

Taking a value adding and commercial approach to Reward

REBA Innovation Day

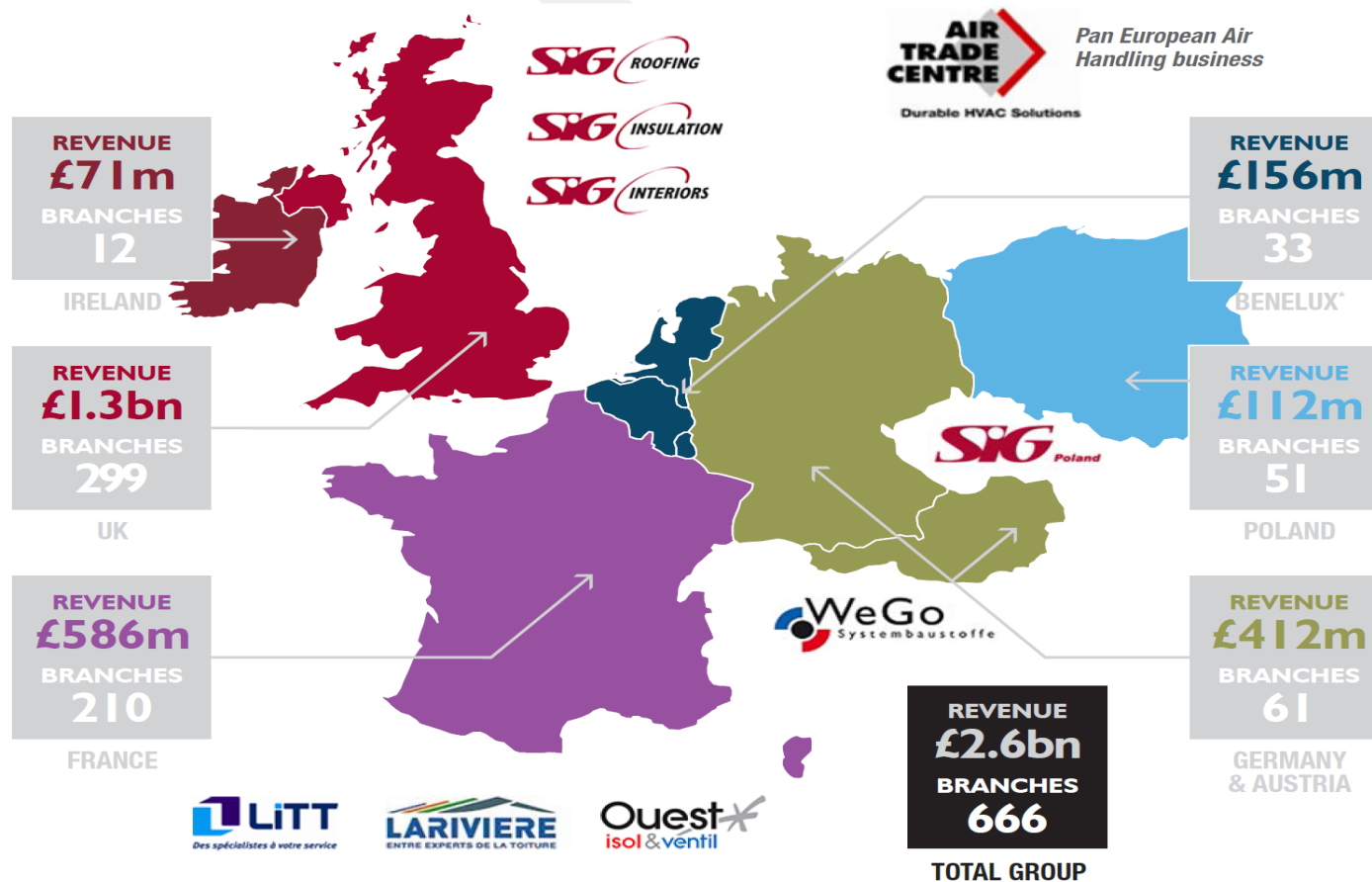
London, November 2017



Who am I?

The logo for SIG, featuring the letters 'SIG' in a stylized, bold, red font.The logo for orange, consisting of an orange square with the word 'orange' in white lowercase letters and a small trademark symbol.The logo for serco, with the word 'serco' in a black, lowercase, sans-serif font, and a small red underline under the 'o'.The logo for T-Mobile, featuring a magenta 'T' followed by a magenta dot and the word 'Mobile' in a magenta, sans-serif font.The logo for Yell, featuring a yellow square with a black stylized 'Y' and the word 'Yell' in a bold, black, sans-serif font.The logo for WILLIAMS LEA, featuring a blue square with a white stylized 'X' and the text 'WILLIAMS LEA' in a bold, blue, sans-serif font, with 'corporate information solutions' in a smaller, blue, sans-serif font below it.The logo for CLEANAWAY, featuring the word 'CLEANAWAY' in a bold, black, sans-serif font, with a blue horizontal bar above it and a blue vertical bar to its right, and 'A Brambles Company' in a smaller, black, sans-serif font below it.The logo for Brambles, featuring the word 'Brambles' in a bold, orange, sans-serif font, with 'INDUSTRIAL SERVICES' in a smaller, orange, sans-serif font below it.The logo for amey, featuring the word 'amey' in a blue, sans-serif font, with a stylized blue and white graphic element to its right.The logo for bhpbilliton, featuring a stylized orange and red graphic element followed by the text 'bhpbilliton' in a bold, black, sans-serif font, and 'resourcing the future' in a smaller, blue, sans-serif font to its right.A logo featuring a stylized tree with many colorful human figures as branches, with the word 'SIG' in a bold, red, sans-serif font below it, and 'STRONGER TOGETHER' in a smaller, red, sans-serif font below that.

SIG – FTSE 250 business



Demonstrating and delivering the Commercial Value of Reward

- ❑ increasing your impact by presenting Reward as a commercial and value-adding function
- ❑ building credibility and influencing skills to make a difference in your organisation
- ❑ proving your understanding of the business and impact on the bottom line
- ❑ becoming a trusted reward advisor to the Board and Leadership team
- ❑ quantifying the value that your reward strategy is adding to the organisation
- ❑ using the “value wall” model to progress from basic metrics to predictions



My view

Technical skills
are a given,
business impact
is key

Demonstrating an
understanding of the
broader business
environment is critical

You will build
influence through
broadening
relationships

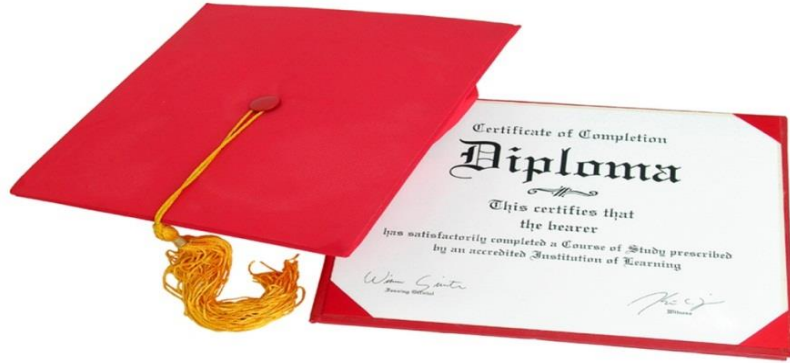
Use data and
analytics to
build your
business case

Understand the numbers
and the impact you can
have on the bottom line

You need to get involved,
develop strong networks
and find the “win win”

“Reward”
needs above
all to deliver

Technical skills are a given, business impact is key



Understand the business & broader environment



Building credibility and trust



Think and act as a Trusted Advisor

The Trust Equation



Maister, "The Trusted Advisor"



Influence and find the win win



INNOVATION
SUCCESSION
EVALUATION
DEVELOPMENT
GROWTH
PRODUCTION
MARKETING

ANALYSIS
SOLUTION
PROCESS
OBJECTIVES
TEAMWORK
VISION
SALES



Get involved and network



Build influence by broadening relationships



Using data and analytics

“The translation of a fresh understanding of the organisation into creative and relevant solutions in the areas that matter most.”

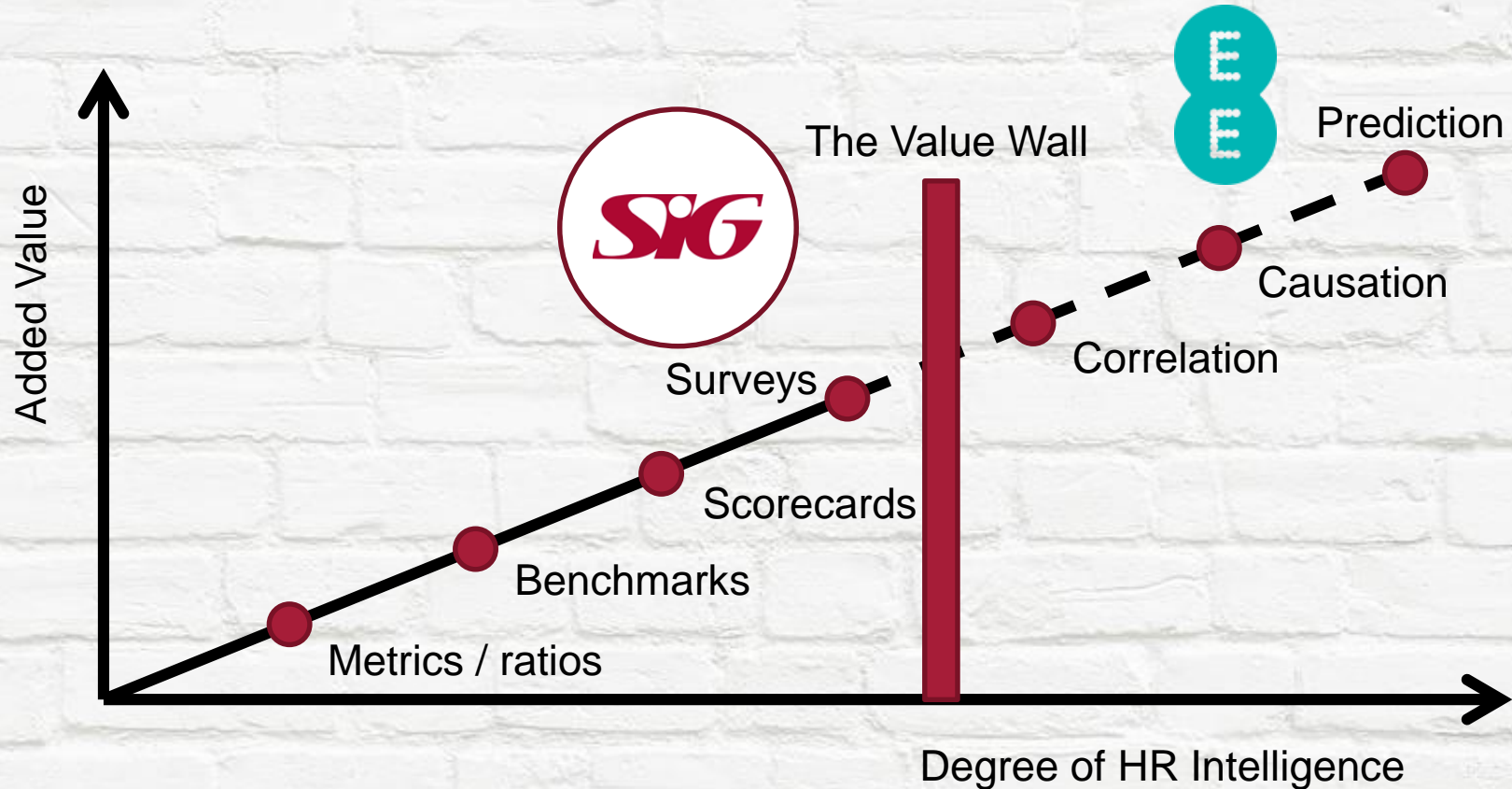
“Insight-driven HR is the future of the HR function – more apposite still, insight-driven HR is designed to secure the future of organisations.”

Next Generation HR – Insight Driven; Nov 2011; CIPD

**We need good insight,
it's more than just information**



It's about adding value



Effective Use of Benchmarks

The **2012 Allied Workforce Mobility** study showed that organisations lost nearly a quarter of all new employees in one year. Major contributing factors were poor onboarding programmes and lack of training.

The **Society for Human Resource Management** (SHRM) describes the cost of replacing an employee as **50 – 250%** of annual salary and benefits.

The **Aberdeen Group Onboarding Benchmarking Report** shows that effective onboarding improved retention rates by **52%** and time to productivity by **60%**.

Plus long term benefits of successful onboarding include increased job satisfaction and organisational commitment.

Gallup research shows that a disengaged employee costs an organisation nearly **\$3,400** for every **\$10,000** of salary. **HCI data** shows that organisations with highly engaged employees can decrease turnover by **87%**. Companies with high engagement are **12%** more profitable and **18%** more productive.



Some practical advice

- ✓ Know your business and your audience
- ✓ Anticipate questions, be prepared
- ✓ Have supporting material ready
- ✓ Use data/analytics
- ✓ Demonstrate the business case
- ✓ Show value (talk about the why not the what)
- ✓ Have the courage of your convictions
- ✓ Be bold!



Reward adding value – it's up to us



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