



Mercer's Engagement Council Powers 20-Point Attrition Drop Through Innovation

Mercer
 Best Employee Engagement
 November 2024



Company Background



Company-at-a-Glance	
Headquarters	New York, NY, US
Year Founded	1945
Revenue	\$5 billion
Employees	25,000
Global Scale (Regions that you operate in or provide services to)	130 countries in Africa, Asia, Eurpoe, North and South America and Australia
Customers/Output, etc. (Key customers and services offered)	Mercer helps clients around the world advance the health, wealth, and performance of their most vital asset – their people. Clients include international companies of all sizes serving the leaders, HR managers and employees with the solutions, services and insight they need to make the most of their benefits
Industry	Consulting and benefits/HR administration
Stock Symbol	MMC
Website	http://www.mercer.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	\$25,000 annually
Number of (HR, Learning, Talent) employees involved with the implementation?	3 Actuarial leaders 5 Actuarial team members 5 Actuarial people managers 2 HR colleagues
Number of Operations or Subject Matter Expert employees involved with the implementation?	Start of the initiative – 1 Leader, 1 People manager and 1 HR colleague Currently: 15+ including a mix of SMEs, people managers, senior leader and HR.
Number of contractors involved with implementation	NA
Timeframe to implement	12 - 15 months
Start date of the program	January 2020

Fit to the Needs

At Mercer, the engagement program is designed to create a positive and inclusive work environment where employees feel valued, connected, and motivated to contribute to the success of the organization. The goals were to enhance the overall employee experience, reduce turnover, attract top talent, align with industry benchmarks, and drive business success.

To achieve these goals, the engagement council implemented a comprehensive and multi-faceted engagement approach that encompasses various elements and initiatives. These include:

1. **Awards:** They implemented an awards program to recognize and celebrate outstanding performance and contributions by employees. This helps to motivate and engage employees by acknowledging their achievements.
2. **Milestone Celebrations:** They organize milestone celebrations to commemorate significant achievements and milestones in employees' careers. This creates a sense of pride and accomplishment, fostering a positive and engaging work environment.



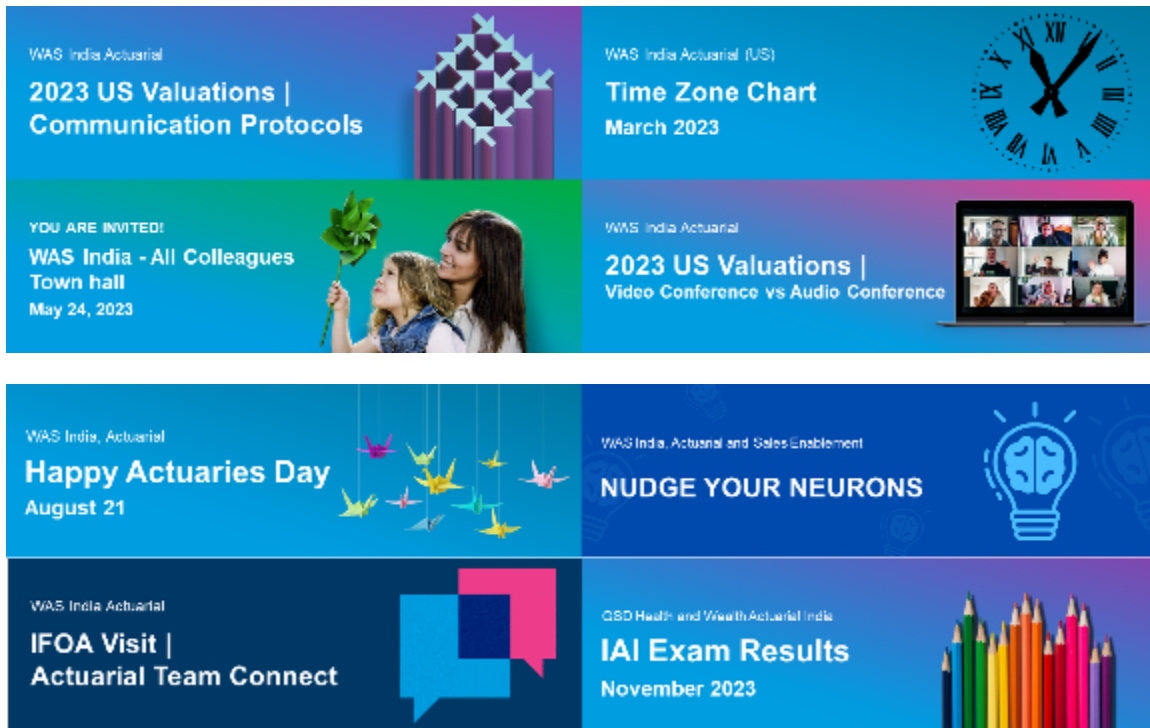
3. **Business Resource Groups (BRGs):** They have established BRGs such as Social Impact and Women@Mercer to provide employees with a platform to connect, collaborate, and support each other. These groups promote diversity, inclusion, and engagement within the organization.
4. **Manager Connect Framework:** They have implemented a manager connect framework to support and guide effective colleague management. This framework provides managers with the tools and resources they need to effectively engage and communicate with their team members. It emphasizes the importance of regular check-ins, feedback, and coaching to foster a positive manager-employee relationship.
5. **Hybrid Framework:** Mercer's hybrid framework is designed to create impact touch points and foster connections regardless of location or work arrangement. This includes leveraging technology to facilitate virtual meetings, collaboration, and communication. We ensure that remote employees feel included and engaged by providing them with the necessary resources and support.
6. **Learning and Development Focus:** A strong emphasis is laid on learning and development to engage and empower employees. A 24-hour learning target has been set, encouraging employees to dedicate time to continuous learning and upskilling. There is special focus on skills like AI to cater to the different generations of the workforce and ensure they are equipped with the necessary skills for the future.
7. **In-person Initiatives:** In addition to virtual initiatives, the engagement council have introduced in-person initiatives to enhance engagement. This includes organizing festival celebrations and anniversary milestones to create a sense of community and camaraderie among employees. They have also improved their rewards and recognition program to ensure that employees feel valued and appreciated for their contributions.
8. **Actuarial Carnival:** The Actuarial Carnival, which started as an internal event, has grown into a global industry-wide extravaganza. It has transitioned from an in-person format to a virtual format, allowing the council to engage a wider audience and showcase their expertise in the actuarial field. This event serves as a platform for knowledge sharing, networking, and engagement within the industry.
9. **Overcoming COVID Challenges:** Despite the challenges posed by COVID, the engagement council has successfully kept colleagues engaged through various initiatives. They have implemented multiple return-to-office initiatives to ensure a smooth transition back to the workplace. These initiatives prioritize employee safety, well-being, and engagement, taking into account the evolving needs and preferences of the workforce.



10. Leveraging Social Media: Recognizing the power of social media in enhancing engagement, the engagement council leverages social media platforms to connect with employees, share updates, celebrate achievements, and foster a sense of community. This allows them to reach a wider audience and create a more interactive and engaging experience for the colleagues.

Through these initiatives, the engagement council aimed to improve employee engagement, reduce attrition rates, attract and retain top talent, align with industry benchmarks, and drive business success. They measured the impact of their engagement initiatives through attrition rates, colleague surveys, diversity ratios, engagement scores, and business performance indicators such as NPS and client utilization.





Design and Delivery of the Model

The design and delivery of the engagement approach is a comprehensive and multi-faceted process that aligns with Mercer’s talent management strategy and processes. Here is a detailed breakdown of the design and delivery of the model:

Engagement Model Elements:

1. **Dedicated Employee Engagement Council:** Set up a team of colleagues to focus on employee engagement initiatives. The objective of this council was to take a holistic view and design strategies to cater to multiple employee related aspects.
2. **Awards:** The engagement council worked closely with the HR team and implemented a more robust awards program to recognize and celebrate outstanding performance and contributions by employees. Multiple categories of awards across grades were introduced. Also, communication and presentation of these awards was enhanced to make it more meaningful and valued. This helped to motivate and engage employees by acknowledging their achievements in wider forums including social media.
3. **Milestone Celebrations:** They amended the way milestones were recognized. For colleagues that complete 5, 10 and 15 years respectively, special emails with testimonials were designed. Leaders were invited to highlight some of the achievements of the colleagues in team huddles. Cake



cutting, personalized notes and monetary awards were also introduced. This helped create increased visibility, involvement and positivity.

4. **Employee life cycle:** They initiated pre joining calls to help new hires ease into their role and provide clarity around joining formalities and training plans. Post joining, there are 30-6-90 day touch points to ensure any concerns are quickly addressed. Buddies are assigned to provide comfort and guidance for the initial 6 month period. Insights from exit interviews are utilized to ensure the people practices remain effective and relevant.
5. **Business Resource Groups (BRGs):** To foster an inclusive work environment that caters to the needs of different colleagues across the organization, 5 BRGs were set up in collaboration with the HR department and senior leadership. Some of the BRGs include Social Impact, LGBTQI, Women@Mercer, etc. to provide employees with a platform to share, connect, collaborate, and support each other. These groups promote diversity, inclusion, and engagement within the organization.
6. **Manager Connect Framework:** The manager connect framework highlights the importance of the 4 Cs – Care, Connect, Communicate, Clarity. To enable people managers, relevant details around key policies, escalation matrix, Dos and Don'ts, tools and documents, access to other resources within the organization were provided. This has ensured quicker resolution to concerns of colleagues, more meaningful 1-1 discussions and fostered a positive manager-employee relationship.
7. **Hybrid Framework:** Understanding the dynamic working environment and the need for increased flexibility, a hybrid framework was introduced. The framework lays out multiple options available to colleagues to work remotely, from base office location or from any other MMC office within India. Detailed analysis was performed to understand industry practices. Also focused groups were set up to obtain feedback from colleagues to understand their requirements and make it more inclusive. The organization onboarded a tech partner – Freespace to enable colleagues select seats, mark attendance and opt for transport, using their phones. Multiple communication channels were established to help resolve any queries with respect to the hybrid model.
8. **Learning and Development Focus:** The engagement council realised the significance of continuous development on employee engagement. Having set a 24 hour learning target, there was increased rigour to ensure colleagues are provided the relevant bandwidth for learning and development. Stats were published on a regular basis to track progress, people managers were enabled with specific training budgets that had to be utilized, multiple cross skilling initiatives were launched to help colleagues develop new capabilities. A combination of virtual and in person trainings were planned across multiple



subjects – ranging from people management, emotional intelligence to python, power BI and AI.

9. **In-person Initiatives:** In addition to virtual initiatives, the council introduced in-person initiatives to enhance engagement. This includes organizing festival celebrations, team building activities, knowledge sharing sessions and town halls to create a sense of community and camaraderie among employees. One of the flagship event was the Family day celebration where they invited family members of colleagues to experience the workspace, interact with other colleagues and their families.
10. **Actuarial Carnival:** The engagement council launched the Actuarial Carnival – a knowledge and learning extravaganza. This initially started as an internal event but has now grown into a global event involving more than 1,000 colleagues across locations. This event now culminates into a industry-wide conference (known as **Mercer Summit**) with 200+ participants. This has enabled them to engage a wider audience and showcase our expertise in the actuarial field. This event serves as a platform for knowledge sharing, networking, and engagement within the industry.
11. **Overcoming COVID Challenges:** Multiple initiatives to encourage colleagues to return back to the office were launched by Mercer. Fun activities, setting up help desks, leveraging the support functions for quick resolution of problems helped keep colleagues engaged. Work from office ambassadors helped pass on the benefits of working from office and helped drive up return-to-office figures. Employee safety and well being were considered as key priorities and various changes were implemented across the office space – work stations, cafeteria, washrooms, coffee machines, and so on.
12. **Leveraging Social Media:** The engagement council significantly increased the actuarial department's presence on social media to leverage the immense power it possesses. Recognising efforts of colleagues, highlighting key strategic initiatives, motivational posts by leaders, highlighting our diverse work force – they shared it all. This has strengthened the organizational brand and created a sense of pride for all colleagues.
13. **Career growth:** Mercer has laid special emphasis on helping colleagues develop new skills, bridging the gap between back-office delivery to front end consulting and ensuring they are future ready. With Mercer's own internal AI platform (LENAI), they have democratized the use of technology and helped colleagues become more efficient and productive and simultaneously enjoy the work they do on a daily basis. People managers are equipped to have meaningful career conversations and support colleagues to advance their careers within the organization. Secondments, exchange programs have provided our colleagues global exposure, attend and lead client meetings and permanently move to global locations.



Overall, the engagement program has been successful in creating a positive and inclusive work environment, fostering employee satisfaction and commitment, and driving business performance. There have been improvements in engagement scores, reductions in attrition rates, increased diversity ratios, and positive feedback from employees. The engagement council continues to prioritize employee engagement and strive for continuous improvement to ensure that our employees feel valued, connected, and motivated throughout their journey with the company.







Integration

During the integration of the engagement model and strategies/processes, the council encountered several challenges. However, they developed defined strategies and processes to support the integration and ensure its success. Here is a detailed response:

1. Successfully integrating people from JLT and other teams:

- One of the key challenges faced was integrating people from JLT and other teams into the wider Actuarial COE. To address this challenge, they implemented a comprehensive onboarding process that included orientation sessions, team-building activities, and mentorship programs. This helped new team members feel welcomed and supported, fostering unity and collaboration within the COE.
- Additionally, they ensured that our engagement model was aligned with our talent management strategy and processes. This alignment created a cohesive approach to employee engagement, where engagement initiatives were integrated into talent development, performance management, and career progression processes. This ensured that engagement was not seen as a separate activity but rather an integral part of the overall talent management strategy.

2. Showcasing engagement as part of the function's DNA:

- To overcome resistance and gain support for the integration of the engagement model, the council highlighted testimonials from employees who had experienced the positive impact of various engagement initiatives. These testimonials served as evidence of the value and effectiveness of their approach.
- The engagement council also received recognition for their efforts through awards such as the GSD Excellence award (a global award spread across 5,000 colleagues), which further reinforced the importance of engagement within the organization. Additionally, the council created welcoming spaces within the Actuarial COE, such as ACS areas, that promoted collaboration and a sense of belonging, further showcasing engagement as part of our function's DNA.

3. Balancing client activities with engagement activities:

- Another challenge they faced was finding the right balance between client activities and engagement activities. To address this challenge, they developed a strategic approach to prioritize and allocate resources effectively. They conducted regular assessments of workload and priorities, ensuring that employees had dedicated time for both client work and engagement activities. The council also worked with the technology

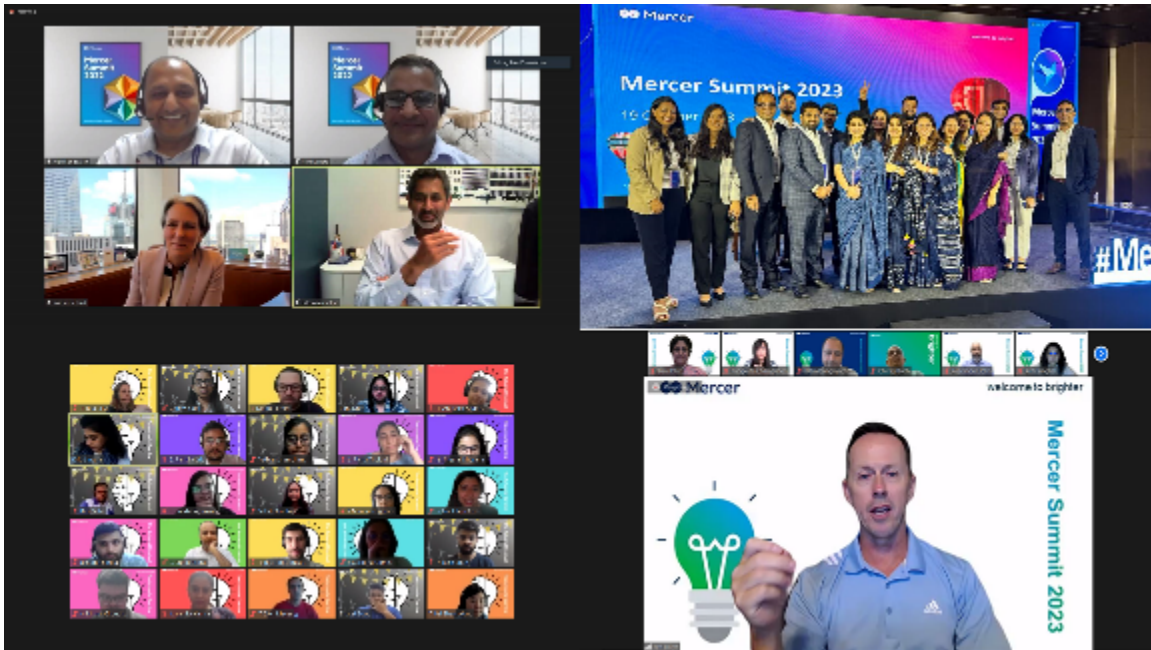


and automation functions to streamline processes and optimize efficiency, allowing employees to manage their time effectively.

4. Building an employee centric culture:

- The leadership realised that the success of the model is dependent on each and every colleague within the organization. It was essential that the thought process is integrated within the organisation's value system. Multiple sessions were organized with people managers to help them understand the importance of various initiatives, the criticality of their roles as communicators and influencers and how it will lead to positive business outcomes.

In summary, the challenges faced during the integration of our engagement model and strategies/processes included integrating people from different teams, aligning the engagement model with talent management strategy and processes, and balancing client activities with engagement activities. However, through defined strategies and processes, such as comprehensive onboarding, showcasing support from the leadership, and prioritizing and allocating resources effectively, the council successfully supported the integration of our engagement model. Through a robust communication mechanism, they ensured each individual is aligned to our vision and the impact they were trying to drive with respect to people engagement. The model was aligned with Mercer's talent management strategy and processes, ensuring that engagement was an integral part of the overall approach to talent development and performance management.





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**EXCELLENCE
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CASE STUDY



FAMILY MEET 2023





welcome to brighter

Mercer Summit 2023 | Panel Discussion

Healthcare industry in India

October 19 | Delhi



Shubhra Goel
Managing Director – Financial Services, Accenture India



Mohit Agarwal
Co-Founder, Volo Health Services and Chief Mentor, Volo Health Insurance IPA



Prawal Kalita
Mercer Merit-Benefits (MMS) Leader India



Vishwanath Mahendra
Chief Financial Officer, New Super Health Insurance Company Limited

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CASE STUDY





Measurable Benefits

Based on the information provided, here is a detailed discussion of the measurable benefits seen by the organization and how the ROI/impact was measured:

Impact of Engagement Initiatives:

The impact of various engagement initiatives was measured through colleague surveys, attrition rates and other relevant business performance indicators. These metrics are commonly used to assess the effectiveness of engagement efforts.

Colleague surveys provide valuable feedback on employee satisfaction, engagement, and overall experience. By analyzing the survey results, areas of improvement can be identified and the impact of initiatives on employee engagement can be measured.

1. Increase in Engagement Scores:

- Over a 2-year period, the actuarial function's engagement scores have increased by 15%. Engagement scores are typically measured through surveys or assessments that evaluate employee satisfaction, motivation, and commitment to the organization. This increase in engagement scores indicates that the initiatives have successfully improved employee engagement and satisfaction.

2. Reduction in Attrition:

- The reduction in attrition from 35% to 15% demonstrates the effectiveness of the council's engagement initiatives in retaining employees. Lower attrition rates indicate that employees are more satisfied and committed to the organization, resulting in improved retention.

3. Positive Impact on Diversity Ratios:

- The engagement initiatives have had a positive impact on diversity ratios, showcasing our commitment to fostering an inclusive environment. A gender diversity ratio of 50% indicates significant progress in creating a diverse and inclusive workforce.

4. Attraction of Experienced Hires:

- Engagement efforts have successfully attracted 20+ experienced hires, including boomerangs. This indicates that the initiatives have enhanced the organization and department's brand and created a positive reputation, making Mercer an attractive employer for experienced actuarial professionals.

5. Increased learning hours:



- There has been a significant increase in learning hours for each colleague. The average number of hours overall increased to 20 with more than 75% of colleagues hitting their 24 hour learning target.

6. Improved Business Performance:

- Business performance has improved in terms of NPS (Net Promoter Score) and client utilization. NPS measures customer loyalty and satisfaction, and an improvement in NPS indicates that our engagement initiatives have positively impacted client satisfaction and loyalty. Additionally, increased client utilization suggests that well engaged employees are delivering high-quality services to clients more efficiently, resulting in improved business performance.

In terms of prioritizing and identifying what is important, organizations typically prioritize metrics that align with their strategic goals and objectives. In this case, the organization prioritized metrics such as attrition rates, engagement scores, diversity ratios, and business performance indicators like NPS and client utilization. These metrics were identified as important based on their relevance to employee satisfaction, retention, diversity and inclusion goals, and overall business success. Regular monitoring and analysis of these metrics help the organization assess the impact of their engagement initiatives and make informed decisions to drive continuous improvement.

Reimagine your workplace
 Work. Fun. Engage. Repeat

Enhancing the happiness quotient at workplace, Engagement Council aims to create a happier workforce...

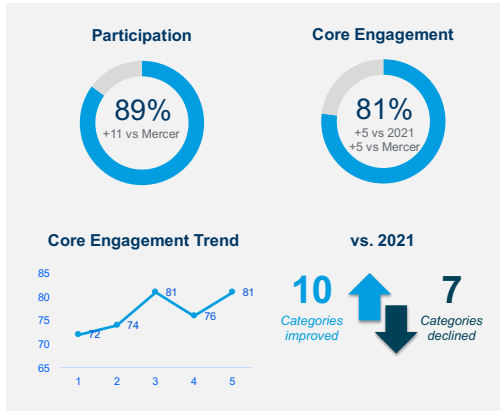
- Learning
- Communication
- Fun Events
- Engagement & Recognition
- Leadership Connects
- Support Other BRGs

Reoriented engagement program to elevate the WAS brand, enhance connects and support wellbeing.

Higher engagement scores Enabler for managers to have a motivated team

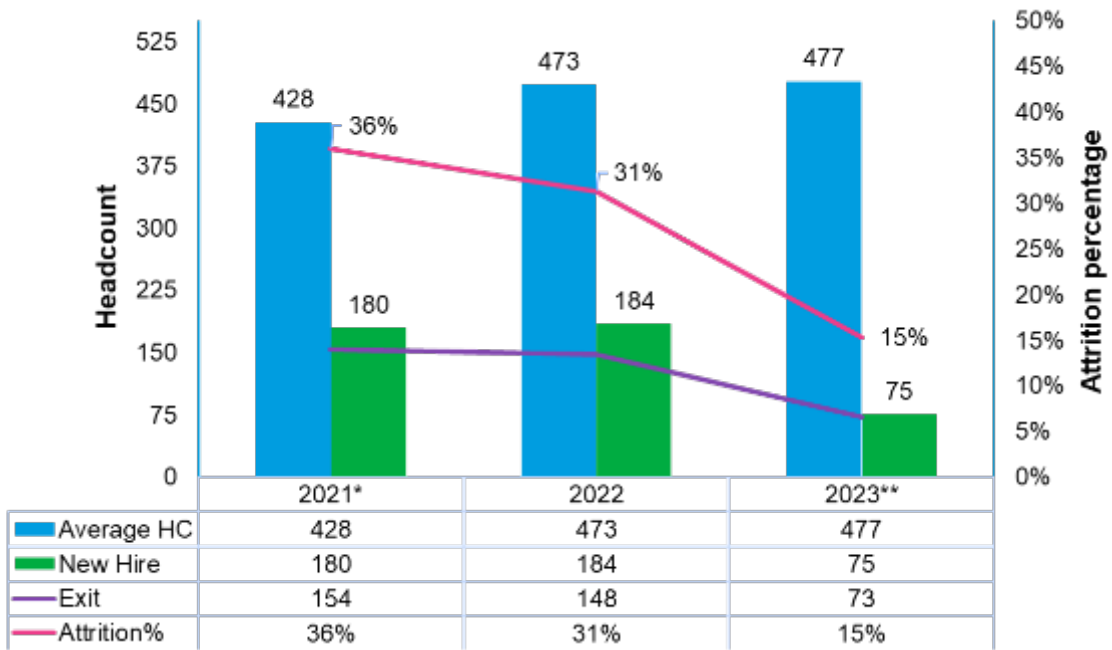


+5% increase in Core Engagement



Dimension	% Favorable	vs 2021	vs Mercer
Ethics & Integrity	88%	8 5	+2 +3
Enabling Colleagues	86%	8 6	+1 +4
Leading Strategically	86%	11 4	+5 +16
Manager Effectiveness	84%	8 7	0 0
Inclusion & Diversity	84%	9 7	+1 +6
Driving Innovation	84%	10 7	+1 +16
Core Engagement	81%	11 8	+5 +5
Supporting Well-being	77%	12 11	+3 +5
Creating Opportunities	76%	13 10	+9 +7
Removing Barriers	75%	15 10	+2 +14
Recognizing Performance	69%	15 16	+12 +7

● Mercer





Learning & Development



- **Access to Degreed** : our learning platform for colleagues, which aims to bring together robust learning resources using artificial intelligence and machine learning to enable career growth in a simple and intuitive way. It helps to increase awareness of the skills needed for roles within our organization and suggest learning to help build skills for today and for the future.

- **Learning & Development** : offer a range of training and development sessions to broaden knowledge and skillset, includes Leadership development programs, subject matter expert and new hire training.

- **Sponsorship of External Actuarial conferences and seminars.**

- **Mercer WAS Summit** : Annual learning event with knowledge sharing sessions, technical activities, Panel discussions by global leaders / experts, Industry wide conference.

- **Buddy Programs**: are put in place to support new joiners and answer queries.

- **Actuarial Study Program** : Market leading actuarial study policy - Compensation increase, reimbursements, paid time off and milestones pay-outs.

- **Skills based framework**: seeks to unlock colleague potential and help build a future ready organization.

Career



- **Career maps** : used by managers to define behavioural competencies, key responsibilities and skills at each grade within WAS as well as some triggers for advancement.

- **Internal job postings** : colleagues can view and apply for internal opportunities and short gigs via the **Opportunity Marketplace**

- **Career Fairs**: colleagues share their own personal career journey stories to help inspire others.

- All colleagues have access to **Mentoring@Mercer**. An excellent opportunity for potential mentees to connect with a mentor who can offer insights, advice, and opportunities, to help them navigate the next stage of their careers.

- **Rotation Program** : Multiple exchange programs across geographies and project based movements

- **Perform and Grow** is our simple and humanistic approach to performance management. It's a framework that centers around continuous quality conversations with your manager, focusing on development, career aspirations, goals and well-being. Continuous performance management is foundational to individual growth, organizational development and cultivates a sense of belonging and community.



Overall

Key Findings:

1. Initiatives like Family Day and Mercer Summit have provided valuable opportunities for employees to connect and celebrate together, fostering a sense of community and camaraderie, develop new skills and build connections within the industry.
2. The integration of people from JLT and other teams has been successful, resulting in increased unity and collaboration within the wider Actuarial COE.
3. It is essential to recognize and reward colleagues for their efforts. This requires setting the right benchmarks, clarity on goals and regular follow ups.
4. Helping colleagues develop new skills and facilitating growth plays a critical role in employee engagement.
5. Mercer's holistic engagement approach, which encompasses learning, branding, networking, communication, and connections, has proven to be effective in engaging employees and creating a positive work environment.
6. The engagement efforts have made a global impact, including collaborations with actuarial societies, showcasing expertise and thought leadership within the industry.
7. The council has demonstrated a commitment to continuous improvement, constantly seeking ways to enhance our engagement initiatives for a positive and lasting impact on colleagues and the organization.

Lessons Learned:

1. Clear and transparent communication is crucial in overcoming resistance and gaining buy-in from employees during the integration of engagement models and strategies.
2. Balancing client activities with engagement activities requires strategic planning and leveraging technology to optimize efficiency.
3. Cultural integration is essential when integrating teams from different backgrounds, and fostering a welcoming and inclusive environment is key to promoting unity and collaboration.
4. Change management strategies are vital in facilitating mindset and behavior shifts during the implementation of new engagement approaches.


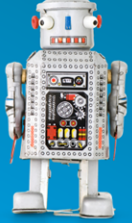


Future Outlook:



1. The engagement council will continue to prioritize employee engagement by expanding and refining initiatives like Family Day and Mercer Summit, creating more opportunities for employees to connect and celebrate together, learn and develop new skills.
2. They will further strengthen the integration of teams from different backgrounds, fostering a culture of unity and collaboration within the Actuarial COE.
3. They will continue the rigour around developing a future ready workforce. There will be continued focus on developing capabilities like AI.
4. With programs like Skills-based framework, the organisation will continue to assess knowledge gaps, provide the required support and assist colleagues in enriching their careers.
5. Mercer's holistic engagement approach will be continuously enhanced, ensuring that learning, branding, networking, communication, and connections remain at the forefront of our engagement initiatives.
6. The engagement council will seek to expand its global impact by further collaborating with actuarial societies and other industry partners, positioning themselves as thought leaders and making a positive contribution to the actuarial profession.
7. Continuous improvement will remain a core focus, as they strive to identify and implement innovative engagement strategies that drive positive change and create a lasting impact on colleagues and the organization.

In summary, the council's key findings highlight the effectiveness of their engagement initiatives, the successful integration of teams, and the importance of a holistic approach. Valuable lessons have been learnt about communication, balancing priorities, cultural integration, and change management. Looking ahead, the council is committed to further enhancing engagement initiatives and making a positive impact on colleagues and the organization.



<p> Mercer welcome to brighter</p> <h2>The AI Knowledge Quest: Unlocking the Secrets</h2> <p>Advancing AI @ GSD</p> <p>Contest #3 March 6</p> <p>A business of Marsh McLennan</p> 	<p> Mercer welcome to brighter</p> <h2>Friday AI Spotlight: Shining a light on fascinating AI facts every Friday!</h2> <p>Advancing AI @ GSD</p> <p>A business of Marsh McLennan</p> 
<p> Mercer welcome to brighter</p> <p>YamAI Bytes</p> <h2>Unleashing the power of AI, one byte at a time</h2> <p>A business of Marsh McLennan</p> <p>Advancing AI @ GSD</p> 	<p> Mercer welcome to brighter</p> <h2>AI Unplugged: Unlocking the Power Within!</h2> <p>Session with Malwina Raducka</p> <p>A business of Marsh McLennan</p> 



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