

# What do our people value?

An advanced analysis of employee preference

9. SHRA-Online-Event

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**SWISS HR**  
**ANALYTICS**  
GOOD PRACTICE FOR EVERYONE

# Here with you today from PwC



**Philipp Heller**  
Human Capital

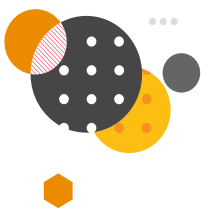


**Robert Bencze**  
P&O Consulting

# 1. Our objectives



# Context and objectives – What do our colleagues value?



Understand what attracts and retains our people in terms of reward and benefits.



Facilitate data-driven discussions for leadership.



Enable decisions on the future direction of our total rewards and recognition activities.




## 2. Our approach



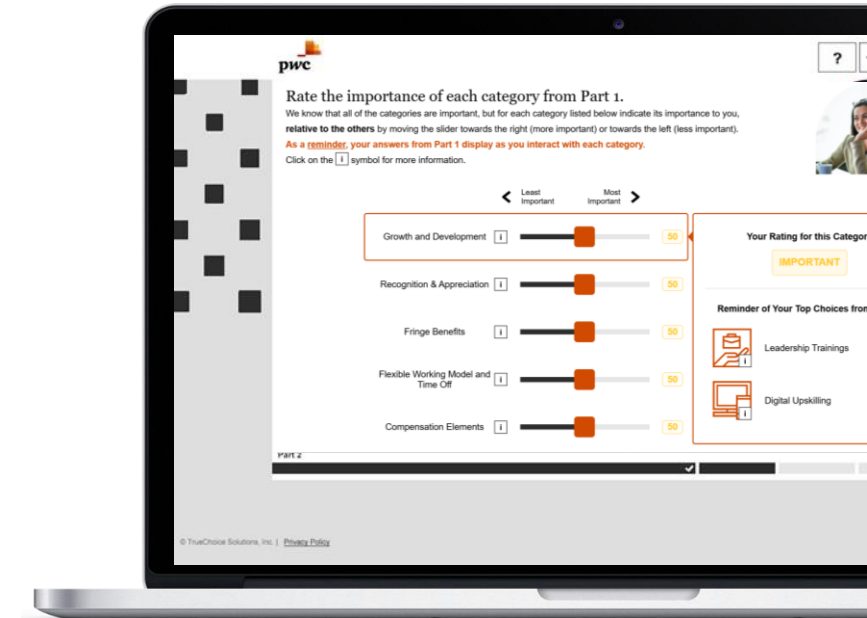
# Our approach

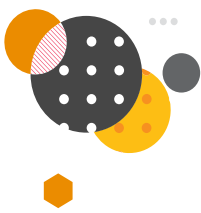


 Tailored survey to **understand preferences** (not satisfaction) for current and potential new reward / benefit elements.

 Definition of the **relevant scope of analysis**, aiming for a holistic understanding of total rewards

 **Leveraging on hypotheses** to work with survey findings and potentially “myth-bust” certain assumptions.





Several iterations on **categories and elements** to cover financial and non-financial aspects, test potential new offerings and being able to communicate the portfolio.



Stating **clear hypotheses** that ensure sensible, targeted approach in survey analysis.

Growth and Development	Recognition and Appreciation	Fringe Benefits
Flexible working model and time off	Compensation elements	Care and Wellbeing
Family Benefits	Community and culture	ESG initiatives

## Hypotheses:

- *Employees tend to attach more importance to base salaries than to variable components.*
- *Employee tend to value non-financial recognition over financial gifts.*

# A custom preference analysis solution



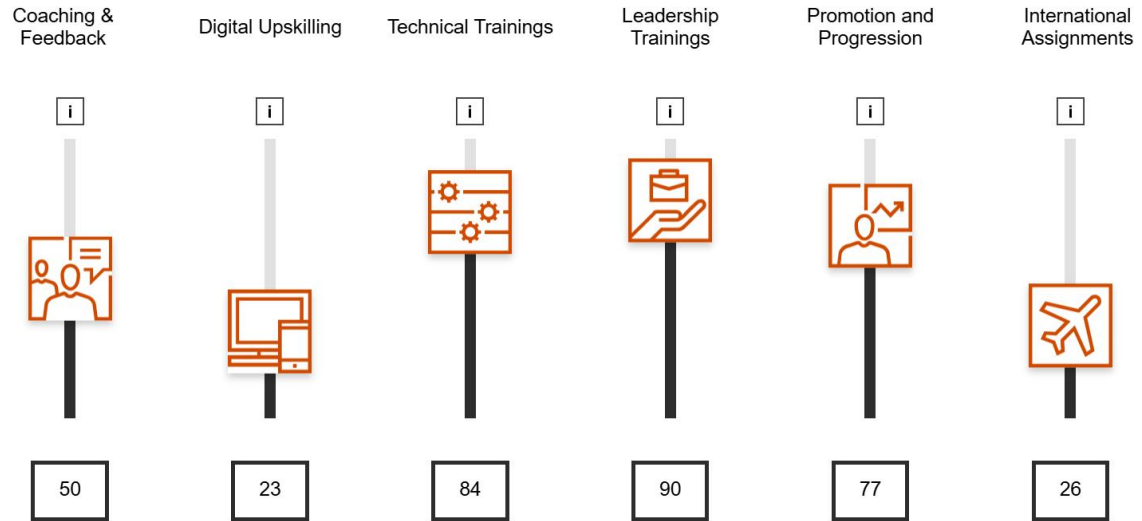
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## Growth and Development i

How valuable are these Growth and Development benefits to you?

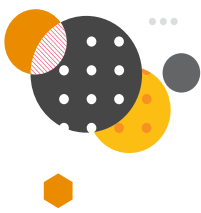
Shift the sliders to indicate whether the elements shown are MORE or LESS valuable to you.



Part 1: Question 1 of 9



# A custom preference analysis solution



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## Rate the importance of each category from Part 1.

We know that all of the categories are important, but for each category listed below indicate its importance to you, **relative to the others** by moving the slider towards the right (more important) or towards the left (less important).

**As a reminder, your answers from Part 1 display as you interact with each category.**

Click on the **i** symbol for more information.



< Least Important      Most Important >

Growth and Development	<b>i</b>		50	<b>Your Rating for this Category</b> <b>IMPORTANT</b> <b>Reminder of Your Top Choices from Part 1:</b>  Leadership Trainings  Digital Upskilling
Recognition & Appreciation	<b>i</b>		50	
Fringe Benefits	<b>i</b>		50	
Flexible Working Model and Time Off	<b>i</b>		50	
Compensation Elements	<b>i</b>		50	

# A custom preference analysis solution



## What you told us that was of particular significance for you:



**Flexible Working Model and Time Off** EXTREMELY IMPORTANT



You value, or would value, being able to take unpaid time off from work for training, for recuperation, or for private purposes.



**Growth and Development** EXTREMELY IMPORTANT



You are interested in access to leadership trainings with opportunities offered in various forms either internally or by external organisations or institutions to enhance your leadership skills.



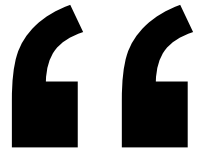
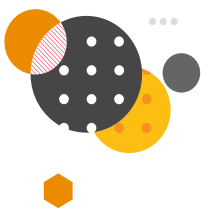
**Care and Wellbeing** VERY IMPORTANT



An important benefit to you is an individual wellbeing fixed amount budget which you can use for your individual wellbeing needs.

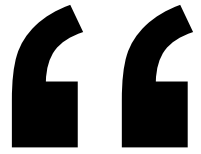
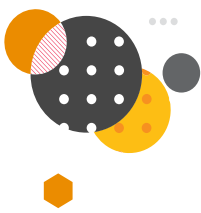
# 3. What we learned





Flexibility & Growth is key  
to our people.





Pension is of higher preference than anticipated.



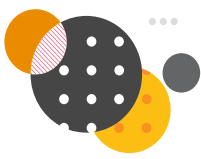


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The value of face-to-face recognition is high.



# One size does not fit all – the PwC preference personas



## Flexibility enthusiasts and community builders



% of respondents **32%**

- Compensation remains the most important category for this group.
- Flexible working holds relatively greater importance compared to other personas.
- The Community category is also more significant for this group than for others.

## Compensation focused and looking for career development and recognition



% of respondents **27%**

- Compensation is the most important category for this group.
- Growth and Development and Flexible working are equally important and closely follow Compensation.
- Growth and Development and Recognition are more significant for this group than for other personas.

## ESG advocates prioritizing being healthy and active





% of respondents **18%**

- Flexible working is the most important category for this group, followed closely by Compensation.
- Care and Wellbeing and ESG initiatives are comparably significant and more important than for other personas.

# Our important learnings



-  **Managing expectations** is a critical principle, asking questions only on those offerings and elements where there is a leadership commitment to update and even implement changes.
-  Having a **data-driven discussion and decision on benefits** with the senior leadership is a new level of quality exchange of ideas in the HR topics.
-  Insights support the **long-term alignment of the direction of a total reward strategy** and employee's expectations.





# Thank you!

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