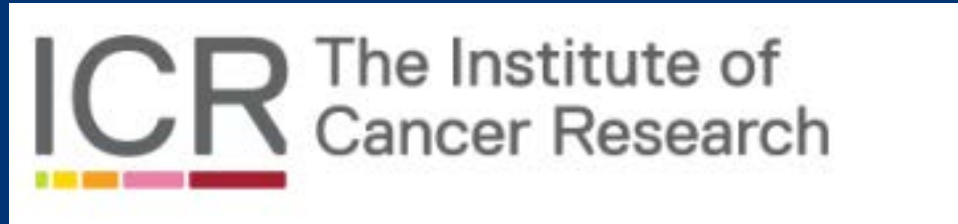




Employee Benefits –
staff engagement is key!

Who am I....



Sarita Coleman

- 20+ years of varied Operational and Strategic HR experience across a range of disciplines from retail to scientific research and charity.
- Over the past 5 years I have focused my career on my specialism; Reward and Data Analytics.
- This has included; Pay Design, Benefits Reviews Senior Pay and Remuneration Committees.
- Currently Head of Reward at the RSPCA, leading on Reward covering both Pay and Benefits.



What do we do at the RSPCA?.....

RSPCA - together for animal welfare



Our colleagues...

1,600 colleagues across a range of areas including;

- Animal Hospitals
- Animal Centres
- Inspectorate
- RSPCA Assured
- Head office and hubs



6,600 Society volunteers

Branch Staff including 1,200 employees and 5,000 volunteers

Current Benefit Offering

- 25-31 days annual leave (excluding bank holidays)
- Defined Contribution Pension Scheme (e'er contribution of between 9-12%)
- Life Assurance (6x salary if in Pension Scheme, 2x if not)
- Healthcare cash plan (core benefit subsidised by Society)
- Family friendly schemes
- Supported Development
- EAP
- GIP
- Discount schemes



So why do a Benefits Review?

- Improve our EVP and remain competitive
- Part of the People & Culture Strategy
- Embrace individuality
- Increase engagement
- Review current contracts to ensure affordability and sustainability



What feeds into the new RSPCA Benefits Strategy?



How did we gather feedback?

Engaged Barnett Waddingham Consultants



1) Staff Survey of Benefits

2) Key stakeholder meetings



3) Benefits Workshops

Staff Benefits Survey – design



Questions were based around four pillars;

1. Health
2. Financial Wellbeing
3. Protection
4. Lifestyle

We wanted to know;

What did colleagues know about current offering?

What they thought of it?

What they thought of potential new benefits?

As well as free text section for any comments/suggestions

Demographic questions



What we already know about our workforce;

Generation

- Generation X (aged between 42 and 62) - 42%
- Generation Y (also known as Millennials who are employees aged between 27 and 42) - 41%
- Generation Z (aged 26 or below) - 13%
- Baby Boomers (aged 62 to 77) – 4%

Gender

- 73% are female

Salary

- A variety of salaries

Demographic questions cont'd



Gen Z (1995 onwards)		Gen Y (1981-95)		Gen X (1961-80)		Baby Boomers (1945-60)	
Dining Card	17%	Holiday Trading	21%	Holiday Trading	25%	Holiday Trading	28%
Holiday Trading	16%	Critical Illness	17%	Critical Illness	18%	Dental	20%
Critical Illness	12%	Dental	15%	Dental	18%	Critical Illness	18%
Technology	12%	Technology	12%	Travel Insurance	15%	Travel Insurance	12%
Gym	7%	Travel Insurance	10%	Technology	10%	Partner Life	9%
Dental	7%	Dining Card	9%	Partner Life	10%	Cycle 2 Work	4%
Travel Insurance	5%	Cycle 2 Work	5%	Childcare Vouchers	8%	Technology	4%
Cycle 2 Work	3%	Partner Life	5%	Cycle 2 Work	6%	Dining Card	5%

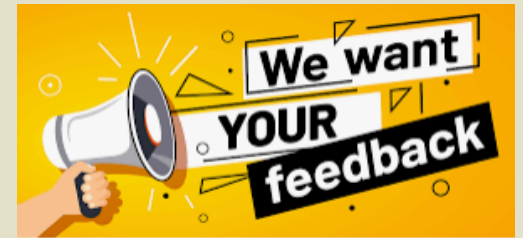
Demographic questions



- Traditional employee benefit schemes don't cut it!
- Employees are smarter and want more in return for their loyalty and commitment.
- Multiple generations in the workplace
- One size does not fit all!



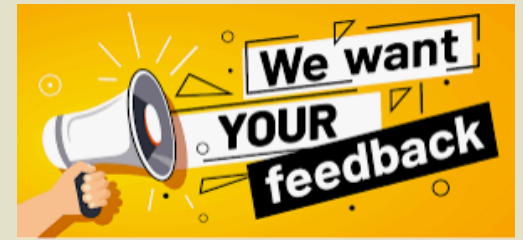
Demographic questions



Demographic questions asked;

1. Age bracket
2. Location
3. Gender
4. Full-time or Part-time
5. Salary band
6. Where you work

Survey stats



- Ran for 2 weeks from 23 January
- Received 650 legitimate responses
- The demographics of the survey were representational of our colleague demographics

Key stakeholder meetings



- Seven key stakeholders were interviewed by Barnett Waddingham
- Interviews were on a 1-2-1 basis
- Colleagues were questioned about their knowledge of the current scheme and what they would like to improve or introduce

Benefits workshops



- Two workshops facilitated by Barnett Waddingham
- Held in London and Birmingham
- 25 colleagues attended from a variety of roles and locations



Benefits workshops



- We provided an overview of the key stakeholder sessions.
- Survey results review and discussion
- Demographics of society
- In depth discussions
- Yes, Maybe, No wall



The Findings



- Discounts were the most popular choice - 61% of all colleagues wanted this
- Closely followed by Holiday buy/sell - 61% but mixed opinions!
- Critical illness and dental insurance were popular across the generations.
- Financial wellbeing type benefits were the least popular - eg only 11% wanted earned wage access
- Colleagues wanted a vehicle breakdown service discount – which we already have access to!

The Findings cont'd



- Colleagues asked for gym membership discounts – again we already have access to this via our Healthcare cash plan.
- More than 70% of staff are in favour of a well structured system rewarding ‘recognition by way of token of appreciation’
- Our colleagues would like a cycle to work scheme
- Analysing our current benefits revealed we have overlaps e.g. EAP offers some items which are also available via the Healthy care cash plan.

Other comments revealed...



- Don't lose any current benefits!
- Have all the benefits in one space on the intranet
- Must be sustainable and aligned to The Society's values
- Need to offer individual choice
- Offer something suitable to all demographics
- If we offer recognition rewards - it has to be consistent and fair



So what's next?

- Launch 'Benefit of the week'
- Improve our intranet page – everything in one space
- Create a Benefit Brand
- Improve education around benefits
- Procure for new benefits e.g. cycle to work, enhanced medical cover, etc.
- Develop our EVP



Three Key takeaways;

1. Look at what you already have!
2. Don't make assumptions – ask!
3. Communicate, communicate, communicate!