

Your Guide to the New Employee Value Proposition

How to evolve and future-proof your EVP for
the new employee-employer relationship



Table of Contents

| | |
|-----------|--|
| 3 | Introduction |
| 4 | Redefining the Employee Value Proposition |
| 8 | Your EVP as Your Competitive Advantage |
| 20 | Transform your EVP to Boost Employee Engagement |
| 23 | Conclusion |



Introduction

Your first guess might be that the most important thing to a prospective employee is salary. But the reality is that there are many other pieces that round out a complete Employee Value Proposition, and salary is only one of them. That's especially true in today's ever-changing world, where the COVID-19 pandemic has dramatically shifted the employee-employer relationship.

Put simply, an Employee Value Proposition (EVP) answers the questions: 'Why do people work here?' and 'What's special about your company?'

An EVP combines every aspect of the employee experience, from salary to the wellbeing allowance offered to the weekly leadership blog. It's all the things that make your organisation an attractive place to work.

HR leaders realise the EVP must change from 'we want to keep you here' to 'we want to keep you inspired and supported here.' And this shift in attitude to form the 'New Employee Value Proposition' has been largely sparked by the COVID-19 pandemic and how employers have responded to the needs of employees during the international crisis.

In this eBook, we'll explore:

- **Where the 'New EVP' came from and how to define it.**
- **How to craft a compelling EVP to gain a competitive advantage.**
- **Stories from leading businesses on how they've transformed their EVP focus for the future.**

Depending where your business priorities are, this could mean a big shift, or small changes to enhance what's already working well for you. Together, we'll come up with the right formula to better connect, recognise and support your people.

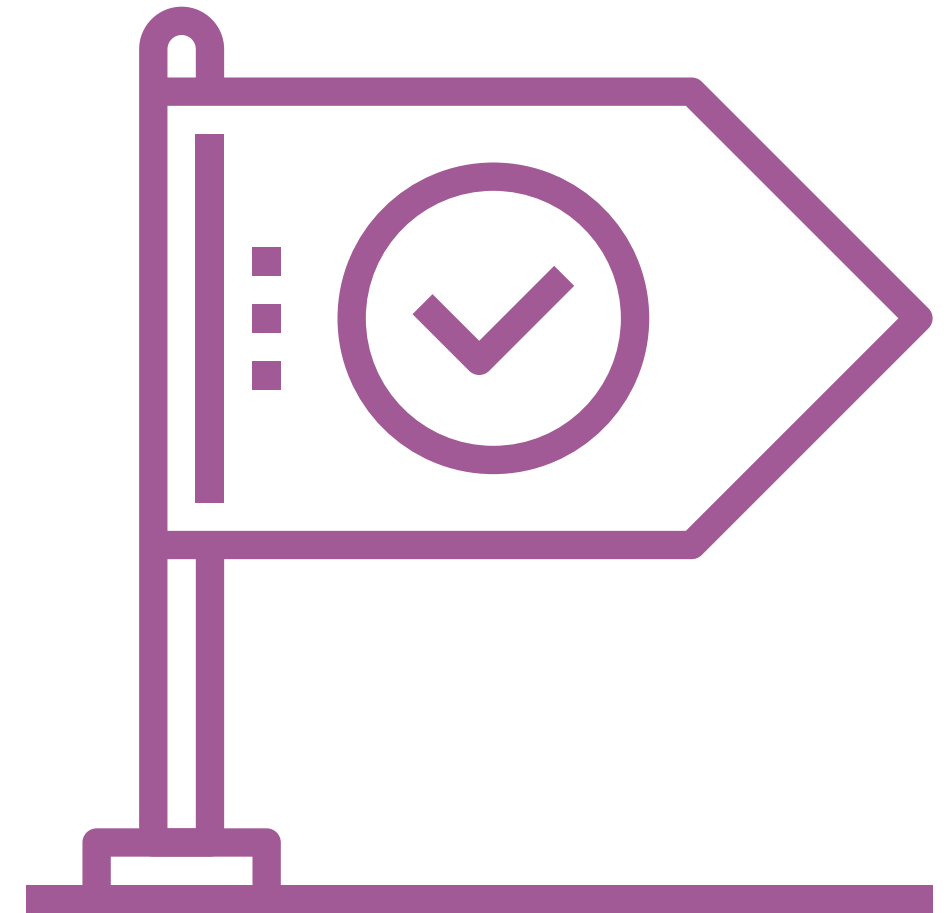
Let's get started,

Robert Hicks

Group HR Director

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Redefining the Employee Value Proposition



According to a recent survey of global HR leaders and employees, we found:

Employees who said their company has handled COVID-19 well indicated they believe this is a result of their employer:

42% having the right workplace tools and technologies in place

38% maintaining regular communication

35% taking steps to ensure employee wellbeing

Source: Reward Gateway survey, 2020

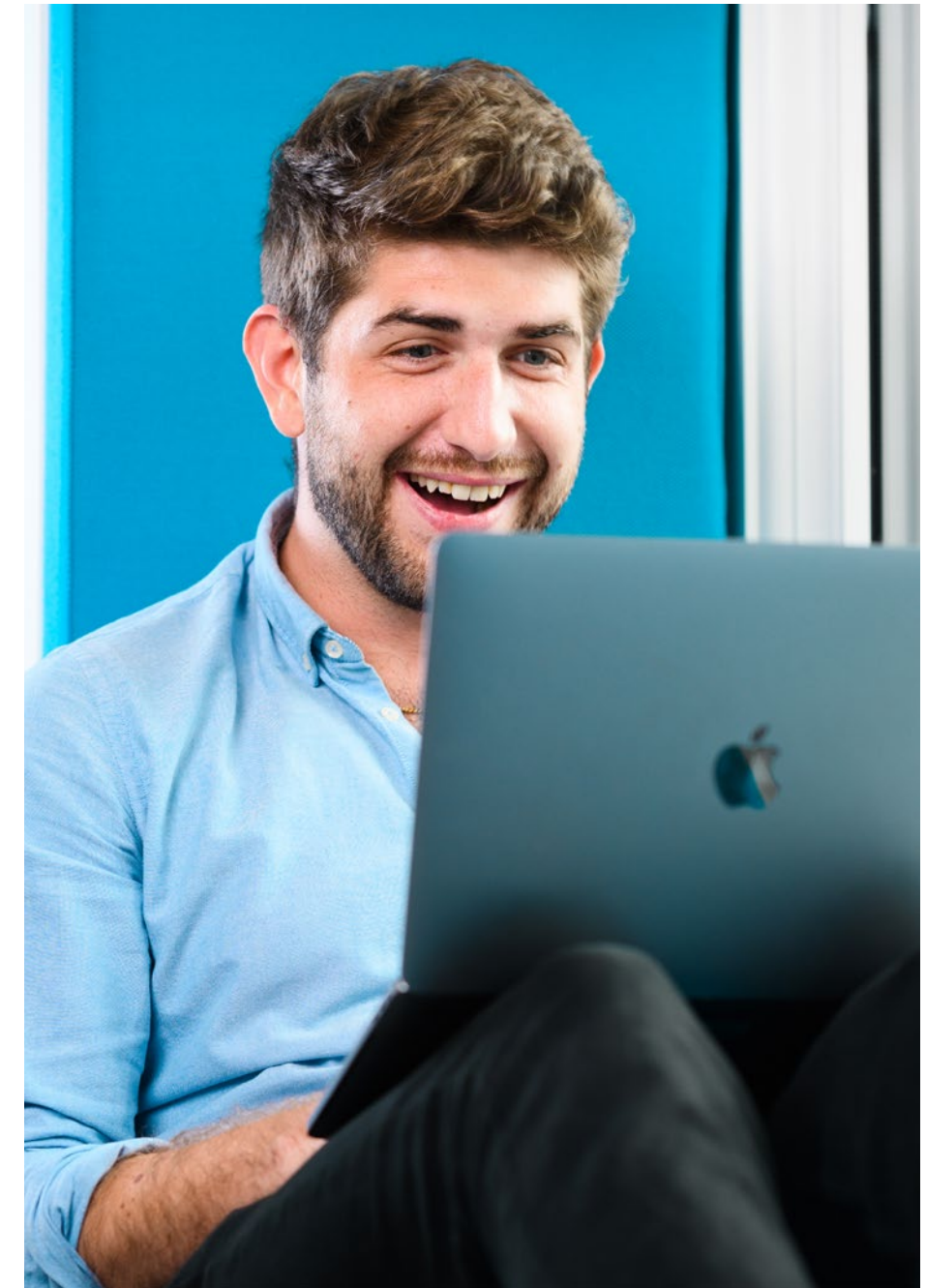
Today, business leaders have to look at their overall EVP through the lens of the changing needs of employees shaped by the COVID-19 pandemic. Now the EVP must focus on inspiring and supporting employees with

initiatives and technology that can help make a meaningful impact on your employees' day-to-day lives, in and outside of work.

What does all this mean for HR managers?

To attract and keep the best talent at your company, you need to think beyond the salary and consider how your company can create an environment and a culture where employees can thrive, no matter where or how they are working.

To stand out to the best candidates, you must share your organisation's compelling story that highlights the unique combination of support, benefits and perks, as well as the organisation's purpose, mission and values. This will help to define the characteristics and overall appeal of working for your organisation above others.



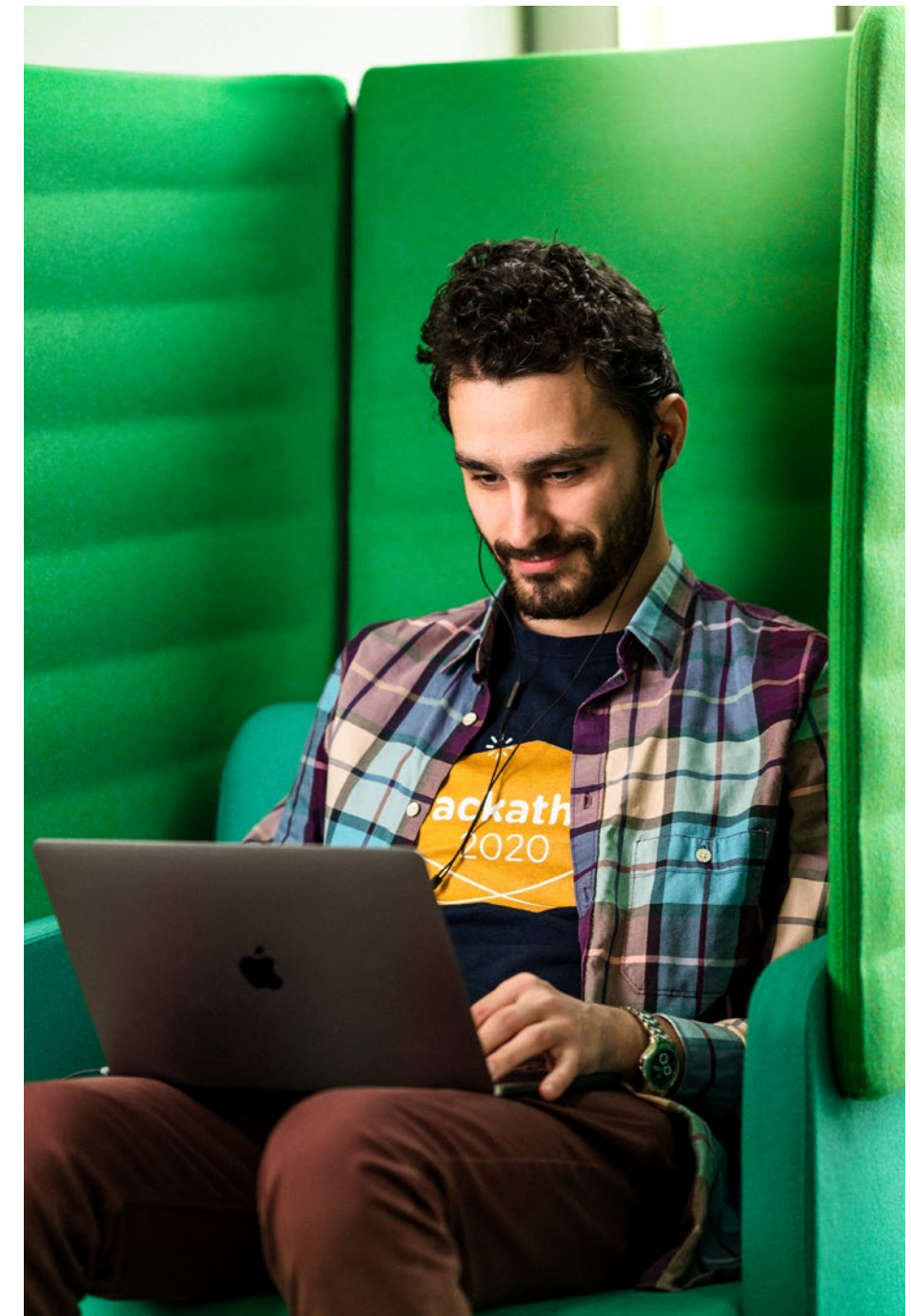
A recent report from Gartner found that employers that support employees with their life experience see a 21% increase in the number of high performers compared to organisations that don't provide that same degree of support to their employees.

The 'New EVP' must follow suit, looking at far more than an employer's benefit package to ensure that organisations are doing their best to inspire and support their people. In the past, HR may have competed for talent by piling on a high volume of benefits or novelty perks, like Friday beers, or pawternity.

Now, with remote working contributing to a sense of isolation, parents juggling remote schooling, and the lack of in-person events, HR leaders are providing new ways to meaningfully connect and support their employees to create an inspiring culture.

Along the way, HR has gained confidence in using technology to enhance morale and improve productivity in employees, and profitability in their business, particularly in the areas of reward and recognition, benefits, wellbeing and communications.

Even in a post-COVID-19 world, employees are expecting flexible working and hybrid work models that allow them to work from anywhere, at any time to continue. This means the makeup of an organisation's EVP staples must continue to extend far beyond the office walls, be flexible, personalised and easier to access and use. This is where technology can be critically important to reach employees in a way that makes sense for their day to day.



While there are countless ways to build your EVP, the organisations that will thrive in the future are paying close attention to core ways to evolve. Here are a few to keep in mind:

| Then | Now |
|--|--|
| <p>Quantity Employers who have long lists of perks stand out as competitive, without delivering on impact for employees</p> | <p>Quality Employers use reduced budget to focus on meaningful perks that will impact their employees' day-to-day lives, and their families' lives, too</p> |
| <p>A top-down strategy HR 'tells' employees what they receive and when they're allowed to use benefits</p> | <p>A bottoms-up strategy Employers give employees the power to choose how and when they engage with benefits</p> |
| <p>One-size-fits-all All employees receive same benefit, regardless of tenure or demographic</p> | <p>Personalisation is key Tailoring EVP to suit a multi-demographic workforce for all stages of employee lifecycle</p> |
| <p>Rigid salary and workspace requirements Expected salary requirements and pay rises</p> | <p>More opportunities to stretch income Innovative reward and benefit programmes to increase take-home pay</p> |
| <p>Work vs. personal life separate (competing) entities Employees locked into 9-5 hours with little flexibility</p> | <p>Acceptance of hybrid and flexible working Employees looking for more autonomy over how and when they work</p> |

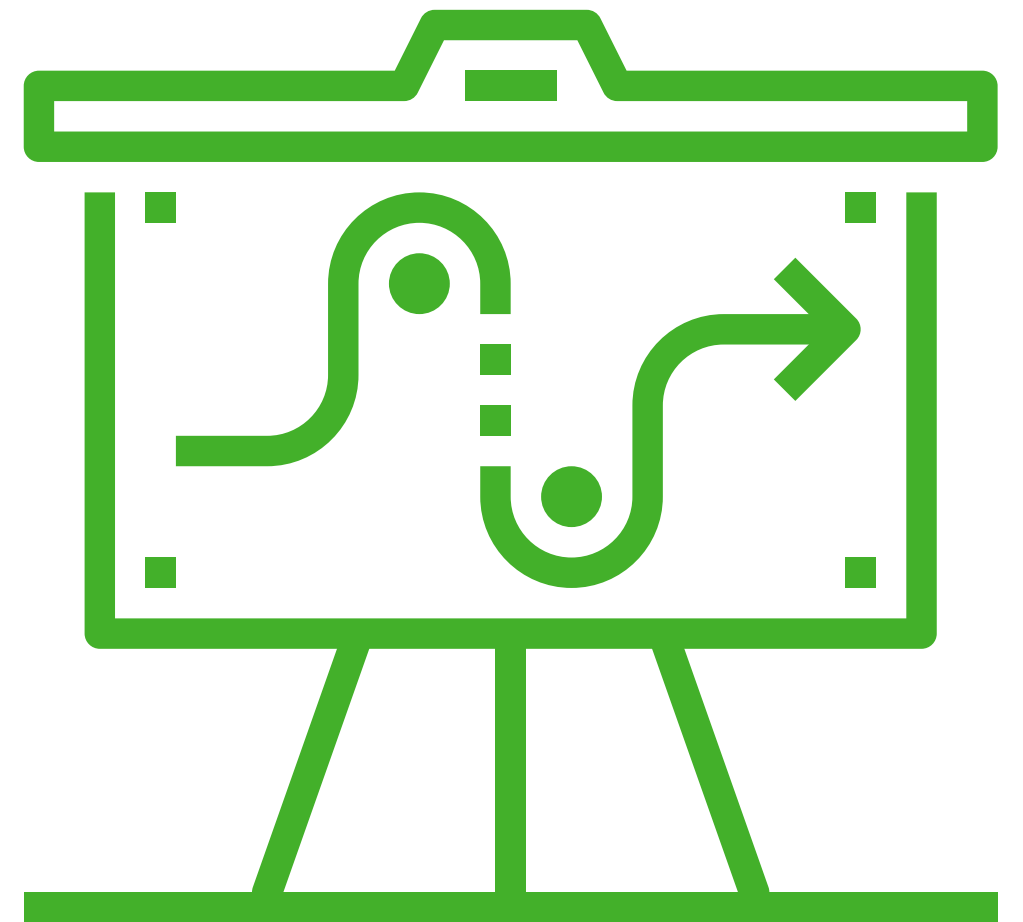
Most people assume that pay is the most attractive thing about a job, but it's worth remembering all the other reasons someone wants to work for an organisation. For example, does the organisation offer development opportunities and training courses? Can employees take control and ownership of their day to work when and where it suits them? Does your organisation foster open and honest communication from the top-down?

The key to developing a strong EVP is creating that 'People Deal' that will excite, motivate and engage your new starters, your veterans and everyone in between.

Ask yourself, what are the goals you've set for your people to thrive? How does your EVP support and inspire them to deliver on what benefits them, and the business?



Your EVP as Your Competitive Advantage



Now that you have an idea of what an EVP is, you can start to refine it to make your organisation competitive in the employee marketplace.

A couple places to start could be to expand your workplace benefits, add meaningful employee perks, reevaluating and potentially making changes to your company culture and taking a hard look at how you reward and recognise great work.

Your EVP is a driving contributor to attracting and retaining an engaged workforce. **Essentially, your EVP is the ‘why.’** Why would candidates choose your organisation over others?

Here are four goals to consider as you develop a competitive EVP:

1. Your EVP should be unique to you.

It should incorporate your corporate brand, your employer brand, your vision, mission and values. Work with your executive leadership to develop a clear mission statement that makes your organisation special. Think about the reasons why your organisation is a great place to work and include those in your values.

2. Your EVP should be relevant.

It should be meaningful to the people you employ. Be sure to think strategically about your workforce demographic. Who are they? What are their interests? What are their lifestyle needs? Develop programmes and benefits that appeal directly to them.

3. Your EVP should be compelling.

It should evoke interest and excitement in a powerful way. Explore new and fresh initiatives that will deliver an even better experience to your people. Provide perks that demonstrate that you understand what your employees need and truly want to offer meaningful support.

4. Your EVP should evolve.

What separates the ‘good’ from the ‘great’ EVPs is admitting when things need to change, and being open to the evolution of your EVP. What may have been core to your EVP as a small start-up of 10 can differ widely from an international, 1,000+ strong business.

Many of the leading employers are providing benefits that are both unique and surprising, relevant to their organisation and meaningful to the employees they want to attract. One of my favourite employee perks is our family leave, which is up to three months paid leave to take care of your family.

Recently, the Office of National Statistics reported nearly one in four adults have said that COVID-19 was affecting their household finances, with the top concerns labelled as reduced income, using savings to cover living costs and struggling to pay bills. A focus on providing employees with practical, financial support is something I've seen lately as employers continue to navigate the COVID-19 pandemic.



Other benefits you may consider:

| Work-from-home bundles | Access to an Employee Assistance Programme (EAP) | Providing a salary advance or small loan | Book benefit | Sponsor an employer-led boot camp series |
|--|---|---|--|---|
| Give your people the tools they need to do their job — a stipend for a new desk, chair or even extra monitor | Reduce stress and boost employee wellbeing | Help alleviate the pressure of staying on top of rent, mortgage repayments or ongoing bills | Consider making all professional development books free of charge so employees can further their education, no matter where they are | No gym access? Give employees the tools and resources to work out at home |

If you're interested in innovative benefits, here are a few that my colleagues offer to our clients:



Employee discounts:

Reward Gateway offers an **employee discounts scheme** which can extend your employees' income without the expense of a company-wide pay rise. The programme provides vouchers, instant discounts and Cashback to hundreds of top retailers, from groceries to fashion to travel.

Atos was looking to evolve its company benefits, alongside recognition, to engage its nearly 10,000 employees. While Atos offered a wide range of benefits such as private medical, charity giving and income protection, engagement and awareness of these benefits was low, leading to the need for a centralised location for all benefits.



Atos's EVP focus



Boosting engagement
through series of mergers
and acquisitions



End goal of becoming a
'Great Place to Work'



Benefits needed to reach
diverse demographic of
workers



Centralise all the elements
of EVP in one place

With the introduction of the 'Prosper' platform, Atos has combined discounts, benefits, wellbeing and recognition in one centralised location, leading to:

75% engagement with platform

Average annual savings of £1,000 per employee

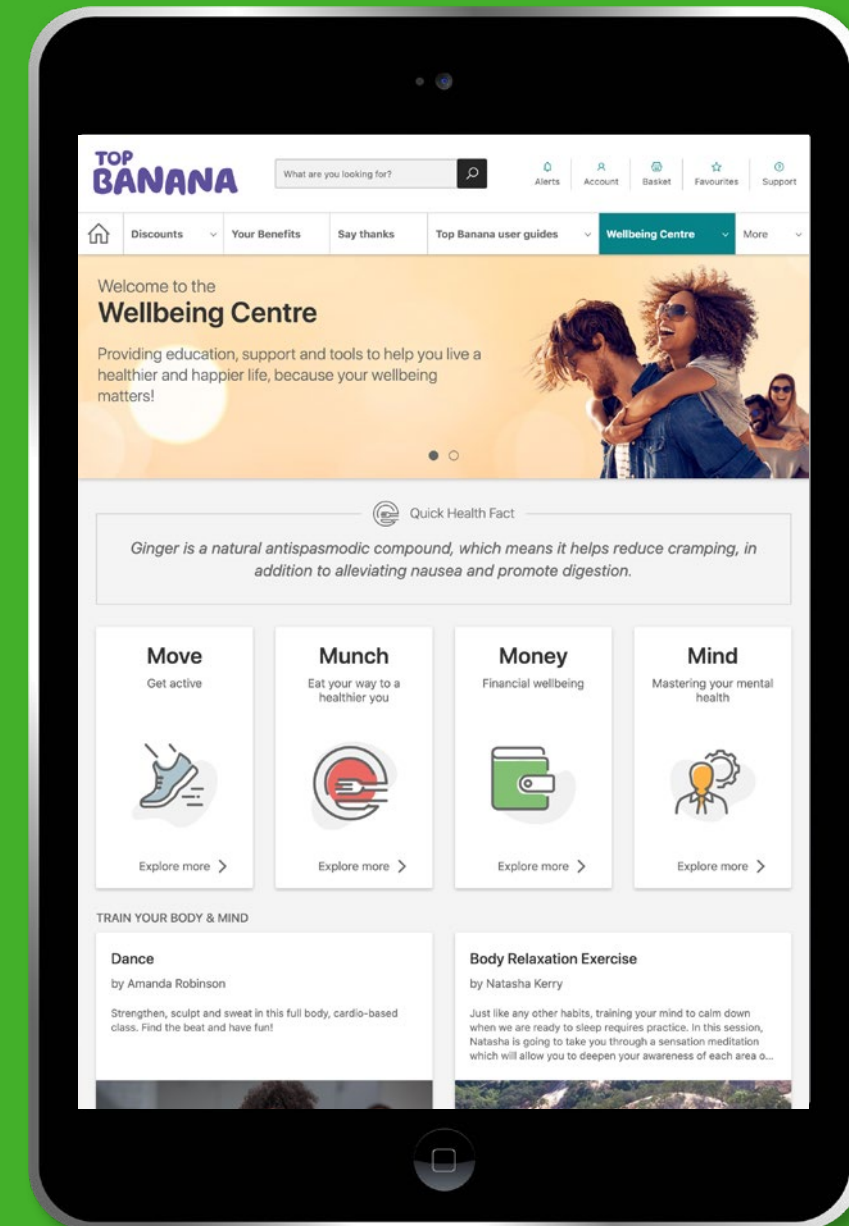
5 out of 5 rating for the total benefits package

MACMILLAN CANCER SUPPORT

Employee wellbeing solutions:

From a plug-and-play solution to a fully tailored, branded wellbeing platform, we can support your organisation wherever you are in your wellbeing journey to develop an offering that's personal, proactive and inclusive. Some of our offerings include a **Wellbeing Centre**, **Employee Assistance Programme** schemes and a **Healthcare Cash Plan**.

Macmillan has focussed on employee wellbeing as a result of the outbreak of COVID-19, where hundreds of its nurses and healthcare professionals were facing disrupted work routines, uncertainty and burnout because of elevated workloads.



Macmillan's EVP focus



Keeping employees
connected



Offering preventative
support



Focussing on
mental health



Providing critical
support

The introduction of the platform has led to:

**More than 25% of employees engaged
with platform**

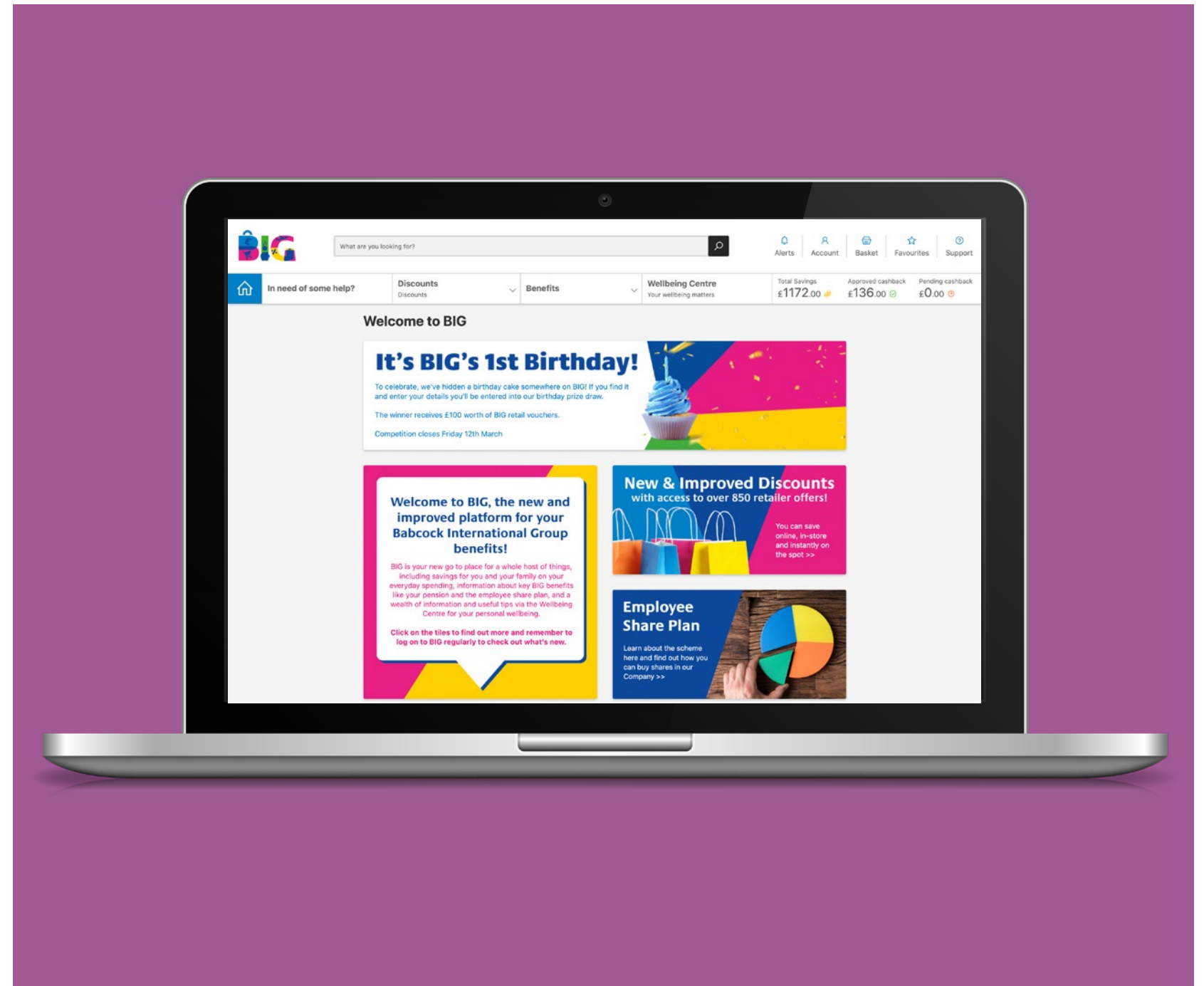
**30% of employees using Wellbeing Centre
resources**



Salary sacrifice benefits:

Salary sacrifice schemes are powerful employee benefits that can help your workforce's wallets. Reward Gateway programmes are fully customisable, employer-branded and integrated into a one-stop-shop employee benefits platform for an enhanced employee experience. Offerings include Cycle to Work, Holiday Trading, Car Benefit and SmartTech™, which helps employees get the latest technology with instant access to free financing on tons of technology products.

Babcock International Group reinvented its benefits strategy with a centralised, consistent employee experience to improve its overall EVP for its multi-generational, dispersed workforce, many of whom don't use computers in their day-to-day role.



Babcock International Group's EVP focus



Developing a strong internal brand ('BIG Benefits')



Offering a comprehensive selection of benefits for a broad workforce demographic



Making benefits easy to access and engage with



Tailoring benefits messages for different departments and locations

With a broad offering including discounts, holiday trading, childcare vouchers, EAP and a healthcare cash plan, there's something for everyone now at Babcock, with the platform leading to:

53% engagement from 10k+ employees

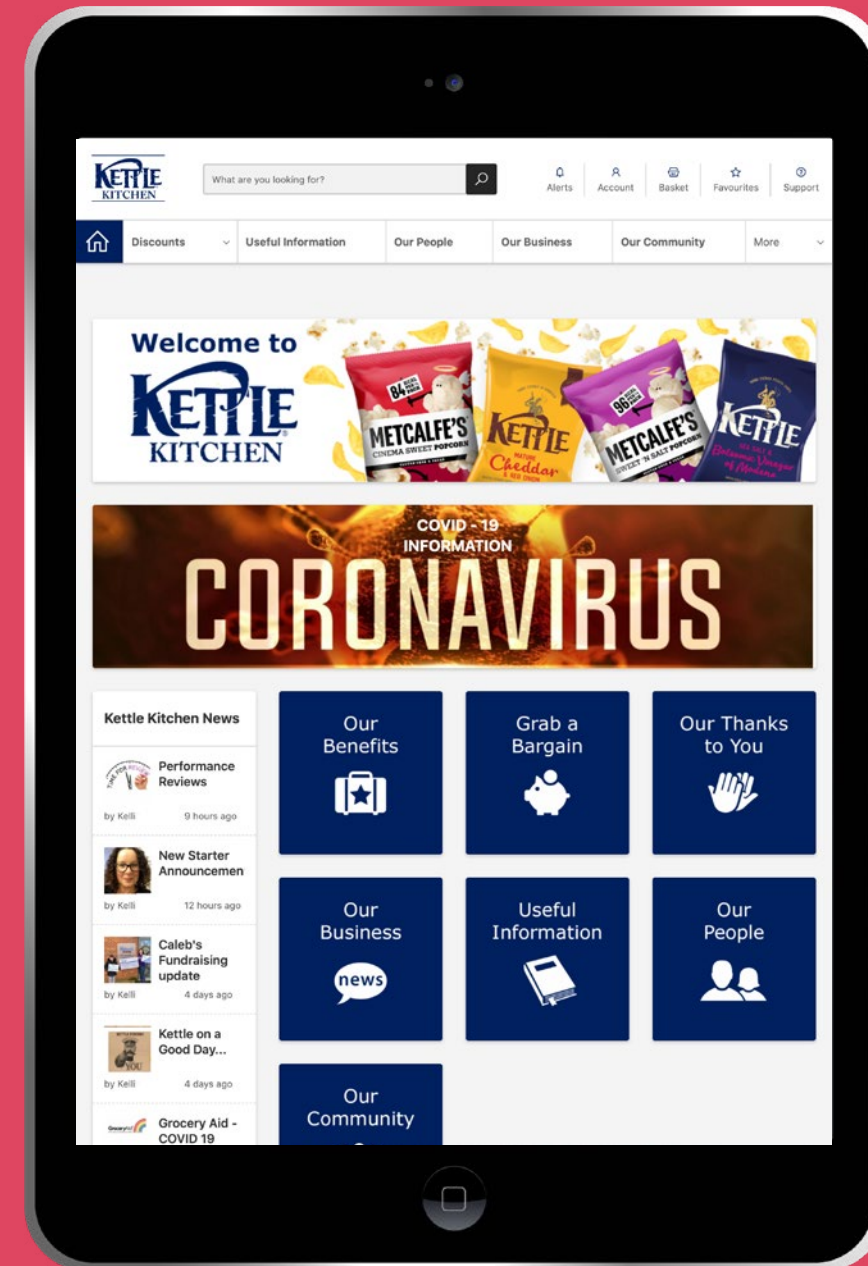
£3.6m spent through the discounts programme



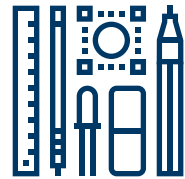
Employee reward and recognition:

With the proper reward and recognition programme, you can introduce monetary bonuses to your people through manager- or peer-led reward nomination programmes for an extra boost to recognise hard work. Reward Gateways offer a full suite of R&R tools, including nomination, automated awards, peer-to-peer digital recognition and more, which can make employees feel seen and valued, especially during an increased remote working environment.

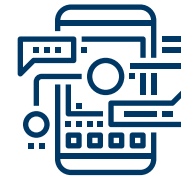
Kettle Foods needed a reward and recognition platform that would engage all 430+ members of staff across its spread out locations. Previously, the organisation used an outdated reward system that didn't include all employees and only focussed on a monthly or quarterly reward, rather than continuous reward and recognition.



Kettle Foods's focus



Customising reward and recognition programmes to bring employer brand to life



Making it easy for employees to reward and recognise others on the spot



Ensuring new technology met visual standards of the company brand



Centralising critical information, such as company updates, L&D and company policies

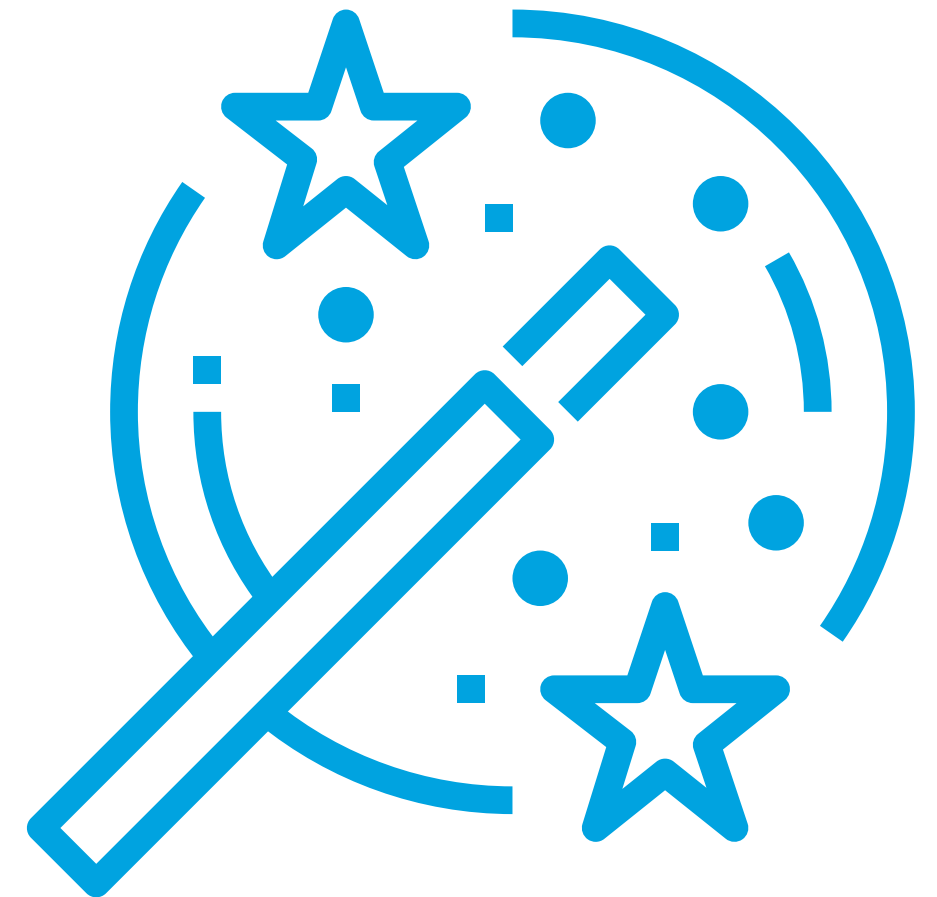
Senior managers are now empowered to reward employees with a personalised message and an award of up to £30 for a job well done, boosting morale and engagement.

Now, the platform has led to:

Nearly 83% of employees have sent and/or received rewards or recognition

93% uptake on centralised platform

Transform your EVP to Boost Employee Engagement



Engaging with your workforce and the broader job market will be crucial to formulating your EVP. The first question to ask is: Who are you looking to attract? What types of people are your ideal candidates? **Here are a few steps to help you create that perfect EVP:**

- 1 Review what incentivises your highest performers and most engaged employees.** Identify people working at your organisation who represent your ideal candidates and ask them. If you want broader opinions, you can opt to send out a survey or run a workshop to find out what attracted them to the company and what keeps them around.
- 2 Engage with your job candidates.** Survey candidates directly, and ask people who rejected your job

offer if they'd be willing to take a candidate experience survey and have them elaborate on the reasons why they turned you down. Likewise, survey new hires to find out why they accepted your job offer. What was the 'wow' moment for them?

- 3 Don't forget the exit interview.** Spending 30 minutes talking to people who are leaving is an excellent way to find out why they've sought other opportunities and what changes you can make to strengthen your EVP, ask them what they love about your EVP, what lost its sparkle in their time here, and what has changed.
- 4 Look at external resources.** Employee review sites like Glassdoor are a rapidly emerging way to find out what employees really think

about your workplace. Because reviews are anonymous, much of the feedback is candid and can provide details that a survey or exit interview won't. At Reward Gateway, we firmly believe in personally responding to each and every review and it's a core responsibility of each of the members of our Leadership Team to do so.

- 5 Use this opportunity to evolve your own internal employer brand, with special attention to your values.** Your values drive your culture and are a key factor in building your EVP. Consider the current working environment, and if your values should evolve as a result of changes in the working world, such as the COVID-19 pandemic.

One last point: Keep your people central to evolving your EVP. Communicate what your EVP is and ask for input (often!) on whether it still rings true. In job advertisements, be sure to include your employee values, unique benefits and all the little things that make your organisation a great place to work. Mentioning something like a wellbeing allowance may seem like a detail that doesn't belong in a job posting for a sales executive, but it's part of your EVP, and those details could make all the difference when attracting top talent to your organisation.

Ask yourself, **is your EVP ready for the next evolution of employees?**

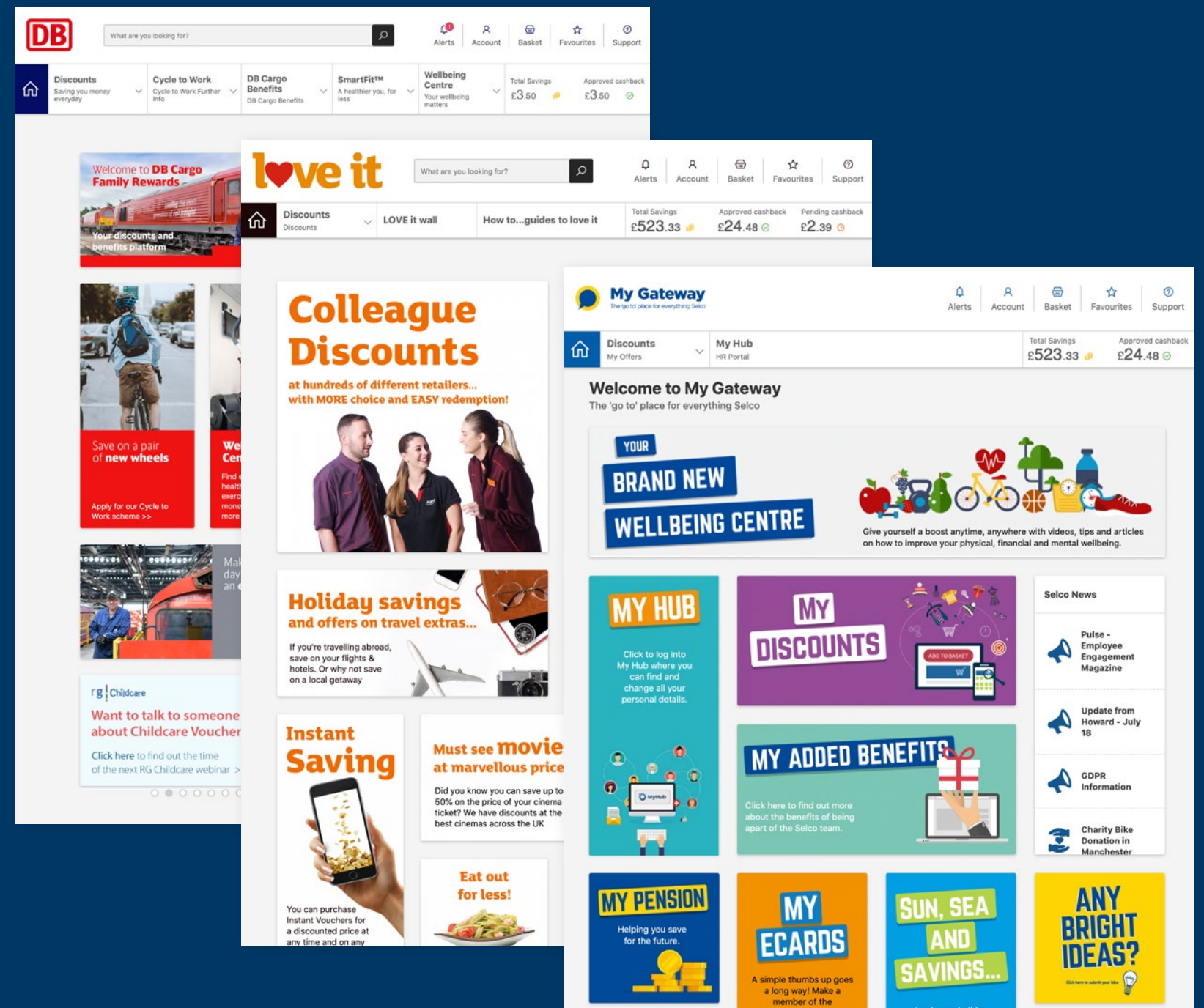


Evolving your EVP is an important part of inspiring and supporting today's workforce. Learn how Reward Gateway's suite of engagement tools can help make yours stand out.

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Reward Gateway delivers employee engagement solutions to more than 1,900 clients worldwide.