

E-REWARD 11TH ANNUAL CONFERENCE

2nd & 3rd November 2017

Our annual conference is only a short time away now and we are looking forward to welcoming delegates to the event. We are delighted to announce that the event has attracted an audience of 100 senior reward practitioners in leading corporations.

WHERE:

Amba Marble Arch
Bryanston Street, Marylebone,
London W1H 7EH

SCHEDULE:

Registration starts from 8.30am on both days.
The conference will close at about 6pm on day 1
(our drinks reception takes place from approx. 5pm)
and ends at about 4pm on day 2.

HERE ARE THE:

- administration details
- programme
- speakers details
- sponsors

GET IN TOUCH:

WEB: WWW.E-REWARD.CO.UK

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SPONSORS:

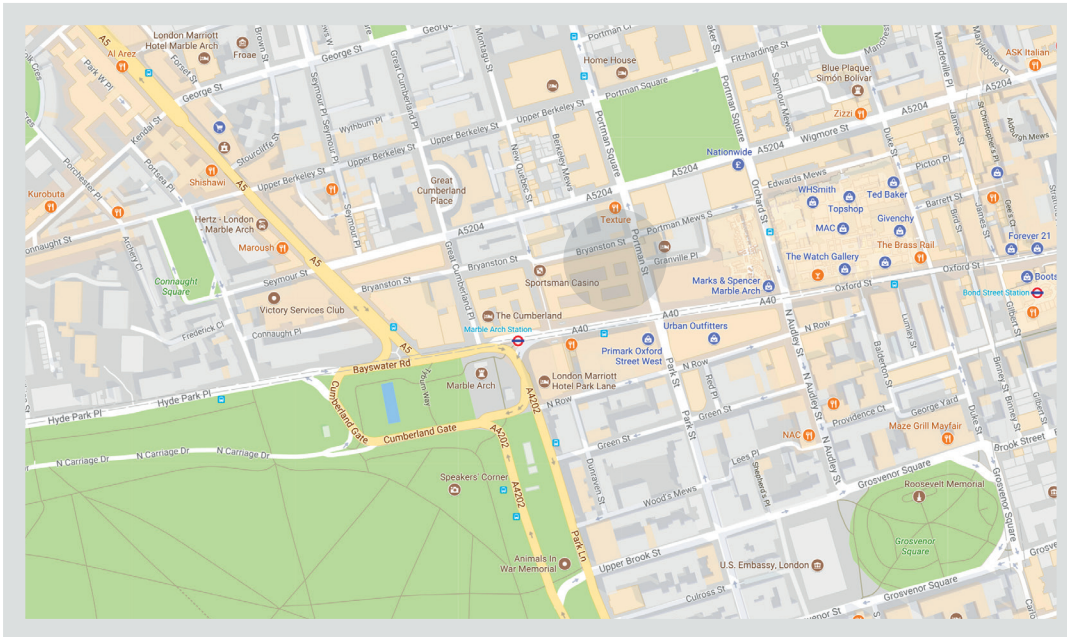


VENUE AND ADMIN. DETAILS

The venue

Amba Marble Arch
Bryanston Street, Marylebone, London W1H 7EH

www.amba-hotel.com/en/london/marble-arch.html



Getting there

To reach Amba Hotel Marble Arch by road . . .

From Marble Arch itself, head east down Oxford Street. Take the first left into Portman Street, then first left again into Bryanston Street. The hotel entrance is 10 metres on the left.

To programme your sat-nav, please use the postcode W1H 7EH

If you're coming by rail and London Underground . . .

London Victoria, Paddington and Marylebone mainline stations are all about two miles from the hotel; about 10 minutes by cab. Alternatively, take the London Underground to Marble Arch (Central Line): when you leave the station, turn left along Oxford Street, then left again in 50 metres into Old Quebec Street. The hotel entrance is in Bryanston Street, about 80 metres on your right.

Bond Street Station (Jubilee and Central Lines) is a short walk down Oxford Street.

From the airport . . .

From London Heathrow, the Heathrow Express runs direct to London Paddington in just 15 minutes (20 from Terminal 5), with a train every quarter of an hour. The Gatwick Express runs a similar service into Victoria from London Gatwick.

Documentation

All of the available speaker presentations for the conference will be added (in PDF format) to a special page on the E-reward web site, accessible to delegates only. We will email you details about how to download them as soon as we receive the presentations from the speakers. If any speakers are unable to get their slides to us on time we aim to email them to you the day after the conference.

No hard copies of the documentation will be available on the day of the conference. We will, of course, be providing plenty of notepaper and pens for note taking during the day.

Special requirements

Please let us know if you have any special requirements as soon as possible so we can plan accordingly.

Hotel accommodation

Delegates are responsible for their own accommodation. To reserve your rooms online at the venue, please visit: www.amba-hotel.com/en/london/marble-arch.html

The 'Prepay and Save' option offers some good discounts on room reservations. Please note: we do not have any discount codes for the hotel.

Chaired by Helen Murlis, independent consultant/executive coach

DAY 1 : THURSDAY 2nd NOVEMBER 2017

8.30 REGISTRATION AND BREAKFAST

9.15 WELCOME AND INTRODUCTION

KEYNOTE

9.20 SOLVING THE PRODUCTIVITY PUZZLE THROUGH REWARD

Mark Thompson, Head of Reward Consulting, UK & Ireland, Korn Ferry Hay Group and Ben Hubbard, Director EMEA, Engagement & Culture CoE, Korn Ferry

UK productivity continues to lag behind major trading partners in countries such as the US, France and Germany. In this session, Korn Ferry consultants will explain the role reward can play in boosting engagement and therefore employee effectiveness. They will share some unique data from their vast global pay databases on the link between total reward and productivity, and share some specific client examples. With people continuing to be central to the future of work, this session will help you to see the direct correlation between the investment your company makes in people, and the outcomes your leaders seek to achieve.

POINT OF VIEW

10.05 THE AMAZING RENAISSANCE OF JOB EVALUATION: HOW A 20th CENTURY MILLSTONE IS TRANSFORMING ITSELF INTO THE 21st CENTURY'S MOST POWERFUL BUSINESS TOOL

Alan Gibbons, Director, The Reward Practice

In the United States, decades of slavishly following market pay (and its 50th percentile holy grail) have now given way to a strong desire for structure and stability, both aligned with good talent management practices. To remain competitive, they have little choice.

In Europe, traditional equity-based internal reward structures can no longer ignore the real world's external pay market, characterised by a mobile, well-informed workforce who shun their parents' virtues of loyalty and patience. A pedestrian, myopic approach to rewards will not cut it with those whom we must engage with and motivate.

We have been taught that we must try and bring these unlikely bedfellows together, but be honest, it never was a complete success. There is a lot at stake – we can no longer plod along as before – our total rewards structures must be sharp, current and compelling, delivered with panache. The next generation of job evaluation techniques blends work and worth in a way that has never been seen before, creating systems which work for all and are delivered at the right price.

This session will look at three recent case studies from the US, UK and Europe, showing how simple techniques to embrace both the market and internal equity can be applied. Alan will share tools which are easy to understand and which get the transformation done in weeks, not months or years.

Join Alan, a youthful veteran of over 300 job evaluation projects, on a journey of discovery. Empower your team to take ownership – no external help necessary.

10.45 COFFEE

RECOGNITION AND NON-CASH REWARD

11.05 REWARD OR RECOGNITION; GET IT RIGHT

Michael Rose, Director, Rewards Consulting Limited

- Why is recognition so critical?
- How can you maximise impact?
- How does non-cash beat cash?
- How do you make it happen?

Whilst we often talk about 'reward and recognition', they are very different. If you get them confused, you will lose value. However, recognition programmes typically sit with the reward professionals, although this can be the worst thing to do. In this session, Michael will discuss these issues and show how recognition and non-cash reward can deliver much greater value to the organisation than cash types of reward.

11.40 LEVERAGING EMPLOYEE RECOGNITION AS AN ENGAGEMENT STRATEGY

Michael Levy, President, Online Rewards

In this interactive presentation, you will learn how meaningful employee recognition is being used as a catalyst for driving employee engagement. Best-places-to-work employers are utilising creative and inexpensive solutions to driving employee engagement, and are finding that recognition is one of the most effective ways to deliver results.

Attend the session to hear from industry thought leader, Michael Levy, who has been responsible for the planning and execution of over 400 enterprise reward and recognition programmes worldwide. His presentation will detail what separates sophisticated employee recognition strategies from the antiquated 'catalogue and lapel-pin' programmes of yesteryear.

Given that millennials represent almost the majority of employee populations, companies must move their recognition practices forward to encourage and embrace a multi-generational, diverse, and technology-infused population. Only then, can organisations leverage the enormous power of results-driven recognition. When the majority of employee surveys come back with, 'I don't feel recognised' there is a problem. But more importantly, a solution.

12.15 PANEL SESSION

- Michael Rose, Director, Rewards Consulting Limited
- Michael Levy, CEO, Online Rewards

12.30 LUNCH

CASE STUDIES

1.30 COUNTRYWIDE: IMPLEMENTING A COST-EFFECTIVE BENEFITS STRATEGY

Neil Goodwin, Reward Director, Countrywide Plc

Property services company, Countrywide, has devised a two-phase approach to developing and implementing a cost-effective benefits strategy over the past few years, including the introduction of an award-winning voluntary benefits scheme. Neil will discuss the challenges of aligning benefits with employees' preferences and designing a benefits strategy fit for a diverse 11,000-strong workforce across more than 1,000 locations in the UK.

Countrywide has diversified and grown quickly in recent years from an estate agency into the largest full-service property organisation in the UK – the greatest proportion of its annual revenue now comes from services such as lettings and conveyancing rather than just sales. The company was listed, not for the first time, in 2013 and has grown aggressively through acquisition since – bringing challenges in terms of legacy terms and conditions and inconsistent reward and benefits.

2.15 IBM presentation

2.45 TEA

3.05 LAIRD PLC: EMPLOYEE SHARE PURCHASE PLANS (ESPPs) – ARE THEY REALLY WORTH IT?

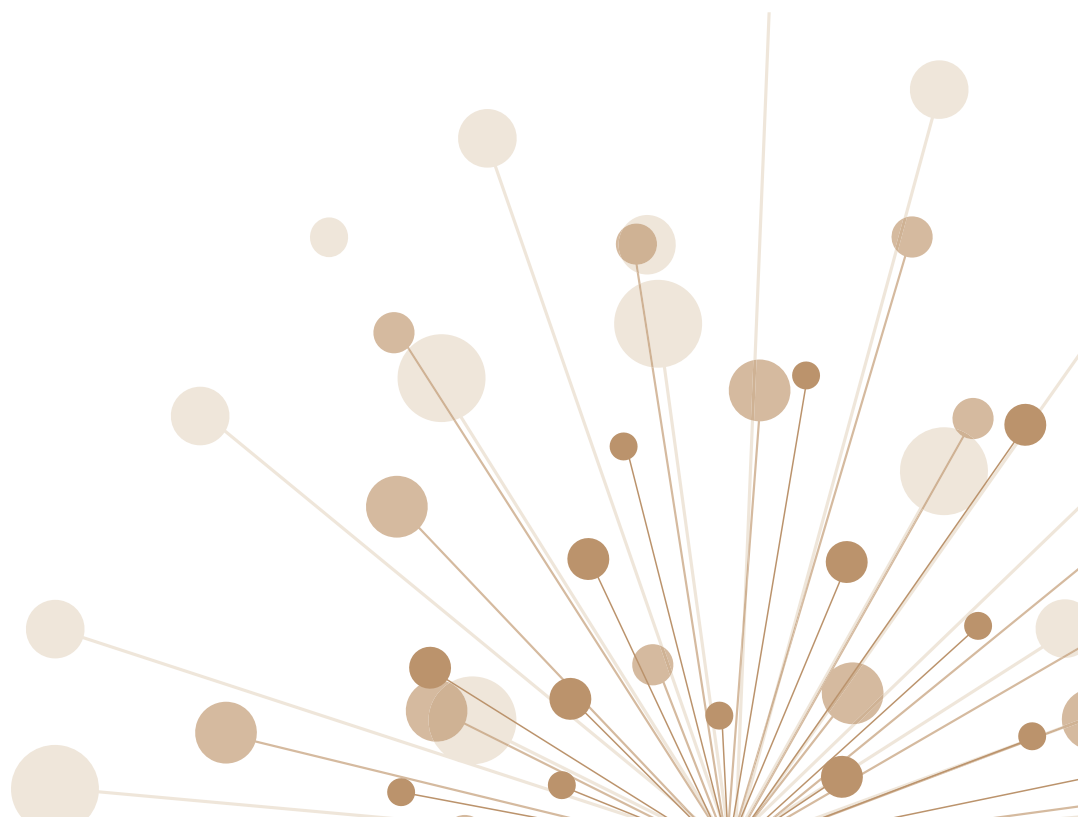
Tom Blake, VP, Corporate HR & Group Head of Reward, Laird Plc

- Why have an ESPP?
 - Uptake and impact of the ESPP on driving an employee ownership mindset
 - Evaluating the effectiveness of the ESPP on company culture
-

3.45 TBC

4.30 DRINKS RECEPTION

6.00 CLOSE OF DAY ONE



DAY 2: FRIDAY 3rd NOVEMBER 2017

8.30 BREAKFAST

FUTURE REWARD

9.20 PAY (AND REWARD?) TRENDS AND ISSUES

Duncan Brown, Head of HR Consultancy, Institute for Employment Studies

- Context: the worst decade for 200 years?
 - The broken links: between pay and productivity, pay and employment and pay and engagement
 - Are pay awards too low? The evidence
 - Remember skills-based pay?
 - Total rewards, too much fluff?
 - Financial wellbeing, the new total reward?
 - Moving forward . . .
-

10.00 RE-THINKING REWARD FOR THE DIGITAL AGE

Daniel Hibbert, Independent reward consultant and author

- Why reward needs to change
 - A new model for thinking about reward
 - Some practical ideas for making reward work better
-

10.40 COFFEE

11.00 FUTURE-FACING REWARD COMMUNICATIONS

Christopher Hopkins, Director and Lead Communication Consultant, Caburn Hope

Delivering real value from even the best reward strategy is dependent on an equally effective communication strategy. Now and moving forward there has never been a better opportunity or need for leveraging reward to inspire people to perform and to recognise that reward is a key element at the core of any organisational change. This session will showcase how many forward-thinking organisations are applying their reward communication strategy for the next few years.

This will include a presentation on communication strategy and implementation incorporating:

- Reward subject matter
- Audit and review
- Change
- Channels
- Data
- Engagement
- EVP
- Talent
- Five future-facing trends

The session will also include case studies from leading brands.

11.40 PANEL SESSION

- Daniel Hibbert, independent reward consultant and author
- Duncan Brown, Head of HR Consultancy, Institute for Employment Studies
- Christopher Hopkins, Director and Lead Communication Consultant, Caburn Hope

POINT OF VIEW

11.55 THE ROLE OF DATA AND BEHAVIOURAL SCIENCE IN REWARD

Vicki Badham, Director, Nimmer Partners

The increased application of data analytics and the interpretation of that data using behavioural science insights are both trends that reward teams can ill afford to ignore. So what is the impact of more sophisticated data analyses on reward and how can this data inform reward decisions? In addition, how can behavioural science help with the interpretation of data and gaining an understanding of employees' reactions to reward?

Vicki's presentation will explore both of these areas in detail using insights from the latest research, backed up with examples from her client work and will provide a practical summary of what reward teams need to know to be equipped to proactively respond to these two leading-edge trends.

12.35 LUNCH

GENDER PAY REPORTING

1.35 GENDER PAY GAPS – SO WHAT?

Jane Baalam, Director, Reward Risk Management and Luke Menzies, Director, Menzies Law

Behind both large and smaller gender pay gaps there lurk a multitude of both structural and legal risk management issues that employers need to address. Based on our extensive recent GPG/EPA/legal work with medium and large organisations, we will explore five key challenges for employers:

- Ineffective pay grading and structures
- Lack of transparency
- Lack of process – no job evaluation, no salary benchmarking, no follow-up overview of the outcomes
- Line managers' lack of understanding of the outcomes of their decisions
- The knee jerk reaction

We will also emphasise why now is the time for every GPGR employer to hold an equal pay audit, outline how it's done and show its ability to highlight areas of prime legal risk.

2.15 A TIME FOR CHANGE – DOING REWARD DIFFERENTLY

Paul Bissell, Founder and Director of Consulting, Strategic Reward Solutions

The implications of gender pay auditing will highlight inherent issues in the traditional approach to both pay and bonuses. Paul will examine what needs to change, why and how it might look in the future.

- Should you/can you, systemise your approach to pay?
 - What are the issues?
 - What are the wider implications of the changing face of rewards for the future?
-

3.00 PANEL SESSION

- Jane Baalam, Director, Reward Risk Management
 - Luke Menzies, Director, Menzies Law
 - Paul Bissell, Founder and Director of Consulting, Strategic Reward Solutions
-

3.30 CLOSE OF CONFERENCE

SPEAKERS



Jane Baalam

Director, Reward Risk Management Ltd

Jane has been a reward specialist for more than 20 years. She is an expert on equal pay, gender pay gap, salary structures, job evaluation schemes,

executive remuneration and many other aspects of reward management. Following various reward roles at National Grid and Sanctuary, Jane was most recently Lead HR Consultant Pay & Reward at UK national accountancy firm Smith & Williamson LLP. She now combines working for Menzies Law with her own independent specialist consultancy work. Jane's expertise and skills in helping clients develop and practically implement pay structures enable her to understand where the risks are in your reward offering. Jane has experience in working in a variety of sectors – particularly supporting manufacturing, housing and social care, education and not-for-profit.



Vicki Badham

Director, Nimmer Partners

Vicki heads up Nimmer Partners after just under 20 years of working in reward, including most recently leading the reward practice at QCG. She works with clients to help them

get the most from their reward programmes and has deep expertise in reviewing, designing and implementing reward strategies and structures for a wide range of organisations.

She has presented at a number of previous E-reward conferences on job evaluation, base pay management and employee well-being, as well as chairing the Compensation Software Showcase conference.



Paul Bissell

Founder and Director of Consulting, Strategic Reward Solutions

Paul is a multi-award winning reward expert with over 20 years' experience in his field. He has held senior roles

in FTSE 100 companies in the finance and telecommunications industries as well as doing consulting work in a variety of small and medium-sized enterprises, public sector and professional bodies. He is the founder and Director of Consulting at Strategic Reward Solutions, which he launched in 2008. In addition Paul has held many corporate roles and was, until April 2017, Head of Reward & Policy for Three UK and prior to that he held similar roles at Vodafone, Cable&Wireless Worldwide and Nationwide Building Society.



Tom Blake

VP, Corporate HR & Group Head of Reward, Laird Plc

Tom leads Laird Plc's group reward function, a role that he has held for the last few years. During Tom's tenure, his remit has expanded,

starting with ownership of the Employee Share Purchase Plans, to now include all aspects of compensation and benefits globally. He also has accountability for executive remuneration, working with the Remuneration Committee to ensure consistency of reward design throughout the company. Tom is a generalist HR Director by background, with 15 years' experience, and has chosen to undertake this role (alongside his Corporate HR Director role) in order to broaden his own understanding of the link between performance and reward and the mechanisms that can be used to drive company culture. Prior to joining Laird, Tom worked for some of the largest blue-chip organisations globally, including Heinz, Barclays Bank and Transport for London.



Duncan Brown

Head of HR Consultancy, Institute for Employment Studies

Dr Duncan Brown leads the HR consultancy and research work at IES, a leading independent

research-based charity which supports improvement in HR and employment practice. He has more than 25 years' experience in HR consulting and research with Aon Hewitt, PwC and Towers Perrin. Duncan also spent five years as Assistant Director General at CIPD. His clients have included major companies such as National Grid and Lloyds Banking Group, public sector bodies such as the Cabinet Office and National Health Service and not-for-profit organisations such as Cancer Research and the United Nations.

Duncan is a leading commentator on HR, and publishes widely. His last book was on reward effectiveness. He has participated on government taskforces concerned with fair pay, engagement, pensions and human capital reporting. He advises a number of remuneration committees. *Human Resources* magazine placed him in its listing of the top 5 most influential thinkers in UK HR. Duncan has an MA from Cambridge University, an MBA from the London Business School and is a Fellow of the CIPD. He is a Visiting Professor at Greenwich University.



Alan Gibbons

Managing Director, The Reward Practice

Alan is one of Europe's best-known rewards professionals. He had been a Rewards Consulting Partner with both KPMG and PwC, and was also

the Global Heads of Reward and Performance Management at Accenture until founding the Reward Practice with a number of former colleagues. Over the last 25 years, Alan has worked with a large number of Fortune 500 and FTSE 100 companies and has specific rewards experience in banking, retail, brewing, manufacturing, communications and hi-tech companies. He has helped a range of companies with mergers and acquisitions, and has a reputation for getting things done. In the public sector, he has worked extensively in the health service, the police and prison services, and in the education sector. His interests are varied, and currently include the design of more effective incentives, the reduction in HR costs, value-based rewards programmes and the link between risk and rewards in banking.



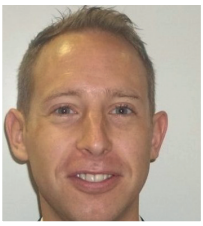
Ben Hubbard

Director EMEA, Engagement & Culture CoE, Korn Ferry

Ben has worked in the field of employee and customer insights for over 15 years and leads Korn Ferry's organisation and employee survey

research division, Insight, in EMEA and represents the region on the division's global leadership team. His work focuses on three primary areas: helping clients implement 'voice of the employee' programmes on a global scale; working with executives to develop evidence-based action plans to create more effective work environments and enhance their employer brands; and connecting employee and customer insights to strengthen service delivery.

Ben is an expert in the field of organisation surveys, employee engagement and change management. Over the past decade he has acted as a trusted advisor to numerous Global 1,000 companies, where he has embedded innovative employee engagement solutions. Through tailored 'voice of the employee' programmes, focused on delivering tangible business outcomes, Ben works with HR leaders and senior executives to develop strategies that strengthen employee engagement, operating effectiveness and customer relationships. He has led employee survey research programmes for numerous leading organisations across industries and geographies (including Bank of England, Credit Suisse, Diesel, Deutsche Bank, HSBC, Kering, Santander, Sofitel, Swarovski, Telefónica, Telenor, Teva Pharmaceuticals Ltd., UBS and Vodafone).



Neil Goodwin

Reward Director, Countrywide Plc

Neil Goodwin is Reward Director at Countrywide Plc, a leading property services company in the UK. He

is responsible for a wide range of areas including executive remuneration, bonus, pay and benefits. Prior to joining Countrywide, Neil spent over ten years working in reward across a broad range of sectors including telecommunications, logistics and media.



Michael Levy

CEO, Online Rewards

As CEO of Online Rewards, Michael has helped FTSE 100 and Fortune 1,000 companies improve their employee engagement scores through the design and development of award-

winning employee engagement and recognition programmes. Michael is a frequent speaker at HR tradeshows and industry events. He has contributed editorial content on the topic of employee engagement to *HR Magazine*, *CNBC*, and elsewhere.

Michael has helped clients such as British Airways, Macy's, Yum Brands, Dell, Signet Jewellers, SAP, Federal Reserve Bank, Nielsen Marketing Research, Asia Miles, Blue Cross Blue Shield, Heineken, Nikon, YMCA, Harley Davidson and many others to implement ground-breaking programmes that have been recognised by industry for their innovative approach, whilst helping deliver valued business outcomes for his clients.

Beyond a sense of humour and a very, very Southern accent (think Kangaroos), Michael brings a unique and refreshing perspective to driving employee engagement. He has knowledge and expertise gathered across a decade of building engagement programmes. He will happily explain how to go beyond just points and prizes, or awarding every five years for showing up, and get to the core of how to build meaningful and engaging reward and recognition programmes, whilst explaining what it takes to see them succeed.



Christopher Hopkins

Director and Lead Communication Consultant, Caburn Hope

Christopher has led the delivery of global award-winning, performance-driven communications for more

than 20 years. As a strategist and an expert in employee engagement, he partners with HR teams to inspire and connect people with their culture, values and purpose. Christopher has an innate understanding for creating powerful, impactful communications that meet current needs and harnesses the technological trends that are shaping the future of work. His clients have included many world-class brands such as Unilever, Coca-Cola, BP and Telefónica to name a few.



Luke Menzies

Director, Menzies Law

Luke is a dual-qualified barrister and solicitor. He is a leading employment lawyer in the South West and has an enormous amount of experience and expertise in working with CEOs,

HR directors, finance directors and their colleagues to deliver pragmatic, commercial solutions to their employment law and people-related challenges. In addition to Employment Tribunal claims, Luke tends to focus on exiting senior executives, trade unions/industrial action and equalities law. Recently, he has developed a reputation as the region's leading expert on the gender pay gap, having developed the firm's Gender Pay Gap Audit & Advice service.

Starting his career as a self-employed barrister, Luke then worked for a South West regional firm, a City of London firm, a leading Welsh firm and the EEF. He went on to form his own specialist firm in January 2009 where, from the start, he has been advising an impressive list of leading employers in the region, including several household names, members of global industrial groups and a considerable number of educational institutions. Luke has appeared as a studio guest on BBC News as an employment law expert and regularly speaks at national and regional conferences. He also writes articles for leading HR publications.



Daniel Hibbert

Independent reward consultant and author

Daniel has over 20 years of experience in advising businesses on reward and HR issues as a consultant with PwC, Mercer and Deloitte. He now works

as an independent consultant and his book, *Thunder Cloud: Managing reward in a digital age* was published in 2016.



Michael Rose

Director, Rewards Consulting Limited

Michael is one of the UK's leading experts on non-cash reward and an independent reward consultant through his company – Rewards

Consulting Limited. He is an influential author of books in the field of recognition and non-cash reward. His first book, *Recognising Performance*, was published by the CIPD in 2001. A more recent volume – *A Guide to Non-Cash Reward* – was released in 2011. Michael's third book, *Reward Management*, was published by Kogan Page in April 2014.

Michael has held a number of senior corporate HR and reward roles, the most recent as Director of Reward for Aon covering 16,000 people in the UK and EMEA. He also has ten years' experience as a reward consultant with KPMG and Arthur Andersen. Michael was Vice President Reward for the CIPD 2006-08 and was voted Compensation and Benefits Professional of the year for 2009 by *Employee Benefits* magazine.



Helen Murlis

Independent consultant/ executive coach

Helen is an independent consultant and executive coach. She is also an Associate of Korn Ferry Hay Group and has over 35 years' experience of consulting, teaching and researching

on reward strategy and practice. Helen is a former shareholder director of Hay Group playing leading roles in Hay Group's reward, performance management and public sector practices. She started her career in reward just in time to research gender pay gaps in the leading aerospace company she then worked for and implemented equal pay there in 1970. She has consulted with a wide range of clients in the UK and internationally. With Michael Armstrong, she co-authored *Reward Management: A handbook of remuneration strategy and practice*. Helen is also an executive coach, working with senior executives in both private and public sectors.



Mark Thompson

Head of Reward Consulting, UK & Ireland, Korn Ferry Hay Group

Mark is a Senior Client Partner for Korn Ferry Hay Group, with 17 years' experience of HR and reward

consulting. His work is underpinned by an expertise in job evaluation, using the Hay Guide Chart Profile Method, which enables pay structures to be linked effectively to appropriate pay markets and to deliver internal equity. He has extensive experience developing pay and career structures on the basis of job family models, the design of management incentives, strategic workforce plans, and performance management processes.

Mark leads the Rewards and Benefits Solutions practice for the UK and Ireland and is a member of the Global Financial Services market team. He works across all sectors to refine reward strategies and implement policies in support of business objectives. He has led and participated in a large range of projects focused on reward, job evaluation, organisation design, and career and talent management structures. Mark also has extensive international experience including client work undertaken whilst he was Head of Reward Consulting in India.

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From strategy to digital, our specialists work with HR teams to generate employee participation with their initiatives.

Using the latest technology and insights, we decode your objectives and deliver inspired communication solutions to ensure employee engagement.

Much of our work is within reward and recognition.

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Email: matthew.blanchard@uk.ibm.com

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Online Rewards is a technology and marketing services agency. We help our clients create engaging and meaningful employee experiences with a combination of technology, communication tools, business intelligence, and rewards. We are experts in creating employee experiences that reinforce key company values, helping them align their reward and recognition initiatives with business objectives to transform cultures and align employee and company objectives. From simple peer-to-peer and manager spot award recognition programmes to complex, multi-faceted custom solutions, Online Rewards delivers unique programmes tailored to each of our clients.

Since 2002, Online Rewards has designed, developed, and supported over 450 custom employee reward and recognition programmes. We have received multiple awards and touched millions of lives. Let us help you build a positive company culture that recognises employee contributions and inspires them to help deliver results.

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Web: www.onlinerewards.co.uk / www.online-rewards.com

STANDARD SPONSOR



Culpepper and Associates is a leading provider of compensation survey data, analytics, and consulting services. For over 35 years, organisations have relied on Culpepper to help benchmark and design competitive and effective compensation programmes.

- Culpepper Compensation Surveys provide market data that organisations need to attract, engage, and retain talent. Over 2,000 organisations use Culpepper survey data to benchmark their global compensation programmes.
- Culpepper Consulting Services can help you develop thoughtful and practical solutions that align your compensation programmes with your business strategy. Our experienced compensation consultants and analysts work closely with you at every step in the process to assess, design, and implement solutions customised for your organisation. We are flexible, responsive, and within reach to help you achieve your goals

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