

HEALTH WEALTH CAREER

# DEVELOPING AN INSIGHT-LED EMPLOYEE VALUE PROPOSITION

REBA

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**David Wreford, Partner**



MAKE TOMORROW, TODAY



## TO BE EFFECTIVE AN EVP SHOULD\*.....

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- Be defined (51% aren't)
- Be adaptable (25% of organisations have more than one EVP)
- Define a unique proposition (66% don't to any 'moderate degree')
- Inform your reward programmes (78% don't to any 'moderate degree')
- Reflect the experience of working in your organisation (50% don't to any 'moderate degree')

\* Based on 200 respondents

# AND SOCIAL MEDIA MAY NOT BE YOUR FRIEND

AND MAY BE HURTING YOUR BRAND

variety rewarding  
support  
world-class  
learning valued  
dynamic interesting  
challenging

GLASSDOOR

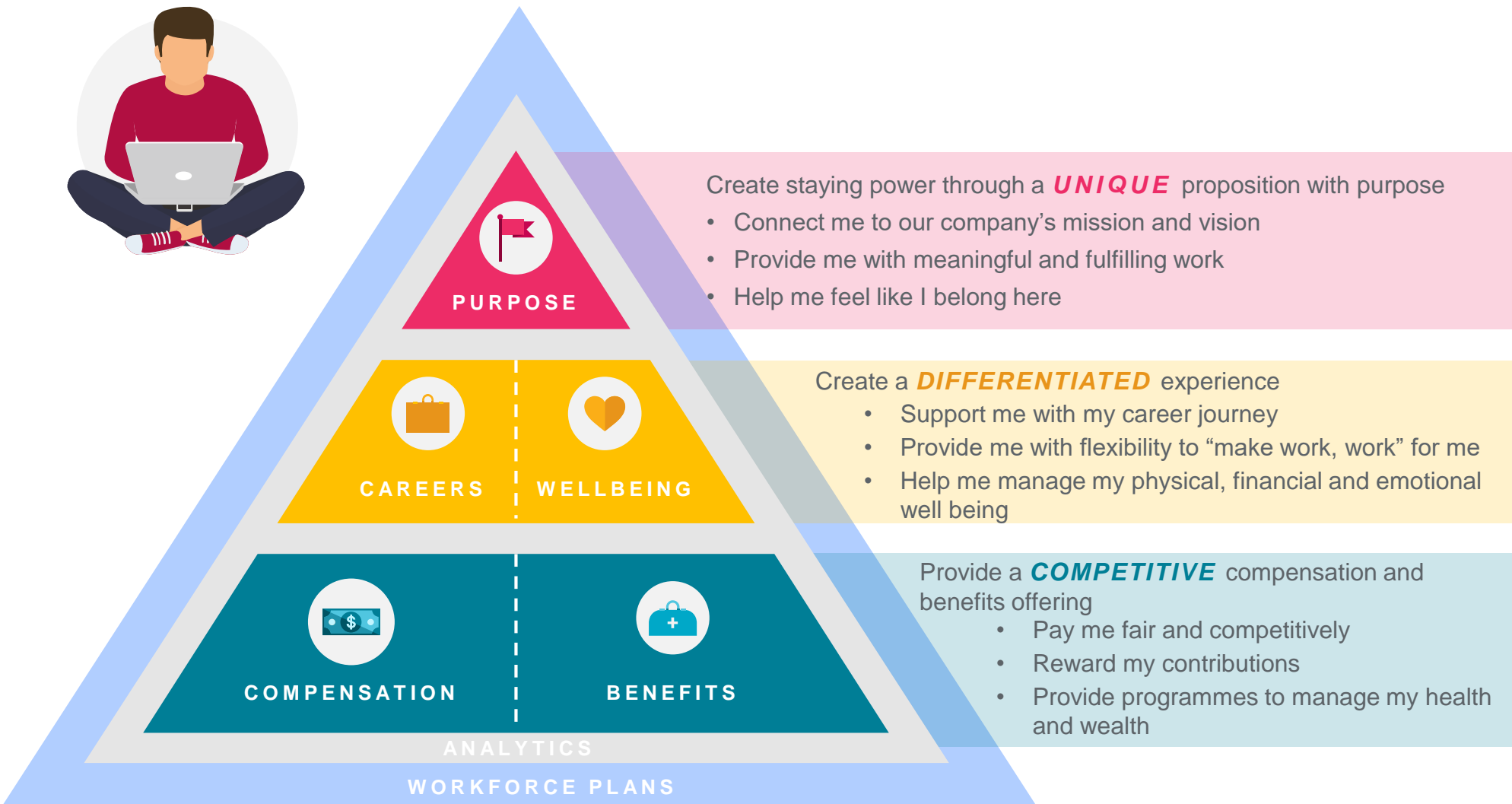
What are your employees  
experiencing?

CO.X WEBSITE

What are you telling candidates?

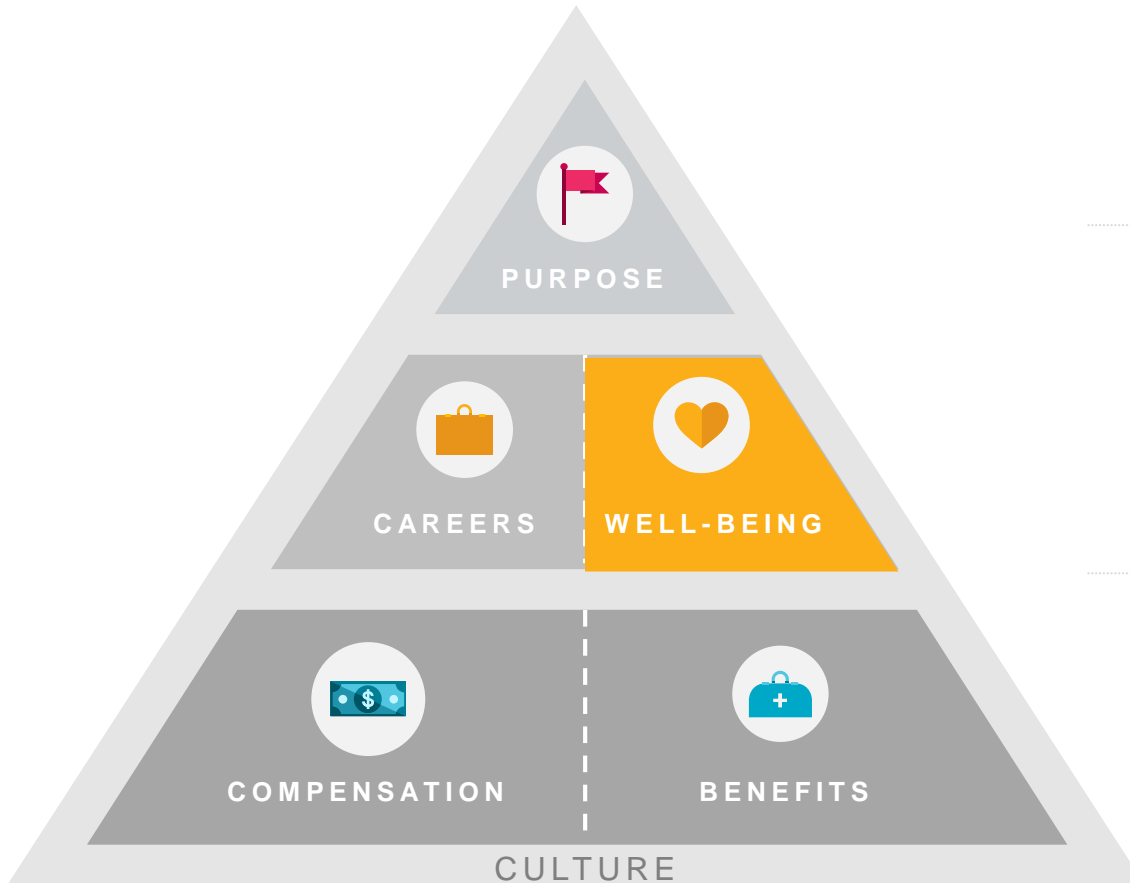
good-pay  
turnover low-morale  
micromanaged top-down  
Poor-leadership security  
uncertainty rewarding ageing  
good-hours unstable old  
interesting out-of-touch  
work-life-balance bureaucratic  
depressing local  
unfriendly traditional

# TAKING A HOLISTIC VIEW



# WHAT'S NEW

## WHAT DO WE MEAN BY WELL-BEING?



### PHYSICAL

Energy, health risk awareness, prevention, nutrition, exercise, sleep

*86 % of the US workforce has at least one chronic disease or is overweight<sup>1</sup>*



### EMOTIONAL

Resilience, mindfulness, stress management, learning, social engagement

*36% of employees lose an hour or more per day at work due to stress<sup>2</sup>*



### FINANCIAL

Debt management, savings, retirement planning, insurance, security

*45% aren't prepared for the unexpected and 40% have less than a month's salary to fall back on<sup>3</sup>*

<sup>1</sup>Centers for Disease Control and Prevention; <sup>2</sup>ComPsych StressPulse<sup>SM</sup> Survey, 2012; <sup>3</sup>Money Advice Service 2016

# FUTURE OF WORK IS CHANGING

## Future of Jobs

GLOBALISATION

ARTIFICIAL  
INTELLIGENCE

DIGITALISATION

CONSUMERISATION

AUTOMATION/  
ROBOTICS

## Future of Talent

MULTIPLE  
GENERATIONS  
AT WORK

PENDING  
RETIREMENT OF  
BABY BOOMERS

RISE OF THE  
FREE AGENT

DIGITAL SOCIAL  
WORLD



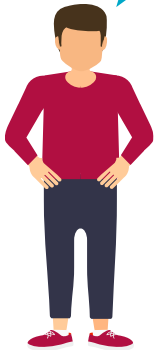
Now is the time for employers to take a fresh look at their  
**employee experience** to create an environment to **thrive...**

# EMPLOYEE ATTITUDES ARE CHANGING

## COMPENSATION AND CAREER IS KING

When asked what would make a positive impact on their work situation, globally rated #1 is:

*Compensation that is fair & market competitive*



*The number 1 ask from UK employees was “Understand my unique interests and skills”*

## CARING FOR MY HEALTH

**53%** of employees want their company to focus more on their health and wellness



**49%** of UK employees want their company to focus more on their health and wellness

## STEERING MY CAREER

**1 in 3** employees do not feel empowered to create their own career success at work



**48%** of UK employees do not feel empowered to create their own career success at work

## MANAGING MY MONEY

Our research shows that employees spend **13 hours** per month worrying about money matters at work



*This figure is consistent within the UK*

## BALANCING MY WORK/LIFE

**56%** want their company to offer more flexible work options and **77%** would consider working on a contract basis



**51%** want their company to offer more flexible work options and **76%** of UK employees would consider working on a contract basis

# MAXIMUM IMPACT AND VALUE

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## THE EMPLOYEE VALUE PROPOSITION NEEDS TO BE...

### INSIGHT LED

It must be based on insights as to what the organisation needs, what your employees actually value, and what your competitors are doing



### PERSONALISED AND FLEXIBLE

A workforce that wants a more personalised at-work experience requires a flexible EVP to include the right mix of attributes to meet a range of priorities over an employee's life-cycle



### HOLISTIC AND INTEGRATED

Employee expectations will vary considerably – from supporting them in building a career, through to simply providing interesting opportunities/competitive pay rates for flexible resources



### COST-EFFECTIVE

The organisation must ensure the programmes are affordable and sustainable



**Above all, the value proposition must be authentic and engaging, and connect with the employees as individuals**



# ANALYTICS

## DATA DRIVEN AND BASED ON SAY AND DO INSIGHTS



*What employees say,  
as measured through:*

Leadership and  
HR perspectives



Focus groups



Employee surveys



Social media sites



Exit surveys



*How employees actually behave,  
as measured through:*

Performance/  
productivity



Engagement



Turnover



Promotability



Rewards programme utilisation

*Human behaviour is complex - we seek to “crack the code” for what will truly drive desired outcomes*

# PERSONALISED OUTCOMES\*

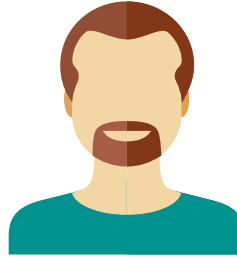
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## STARTERS

*Trusted to be an adult, exposed to new challenges, treated fairly and guided through debt. I still have a life*

- A reputable employer
- Inspiring work opportunities
- Accelerated career
- Debt repayment/short-term loans and investments
- Flexible time-off
- Fair pay
- Discounted benefits



## STRIVERS

*Recognised for my contribution, building my career, balancing domestic responsibilities and costs*

- Competitive compensation
- Mid-term savings
- Family support (benefits & time)
- Recognition for my work
- Clear career path
- Health & wellbeing support
- Secondary education



## MANAGERIAL

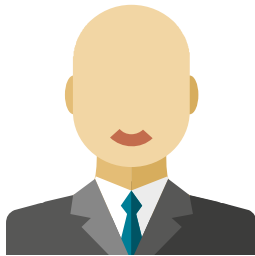
*Rewarded for my success, consolidating my reputation, passing on the benefit of my experience*

- Long-term wealth creation
- Competitive incentives
- Financial guidance
- Access to networks
- Career break(s)
- Health protection
- Giving back to others

# PERSONAS

TARGETED AND BASED ON UNIQUE NEEDS AND DESIRES

*Provides **multiple dynamic lenses** to evaluate programmes*



***Builds relevance** into all programmes to target investments*



*Foundation for a **personalised** experience*



Employee  
demographics

Location  
demographics

Needs

Interests

Behaviours

Communication  
preferences

## *Sample Personas*

STARTERS

LONG-TERM  
LOYALS

URBAN  
AMBITIONS

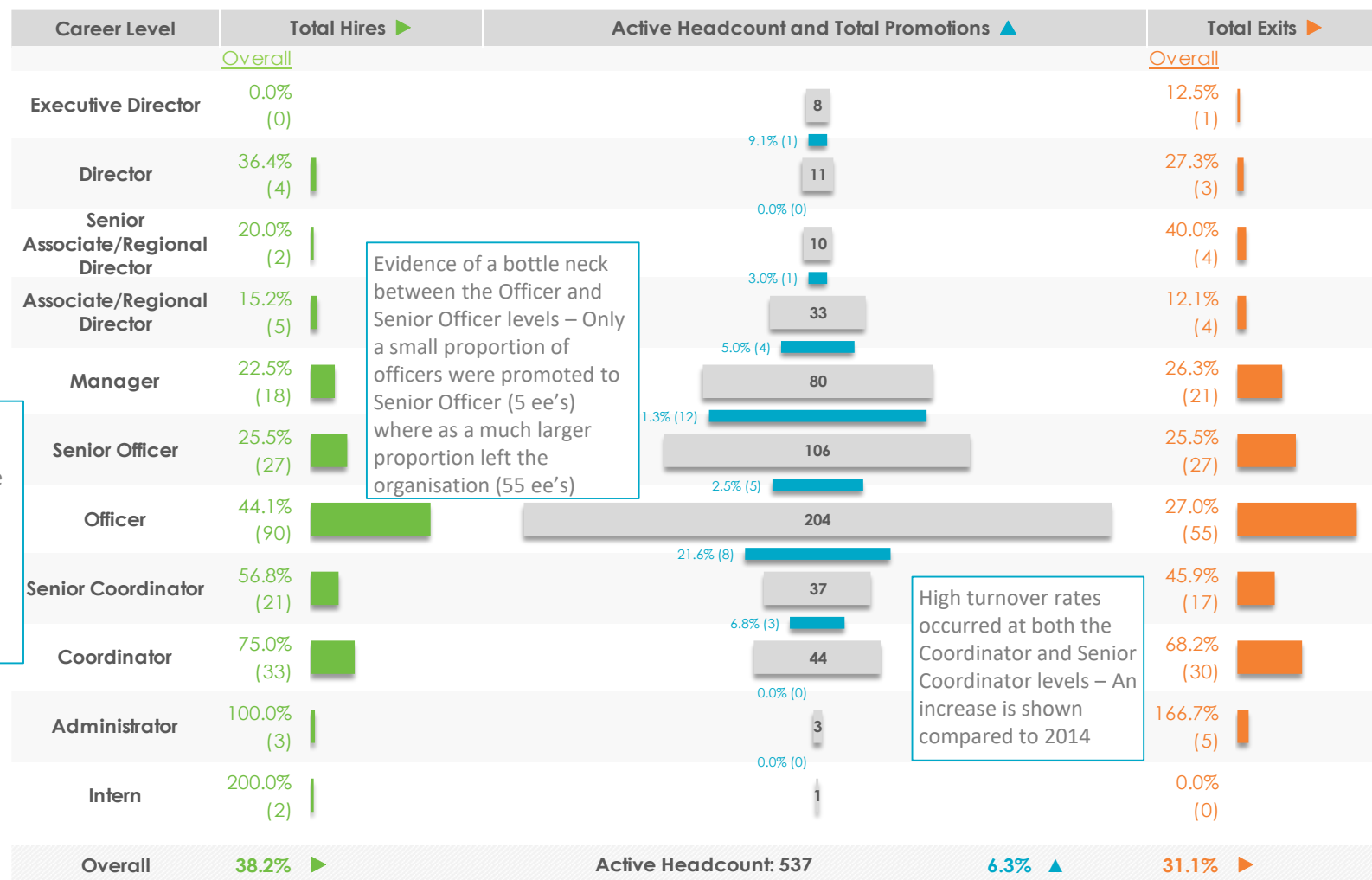
MANAGERIAL  
CORE

STRIVERS

FREE  
AGENT

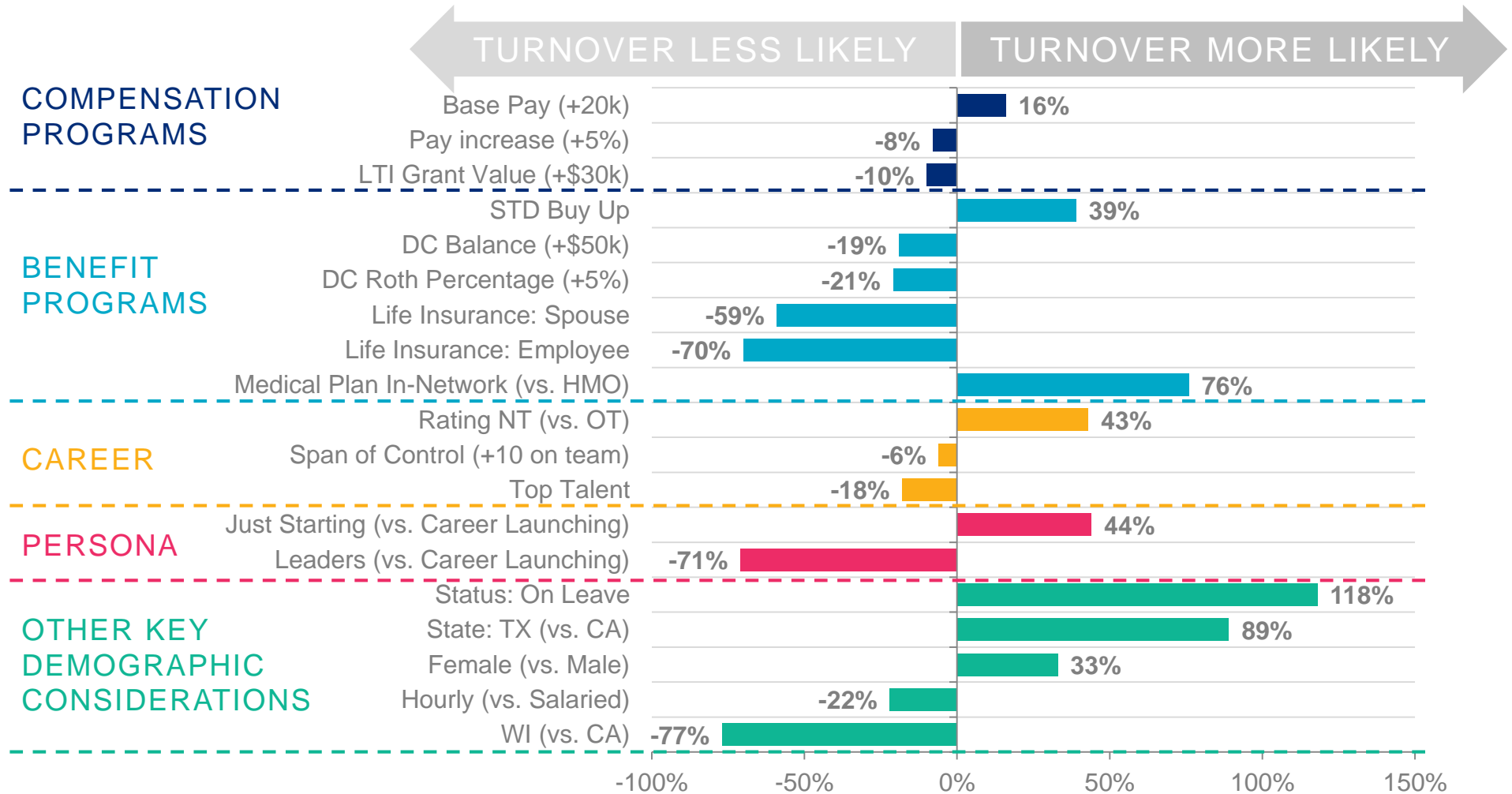
# CASE 1

## INTERNAL LABOUR MARKET ANALYSIS



# CASE 2

## TURNOVER ANALYTICS



PERCENTAGE CHANGE IN TURNOVER PROBABILITY

# ENGAGE AND CONNECT

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*“I get it”*

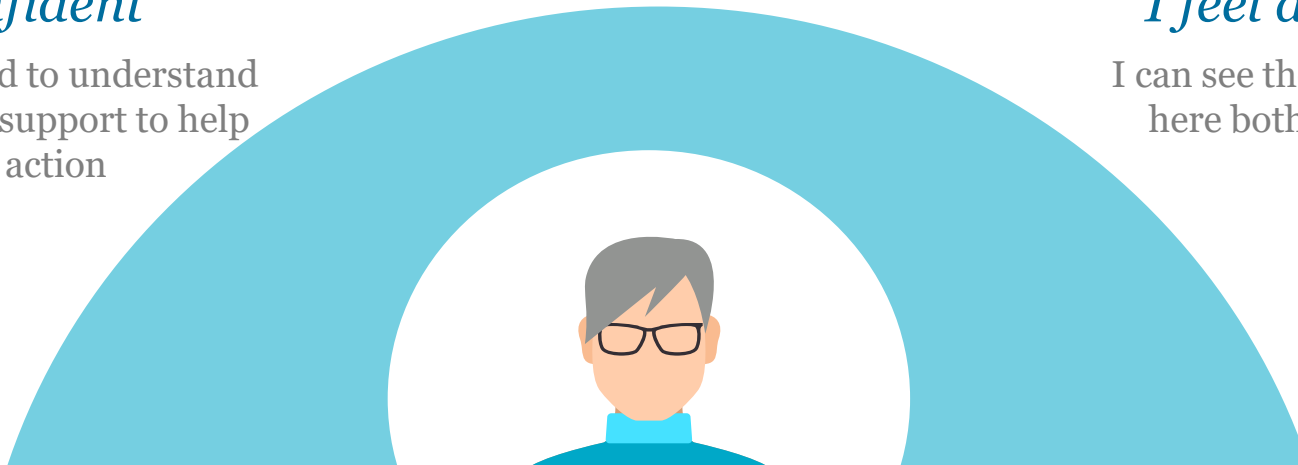
It's simple. This experience feels  
as modern and familiar as the  
consumer sites I already use

*“I’m confident”*

I have what I need to understand  
where I am, and support to help  
me take action

*“I feel appreciated”*

I can see the value of working  
here both now and in the  
future



## ENABLED BY A DIGITAL PLATFORM



CONSUMER  
GRADE  
EXPERIENCE



DATA PRIVATE  
AND SECURE



CAMPAIGNS  
THAT DRIVE  
ACTION



CONTENT THAT  
IS RELEVANT

# CREATE A COMPELLING EXPERIENCE

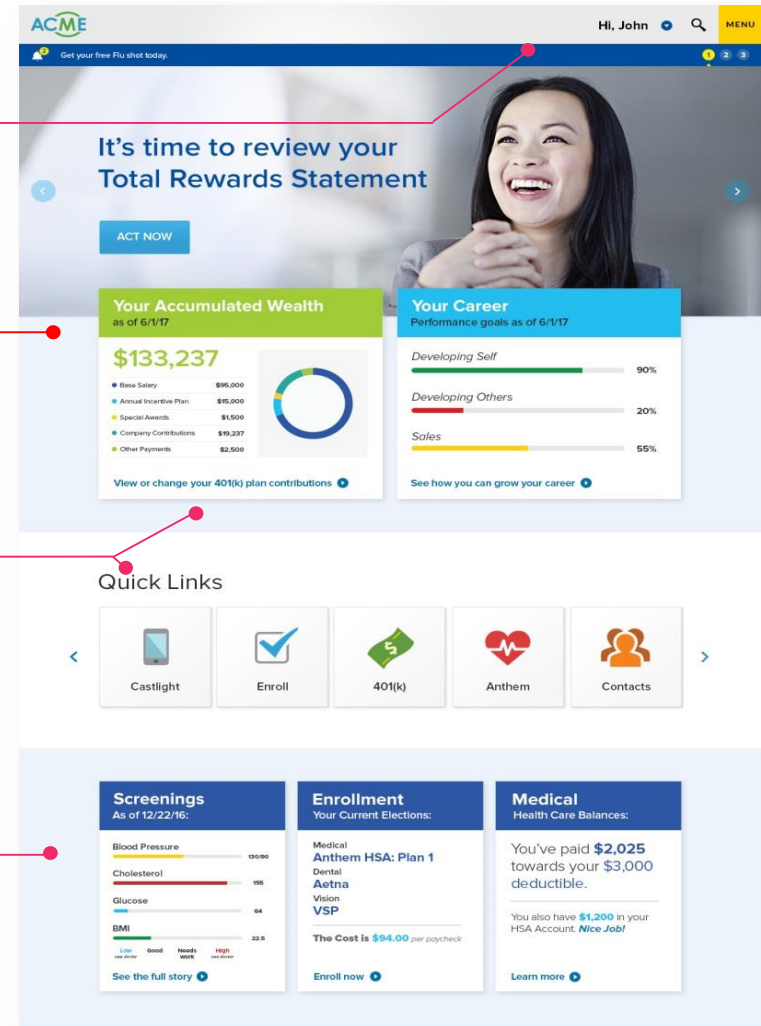
## ENGAGING: AN EXAMPLE IN ACTION

Personalised and authenticated experience that only displays content relevant to the employee

Dashboards provide snapshots in three main topic areas (Wealth, Health, Career)

Quick links put access to the tools, resources and topics that employees use most frequently right on the homepage

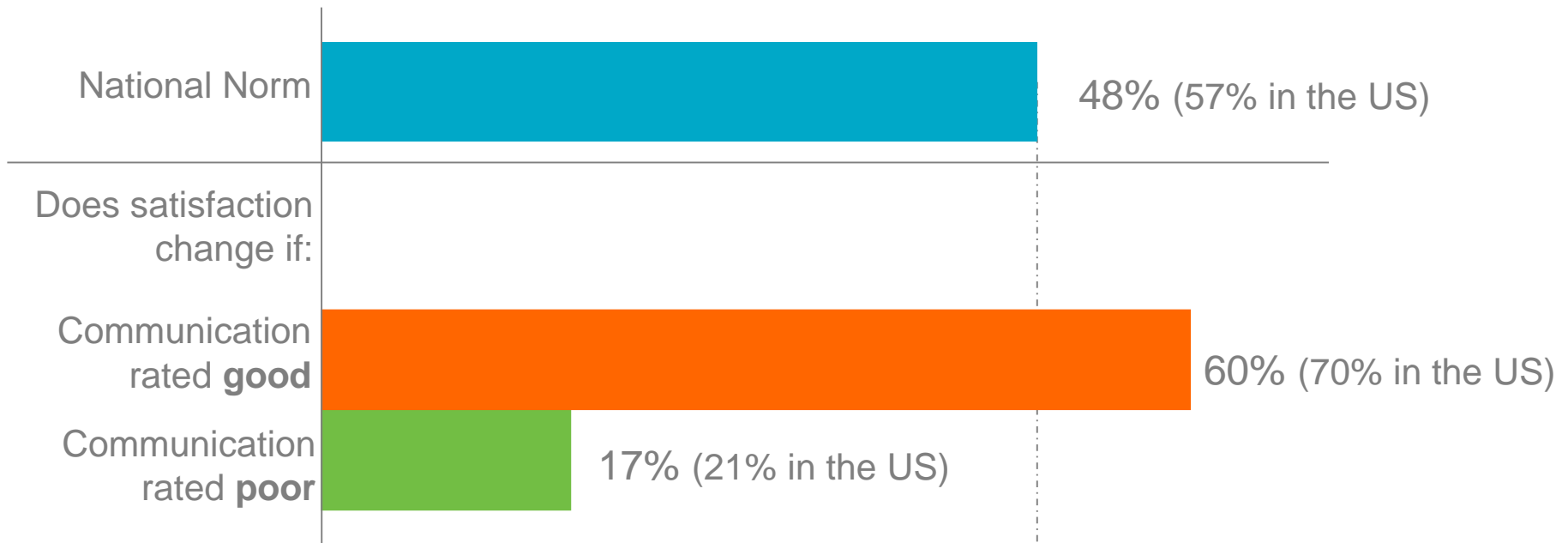
Second level dashboards provide additional personalized dashboards for employees



## MANAGING PAY REVIEW PROCESS

### REWARD SATISFACTION – CORRELATED WITH UNDERSTANDING OF REWARDS

Percentage of employees  
satisfied with their rewards



Source: Mercer's 'What's Working' study 2010

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# INNOVATIVE REWARDS

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## SOME EXAMPLES

- **REI** encourages its employees to get outside by offering two paid days off a year (called "Yay Days") to enjoy their favourite outside activity
- **Salesforce** employees receive six days of paid volunteer time off a year, as well as \$1,000 a year to donate to a charity of their choice
- **World Wildlife Fund** employees take Friday off every other week, also known as "Panda Fridays" at the nonprofit
- **BP** offers working 9 day/fortnight
- **Airbnb**, gives its employees an annual stipend of \$2,000 to travel and stay in an Airbnb listing anywhere in the world
- **Twillo** offers employees a Kindle plus \$30 a month to purchase books
- **Twitter** is well-known for providing perks such as three catered meals a day, but some lesser-known benefits include on-site acupuncture and improv. classes
- **Accenture** covers gender reassignment for their employees as part of their commitment to LGBTQ rights and diversity
- **Epic Systems Corporation** offers employees a paid four-week sabbatical to pursue their creative talents after five years at the company
- **Many companies** encourage employee ownership
- **Missing link** has a free tattoo studio and a shooting range
- **Peer 1 hosting** where 'putting your feet up' is a rule
- **Zappos'** clear desk policy bans clear desks. Bonus budgets are cascaded to employees to award sideways

# INNOVATIVE REWARDS

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## SOME EXAMPLES

- **Asana** employees have access to executive and life-coaching services outside of the company.
- **Big Pharma** allows employees a year off on full pay to work with a charity
- **3M** and **Shazam** encourage employees to pursue innovative research in work time
- **Patagonia** encourages its employees to surf and bring their children in. **Burton** provides ski passes and 'snow days'
- **Goodman Masson** offers a mortgage fund (individual to deposit 20% of their basic salary for a three-year period into the fund, and at the end of this the organisation will top it up by 50%. Employees can also deposit their bonuses, and at the end of the three years, employer will add 33%). **Terra Firma** have halved graduate salaries (still £35k) and scrapped bonus but will pay for a deposit on a house/flat in London
- **Big FMCG** promotes a team recognition programme that offers top performing teams the opportunity to go one leg of the Clipper round the world race
- **Shire** offers childcare and eldercare management services
- **Various social media companies and dot coms** offer unlimited paid time off (Kickstarter has removed it)
- **Morgan Stanley** offer one month sabbaticals to new VPs. **Plenty of others** allow employees to accrue for future sabbaticals through banked leave
- **GSK** and **J&J** and others offer fertility benefits
- **PwC** offers its employees \$1,200 per year for student loan debt reimbursement
- **Akroya** cleans employees' houses every two weeks
- **Neil Woodford** and **Daniel Godfrey** (asset managers) have removed bonuses

# OUR REPRESENTATIVES ARE HERE TO DISCUSS



Will Brown  
Principal  
Mercer Wealth



Jason Oliver  
Principal & Client Leader  
Mercer



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