

HARRT *at* **UCLA**

HUMAN RESOURCES ROUND TABLE
Since 1986



THE NEW FACE OF HR:

New Perspectives, New Opportunities

April 29, 2015

TOWERS WATSON 





Building a Differentiated Employment Brand

How the Best Develop an Effective Employee Value Proposition
and Use it to Drive Superior Results

Queen Elizabeth I



Source: Wikipedia. Image: Public domain.

Thirteen American Colonies



Source: Wikipedia. Image: Purchased from Thinkstock; unlimited use license.

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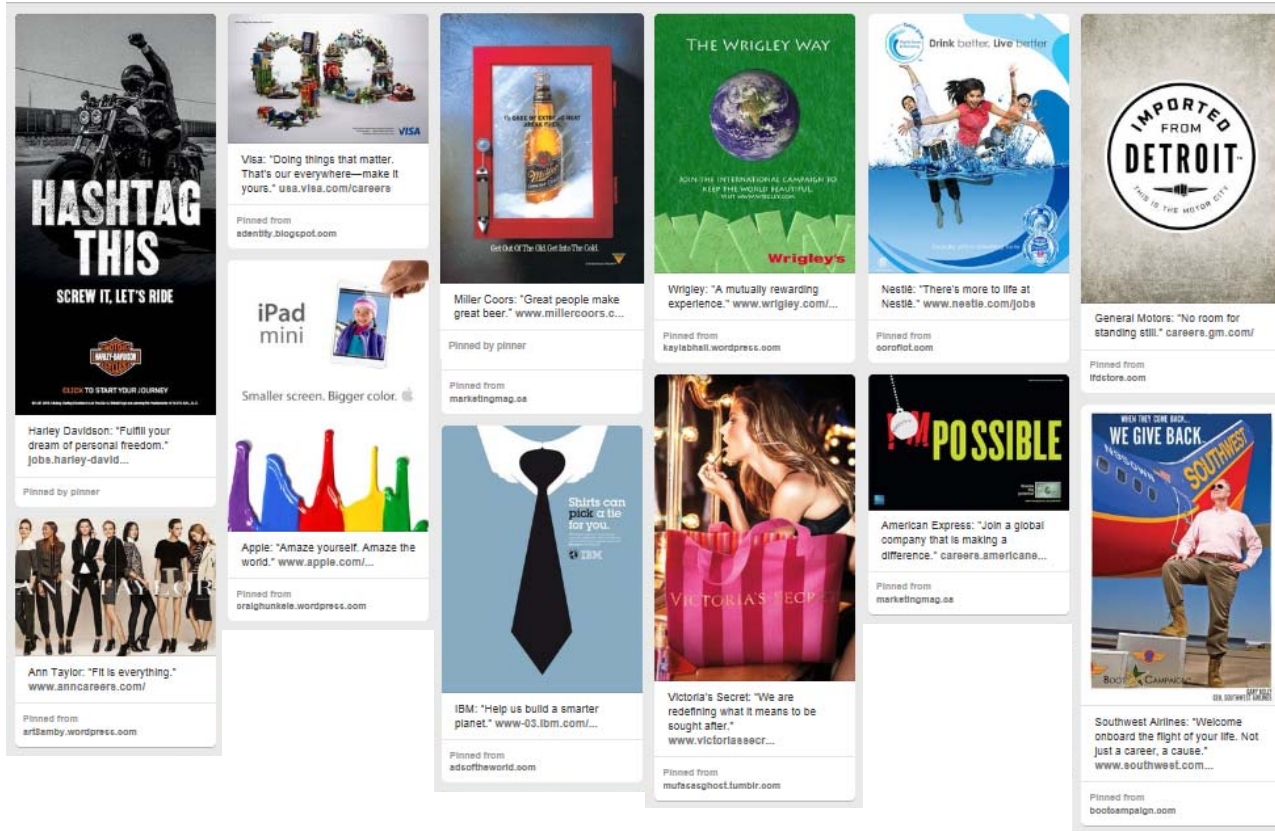


Source: Wikipedia. Image: Purchased from Thinkstock; unlimited use license.



What is a brand?

Brand Alignment (Inside Out and Outside In)



Sources: Quotes from company career websites. Images are pins on Pinterest.

Brand Alignment (Inside Out and Outside In)



	Internally	Externally
Communication		
It's about creating meaningful relationships and building engagement...	...between employers and their employees	...between companies and their customers
Value Proposition		
It's about defining the deal...	The Employee Value Proposition (EVP)	The Client Value Proposition (CVP)
Brand		
It's about building a connection...	HR brand	Corporate brand

Employees as Consumers



70% of employees believe their organization should understand them to the same degree they are expected to understand external customers

43% of employees believe their employer understands them in this way

Source: 2014 Global Workforce Study, Towers Watson

Why It Matters

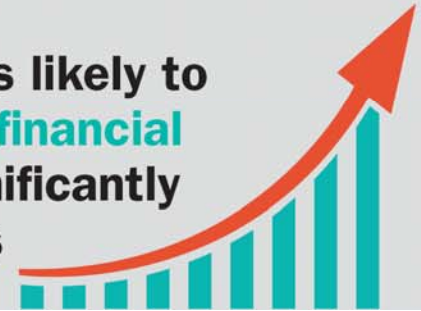


Companies with a **highly evolved employment deal** are:

3 times as likely to report their employees are **highly engaged**



1.5 times as likely to report **achieving financial performance significantly above their peers**



And less likely to report having difficulty attracting and retaining employees — particularly those in key employee segments.

Source: 2014 Towers Watson Global Talent Management and Rewards Study



Air Liquide

Who We Are



AIR LIQUIDE GLOBALLY



World leader in gases, technologies and services for industry and health.



Present in 80 countries



More than 50,000 employees



Serves more than 2 million customers and patients



Revenue in 2013: € 15.2 billion
Net profit 2013: € 1.64 billion

Who We Are



AIR LIQUIDE IN THE US



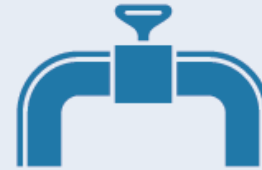
More than 5,000
US employees



Americas headquarters:
Houston, Texas



200+ locations,
including over 140
industrial gas plants



Approximately 2,000
miles of pipeline



The Americas account
for 23% of Air Liquide
sales worldwide

Our Ambition and Mission



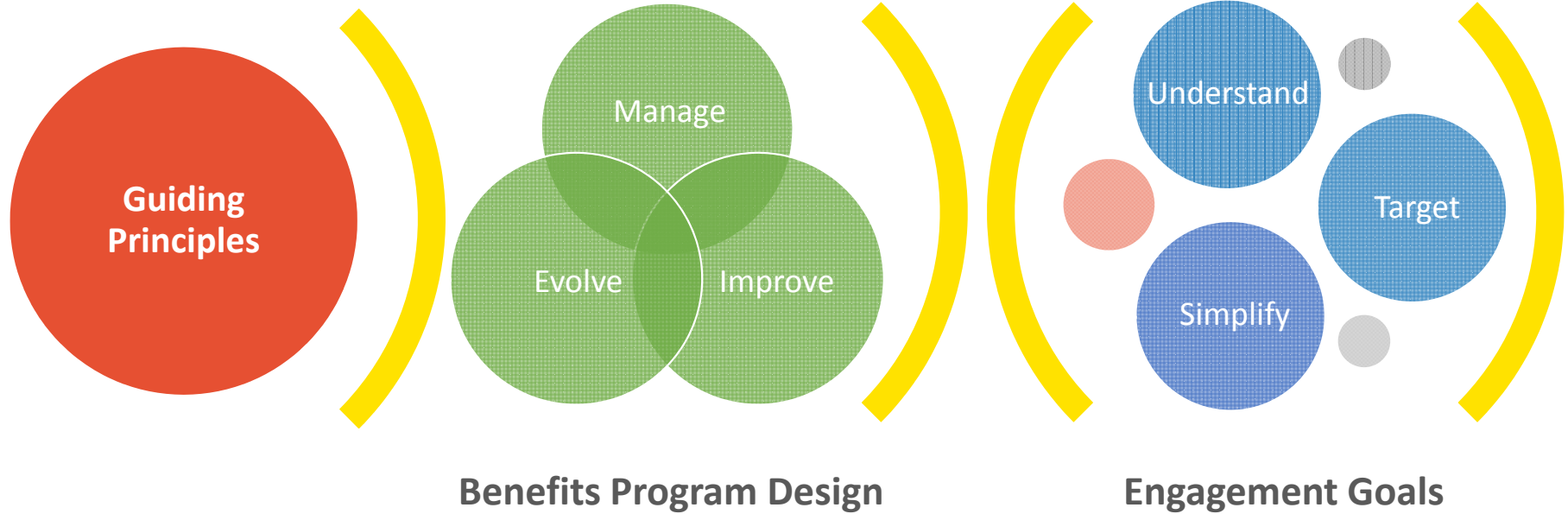
Our Strategic Priorities



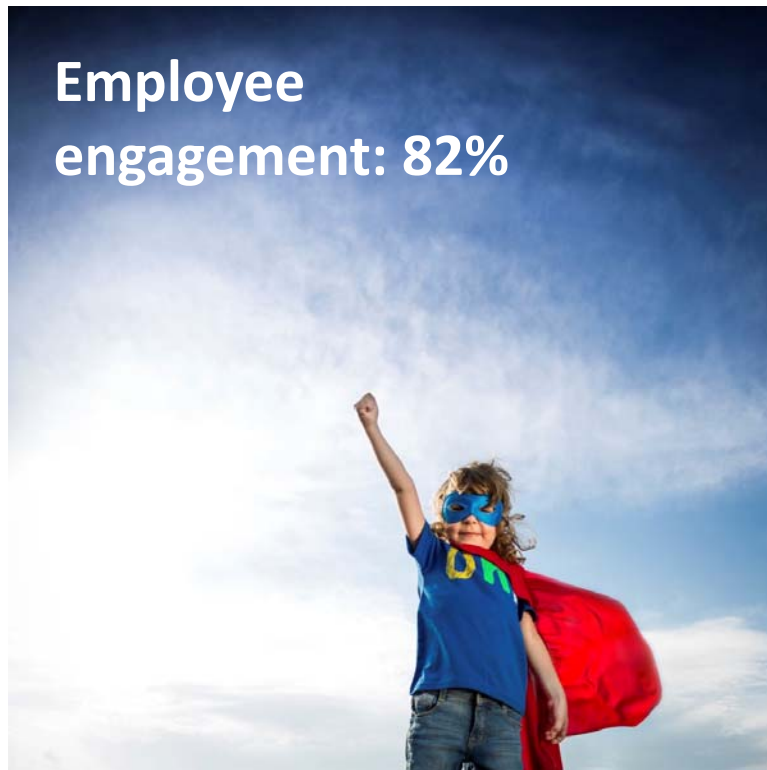
Community
Safety
Value
Innovation
Sustainability



Evolving Our HR Programs



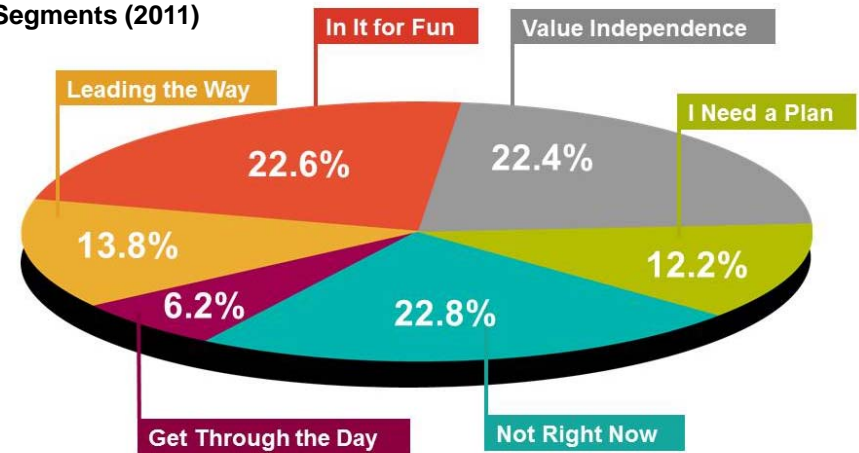
Data-driven Decision Making



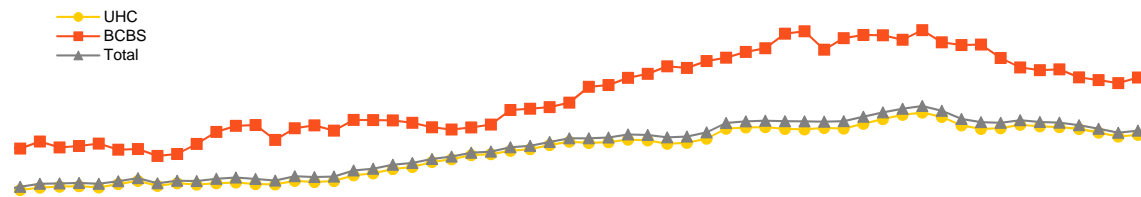
Employee
engagement: 82%

Image: Purchased from Thinkstock; unlimited use license.

Living Well Segments (2011)



Rolling 12 Month PEPM (Medical and Rx), 2011 to Present



Evolving Our EVP



	From	To
EVP & Brand Promise	Lifetime Employment	Lifetime Engagement
Message	Company Focus	Community (Company and Employees) Focus
Delivery	Traditional	Blend of traditional, social and mobile

Evolving Our EVP



Video by Staging Solutions

Measuring Our Success



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Q&A