



Retail TRUST

1832 ONWARDS

Client

Retail Trust

Creating hope, health and happiness for everyone in retail.

Branding Agency

BAGGI

DBA Design Effectiveness Awards Entry

November 2022

For publication

Executive summary.

The Retail Trust has been caring for and protecting the lives of people working in retail for 190 years. The charity provides retail colleagues with vital support through emotional and physical wellbeing, financial aid and supported-living estates.

BAGGI were asked to help the Retail Trust rediscover its purpose and create a new brand identity and values, in a bid to broaden the Trust's appeal and increase engagement with employees in the retail workforce. Read on to see how the development of a new, refreshed brand and its consistent expression across a wide range of applications has led to outstanding results.

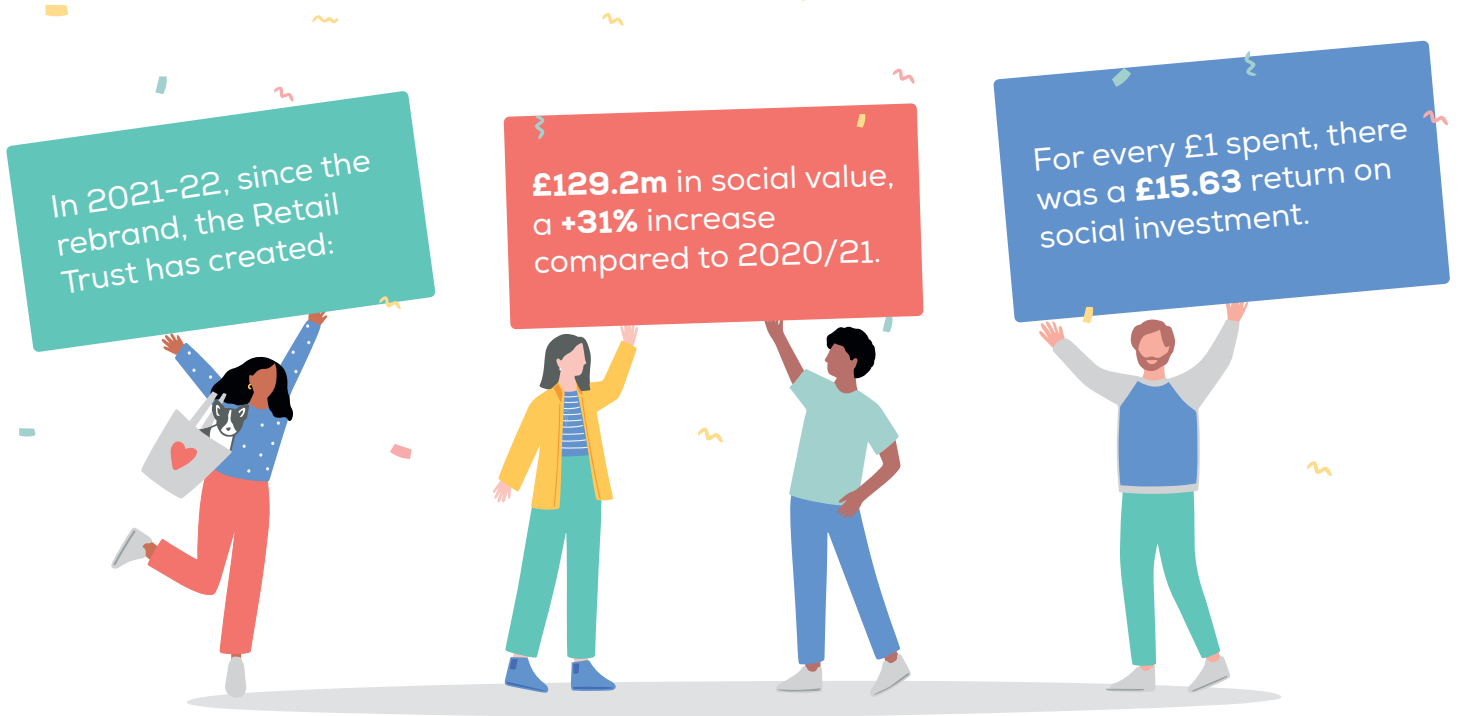
"The complete rebrand and repositioning of the Retail Trust has been transformational for our organisation at a time when the need for our services have never been more pressing. BAGGI has taken a 190 year old organisation, and given it a new lease of life,

underpinning a vibrant future by rooting it in all that's good about its history."

Chris Brook-Carter
CEO Retail Trust

"The work the Retail Trust does is incredibly important and we're extremely proud to partner them in supporting the health and wellbeing of our people. The Trust's strong purpose and reinvigorated brand has made a real difference in engaging senior leaders and colleagues at FatFace, and throughout the retail sector."

Mark Wright ♦
Chief Operating Officer at FatFace



Whilst retaining and growing the number and value of retail clients:

< REDACTED CONFIDENTIAL DATA >

With a considerable jump in engagement with retail colleagues:

< REDACTED CONFIDENTIAL DATA >

And attracting the backing of more UK businesses and influencers:

< REDACTED CONFIDENTIAL DATA >

Project overview.

Background

Founded in 1832, the Retail Trust cares for and protects the health and wellbeing of people working in retail; from those starting out in their careers, right through to retirement. It provides vital services for colleagues from over 190 retailers across the UK and its core services include a 24-hour helpline, online support, mental health counselling, financial aid, critical incident support, five supported living estates and specialist line manager training.

To provide some context for FY 2021-22 that's: 14,252 calls made to the wellbeing helpline; 9,872 counselling sessions delivered to colleagues in need; 3,695 line managers trained on mental health and wellbeing courses and £411,082 given in financial aid.

But more needs to be done and as recent research has highlighted, there is a mental health crisis in the retail industry and the Retail Trust is on a mission to improve it.

Outline of the brief

The Retail Trust is one of the UK's oldest charities. However, in recent times, the main challenge the charity faced was losing its distinctiveness and appeal amongst retail partners, clients and most importantly colleagues on the frontline. Additionally, the brand had become increasingly disjointed and siloed, with numerous sub-brands and service offerings in existence.

Key industry reports also describe how the retail sector has one of the unhappiest workforces of any sector in the UK, with 83% of colleagues having experienced a deterioration in their mental health. This makes it clear that the role of the Retail Trust is now more important than ever. But in order to increase their impact for retail clients and their

employees, it is crucial for the charity to improve its relevance and broaden its appeal, to reach and help a wider number of colleagues from the diverse, dynamic and meritocratic world of retail.

Retail Trust's objectives

1. Deliver an increase of 15% to the social return on investment (SROI) the Retail Trust provides for the retail sector and all its colleagues.
2. Retain and grow the number and value of retail clients the Trust provides health and wellbeing services for < REDACTED CONFIDENTIAL DATA >.
3. Increase the engagement of retail employees and their utilisation of services above the industry benchmarks < REDACTED CONFIDENTIAL DATA >.
4. Attract the backing of more UK businesses and high-profile influencers to generate greater awareness of the Trust's cause and value.

The scope of work

Based on the Retail Trust's objectives BAGGI developed the following:

- A new purpose, brand positioning and values
- Brand identity, guidelines and assets for activation
- Expression across a growing range of applications, including a new film and Together Fest - the first ever colleague wellbeing event held at the Truman Brewery in London
- Brand guardians as the Retail Trust continues to grow in reach and impact.

Project launch date

May 2021

Brand & design budget

< REDACTED CONFIDENTIAL DATA >



Overview of the market.

The mental health crisis

As well as 83%² of colleagues experiencing a deterioration in their mental health, 66% were not able to get the help they needed, with 31% of staff in large retailers wanting to leave retail as a career altogether. Equally concerning was that 54% of managers felt unequipped to deal with their team's mental health issues.

Businesses are badly affected by the mental health crisis. In fact, it is estimated that poor mental health costs UK employers £42-45bn each year³. This has been accentuated by the pandemic and the cost-of-living crisis.

“One morning I opened up and started having a panic attack. I went on social media and typed out the word – HELP”.

Retail colleague interview,
2022

A diverse and growing competitive set

Whilst the charity sector is already hugely competitive for fundraising (there are approx. 169,000 registered charities in the UK) there are two primary benevolent charities for the retail sector offering wellbeing services – Retail Trust and Grocery Aid, both operating on a similar scale of income and expenditure. And of course, Mind, the UK's leading charity for mental health and wellbeing.

The Retail Trust also competes against a much broader and growing competitor set of commercial Employee Assistance Providers (EAPs) – from leading companies such as Health Assured, established multi-national insurance companies like Aviva & AXA (who bundle wellbeing within their health insurance products), through to digital 'plug & play' based services such as Unmind & Lifeworks. All with considerably more financial clout and investment in marketing.

To provide some market context, £5.8bn was spent on Corporate Wellness Services in 2022⁴. ONS reports that there are 3.1m retail colleagues. The Retail Trust currently has < REDACTED CONFIDENTIAL DATA > for the retail sector, with over < REDACTED CONFIDENTIAL DATA > clients, serving over < REDACTED CONFIDENTIAL DATA > employees, and with < REDACTED CONFIDENTIAL DATA > annual revenue for 2021-22.

Changing customer behaviour

The challenge facing the Retail Trust is twofold. Firstly, to provide a specialist, competitive and effective wellbeing service for senior leaders, such as Human Resource Directors (HRDs), to use within their organisations. And secondly, provide one that colleagues, many of them frontline, will truly engage with. Historically in all sectors, utilisation is generally low and used mainly as a curative, in the moment service.

The retail workforce is also incredibly broad, from bricks to clicks – for example, engagement for a 50-year-old working in a distribution centre is a very different proposition from a 19-year-old working instore or in e-commerce. Therefore, it's essential that any brand in this sector, particularly a benevolent one, is fit for purpose to compete and stay relevant to such a diverse and dynamic audience. Many of whom lack confidence to engage in taking a more preventative approach to their own health.

What makes the Retail Trust different?

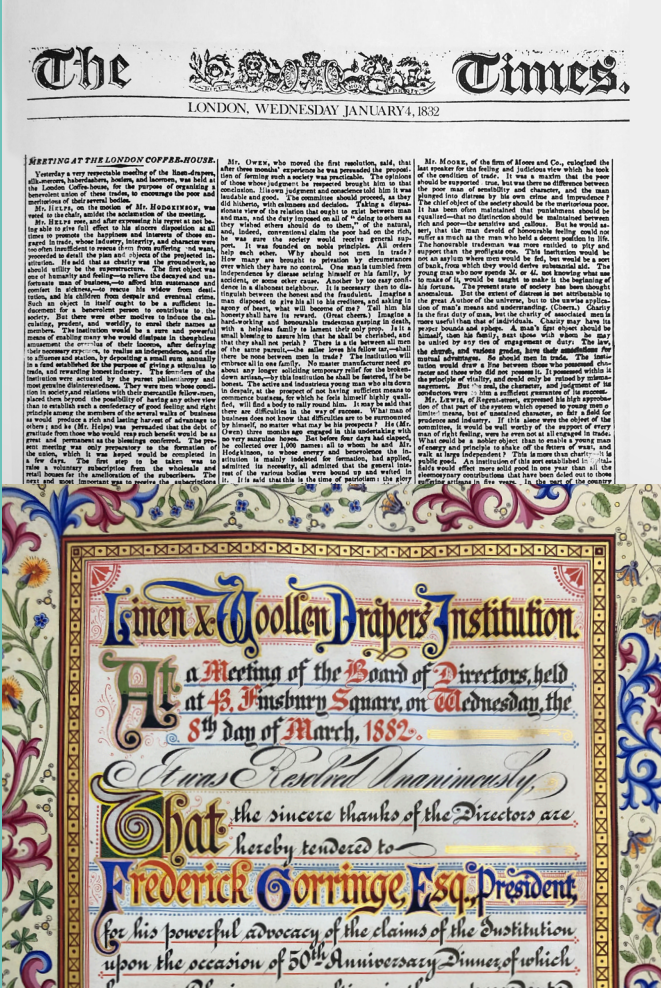
There are two things that make the Retail Trust different from its competitors. Firstly, it's by retail, for retail. It simply knows retail better than anybody else. Secondly, it's top down and bottom up. In other words, it has the ability to engage more colleagues at all levels, from senior leaders to frontline staff, either face-to-face or digitally, more effectively than its competitors.



2. Retail Trust Health of Retail report (2022)
3. Deloitte's Mental Health & Employers report (2020)
4. <https://www.ibisworld.com/united-kingdom/market-size/corporate-wellness-services/>

Outline of the design solution - the brand strategy.

1838.2



Rediscovering its purpose

The Retail Trust has a remarkable history and story with a strong cause at its heart. Founded in 1832 at The London Coffee House, The Times newspaper reports how Chairman, Thomas Helps, described the purpose of the charity: "To promote the happiness and interests of those engaged in the trade, whose industry, integrity and character were too insufficient to rescue them from suffering and want." Without doubt this still holds true today.

This inspired us to define a new, clear and reinvigorated purpose for the future: **To create hope, health and happiness for everyone in retail.** The purpose has been embraced and used consistently by the Retail Trust.

HOPE • HEALTH • HAPPINESS

The foundation to flourish

The Retail Trust's history is full of pioneers who have embraced the cause, from James Marshall to W.H. Eborn and Sir Hugh Fraser. It was also extremely proud Her Majesty The Queen was Royal Patron from 1948-2022. So, it was important we recognised the best from the past and make it relevant for the future; acknowledging the remarkable work the Trust and its supporters do to provide colleagues in retail with a strong **foundation to flourish** in work and life. This was the guiding light when creating the brand values and identity.



Outline of the design solution - the brand identity.

1832 onwards

Taking inspiration from the donation books found in the archives and the original charity monogram from 1832, BAGGI designed a new Retail Trust word mark and monogram, carefully crafting the 'T' and 'Trust' to provide the strong foundation and making the 'R' and 'Retail' flourish. Recognising proud origins but looking forward positively from '1832 onwards'.

Towards a brighter future

The colour palette is bold, optimistic and brings joy. This is particularly relevant as the world continues to deal with the ramifications of the pandemic, war in Ukraine and the cost-of-living crisis. New lead colour, 'Blue Skies' was inspired by the forget-me-not flowers once worn by the Retail Trust's members.

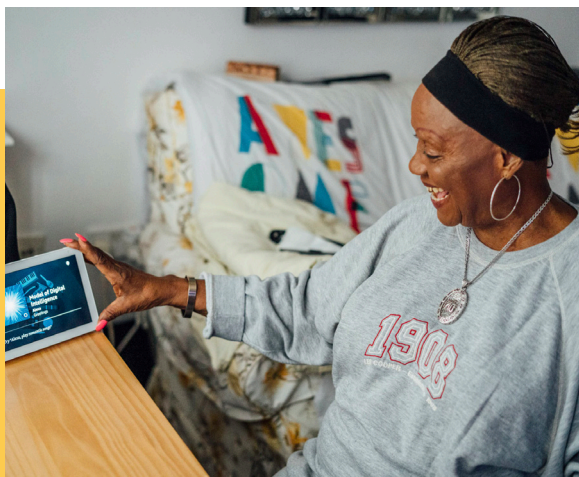


Real stories

Working with retail partners the photography captures real stories that showcase the personality and diversity of people within the retail community. The illustrations are inspiring, full of charm, wit and positivity, brought to life through animation. Helping revitalise the website and socials.

Doing is believing

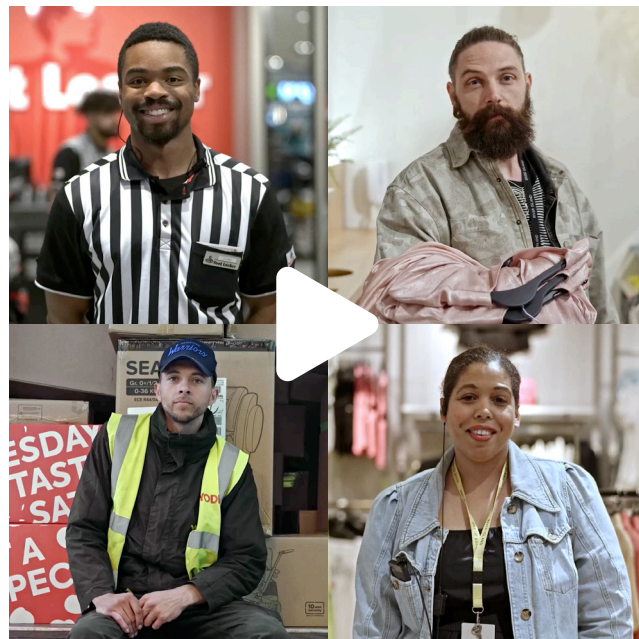
In parallel to creating new branding for the Retail Trust, BAGGI worked with stakeholders across the charity and industry to develop a new set of beliefs and behaviours that embody the Trust's strong cause and are reflected in all the great work the Trust does. Enabling it to have more meaningful ways of engaging colleagues.



Outline of the design solution - the brand identity continued.

Together Fest and A Nation of Shopkeepers

The UK's first ever wellbeing festival for retail, **Together Fest**, brought together <REDACTED CONFIDENTIAL DATA> retail workers at the Truman Brewery in London during Mental Health Awareness Week. BAGGI helped the Retail Trust create the concept, name, theming, content strategy and brand design for the colleague event. We also created **A Nation of Shopkeepers**, a short film that shines a light on retail workers and the vital role the Retail Trust plays in supporting their mental health and wellbeing, used to engage more colleagues.



TOGETHER
FEST • 2022

All of which creates a fresh, modern and flexible brand that works well across the huge variety of activities the Trust is involved in, from fundraising to wellbeing, supported living and colleague events. A brand that has raised awareness and engagement amongst clients, colleagues and partners.



Results.

The new purpose and brand identity has brought hope, health and happiness to the people of retail at a time when they need it more than ever. Here's how the charity has exceeded expectations against the objectives:

1. Deliver an increase of 15% to the social return on investment (SROI) the Retail Trust provides for the retail sector and all its colleagues.

The articulation of a rich story and strong association to the reinvigorated purpose, has elevated the brand to another level and become a rallying cry, both internally at the Retail Trust and externally amongst the retail community.

The new purpose and brand identity had a big impact on the social difference the charity makes: the Retail Trust created **£129.2m in social value**⁵ in FY 2021/22, a **+31% increase** compared to 2020/21, since the rebrand. So, for every £1 spent, there was a social return on investment (SROI) of **£15.63**, a **+31% increase**.

Of that, wellbeing services generated **£97.5m** of social value, an increase of **+37%** – this was nearly more than the entire Trust created the year prior to the rebrand.

“Together we have a once in-a-generation opportunity to create the kind of industry that places the hope, health and happiness of its people at the centre of how we operate and leave a legacy for the next generation of retailers that ensures our sector and its people thrive.”

Alistair McGeorge
Chairman, Retail Trust

 **+31% increase**
social value



£97.5m social value
wellbeing services

2. Retain and grow the number and value of retail clients the Trust provides health and wellbeing services for < REDACTED CONFIDENTIAL DATA >.

Inspired by the founders in 1832, 'Building a retail coalition' with retailers is critical in making a real difference to colleagues' lives. The new brand was instrumental in creating a modern, more appealing and consistent identity that business leaders recognise, understand and want to partner with. Central to achieving this aim was not only retaining the existing client base but increasing it.

In the year following the rebrand, the Retail Trust had an extremely strong < REDACTED CONFIDENTIAL DATA > retention rate of existing retail clients. In addition to securing < REDACTED CONFIDENTIAL DATA > new client accounts for the year < REDACTED CONFIDENTIAL DATA >⁶. Together, this increased the overall value of wellbeing services < REDACTED CONFIDENTIAL DATA >. The annual average order value (AOV) also increased < REDACTED CONFIDENTIAL DATA >. And finally, training sales grew < REDACTED CONFIDENTIAL DATA >.

This was < REDACTED CONFIDENTIAL DATA > increase in the value of wellbeing services and the number of retail clients < REDACTED CONFIDENTIAL DATA >, covering < REDACTED CONFIDENTIAL DATA > colleagues.

“BAGGI has helped deliver a transformation of our brand, helping us reach 10s of 1000s of new retail colleagues who needed help who might otherwise not have got the support they required”.

Jamie Malcolm
MD, Retail Trust

5. This reflects in financial terms the impact the Retail Trust have had on the lives of the colleagues they have supported – value comes from amongst other places: decreased pull-on NHS services, improved life opportunities and reduced sick pay claims. All figures are independently verified by Loop.
6. Retail Trust, internal data analysis.

Results continued.

3. Increase the engagement of retail employees and their utilisation of services above the industry benchmarks < REDACTED CONFIDENTIAL DATA >.

The only way to reduce the cost of poor mental health to UK employers, the economy, and the NHS is by reaching the people who matter most – colleagues. The refreshed brand identity has the personality and flexibility to appeal to a wider range of colleagues. The tools and assets created made it more distinctive, recognisable and easier to use coherently across a wealth of different activities.

Historically, engagement in all sectors is low, in many cases below 5%⁷. In fact, prior to the rebrand, the Retail Trust's utilisation was < REDACTED CONFIDENTIAL DATA >. Which is why it was exciting to see the colleague utilisation rate for the top 100 clients increase < REDACTED CONFIDENTIAL DATA >⁸ since the rebrand, a significant increase of people engaging in Retail Trust services.

Indeed, this propels to < REDACTED CONFIDENTIAL DATA > for the top 50 clients, and < REDACTED CONFIDENTIAL DATA > for the top 20 clients, as colleagues become even more engaged with their wellbeing, serving < REDACTED CONFIDENTIAL DATA > colleagues.

There were **9,872** counselling sessions delivered to colleagues in need, a 47% increase. **14,252** calls were taken by the wellbeing helpline, a 10% increase. **3,695** retail colleagues trained at Retail Trust mental health and wellbeing courses, a 48% increase on the previous year. There were **66** critical incident responses with 554 colleagues helped,

a 1000% increase on the previous year. And **£411,081** given in financial aid.

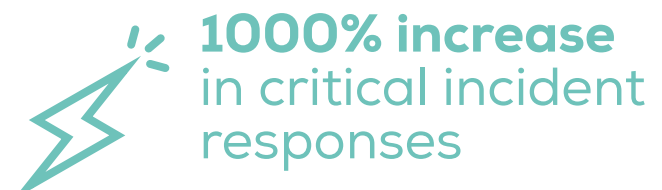
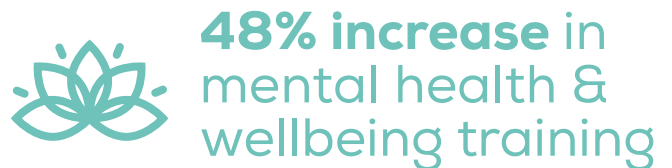
Since it was revamped during the rebrand, there were < REDACTED CONFIDENTIAL DATA > registrations on the consolidated Retail Trust website, where colleagues can access self-help and advice – a < REDACTED CONFIDENTIAL DATA > increase. Backed up by a < REDACTED CONFIDENTIAL DATA > increase in digital self-help amongst retail colleagues.

We also recognised the need to engage colleagues in new ways. In just six months, BAGGI partnered the Trust to create and deliver Together Fest – UK retail's first ever wellbeing festival, held in London during Mental Health Awareness Week. Featuring an all-star line-up of celebrities and wellness champions such as Nicola Roberts, Roman Kemp, Jamie Laing and host Anna Whitehouse, the day included a variety of talks, classes and activities colleagues could take part in.

Remarkably there were < REDACTED CONFIDENTIAL DATA > attendees, with a total social reach of < REDACTED CONFIDENTIAL DATA > and total media reach < REDACTED CONFIDENTIAL DATA >.

“I thought it was a fabulous event. Well organised, well run, with some fantastic sessions.”

Peter Harris
*Learning and Development Partner,
The Works*



Results continued.

4. Attract the backing of UK businesses and high-profile influencers to generate more awareness of the Trust's cause and value.

As a coalition of brands, the Retail Trust and senior leaders have a moral obligation to lead the way, set the standards and celebrate retail. The new branding demonstrated that more businesses and influencers are prepared to partner the Retail Trust – a testimony to the fact that they value both the design's quality and ability to make a difference to people's lives.

An additional < REDACTED CONFIDENTIAL DATA > was raised from partnerships and events from 2021-22. And this continued to grow < REDACTED CONFIDENTIAL DATA >. The Retail Trust has attracted over 100 private sector partners, ambassadors and influencers to partner and endorse the brand, such as Davina McCall, Roman Kemp, Anna Whitehouse, Theo Paphitis and the late Jacqueline Gold, plus key corporate partners including John Lewis, Oracle and New Look.

Fundraising challenges also had an increase < REDACTED CONFIDENTIAL DATA >. No mean feat for a charity brand considering recent global challenges. Media exposure since the rebrand reached < REDACTED CONFIDENTIAL DATA > people in the press,



with a < REDACTED CONFIDENTIAL DATA > increase in the pieces covered. Social reach increased < REDACTED CONFIDENTIAL DATA > year-on-year < REDACTED CONFIDENTIAL DATA >; whilst social engagement on Retail Trust posts increased < REDACTED CONFIDENTIAL DATA > clicks, likes and shares.

The Domestic Abuse campaign partnering Dunelm and the Domestic Abuse Alliance, demonstrated the willingness of more retailers to collaborate – the media reach was < REDACTED CONFIDENTIAL DATA > (featuring Coverage in The Sun & The Mirror). The reach of Retail Trust's Health of Retail report increased < REDACTED CONFIDENTIAL DATA > since the rebrand, including coverage in Bloomberg and Retail Week. In fact, the report was presented to the All-Party Parliamentary Group in the House of Commons on the Future of Retail. Demonstrating the Trust's growing profile.

And finally, the first Retail Trust Leaders' Summit in November 2021 saw 134 senior leaders from 75 organisations including Ann Summers, B&Q, Dyson & Tesco. There was a total social reach of < REDACTED CONFIDENTIAL DATA > people and a total media reach of < REDACTED CONFIDENTIAL DATA >.

Other influencing factors.

Marketing

In 2020-21 during the height of the pandemic, Retail Trust marketing budgets < REDACTED CONFIDENTIAL DATA >. In 2021-22, following the relaunch of the brand identity, budgets < REDACTED CONFIDENTIAL DATA >, developing case studies, buying in data, reports, collateral and social advertising through Facebook. But it's worth noting < REDACTED CONFIDENTIAL DATA > for IT costs, including website hosting.

Overall, this is extremely modest in comparison to commercial EAP providers. The vast majority of marketing activity is through owned channels (social media) and in partnership with retail partners. The Retail Leaders' Summit in November and the colleague wellbeing event Together Fest < REDACTED CONFIDENTIAL DATA >.



Senior Leadership

As with any business that goes through a change of senior leadership it often brings a change of thinking and direction. At the beginning of 2020, Chris Brook-Carter joined as CEO, having formerly been Managing Director of Retail Week, and he recognised the need to reinvigorate the brand to tackle the objectives highlighted. But the rebrand clearly gave the Trust a consistent narrative and relevant beliefs for engaging clients, colleagues and Retail Trust employees.

“Relaunching our purpose, beliefs and identity was a massive part of having a more inclusive culture where everyone feels ‘All in’ (one of the newly defined beliefs). This really broke down the silos that was a characteristic of the culture and the brand previously.”

Jat Khanba
Head of Marketing



Other influencing factors continued.

The Pandemic

Naturally Covid-19, lockdown and furlough had a negative impact on the mental health of people across the UK, and to pinpoint the retail sector as the most severely afflicted with poor mental health as a result would be wholly inaccurate. Nevertheless, the brand helped reach many more retail colleagues to get the support they desperately required and might not have got.

In fact, pre-Covid, retail was already one of the unhappiest sectors to work in even though it actually increased in employee happiness by 4% in 2022⁹. Which would strongly indicate whilst Covid-19 had some impact, the retail sector was already in desperate need for help and still is.



“Compared to other industries, wellbeing in the retail industry continues to perform poorly, yet the scores have steadily improved since pre-pandemic. Specifically, those aged between 25-44 in retail are now happier at work than they were pre-Covid. The pandemic might well have been the catalyst for retailers to take a good look at how they care for the wellbeing of their employees.”

Lord Mark Price

Founder of WorkL (Former MD of Waitrose & Deputy Chairman of John Lewis Partnership)

The need for better wellbeing support in the retail sector, like others, has grown < REDACTED CONFIDENTIAL DATA >. Engagement with the reinvigorated purpose and brand, and the Retail Trust’s specialist knowledge of retail has had a much bigger impact on this growth than the pandemic.

9. Health of Retail Report 2022. WorkL For Business, measures, tracks and improves employee experience. It is the world’s largest live employee experience database, with over 24,000 organisations globally.