



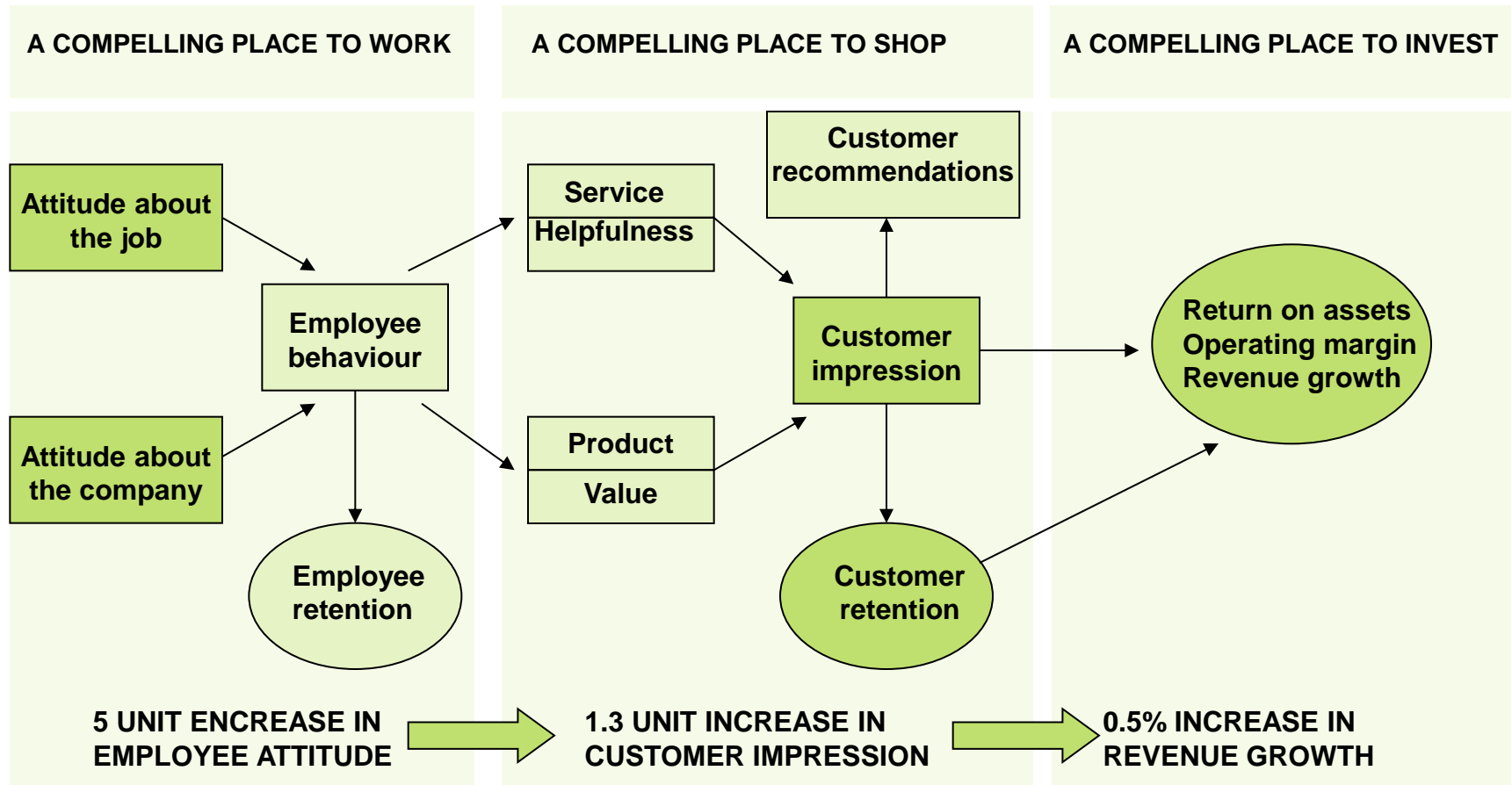
**LOVE =**

**Achieving business turn-around  
through employee engagement**



# Employee Engagement - Why bother?

## The Employee-Customer-Profit Chain Model



Oval represent hard data



Rectangles represent survey information



The dark shading indicates data collected and used to form the Sears Total Performance Indicators (TPI)



# Employee Engagement – meaning what?



**Satisfaction:** Passive, show up for work

**Motivation:** The buzz of work, desire to excel (go the extra mile)

**Commitment:** Feeling part of the wider company (impacts service; ambassadors)

**Advocacy:** Proactively speaking positively (credible source)

**Engagement:** All of the above





# Employee Engagement – In our business...

## Leadership

Credible leadership  
(*"Leading by example isn't the most important thing – it's the only thing"*)

Visible, accessible leaders

Local managers effective and aligned

## Clear Values

Clear vision

Easy to grasp values

Stick with them

Evoke them every day in simple ways

Top down: dissonance = disbelief

## Communication

Open, honest and timely (bad news is ok!)

Give people a voice (2 way/multi-way comms)

LISTEN to feedback

Fun & engaging vs corporate (why should I care?)

## Empowerment

Trust: governance but no blame

Involvement encouraged – projects; CSR activity; secondment roles; additional responsibilities (Comms Co-ordinators)

Collect ideas and feedback

*Annual survey (and actions)*

## Reward/Recognition

Performance related reward

Structured recognition

Spontaneous recognition made easy

Socially based reward – parties; celebrate success!



# The results of our turn-around

**Multiple success factors including: New leadership team; products and pricing; operations (sales & service and claims); focus on fraud; focus and belief of leadership team on creating a culture where employees are engaged, involved and create value.**

**A clear example of how businesses can thrive even under adverse economic conditions.**

**Comparison of key performance metrics between 2006 and 2013 demonstrates success in creating a highly profitable, reputable, and service-orientated business.**

	<b>2006</b>	<b>2013</b>
<b>Motor Insurer ranking</b>	12th in UK	3rd in UK
<b>Profitability</b>	£30 million <b>loss</b>	£81 million <b>profit</b>
<b>GI 'Sales' (Total)</b>	1.1 million policies	4.4 million policies
<b>Sales Turnover (Premium Income)</b>	£0.35 billion	>£1.45 billion
<b>Staff Absence/Sickness</b>	6%	<3%
<b>Staff Turnover</b>	30 – 60%	c. 12%



# Don't take my word for it...

## A word from our people...

*"It's really important to look after our people during this time so that they help you through these current economic and market challenges."*

*(Peter Horton, GI Chief Operating Officer)*

*"It's really encouraging because they're interested in you and you get a lot of help and support. It kind of works both ways. It's that give and take. That for me drives me and makes me think right what else can I do. They're already going the extra mile (for you) so that makes you want to put in extra effort and go the extra mile as well."*

*(Chloe – Customer Service Representative)*

*"All these regular activities make you feel that you're constantly involved in the business, and that makes you feel more confident, and it shows when you're on the phone to customers. And not sounding confident on the phones is possibly the worst thing you could do!"*

*(Jolene, Customer Service Representative)*



# Don't take my word for it ...

## Annual 'Engage' Survey

Employee Engagement	83% favourable	+3% HPO Norm
Empowerment & Accountability	88% favourable	+4% HPO Norm
Communication	73% favourable	= HPO Norm
Customer Focus	87% favourable	+3% HPO Norm





# Don't take my word for it...

## A word from our customers...

### Customer re flood claim:

"I would also like to thank you and your staff for the really excellent way that you have dealt with this claim - in a most reasonable and very efficient way - such a great change from other insurance matters I've had to deal with over the years."

### Customer re storm claim:

"We would like to take this opportunity to thank you for all your help and for the fantastic customer service that you have given us. It is very rare these days that customers receive good service and your information detailing when you were going to call and what you were going to do for us was followed through perfectly and you should be really proud of the service that you offer".

The house and all cars are now covered with LV, by far the easiest, friendliest and most reasonable insurer to deal with ... LV pulled out all the stops ... you don't get better than that.



# Don't take my word for it...

## Public recognition...

Customer Satisfaction (extremely or very satisfied): 78%

Increased customer referrals and Increased customer retention

## Awards

### •24 industry awards in 2013

- Consumer Moneyfacts – Best Home Insurance Provider; Best Car Insurance Provider Highly Commended (voted by customers)
- Best Return on Customer Investment (UK Customer Satisfaction Awards) – Resolv= (employee engagement)
- CCA Excellence Awards – Best Place to Work (third year in a row)

### •And from 2012: General Insurer of the Year

