



# CREATING A COMPELLING EMPLOYEE VALUE PROPOSITION FOR YOUR CHARITY

**David Ellis**

Reward Strategy Partner, BDO

**Stuart Walsh**

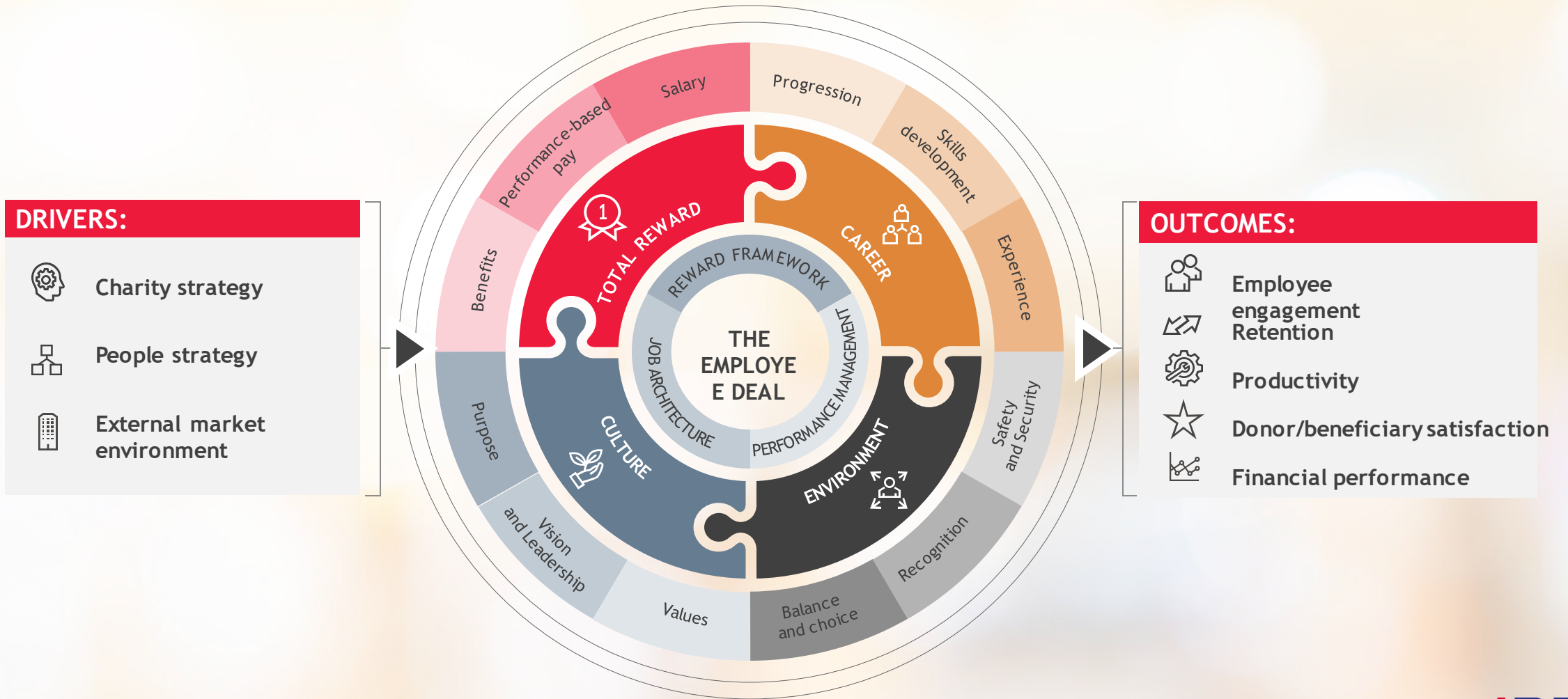
Head of HR and Facilities, Motability

29 June 2023

IDEAS | PEOPLE | TRUST

**BDO**

# YOUR EMPLOYEE DEAL IS YOUR NORTH STAR



# THE ELEPHANT IN THE ROOM

How much money would you be happy to give up for your ideal job?

John is currently a senior executive at a large listed company.

What % discount in reward do you think John would be prepared to accept in his dream job, a senior management role at a music college?

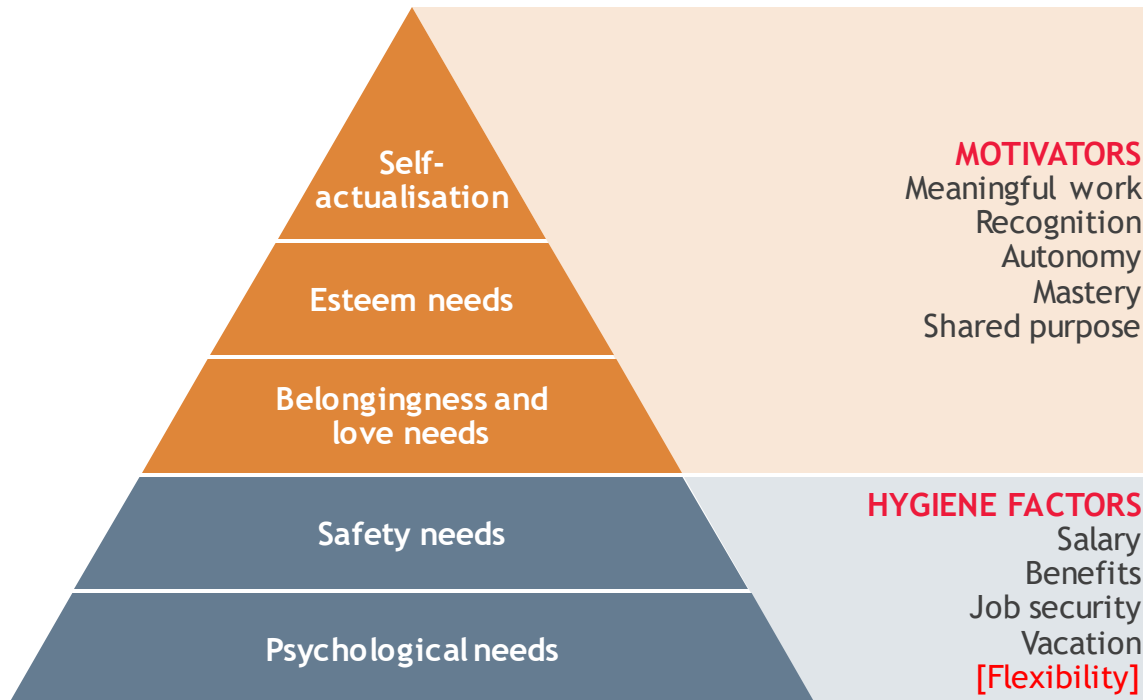
IDEAS | PEOPLE | TRUST

**BDO**

# REWARD IS A HYGIENE FACTOR

## MASLOW'S HIERARCHY OF NEEDS

## HERZBERG'S TWO FACTORS

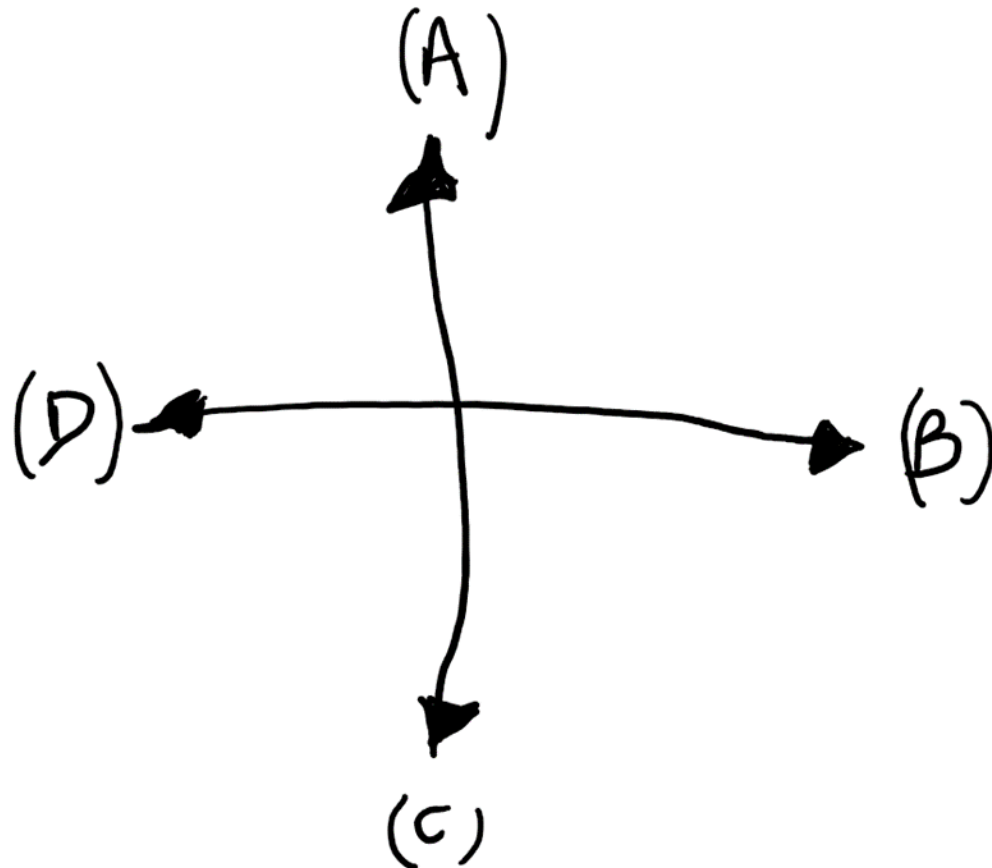


To Herzberg, motivators ensured **JOB SATISFACTION**, while a lack of hygiene factors spawned **JOB DISSATISFACTION**



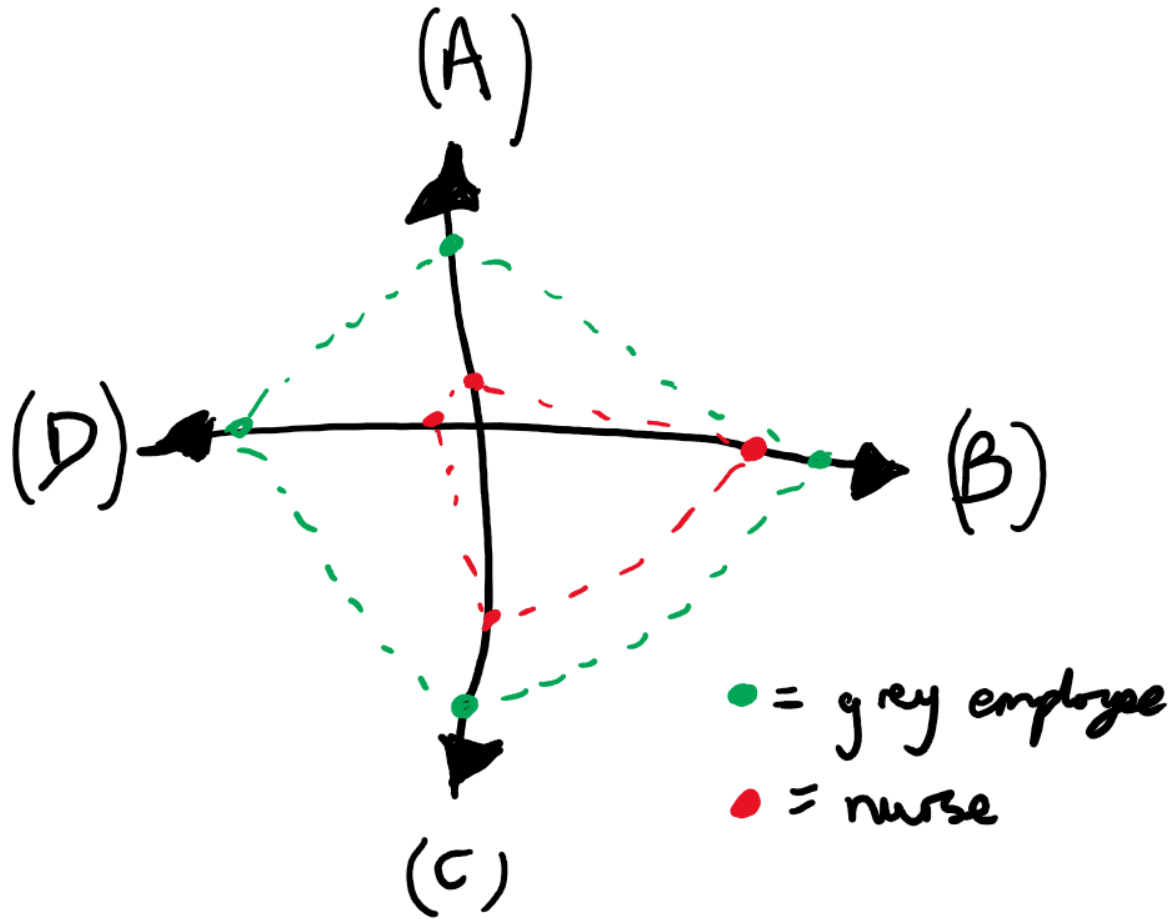
## A MODEL YOU CAN USE

Why do some people get paid more than others?



- (A) shows the capacity of an organisation to make *profit*;
- (B) depicts the *performance* of the organisation - howsoever defined;
- (C) relates to the *talents* of a particular individual, adjusted to reflect the *scarcity* of such talent; and
- (D) references *ownership*

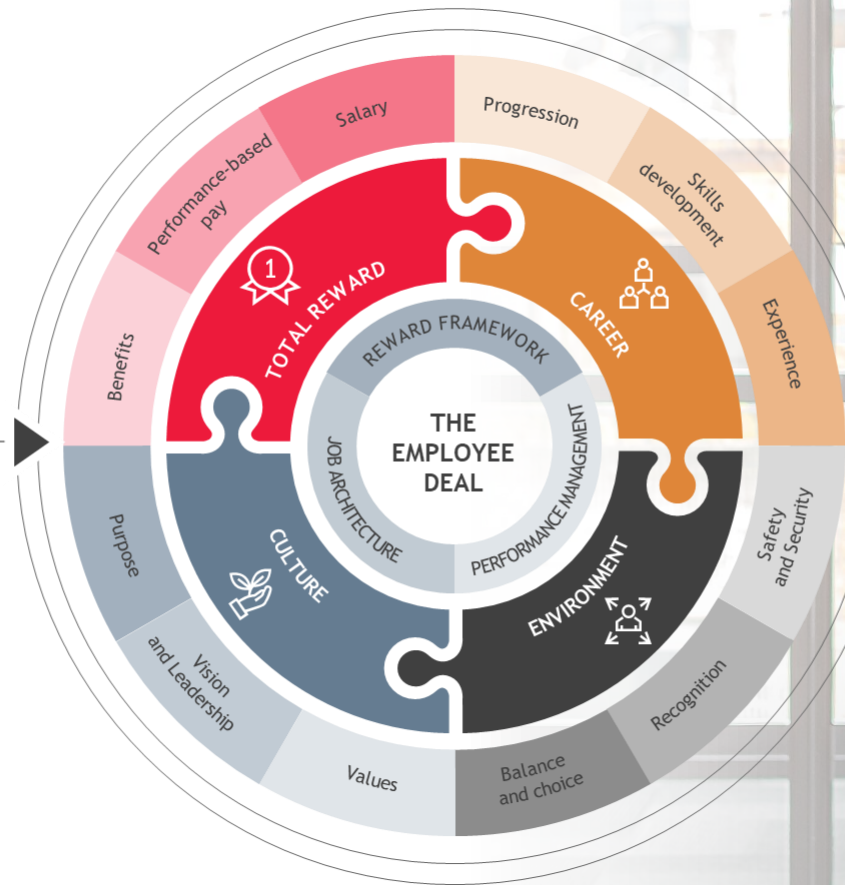
# THE MODEL IN PRACTICE








# IF NOT MONEY, THEN WHAT?

## DRIVERS:

-  Charity strategy
-  People strategy
-  External market environment



## OUTCOMES:

-  Employee engagement
-  Retention
-  Productivity
-  Donor/beneficiary satisfaction
-  Financial performance



# PURPOSE

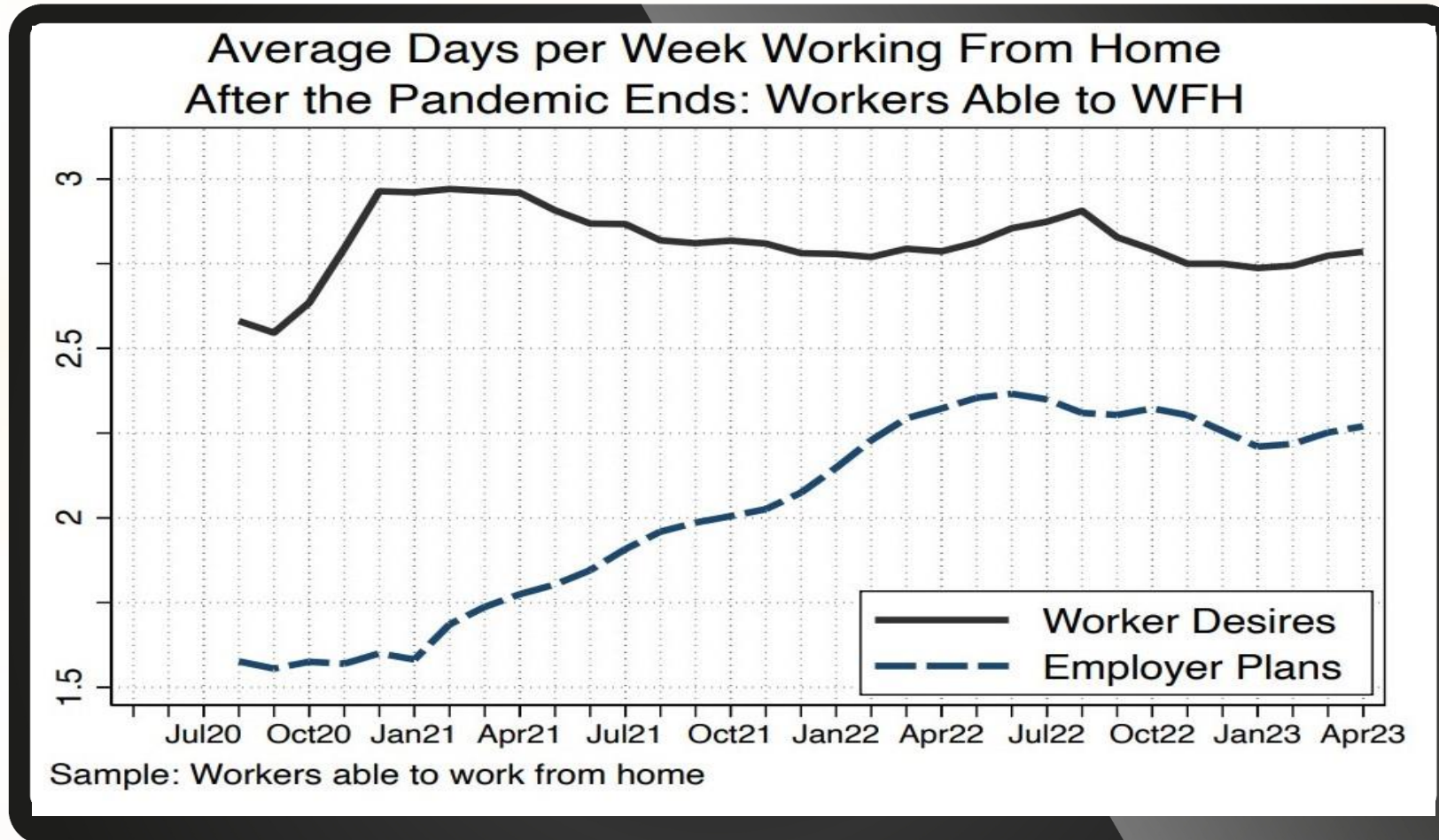
In 2023, *how* you do things is at least as important as *why* you do them. In many walks of life, it is more important.





# ENVIRONMENT

The gap between how much employees want to WFH and employer's plan is stable at about 0.5 days



A woman with dark, wavy hair and glasses is sitting at a desk, looking at a laptop. She is wearing a black leather jacket over a mustard-colored turtleneck. The background is a blurred office setting with light coming from a window.

## CAREER

This is your big win...

...Look at your data - how long does your talent *really* stay with you? How should you respond to your reality?

For example, what if the single change that would make the most difference to your effectiveness (and growth) would be to focus differentially on shifting your average service of leavers from c.3-4 years to c.4-5 years?

What is the best 5-year career you can possibly provide?

# THREE QUESTIONS



Does a 5 year career horizon make you do anything differently with your top talent?



What interventions can you think of to shift the years served from 3/4 to 4/5 years?

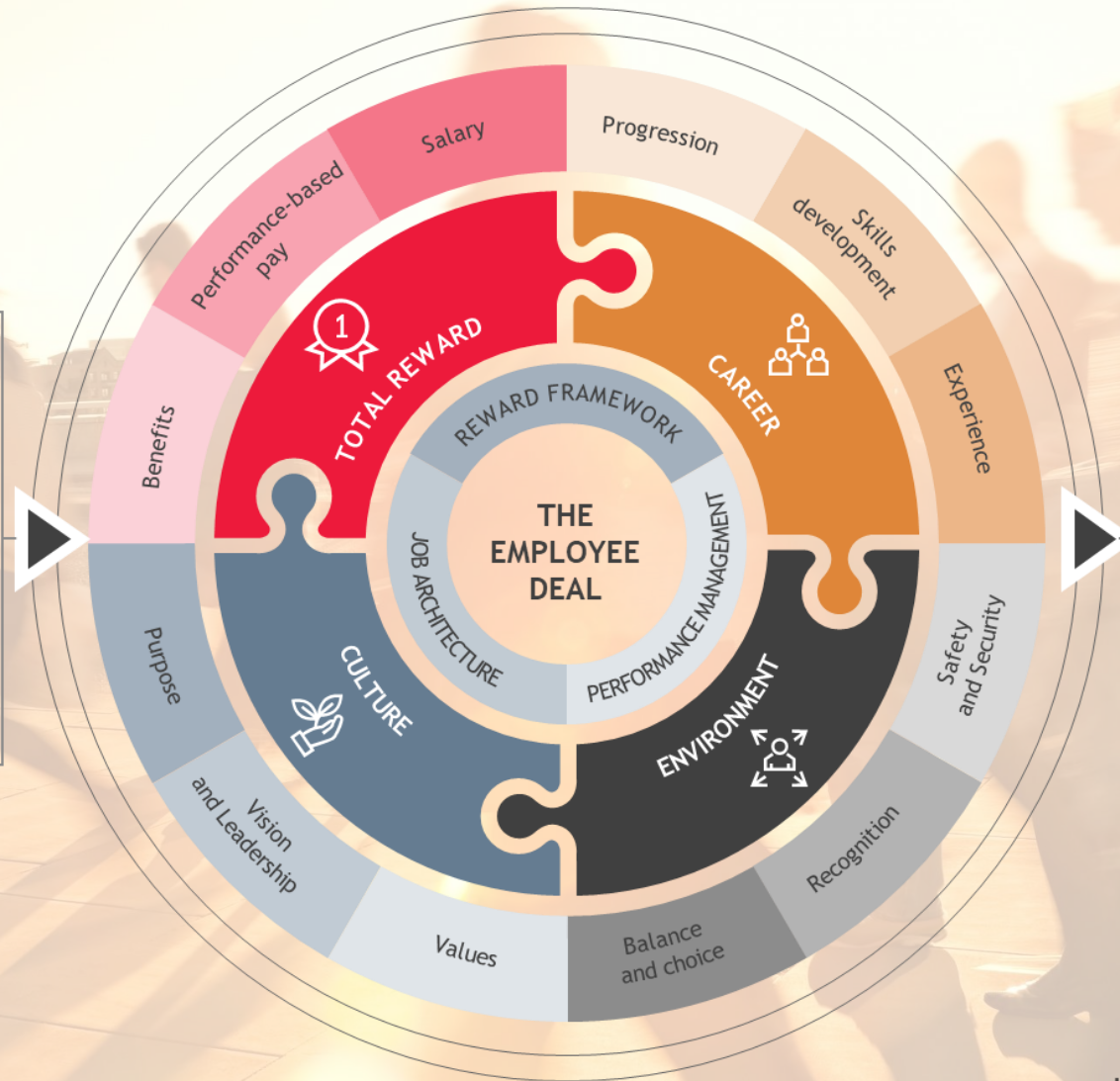


How would you evolve your career conversation to anticipate the 5-year anniversary?






# THE EMPLOYEE DEAL

## DRIVERS:

-  Charity strategy
-  People strategy
-  External market environment



## OUTCOMES:

-  Employee engagement
-  Retention
-  Productivity
-  Donor/beneficiary satisfaction
-  Financial performance



# The Employee Proposition

29 June 2023

Presenter: Stuart Walsh  
Head of HR and Facilities, Motability

# THE EMPLOYEE PROPOSITION



## Agenda

- About Motability
- Our Challenges
- Actions Taken – Immediate / Longer Term
- Results
- What's Next



# THE EMPLOYEE PROPOSITION



## About Motability

### Our History / Heritage

- Founded in 1977 to create an affordable car leasing scheme for disabled people.
- Over five and a half million cars, scooters and powered wheelchairs supplied to disabled people across the UK, supported by thousands of grants from the charity every year.

### Our Purpose

- Our vision 'no disabled person shall be disadvantaged due to poor access to transportation';
- We oversee the Motability Scheme so it's the best it can be and provide grants to help people use it;
- Steady investment in our innovation activities;
- Constant focus on developing new solutions to meet the evolving transportation needs of disabled people.

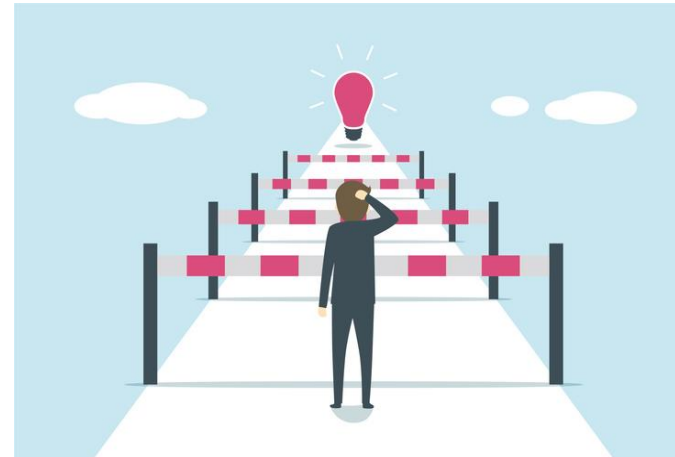
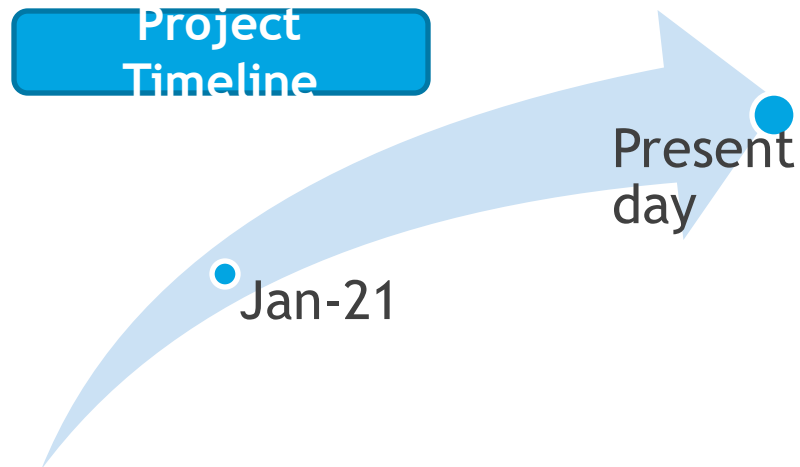


# THE EMPLOYEE PROPOSITION



## The Challenges

- The pandemic – no working from home provision
- Lack of candidates – ‘the great resignation’
- Growth plan – the need to reach more beneficiaries
- Our location – Harlow?





# THE EMPLOYEE PROPOSITION



## Blended Working

- Quickly formed a consultation group;
- Balanced business need and work life balance – needs to work for the individual, team and most importantly our beneficiaries;
- Launched blended working in August 2021;
- Reviewed bi-annually.



# THE EMPLOYEE PROPOSITION



## Motability Values

- Established a consultation group;
- Replaced five wordy values with three new, memorable values;
- Came from employees and used external feedback;
- Launched and promoted internally / externally;
- Embedded into day to day life.



Collaborative



Evolving



Respectful

## Talent Acquisition

- Created business case for (and installed) a Talent Acquisition Team;
- Focused towards attraction and retention of Talent;
- Targeted to deliver value and cost efficiency;
- Progressed the Diversity and Inclusion Agenda.



# THE EMPLOYEE PROPOSITION



## Amplified Employee Voice

- Employee Survey;
- People Forum;
- Relunched - Employee Working Groups;
- Quarterly Staff Briefings / People Managers' Forum;
- Pulse (Polls, Updates, Digital noticeboards);
- Employee engagement included with key reviews.



# THE EMPLOYEE PROPOSITION

21

## Low Cost – Reward and Recognition

- Benefits Review;
- The Spotlight Awards;
- Department R&R Budgets;
- Launched Perform and Develop, with increased focus on development.
- Enhanced (and more frequent) Long Service Awards;
- Acknowledgements in fortnightly CEO email;
- Sharing success through intranet and briefings;
- Increased employee-led activities for social, wellbeing and diversity and inclusion initiatives.



# THE EMPLOYEE PROPOSITION

## Results

- ✓ Blended Working – 80% of the workforce;
- ✓ Motability Values – embedded;
- ✓ MPF - empowered and successful;
- ✓ Employee Voice - influenced key people projects: benefits review, office changes, innovations review;
- ✓ Working Groups - more people activities / initiatives, breakfast snacks, fruit, Christmas party, Quiz nights, external speakers, Easter egg hunt, pancake van, cultural awareness articles / events, dress up days, health kiosk, free gym sessions, Mario Kart competition (and many more)
- ✓ Offered self-learning opportunities, Financial awareness webinars, launched online training course directory, external speakers, provided drop-in sessions with colleagues (time to talk).



# THE EMPLOYEE PROPOSITION



## Results

- Filled 115 roles during 22-23;
- 74.8% of hires were direct (Talent Acquisition);
- Enabled 25 successful internal moves (career progression);
- Retained the bulk of our talent (attrition rate of 12.1%);
- Delivered over £500k savings in less than two years through direct hires;
- Budget neutral (almost).

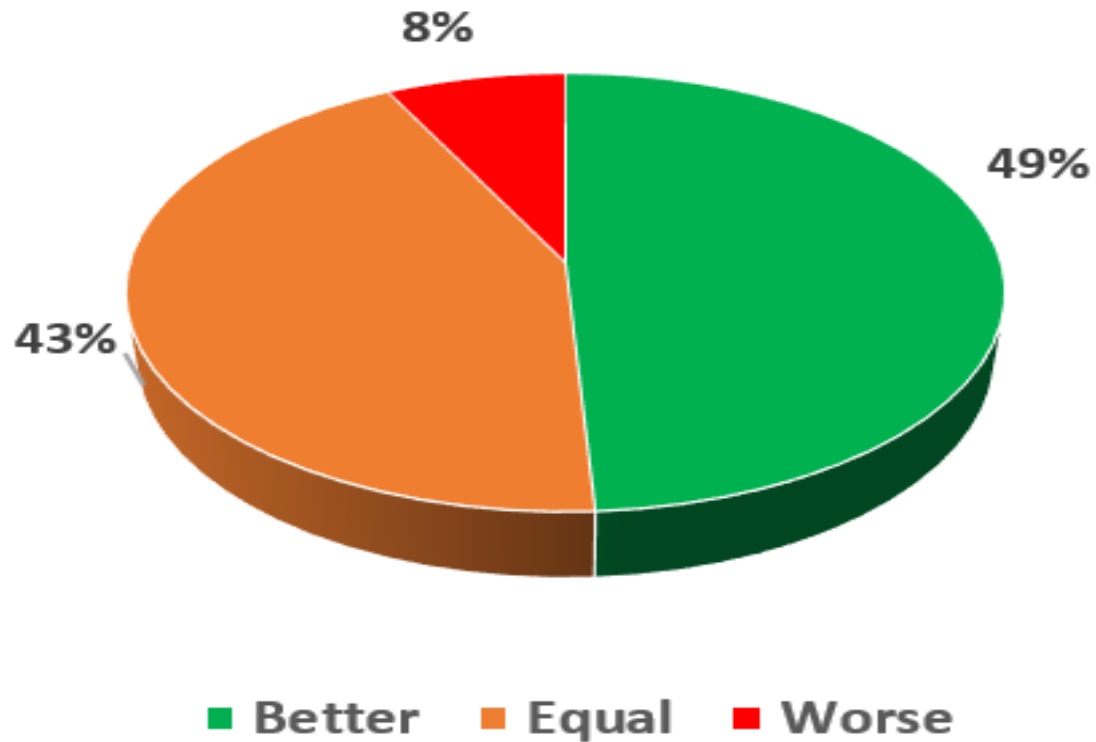
## Results – 2023 Employee Survey Headlines

- ✓ 91% participation rate (25% over the benchmark);
- ✓ 92.5% of the survey questions were equal or better than 2021;
- ✓ 16 questions were above 85% (agree / strongly agree).

# THE EMPLOYEE PROPOSITION

## Results – 2023 Employee Survey Headlines

### Survey Questions: 2021 vs 2023





# THE EMPLOYEE PROPOSITION

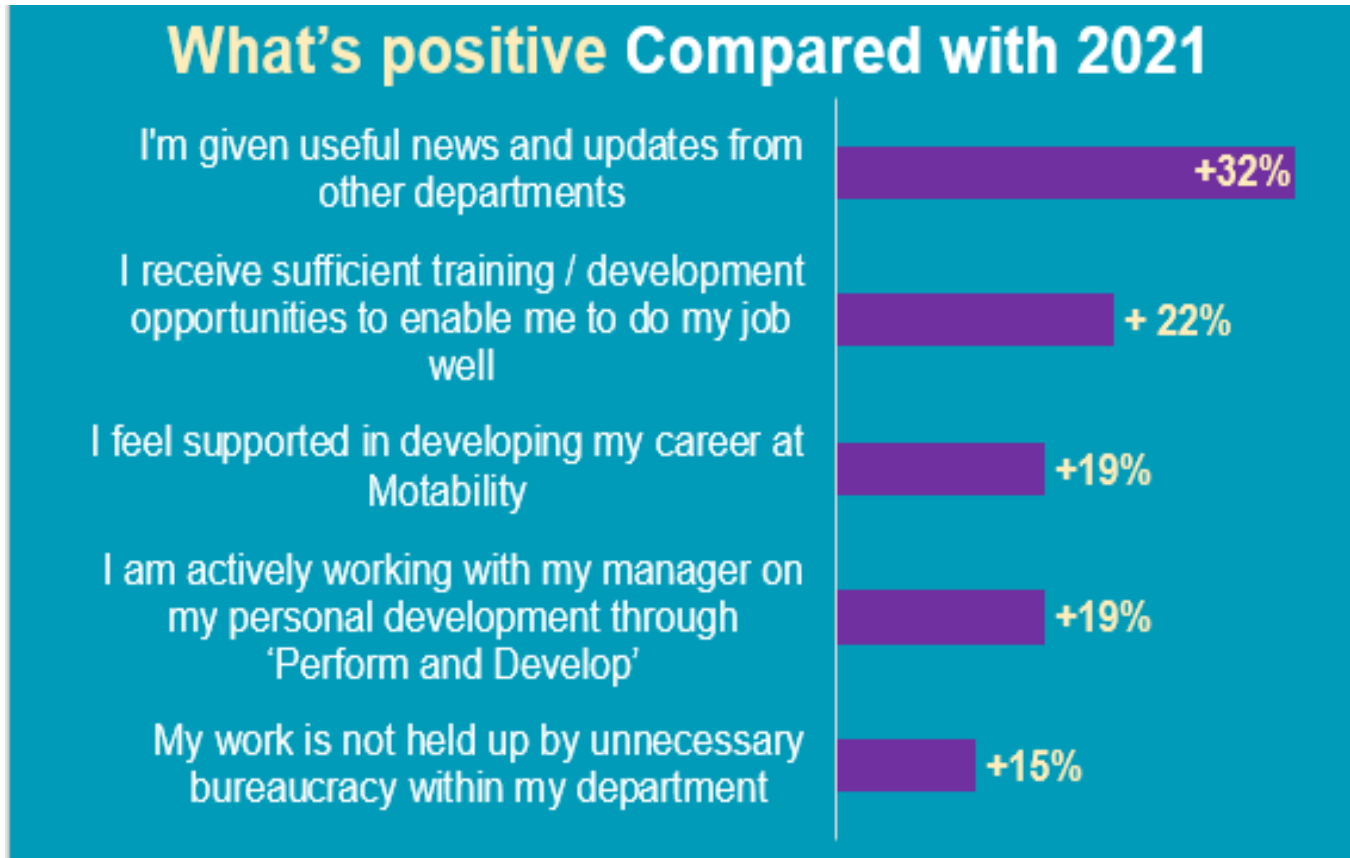


## Results – 2023 Employee Survey Headlines



# THE EMPLOYEE PROPOSITION

## Results – 2023 Employee Survey Headlines



## NEXT STEPS

- Focus on maintaining our initiatives – particularly employee engagement;
- Keep an openness to further changes – keep it progressive;
- Working through our Employee Survey Results 2023.

Thank you for listening!



# THANK YOU

## DAIVD ELLIS

Reward Strategy Partner, BDO  
07800 682 160

[David.ellis@bdo.co.uk](mailto:David.ellis@bdo.co.uk)

## STUART WALSH

Head of HR and Facilities, Motability  
07807 093284

[Stuart.Walsh@motability.org.uk](mailto:Stuart.Walsh@motability.org.uk)



### 'EVERY PENNY COUNTS' WEBINAR SERIES

5 JULY - MAXIMISING YOUR INCOME  
26 JULY - OTIMISING YOUR COST BASE  
6 SEPT - MANAGING YOUR CASH



For recordings of BDO's latest charity webinars visit:  
[bdo.co.uk/charity-update-webinar-series](https://bdo.co.uk/charity-update-webinar-series)

# Q&A



ANY QUESTIONS?



IDEAS | PEOPLE | TRUST

