



HR Conference

Elevating the Employee Experience

Session 3B: Building a Dynamic Employee Value Proposition



Presented by:
Susan Morgan Bailey, *Marsh & McLennan Agency*

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We worked hard



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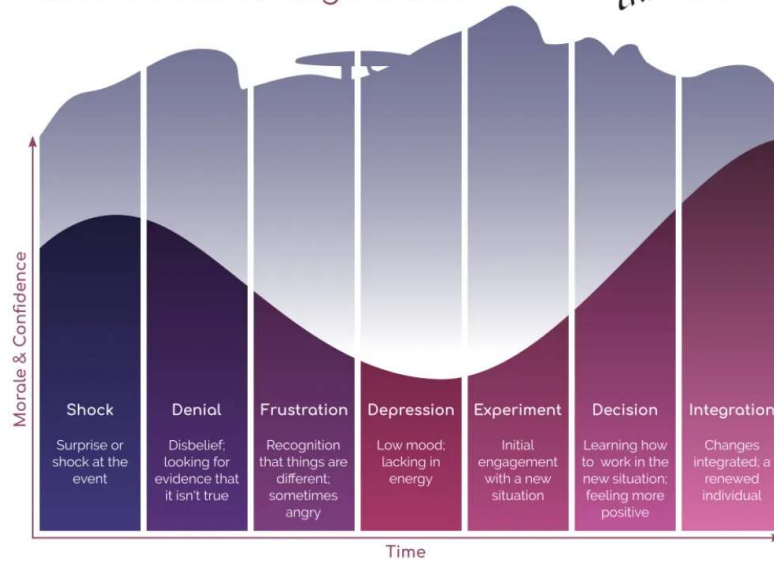
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We are changed

Kübler-Ross Change Curve[®]

SKR Elisabeth Kübler-Ross
FOUNDATION



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Shifting workforce expectations

2/3

of U.S.-based employees report COVID-19 caused them to reflect on their purpose in life.²

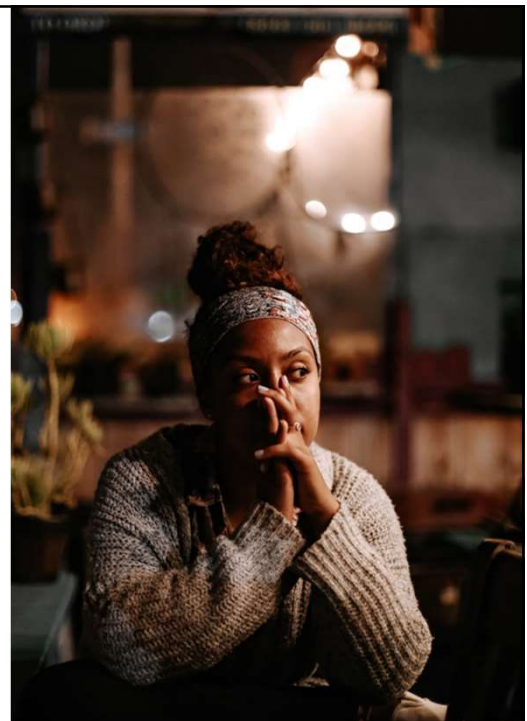
50%

are reconsidering the work they do because of the pandemic.²

3x

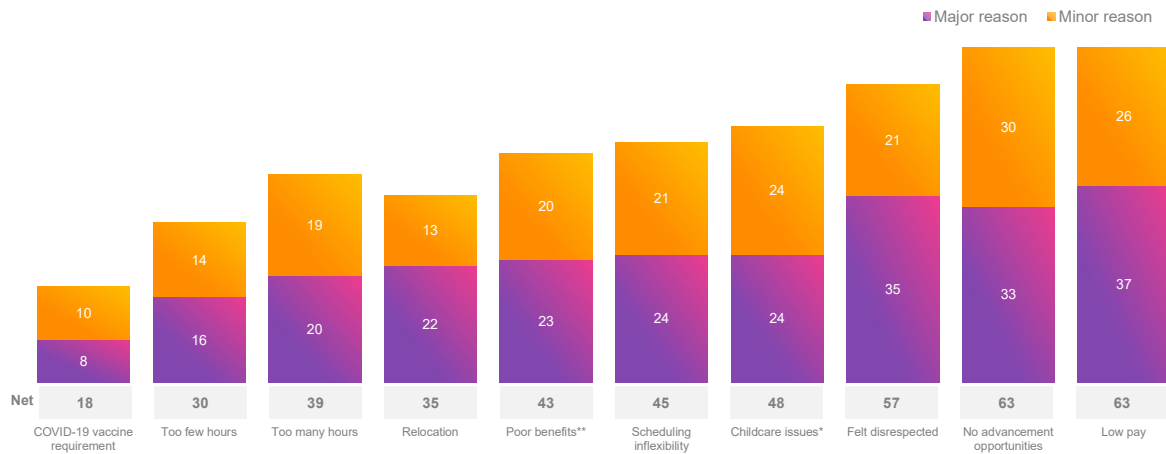
more than other generations, Millennials are reevaluating work.²

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Top reasons why U.S. workers left a job in 2021: Low pay, no advancement opportunities.³



*Among those with children younger than 18 living in the household. **Question provided health insurance and paid time off as examples. Note: Figures may not add to subtotals due to rounding.

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Talent Market Dynamics

Various factors impacting the pool

2.1

Million people retired earlier than expected¹

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Million workers out of work due to long COVID²

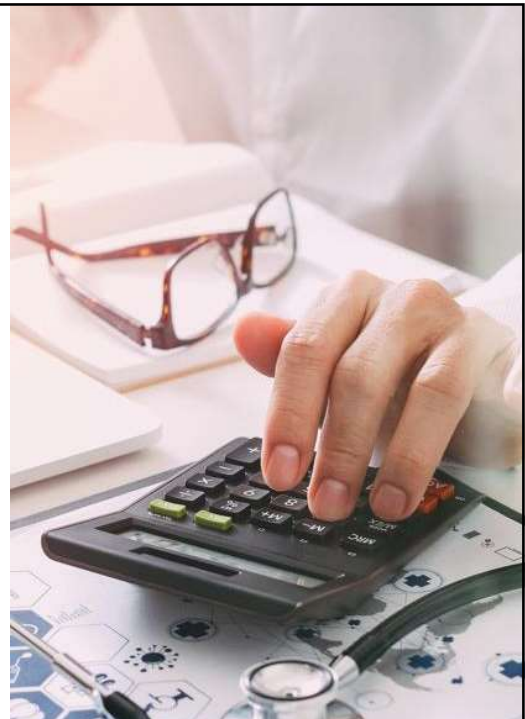
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Million fewer immigrants³

62.5%

Share of population that is working / looking for work⁴

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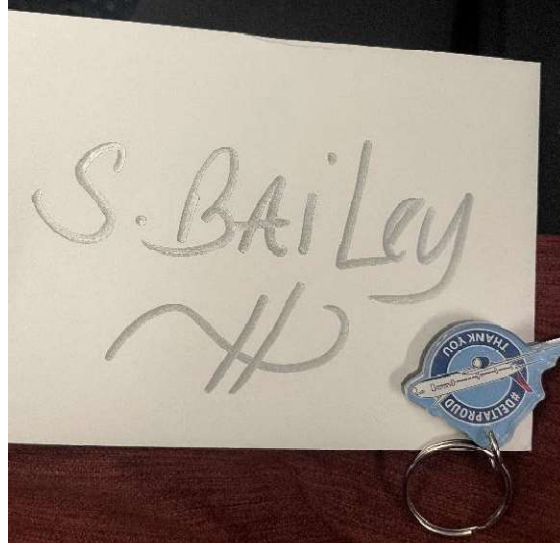
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**What do
employees want?**

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To Be Seen and Valued

A positive experience



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THRIVE

verb (used without object)

1. To prosper; be fortunate or successful.
2. To grow or develop vigorously; flourish.



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Human Experience

Basic Needs

Competence

People need to gain mastery and control of their own lives and their environment.

Essential to wellness.

Autonomy

People need to feel in control of their own life, behaviors and goals.

This is about choice.

Relatedness

People need to experience a sense of belonging and connection with other people.

Feeling cared for by others and to care for others.

Source: Deci & Ryan's Self-Determination Theory

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For the first time across the board, empathy is not only expected of leaders and their workplaces, it is demanded.

Focusing on well-being and work-life integration is a starting place where employers can make progress first.

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Values Alignment



Purpose & Values
Driven

OUR MISSION

More than building machines, we stand for the timeless pursuit of adventure. Freedom for the soul.

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Our Vision



To be an excellently run car wash company that prepares people for the future and provides for the community.

Our caring people make a difference in all they do by living our values every day.



Community Giving



Feel Your Best



Diversity & Inclusion



Sustainability

We're in
business
to save
our home
planet.



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70%
vs. 25%

Employees who say their company's mission, vision and values align with their own are far more likely to recommend their employer as a great place to work

33%
vs. 44%

Also less likely to say they are thinking about leaving their current employer

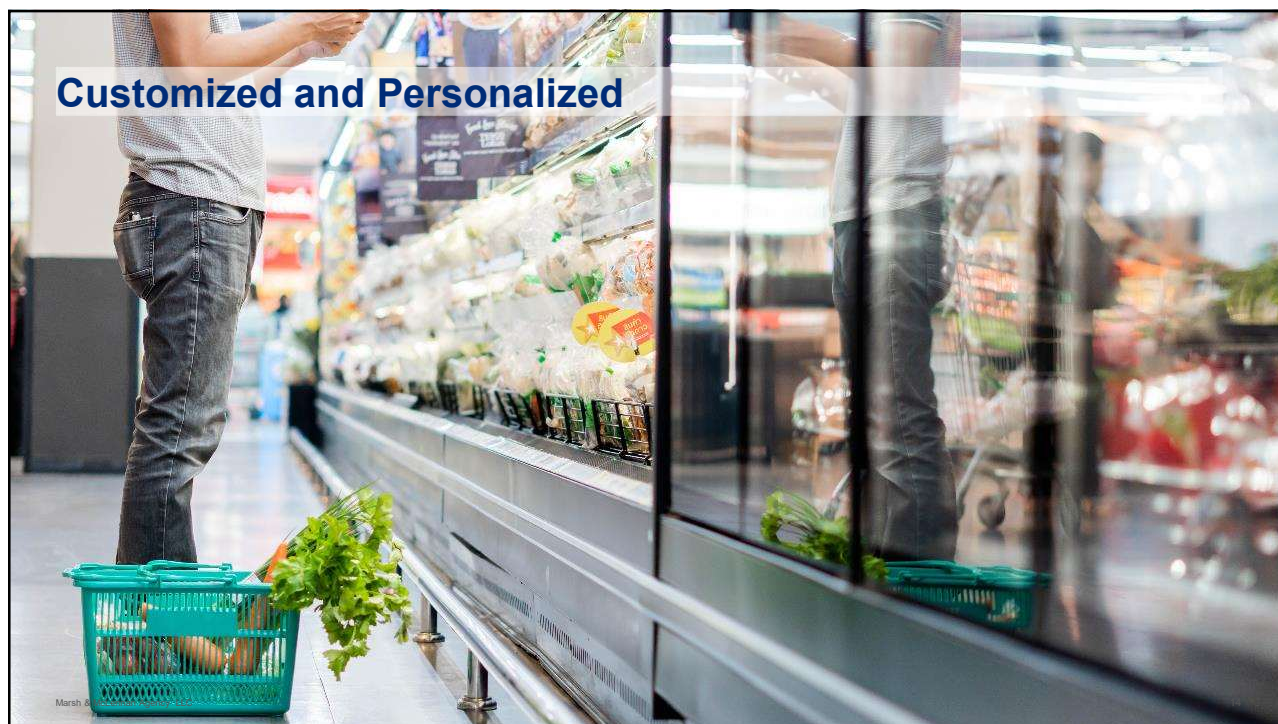
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“Work is about a search for daily meaning as well as daily bread, for recognition as well as cash, for astonishment rather than torpor; in short, for a sort of life rather than a Monday through Friday sort of dying.”

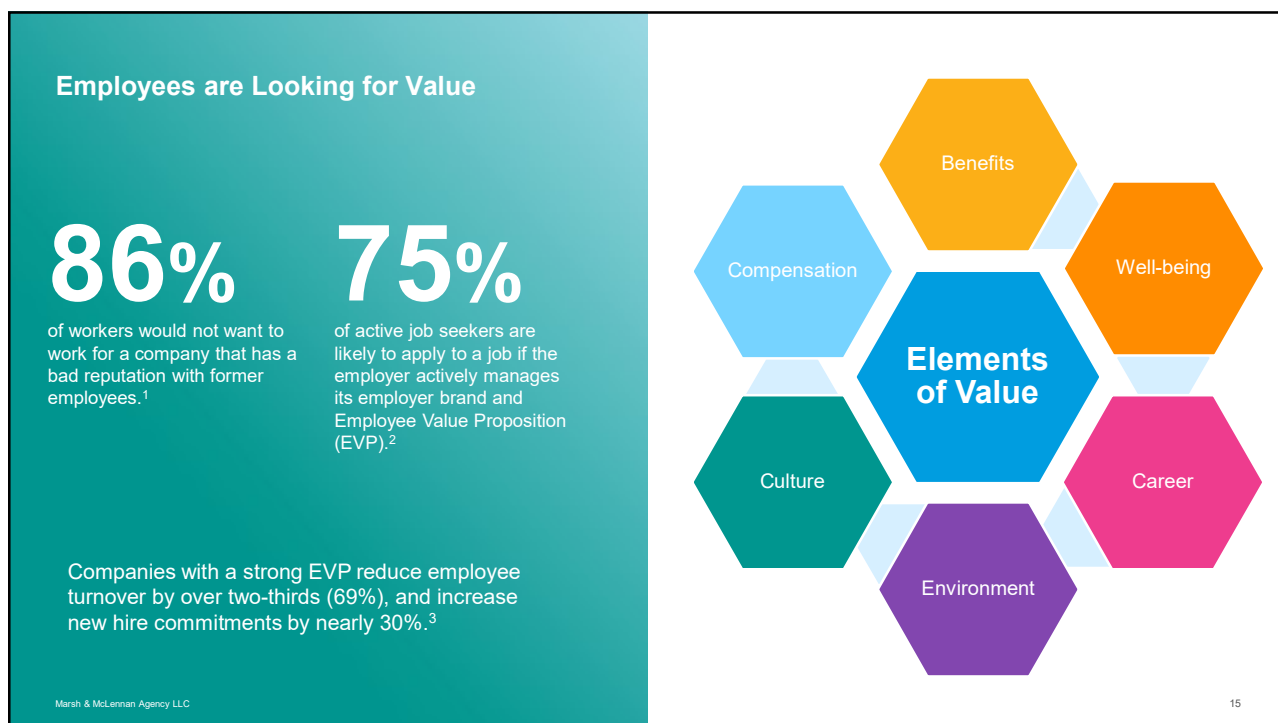
— Studs Terkel

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Compensation

Enhance ability to expand their financial growth and thus their progression in the world

Compensation

- Living wages
- Raise and promotion strategy
- Work schedule stability / predictability



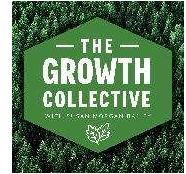
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Compensation

Enhance ability to expand their financial growth and thus their progression in the world



Sarah Day Kalloch
Executive Director
Good Jobs Institute

WORK MEETS HIGHER NEEDS

MEANINGFULNESS

Work itself and
significance to customer

PERSONAL GROWTH

Learning, creativity,
problem solving

BELONGING

Team, pride for working at the
company, mutual respect

ACHIEVEMENT

Have autonomy, tools, time &
resources to do great work

RECOGNITION

High expectations, feedback
from others and job

WORK PROVIDES BASIC NEEDS

PAY & BENEFITS

Fair for the work & compared
to others, meets needs

SCHEDULES

Stable and predictable
schedules, adequate hours

CAREER PATH

Clear and fair advancement
to higher pay

SECURITY & SAFETY

Keep job if perform well,
safe conditions

Source: Good Jobs Institute – Good Jobs Scorecard

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Benefits

Provide a solid foundation and choices that meet needs

Benefits

- Time off
- Insurance options
- Retirement offerings
- Education
- Family benefits



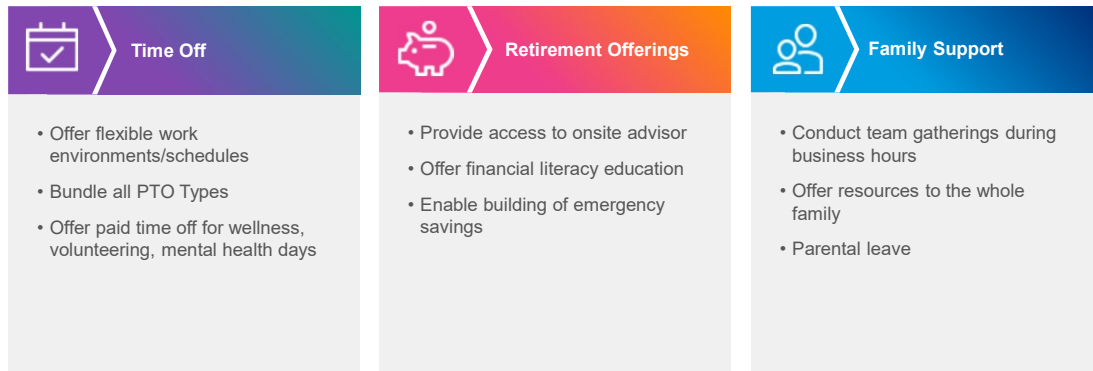
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Benefits

Provide a solid foundation and choices that meet needs



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Well-being

Offer resources across the dimensions of well-being



Well-being

- Resources to support well-being across the dimensions

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Well-being

Offer resources across the dimensions of well-being



“ *When employees feel supported, in all aspects of their lives, it resonates throughout an organization. Typically, resources and expertise to help companies address well-being are only available to much larger organizations. We believe all companies, regardless of size, should have the resources to prioritize employee well-being. By investing in their team, they are investing in the organization’s ability to thrive.* ”

- David Eslick, MMA Chairman and CEO

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	What people want	What kinds of things companies are offering	
Physical	Tools to prioritize and take care of their unique bodies and lifestyles	<ul style="list-style-type: none"> • Hybrid work environments • Fitness membership 	<ul style="list-style-type: none"> • Diverse health benefits • Enhanced employee assistance
Emotional	Normalized reminders that it’s ok to take care of your mental health	<ul style="list-style-type: none"> • Forced time off • Mental health days 	<ul style="list-style-type: none"> • Paid parental leave • Reproductive coverage
Financial	The ability to expand their financial growth and thus their progression in the world	<ul style="list-style-type: none"> • Financial counselling • Personal investment fund 	<ul style="list-style-type: none"> • Retirement planning
Social	Opportunities to connect with groups and teams, engaging in meaningful activity	<ul style="list-style-type: none"> • Paid volunteer time • Company retreats 	<ul style="list-style-type: none"> • Peer acknowledgment programs

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Career

Support and opportunity to grow as both a professional and human



Career

- Opportunities to learn and grow
- Career development coaching
- Stability and possibilities

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Think beyond pay increases and promotions

- Create or improve ways for employees to upskill or reskill
- Invite employees to work on special projects
- Provide resources and training for employees to accomplish personal and professional goals
- Help employees master their jobs and feel like experts
- Offer coaching and mentorship

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Environment

Safe and nurturing space to thrive



Environment

- Amenities
- Flexibility
- Work-Life Balance
- Safe working conditions

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Environment

Safe and nurturing space to thrive

4 Stages of Psychological Safety



Inclusion Safety



Learner Safety



Contributor Safety



Challenger Safety

Source: <https://safetyculture.com/>

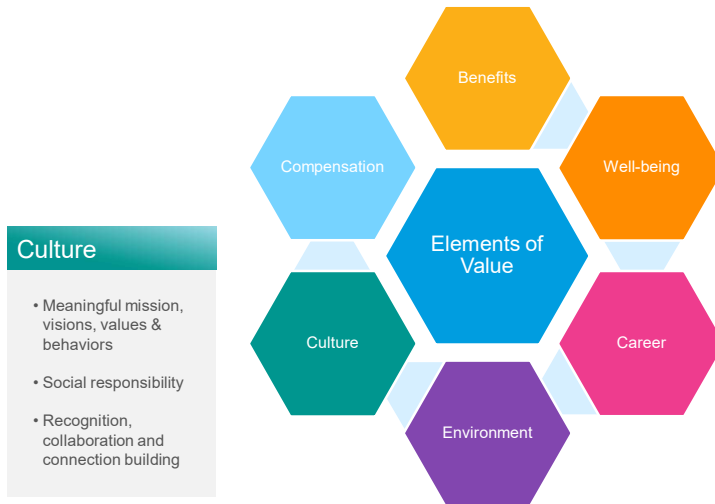
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Culture

Ecosystem of support to enable thriving



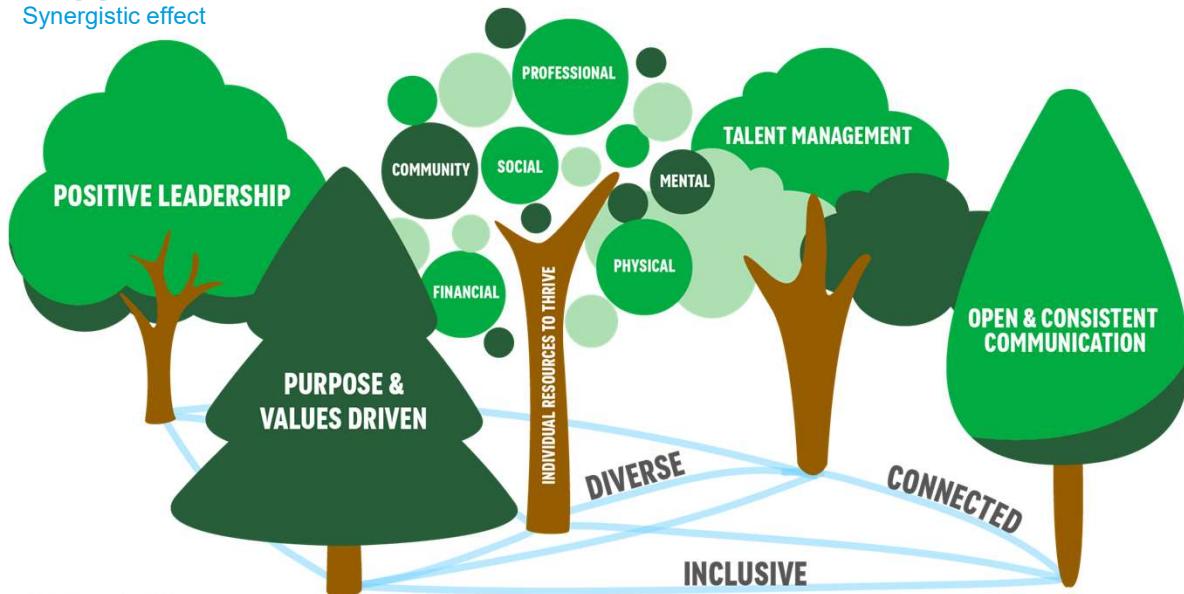
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Supportive Culture

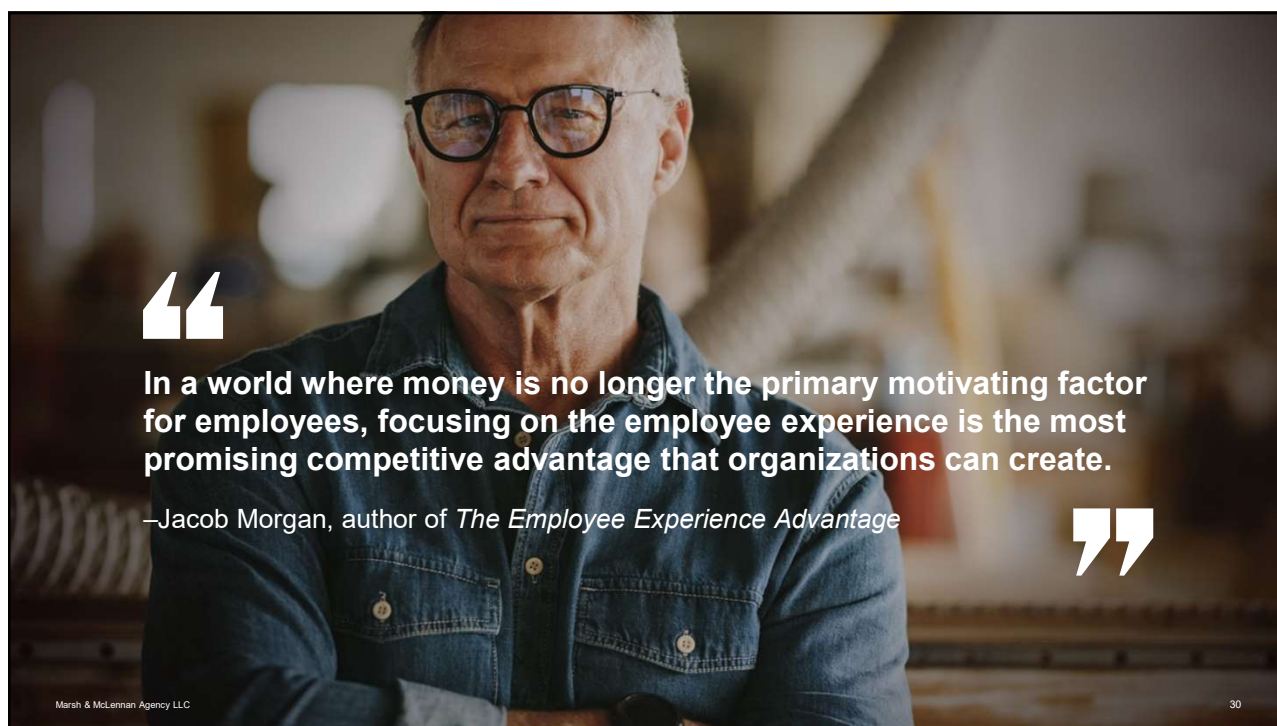
Synergistic effect



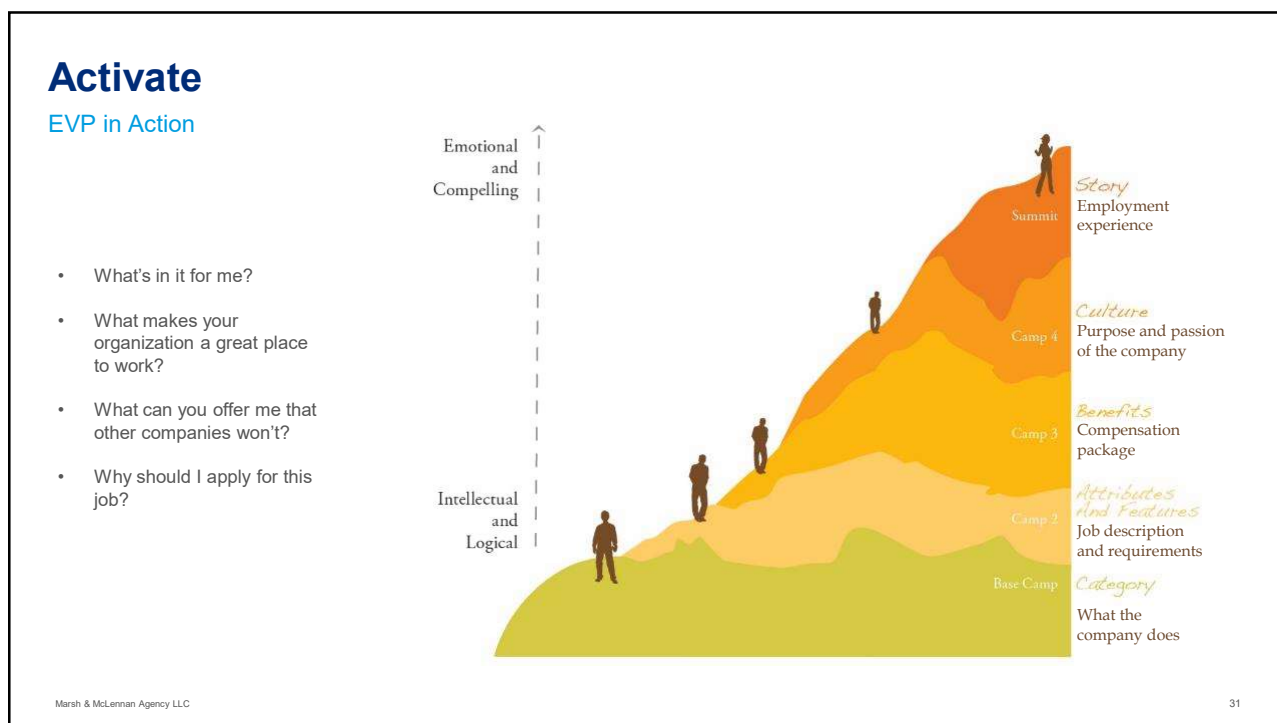
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EVP: What's In It For the Employer?

Enhance the employee experience, win the talent war

- Helps to differentiate your organization
- Serves as the foundation of your employer brand
- Can improve recruitment and retention
- Can save you money – disengaged employees are expensive
- Build employee commitment and organizational pride



A good value proposition is a deal – a reciprocal arrangement where there is a give/get.

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Happy Employees = Happy Customers

<https://hbr.org/2019/08/the-key-to-happy-customers-happy-employees>

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Summary

- Organize offerings of value
- Provide an engaging employee experience
- Share your story
- Rinse, (Revise), Repeat

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Thank you!

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“It’s easier to
love a brand
when the brand
loves you
back.”

Seth Godin

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Your future is limitless.SM

MarshMMA.com



A business of Marsh McLennan

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