

Welcome!

EVP and the future of work



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EVP and the future of work



The workplace has been changing for some time

Changes to the workplace are not a recent thing and have been happening for some time.

However, the pandemic significantly accelerated these changes.

Now more than ever, companies need to focus on their core purpose, values and ways of working, to ensure resilience, to connect with what employees are looking for and to provide a positive experience.



Disruption
of traditional
sectors



Employees looking
for values that align



Finding and
keeping skills
and talent

Keeping colleagues
connected



New and
flexible ways of
working



Employees
want more
purpose and
participation



Re-imagining the workplace

For many the situation is apparent and real

- The impact of Brexit and workers returning to their home countries.
- The impact of Covid and workers returning to the home countries:
 - Hospitality staff not returning to the industry.
 - Care sector challenges with shortages created by the pandemic.
 - HGV driver shortages.
 - Airline/Airport employee shortages.
- Employee changes in lifestyle – wanting to retain hybrid working.
- Different perspectives of what is important for employees.
- “Work from anywhere” – hybrid working.
- Wage increase pressure due cost of living.
- The wider introduction of AI into the workplace.

‘It’s a tough life’: Hospitality crisis deepens chef shortages

Brexit, the pandemic and an image problem have led to restaurants struggling to fill jobs



Chefs being trained at 100 Wardour Street in London. The restaurant has started its own scheme in order to

Anna Gordon/FT

Could AI lead to a four-day week?

With a study predicting projected productivity gains from artificial intelligence could reduce the working week, People Management looks at the pros and cons

by Mahalia Mayne | 28 November 2023



Factory worker shortages deal £6.5bn blow to UK economy

JACK BARNETT



The result – a new “war for talent” has been created

A Microsoft survey of more than 30,000 global workers showed that **41% of workers were considering quitting or changing professions** this year.

A study from HR software company Personio of technology workers in the UK and Ireland showed **38% of those surveyed planned to quit in the next six months to a year.**

Multiple studies show that generally, around **one in five workers in the UK will change jobs this year**, and new research LinkedIn states **85% of workers plan to look for a new role in 2024.**

U.K. Wage Growth Remains Strong, in Headache for Bank of England

Average earnings, excluding bonuses, between February and April were 6.0% higher than a year earlier, the same as in the first quarter of this year, according to the ONS

By Ed Frankl [Follow](#)

Updated June 11, 2024 3:13 am ET



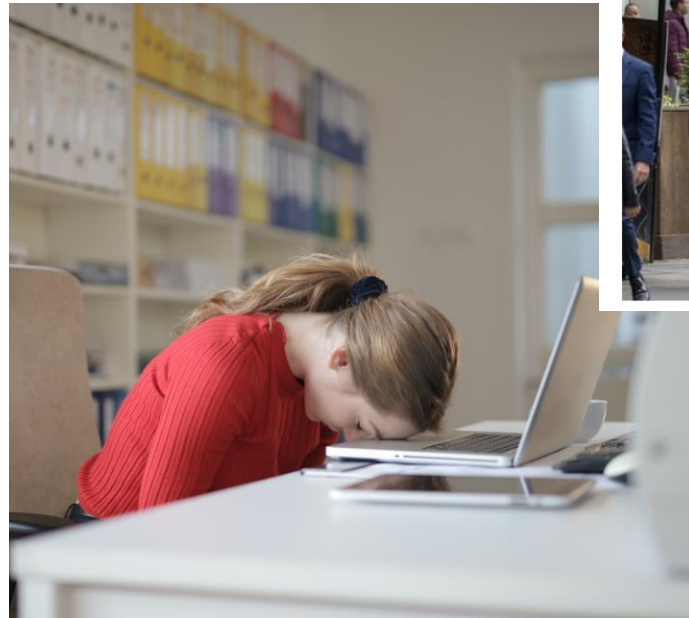
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HR Top Priorities



Position	Priority	Percentage	Index
1	Retention	36%	▲ 2 places
2	Employee wellbeing	29%	▲ 5 places
3	Recruitment	28%	▼ 1 place
4	Performance and productivity	26%	▲ 6 places
5	Employee engagement and experience	25%	▼ 3 places
6	Culture	23%	■ no change
7	Leadership capability	22%	★ new entry
8	Equality, diversity, inclusion, and belonging (EDIB)	21%	▼ 1 place
9 =	Organisational change	19%	▼ 1 place
9 =	Learning and development	19%	▼ 5 places
11	Recognition and reward	15%	▼ 2 places
12	Succession planning	12%	▼ 1 place
13	Employee relations	10%	■ no change
14	Internal communications	9%	★ new entry

Retention is becoming more important – and getting more difficult



Is recruitment getting easier, harder, or staying the same?



What are the biggest retention challenges?



Skills shortages are hampering recruitment efforts

Is recruitment getting easier, harder, or staying the same?



What are the biggest recruitment challenges?



90%

Said recruitment was not getting any easier

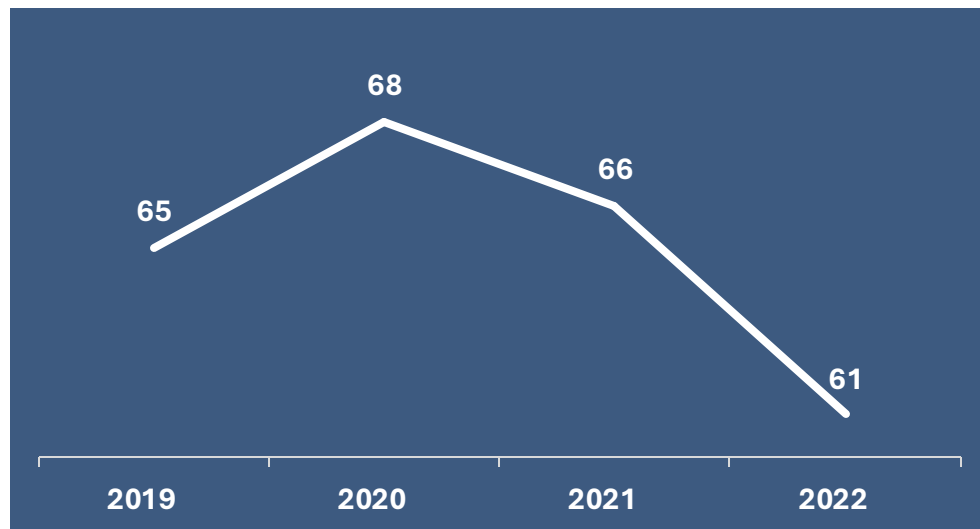


Wellbeing has risen 5 places and is now key

HR's top priorities

Position	Priority	Percentage	Index
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3	Recruitment	28%	▼ 1 place

Wellbeing has been trending downwards since 2020



What are the benefits of focusing on employee wellbeing?

(Health and wellbeing at work survey, CIPD, 2022)

1. A healthier and more inclusive culture.
2. Better work-life balance.
3. Better employee morale and engagement.

CIPD's 'Domains' of employee wellbeing:



Health



Good Work



Values/Principles



Collective/Social



Financial Wellbeing



Personal Growth



Good Lifestyle Choices

The make-up of the workplace is shifting



Generation	2022	2032
Traditionalists (Before 1943)	0%	0%
Baby Boomers (1943 – 1964)	12%	2%
Gen X (1965 – 1976)	36%	22%
Millennials (Gen Y) (1977 – 1997)	39%	31%
Generation Z (1998 – 2012)	13%	34%
Generation Alpha (2010 – 2024)	0%	11%

Younger generations have grown up mobile and tech savvy



- 96% of 12–17-year-olds now own smartphones.
- 75% of smartphone users 18-30 can't recall the last time their phone wasn't next to them.
- Smartphones, tablets and the internet are standard forms of learning in school and there is an expectation that this will be the case in the workplace.

... and some stranger facts

- **48%** of the online shoppers in the UK buy stuff while in bed.
- **15%** do so from the toilet.
- and **20%** admitted to shopping online whilst dining or drinking out.

RECENT GENERATIONS ARE ONLINE SOCIAL ANIMALS

66% would check out a store after learning their friend had checked it out

100 hours of video is uploaded to YouTube every minute

40 Million Pictures are uploaded to Instagram each day

Gen Alpha – the next to arrive

The great screen-age

Gen Alpha are part of an unintentional global experiment where screens are placed in front of them from the youngest age as pacifiers, entertainers and educational aids in their key formative years.

The outcomes

- Shorter attention spans
- The gamification of education
- Increased digital literacy
- Potentially impaired social formation

Generation Alpha began being born in 2010, the year the iPad was launched, Instagram was created, and App was the word of the year- and so from their earliest years, they have been screenagers.

Source: McCrindle, Generation Alpha



What do Millennials and Gen Z look for in an employer?

65% of millennials rate greater work-life balance and better personal wellbeing as "very important" when considering a new job.

Millennials' desire for work-life balance and wellbeing is almost as significant as their desire for an increase in pay or benefits. Younger employees highly value career growth and flexibility that benefits their wellbeing.

Compared with older generations, millennials are more likely to look for career development (by 17 percentage points) and more likely to seek remote work (by eight percentage points) and greater work-life balance and better wellbeing (by seven percentage points).

Key shifts we have seen in WorkBuzz surveys



Younger employees are looking for:

- Work ethic and the reason for work.
- Work-life balance and flexibility - Work vs life priorities.
- Different communication vehicles and the need for speed.
- Subscription to technology – technology is always the answer.
- Company loyalty – longevity of service has decreased.
- Meeting management – how deferential should you be?
- Change – the constant need for change.
- Level of respect – of others and for oneself (safe spaces).
- Entitlement and reward expectations.
- Training – not necessarily about general skills development but personal development.
- We sense frustration and impatience with younger employees.

Source: WorkBuzz surveys, approx. 170,000 respondents

The challenge has become ...

20 years ago, we were team leaders with a 'one style suits all' approach. Now we are team leaders managing a team of individuals which requires us to have a different set of skills.

1. Identification of different management styles.
2. Regular check-ins – clarify role expectations.
3. Different communication styles.
4. Safe spaces – ability to challenge and question.
5. Workplace experience.
6. Empowerment.
7. Working styles and needs.
8. Learning and upskilling.
9. Beware stereotyping.



Navigating the uncertainty

The War For Talent – Your Employee Value Proposition (EVP)

Getting answers to a number of key questions



Where are you at with your Employee Value Proposition (EVP)?

The employee value proposition will be the experiences and offerings provided by the organisation in exchange for the skills, capabilities, and experiences an employee brings to the organisation.

It's the **employment deal** that is derived from the employee experience – **everyday experiences**, rewards, growth opportunity – and in the world of talent communications, it's the foundation of an organisation's reputation as a place to work.

Organisational perspective	Employee perspective
<ul style="list-style-type: none">• The EVP should attract, retain, engage, and motivate employees to drive business success.• It should be consistent both outside and within the organisation.• It should be the essence of why people come to work for the organisation.	<ul style="list-style-type: none">• Employees belief in the EVP determines their discretionary effort beyond their job role.• The EVP is what brings the organisations' purpose, mission, vision, and values to life for employees.• It should be the real authentic promises that the organisation makes.

**Your EVP is a personal promise to potential recruits and employees.
Your employer brand and reputation is built on the experiences you deliver to them.**

It differentiates us from the rest

Differentiation is key – what makes your organisation stand out from the crowd?

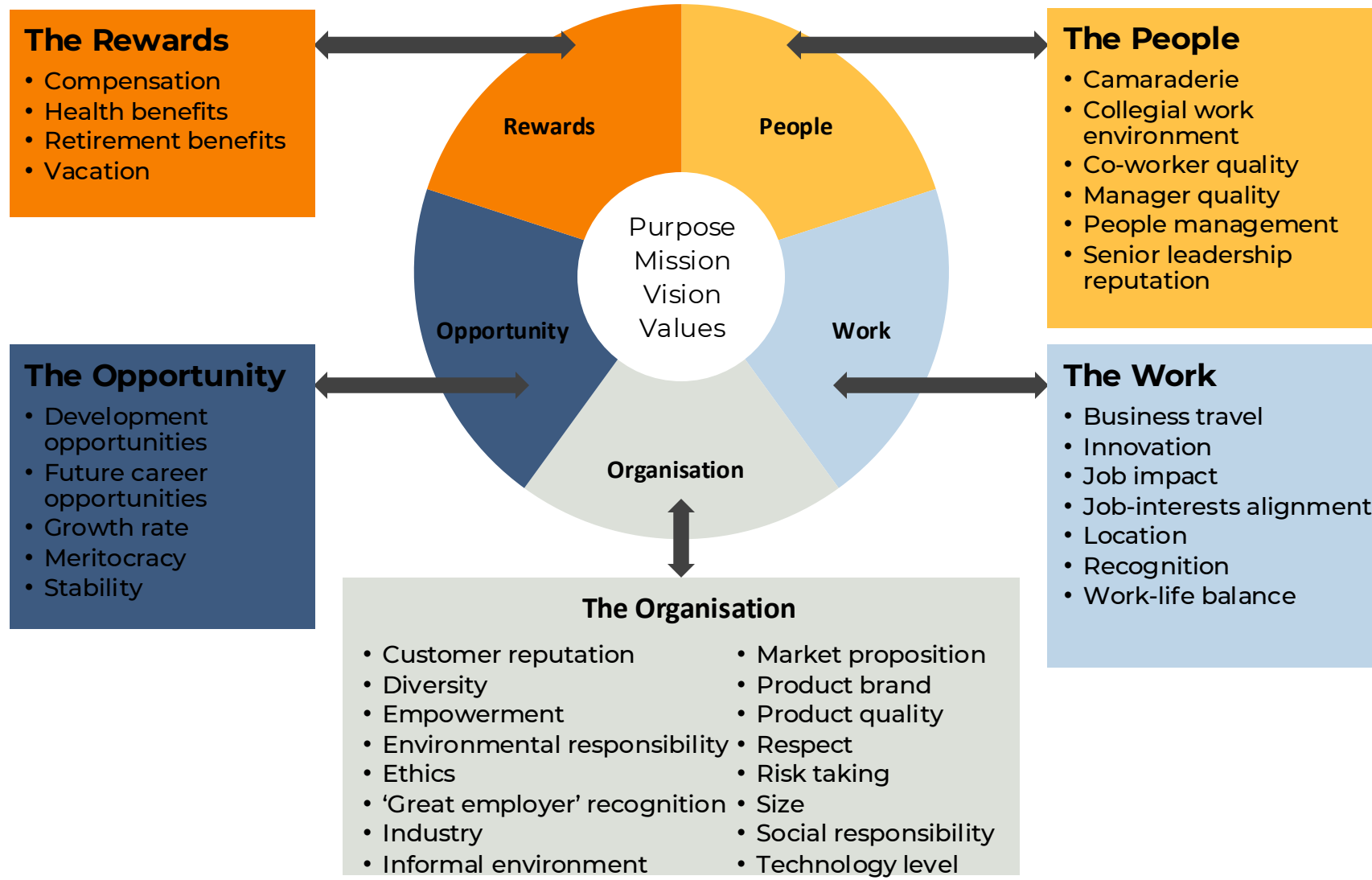
- Society has **changed** and a different **set of values** and work ethic (technology, social networking, generational preferences) prevails.
- Employee and customers alike, are increasingly buying / testing / differentiating on **corporate alignment** to stated values, brand personality, etc.
- Corporate **reputation and opinion** has a huge impact on a company's 'operational freedoms' – brand stretch, ability to innovate, etc. including the ability to attract top talent.
- **Brand equity** enhances value and sustains performance. Companies know that it is customers (society) and the impact of social media who define what the brand is, not the marketing professionals.
- Attracting and retaining **motivated talent is a performance differentiator** – internally and externally.



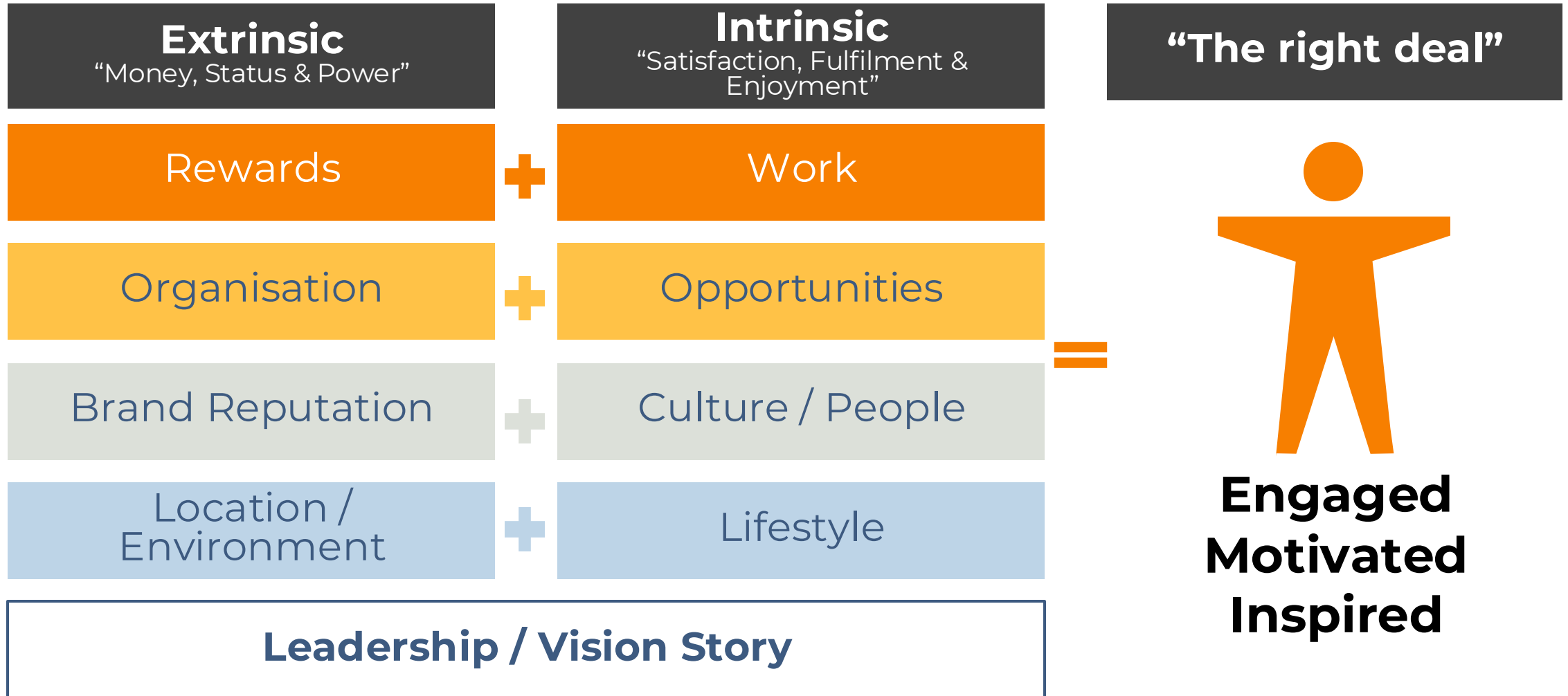


EVP detail in 38 attributes (but there are probably many more)

Of all the potential attributes, which are most important for attraction and retention for you?



Design your EVP with the people you want to attract in mind



The key challenges become ...

- What strategies do we need to adapt to ensure we are visible to the right talent?
- How do we ensure our message stands out?
- How do we achieve clarity and consistency of message?
- How do we tailor our message to our different audiences?
- How do we become a 'destination' employer and not just one of the crowd?
- How do we 'keep it real' and ensure the experience we promise candidates matches the one we deliver for employees?



Navigating the uncertainty
What else do we need to ensure we do?

An evolved approach to leadership

RECOGNITION AND AFFIRMATION

- Double down on praise and recognition
- Look for channels to be able to tell the story of great work

FOCUS ON OUTPUTS NOT PROCESSES

- Flexibility in the way employees work
- Flexibility in the way the team dynamic works
- Creating successful and collaborative teams
- Creating safe spaces

RE-ENFORCE THE CULTURE AND VALUES

- “Walking the talk”
- Focus on what employees should be accomplishing
- Giving all the ability to have a voice
- Creation of a safe environment

WELLBEING AND MENTAL HEALTH

- Understanding the early signs of struggle
- Regular conversations
- Equipping with skills

EQUIPPING EMPLOYEES

- Ensuring they have the tools and technology
- Monitoring their success

MORE FREQUENT OPEN DIALOGUE

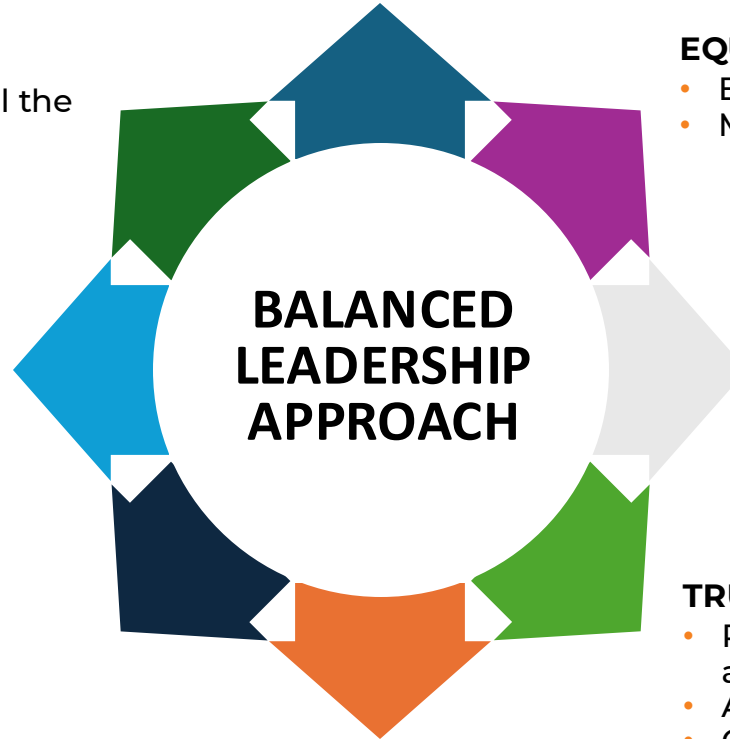
- This might be a mixture of f-2-f and in person
- Ensuring colleagues are **not excluded** from the hybrid meeting

TRUST

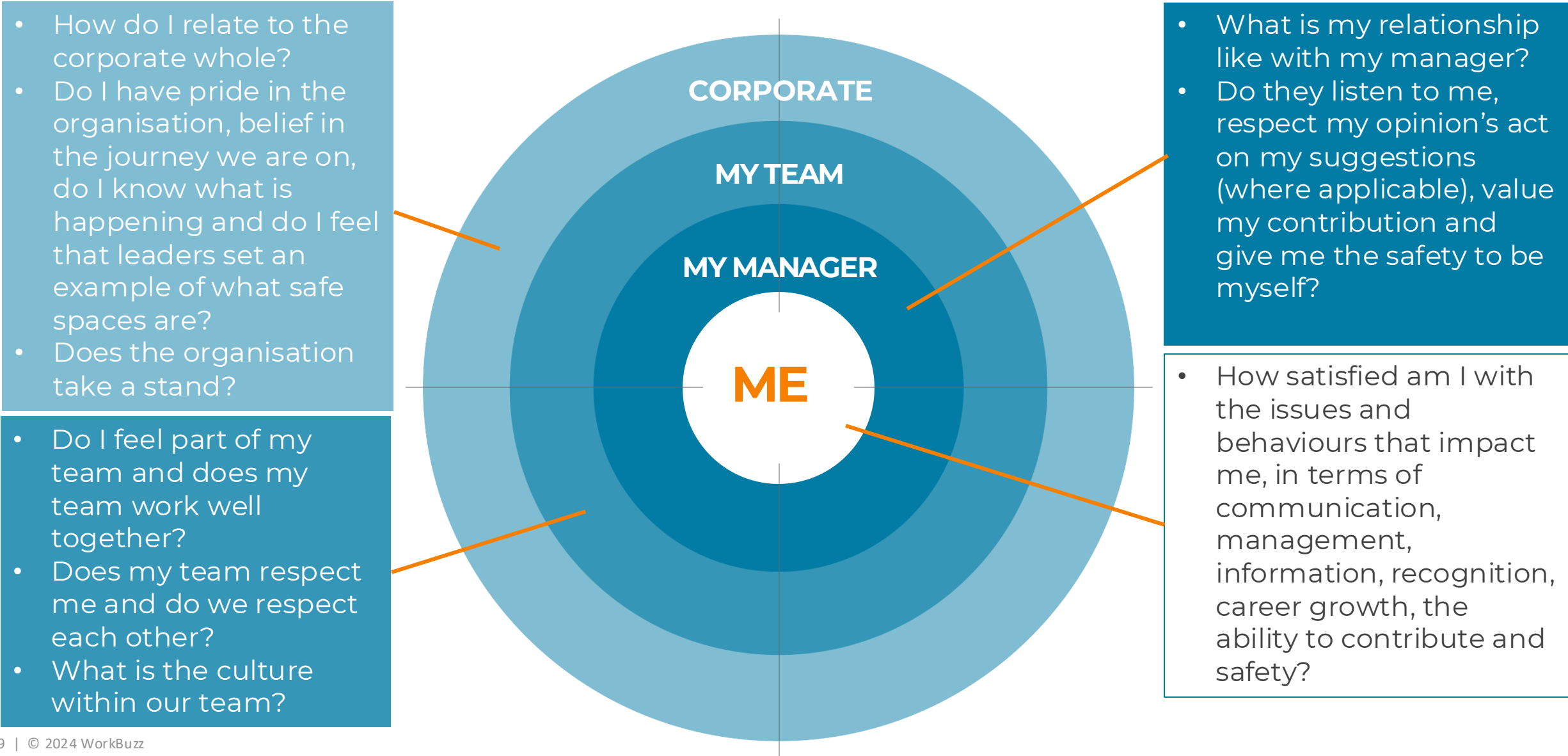
- Provide the support structure that empowers and allows employees to thrive
- Avoid micro-managing
- Create an environment where they can innovate and challenge

NURTURING

- Coaching and mentoring
- Encouraging learning
- Seeking high potential



Creating safe spaces



Employee listening helps you understand your culture



Employee listening is critical for nurturing productivity within every organisation. Through regular surveys, it uncovers trends and gauges employee sentiments, providing invaluable insights into productivity levels.

Actively listening to the workforce not only reveals needs, concerns and ideas but also promotes an inclusive, empowering culture that promptly addresses issues, boosting morale, engagement and overall productivity.



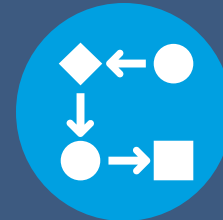
Comprehensive understanding of perspectives, needs and aspirations



Insights into learning and development



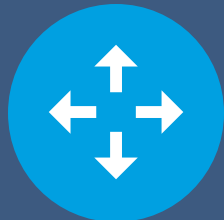
Continuous development and innovation



Development of processes and systems



Development of 'people managers'



Incremental change



Identifies challenges and barriers for removal



Thank you!



 **WorkBuzz**