Workplace and Financial Wellbeing

Challenge Pack

The 2030 challenge:
how can the workplace be a key delivery channel across the five National Goals of the UK Strategy for Financial Wellbeing?

#UKFinancialWellbeing
maps.org.uk/wellbeing

Money & Pensions Service

Contents

Workplace and Financial Wellbeing: the five key points everyone needs to know

- Financial wellbeing in the workplace is high on the agenda of many employers but many more, especially smaller employers, don't go beyond the basic legal requirements. This is despite that fact that there are many touchpoints in people's working lives that present opportunities for building financial wellbeing.
- The workplace financial wellbeing market is complex and competitive, with many providers targeting different customer groups.
- Even in workplaces with provision for financial wellbeing, engaging people is a challenge. There is a question mark over how responsive such provision is to the patterns of people's working lives.
- Evidence is inconclusive about what works when it comes to financial wellbeing activities in the workplace. One area concerns the relative effectiveness of standalone interventions versus packages of wellbeing support, including for mental/ physical health.
- The workplace offers an opportunity to address the particular financial wellbeing challenges faced by women, at scale and across all the priorities of the UK Strategy for Financial Wellbeing.

Money and Pensions Service – an overview

Financial wellbeing is good for individuals, communities, businesses and the economy. But poor financial wellbeing, affecting tens of millions of people, is holding the UK back. 11.5m people have less than £100 in savings to fall back on. 9m people often borrow to buy food or pay their bills. 22m people say they don't know enough to plan for their retirement. And 5.3m children do not get a meaningful financial education.

According to the Organisation for Economic Co-operation and Development, figures like these put the UK well down the rankings of G20 countries, behind France, Norway, China, Indonesia and many others.

The 2018 law that set up the Money and Pensions Service (MaPS) gave it the role of co-ordinating a national strategy to address this vital issue in the UK.

MaPS's vision is for **everyone to make the most of their money and pensions.**

Over the past 12 months, MaPS has been working with over 1,000 partners across the UK to develop a UK Strategy for Financial Wellbeing. The Strategy is a roadmap, setting out how different individuals and organisations can work together over the next decade to help millions of people make the most of their money and pensions.

The Strategy was published in January 2020. MaPS is now looking at the Strategy's priority areas in detail, creating specific delivery plans, and setting milestones for the ten-year journey towards better financial wellbeing.

The UK Strategy is about putting financial wellbeing on the map as a part of a national conversation, leveraging existing funding and drawing in new funding, encouraging collaboration and working with the private sector, third sector, regulators, government and others to build a movement to improve financial wellbeing across the UK.

MaPS is an arm's-length body sponsored by the Department for Work and Pensions (DWP). It is committed to providing access to the information and guidance that people across the UK need, to make effective financial decisions over their lifetimes. The organisation also engages with HM Treasury on policy matters relating to financial capability and debt advice.

MaPS brings together the free services that were previously delivered by the Money Advice Service, the Pensions Advisory Service and Pension Wise. MaPS offers customers guidance and appointments over the telephone, online and in person.

As the largest single funder of free debt advice in England, MaPS works alongside partners across the UK to make debt advice easier and quicker to access when and where people need it, and to improve standards and quality across the sector.

The body is responsible for delivering and overseeing pensions dashboards to help people access their pensions information online, in partnership with the DWP.

MaPS leads innovation by managing an extensive programme of research and evaluation, which consumers can use to make decisions regarding their financial wellbeing.

For further information visit the Money and Pensions Service website:
www.moneyandpensionsservice.org.uk

Overview of the UK Strategy for Financial Wellbeing

Financial wellbeing is about feeling secure and in control. It is about knowing that you can pay your bills today, can deal with the unexpected, and are on track for a healthy financial future. In short, it is about being confident and empowered.

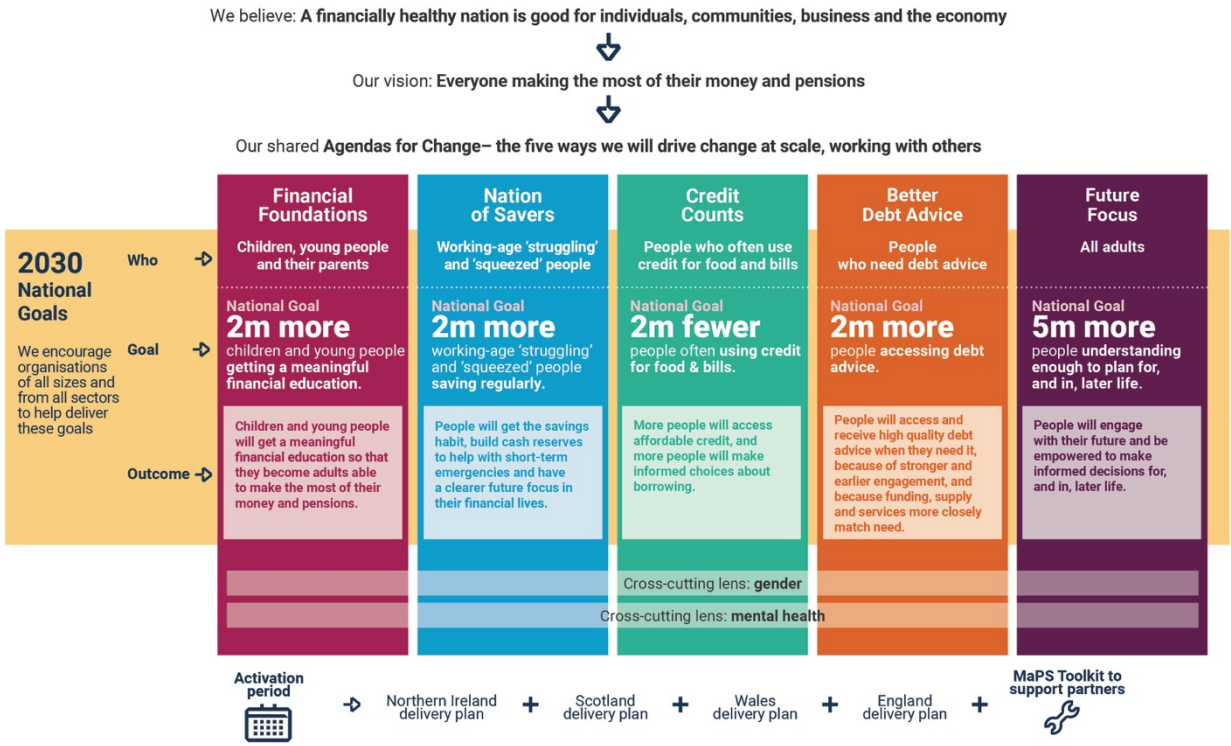
Financial wellbeing matters for all of us – a financially healthy nation is good for individuals, communities, businesses and the economy.

The new UK Strategy for Financial Wellbeing is formed around five agendas for change:

- **Financial Foundations –** more children and young people getting a meaningful financial education;
- **Nation of Savers –** helping working-age 'struggling' and 'squeezed' people to save regularly;
- **Credit Counts –** working to ensure fewer people need to rely on credit to buy food or pay bills;
- **Better Debt Advice –** increasing the supply of debt advice; and
- **Future Focus –** helping people to understand what they need to know to plan for later life.

Across these five agendas for change, the UK Strategy will have an additional focus on women and people with mental health problems, as our research has shown they are particularly susceptible to financial detriment.

The UK Strategy will also establish delivery plans for each of the four nations of the UK to ensure that the specific requirements and policy context of each nation is fully taken into account.



The Workplace and Financial Wellbeing Challenge Group

The Workplace and Financial Wellbeing Challenge Group will play a unique role in making the UK Strategy for Financial Wellbeing a reality. It will look across all five National Goals to see whether opportunities in the workplace could speed up progress towards the goals and make them mainstream. Although other groups may generate ideas about how the workplace can be used, the task of this group is to make recommendations that are both ambitious and achievable, with the widest reach towards the National Goals.

More and more employers, though far from all, are becoming interested in financial wellbeing as a driver of employee engagement and productivity, and an employer differentiator which demonstrates responsible business practices. Companies of all sizes have many commercial providers to choose from when implementing financial wellbeing interventions for their people.

Over the 10 years of the new financial wellbeing Strategy, MaPS wants to see a major shift in the emphasis employers place on financial wellbeing. The aim is for more and better financial guidance information on intranets; signposting to advice; payroll savings schemes; and financial nudges to help people at critical moments during their working lives.

Employers can be a driver and a delivery channel for financial wellbeing throughout people's working lives. They can make a contribution across all five Agendas for Change and each of the National Goals. In this context, the workplace also includes financial decisions related to working-age benefits such as Universal Credit.

The Nation of Savers Challenge Group is looking at payroll saving and its recommendations will feed into those of the Workplace Challenge Group. Specific recommendations from other challenge groups are likely to have a bearing on the framing of recommendations on financial wellbeing in the workplace.

The Financial Foundations Agenda for Change focuses on children and young people. However, evidence strongly suggests that parental influence is key, and therefore the fact that parents are present in the workplace is a point for consideration by this group.

Questions for this group to address:

1. How can the National Goals be reached by accessing employees in the workplace?
2. What are the potential barriers to adoption across the UK workplace, and how best to overcome them?
3. Which components would form the basis of a compelling 'workplace proposition', which works for both employees and employers?
4. How can best practice be incorporated into a workplace proposition?
5. How can the business case be built and scaled?
6. What is the role of government?
7. What support is needed to develop and drive forward a workplace proposition?

Feedback from MaPS's Listening Phase and external stakeholders

Stakeholder feedback emphasised that employers of all sizes want to provide more help to their people on financial matters.

The feedback that MaPS received highlighted the fact that most employers do see it as part of their role to support the financial wellbeing of their people. However, many employers – especially the smallest ones that make up most employers – are concerned about costs and/ or over-stepping the regulatory boundary. It means they tend to focus on what the law says they must do, for example automatic enrolment in a pension, rather than what they could do.

By contrast, some employers reported that their people tend to be more concerned about day-to-day financial matters well beyond workplace pensions: debt consolidation, advance salary streaming, building savings, and insurance or protection.

Employers and financial wellbeing providers also cited a range of other issue relevant to the workplace theme:

- There is a confusing landscape in a highly competitive marketplace which covers debt consolidation, loans, advance salary streaming, savings, insurance, pensions, employee benefits and holistic wellbeing, either as individual products or as packages of support.
- There is a real challenge in engaging more employers, notably smaller ones, in the value of implementing financial wellbeing interventions.
- Engaging people is also an issue. Some people have more than one employer and/ or are self-employed. Many more are not desk-bound, have varied working patterns and may not have ready access to intranet systems to hear about or access financial wellbeing support.
- Employee assistance programmes and trade union membership generally offer some form of financial guidance and debt advice, but they are often well hidden or not used frequently, and there is limited evidence of their effectiveness.

Insight from stakeholders during the Listening Phase generated a wide range of possible solutions:

- With the advent of open finance across retail financial services, create a platform for providers of workplace financial wellbeing, targeted at employers and offering comparisons for their staff of affordable credit, advance salary streaming and insurance, and information on how to consolidate debts, repay loans and/ or build savings.
- Redesign and promote the employer portal originally built by the Money Advice Service in response to a recommendation in 2018 by the Financial Advice Market Review employers' sub-group.
- Develop a peer support training package within the workplace, for example creating 'financial first-aiders' for employees to access financial guidance and signposting through their peers.
- Instil a culture of financial wellbeing within the DNA of the workplace, for example by developing a framework or charter. Normalise employer reporting on financial wellbeing in annual reports.
- Improve communications between employers and government to boost understanding and take-up of welfare and wellbeing initiatives, e.g. Help to Save and Universal Credit.
- Influence government to introduce tax incentives for employers that offer payroll saving or other financial wellbeing services to their employees.

What do we know about the issues?

Although the need to support employees is well-evidenced with clear benefits for both employer and employee, many employers find it difficult to navigate the host of available interventions and know what they can do, what is most effective and how to promote it.

The need to support employees to develop their financial wellbeing is well-evidenced, with recent research showing that:

- one in four workers has lost sleep over money worries;
- 90% of employers agreed that financial concerns have an impact on workplace performance;
- poor financial wellbeing can cost employers the equivalent of up to 17% of salary costs; and
- 46% of employees say that financial pressure affects their relationship with their manager.[1]

Furthermore, most employees believe there is a role for their employers to support their personal financial wellbeing. Just one in five are satisfied with the efforts their employers have made so far to help them manage their finances.[2]

Finally, employers are uniquely positioned to deliver financial guidance at the moments when their people most need help. They are often involved in or aware of employees' key life events, including starting work, changing jobs, becoming parents and retiring, so they are well-placed to offer structured guidance and signposting to their people.

The Workplace Challenge Group will consider all the National Goals as part of its work. The Nation of Savers Challenge Group, though, will include a focus on payroll savings. The Workplace Challenge Group will pay close attention to how best we can use employers to meet the financial wellbeing needs of those facing mental health issues and of women during their working lives.

There is limited information available explaining why employers decide to introduce financial wellbeing interventions. Indicative evidence suggests that employers might adopt schemes to:

- comply with current policy and regulatory frameworks;
- retain people by helping them understand the benefits of the financial package they are given;
- improve their people's wellbeing by reducing stress related to money worries and debt issues;[3] and
- increase productivity by reducing the impact on productivity caused by finance-related stress.[4]

[1] Barclays, 2014, Financial wellbeing: the last taboo in the workplace?
[2] Ibid.
[3] Mark Stacy, *Executive Summary - Financial Capabilities Survey Tool Proposition for Employees in the Workplace* (MAS, 2013), pp. 1–9 (p. 2).
[4] Ibid

Some larger employers, notably the NHS and some leading banks, have already implemented holistic wellbeing interventions for their staff which link financial wellbeing with mental and physical wellbeing. Evidence remains inconclusive on the relative effectiveness of holistic wellbeing interventions compared to standalone financial wellbeing provision. It is similarly unclear how much smaller employers can do to prioritise resources for holistic wellbeing interventions for their people.

Women face particular financial wellbeing challenges relevant to the workplace. Over the course of their working lives, women can experience specific financial challenges that result for many in lower accumulation of pension savings. They are more likely to take time out of the labour market than men and typically earn less than men over the course of their working lives. While the causes of this gender disparity may in some instances be due to prevailing labour market structures, there is an opportunity for the group to consider specific recommendations that would have a significant impact on women's financial wellbeing.

What do we know about the target customers for this challenge?

The target group for this challenge are working adults and their employers, but this Challenge Group should also consider the role these people may have as parents who can influence their children's financial education.

MaPS is particularly interested in targeting the 'financially squeezed' and 'financially struggling' groups as they are known to have challenges around saving, using credit, being in debt and planning for retirement. The figures below are all taken from the 2018 Financial Capability Survey, unless otherwise stated.

Working-age adults in the UK

The workplace is an important channel to reach target customers for all adult National Goals, and is also relevant to the children's goal, given that many employees are also parents. Working age (18-64) has been used as a proxy for working, though MaPS recognises that not all of those in this age bracket are working, and that some people work beyond 65.

Financial Foundations

The National Goal is for 2m more children and young people to receive a meaningful financial education.

One of the measures of a meaningful financial education is that parents give children regular money, set rules about money and give them responsibility for spending decisions.

Parents are therefore key in achieving this goal and their workplace could be a vital channel through which to engage them, for example when having conversations about maternity leave or childcare vouchers.

Nation of Savers

- There are 11.1m working-age people in the 'financially struggling' and 'financially squeezed' target groups who don't save regularly. They have a mix of low-to-moderate incomes and some claim benefits. The National Goal is to have 2m more people in these groups saving regularly.
- Among this group, 14% have no savings at all, 12% have savings of £1–£99, and 19% have savings of £100–£499. Many of these people are juggling the challenges of a busy working life, variable income and a young family. This is precarious, as 71% of adults receive unexpected bills every year. The breakdown of a car or domestic appliance could mean calling on costly, short-term credit. It could even tilt people into a debt crisis.

Credit Counts:

- There are 9m people who often use credit for everyday essentials such as buying food or paying bills. The vast majority are of working age. Around 1.8m people, typically in the 'financially struggling' segment, will feel they have no other options for everyday essentials. The remaining 7.2m people, many in the 'financially squeezed' segment, might benefit from becoming more aware of the often hidden cost of credit.

Better Debt Advice:

- 9m adults are over-indebted, either missing payments or feeling like keeping up with their bills is a heavy burden. This has a significant impact on individuals' mental health and overall wellbeing.
- Around 5.3m people need debt advice, but capacity in the debt advice sector is severely limited and people often struggle to access it.
  - Almost half (48%) of those needing debt advice are younger people aged 18-34, although this group makes up only 26% of the UK population overall.
  - They are more likely to be struggling with their mental health, with 51% saying they have had mental health problems within the last three years, compared to 21% of the UK population as a whole.
  - They are more likely to have a disability, with 42% saying they have a disability compared to 27% of the UK population.
  - Many (75%) are working, and the majority have a lower household income. They are more likely to be renting, either in the social or private sector.

Future Focus:

- Of the 40m working-age people, 22m say they don't know enough to plan for their retirement, including:
  - 66% of 18-24 year olds;
  - 64% of working-age women; and
  - 48% of those approaching retirement age (55-64).

Universal Credit:

- By the time it is fully rolled out, around 3m of the 7m households claiming Universal Credit will be in work. Those affected by cuts made to the benefit since 2015, and those in less traditional forms of work such as zero hour contracts, may find it difficult to maintain their financial stability.

Digital:

- Currently 10% of the workforce do not have Basic Digital Skills. This group earns £13,000 less than those with all five Basic Digital Skills.[5]

Employment and employee types

One of the most comprehensive sets of data on employment and employee types[6] is produced several times a year by the Office for National Statistics. It shows the number of people in paid work as a proportion of the population, broken down by certain characteristics such as age and gender, by industry and occupation, and by disability. There are also additional articles on the projected impact of automation on employment levels, on working mothers, on graduate employment and on commuting, among other issues.

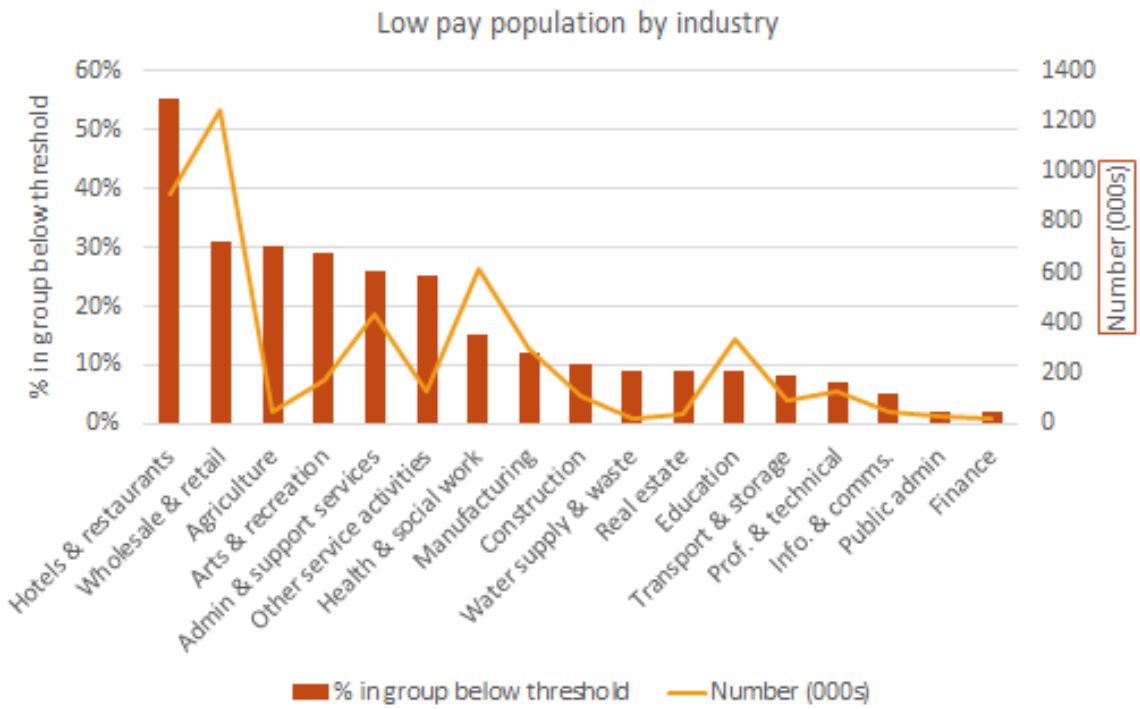
The Resolution Foundation report, Low Pay Britain 2019[7], includes analysis based on age, geography, firm size and structure, gender, and industry (example table set out below). Low pay is defined as two-thirds of median hourly pay.

[5] Lloyds Bank UK, 2019, Consumer Digital Index

[6] ONS, 2020, Employment and Employee types, https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes

[7] Resolution Foundation, 2019, Low Pay Britain 2019, https://www.resolutionfoundation.org/publications/low-pay-britain-2019/

Low pay – industry



What do we know about what works?

There is only patchy evidence about what works in designing and delivering effective financial wellbeing interventions in the workplace, and few examples to help employers decide how best to measure the impact of their support.

Some studies suggest that providing financial education at work is linked to factors such as employee motivation, wellbeing, and retention, but there is no conclusive evidence. Research has shown there is an opportunity to use behavioural techniques and 'choice architecture' to encourage people to make choices which will improve their financial capability and wellbeing.

There are a number of factors which could help employers in choosing financial wellbeing interventions, but further exploration is needed.

- Nudge schemes, such as auto-enrolment, are potentially valuable for those less likely to participate. DWP found that nudges techniques led to large increases in pension participation in the young and non-highly compensated employees.[8]
- The number[9] and duration[10] of financial education sessions seems to have a small but significant impact on outcomes, but there is a point at which there are diminishing returns.[11]

Measuring Financial Wellbeing Programmes in the Workplace lists some evaluation approaches that have been applied to workplace interventions, with case studies to show how these work in practice.

How should workplace financial wellbeing interventions be designed?

Tackling poor financial wellbeing is not simply a question of remuneration; research shows that money worries can affect employees regardless of their level of pay. Salary Finance's *Employer's Guide to Financial Wellbeing 2018-19* reported that the two employee groups found to have the most money worries were those earning £10,000 to £14,000 and those earning more than £100,000.

There are a wide range of services and types of support that employers can build into financial wellbeing support, with varying costs and resource requirements. Access to financial education and guidance is often at the core of workplace financial wellbeing interventions, and there is a clear need for this: research by the CIPD estimates that 30% of employees do not use information or advice when making financial decisions.

Employers can also support the financial wellbeing of their people by providing a range of other types of assistance including access to regulated advice; financial products and services (e.g. payroll savings); cost reduction schemes (e.g. travelcard loans, discounted memberships); and low-cost loans, wage

[8] DWP, Automatic Enrolment evaluation report, 2014.

[9] Kaiser, Tim & Menkhoff, Lukas. (2017). Does Financial Education Impact Financial Literacy and Financial Behavior, and If So, When? The World Bank Economic Review. 31. 611-630. 10.1093/wber/lhx018.

[10] Fernandes, Daniel & Lynch, John & Netemeyer, Richard. (2014). Financial Literacy, Financial Education, and Downstream Financial Behaviors. Management Science. 10.1287/mnsc.2013.1849.

[11] PFRC, University of Bristol for the Financial Services Authority, *Evidence of impact: an overview of financial education evaluations*, July 2008.

advances or grants to manage short-term money emergencies.

The right combination of support is dependent on the employee base, levels of need across different types of employee, and what is feasible for the employer to deliver. Employers may also position financial wellbeing within wider holistic provision, acknowledging the link between financial wellbeing and other aspects of mental and physical health.

When designing a financial wellbeing intervention, the evidence suggests that applying the following principles may help employers develop the right package of support:

1. Make the case

Build support for the proposed activity at all levels of the organisation and create a business case that includes:

- administration costs;
- opportunity costs of employee and management time to manage and deliver these interventions;
- direct personnel costs involved in the additional activity required to design an effective strategy; and
- proposed impact metrics to provide evidence on intervention effectiveness, as well as cost/ benefit analysis.

2. Understand employee needs

Surveying employees provides insight about how to target and prioritise different elements of the support. This can also be effective in securing employees' buy-in to the scheme.

3. Explore the most appropriate provision approach

Decide when and how to use external providers

For generic advice, internal provision where employers draw on people with relevant personal and professional experience may be effective. However, external specialists may be necessary to support employees with more specific needs and to deliver regulated advice.

Consider the most suitable mode of delivery

While some employees may want and get the most from personalised support, group work and peer-to-peer support can also be effective, as can online self-learning. The mode of delivery for different support elements should therefore vary according to particular employee needs and to ensure it benefits as many people as possible.

Make provision accessible

While online provision has a role in enabling employees to access material remotely, many employees do not have internet access at work and evidence from large-scale workplace financial wellbeing activities suggests that employees engage well with interventions delivered on site and in work.

Think about a suitable style for the programme

Ensure material is clear, timely, practical and includes case studies that will enable participants to apply guidance directly to their circumstances.

Consider the potential use of behavioural science

Insights from behavioural science can help employers to understand the hooks and biases which can affect engagement and prompt behaviour change. Auto-enrolment, auto-escalation and defaults have been shown to be effective in increasing savings and pension contributions in the workplace. CIPD's Behavioural Insights report provides many examples of behavioural interventions which can be applied in the workplace but require further testing. These include giving employees the choice to opt out rather than opt in to financial wellbeing interventions, asking employees to commit to saving a proportion of future pay rises, and showing people a digitally aged selfie to increase their propensity to save.

Target teachable moments

Guidance should be offered at times when employees are most in need of support, most likely to be receptive to it, and most able to act upon it. These 'teachable moments' could include pension planning when changing employment, reassessing insurance provision when marrying or forming a civil partnership, or growing a family. Existing systems and processes (particularly the HR system) can be used to suitably target guidance according to an employee's life-stage.

What are the current policy and regulatory issues?

There are several policy and regulatory issues that can have an impact on the development of financial wellbeing support in the workplace. These range from what employers must legally do through to wider issues that can influence employees' financial behaviours and wellbeing.

Some relevant policy and regulatory issues, covering a wide spectrum, don't easily fit into a single category.

- Government policy developments on income and age thresholds for automatic pension enrolment, and forthcoming requirements for pensions dashboards.
- Requirements placed on employers to contribute to an apprenticeships levy to support training opportunities and skills development of their workforce.
- Evolving regulatory and policy frameworks, including on open finance and the Financial Advice Market Review and how this relates to employers as intermediaries or brokers in enhancing the financial wellbeing of their workforce.
- Support provided to in-work Universal Credit claimants, many of whom are on low and fluctuating incomes, plus guidance offered to millions of existing tax credit claimants when they migrate onto Universal Credit.

What are the devolved considerations?

Certain policy areas are devolved to each UK nation, and each has its own workplace dynamic based on the relative proportion and characteristics of public and private sector firms that operate there.

There are some general policies and practices that are relevant to the workplace theme:

- Education, training and skills policy, e.g. on apprenticeships, is devolved, requiring a nation-specific approach to this category of worker.
- Student loan repayment rates are nation- as well as income-specific.
- Working-age benefits are nation-, age- and income-specific.
- Devolved governments have their own responsible business policies that may include considerations of financial wellbeing and of specific providers, notably credit unions.

Northern Ireland

- Northern Ireland has many public sector employers, as well as a significant number of Small and Medium-sized Enterprises (SMEs), and self-employed people. Representative bodies will be key to reaching this latter category, recognising that increased time and engagement will be needed, compared with what is required to engage larger employers.
- Local partnerships will be key to delivering payroll deduction schemes, for example involving local credit unions.

Scotland

- The Scottish Government promotes the use of payroll deduction for savings in the workplace to credit unions. They launched a national campaign last year to make more people aware of credit unions and the ethical and affordable services that they provide.
- As at March 2019, there were 354,125 SMEs operating in Scotland, providing an estimated 1.2 million jobs. SMEs accounted for 99.3% of all private sector businesses, 55.4% of private sector employment and 41.5% of private sector turnover. SMEs (0-249 employees) make up two-thirds of businesses in remote rural areas compared to 59% in accessible rural areas and just over a third in the rest of Scotland.
- One in four people in Scotland works in the public sector (around one in six in rural areas) and 16% of the workforce is in health and social care. Compared to the UK overall, Scotland has higher youth employment, and lower unemployment and inactivity rates.

Wales

According to the Federation of Small Businesses, of the 259,200 active businesses in Wales, 257,700 are SMEs. Inter-Departmental Business Register data shows that in 2018, the vast majority of companies in Wales had fewer than 10 employees.

Research among the owners of SMEs all over the UK found that 83% of Welsh business-owners saw their business as being particularly important to their local community. Many of these business-owners felt they played an active role in the community and 40% acknowledged that they provided jobs and wealth to local people, more than anywhere else in the UK. In 2018, the Welsh Government echoed these statistics, revealing that SMEs accounted for 62% of all employment and 40% of turnover in Wales.

The rural economy and rural employers are particularly important. Lower business densities in rural areas make it more expensive to deliver business and training support than it is for comparable urban-based firms. This 'rural premium' can also make it very expensive for firms to participate in training sessions, business meetings and network events.

What is MaPS already doing in this space?

The Money and Pensions Service has consumer guidance channels that it offers to employers across the UK to support the financial wellbeing of their people. MaPS is also a leading commissioner of free-to-consumer debt advice services in England which employers can signpost their staff to.

MaPS has an innovation lab to test new ideas for enhancing workplace financial wellbeing that it hopes to scale up if they can be shown to work.

Across its range of activities, MaPS has:

- Direct-to-consumer guidance via the web, webchat, WhatsApp, printed guides and a helpline, linked in many cases to life events and the resultant financial decisions across savings, credit, debt and retirement planning, and on working-age benefits such as Universal Credit.
- An employers' portal, which emerged from the Financial Advice Market Review in 2018, summarising MaPS's main offer to employers and providing links to a team of regional managers in England and of national managers in Northern Ireland, Scotland and Wales. They support employers and providers in their geographic areas to focus on financial wellbeing.
- Commissioned debt advice services across all channels in England (providing 560,000 sessions in 2019/20) and retains a close working relationship to those with responsibility for debt advice in the devolved governments in Northern Ireland, Scotland and Wales.
- Published an evidence review of workplace financial wellbeing and funded evaluations or field trials with a workplace focus, including:
    - A two-year field trial called Sidecar Savings, linked to a workplace pension and delivered by Nest Insight, where staff can opt into automatic deductions from their salary into a liquid savings pot.
    - A one-year evaluation of Leeds Credit Union's payroll-savings scheme with NHS York and Leeds City Council, testing incentivised savings and staff champions as intervention models.
    - Designing and testing a new financial first-aider intervention with the Behavioural Insights Team and a building society aimed at increasing access to financial guidance in the workplace. This trains staff members to provide guidance and signpost their colleagues to relevant information sources.

What else is already going on in this space?

The workplace financial wellbeing market is complex and highly competitive. Providers may offer a range of products including debt consolidation, loans, credit, savings, insurance, pensions, salary streaming, employee benefits and holistic wellbeing, including mental wellbeing. These may be offered as individual products or as packages of support, but the evidence is not clear whether this provision is being targeted at the right people in the right way at the right time.

Many of these providers complement their loans, payroll savings or pensions offers to employers with financial education packages for staff. They are often in stiff competition with each other and with credit unions. Some trade unions are also active in this space, for example offering financial support to their members.

Each provider has a target market and this means that a specific provider's product or services may only benefit a certain category of worker on a certain wage. The risk is that the people who are more financially vulnerable or in need of support may fall between the cracks.

Many employers, even those who are advocates of financial wellbeing in the workplace, say they are swamped by commercial providers offering their products and services.

It is hard to estimate the proportion of employers who already have an approach for workplace financial wellbeing. During a Listening Phase event for employers, it was estimated that 60% of employers could be doing 'something' in the financial wellbeing space, although this represented a wide range of activity. Only a relatively small proportion of provision seems to have been evaluated in any formal sense.

What are some possible game-changing ideas?

During MaPS's Listening Phase, a list of "game-changing ideas" was gathered from various sources, including a deep-dive workshop held in June 2019.

MaPS is making the list of ideas that emerged from this process available to all the Challenge Groups, as a stimulus to your creative thinking.

These are presented as a single consolidated list, so not all the ideas will be obviously relevant to your Challenge. But ideas can be stretched and adapted, so do consider how they might be re-shaped to fit your audience and your Challenge.

By gathering this list together, MaPS does not necessarily endorse (or repudiate) any of these ideas. Part of the purpose of presenting this list is for you to consider the ideas themselves. But just as important is to stimulate thinking in your Group about the scale of innovation and disruption that may be needed, over a 10-year period, to make an impact on the National Goals.

Some of the ideas imply quite radical shifts in Government policy and/ or changes in the law. Again, neither MaPS nor its governmental sponsors should be seen as endorsing these ideas, but should you consider them undesirable or infeasible, the intention is that they will stimulate your own best thinking.

G1	**Rent-Flex rollout**	This idea focuses on the social tenant space, and involves rolling out Rent-Flex across the UK, to help tenants take more active control of credit and manage their money, and to help landlords manage the risk to their rents. The Rent-Flex concept involves a combination of tenants having options to spread their total annual rent bill, by paying more rent in some months and less in others, rather than the same amount each month. This flexibility is conditional: recipients must take up a face-to-face guidance offer on general money management skills before they have access to Rent-Flex.
G2	**Public sector collections practices**	This idea could involve the Government encouraging/ mandating better credit practice in its own collection activities, as well as setting a good example for creditors in other sectors.
G3	**Money companion app/ Debt-free You**	This idea involves a central, neutral entity (possibly but not necessarily MaPS) aggregating data from financial services firms, including from open banking, and turning the insight obtained into guidance which is given back to customers through their own personalised app. The guidance provided could be tailored to the individual and therefore could be very close to the regulatory boundary for advice. It could include offers, tips and suggestions relevant to individuals, and could help them save money. It could ultimately be linked to the Pensions Dashboard, to encourage people to think about the long term as well as day-to-day. It could also include a "Debt-free You" function which could aggregate people's debts and show the date when they will be rid of them, as well as options for bringing that day forward.
G4	**Take guidance/ advice, save tax**	This idea involves offering employees tax deductions for any money they spend on guidance and regulated advice, with a view to stimulating market demand for both. Employers could offset investments they make in providing their staff with financial advice or financial training against employer NI contributions; employees could offset money spent on financial advice/ training against their employee NI contributions. Both employee and employer could have aligned incentives and this could grow the market (demand) for both guidance and advice.
G5	**Longitudinal evidence bet**	This idea involves a central, neutral entity (possibly but not necessarily MaPS) investing in obtaining compelling, quantified and independently validated evidence about the benefits of improved financial capability over the medium-to-long term, in order to convince many sectors of society (employers, health authorities, children's services) of the cashable advantages of having financially confident employees, citizens and pupils.

G6	**Campaigns**	This idea involves a central, neutral entity (possibly but not necessarily MaPS) investing significant sums of money (up to £100m per year) in running regular consumer campaigns. Examples of possible campaigns include: • The Great Save. A goal of £500 in savings for everyone in the country, with a multi-layer campaign, TV show etc to mobilise it. • Live on Your Pension Week – designed to get people to engage with their pension and take action much younger, bringing home the reality of how much they will – or won't – have to live on. Access would be via an app, so that people can estimate how much money they will have after housing and energy costs. This app could offer hints and tips for the week. The Week could be integrated into the Talk Money Talk Pensions Week. It could need an advertising campaign linked to social media, PR and activity by a range of partners. It may be possible to get support for a large push behind this when the Pensions Dashboard goes live. • Work Longer campaign – getting people to design a more financially sustainable later life plan. • Child Trust Fund – aimed at young people who are accessing their fund at 16 (with their first tranche in 2019) and at 18 (first tranche in 2020). Many of the other ideas in this list could be linked to this campaign's idea.
G7	**Discount aggregator**	This idea is to work with employers to deliver against all the National Goals that apply to working-age people, through a discounted offer working with an aggregator site (e.g. moneysupermarket or one of its competitors), thereby attracting employees to a guidance offer. A central, neutral entity (possibly but not necessarily MaPS) could negotiate mass bulk discounts for employers that opt into the scheme. For an employee, they could have access to 1) all of the aggregator site's products at a 4% discount, 2) a guidance session that helps them choose discerningly between the linked financial products, and 3) more general guidance and tools that help them to consider the linked choices around savings, credit, debt and pensions. The discount could increase employee engagement, and the guidance could be useful to the employees, to help them make best use of the discounted products.
G8	**Automatic sidecar savings**	This idea involves lobbying for legislation that could put sidecar savings on a similar footing to auto-enrolled pensions, enabling employers to include staff into payroll saving schemes by default.
G9	**Employers' charter**	This idea involves setting out a range of highly desirable corporate behaviours and offers that employers could sign up to, which (if implemented by many large and small employers) could build towards a more financially capable workforce.
G10	**Work and health programme**	This idea builds on the work and health programme: as it is rolled out, DWP and accountable Local Authorities could mandate the supply chain to improve the financial capability of their clients, and assess their financial resilience through their monitoring frameworks.
G11	**Credit balance on utilities**	This idea involves Ofgem working with the big energy firms to provide regulatory space for, and co-ordination of, an intervention in which unclaimed credit balances on utilities above a certain sum could go by default into an interest-bearing savings account.

G12	**Superlabs**	This idea involves scaling up the MaPS Financial Capability Lab in terms of size, ambition and funding, so that it becomes a continual hunt for game-changing products, services and interventions, with significant seed-funding to commercialise them. Ideas that are selected and prioritised in the Lab could then be delivered by public, private or voluntary sector organisations. The Labs approach could be applied to all customer groups and outcomes.
G13	**Challenge prizes**	This idea involves creating a challenge prize with significant funding on offer for game-changing initiatives and interventions in relation to each of the National Goals. The challenge prizes could be structured so that the ideas generated are as ambitious, specific and outcome-oriented as possible. An example of a challenge could be "how can you treble the savings rate of children in a given cohort?"
G14	**Income Max**	This idea could involve reaching the most vulnerable people by providing highly knowledgeable, effective and active local workers who specialise in maximising income – not just from benefits, but from all possible community sources. The Income Max experts would also know how to help people who want to (e.g.) sell unwanted possessions on eBay, and who are serious about taking up money-saving tips to turn their lives around. Rather than focusing on managing money problems as the engagement offer, the offer could be the prospect of having more money.
G15	**Franchised Pension Wise**	This idea involves MaPS commoditising and licensing the Pension Wise guidance offer so that a range of financial service providers can deliver it through their own staff, increasing supply and bringing the service closer to the point of contact with the customer.
G16	**"Cigarette packet" warnings**	This idea could involve the Government allowing "harmful" financial products (e.g. payday loans over a certain APR) to exist in the market, but requiring them to be labelled with much more negative messaging – following what has happened with cigarette packets.
G17	**Intergenerational money mentors**	This idea involves mobilising civil society and leveraging a largely untapped cohort of older volunteers who have some good financial life lessons to share and who are willing to volunteer. These older people could be connected to children and young adults in an institutional setting (e.g. schools, parenting classes). A skilled facilitator could ensure that the class delivers useful knowledge that was appropriate and relevant to the target group. 1-2-1 sessions could also be available, in which older people could mentor younger people (this could include pointing them towards more detailed/ specific financial guidance and advice).
G18	**Money first-aiders**	This idea involves offering relevant professional development for people who meet and interact with working-age people on a daily basis (e.g. around supported housing, offender management, mental health or parental wellbeing). The relatively light-touch training could enable these professionals to have conversations about financial topics, to identify/ diagnose issues, and to refer to appropriate organisations so that the working-age people they work with can get the financial information, guidance and advice they need.
G19	**Save money, save the planet**	This idea aims to leverage momentum and interest behind the environment/ sustainability agenda, and to link this to financial behaviours (the rationale being that what is good for the planet is good for your wallet too). This idea could include a range of initiatives, including sustainability hubs (e.g. a repair/ swap service for broken white goods, reduced council tax depending on the amount that is recycled, partnerships with recycling apps, or campaigns with influencers such as Marie Kondo).

G20	**Tax-incentivised investment scheme for first 10 years of employment**	This idea aims to encourage young people to invest early: young people who may have the funds to do so, but may feel that investment isn't for them, and so risk their (mainly cash) savings being eroded due to inflation etc. It could involve investment accounts that are used during the first 10 years of employment attracting tax incentives. This could be executed via employers through the payroll, and could be subsidised by the Government.
G21	**Volunteer army + syndicated webchat**	This idea could involve a collaborative guidance offer delivered via webchat. A central, neutral entity (possibly but not necessarily MaPS) could syndicate webchat buttons on websites of financial services providers. The webchat guidance sessions could be provided by practitioners from across the financial services sector who volunteer to deliver webchat sessions, offering expert but impartial guidance. The rationale for focusing on the webchat channel is its efficiency, and ease of insertion into places where customers go for financial information, guidance and advice. Volunteers would not need to travel to a destination to be available for webchat.
G22	**Discounted financial advice**	This idea could involve employers offering their employees heavily discounted (e.g. half price) financial advice with trusted and FCA-authorised financial advisors. A gateway guidance service could be provided by MaPS.
G23	**Financial "driving licence"**	This idea could involve consumers having access to free self-service financial education that enabled them to demonstrate a level of financial knowledge and skill, which could result in the issuing of a card or certificate.
G24	**Mandatory GCSE**	This idea could involve personal finance becoming a mandatory GCSE (or equivalent) qualification in all secondary schools across the UK, so that nobody could leave school without demonstrating that they knew how they should manage their money.
G25	**Early pension withdrawal for financial shocks**	This idea could involve a gated process whereby a proportion of a pension fund could be withdrawn if the person concerned had suffered an unexpected life event that led to significant and otherwise disastrous crisis debt.
G26	**Credit Unions Marketing Board**	This idea could involve establishing a body or centre of expertise that is funded to market the products and services of credit unions, in the same way that the Milk Marketing Board, Potato Marketing Board etc marketed products on behalf of all producers.