From Millennials to Baby Boomers: How to Communicate Total Rewards
## Forthcoming events

<table>
<thead>
<tr>
<th>What?</th>
<th>Where?</th>
<th>When?</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Insight Network</td>
<td>London</td>
<td>March 29</td>
<td>Register</td>
</tr>
<tr>
<td>Pay Utopia Does Exist</td>
<td>Webcast</td>
<td>April 12 &amp; 13</td>
<td>More information</td>
</tr>
<tr>
<td>Engage 2017 Employee Engagement Summit</td>
<td>London</td>
<td>April 20</td>
<td>More information</td>
</tr>
<tr>
<td>2017 HR People &amp; Strategy Annual Conference</td>
<td>Miami</td>
<td>April 23-26</td>
<td>More information</td>
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<tr>
<td>SIOP</td>
<td>Orlando</td>
<td>April 27-29</td>
<td>More information</td>
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<tr>
<td>WorldatWork Total Rewards Conference and Exhibition</td>
<td>Washington DC</td>
<td>May 7-10</td>
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<td>SHRM</td>
<td>New Orleans</td>
<td>June 18-21</td>
<td>More information</td>
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<tr>
<td>HR Technology Conference &amp; Expo</td>
<td>Las Vegas</td>
<td>October 10-13</td>
<td>More information</td>
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What we’ll be talking about…

- Our recent Willis Towers Watson total rewards research
- Communicating total rewards to attract, retain and engage key talent segments
- Segmentation brought to life: Meet Ned, Vivian, and Samantha
- How Willis Towers Watson Total Rewards Portal Software can help
Total rewards are a key driver of attraction and retention but your programs won’t be impactful if your employees don't know about them.
## Top drivers of attraction and retention

2016 Global Workforce Study and Talent Management & Reward Study insights

<table>
<thead>
<tr>
<th>Rank</th>
<th>Attraction drivers 2016</th>
<th>Retention drivers 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Employee view - Global</td>
<td>Employer view - Global</td>
</tr>
<tr>
<td>1</td>
<td>Base pay/salary</td>
<td>Career advancement opportunities</td>
</tr>
<tr>
<td>2</td>
<td>Job security</td>
<td>Base pay/salary</td>
</tr>
<tr>
<td>3</td>
<td>Career advancement opportunities</td>
<td>Reputation of organization as a great place to work</td>
</tr>
<tr>
<td>4</td>
<td>Challenging work</td>
<td>Challenging work</td>
</tr>
<tr>
<td>5</td>
<td>Opportunities to learn new skills</td>
<td>Job security</td>
</tr>
</tbody>
</table>

Number of participants: GWS: 31,000+ employees TM&R: 2,004 employers
The total rewards you offer form an essential part of the employee experience – your Employee Value Proposition.
Total Rewards are an essential part of your EVP

Best practice EVP companies achieve better outcomes.

Leadership

Business strategy

Human capital dimensions

Outcomes

- almost 3x as likely to report their employees are highly engaged
- 93% more likely to report significantly outperforming their industry peers financially
- More than 10% less likely to report difficulty attracting and retaining key employees segments
- 27% fewer regrettable new hires in the first year
- 17% lower voluntary turnover

Measurement, Change Management, Communication and HR Technology

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Your EVP should answer these questions...

**PURPOSE**
Do I believe in where you are going?

Do I know how I support that?

**PEOPLE**
Do my leaders/managers inspire me?

Do we have the diversity, culture and resources to enable high performing teams?

Will I be working with great people?

**WORK**
Do I enjoy the work I do?

Do I have the opportunities, tools and resources available to me to deliver what you want?

**TOTAL REWARDS**
Am I rewarded in the right way to motivate me?

Do I understand the benefits I get, the value and is it clear how they work?

Do I know where my career can go?
There are at least four generations of employees in the workforce today – each experiencing total rewards through their own lens.
Think about how different demographics may have different needs

**Baby Boomers**
- **1946 – 1963**
- Age in 2017: 54 – 71
- Estimated population size (US): 76 – 79 million
- Individualistic
- Loyal
- Career-focused

**Generation X**
- **1964 – 1979**
- Age in 2017: 38 – 53
- Estimated population size (US): 34 – 40 million
- Entrepreneurial
- Self-reliant
- Globally minded

**Generation Y/ Millennials**
- **1980 – 1995**
- Age in 2017: 22 – 37
- Estimated population size (US): 80 – 90 million
- Group-oriented
- Idealistic
- Socially conscious

**Generation Z**
- **1996 – 2010**
- Age in 2017: 7 – 21
- Estimated population size (US): ~25 million
- Realistic
- Aware
- Technology native
Today's organizations include employee populations that span from ‘new hire’ to ‘near retirement’.
Think about where your people are in the employee lifecycle

RECRUITMENT
- Engages and filters the right people
- Talk about total reward as a key differentiator
- Clear expectations of the employment deal

ON BOARDING
- Continues the recruitment experience
- Sets out:
  - what employees are entitled to
  - what’s expected of them

PERFORMANCE MANAGEMENT
- ‘Give’ side of the employment deal with clear expectations of overall employee performance, behaviors and impact on total reward

EMPLOYEE DEVELOPMENT
- Triggers and guides people development discussions
- People know how their contribution influences their total reward package

BEFORE JOINING
- The customer experience reinforces your brand
- What people say about you on social media
- What friends and family think of you

LEAVING
- Contribution acknowledged
- Leaving experience positive – door open for return
- Exit interview feels worthwhile
- Ambassador for the company

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We need to look past the obvious segments.
Think about how to deliver experiences that are targeted, timely, trustworthy and relevant

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<th>Generations</th>
<th>Stage Profiles</th>
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<tr>
<td>Baby Boomers</td>
<td>Honeymooners</td>
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<tr>
<td>Generation X</td>
<td>Seasoned Skeptics</td>
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<tr>
<td>Generation Y</td>
<td>Believers</td>
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<td>Generation Z</td>
<td>Future Leaders</td>
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<tr>
<th>Life Stages</th>
<th>Preference Profiles</th>
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<tr>
<td>Early Career</td>
<td>Show me the work</td>
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<tr>
<td>Family-Focused</td>
<td>Show me the flexibility</td>
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<tr>
<td>Mid-Career</td>
<td>Show me the security</td>
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<tr>
<td>Late Career</td>
<td>Show me the money</td>
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<th>Boxology</th>
<th>Pivotal Roles</th>
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<td>Pillars and Pipeline</td>
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<td>Locations</td>
<td>Innovators</td>
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<td>Functions</td>
<td>Market Makers</td>
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<table>
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<tr>
<th>Business Stage</th>
<th>Behavior Profiles</th>
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<tr>
<td>Emerging</td>
<td>Quiet Champions</td>
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<tr>
<td>Fast Growth</td>
<td>Loud Champions</td>
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<tr>
<td>Mature</td>
<td>Outsiders</td>
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<tr>
<td>Turnaround</td>
<td>Transactionalists</td>
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Digital media brings us closer together but can feel impersonal unless we customize the experience.
Think about how to use technology to reach geographically dispersed, culturally diverse employees

Key trends in digital media:
- We are online – anywhere, anytime
- We are connected – everything is social
- We have a wealth of knowledge at our fingertips
- We have choice, and we personalize our world
- Machines become smart – and help us

That means employees can:
- ...access total reward information when and where they want
- ...see what colleagues think and feel about total reward
- ...get access to all of their total rewards information in one place
- ...make choices and customize their total rewards experience
- ...take actions or decisions and the tech will learn their preferences
People learn and prefer to access and interact with information in different ways.
Think about how you deliver total reward communications

1. Access
Employees may prefer to use their own mobile devices after work or at the weekend rather than work PCs

2. Learning preferences
Some people prefer to read, watch, listen or interact with the content

3. Design
Use infographics, film and animation to explain complex information and demonstrate value

4. Interactivity
Consider how employees can make choices, give feedback or find out more

5. Measurement
Analytics can track usage and preferences by audience group

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Consumer-grade communications can help employees experience total reward in ways that are most relevant to them.
Consumer-driven marketing tactics maximize message impact

- **REACH ME.**
  - Use multiple channels and access points
  - Get my attention
  - Ask for and act on my feedback

- **CONNECT ME.**
  - Personalize my experience
  - Make my rewards clear
  - Make it easy to get what I need
  - Create a community for me

- **MOVE ME.**
  - Appeal to me on an emotional level
  - Show me how I can make choices and take actions

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One size fits one.

Meet Ned, Vivian and Samantha…
Meet Ned

A bit about Ned:

• Ned is 28
• Ned has recently started his second major job role since graduating from college
• Ned’s main requirements from HR:
  ✓ Clear line-of-site to leadership
  ✓ Open lines of communication
  ✓ Flexibility with his benefit programs

Sustainable Engagement Drivers (Employees under 30)

- Senior Leadership
- Communication
- Supervision
- Clear Goals & Objectives
- Benefits

Top Drivers of Retention
Employee view

- Base Pay/Salary
- Career Advancement Opportunities
- Physical Work Environment
- Job Security
- Ability to Manage Work-Related Stress
- Relationship with Supervisor/Manager
- Trust/Confidence in Senior Leadership

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Ned’s Total Rewards Portal Experience
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**Ned, Welcome to your new Total Rewards Portal. Over the past 12 months we've surveyed our associates and we've heard loud and clear that we need to bring HR into the 21st century. This new resource is our start in that journey. Here you will find everything you need to maximize all of your total rewards programs.**

Give us your feedback! The new Pulse Survey is now open. Click the link below.
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A Message from the VP of HR
Welcome to your new Total Rewards Portal. Over the past 12 months we've surveyed our associates and we've heard loud and clear that we need to bring HR into the 21st century. This new resource is our start in that journey. Here you will find everything you need to maximize all of your total rewards programs.

FSA Contribution
$1,500
Details »

Hold the Mayo
you're on a streak!

Savings Plan Balance
$12,300
More »

PTO & Holiday Balance
136 Hrs
Details »
Meet Vivian

A bit about Vivian:
- Vivian is 41
- Vivian is established in her profession and is currently mid-career. She has been with her current organization for eight years
- Vivian’s main requirements from HR:
  - Connections to her Supervisor
  - Tools to connect with her direct reports
  - Better work/life balance

Sustainable Engagement Drivers
- Senior Leadership
- Supervision
- Clear Goals & Objectives
- Workload & Flexibility
- Image and Integrity

Top Drivers of Retention
Employee View
- Base Pay/Salary
- Career Advancement Opportunities
- Physical Work Environment
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- Trust/Confidence in Senior Leadership

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Vivian’s Total Rewards Portal Experience

New Work/Life Resources!
We’ve added 12 new programs to give you better work/life balance.

Vivian,
Thanks for all of your hard work as a manager and leader in our organization. As part of this new Total Rewards Portal, not only will you find everything you need to know about your total rewards programs, but you can also access content that will help you connect with your direct reports.

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Vivan,
Thanks for all of your hard work as a manager and leader in our organization. As part of this new Total Rewards Portal, not only will you find everything you need to know about your total rewards programs, but you can also access content that will help you connect with your direct reports.
Vivian’s Total Rewards Portal Experience

Thanks for all of your hard work as a manager and leader in our organization. As part of this new Total Rewards Portal, not only will you find everything you need to know about your total rewards programs, but you can also access content that will help you connect with your direct reports.

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Mark’s Blog

Teledicine

136 Hrs
Meet Samantha

A bit about Samantha:
• Samantha is 61
• Samantha is finishing her career and looking to retire soon
• Samantha’s main requirements from HR:
  ✓ Better access to career management tools
  ✓ Retirement planning calculators
  ✓ Consumer grade technology

Sustainable Engagement Drivers
- Senior Leadership
- Workload & Flexibility
- Clear Goals & Objectives
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Samantha’s Total Rewards Portal Experience

Work from home!
Better options for using your own device are now available.

Samantha,
Career growth and learning opportunities are cornerstones of our total rewards programs. As part of this new Total Rewards Portal, not only will you find everything you need to know about your career growth opportunities and also how you can mentor new associates.

FSA Contribution $1,500
What is your FIT Age? 67
Details As of Sunday, try again

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Samantha’s Total Rewards Portal Experience

Samantha, career growth and learning opportunities are cornerstones of our total rewards programs. As part of this new Total Rewards Portal, not only will you find everything you need to know about your career growth opportunities and how you can mentor new associates, but better options for using your own device are now available.

Work from home!

Summary
Pay
Stock
Health, Life and Disability
Retirement
Work/Life Plans
Career
Your Direct Reports

A Message from the VP of HR

Samantha,

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FSA Contribution

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Our Willis Towers Watson Total Rewards Portal Software

Live demonstration
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3. Design
Use infographics, film and animation to explain complex information and demonstrate value

4. Interactivity
Consider how employees can make choices, give feedback or find out more

5. Measurement
Analytics can track usage and preferences by audience group
Willis Towers Watson HR Software

- Pulse survey capabilities
- Fully integrated, pre-populated action plans
- Automated free-text analysis
- Automatic issue prioritization by group
- Optimized for time series (pulse survey) results
- Multiple reporting hierarchies and data sources

- Workforce dashboards
- Workforce analytics
- Custom dashboard design and delivery
- Workforce planning and scenario modeling
- Predictive modeling

- Personality assessments
- Aptitude assessments
- Behavioral strength assessments
- Graduate solutions
- Talent management
- Branded experience, mobile access

- Compensation Planning
- Job leveling
- Global survey data library
- Market analysis
- Compensation program design
- Analytics and modeling
- Dashboard statistics and configurable reporting
- Total Rewards Portal

- Compensation, HR policies and benefits, design practices surveys and publications for 120 countries
- Custom client analysis and studies
- Flexible reporting and analytics delivered online

- Personalized, media-rich experience
- Manager and HR community information
- Integrated partner dashboards
- Client-managed content
- HR case management
- Total Rewards Portal
More information…

Willis Towers Watson Total Rewards Portal Software

Willis Towers Watson HR Software

Willis Towers Watson Change and Communications Management
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