



Be the protagonist, not the spectator

(Emotional) Compensation & Benefits Strategy: Learning & Development

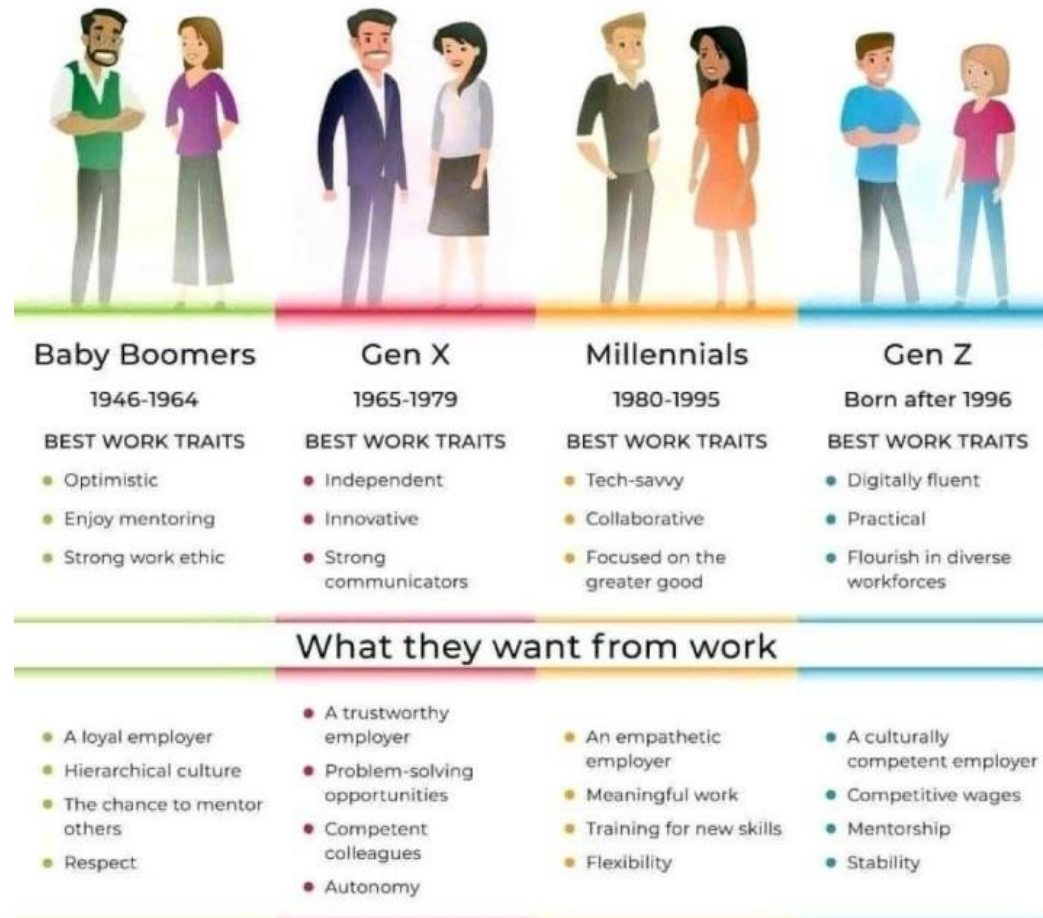


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What employees want by generation

Data source: Mazlo | Infographic design by Antonio Grasso for educational and motivational purposes



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Gallup estimates that low engagement costs the global economy US\$8.9 trillion, or 9% of global GDP

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State of the Global Workplace: 2024 Report

Global Summary

Boxed numbers indicate the percentage-point change from 2022 to 2023.

Employee Engagement

ENGAGED
23% 0

NOT ENGAGED
62% +3

ACTIVELY DISENGAGED
15% -3

Daily Negative Emotions

Emotions experienced during a lot of the previous day

STRESS
41% -3

ANGER
21% 0

SADNESS
22% +1

LONELINESS
20%

Life Evaluation

THRIVING
34% -1

STRUGGLING
58% +2

SUFFERING
8% -1

Job Market

JOB CLIMATE
Good time to find a job
54% +1

INTENT TO LEAVE
Watching for or actively seeking new job
52% +1

Employee Engagement

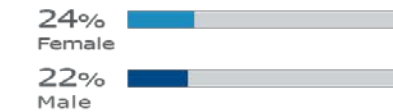
Based on Gallup Q¹² items; see "Appendix 3: Support Information" for item wording.

% ENGAGED **23%** % NOT ENGAGED **62%** % ACTIVELY DISENGAGED **15%**

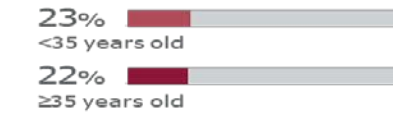
% ENGAGED
Global 23%



Gender



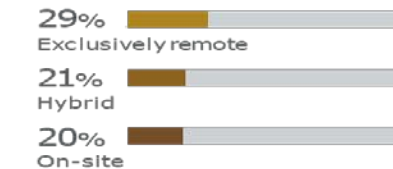
Age



Job Level

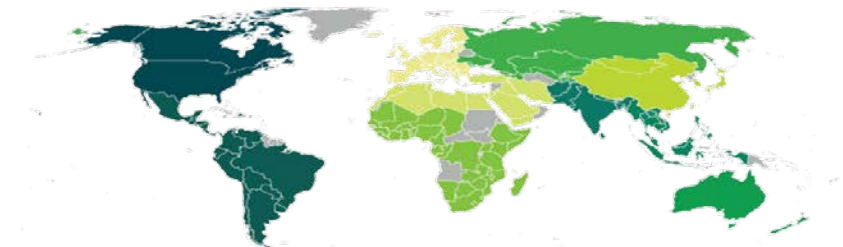


Work Location



Regional Ranking

Rank	Region	% Engaged	Change
1	United States and Canada	33	+2
2	Latin America and the Caribbean	32	+2
3	South Asia	26	-7
4	Southeast Asia	26	0
5	Australia and New Zealand	25	+2
6	Post-Soviet Eurasia	24	-2
7	Sub-Saharan Africa	20	0
8	East Asia	18	+1
9	Middle East and North Africa	14	-2
10	Europe	13	0



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Total Rewards Definitions

Total Rewards Component

Compensation

Definitions

Pay provided by an employer to an employee for services rendered (i.e. time, effort and skill). Includes both fixed and variable pay tied to levels of performance.

Benefits

Programs an employer uses to supplement the cash compensation that employees receive. These health, income protection, savings and retirement programs provide security for employees and their families.

Work-Life

A specific set of organizational practices, policies and programs, plus a philosophy, that actively supports efforts to help employees achieve success at both work and home.

Performance & Recognition

Performance: The alignment of organizational, team and individual efforts toward the achievement of business goals and organizational success. It includes establishing expectations, skill demonstration, assessment, feedback and continuous improvement.

Recognition: Acknowledges or gives special attention to employee actions, efforts, behavior or performance. It meets an intrinsic psychological need for appreciation of one's efforts and can support business strategy by reinforcing certain behaviors (e.g., extraordinary accomplishments) that contribute to organizational success. Whether formal or informal, recognition programs acknowledge employee contributions immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or noncash (e.g., verbal recognition, trophies, certificates, plaques, dinners, tickets, etc.)

Development and Career Opportunities

Development: A set of learning experiences designed to enhance employees' applied skills and competencies. Development engages employees to perform better and engages leaders to advance their organizations' people strategies.

Career Opportunities: Involve the plan for employees to advance their career goals. May include advancement into a more responsible position in an organization. The company supports career opportunities internally so that talented employees are deployed in positions that enable them to deliver their greatest value to the organization.

For example, programs and more information, go to www.worldatwork.org/totalrewards

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Your Total Rewards Inventory

To get a comprehensive view of your organization's value proposition, simply check off the rewards your organization currently provides.

Compensation	Benefits	Work-Life	Performance & Recognition	Development & Career Opportunities
Base Wages <ul style="list-style-type: none"> <input type="checkbox"/> Salary Pay <input type="checkbox"/> Hourly Pay <input type="checkbox"/> Piece Rate Pay Premium Pay <ul style="list-style-type: none"> <input type="checkbox"/> Shift Differential Pay <input type="checkbox"/> Weekend/Holiday Pay <input type="checkbox"/> On-call Pay <input type="checkbox"/> Call-In Pay <input type="checkbox"/> Hazard Pay <input type="checkbox"/> Bi-Lingual Pay <input type="checkbox"/> Skill-Based Pay Variable Pay <ul style="list-style-type: none"> <input type="checkbox"/> Commissions <input type="checkbox"/> Team-Based Pay Bonus Programs <ul style="list-style-type: none"> <input type="checkbox"/> Referral Bonus <input type="checkbox"/> Hiring Bonus <input type="checkbox"/> Retention Bonus <input type="checkbox"/> Project Completion Bonus Incentive Pay <ul style="list-style-type: none"> Short-term: <ul style="list-style-type: none"> <input type="checkbox"/> Profit Sharing <input type="checkbox"/> Individual Performance Based Incentives <input type="checkbox"/> Performance-Sharing Incentives Long-term: <ul style="list-style-type: none"> <input type="checkbox"/> Restricted Stock <input type="checkbox"/> Performance Shares <input type="checkbox"/> Performance Units <input type="checkbox"/> Stock Options/Grants 	Legally Required/Mandated <ul style="list-style-type: none"> <input type="checkbox"/> Unemployment Insurance <input type="checkbox"/> Worker's Compensation Insurance <input type="checkbox"/> Social Security Insurance <input type="checkbox"/> Medicare <input type="checkbox"/> State Disability Insurance (if applicable) Health & Welfare <ul style="list-style-type: none"> <input type="checkbox"/> Medical Plan <input type="checkbox"/> Dental Plan <input type="checkbox"/> Vision Plan <input type="checkbox"/> Prescription Drug Plan <input type="checkbox"/> Flexible Spending Accounts (FSAs) <input type="checkbox"/> Health Reimbursement Accounts (HRAs) <input type="checkbox"/> Health Savings Accounts (HSAs) <input type="checkbox"/> Mental Health Plan <input type="checkbox"/> Life Insurance <input type="checkbox"/> Spouse/Dependent Life Insurance <input type="checkbox"/> AD&D Insurance <input type="checkbox"/> Short-Term/Long-Term Disability Insurance Retirement <ul style="list-style-type: none"> <input type="checkbox"/> Defined Benefit Plan <input type="checkbox"/> Defined Contribution Plan <input type="checkbox"/> Profit Sharing Plan <input type="checkbox"/> Hybrid Plan Pay for Time Not Worked <ul style="list-style-type: none"> <input type="checkbox"/> Vacation <input type="checkbox"/> Holiday <input type="checkbox"/> Sick Leave <input type="checkbox"/> Bereavement Leave <input type="checkbox"/> Leaves of Absence (Military, Personal Medical, Family Medical) 	Workplace Flexibility/ Alternative Work Arrangements <ul style="list-style-type: none"> <input type="checkbox"/> Flex-Time <input type="checkbox"/> Telecommuting <input type="checkbox"/> Alternative Work Sites <input type="checkbox"/> Compressed Workweek <input type="checkbox"/> Job Sharing <input type="checkbox"/> Part-time Employment <input type="checkbox"/> Seasonal Schedules Paid and Unpaid Time Off <ul style="list-style-type: none"> <input type="checkbox"/> Maternity/Paternity Leave <input type="checkbox"/> Adoption Leave <input type="checkbox"/> Sabbaticals Health and Wellness <ul style="list-style-type: none"> <input type="checkbox"/> Employee Assistance Programs <input type="checkbox"/> On-site Fitness Facilities <input type="checkbox"/> Discounted Fitness Club Rates <input type="checkbox"/> Weight Management Programs <input type="checkbox"/> Smoking Cessation Assistance <input type="checkbox"/> On-Site Massages <input type="checkbox"/> Stress Management Programs <input type="checkbox"/> Voluntary Immunization Clinics <input type="checkbox"/> Health Screenings <input type="checkbox"/> Nutritional Counseling <input type="checkbox"/> On-Site Nurse <input type="checkbox"/> Business Travel Health Services <input type="checkbox"/> Disability Management <input type="checkbox"/> Return to Work Programs <input type="checkbox"/> Reproductive Health/ Pregnancy Programs <input type="checkbox"/> 24-Hour Nurse Line <input type="checkbox"/> On-Site Work-Life Seminars (Stress-Reduction, Parenting, etc.) <input type="checkbox"/> Health Advocate Community Involvement <ul style="list-style-type: none"> <input type="checkbox"/> Community Volunteer Programs <input type="checkbox"/> Matching Gift Programs <input type="checkbox"/> Shared Leave Programs <input type="checkbox"/> Disaster Relief Funds <input type="checkbox"/> Sponsorships/Grants <input type="checkbox"/> In-Kind Donations Caring for Dependents <ul style="list-style-type: none"> <input type="checkbox"/> Dependent Care Reimbursement Accounts <input type="checkbox"/> Dependent Care Travel-Related Expense Reimbursements <input type="checkbox"/> Dependent Care Referral and Resource Services <input type="checkbox"/> Dependent Care Discount Programs or Vouchers <input type="checkbox"/> Emergency Dependent Care Services <input type="checkbox"/> Childcare Subsidies <input type="checkbox"/> On-site Caregiver Support Groups <input type="checkbox"/> On-Site Dependent Care <input type="checkbox"/> Adoption Assistance Services <input type="checkbox"/> After-School Care Programs <input type="checkbox"/> College/Scholarship Information <input type="checkbox"/> Scholarships <input type="checkbox"/> Privacy Rooms <input type="checkbox"/> Summer Camps & Activities <input type="checkbox"/> Special Needs Childcare <input type="checkbox"/> Disabled Adult Care <input type="checkbox"/> Geriatric Counseling <input type="checkbox"/> In-home Assessments for Eldercare Financial Support <ul style="list-style-type: none"> <input type="checkbox"/> Financial Planning Services and Education <input type="checkbox"/> Adoption Reimbursement <input type="checkbox"/> Transit Subsidies <input type="checkbox"/> 529 Plans <input type="checkbox"/> Savings Bonds Voluntary Benefits <ul style="list-style-type: none"> <input type="checkbox"/> Long Term Care <input type="checkbox"/> Auto/Home Insurance <input type="checkbox"/> Pet Insurance <input type="checkbox"/> Legal Insurance <input type="checkbox"/> Identity Theft Insurance <input type="checkbox"/> Employee Discounts <input type="checkbox"/> Concierge Services <input type="checkbox"/> Parking Culture Change Initiatives <ul style="list-style-type: none"> <input type="checkbox"/> Work Redesign <input type="checkbox"/> Team Effectiveness <input type="checkbox"/> Diversity/Inclusion Initiatives <input type="checkbox"/> Women's Advancement Initiatives <input type="checkbox"/> Work Environment Initiatives <input type="checkbox"/> Multigenerational Initiatives 	Performance <ul style="list-style-type: none"> <input type="checkbox"/> 1:1 Meetings <input type="checkbox"/> Performance Reviews <input type="checkbox"/> Project Completion/ Team Evaluations <input type="checkbox"/> Performance Planning/ Goal Setting Sessions Recognition <ul style="list-style-type: none"> <input type="checkbox"/> Service Awards <input type="checkbox"/> Retirement Awards <input type="checkbox"/> Peer Recognition Awards <input type="checkbox"/> Spot Awards <input type="checkbox"/> Managerial Recognition Programs <input type="checkbox"/> Organization-wide Recognition Programs <input type="checkbox"/> Exceeding Performance Awards <input type="checkbox"/> Employee of the Month/ Year Awards <input type="checkbox"/> Appreciation Luncheons, Outings, Formal Events <input type="checkbox"/> Goal-Specific Awards (Quality, Efficiency, Cost Savings, Productivity, Safety) <input type="checkbox"/> Employee Suggestion Programs 	Learning Opportunities <ul style="list-style-type: none"> <input type="checkbox"/> Tuition Reimbursement <input type="checkbox"/> Tuition Discounts <input type="checkbox"/> Corporate Universities <input type="checkbox"/> New Technology Training <input type="checkbox"/> On-the-Job Learning <input type="checkbox"/> Attendance at Outside Seminars and Conferences <input type="checkbox"/> Access to Virtual Learning, Podcasts, Webinars <input type="checkbox"/> Self-Development Tools Coaching/ Mentoring <ul style="list-style-type: none"> <input type="checkbox"/> Leadership Training <input type="checkbox"/> Exposure to Resident Experts <input type="checkbox"/> Access to Information Networks <input type="checkbox"/> Formal or Informal Mentoring Programs Advancement Opportunities <ul style="list-style-type: none"> <input type="checkbox"/> Internships <input type="checkbox"/> Apprenticeships <input type="checkbox"/> Overseas Assignments <input type="checkbox"/> Internal Job Postings <input type="checkbox"/> Job Advancement/ Promotion <input type="checkbox"/> Career Ladders and Pathways <input type="checkbox"/> Succession Planning <input type="checkbox"/> On/Off Ramps through Career Lifecycle <input type="checkbox"/> Job Rotations

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Work-Life	
Workplace Flexibility/ Alternative Work Arrangements <ul style="list-style-type: none"> <input type="checkbox"/> Flex-Time <input type="checkbox"/> Telecommuting <input type="checkbox"/> Alternative Work Sites <input type="checkbox"/> Compressed Workweek <input type="checkbox"/> Job Sharing <input type="checkbox"/> Part-time Employment <input type="checkbox"/> Seasonal Schedules 	<ul style="list-style-type: none"> <input type="checkbox"/> Dependent Care Travel-Related Expense Reimbursements <input type="checkbox"/> Dependent Care Referral and Resource Services <input type="checkbox"/> Dependent Care Discount Programs or Vouchers <input type="checkbox"/> Emergency Dependent Care Services <input type="checkbox"/> Childcare Subsidies <input type="checkbox"/> On-site Caregiver Support Groups <input type="checkbox"/> On-Site Dependent Care <input type="checkbox"/> Adoption Assistance Services <input type="checkbox"/> After-School Care Programs <input type="checkbox"/> College/Scholarship Information <input type="checkbox"/> Scholarships <input type="checkbox"/> Privacy Rooms <input type="checkbox"/> Summer Camps & Activities <input type="checkbox"/> Special Needs Childcare <input type="checkbox"/> Disabled Adult Care <input type="checkbox"/> Geriatric Counseling <input type="checkbox"/> In-home Assessments for Eldercare
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Caring for Dependents <ul style="list-style-type: none"> <input type="checkbox"/> Dependent Care Reimbursement Accounts 	

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Development & Career Opportunities
Learning Opportunities <ul style="list-style-type: none"> <input type="checkbox"/> Tuition Reimbursement <input type="checkbox"/> Tuition Discounts <input type="checkbox"/> Corporate Universities <input type="checkbox"/> New Technology Training <input type="checkbox"/> On-the-Job Learning <input type="checkbox"/> Attendance at Outside Seminars and Conferences <input type="checkbox"/> Access to Virtual Learning, Podcasts, Webinars <input type="checkbox"/> Self-Development Tools
Coaching/ Mentoring <ul style="list-style-type: none"> <input type="checkbox"/> Leadership Training <input type="checkbox"/> Exposure to Resident Experts <input type="checkbox"/> Access to Information Networks <input type="checkbox"/> Formal or Informal Mentoring Programs
Advancement Opportunities <ul style="list-style-type: none"> <input type="checkbox"/> Internships <input type="checkbox"/> Apprenticeships <input type="checkbox"/> Overseas Assignments <input type="checkbox"/> Internal Job Postings <input type="checkbox"/> Job Advancement/ Promotion <input type="checkbox"/> Career Ladders and Pathways <input type="checkbox"/> Succession Planning <input type="checkbox"/> On/Off Ramps through Career Lifecycle <input type="checkbox"/> Job Rotations

Development & Career Opportunities

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- Tuition Reimbursement
- Tuition Discounts
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- Career Lifecycle
- Job Rotations

Emotional compensation is NOT a benefit is a need

(Emotional) Compensation & Benefits Strategy: Learning & Development



Emotional compensation gives workers PRIVILEGES job conditions.

It is based on meeting seven universal human needs that allow people to thrill (at work and at life)

Source: Numly

Recognition

Meaning

Respect

Autonomy

Belonging

Progress

Growth

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Top priorities of companies for L&D Strategy 2023

Aligning learning programs to business goals

Upskilling employees

Creating a culture of learning

Helping employees develop their careers (number 9 before)

Improving employee retention

Source: LinkedIn

Recognition

Belonging

Respect

Meaning

Autonomy

Growth

Progress

(Emotional) Compensation & Benefits Strategy: Learning & Development- Business Case “Fuente Ruana Effect”



(Emotional) Compensation & Benefits Strategy: Learning & Development- Business Case “Fuente Ruana Effect”



(Emotional) Compensation & Benefits Strategy: Learning & Development-

Business Case “Fuente Ruana Effect”



(Emotional) Compensation & Benefits Strategy: Learning & Development-



Business Case “Fuente Ruana Effect”

To excite/share to get people thrilled

To awake curiosity

To practice to evolutionate/transform

To persuade and convince

Source: Olga Barroso



(Emotional) Compensation & Benefits Strategy: Learning & Development-



Business Case “Fuente Ruana Effect”

To excite/share to get people thrilled

To awake curiosity

To practice to evolutionate/transform

To persuade and convince

- Recognition
- Respect
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- Autonomy
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- Growth



(Emotional) Compensation & Benefits Strategy: Learning & Development



“The best way to predict the future is to create it”. Abraham Lincoln

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