



# Employee Engagement: Unlocking Your Employees' Potential

5 keys to creating and nurturing, happy, engaged  
and loyal employees





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## EXECUTIVE SUMMARY

As an HR professional, you're likely to be familiar with Gallup's 2017 findings which show that only 13% of employees worldwide are engaged at work. This statistic is alarming to say the least.

Both for organisations and employees, the importance of engagement cannot be overstated. We know that building a career, feeling a sense of belonging, and finding meaning in one's work is important for employees. If employees feel valued and align themselves with the company's values and mission, they are more committed to their work and to the organisation.

For companies, employee engagement strategies have shown to increase employee satisfaction and productivity, reduce employee turnover, and make more profit for the company.

Our research shows that focusing on

creating open dialogue with employees and finding ways to motivate them has business impact. We notice a marked increase in employee satisfaction, loyalty, and productivity, as well as a boost to employer branding. A healthier, more exciting organisation emerges—becoming a place where employees want to work.

Companies which create environments based on transparency, openness, learning and development are ultimately more competitive. Talent becomes easier to acquire and retain.

We developed this employee engagement book to capture our observations and to provide a reference tool for HR leaders to help their employees thrive.

In March 2019, Benify was named one of Sweden's Best Workplaces and included in the esteemed Great Place

to Work list for 2019. We are proud of this achievement, and we have our employees to thank for this.

We hope you find this book inspiring and as a compliment to enrich your current strategies.

Happy reading!



A stylized blue ink signature of Joakim Alm.

Joakim Alm  
CEO, Benify

## INTRODUCTION

### Are your employees as engaged as they could be?

Are your employees happy to be part of your organisation? Do they feel like stakeholders in your company's success? Will they continue to grow their careers as your operations expand? Satisfaction, belonging, and commitment. Some say these are the main factors that contribute to employee engagement, whereas thought leaders, including Dale Carnegie, point to drivers such as one's relationship with his or her manager, a belief in senior

leadership, and personal pride in working for the company.<sup>1</sup> Meaningful work is cited by both SHRM<sup>2</sup> and Deloitte<sup>3</sup> as key to positively influencing employee attitudes and productivity.

### Everyone understands the importance of engagement

Regardless of which factors and drivers you point to, taking action to positively affect your employees' attitudes and behaviors is vital. According to leadership expert Torben Rick, the business case is clear—having engaged employees

means a 51% increase in productivity, a reduction in absenteeism (by an average of 4 days), and a boost in both profitability (19%) and shareholder value (9%).<sup>4</sup> Sounds great, right? What you may not realise, however, is that engaged employees are actually rare. According to Gallup, just 13% of employees worldwide are engaged at work.<sup>5</sup>

Moreover, employees can be actively disengaged— not just “not-engaged” — meaning their attitudes can negatively impact colleagues.



## WHAT MAKES AN EMPLOYEE HIGHLY ENGAGED?



PERCENTAGE OF HIGHLY ENGAGED EMPLOYEES WHO SAY:



PERCENTAGE OF LOW OR NOT ENGAGED EMPLOYEES WHO SAY:



Source: Gallup,  
State of the Global Workplace, 2013

### A definitive guide for modern HR leaders.

We know that keeping the *human in human resources* is the best way to set people strategies. Our aim is to provide an overview based around five keys to unlocking your employees' potential.

Our hope is that you are able to easily evaluate your current activities and also think about opportunities for improvement.

### So what can HR leaders do to engage their employees?

Ensuring your employees are satisfied in their roles and invested in the company's future should be the goal. As an HR leader, you have the power to influence your talent and create a culture where your employees can thrive and contribute to your success. From our experience working with employers around the world, we have found that motivation and engagement are firmly rooted in the five areas listed to the right.

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To ensure your policies have an impact, make these promises to your employees:

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> Be Transparent

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> Be Caring

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> Be Rewarding

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> Be Connected

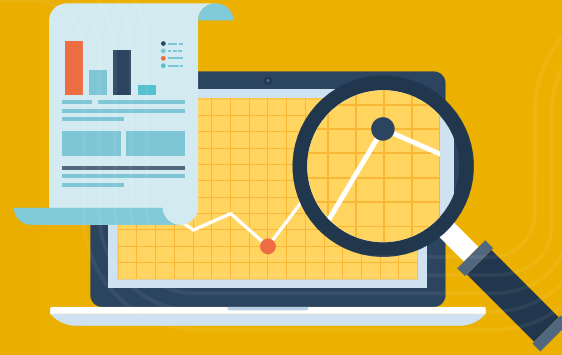
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> Be Supportive

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Key #1  
**Be Transparent**





**The key to any relationship is open communication. The workplace is no different.**

Being transparent is the first key to unlocking your employees' potential. Consider how you can improve your interactions with your employees. Be transparent about who you are as a company, what policies you have and why.

Being transparent will help your reputation as an employer, allow you to set clear expectations, and avoid misunderstandings (or even disappointments). This means that it is your responsibility

to present clear information about the company values, mission, and current activities and to share your organisation's goals, developments, and performance.

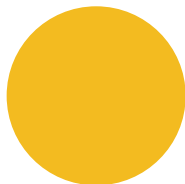
**An effective employer brand is the motor which drives productivity.**

Today's progressive employers know that transparency is not something which can simply be manufactured, but rather must be developed and nurtured from within. Open and transparent dialogue with your employees is the first step.<sup>6</sup>

This is important for your business on two levels:

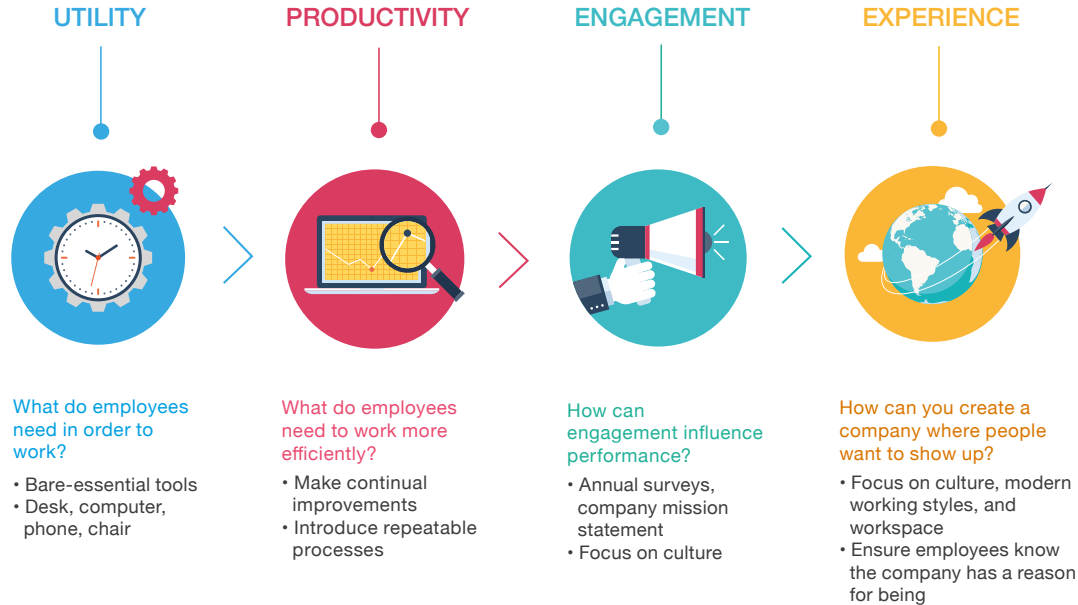
Firstly, it will speed up your internal corporate communication channels creating leaner information flows and increasing productivity.

Secondly, it creates an environment in which your employees can engage with your brand narrative. This breeds trust in your brand, enhances your brand's magnetism, and increases employee retention.





## EVOLUTION OF EMPLOYEE EXPERIENCE



Adapted from Jacob Morgan,  
The Future Organization



**As a modern employer, it's important to understand what your employees currently know about your company and assess what their overall impression is.**

Discover the brand narrative your employees are currently subscribing to and whether this matches your intentions.

Explore what information and which impressions are “flavouring” your employees’ experience. For example, do your employees know how and why your company was founded? Do they know who the various departments leaders are? Your external brand

perception, ethical standards, and business practices all shape their employee experience. You can control the impression you make by ensuring your communication is up-to-date, consistent, and 100% transparent – across both your internal and external channels. Begin by mapping the “stops”

along the employee journey and ensure there are no gaps in your communication during each impression point. This includes your employment policies, career opportunities, performance evaluation processes, benefit information, and frequently asked questions.

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**Overall, being transparent is rooted in how well you:**

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- **Communicate your core values**
- **Share business goals, results, and performance**
- **Invest in an internal PR strategy**
- **Publicise your people policies**
- **Focus on the employee experience**



## HOW CAN YOU INCREASE TRANSPARENCY?



### Communicate your core values

All brand narratives, and subsequently all business success stories, begin with the company's core values. Employees can't know if they share the company's values if you fail to communicate them. Google, Apple and Microsoft were all founded with an idea and a set of values, which have guided their development and success.

At Benify, our core values are: Think Ahead, Show Love, and Exceed Expectations. These

values made us the company we are today. Share your company's philosophy by communicating your value and making them visible; display your values on everything from workspace walls to website landing pages. An important step is to publicise the company mission and vision. Explain how and why your company was founded and share your customer success stories.

Alignment is key to creating feelings of belonging, however, employees cannot achieve this without a base understanding of what it means to work at

your company. Share what your company stands for. Maybe, for example, it's *People First* or *Giving Back*. Consider weaving your core values into performance objectives as ways to model attitudes and behaviours.

In summary: promote your organisation's beliefs and vision, for example, on your website and in your handbooks, and make sure leaders and managers lead by example. This will help your employees align with the company values and create a sense of belonging.



From our experience, we see that employers who regard their employees as stakeholders succeed in motivating employees to contribute to the organisation's successes. This is rooted in how transparent the employer is in sharing company-wide goals and periodic performance results.

### **Share your business goals, results, and performance**

How effective are you in communicating your collective company goals, results and performance? It's important to share company sales numbers and performance metrics from every department of your organisation.

Add context and meaning to numbers and explain what they mean to future of the company

and its employees. For example, will there be layoffs, cutbacks, opportunities for growth, or geographic expansion?

Openness about performance is a very practical way to engage your employees. Communicating your business numbers with greater transparency can strengthen your employee's trust in your organisation and brand, as well as increase motivation. Your employees are likely to become more invested

and feel more connected when they better understand that their efforts count and that their efforts can contribute to success. Employees will also realise they are part of the journey regardless of any change in company course or strategic direction.



### Invest in an internal PR strategy

How much time do you invest promoting your company news and success stories internally?

It's not uncommon to hear companies running external PR campaigns and communicating important figures and updates with the public before sharing news internally. Employees shouldn't learn of important company news externally. Informing employees of company news, strategies, and initiatives first is crucial and creates both greater transparency and greater employee trust.

Use all available platforms and channels. Social media,

in-portal messages, emails, and push notifications are all used by employers to keep employees aware of the latest developments. Remember: your employees are your stakeholders who can be your biggest ambassadors if they are given the right information.

### Publicise your people policies

From your life balance initiatives, investment in workspaces, benefit packages, everything you do for your employees has meaning. This, in turn, creates value for your brand narrative. If you remove the meaning behind your policies, you'll lose the value. Be transparent

in communicating the how, what and why of your offer, and you'll increase the value in your employee experience.

Consider creating one central hub where employees can find company and personnel policies, answers to frequently asked

questions, and other important information. The easier you make information accessible, the more aware your employees will become. Transparent communication can improve workflows, reduce confusion and increase your employee loyalty.

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The effect of bridging the communication gap between executive management and employees can be seen in employee retention rates. You'll gain employee trust if you keep employees in the loop and informed about company news.



The employee lifecycle consists of many key touchpoints.

At Benify, we offer solutions for every step of the employee lifecycle, which helps our clients see value at every touchpoint.

### Focus on employee experience

It's no longer just about onboarding or finetuning training programs. The entire workplace experience affects an employee's impression of your organisation. From recruitment until exit, employees evaluate every brand touchpoint including communications, company events, benefits, rewards, and everything in between.

Since companies are always being evaluated by their employees, it's important to create a meaningful experience and treating employees like customers. Think attractive work spaces, fun activities, easy

benefit enrolment processes, clear career paths, learning opportunities, relevant offers, and targeted communication.

Deloitte's Simply Irresistible Organization™ model focuses on five factors which positively affect the employee experience: meaningful work, supportive management, positive work environment, growth opportunity, and trust in leadership.

See things from the employees' perspective. Being mindful of the employee experience at every touchpoint in the employee lifecycle helps strengthen your employer brand.



Key #2  
**Be Caring**





First and foremost, every employee is an individual. A one-size-fits-all approach to communication, activities, and benefits simply does not work.



### **The employment landscape is changing**

Today, the line between work life and home life has blurred, and employers are defined (and subsequently ranked) by their ability to adapt to this new model of work. It's important for employers to see employees as individuals, each with their own goals, needs, and preferences often defined by generation, gender, age, family situation, geography, experience, and so on. The challenge for HR leaders is how to relate to employees as both individuals and as members of a team or department. From our experience helping companies worldwide, the one-size-fits-all approach simply

doesn't cut it anymore. The best employers are already enjoying lower employee turnover thanks to their personalised, unique, something-for-everyone model.

### **Develop activities that bring employees together (and even increase their face-to-face time with HR)**

Create low risk, but fun, opportunities which help cultivate a sense of belonging and where employees can easily connect with one another. You can even try uniting employees by introducing friendly competitions, coffee breaks, brainstorming activities, fundraising goals, and charity work. Interactions can strengthen emotional bonds and

nurture relationships. As a result, you will see (and read about in employee surveys) increased trust, which helps create happier employees and increase performance.

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### **Being caring can be summarised as how well you:**

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- > Create a caring culture
- > Inspire a sense of belonging
- > Offer social opportunities
- > Strengthen group interactions
- > Give back to your community



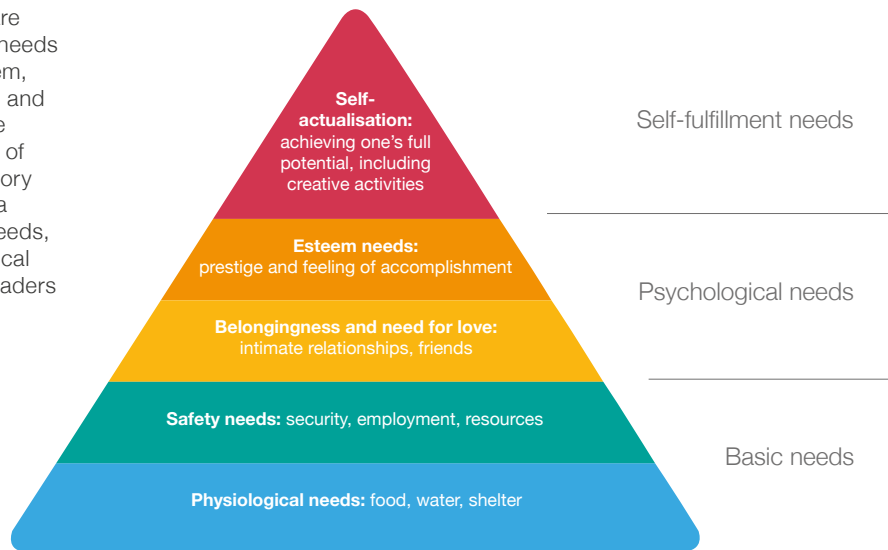
## HOW CAN YOU REINFORCE YOUR IMAGE AS A CARING EMPLOYER?

### Create a caring culture

We often hear the expression, "Keep the human in Human Resources." This statement harmonises with Maslow's hierarchy of needs and is a reminder that employees are individuals with emotional needs for self-actualisation, esteem, belongingness, realisation, and fulfilment. Introduced in the 1940s, Maslow's hierarchy of needs is a motivational theory in psychology comprising a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.<sup>7</sup> Leaders in HR should craft policies

and activities that support employees' various needs. After all, every employee seeks not only meaningful work but also meaningful connections. Ask employees how they feel and

what they need to make their jobs more engaging. Take the time to connect with employees. As a reward, you'll gain valuable insights and feedback.





### Inspire a sense of belonging

To make employees feel committed to your organisation, they must first feel they have a role to play and are accepted for who they are. Help them feel that they are part of the greater organisation and that they matter for their unique contributions. Create group activities and opportunities for involvement and then encourage employees to participate through targeted outreach and invitations.

The goal should be to make the workplace an inclusive, welcoming place where employees understand how they fit in and that they are appreciated for who they are.

### Create social opportunities

Positive relationships are important element in being happy at work. To develop meaningful relationships, one must have opportunities to connect with their colleagues. HR can take the lead in encouraging interactions by creating activities that lead to connection.

These activities shouldn't be work related. Instead, they should be low-risk, social activities which give employees a chance to connect with their colleagues and feel connected to the company. Activities which encourage employees to connect, grow, and even build friendships needn't be time or resource intensive

in order to be impactful. Social opportunities can be scheduled regularly to become part of the company culture. These types of interactions can also help employees unburden thoughts, find answers to questions they may be hesitant to ask managers, catch up on pop culture, and learn the ropes.

Social opportunities have also been shown to help onboard new hires more effectively: "Co-workers exert far more influence on a new hire's socialisation in an organisation than previously thought. About 65 per cent of what employees learn comes from their co-workers, while 15 per cent came from interactions with managers."<sup>8</sup>





### Strengthen group interactions

Get employees working together to build trust and cooperation. Unite them with common goals and interests to build strong teams.

Interaction with co-workers not only creates a feeling of belonging but creates the trust that is so vital to problem solving. Group interaction is especially important for employees belonging to smaller departments and for those who often work independently or are task-oriented (think: accountants, data analysts). Team building activities during phases of expansion or high growth, when the work pace often quickens, can help keep employees focused, productive, and happy.

### Give back to your community

How do you package your corporate social responsibility (CSR) in your organisation?

Employers are finding new, innovative ways to unite their workforce behind their CSR activities. This is good for business and gives employees the opportunity to make a difference. Getting co-workers to participate together in CSR activities is simultaneously a positive activity and a team building event.

Think about causes which support your company's core values and whether the causes should be local or global, or both. Some ideas to consider: raise money to support an

initiative, sponsor a non-profit organisation or event; create a sports activity with fundraising goals, or gather volunteers for a mentorship program or charity. You can even invite local groups to use the office workspace to support their initiatives.

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Build teams, create groups, and organise taskforces to get employees working together towards a common goal. Cooperation increases both accountability and contribution.



Key #3

## Be Rewarding





**Our Compensation Gap Study\* reveals that 8 of 10 employees currently undervalue their employer's investment.**

When asked to calculate their total employee package, many employees point to their salary and little else. Employees who are unaware or who don't understand their total compensation fail to appreciate the full value of their employment offer and the true cost paid by their employer. By visualising all group benefits and insurances as a total reward, together with all the extras, employers can elevate the value of their offer and show your employees how much they invest in them. Packaging the total offer as part of your employee value proposition is

a powerful way to stand out as an employer, and a great way to boost your employer brand.

Our Benefit Gap Study\* also revealed that most employees' consideration of their benefits is inconsistent: that is, their ratings of importance versus appreciation do not align.

**HR leaders can focus on total reward by establishing a knowledge baseline.**

What do employees know? What do they appreciate? What do they want? A simple survey of employees (or even a series of feedback sessions) can provide valuable insight. We know, from our experience, that you can expect to see and hear that

employee wish lists contain benefits that support work-life balance, financial wellness, and healthy living.

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**Being rewarding is the third key to engaging your employees and is summarised by how well you:**

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- Highlight your EVP
  - Package the total reward
  - Prioritise work life balance
  - Promote financial wellness
  - Encourage a healthy workforce
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\*The Compensation Gap and The Benefits Gap studies can be found at:  
<https://www.benify.com/insights>



## HOW CAN YOU IMPRESS YOUR EMPLOYEES WITH YOUR TOTAL REWARD?



### Highlight your EVP

The role of today's HR function places ever-more focus on the EVP.

The employee value proposition (EVP) is “an employee-centred approach that must align to existing, integrated workforce planning strategies; and be unique, relevant and compelling; if it is to act as a key driver of talent attraction, engagement and retention.”<sup>9,10</sup>

One of the key goals of HR is to communicate the EVP to employees, and a carefully assembled employment package is part of that. In fact, the employment package can be a key driver of performance, development, and loyalty.

### Package the total reward

Our research shows that 8 of 10 employees are unsure of exactly what they receive as compensation outside of salary, nor what those “other things” cost their employer.<sup>11</sup> By visually revealing your full investment, you can add value to your total reward package without spending an additional cent.

From group insurances and vacation days to company events and everything in between, compile a comprehensive list of all the things you offer your employees in addition to salary. Place a monetary value on each and place that value over the average salary. You'll create an impactful visual tool, which will help you attract and retain the talent you need.

Our research shows that most employees tend to focus on the tangible financial benefits and forget about all the “other stuff”. Choosing to lift the value of your “forgotten” benefits will help you to avoid needless salary escalation, as well as aid your talent attraction and retention efforts.



### Prioritise work-life balance

Work-life balance is a hotly debated topic in the business world. Some believe it can be solved by sleeping less (i.e. “sleep hacking”) or avoiding energy drains such as mindless online activity or idle office gossiping. As an HR leader, what can you do to promote a work-life balance in your workplace?

You can help your employees to understand and access all the life-simplifying benefits and programs you already provide. Ultimately you want employees to feel good about work and to

be focused. However, the fact is, your employees will inevitably be distracted by outside worries and stresses or require help to balance their responsibilities.

What can you do to make your employees' lives easier? Conduct a survey to find out what you can offer to support their day-to-day. Our research reveals that the most common responses include affordable childcare, assistance with legal documents, practical commuting options, convenient housekeeping services, and a handy app that helps with scheduling.

Alleviate your employees' day-to-day stresses by helping them to juggle the demands of work and home. Show your employees how you can assist them with greater life-work balance. Showcase the benefits and perks which save time, money, and worry. You can even introduce flexible working arrangements to help ease the burden without sacrificing productivity or engagement.







### Promote financial wellness

Economic realities such as high costs of education and healthcare, responsibilities for aging parents, and even unexpected housing bills, can cause employees to feel financially pinched. Not knowing if they're saving enough for retirement can compound the worry. As an HR leader, you can play a role in helping your employees to overcome financial stress. After all, this should worry your business too.

Financial stress can impact engagement and performance levels at the workplace. What's more, your total rewards packages can include overlooked yet helpful benefits to alleviate these worries and promote financial wellness. Today's employers are turning to benefits that promote easier

financial planning and more transparent retirement saving. Sometimes, it's enough just to remind your employees to take advantage of what you already offer. You can also arrange workplace sessions with financial advisors, introduce robo-advising tools, or assemble and share a list of online calculators, tip sheets, and articles.

### Encourage a healthy workforce

Show employees that their health is important to you. Employees may be more active if they could find the time to exercise, others may be driven by healthy-eating initiatives. How can you find ways to support employee health and address their different preferences? Examine your current benefits. What do you offer that supports well-being? What can you add? Consider organising group activities

such as lunchtime running or afterwork yoga and promoting healthier eating by providing fresh fruit. Introducing clubs and group activities can also build social interactions. With a few simple initiatives, you can not only boost employee well-being, but increase overall energy and performance.

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Our data shows that wellness benefits continue to rank as the most important benefit for all employees born after 1965. Yet satisfaction with these benefits can only be described as "lukewarm". Focus your efforts on lifting the value of your wellness programs, exercise classes, and healthy food options – and employee performance, productivity, and satisfaction will soon follow.



Key #4  
**Be Connected**





**Although easy to achieve, many of today's employers still fail to connect with their workforces.**

As an employer, you can create connection by creating opportunities for dialogue with your employees. Use conversations to gain insights about employees' general happiness, enthusiasm about work, and satisfaction in a range of areas which influence their performance.

Gain credibility by focusing on issues you know you have the power to address. This demonstrates your will to listen and act upon employee feedback. Surveys are a powerful tool to gain fresh insight and to measure sentiment periodically across your organisation. Make sure surveys are anonymous to encourage honest answers.

**Opening the lines of communication does not have to be limited to surveys or one-on-one conversations.**

Employees are talented and skilled. After all, you hired them for a reason. Therefore, it's important they're given the freedom to solve problems and suggest solutions. Create opportunities for employees to work together to voice their opinions, react to situations, and brainstorm approaches. You'll find that the trust created from working together enriches their relationship with their peers, managers, and the overall company brand.

Employees feeling connected to your company is also dependent on your ability to share information and in ways that they prefer. For example, take advantage of

your employees' love for digital channels. Make all aspects of work life— from your benefit policies to company events— centrally located and accessible online. Most employees are used to finding what they need online. As smartphone continues to skyrocket, it's important that employers are in a position to connect with their employees while they're away from their workstation and on-the-go.

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**Overall, being connected can be summarised as how well you:**

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- > Survey your employees
- > Establish a happiness baseline
- > Encourage dialogue
- > Trust your employees
- > Activate your digital channels

## HOW CAN YOU BETTER CONNECT WITH YOUR WORKFORCE?

### Survey your employees

Do you know how your employees really feel? How satisfied are they with their work, your management, the opportunities for growth, or the transparency of your executive leadership? These simple insights can help you to grow as a business.

Gauging your employees' impressions will add value to any new initiatives that you introduce. When designing the survey questionnaire, be sure to only cover areas that you can address so that you can avoid the risk of losing credibility. For example, avoid asking business

related questions such as your employees' satisfaction with the company's long-term growth plan since you'll be unlikely to affect it from their answers.

Surveys should, of course, be anonymous, and you should make it clear that there will be no repercussions for any negative feedback. Keep surveys short and write questions clearly so that they cannot be misinterpreted. In the case of quarterly or half-yearly surveys, by using the same survey questions every time, you'll receive comparative insights, which will enable you to monitor progress and track trends.





### **Establish a happiness baseline**

How happy are your employees? Establishing a happiness baseline will allow you to gauge your employees' enthusiasm and gather actionable insight to improve your workforce productivity and loyalty.

Sit with your HR team and brainstorm how you can influence your employees' general happiness. This might include anything from job descriptions (too rigid?) and workplace design (is there enough space for socialising?) to the variety of social activities (Friday happy hours?) and eating options (vending machines with healthy choices?)

Consider getting input concerning survey questions

from an employee focus group for better qualitative insight. Make sure the number of areas you wish to research are manageable and that you have the power to focus on areas which you can actually control and improve.

### **Encourage dialogue**

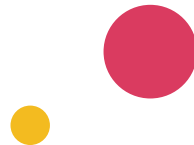
Do you promote a culture that welcomes feedback? By encouraging open dialogue, you can discover new perspectives which can serve as the basis for improvement. While some employees prefer to respond anonymously, others may feel more comfortable with a face-

to-face session. Whichever approach you take, there is business value in encouraging feedback at regular touchpoints to keep in step with your company's developments.

Consider implementing periodic activities that provide insights such as open-meetings, polls, and discussion groups so your organisation has a current feedback loop. In summary: invite discussion and feedback from your employees. Make openness your policy—without repercussions. Create opportunities for employees to speak their mind. Gather insights periodically.

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Employee satisfaction usually varies per industry sector. Use your own industry benchmark to establish your happiness baseline. This allows you to gather actionable insight to increase employee loyalty.





### Trust your employees

Your employees are skilled and capable— after all, that is why you hired them. Give them the freedom to take ownership of tasks and projects and to contribute their ideas without being micro-managed. This means instructing your managers to nurture an environment of free thinking and creativity. Listen to your employees' ideas and encourage them to solve problems. Delegating responsibility and encouraging independence helps them grow, feel respected, and become invested.

Employees can be made to feel they are an important part of the organisation with the freedom to think and act. You can even bring groups of employees together in situations where they feel they can make an impact.

Some ideas to try: brainstorm sessions, problem-solving task forces, focus groups, and customer experience discussions.

### Activate digital channels

The once sacrosanct borders between work and home life are opening. Today's employees have greater choice to decide when, where, and how they work. This has led to a rise in flexible and remote working arrangements.

To connect with your workforce today, it's important that you activate your digital channels. Your employees need for digital consumption means that they now expect to find information in a swipe and at their own convenience. For HR, this brings new challenges. Your company benefit information and enrolment tools, HR policies,

and even invitations to holiday parties, must be available digitally and remotely, anytime and anywhere. For your IT security teams, this needn't create a bureaucratic nightmare, either. Today's digital platforms are even more secure than lock and key methods of days gone by. Every action is tracked, and all data is securely managed per local regulation.

As HR leaders, you can make your employee's life infinitely simpler by making sure your company content and tools are accessible digitally. This will also alleviate pressures on your internal resources. In short: help employees stay in touch by making your company available to them even when they're not at their workstation. Benefits, policies, invitations, and even company news should be accessible when they're home or on the go— easily and securely.

Key #5  
**Be Supportive**





**Most companies would agree that keep employee skills up to date is a good investment.**

To unlock the potential of your workforce, it's important to offer employees opportunities for both personal and professional growth.

Nurturing your talent in-house will also ensure that your organisation will remain competitive. Of course, it's imperative that you hold on to your talent once it's coached and developed. This is where your rewards and recognition programs come into play. Show your employees that high performance is appreciated and that their contributions are valued. Contests are an effective way to incentivise employees to meet and even exceed future goals.

**Training can be in the form of peer support, mentorship programs, certifications, e-learning, and seminars.**

Don't be afraid to tell stories. Using real examples, show employees the various career paths available to them within your organisation. Collect success stories of employees and demonstrate how to build a career at your company. Encourage experimentation and creativity in challenging the status-quo. Offer options for movement within departments and promote traineeships to expand skills.

**Don't forget to train your managers too.**

Educate managers on how to lead, be inclusive, be sensitive,

and be inspirational. When the goal is to engage employees, you need an army to help you implement your vision. Your managers are your service to ensure surveys are filled out, goals are set, and activities are offered. Turn to managers for help!

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**The fifth key area for unlocking your employees' potential is to be supportive, which includes how well you:**

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- Spread knowledge
- Tell a good story
- Recognise good behaviour
- Offer incentives
- Train your managers

## HOW CAN YOU SUPPORT YOUR EMPLOYEES' DEVELOPMENT?



### Spread knowledge

Help employees develop their skills and support their professional aspirations. Learning and development opportunities will help your employees grow and improve their capabilities.

Training employees should be a central part of your human capital management. Not only does training employees offer long-term business value, but it also supports your employees' personal development, which is a big win for today's youngest employees.

Consider different approaches such as peer-to-peer knowledge sharing, mentorship programs, and apprenticeship / shadowing, as well as more traditional training conducted internally and externally. Through training,

not only will your employees will become more skilled at their jobs, but you also have a greater chance of gaining their loyalty and retaining their knowledge.

### Tell a good story

Every employee needs to know that he or she can grow and succeed within the organisation. However, often, knowing "how" can be challenging for many employees especially in larger companies with numerous departments and locations. What better way to make employees aware of the myriad of opportunities for growth and development that exist within your organisation than sharing real life examples? Illustrate

how fellow employees have grown their careers within your company. Seeing real-life examples of success can motivate and inspire employees to improve their skills and inspire them to grow and develop. As a by-product, you'll also see performance and retention increase.

Be sure to publicly acknowledge and praise colleagues who have developed and grown within the company. Treat these brand ambassadors as success stories. Go a step further and turn these shining examples into peer mentors. This can inspire colleagues, create enthusiasm and win loyalty.

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Our study of the graduate talent pool in Germany identified that employees born after 1985 ranked coaching and education as their second most valued workplace benefit.





### Recognise good behaviour

There's no better way to foster confidence, encourage commitment, and inspire positive work habits than through rewards and recognition programs. Explain to employees what rewards and recognition programs are and how they work.

For many employees, being in the limelight and having their success publicised can often be reward enough. Others may be driven to earn a prize whether it's monetary, such as a bonus, or another reward like earning an extra vacation day. Regardless, be sure to recognise each achievement publicly to instil a winning mentality in your workplace.

Your employees are your greatest asset. It's your responsibility to cultivate their confidence, drive their productivity, and set the benchmark for success. Make employees feel appreciated when they achieve goals and exceed expectations. Praise and reward them publicly to grow their confidence. In turn, you'll create a winning culture where rewards and praise indicate a job well done.

### Offer Incentives

Sometimes, employees need to be challenged to reach new heights. Contests can be a great way to inspire employees to meet certain goals or deadlines. The aim of incentives and rewards is to entice employees to challenge themselves and exceed their

own beliefs about their abilities. Contests can aid in meeting end of quarter sales goals, boost overall production, and meeting tight deadlines.

In the case of problem solving or improving designs, incentives and rewards can spark innovation and creativity. Create fun and challenging contests to spark creativity, exceed quotas, and meet goals. The ability to earn extra vacation days, or even win a weekend getaway is a great way to motivate employee performance.

### Train your managers

Leadership is a skill which is taught and developed. There are many ways to teach your managers to appreciate different personality traits, to be inclusive, and to optimise the talent they have. Leadership training can include development in sensitivity, education around harassment policies, performance management, and so on. It is also important to align your management with HR goals. Inform managers of ongoing initiatives, periodic surveys, communication goals, and upcoming activities. Give

managers the tools, freedom and budget to manage your teams with rewards and incentives, social activities, team building exercises, and group lunches.

Effective management training will always provide a return on investment for your business. Retaining your talent is made easier with great managers. It's important that you help your management create positive relationships and meaningful experiences with their teams.

We've all heard it before - employees don't leave bad companies, they leave bad

managers. Ensure your managers are up to speed and are in the best position to help achieve your company goals and vision.

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Invest in education for managers so they know how to interact with employees and how to motivate them to achieve performance goals.



# CHECKLIST

Your people strategies hold the key to unleashing your business potential. This is rooted in how well you engage, support and reward your people. We know that, while increasing your talent attraction, satisfaction, and retention can be challenging, it needn't be overwhelming. At Benify, we have identified 5 key areas to support you in creating better engagement with your people. How well do you perform each?

## BE TRANSPARENT



- Communicate your core values
- Show the numbers
- Share company information
- Publicise your people policies
- Focus on employee experience

## BE CARING



- Create a caring culture
- Create a sense of belonging
- Offer social opportunities
- Strengthen group interactions
- Give back to the community

## BE REWARDING



- Impress employees with your EVP
- Package the total reward
- Prioritise work-life balance
- Promote financial wellness
- Encourage a healthy workforce

## BE CONNECTED



- Survey employees
- Establish a happiness baseline
- Encourage dialogue
- Trust your employees
- Use digital channels

## BE SUPPORTIVE



- Spread knowledge
- Tell a good story
- Offer incentives
- Recognise good behaviour
- Train managers

# We're in The Top 10 Best Places to Work



In addition to being certified by Great Place To Work® in March 2019, Benify was also identified as one of the best places to work in Sweden and included in the Great Place To Work® Institute's esteemed list for 2019, ranking in the top 10 for large organisations.

*"High levels of engagement creates success. This is a fact known to us at Great Place to Work® and to our clients who invest their resources, energy and their time on their workplace culture. Being named Sweden's Best Workplace is the ultimate proof that Benify has succeeded!"*

Maria Grudén, CEO, Great Place to Work, Sweden



**Happier  
employees**



**Stronger  
employer  
brand**



**Attract and  
retain talent**

# The World's Most Personalised Engagement Platform

Benify's award-winning platform has reinvented how modern employers engage with their employees.

Through our powerful cloud platform – accessible via computer or as an app via smartphone or tablet – employees can discover tools and services relevant to their employment and order incredible benefits hand-selected by their employer.

Our platform helps you as an employer put the spotlight on what makes your organisation unique. Strengthen your employer brand and attract, reward and retain talent you need today.



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