

Case study

Greene King

Hospitality

Our client's employees were dissatisfied with how their benefits were being administered.

We moved the process from paper to an online portal. Now 91% of employees have made their own self-service transactions.

Greene King is one of the leading pub and brewing companies, with over 2,500 managed and tenanted pubs, restaurants and hotels in the UK, in addition to brewing award-winning ales for more than 200 years. The firm employs 19,500 employees across six business units in the UK, from bottling plants and breweries to pub retailers and head office staff.

Feedback from Greene King's employee attitude survey showed that employees were dissatisfied with the manner in which their benefits were handled and revealed an opportunity for Greene King to help employees better value and understand their benefits. A communications audit revealed the 2,250 full-time, long-term key employees who would benefit most from an increased level of engagement.

Greene King's engagement system relied predominantly on paper communication channels and online formats that were not easily administered and accessed. Greene King commissioned us to come up with an alternative solution.

An insightful solution

We were asked to deliver a comprehensive communications campaign to ensure Greene King employees could access clear, relevant and timely information on their total reward and benefits.

The overarching objectives of the campaign were to:

- Engage employees with the value of their cash and non-cash benefits
- Encourage a self-service environment of flexible benefits and lifestyle changes

In delivering a solution, we had to factor in the challenge of a very diverse workforce; for example, within the target group of employees, 45% did not use a computer in their day-to-day working life.



We designed and delivered a comprehensive communications tool, entitled 'the GREENE room', an online portal that enabled employees to:

- View total rewards and components
- View pay and other cash benefits
- Learn more about the pay and benefits offered
- Access definitions of terms and assumptions used
- Make benefits choices
- Access contact details of providers
- Update 'Expression of Wish' form



“For so many of our employees, the GREENE room has been a quick way to manage their personal benefit choices and administration, whereas before they would have needed help from the HR team. All they have to do now is go online. It’s been a win-win for employees and the business!”

– Amanda Brakels,
Head of Group Compensation and Benefits Greene King

Taking the needs and requirements of the diverse workforce into account, we deployed a wide variety of tools to draw attention to the portal:

- Promotional posters, offering a brief overview of the GREENE room, posted in social spaces in head office, using messaging that reflected feedback from the employee survey
- Personalised teaser postcards sent to home addresses announcing the launch of the GREENE room
- Email alerts linking directly to the GREENE room for those that had daily access to a computer that made the portal only one click away
- Laptops placed in the workspaces and warehouses during the enrolment period, providing employees with the opportunity to log on to use the GREENE room
- Face-to face presentations by business development managers to engage workers and answer questions
- One-on-one on-site sessions hosted by HR managers for employees who do not use computers during work, to encourage participation

Real-world results

Our recommended approach enabled the online engagement tool to reach a wider group of employees using different communication channels and therefore effectively delivered on our client’s objectives.

In measuring the success of the engagement campaign, we tracked the number of employees who accessed the GREENE room and, more importantly, we assessed the number of those who made a change to their personal benefits arrangements, which was a key strategic objective of the campaign.

Out of a total 2,250 employees, 91% have logged into the GREENE room and made self-service transactions since the start of the programme. Of this total figure, a remarkable 720 were employees who did not have access to a work computer, but were encouraged to make the effort to log on from home or to access one of the laptops that were set up for the campaign.

Consulting



“Really helps me to recognise the value of the total package and to see all the bits that make it up.”

– Caroline R.

“Huge improvements on paper exercise.”

– Glenn C.

The 91% logon rate is a significant achievement, demonstrating the value of taking the holistic approach that combined online and offline methods to target all employees within the group. Importantly, the communication campaign encouraged a self-service environment and secured interaction from the hard-to-reach group of employees who do not have access to a work computer.

Employee feedback

“It is excellent, easy to use and very informative. I have not heard any negativity at all about it. A great system.”

– Liz M.

“This is a huge step forward.”

– Dave J.

“I have now logged into this and I think it is an excellent piece of work – really clear and helpful overview.”

– Chris W.

Learn more

To learn more about this project, please contact our consulting team on **0800 066 5433** or by emailing talktoug@buck.com.

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