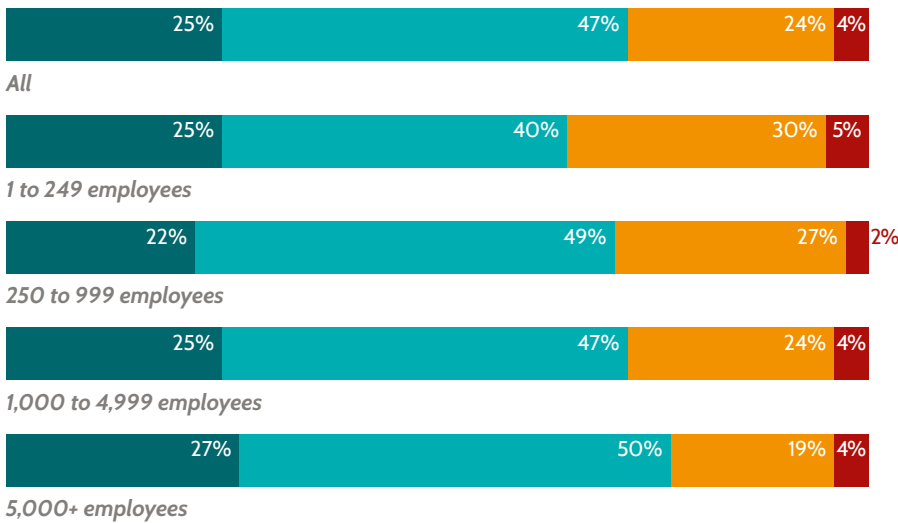
## Benefits funding

Underpinning benefits design strategy and objectives is the technology, providers, communications and ultimately, funding. Our research revealed that, when it comes to benefits funding, smaller employers are less satisfied with their current situation. Meanwhile, 30% of organisations with 1 to 249 employees say this needs significant attention, compared with 19% of those with 5,000 or more staff.

Figure 4

### How satisfied are you with your business' level of benefits funding?

■ At desired level    ■ Close to desired level  
■ Needs significant attention    ■ Not in place



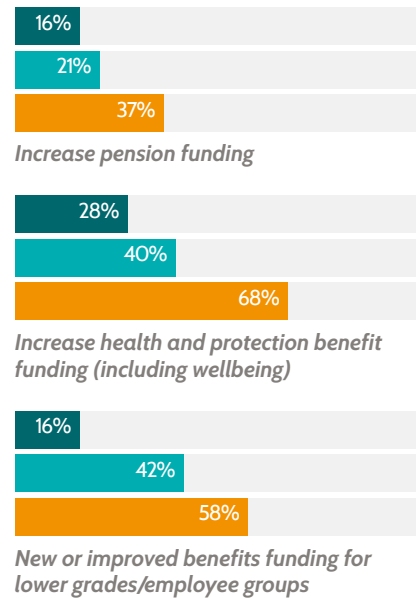
However, overall we found that many organisations had increased benefits funding in 2020-22 or planned to do so. This suggests that those who feel benefits funding needs significant attention will need to be careful that their benefits offering does not get left behind, otherwise they may struggle to attract and retain employees.



of employers have or plan to increase or improve benefits funding in at least one area of benefits

### Have you increased benefits funding?

■ Achieved as planned 2020-22  
■ Planned in 2023-24  
■ Total



## Benefits providers and suppliers

Employers are broadly satisfied with their benefits providers and suppliers, as well as the levels of benefits choice they are currently offering. However, there are concerns about the adequacy of benefits and wellbeing technology, with 40% and 34% of respondents alike suggesting that these areas require significant attention. Benefits communications are also a clear problem area, with just 9% stating that benefits communications are at the desired level and nearly two-thirds (57%) stating that they need significant attention.

## Getting benefits communications right

We found benefits communications is the area most in need of improvement (57%), followed by benefits technology (40%). These two elements are closely linked – with many employers relying on their benefits technology to deliver accurate, timely and, ideally, relevant benefits messaging.

Without adequate communications and technology, employees could experience a significant impact on their ability to access the benefits that they need, when they need them. Research from the CIPD found that just 57% of employees said their employer communicates the benefits on offer to them and 41% said their benefits are easy to get hold of.

## The building blocks of benefits design

Employers have achieved a lot with their benefits strategies over the past three years. More than one-quarter (28%) of respondents increased funding for health and protection benefits (including wellbeing), while one in five (20%) added more choice/flexibility to their benefits package. Around one in six (16%) offered new or improved benefits funding for lower grades – and the same percentage (16%) increased pensions funding.

Looking ahead to 2023/24, benefits flexibility is poised to be the largest area for growth – well over half (59%) of respondents plan to add more choice or flexibility to their benefits packages during this time. More than half (52%) also plan to introduce or extend benefits to support diversity – such as gender health and neurodivergence – while just less than half (47%) plan to reduce overlap and duplication in their benefits offering.

Figure 5

### Factors for improvement

Percentage of respondents that say the following factors need significant attention in their strategy

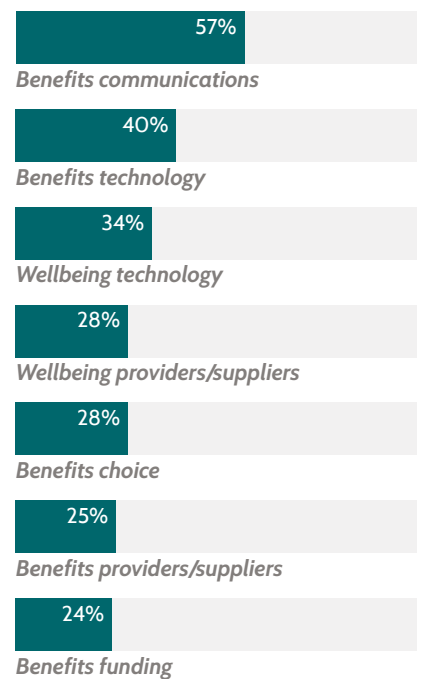
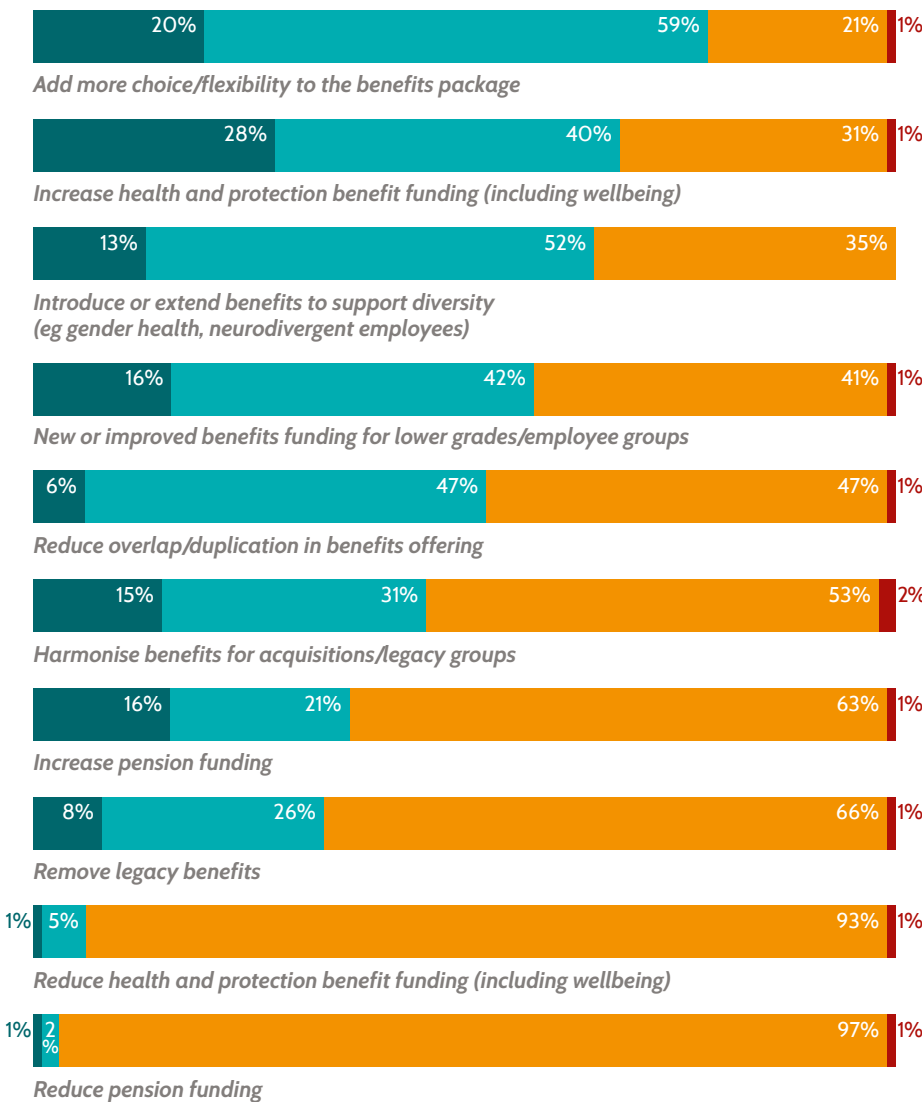


Figure 6

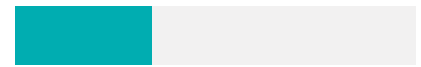
Which of the following have you achieved over the past three years, or plan to achieve in the next two years?

■ Achieved as planned 2020-22    ■ Planned in 2023-24  
■ No current plans    ■ Dropped from plans



Legacy benefits: achieved or planned to achieve

 **34%**



Remove legacy benefits

 **46%**



Harmonise benefits for acquisitions/legacy groups

 **53%**



Reduce overlap/duplication in benefits offering

## Harmonisation, duplication and legacy benefits

As we found in last year's *Benefits Design Strategy Research 2022*, 90% of employers planned to review their benefits strategy and so it is unsurprising that such a large proportion of employers are looking to reorganise their benefits (Figure 6). There are several reasons for this change. This research shows (see page 7) that 33% expect a restructure of the business to have a major impact on their benefits strategy in 2023, while 28% anticipate that mergers and acquisitions will also have a big impact.

Another factor playing into this shift in benefits design is the reassignment of benefits and benefits budgets – moving funds from areas that are perhaps duplicated or underused to benefits that can add more value or be provided to employee groups that were previously excluded.

## A fairer approach

There is also significant movement around introducing 'new or improved benefits funding for lower grades/employee groups' – 58% either achieved this or plan to in 2023/24. A further 65% either have or plan to introduce or extend benefits to support diversity, such as gender health support and benefits for neurodivergent employees.

These two elements connect with the DEI agenda and demonstrate the push towards greater fairness in employee benefits. This is further emphasised by the finding that 79% of respondent employers either have or plan to add more choice and flexibility to the benefits package.

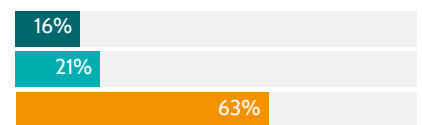
As we noted on page 7, the EVP is shifting – 48% of employers expect a high impact on their benefits strategy in 2023 due to new EVP/culture definition – and that is starting to emerge in the benefits design strategy that employers have implemented or are intending to implement.

## Benefits spend

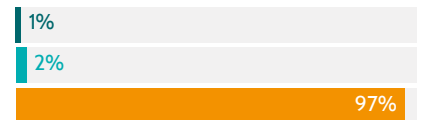
The funding around core benefits such as pensions and group risk insurance looks set to remain stable, however, some of these funding increases could be attributed to inflation. Medical inflation, for example, could reach almost 9% in 2023. This increase may also be related to employers' desire to level-up benefits, creating a more equitable offering for the entire workforce and potentially increasing claims as a result.

## Benefits spending

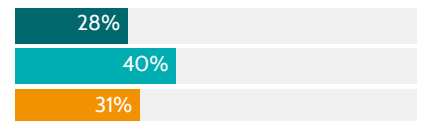
- Achieved as planned in 2020-22
- Planned in 2023-24
- No current plans



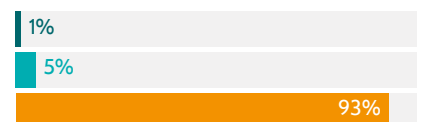
### Increase pension funding



### Reduce pension funding



### Increase health and protection benefit funding (including wellbeing)



### Reduce health and protection benefit funding (including wellbeing)

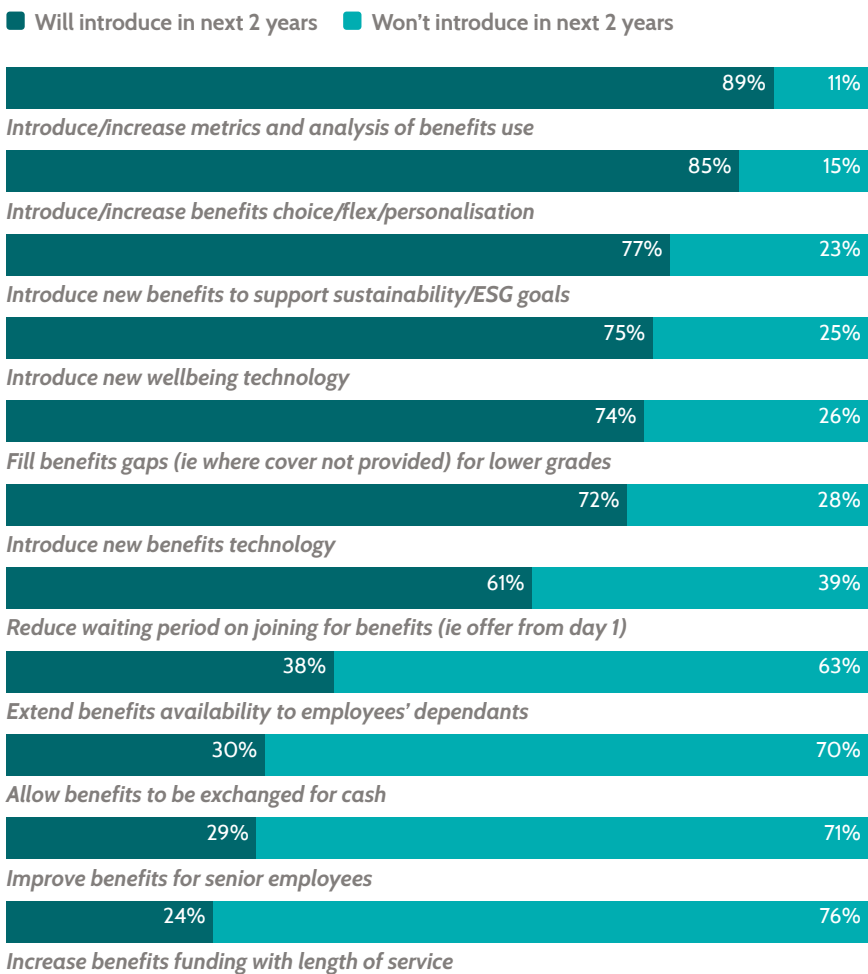
# Part 3: Future benefits design priorities

When it comes to benefits design, the biggest areas for growth in the next two years are:

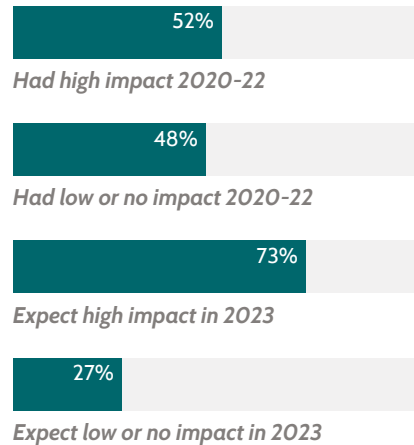


Figure 7

Which of the following design changes will you look to introduce over the next two years? (Excludes N/A or 'already in place' answers)



## Business cost pressures



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## Investing for the future

Despite inflationary and business cost pressures, employers are continuing to recognise the importance and value of investing in the benefits package.

There is a strong emphasis on ensuring offerings are fair to all employees in the next two years, helping to support employers' wider DEI and ESG objectives.



will fill benefits gaps for lower grades



will reduce the waiting period on joining for benefits



will introduce/increase benefits choice/flex/personalisation



will extend benefits availability to employees' dependents

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These findings mirror what we saw in last year's *Benefits Design Research 2022*, when two-fifths (60%) of the respondents said they were looking to achieve greater personalisation of benefits in the next two years.

This continuing investment and ongoing intention aligns with what employers expect will have a high impact in 2023 (see page 7) and the findings that the EVP is beginning to shift as employee needs continue to change.

## Investing in tech

Our research shows that employers plan to invest in tech to implement improvements in the benefits package.

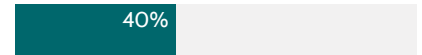
It is clear that many employers have insufficient or inappropriate technology to support their benefits strategy. As a result, they are focusing their efforts on introducing new technology which should also help them to address wider issues, such as adding more choice and flexibility, extending benefits packages to be more inclusive and improving benefits communications.

## The focus on data

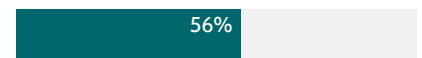
In last year's *Benefits Design Research 2022* we found that around half of our sample used some form of data analytics to help judge the success of their benefits strategy – using analytics from their provider (52%) or from their HR/benefits platform (48%). This year, we found that more than three-quarters (76%) of our respondent employers are intending to introduce/increase metrics and analysis of benefits use, highlighting that the focus in this area is increasing.

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## Benefits technology

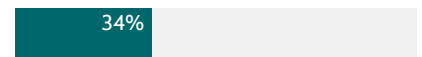


needs significant attention



will introduce new benefits technology in next two years

## Wellbeing technology



needs significant attention



will introduce new wellbeing technology in next two years

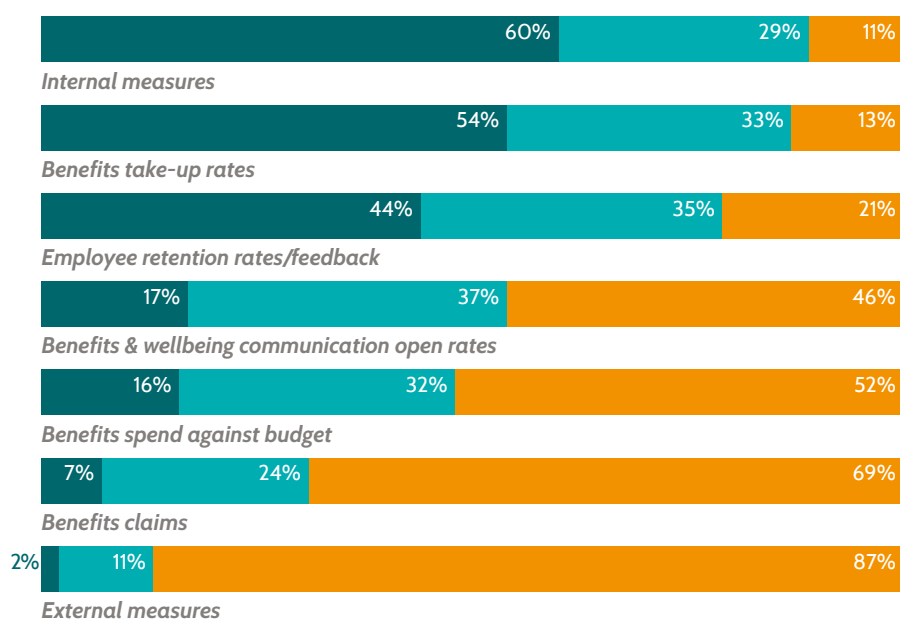


Although this is a continuation of a long-term trend towards greater use of analytics, it may also be attributed to the current economic situation and the increasing internal pressure to prove return on investment and the value of employee benefits. Our research shows that 73% of respondents expect business cost pressures to have a high impact in 2023.

Figure 8

How employers will measure the success of their strategies over the next two years.

Very important   Somewhat important   Low importance



## Measuring success has its limitations

To measure the success of benefits strategies over the next two years, our respondents will focus mainly on internal measures, benefits take-up rates and employee retention rates/feedback.

These figures are largely to be expected given our earlier findings that employers have challenges around their benefits technology and communications, which may also affect quality and availability of robust data. Employers are heavily reliant on employee engagement scores and surveys and take-up rates. In turn, this can make it difficult to link benefits objectives with benefits outcomes.

This data gap highlights the need for employers to invest in technology to improve their data analysis capabilities and to truly understand and measure the effectiveness of their benefits design strategy.

## Are employers missing a trick?

Benefits claims data came 6th out of 7 factors in terms of importance when measuring success. This is a missed opportunity for employers to understand how their benefits can be improved.

A high number of claims is not necessarily bad – it proves people are engaged and using the benefit and can point to areas that need more preventative support. Likewise, low claims could indicate that your workforce is well, or potentially that employees are unaware of the support available and so your investment is going unrecognised and undervalued.

Either way, assessing and measuring benefits claims should be a key part of understanding the effectiveness of the benefits design strategy.

# Key insights and calls to action

From our supporting partner, Howden Employee Benefits & Wellbeing

## 1. Don't miss this cycle of strategic change



**Why:** HR and reward professionals are looking at the fundamental building blocks of their offers to secure the investment needed to align benefits to their culture and values and ultimately compete for talent.

**Action:** Don't get left behind as economic pressures lead to the tightening of the purse strings. Look at the building blocks of your offer for your different employee groups (grades) to ensure that your benefits design and funding are going to help you compete for talent in a sellers' market.

Prioritise according to the needs of your people – they will be your best source of intelligence as to whether you should close the pension, health or wellbeing gap first.

## 2. Once funding is sorted, get your tactics right



**Why:** Our findings suggest that the smaller tactical drivers for a great benefits programme will continue to get as much attention as strategic and funding decisions.

**Action:** Make personalisation and choice top of the list. One of the keys to success is to give people access to more solutions to their personal needs. For example, the cost-of-living crisis has driven financial wellbeing to the top of the agenda, meaning that employers must think beyond the traditional focus on pension funding if they are to meet employee expectations.

DEI is another strategic and tactical focus. At a day-to-day level, ensuring benefits address the needs of each demographic may only require better communication and utilisation of the resources already available from your partners and providers.

Sustainability and ESG can also be looked at tactically as most benefits can be optimised for ESG impact.

## 3. Communicate, communicate, communicate



**Why:** Less than one in five respondents feel their benefits are highly effective in supporting recruitment, retention and engagement goals, but only one in four on average believe that benefits funding, choice and providers are in urgent need of attention.

**Action:** Communications were ranked as the weakest building block of many respondents' benefit programmes, so the gap between benefits offerings and their effectiveness could be communications. Constantly communicate to employees about the value of your offering and how it supports their needs.

Even basic benefit programmes are likely to include a range of value-add benefits and resources that give employers good reasons to promote benefits every month at the very least. Build a plan for communications, then stick to it.

## 4. Tech needs to change, but remains the answer



**Why:** With only 15% of respondents saying that their benefits technology is at the desired level, it's no surprise that nearly 60% of respondents are looking to introduce new technology in the next two years. But what should that technology look like?

**Action:** The focus on personalisation and choice as a tactical goal for the next two years means that technology will have to support employees in understanding their needs and connecting them with the solutions.

But that doesn't need to mean flex or only flex. For most employers, the business case for a flex platform should be relatively easy to prove. Where it isn't, however, many benefits and service providers now offer direct-to-vendor solutions, removing the admin and payroll burden, without limiting choice. Ask hard questions about what is right for you and make sure you find a solution to connect your employees to your offer in a simple and convenient way.

## About Howden

Howden Employee Benefits & Wellbeing works with clients of all sizes – both in the UK and globally – to provide dedicated employee benefits and wellbeing consultancy. We've won many industry awards for our work and are widely recognised for our innovative and creative approach to benefit design.

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# About the research

The survey had 210 responses from employers representing an estimated total of 1.1 million employees. It took place online during January and February 2023 and was carried out by the Reward & Employee Benefits Association among its circa 3,800 professional members and circa 20,000 subscribers.

## How many UK-based staff does your company have?

1-49 employees	4%
50-99 employees	6%
100-249 employees	10%
250-499 employees	10%
500-999 employees	12%
1,000-4,999 employees	34%
5,000-9,999 employees	11%
10,000-19,999 employees	8%
20,000+ employees	6%

## What is your organisation's industry sector?

Financial Services	16%
Media, IT & Telecommunications	15%
Professional Services	14%
Manufacturing & Production	9%
Retail	9%
Not-for-profit sector	8%
Health & Pharmaceuticals	6%
Engineering & Construction	5%
Utilities & Energy	5%
Public sector	4%
Mining, oil & gas	3%
Leisure & Travel	2%
Other	2%
Transport & Logistics	2%

## Reward & Employee Benefits Association

REBA is the professional networking community for reward and benefits practitioners.

We make members' working lives easier by saving them time, money and effort through sharing experience, ideas, data and insight with each other.

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Published by Reba Group Ltd,  
7c Vera Road, London, SW6 6RW,  
United Kingdom.

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# List of participants

Acacium Group	Clinigen	Havas UK	mydentist	Skyscanner
ACCA	Cloudera	HellermannTyton	Next	Slice
AECOM	CloudPay	Hogan Lovells	NHBC	Southern Water
Allied Vehicles	CMS UK	Homeserve	Norton Rose Fulbright	SSP Worldwide
Amcor US	Cognizant	House of Commons	Novo Nordisk	Stantec UK
American Axle and Manufacturing	Colgate-Palmolive	HSBC	NTT DATA UK	Stemcell Technologies
Angel Trains	Connells	Hymans Robertson	Ocado	Stonewater
Aptean	CooperVision	Hywel Dda University Health Board	Orsted	Sunbelt Rentals
Arch Capital	Costa Coffee	IMC Pan Asia Alliance	OVO	Superdrug
Ashurst	Coty	Imerys Minerals	Oxford Diocesan Board of Finance	T-Systems
ASOS	Cox Automotive	Imply Data UK	Palantir Technologies	Take-Two Interactive Software
Atkins (SNC-Lavalin)	Crowe UK	Inchcape	Palletways (UK)	Telnet
Atos	Crown Worldwide	Interflora	Pendragon	Tesco Stores
Aventum Group	Cynergy Bank	Jisc	Peter Frampton	The Bank of East Asia
B&Q	Danone UK & Ireland	Juice Plus	PGIM	The Donkey Sanctuary
BAE Systems	Deloitte	Kier Group	Prax	The Hyde Group
Barnett-Waddingham	dentsu	Kindred Group	Prescient Healthcare Group	The Roundhouse
BBC	DHL	Koa Health	Primark	Thomas Miller
Beazley	Diageo	Kpler	QA	Travis Perkins
Berry Brothers & Rudd	DMGT	Kraft Heinz	Qualcomm	Trustpilot
BHSF	DMH Stallard	Kyowa Kirin International	Rail Safety and Standards Board	United Response
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Bluewave	Drax Group	Legal & General	Readypower Rail Services	University of Manchester
BNP Paribas	E.ON	Lendlease	Redmayne Bentley	Virgin Group
Bright Horizons	EDF Energy	Lewis Silkin	RELX	VMware
BSI	Electronic Arts Software	Link Group	RenaissanceRe	Volkswagen Financial Services (UK)
C&C Group	EMCOR UK	Linnaeus Veterinary	River and Mercantile	Warburtons
Camellia	Environmental Resources Management (ERM)	LINX	Rothschild & Co	Water For People
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Carnival UK	Gigaclear	McDonald's Restaurants	Secure Trust Bank	Wolseley UK
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