



# Inclusivity by design

A collaborative approach to transforming Virgin's rewards and benefits programme

# Where we've come from



## Virgin's Richard Branson offers staff unlimited holiday

### Virgin Management and Virgin Red launch fertility support

By Zoe Wickens 25th February 2022 9:03 am

### Virgin Management encourages healthy habits using seasonal wellbeing messages

By Katie Scott 16th October 2017 5:16 pm

### The benefits offered by Virgin Management

By Katie Scott 3rd May 2017 1:10 pm

### Virgin Management renews wellbeing focus

By Katie Scott 3rd May 2017 1:00 pm

### EXCLUSIVE: Virgin Management hosts spin class to improve employee wellbeing

By Katie Scott 6th October 2017 11:28 am

### Why we're letting Virgin employees take as much holiday as they want

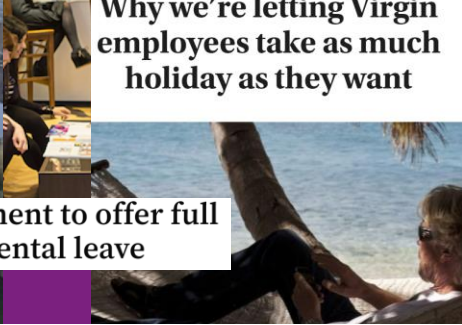
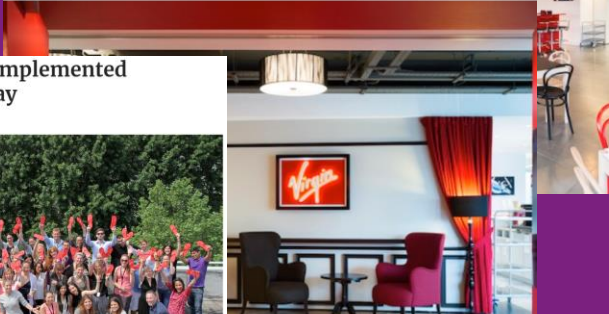
### Virgin: why we implemented unlimited holiday

By Jamie Lawrence

### Virgin Management to offer full year of paid parental leave

### Richard Branson's Use of Reward Power at Virgin Group

### Virgin Management offers a year's parental leave on full pay



# VIRGIN RECORDS

Our thinking at the outset



# Where to start?



# With some big spreadsheets

# Leading us to some interesting findings



“Everyone gets the same [benefit] so it's very inclusive”

“Everybody really LOVES [benefit]”

“[Wellbeing benefit] is critical because it makes our people healthier / more active / superhuman”

“X sort of person comes along, maxes out [benefit] then leaves”

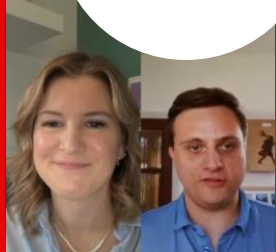
So we  
warmed  
up  
gently...



# Week-long digital campaign



Live stream



Current benefits



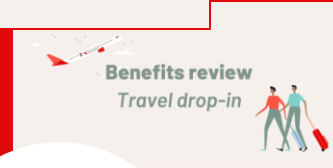
Future benefits



Benefits review  
Wellbeing drop-in



Benefits review  
Travel drop-in



Calling the squads



Updates & thank yous



**...then  
got to the  
sticky  
questions.**





# Our trade-offs



Fixed,  
negotiated list  
**VS**  
Whole of  
market choice

Exactly equal  
benefits  
**VS**  
Tiered by  
length of  
service

Really special  
perks for the  
few  
**VS**  
Something for  
everyone

Exactly equal  
benefits  
**VS**  
Different by  
role / seniority

# Our anchors



It's an impossible ideal, to be everything to everybody.

As Virgin, we're famous for how we make it feel, not just what we have to offer.

Benefits that really change business for good aren't always the wildest ideas.



**Digging  
deeper:  
Hackathon**



Our colour coding

- Women & mothers
- disability, mental health, caring
- dad's
- men
- Social equity
- purpose & sustainability
- LGBTQIA+
- adoption / family creation
- ethnicity
- generations, lifestyle
- neurodiversity & dyslexia



**Benefits that are a bit of you.**  
Here at Virgin, there's no one size fits all. A collection as unique as you and your life.

**How we do benefits around here.**  
Here for everyone. About 40% of our employees are parents. 10% are carers. 10% are disabled. 10% are LGBTQIA+. 10% are over 50. 10% are neurodiverse. 10% are from ethnic minority backgrounds. 10% are from disadvantaged backgrounds. 10% are from rural areas. 10% are from coastal areas. 10% are from urban areas. 10% are from suburban areas. 10% are from semi-rural areas. 10% are from semi-urban areas. 10% are from semi-suburban areas. 10% are from semi-rural areas. 10% are from semi-urban areas. 10% are from semi-suburban areas.

**Healthy & feeling good**

**Having it**

**Work/life balance**

**Family & social**

**Learning & development**

**Wellbeing & health**

**Financial & legal**

**Travel & transport**

**Home & energy**

**Food & drink**

**Gifts & vouchers**

**Charity & social impact**

**Other**

# Each benefit



Health assessments

Definition of a 'spouse' – why

Colleagues with disabilities / long term conditions

What about groups predisposed to certain health conditions

Neurodiverse colleagues: comms, sensory experience

Diverse gender identities & language vs male, female

Wheelchair / building access

Different visual, speech & hearing needs

Those for whom English is not their first language

Partner's own D&I focus including diversity of team / hiring

Mammo-grams - how do they decide

# Hacking our early ideas



How could we make this idea even more inclusive?

Even better if...

**3 big ideas**

3 groups

3 pitches

Who stands to gain the most?

Are there any non-obvious or unintended consequences?

Who stands to gain the least or could be potentially excluded?

What else should we consider?

How should we describe it?

**3 big ideas**

One of our  
hackathon  
pitches



Feeling stuck?  
Dr. VIRGIN will see you now





Sharing  
with our  
people



# Sharing outcomes



Multi-format lives / videos



Internal podcast



Short and long-form written



Drop-ins / live Q&A



Benefits event

Where  
to  
from  
here





Thank you.



**Rachel Clarke**  
Reward Transformation Leader

