

REMOVING THE TABOO AROUND MONEY

**HOW TO ENABLE
CULTURE CHANGE**

**SALARY
FINANCE**





DOES CULTURE EAT STRATEGY FOR BREAKFAST?

It was Peter Drucker, the founder of modern management who is believed to have first said that 'culture eats strategy for breakfast'. Drucker recognised that strategy was important, but company culture had the power to shape long-term success. Strategy can only thrive in the right culture.

So, in today's world, what makes the right culture?

A NEW RELATIONSHIP BUILT ON TRUST

The world is rapidly changing. The way we consume information, the kinds of jobs we do and how we connect and communicate with each other are set to continue shifting in the coming years. The evolving relationship between the employer and the employee is part of this change.

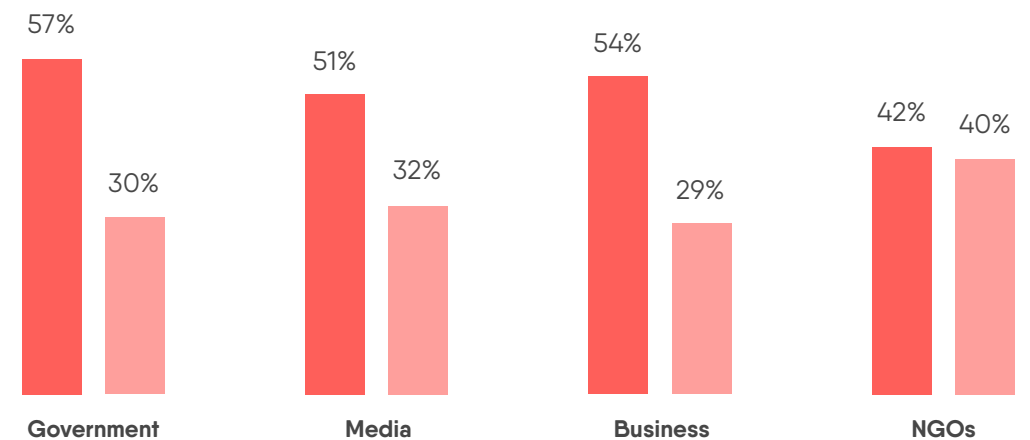
The Edelman Trust Barometer 2020 confirmed there is a growing sense of inequality and a feeling of inherent unfairness in 'the system' that is undermining trust in government and the media in particular. Today, we measure trust in two areas: competence and ethical behaviour. No institution is currently seen as both ethical and competent.

This presents a challenge and an opportunity for employers to build trust by becoming an institution that is seen as serving the needs of everyone equally and fairly.



Institutions seen as unfair

Percent who cite each as a reason they trust or distrust each institution



- Serves the interests of only the few
- Serves the interests of everyone equally and fairly

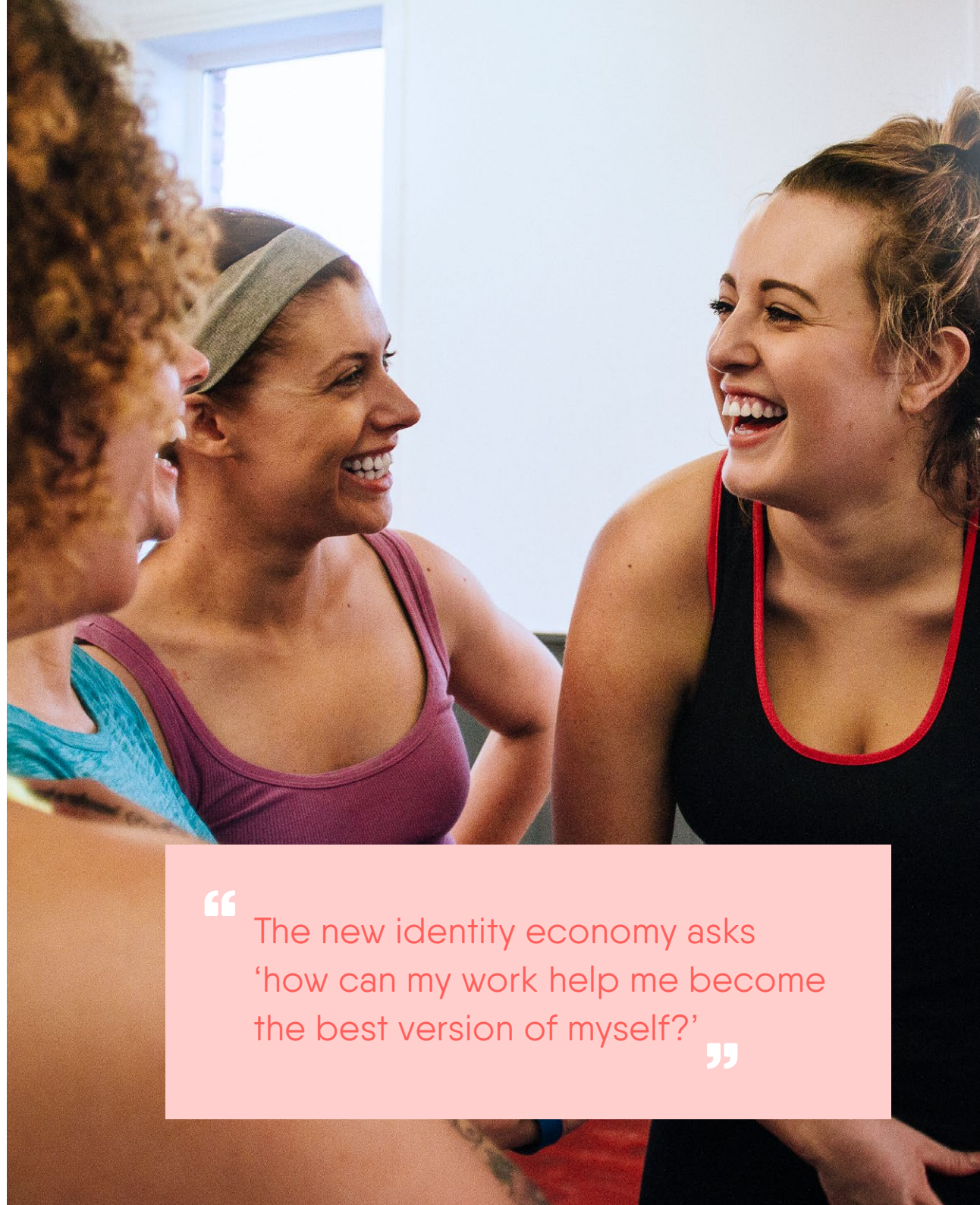
A NEW IDENTITY ECONOMY

As well trust being crucial in developing the right culture, we also know that thinking relationally has never been more important than it is today. The boundaries between work and home have been lost - we take our home life to work and our work to our home.

Eminent therapist, author and speaker, Esther Perel has said that we now see both our home and our work as a place for fulfilment. We have never expected more from our workplace, and if we feel we aren't getting it, we will most likely leave.

The new identity economy asks 'how can my work help me become the best version of myself?' Creating the right culture in the workplace is no longer about seeking static structures, but is now built on developing transient networks where employees can connect, grow and evolve.

This new employee-employer contract involves a collaborative approach, where employees feel that the organisation is genuinely interested in and cares for them as an individual. This relationship between the employer and employee is based on personal connection and not management hierarchy.



“ The new identity economy asks ‘how can my work help me become the best version of myself?’ ”



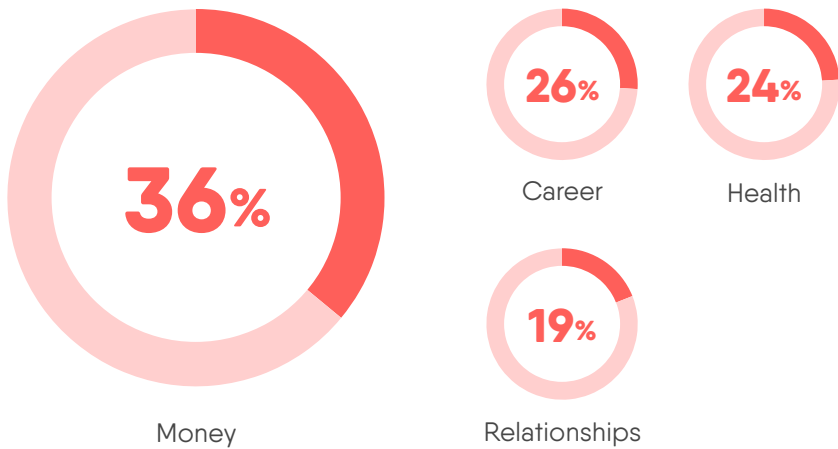
YOUR PEOPLE ARE YOUR PRIORITY

Many organisations are moving away from looking crudely about their bottom line and instead recognise the importance of employee centred leadership where initiatives are driven by the value they deliver to employees' wellbeing.

These employers recognise that by putting your people first, you can create an environment where the organisation is able to flourish at every level – your people are your organisation.

FINANCIAL WELLBEING: THE FACTS

People worry about money more than anything else:



Those with money worries are:



4.1x

more likely to be suffering from depression



4.6x

more likely to be suffering from anxiety

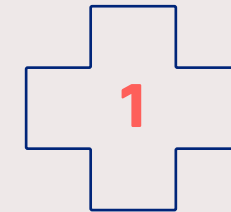
The impact on work:

Presenteeism



hours a week are lost on money worries

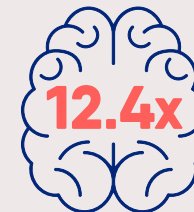
Absenteeism



additional sick day a year per financially stressed person

Productivity

Money worries make it



more likely people don't finish daily tasks

Retention

People with financial stress are



more likely to be looking for a new job



THE FINANCIAL WELLBEING OPPORTUNITY

Financial wellbeing is complex and context specific. Our feelings, habits and behaviours towards money are linked to integral aspects of our personality and background, so providing a support system to help employees navigate their money journey can appear impossible or overwhelming.

But it doesn't need to be.

There is a critical and unique role that every employer can play in enabling their employees become financially resilient.

WHAT IS INCLUSIVE FINANCIAL WELLBEING?

Most employers typically have the long-term well covered with pensions, share save and workplace ISAs. These play an essential role in people's financial wellbeing and should not be discounted. However, it's the more immediate, in your face issues that cause the greatest stress and therefore have the greatest impact on all our daily lives. Without today's stresses being fixed, it is difficult for people to realise their potential financial wellbeing.

These daily stresses could be anything from an unexpected expense such as a boiler breakdown, to someone getting ill or losing a job. To meet these needs, an inclusive wellbeing offer should always include support to secure the present (e.g. easy access savings or help paying off debt) as well as services that help people improve their financial future.

Secure your present			Improve your future	
Getting organised (e.g. financial education, budgeting tool)	Managing debt (e.g. debt consolidation, EAP)	Dealing with a crisis (e.g. salary advance, affordable borrowing, savings buffer)	Setting a new goal (e.g. financial advice, share save, workplace ISA)	Preparing for retirement (e.g. pensions, retirement planning)

Financial wellbeing →



MONEY IS THE LAST GREAT TABOO

Mental health stigma was called 'the last great taboo' of our time. So much has been achieved over the last decade when it comes to alleviating the stigma associated with mental health in society. We're only now starting to talk about financial wellbeing in the same way, and the taboos associated with money are still prevalent in our society.

Business in the Community's 2019 Mental Health at Work Report found that 52% of employees are comfortable talking about mental health at work. In contrast, the Employer's Guide to Financial Wellbeing found that only 14% of UK employees feel comfortable talking openly about money.

There is a dilemma that employers want to support those most in need, but struggle with knowing who needs what help. The issue can be particularly difficult for those that are struggling due to an ingrained feeling of shame or embarrassment about their finances.

Developing the right culture plays a vital role in getting people to open-up about their financial health. The more you understand your employees' needs, the better equipped you will be to help them.



52%

of employees are comfortable talking about mental health at work

BITC - Mental Health at Work Report 2019

14%

of UK employees feel comfortable talking openly about money

Salary Finance - The employer's Guide to Financial Wellbeing 2019-20

CULTURE & BENEFITS GO HAND-IN-HAND

It's important to focus concurrently on both the culture of your company and the financial wellbeing benefits the organisation is offering. This will ensure your organisation can build financial resilience in the short, medium and long-term.

Eradicate shame

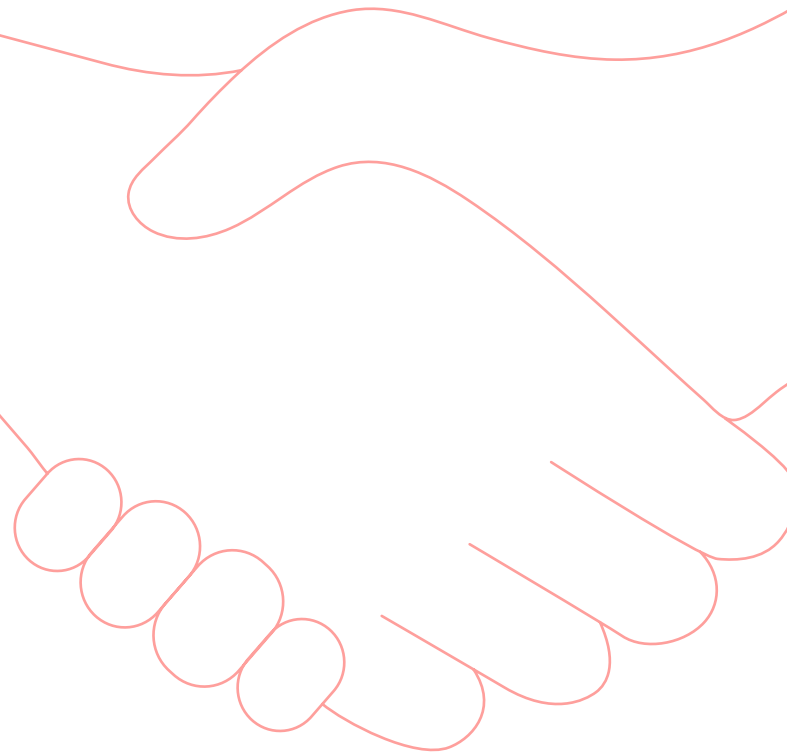
Culture and community

Culture and community are the beating heart of your strategy. Stamping out the stigma, and encouraging people to talk and share their stories will help people realise they are not alone.

Enable financial freedom

Action-orientated benefits

The right financial wellbeing benefits will help you to not only de-stigmatise financial wellbeing, but to also allow people to take action that can begin to move them from being financially disadvantaged to being in control of their money.



LIVE YOUR VALUES

Over the last decade, companies have realised the importance of identifying and enacting internal values. These values can't just be printed on a wall or company handbook and occasionally looked at – they need to reflect everything an organisation says and does.

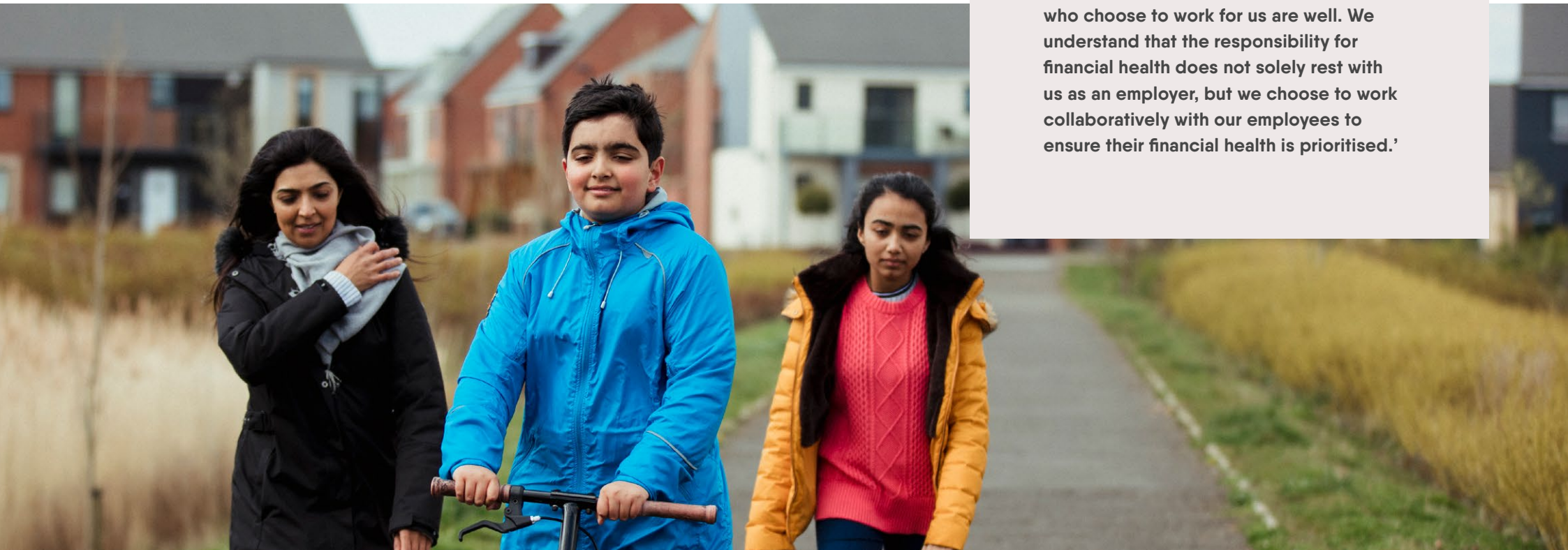
Internal initiatives are often developed with good intentions but can easily come undone when they're not underpinned by change that comes from the heart of the company. They end up being marked as 'purpose washing' and never drive forward any real change.

Your organisation's values should be the foundation on which you create a financial wellbeing programme. As a starting point, you could create a financial wellbeing mission statement that allows you and senior leadership to understand why you're doing what you're doing.

An example financial wellbeing mission statement:

'We're committed to ensuring that our employees are financially healthy. We understand the importance that financial health can have in supporting other elements of wellbeing and shaping the lives of our employees both inside and outside of work.'

We believe it is our responsibility to do what we can to ensure that the people who choose to work for us are well. We understand that the responsibility for financial health does not solely rest with us as an employer, but we choose to work collaboratively with our employees to ensure their financial health is prioritised.'





COMPANY VALUES SHOULD BE FELT, NOT JUST PROCLAIMED

**Sarah Stein Lubrano,
Head of Content,
The School of Life**

Ultimately, it is less important whether a company has the right list of values listed on their wall or website, and more important that employees feel that they are helping other people in the world to live better lives, whether in a simple or grand way. This is what it means for an individual, as well as a team or a company, to have a sense of purpose, in life as well as at work.

Yet only a small minority of organisations help their employees to feel this way. In 1895, however, it wouldn't have been at all strange for a station master to get married in his Great Western Railway uniform. Not because he was slavish, but because the ideals of the transport company resonated so deeply with his own better nature. The company's devotion to service and reliability, the grandeur of its big stations, the sense of dignity it gave to both its passengers and employees – these were things someone could take to heart and feel justifiably proud to be part of.

Expert Insight



“

Progressive organisations think about telling the story of the impact they make to every employee in their business.

”

At The School of Life for Business, through our work teaching the emotional skills needed for the workplace to organisations around the world, we see the difference between the businesses that instil this sense of purpose and those that don't. Employees tell us how exactly motivated they feel and why; the difference between those who feel a sense of purpose and those who are merely going through the motions can be striking. When employees feel invested in the higher purpose of their work, they are interested in developing the skills we teach, and excited to grow in their roles.

They have greater trust that decisions made within the organisation are taken for good reasons, and are more likely to try new ways of working. They put in extra time and energy, and care about whether a particular project fails or succeeds. They don't get married in their uniforms, perhaps, but they are often motivated to keep working for the same company year after year. Progressive organisations think about telling the story of the impact they make to every employee in their business and how to remind employees of this impact every day. What would it take for corporations to be worth a wedding suit?

They would have to engage our better selves, do good in the world (whether in grand or modest ways) and help us to become who we want to be. And they would have to make clear how well they were doing this, and how central each employee is to the overall purpose. Given how much of our lives we give to our work, these are highly necessary and not unrealistic ambitions. And when an organisation has achieved them, their company values will be felt, rather than merely proclaimed.

You can find out more about the School of Life for Business here: www.theschooloflife.com/london/the-school-of-life-for-business

Expert Insight

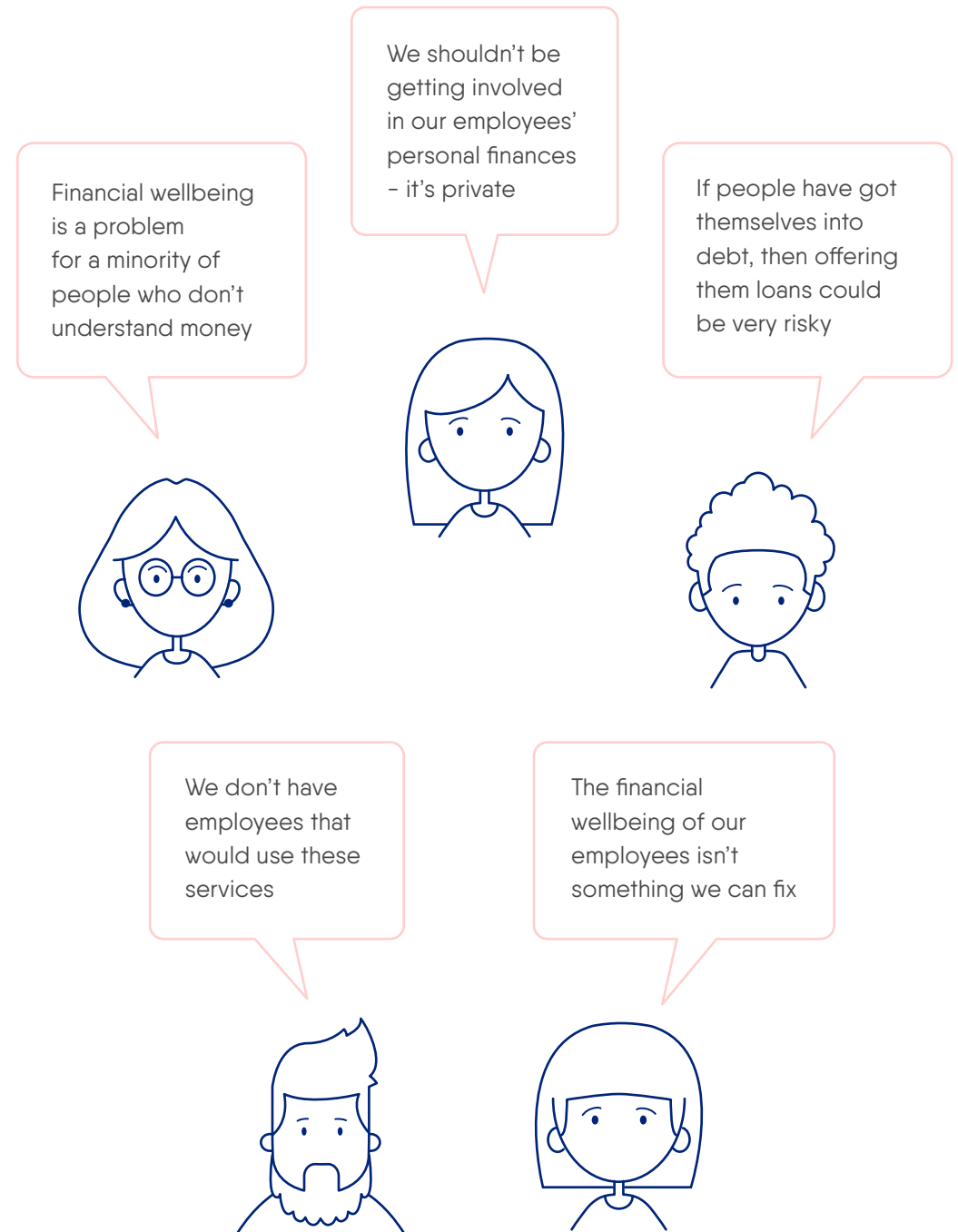
CULTURE CHANGE: TOP DOWN OR BOTTOM UP?

When it comes to implementing a successful financial wellbeing programme, buy-in from senior leadership is a critical part of the process. It's important to ensure they are bought into the business case, but if you don't win hearts and minds, it's most likely that little will change from a cultural perspective and your programme will end up being a tick boxing exercise.

We might like to think of ourselves as rational beings, but we're predominantly emotional. We're motivated to drive change forward when we feel a connection to something and a sense of purpose - true change comes when it's heartfelt.

We also all have unconscious biases that feed into the way we think, feel and act. When speaking to people who have high levels of financial wellbeing (who may not be as 'in touch' with the real issues their employees are facing), it's easy for them to assume the following:

“ We're motivated to drive change forward when we feel a connection to something and a sense of purpose. ”





LEAD FROM THE TOP & CREATE CONNECTIONS

The goal is to create opportunities for senior leaders to connect with everyone across the organisation. Open and vulnerable leaders send a message of encouragement to those who might be struggling with shame or embarrassment.

- 1.** Find a financial wellbeing champion, preferably within the senior leadership team that can become a champion for financial wellbeing and is motivated to drive the programme forward. Salary Finance's CEO Ash Sarkar has always been open about finding it hard to save money. There are probably some senior leaders in your organisation who are more inclined to spend rather than save, and it's likely they will quickly see the benefits of implementing a financial wellbeing programme.
- 2.** Encourage your financial wellbeing champion and other senior leaders within the organisation to share their own money stories. They could share their story at an event, through a blog or on a video.
- 3.** Getting senior leaders to endorse the programme is important, but they also need to show-up throughout. You can ask senior leaders to drop-in on employee represented steering groups, contribute to internal social media channels, or train as a financial first aider
- 4.** Look at ways for senior leaders to connect with employees more closely. This could be anything from talking to people in the hallway, team lunches, socials and activities.

CREATING A CULTURE OF OPENNESS AROUND MONEY

Not everyone is going to want to talk about money. The objective is not to force people to talk about something they don't want to, but to let employees know:

- 1.** It's OK to talk about how you feel in general, which includes talking about money if and when you want to.
- 2.** You will not be judged by the organisation. We will not tolerate judgement about how you manage your own money
- 3.** We don't have all the answers, but your financial wellbeing is important to us and we want to help empower you.





6

**WAYS TO
CREATE
AN OPEN
CULTURE**



Encourage action

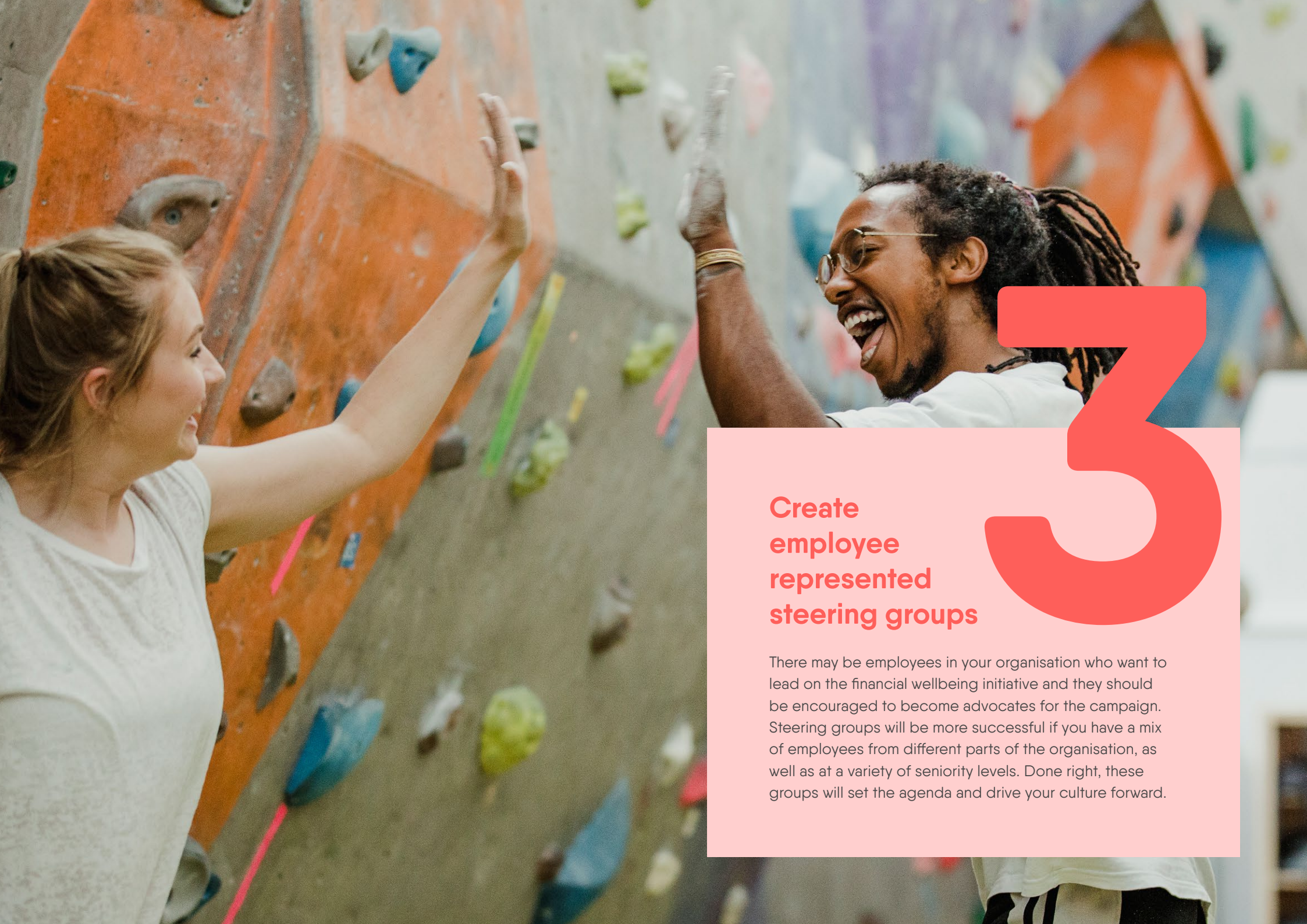
De-stigmatisation should encourage action. Many mental health campaigns have been successful in encouraging people to speak-up, but have fallen short because once people do, the process of getting help is long, unhelpful, or even non-existent. Consider what help and advice is available both inside and outside your organisation that you can direct people to in a clear and consistent way.

2

Ensure there is line manager training and buy-in

Line managers can make or break culture change. Even if there is senior buy-in, if line managers aren't on board with the programme, then it becomes very difficult to fully embed. Ensure line managers understand the purpose behind the programme, the details, timings and most importantly have really 'bought into' it and want to actively drive it forward. Give line managers proper training and the freedom to ask questions, give feedback and contribute to shaping the programme. They know their teams better than anyone.





3

Create employee represented steering groups

There may be employees in your organisation who want to lead on the financial wellbeing initiative and they should be encouraged to become advocates for the campaign. Steering groups will be more successful if you have a mix of employees from different parts of the organisation, as well as at a variety of seniority levels. Done right, these groups will set the agenda and drive your culture forward.

A close-up photograph of a woman with blonde hair, smiling warmly. She is holding a small, grey tabby kitten close to her face. The background is softly blurred, suggesting an outdoor setting with greenery. A large, stylized red number '4' is overlaid on the left side of the image, partially covering the woman's face and the kitten.

4

Consider Financial wellbeing first aiders

Financial wellbeing first aiders, if developed properly, could be a game changer for enabling culture change. They will be the 'go-to' person for anyone who is going through any form of financial stress. Your employees want to talk to someone they trust who isn't going to judge them. Financial First Aiders don't necessarily need formal training, but they do need to understand your organisation, be a great listener and know how to direct employees to the resources and benefits you have an offer. Make sure you have considered the role of a financial first aider and how it fits alongside your Employee Assistance Programme (EAP) if you have one.

5

Encourage sharing personal stories

People engage in things they are involved in building, and finances are a matter of the heart, not only the head. If you can encourage people to share stories and talk more freely, you will be helping to stamp out the stigma surrounding financial health and enable employees to move from a place of fear to a place of confidence. Perhaps you could facilitate some conversations between employees from across the business? These types of connections create links and help to focus on the commonalities we share rather than exacerbating our differences. A few ideas to consider:

1. Encourage blogging - stories can be shared at company events, meet-ups, on staff emails and at community led groups. They can even be shared anonymously at the beginning to build trust.
2. Create an internal hashtag or channel - this could be effective if you have an enterprise social network such as Slack, Yammer or Workplace. Employees can discuss financial wellbeing, as well as share advice and tips.

A smiling woman with short dark hair, wearing a brown button-down shirt over a red patterned top, is holding a white mug with both hands. She is looking towards the camera with a warm expression. The background is a softly lit kitchen with a window and some papers on the wall.

Bring in inspirational and expert speakers

Listening to a speaker is a great way of bringing a story to life. They can share stories, tips and generic advice on financial wellbeing. Your speakers could include inspirational employees, senior leaders or an expert on financial wellbeing. High quality filming allows an event to be live streamed or viewed via video playback, giving the potential to reach more employees.

Case study

BUILDING A SOCIAL MOVEMENT

**Alison Balson,
Director of Workforce,
Wrightington, Wigan and Leigh
NHS Foundation Trust**

Unmanageable levels of debt

Wrightington, Wigan and Leigh NHS Foundation Trust provides hospital and community health care services to a local population of around 350,000 people. We employ just over 6,000 people, the majority of who live in the local area.

We complete the Vitality Britain's Healthiest Workplace survey annually, and a few years ago it highlighted that a significant number of our staff were struggling financially, with many highlighting that they had unmanageable levels of debt. This sat in the context of years of public sector pay restraint and reports in the media of NHS staff having to use food banks because they were struggling to make ends meet.



Changing people's lives

We knew we had to do something to support our staff and Salary Finance got our Staff Engagement Steering Group's seal of approval to be our partner. There is a huge evidence base in the NHS that demonstrates if we have staff who are engaged and supported, our patient experience and outcomes improve. So to implement something that could truly change lives was obvious to us.

Steps 4 Wellness

We knew our staff didn't like to talk about their financial worries, as the level of staff reporting financial challenges in our Britain's Healthiest Workplace was the first time we really knew it was an issue. So we wanted to integrate financial wellbeing into our health and wellbeing programme 'Steps 4 Wellness'. It sits alongside a wide range of offers to support the mental and emotional health of our staff.

A few surprises

Our journey with Salary Finance started with debt consolidation and the various educational materials to help our staff manage their money. We've had a fantastic level of engagement with around 40% of our workforce using the support materials/ platform and 8% actually seeking support to manage high-cost debt. I think we all make assumptions about who is struggling - maybe our lower paid staff or those just starting out. Yet our data now shows us that the average age of people accessing the support in our Trust is 41 and staff with an average salary of £32,876.

Breaking the stigma with personal stories

We wanted to remove the stigma and really encourage our staff to talk about financial worries. By building this into our overall wellbeing programme, we're well on the way with this journey. The most powerful thing for us has been members of staff who have been willing to share their stories and the difference that the financial wellbeing programmes have made to their lives.

I remain extremely grateful to those who started us on this journey. We've had staff members who have openly talked about their financial worries, what caused them to be in that situation and the impact it had on them, their families and friends and their ability to deliver the best possible care for their patients. Staff talked about feeling distracted and unable to concentrate, feeling exhausted because they couldn't sleep and personal relationships breaking down. These personal stories have been shared in presentations, in meetings with senior managers, in their teams, in wellbeing promotional activities and videos available through the intranet. When other staff hear these stories and the positive impact that partnering with Salary Finance has made, it makes others more willing to share their experiences too.

Peer support can be a huge driver for change and shouldn't be underestimated. It only takes one or two very brave individuals to openly share their experiences in order to start a bit of a social movement within an organisation.

Don't wait to offer help

We've recently launched Pay Advance. This enables staff to draw-down a proportion of their earned pay before payday. This helps in an emergency situation, when previously their only option would have been high cost debt.

Next will be savings through pay and then we'll be providing the full range of benefits for our staff and all managed direct through payroll:

- Materials to educate staff on budgeting and managing their money
- Emergency pay advance
- Debt consolidation
- Getting into the habit of saving

No employer should believe that their people are not experiencing financial worries. Therefore, I firmly believe that every organisation should be supporting their staff with the provision of financial wellbeing services. They shouldn't wait, as staff are struggling now and need help.



“ No employer should believe that their people are not experiencing financial worries. ”

ABOUT SALARY FINANCE

Money is a scary topic for many people.

Salary Finance exists to make money simple. We partner with employers to help their people take control of their money, rather than have it control them. In doing so we aim to help people across the globe live healthier, happier financial lives.

Founded in 2015, we combined our passion for social purpose with an incredible knowledge for disruptive fintech. In five years we have grown from three founders with a compelling idea and lots of drive, to a team of nearly two hundred, operating in the UK, the US and India.

The problem we're tackling is real. This stress has a negative impact on mental health, relationships and performance at work.

For employers, the effects are felt through increased absenteeism and presenteeism, reduced productivity and lower retention.

We feel privileged to have won Business in the Community's 2018 **'Responsible Small Business of the Year Award'** and will always continue to put social purpose at the heart of our business strategy.

GET IN TOUCH

Did you find this useful?

We want to know!

We have a dedicated team of financial fitness experts that are around to answer any of your questions about building a financial wellbeing programme.

Email us: info@salaryfinance.com



Responsible Small
Business of the Year
2018

**SALARY
FINANCE**

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