

Our Business Restructuring And Employer Brand Services

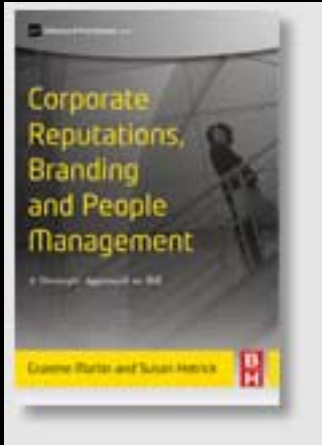
- Business change toolkits and knowledge banks to support business restructuring and redundancy programmes whilst protecting your company's reputation in the marketplace as an Employer of Distinction
- Design and deliver employee propositions that advance your employer brand and maximise employee engagement
- Audit key drivers of engagement to maximise return on investment in the employee proposition
- Employer Branding workshops to engage your employees and identify the right HR strategy to advance employee engagement through stakeholder and competitor analysis to sustain your employer brand

Our Philosophy

- HR practises drive organisational performance by increasing employee engagement
- Every organisation has a brand and reputation for employees and consumers, and both must be closely aligned
- HR practises underpin the employer brand through attracting and rewarding the right kind of behaviours and way of doing things

A Great Employer Brand Maximises Employee Engagement And That Drives Performance

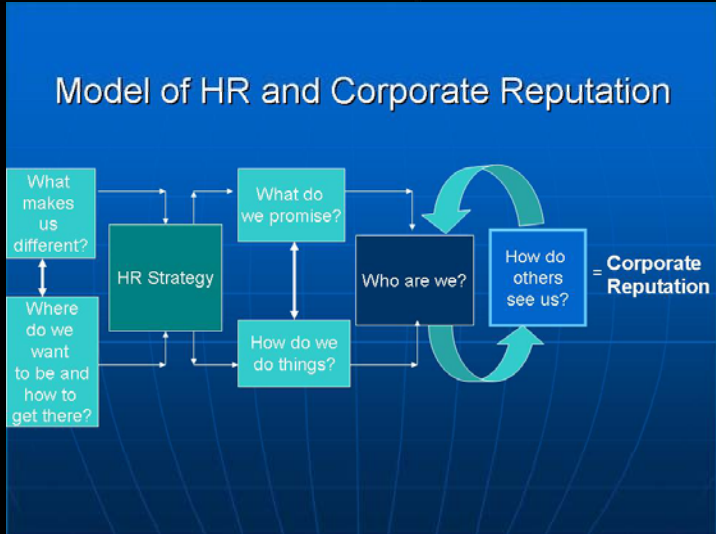
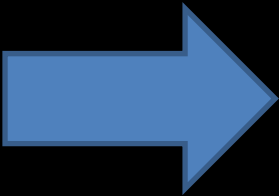
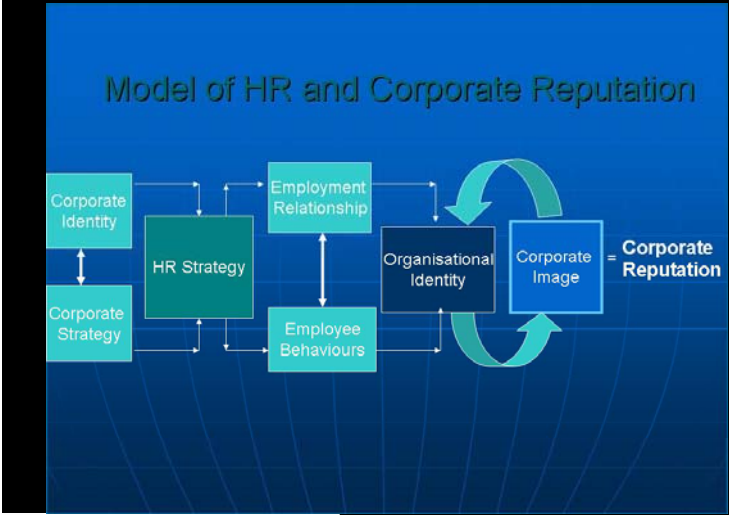
- Ninety studies from around the world all show that a strong causal link between high performance HR practises and company profits
- Yet only 15 per cent of employees in organisations are highly engaged; 60 per cent moderately engaged; and one quarter are actively disengaged!
- Gallup reckon that it costs the US economy \$300bn pa for this disengagement
- HR practises engender high levels of employee engagement
- The high levels of employee engagement create high levels of customer satisfaction, and high levels of customer satisfaction drives corporate performance



The Importance of an Employer Brand

- **A strong Employer Brand :**
 - Improves a company's ability to attract, retain, and engage the talent needed to be successful now and in the future
 - Creates a consistent and compelling employment experience
 - Increases employee engagement
 - Differentiates one company from another
 - Delivers promises that are sustained

The goal is to create an employment experience that attracts highly skilled talent and maximises their level of engagement so they deliver the most value.



8 Steps To Building A Successful Employer Brand

1. Clarify your desired destination: what is your novel and compelling story about why anyone should work for you...
2. Join up thinking across functions: HR, marketing, internal communications
3. Establish the business case: identify measures of success
4. Gather your brand insight : benchmark competitors and stakeholder analysis
5. Define your Employer Brand promise through capability framework detailing role model behaviours aligned to your values
6. Review your HR products and services to ensure alignment
7. Tailor the employee package: by generation; by country
8. Deliver an integrated brand plan and evaluate continuously with changing market conditions

Our client work: an example of ‘what we promise’.....

Begin by defining the Company’s Brand values.....

Our Brand Value Matrix

Brand Values	Brand Communication	Organisation Experience	Client Experience
1 P professionalism	AEGON Asset Management is a successful, client-focused organisation, infused with professionalism.	Our employees are experienced personally-dedicated leaders and winners	Our respect for clients is clear in its accurate, consistent service
2 A action	Our agents of action leave AEGON Asset Management as progressive, dynamic and hungry	Our employees are decisive, self-motivated and creative	Clients receive active management from a competitive organisation, and service that anticipates their needs
3 B balance	Balance characterises its pragmatic approach. AEGON Asset Management may be different, but only where it matters	Our employees are real people, relaxed but professional with an inherent sense of fun	Our clients are served by an organisation that is both realistic, and is confident in its disciplines
4 T team	A pervading sense of team casts us as modern and complete	Our employees are collegiate and inclusive	Clients are involved in the team-based approaches that characterise AEGON Asset Management
5 O openness	Openness marks AEGON Asset Management as both honest and understandable	Our employees are approachable, flexible and explicit in both saying what they do and doing what they say	Clients find AEGON Asset Management to be communicative and trustworthy because what they see is what they get

•Diagonal samples across the different business/client groups

Capability Framework: an example of ‘the way we do things around here..’

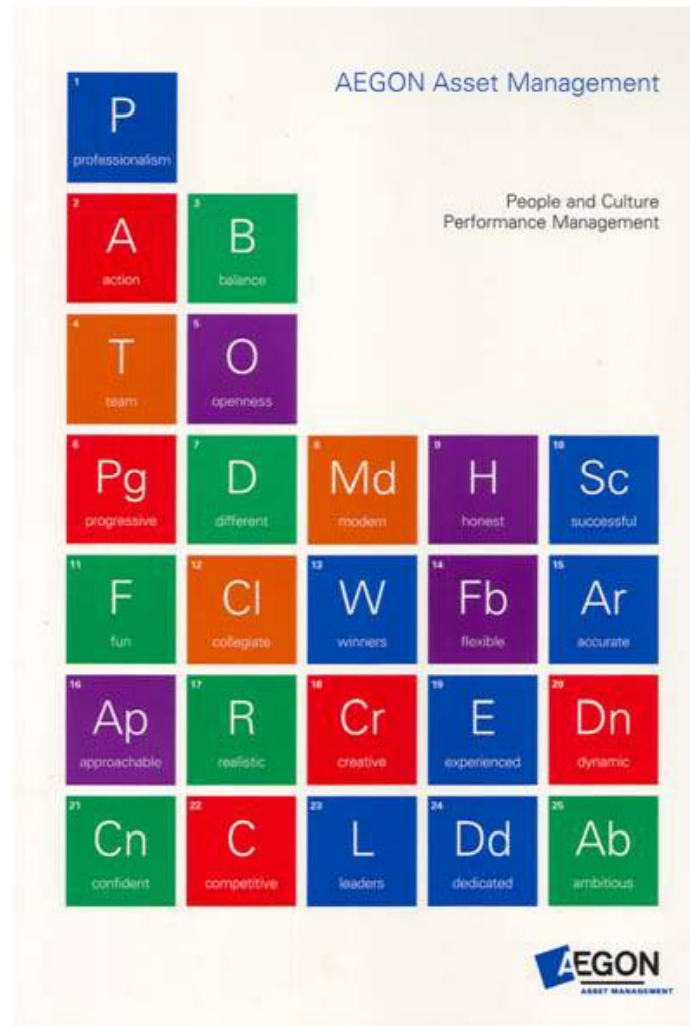
AEGON’s Cultural Guide

LEADERSHIP		
The ability to provide direction and manage the team effectively to inspire and motivate others through example		
Follows	to	Leads
Capability definition - Associate	Capability definition - Principal	Capability definition - Senior Level
<ul style="list-style-type: none"> ◆ Motivates self and inspires others ◆ Monitors team performance and ensures the achievement of objectives ◆ Shares credit for team success ◆ Coaches and develops peers 	<ul style="list-style-type: none"> ◆ Empowers people giving them a clearer role and responsibility for jobs ◆ Agrees clear individual and team objectives with realistic deadlines which achieves the company targets ◆ Inspires and motivates ◆ Monitors team performance and ensures the achievement of objectives ◆ Shares credit for team success ◆ Coaches and develops peers and individuals 	<ul style="list-style-type: none"> ◆ Empowers people giving them a clear role and responsibility for jobs ◆ Agrees clear individual and team objectives with realistic deadlines which achieves the company targets ◆ Inspires and motivates ◆ Monitors team performance and takes accountability for achievement of objectives ◆ Shares credit for team and company success ◆ Is a mentor, coaching and developing peers and identified individuals ◆ Dynamic and prepared to take the lead
Examples of positive behaviour	Examples of positive behaviour	Examples of positive behaviour
<ul style="list-style-type: none"> ◆ Coaches and develops others on a regular and timely basis ◆ Co-ordinates the work of the team and monitors outputs ◆ Ensures high quality work is delivered by others on time ◆ Listens to team members views and includes their ideas on how to work together and achieve objectives ◆ Knows the current status of the day-to-day work of the team 	<ul style="list-style-type: none"> ◆ Co-ordinates the work of the team and creates clear team plans and adjusts workloads if necessary ◆ Mentors and involves people in creating benchmarks and agreeing clear objectives for themselves and follows up with feedback ◆ Listens to team members views and includes their ideas on how to work together and achieve objectives ◆ Knows the current status of the day-to-day work of the team ◆ Confronts people who are not performing well and gets agreement on how they will improve their performance ◆ Encourages, rewards and acknowledges when someone has done the work successfully ◆ Helps employees achieve their own personal work/life balance 	<ul style="list-style-type: none"> ◆ Directs people to achieve objectives through consultation and facilitation ◆ Mentors and involves people in creating benchmarks and agreeing clear objectives for themselves and follows up with feedback ◆ Supports and implements management and executive decisions ◆ Listens to team members’ views and includes their ideas on how to work together and achieve objectives ◆ Has an “open door” policy

Examples of negative behaviour

- ◆ Takes praise for work themselves without recognising the contribution of the team or others
- ◆ Lets team problems fester
- ◆ Only ever gives people orders about how they must do things

.....and link to all HR activities



Do you know which of your HR practises drive higher levels of employee engagement?

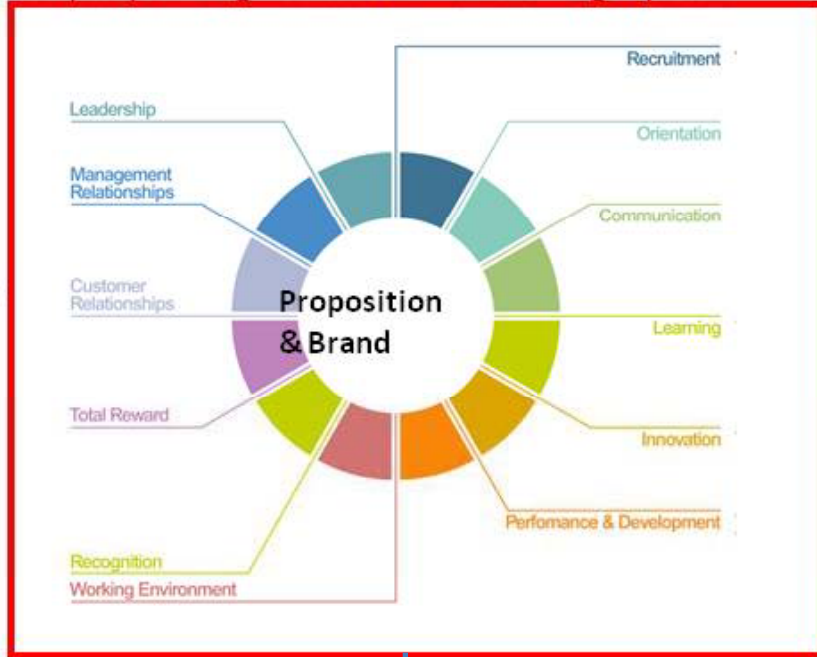
- Employee engagement is affected by generational and cultural attitudes
- Learning and development to increase employability is a universal driver of engagement
- So too is wellbeing – but levels of engagement vary by country and by generation
- HR products and services should be tailored to maximise the key drivers of engagement:
 - Analyse your workforce by age, by country, by gender
carry out an employee survey to analyse the views and motivations
 - Review your HR products such as performance management systems to ensure that they engage and reward the behaviours that you want to support your brand

Understanding the impact of our people on performance

Example Inputs

- Global people Data
- Joiner Survey
- Leaver Survey
- Pulse Survey
- Employee Opinion Survey
- Acquisition Survey

Employee Segmentation & Demographics

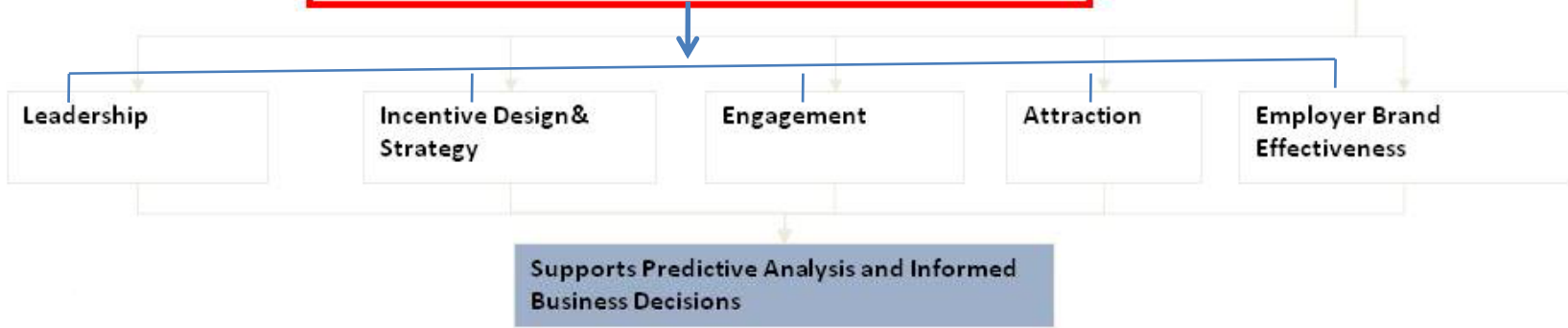


Example Business Metrics

- Customer Service
- Branch Profitability
- Productivity
- Cross-selling ratio
- Staff turnover
- Financial performance



Support Measurement of Human Resource and Business Initiatives



Key Drivers of Engagement by Generation

Engagement Drivers	Global	Gen Y	Gen X	Baby Boomers	Traditionalists
Snr mgmt seriously interested in employee well-being	1	5	1	1	1
Improved my skills and capabilities over the last year	2	7	2	2	3
Org's reputation for social responsibility	3	4	3	3	2
Input into decision making in my department	4	3	4	—	4
Org quickly resolves customer concerns	5	2	6	6	6
Set high personal standards	6	9	5	7	5
Have excellent career advancement opportunities	7	1	7	8	—
Challenging work assignments that broaden skills	8	—	—	5	8
Good relationship with supervisor	9	—	9	9	—
Org encourages innovative thinking	10	8	10	—	—
Seek opportunities to develop new knowledge/skills	—	6	8	—	—
Manager inspires enthusiasm for work	—	10	—	—	—
Decision-making authority to do my job well	—	—	—	4	—
Can impact quality of work/product/service	—	—	—	10	—
Satisfaction with the Org's business decisions	—	—	—	—	7
Understand potential career track within Org	—	—	—	—	9
Org's reputation in community	—	—	—	—	10



Key Drivers of Engagement by Country

TOP DRIVERS OF ENGAGEMENT BY COUNTRY- Global Workforce Study 2007	US	UK	NE	IN	HG
Senior management sincerely interested in employee well-being	1	1	1	—	—
Corporate Responsibility Corporate Organization's reputation for social responsibility Organization's reputation in community	2	5	3	3	—
Development Improved my skills and capabilities over the last year Seek opportunities to develop new knowledge/skills	3	2	—	4	—
Decision Making Appropriate amount of decision-making authority to do my job well Input into decision making in my department	4	4	2	1	3
Organization quickly resolves customer concerns	5	3	5	—	—
Have excellent career advancement opportunities	—	—	4	5	2
Leadership Senior management's actions consistent with our values Senior management communicates openly and honestly	—	—	—	2	4
Organization encourages innovative thinking	—	—	—	—	1
Organization supports work/life balance	—	—	—	—	5

Why Choose People Academy

- Building an employer brand requires a review of HR practises to ensure they fully support the reputation and brand of the company : *People Academy are thought leaders in this field and are regular contributors at conferences and in the media*
- There is increased focus on values and behaviours linked to corporate governance and social responsibility: *People Academy have a track record of successful work with global companies and international organisations*
- Maximising Employee Engagement will be critical for success of all organisations: *“People Academy delivered world class employee propositions that maximised employee engagement in 53 countries”. HR Director, Global Financial Services Company*