

14
JUL 2016
LONDON

EMPLOYEE RECOGNITION, REWARD & RETENTION DIRECTORS FORUM

When it comes to our people then Reward, Recognition and Retention are most definitely the three R's of engagement

AGENDA SUMMARY:

- | | | | |
|--------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 08.30 | REGISTRATION AND COFFEE | 12.30 | SNC-LAVALIN RAIL & TRANSIT CASE STUDY: A REAL LIFE STORY – THE SNC-LAVALIN RAIL & TRANSIT ENGAGEMENT JOURNEY Kieran Grandy, HR Director, SNC-Lavalin Rail & Transit & Sherrie Rowlands, Communications Manager, SNC-Lavalin Rail & Transit |
| 09.30 | CHAIR'S OPENING REMARKS Steve Hurst, Editorial Director, Engage Employee | 13.00 | LUNCH |
| 09.40 | OPENING KEYNOTE: THE PROBLEMS WITH REWARD, RECOGNITION AND RETENTION: MONEY, MANAGERS AND HUMAN NATURE! Clodagh O'Reilly, Workforce Experience Awards Founder and Programme Leader, The Association for Business Psychology | 14.00 | PANEL DEBATE |
| 10.10 | WHY BRILLIANT COMMUNICATIONS ARE AT THE HEART OF ENGAGEMENT Laura Storey, Workforce Enablement Leader, IBM UK | 15.00 | ANCHOR TRUST CASE STUDY: OUR ENGAGEMENT APPROACH & THE IMPORTANCE OF EMPLOYER BRANDING David Roberts, Head of Colleague Engagement & Natasha Stephens, Head of HR Business Partnering and Recruitment, Anchor Trust |
| 10.40 | PRODUCE WORLD CASE STUDY: THE POWER OF TALENT RETENTION David Frost, Group Human Resources & Organisational Development Director, Produce World Group Limited | 15.25 | BARCLAYS CASE STUDY: BUILDING A DIVERSE WORKFORCE THROUGH APPRENTICESHIPS Mike Thompson, Director, Early Careers, Barclays |
| 11.10 | COFFEE & NETWORKING BREAK | 15.50 | COFFEE & NETWORKING BREAK |
| 11.30 | THE ECONOMIC BENEFITS OF TRAINING AND DEVELOPING YOUR STAFF Carolyn Blunt, Managing Director, Real Results | 16.10 | STARBUCKS CASE STUDY: #TOBEAPARTNER Carol Muldoon, Vice President of Partner Resources, Starbucks |
| 12.00 | THREE CASE STUDY: ENGAGING WITH BENEFITS Paul Bissell, Head of Reward, Three UK | 16.35 | CLOSING KEYNOTE: RECOGNITION THROUGH STORYTELLING Andrew McMillan, Principal, Engaging Service |
| | | 17.00 | CHAIR'S CLOSING REMARKS Steve Hurst, Editorial Director, Engage Employee |
| | | 17.05 | NETWORKING DRINKS |

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08.30 REGISTRATION AND COFFEE

09.30 CHAIR'S OPENING REMARKS

Steve Hurst, Editorial Director, Engage Employee



STEVE HURST

Steve is a successful career journalist, thought leader and published author with a wealth of experience in all forms of media, both offline and online, including local and national press, trade and business publications, TV and radio, websites, social media and online web event broadcasting. Since its launch, Engage Customer has rapidly established itself as beacon of thought leadership in a rapidly changing customer environment. Steve is widely recognised as one of the world's leading journalistic authorities in the fields of customer and employee engagement strategy and the increasingly important role of multichannel customer engagement strategies in business..

09.40 OPENING KEYNOTE: THE PROBLEMS WITH REWARD, RECOGNITION AND RETENTION: MONEY, MANAGERS AND HUMAN NATURE!

Clodagh O'Reilly, Workforce Experience Awards Founder and Programme Leader, The Association for Business Psychology

Business Psychology is the study and practice of improving working life. It combines an understanding of the science of human behaviour with experience of the world of work to attain effective and sustainable performance for both individuals and organisations.

The most effective strategies for reward, recognition and retention are informed by an understanding of human behaviour. These strategies optimise workforce performance and, as a result, organisational success.

In this session Clodagh will share studies and practices that can inform more effective approaches to reward, recognition and retention.

By increasing your insight into the psychology of individuals in your workforce, you'll be better able to define approaches which are not only effective now, but also fit for the future.



CLODAGH O'REILLY

Clodagh specialises in applying behavioural science in organisations to predict and enable individuals' and organisations' achievement of their potential. She leads the Workforce Science & Analytics Practice for IBM's Smarter Workforce Division in EMEA, based in the London office.

Before joining IBM Clodagh spent many years as an internal consultant in global financial services organisations. She has worked across many countries and industry sectors with both local and global organisations. She is a former Chair of the Association for Business Psychology, Non-Executive Director of learning transfer tech start-up, Lentum Ltd, a member of the Engage Employee Advisory Board, Founder and Leader of the Workforce Experience Awards programme, Editor of the book, "Delivering Excellent Workforce Experiences," and a guest speaker for various universities' business psychology degree courses.

10.10 WHY BRILLIANT COMMUNICATIONS ARE AT THE HEART OF ENGAGEMENT

Laura Storey, Workforce Enablement Leader, IBM UK

In a world of noise, limited time and increased workloads, how can your communications cut through and deliver uplifting messages to engage and inspire your workforce? If no-one knows about the good stuff, what levels of engagement can you hope to achieve? This session seeks to give some easy-to-follow guidance on what you can do tomorrow to start delivering communications that get to the heart of the matter – your people.

Laura leads the IBM UK internal communications team and has been an IBMer for over 15 years. With responsibility for communicating to almost 20,000 colleagues, the team have made huge strides in innovating their approach to communications.



LAURA STOREY

10.40



DAVID FROST

PRODUCE WORLD CASE STUDY: THE POWER OF TALENT RETENTION

David Frost, Group Human Resources & Organisational Development Director, Produce World Group Limited

Produce World is a fourth generation privately owned business which manages complex supply chains in the fresh produce sector. The company employs 600 people across five locations in East Anglia and specialises in supplying most food retailers in the UK.

The business operates in a very challenging commercial environment, emphasised even more recently with the implementation of the National Living Wage. In order to strengthen the business a people strategy centred around building employee engagement was initiated six years ago. This has created a platform where the company has been able to retain key talent whilst dramatically reducing operating costs over the same period and David Frost will explain more about the commercial context and the organisational change that has taken place. David has been with Produce World for nearly eight years, joining as Group HR Director. David has previously worked in senior HR roles with Carlsberg and Norbert Dentressangle and he is a Fellow of the CIPD and a Chartered Engineer.

David joined Produce World Group in 2008 having previously worked at Norbert Dentressangle, now XPO Logistics, and Carlsberg. He is an engineering graduate and holds a Masters Degree in Quality and Human Resource Management. David is also a fellow of the Chartered Institute of Personnel and Development and a Chartered Engineer. He has significant experience in the fields of organisational development and employee engagement and as a Board Member of the Company he is right at the heart of leading change in a very dynamic sector.

Produce World Group is one of the UK's largest growers and suppliers of fresh produce, supplying into most high street retailers and into food manufacturers. Employing 800 people across five sites, this fourth generation business is right at the heart of the huge changes taking place in the grocery market as the classic 'discounter' model represented by Aldi and Lidl continues to show significant growth. This commercial context, coupled with the impact of the National Living Wage, means that Produce World Group is implementing fundamental changes in order to be fit for the future.

11.10 COFFEE & NETWORKING BREAK

11.30 THE ECONOMIC BENEFITS OF TRAINING AND DEVELOPING YOUR STAFF

Carolyn Blunt, Managing Director, Real Results

According to Contact Babel some UK regions can employ up to 5% of the local population in contact centres. When such an economic investment is at stake it is vital that contact centres function successfully and that the workforce is trained and developed. Equally wasting resources on repetitive recruitment activity due to high attrition would hinder the effectiveness and success of UK call centres. Building upon a foundation of effective senior level and team manager level leadership, the development and retention of contact centre talent can be assisted through the following strategies explored in this session:

1. Induction training and managing the psychological contract
2. On-the-job training and qualifications
3. Soft Skill Development
4. Career management (including mentoring, secondments and shadowing)
5. Long term development programmes and development centres
6. Apprenticeships



CAROLYN BLUNT

Carolyn Blunt is Managing Director of Real Results, a consultancy that works with contact centres to improve performance. Carolyn is especially renowned for identifying opportunities to improve customer experience and sales whilst

creating efficiencies. Her team creatively lead culture change through people. Projects include 'Liber8 The Human' for Shop Direct which reached 1000 customer service and sales staff in 3 countries and Boots 'The Balance' a successful AHT reduction programme for over 300 Advisors in their Nottingham HQ.

Carolyn is co-author (with Martin Hill-Wilson) of the book 'Delivering Effective Social Customer Service' published by Wiley. As an industry writer and speaker Carolyn was voted Most Respected Person in the UK Contact Centre Industry 2012-2014 by readers of Call Centre Helper Magazine. Carolyn is an engaging and trusted speaker for 'Customer Contact Expo', 'The Forum' and 'Call Centre Helper'.

12.00

THREE CASE STUDY: ENGAGING WITH BENEFITS

Paul Bissell, Head of Reward, Three UK

Session content;

- What does a typical benefits package look like these days?
- What more could you do and what can be done if budget is tight?
- What does the Three benefits package look like?
- How does Three use technology to improve the delivery of benefits?



PAUL BISSELL

Paul is Head of Reward for Three UK - the fastest growing network operator in the UK with over 8m active customers. Three is part of the CK Hutchison Group of Companies.

He has worked with business of all sizes including many global businesses in the Financial Services and Telecommunications sectors. Prior to his current role, Paul held Head of Reward roles for; Vodafone, Cable&Wireless Worldwide and Nationwide Building Society.

Paul is a Chartered Companion of the CIPD, a Fellow of the Chartered Institute of Bankers and holds a Masters degree in the Management of Human Resources as well as being a former Vice President (Reward) of the CIPD. His work has won many awards from industry and recognition from the Government and he is a regular conference speaker and occasional lecturer.

12.30

SNC-LAVALIN RAIL & TRANSIT CASE STUDY: A REAL LIFE STORY - THE SNC-LAVALIN RAIL & TRANSIT ENGAGEMENT JOURNEY

Kieran Grandy, HR Director, SNC-Lavalin Rail & Transit & Sherrie Rowlands, Communications Manager, SNC-Lavalin Rail & Transit

SNC-Lavalin is one of the largest engineering and construction groups in the world. In 2011, SNC-Lavalin acquired international rail consultancy Interfleet and on January 1st 2016, it changed its name to SNC-Lavalin and fully-integrated with the brand.

In 2013 Interfleet (as was) had begun its HR journey, a series of change management processes and introduction of HR processes, policies and team changes to transform the HR team 'from transactional to transformational' in supporting the business moving forward. Our real life story will show you how we moved engagement and recognition from a 'nice to have' to a 'must have' with evidence of business results that have been achieved over the last three years.

Kieran has worked for the business for three years, joining as UK HR Manager and promoted to his current role in 2015. He has worked with business of all sizes including many global businesses in the Manufacturing, Engineering and Consultancy industries. Prior to his current role, he worked in operational roles for both Rolls Royce Plc and Johnson Controls Inc. Kieran is a Chartered member of the CIPD. His recent work has won several awards both for Engagement & Benefit projects implemented to the business.



KIERAN GRANDY



SHERRIE ROWLANDS

Sherrie joined Interfleet (as was) in 2013 as Internal Communications and Engagement Manager until she took on external communication responsibilities in 2014, heading up the Communications Team. She has worked in a number of communications and PR roles throughout her career including Finance, Manufacturing, FMCG and Public Sector organisations. Sherrie is a Member of the CIPR and IOIC. Her recent work has won several awards for both Engagement & Communication projects for the business.

13.00

LUNCH

14.00

PANEL DEBATE

15.00

ANCHOR TRUST CASE STUDY: OUR ENGAGEMENT APPROACH & THE IMPORTANCE OF EMPLOYER BRANDING

David Roberts, Head of Colleague Engagement & Natasha Stephens, Head of HR Business Partnering and Recruitment, Anchor Trust

Anchor is England's largest provider of housing and care for the elderly, employing over 9,000 people across 1,000 locations.

Topics covered in the presentation will include:

- **Our engagement approach** - Our engagement score is higher than the UK average, which is not the public perception of working in care. We've recently acquired two new care businesses with an additional 1,500 employees and have managed to grow our engagement scores at this time and have gained Sunday Times Best Companies to Work For status.
- **Employer branding** - We know that negative stereotypes exist about working in care. The sector is seen by some as being low paid and unrewarding, which impacts on our ability to recruit and retain employees. We've been challenging this with a new, fresh employer brand which we use internally and externally to change perceptions of the care sector and in doing so boost engagement and recruitment activity.



DAVID ROBERTS

David has a mixture of HR and brand experience, having worked both in in-house and consultancy roles in the areas of employer branding, resourcing strategies and employee engagement.

He is head of Colleague Engagement and Internal Communications at Anchor, England largest not-for-profit provider of housing and care for the elderly. Previously David worked as Employer Brand and Engagement Manager at the BBC and Orange. Working across the HR, marketing and employee engagement functions he has successfully created and launched award winning engagement strategies and employer brands.

Passionate about the creation and implementation of employer brands as a way to attract, engage and retain staff, he has appeared in the media and at conferences, commenting on employer branding and employee engagement.



NATASHA STEPHENS

Natasha was approached in 2012 to join Anchor, England's largest not for profit provider of housing and care for the over 55s. Her initial focus was to work with Anchor's first board level Director of HR to redefine and develop the service offering and capability within the HR function to meet the needs of the business.

Nearly four years later, Anchor's people journey has made strong progress, overcoming various challenges along the way as well as building in new initiatives that help position Anchor as an employer of choice. Natasha now heads up the recruitment and HR Business Partner teams at Anchor and is well placed to articulate the challenges of attracting people to work in the care sector and demonstrate how HR can successfully work alongside the business to support achievement of KPIs and key activity that will deliver the strategic plan.

Previous career experience primarily in private sector in mobile telecoms including helping to set up the business division at Orange.

15.25

**BARCLAYS CASE STUDY:
BUILDING A DIVERSE WORKFORCE THROUGH
APPRENTICESHIPS**

Mike Thompson, Director, Early Careers, Barclays

Barclays will share how they are transforming the shape of their workforce through a highly innovative and market leading apprenticeship programme. They will share how they are building diversity and tapping into new talent pools to build the bank of the future. You will hear from one of their graduated apprentices on how her degree apprenticeship transformed her life and has spring boarded her on a successful career.



MIKE
THOMPSON

Mike has been working in Barclays for over 25 years in a variety of Frontline and Support leadership roles across the business. His past 6 years have been in HR where he has built up extensive experience of implementing management and leadership development programmes, employee engagement programmes and managing the development of Barclays Learning and Development Curriculum.

His achievements include the roll out of the highly successful Leadership Excellence Programme across UK, Africa and Europe and the implementation of the Barclays Apprenticeship Programme. Mike currently manages a number of award winning Early Careers programmes including the Barclays Apprenticeship programme and Barclays Degree Apprenticeship in Leadership and Management. He is also a board member of the Government's Apprenticeship Delivery Board where he has an ambassadorial role promoting apprenticeships across the Financial Services Sector.

The Barclays Apprenticeship programme is recognised as one of the UKs leading programmes having won the BITC Inspiring Young Talent Award in 2015 as well as the prestigious Target Jobs Best Apprenticeship Programme of the year 2015. He is passionate about developing young talent and tackling diversity and equality issues as well as providing meaningful solutions that address youth unemployment.

15.50

COFFEE & NETWORKING BREAK

16.10

STARBUCKS CASE STUDY: #TOBEAPARTNER

Carol Muldoon, Vice President of Partner Resources, Starbucks

A case study that explores how to replicate a globally relevant offer when recognising and rewarding a UK partner base. What needs be the same and what should be different to ensure that talent is attracted, retained and recognised?



CAROL
MULDOON

Carol Muldoon is passionate about developing people and engaging them to seek ways for continuous improvement. Now the vice president for partner resources EMEA, she joined Starbucks in December 2011 as the director of partner resources for Starbucks UK and Ireland. She moved into the EMEA vice president role in May 2013 and now has direct responsibility for our company owned store portfolio. She also plays an integral role in our business alliances and channel development for the region.

16.35

**CLOSING KEYNOTE:
RECOGNITION THROUGH STORYTELLING**

Andrew McMillan, Principal, Engaging Service

When the right environment is created, employees can do some remarkable spontaneous things for customers. Capturing and celebrating these 'stories' through internal communications across the whole business can be a really powerful way of recognising individuals while reinforcing the customer and employee engagement ambitions of the organisation.



ANDREW
MCMILLAN

Andrew started his career as a management trainee with the John Lewis Partnership at Brent Cross. He quickly moved up through the management ranks and over the next eighteen years led a number of selling teams in different branches.

He next moved to the head office to take charge of the department stores' customer-centric Intelligence Team. Andrew was then asked to lead on customer service for the department store division. Over the next eight years the role saw him develop JLP's market-leading culture and attitude towards customer service and sales. That customer-driven culture is something that has now become synonymous with the John Lewis brand and during his tenure John Lewis won many awards for customer service and were frequently cited in the media as a leading customer oriented organisation. In 2012 Andrew set up his own consultancy specialising in employee engagement and customer experience. He is also in demand internationally as a conference speaker, facilitator and chair.

17.00

CHAIR'S CLOSING REMARKS

Steve Hurst, Editorial Director, Engage Employee

17.05

NETWORKING DRINKS

2016
**ENGAGE
AWARDS**



TUESDAY 8TH NOVEMBER 2016
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TO ENTER!**

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