



Industry:
Insurance



Number of employees:
400



Online to offline ratio:
100:0



Locations:
Head office in Sydney, with
on-the-road assessors around
Australia

About the company

Established in Australia in 1999, Hollard is a family-owned business that provides home, travel, car, income, life and funeral insurance, and is the dominant provider of pet health insurance in the Australian market. It is best known through its proprietary retail brands Real Insurance, Guardian and Prime Pet Insurance, and as a provider of innovative and affordable insurance products through partners including Medibank, Woolworths and Australia Post.

PEOPLE CHANGING INSURANCE



The challenge:

Hollard's mission statement — *people changing insurance* — is one the employees proudly refer to as their “DNA.” As a family-owned business with over 400 employees, it captures Hollard's people-focused way of doing business, and the importance it places on attracting and retaining employees who are not only capable but willing to innovate and improve the insurance industry.

“As a business we really wanted to improve engagement and retention,” says Rebekah Quince, one of Hollard's HR Business Partners. “It's important to us to ensure our people thought of us as an employer of choice, someone that gives lots of opportunity for our people. We wanted to create a space where there was some form of reward that was outside the annual salary review or bonus.

We wanted it to be about the everyday achievements being known and recognised.”

While Hollard employees were already using Reward Gateway to deliver employee benefits online and via the mobile phone app, they were using separate systems for employee communication and reward and recognition. The confusion for employees was amplified as the R&R system they were using was cumbersome; Rebekah found updating information on the portal was difficult and employees complained about the lack of reward options.

The poor user experience meant that any sort of formal recognition was usually done behind the scenes without consistency, and there was no formal process to publicly recognise peers and communicate the

achievements of individuals across the business. “Company-wide recognition didn't happen. The systems we were using didn't have the ability for everyone to see what was going on,” Rebekah says. “People had completely lost faith in it.”

Challenges

- Inconsistent and ad hoc reward and recognition
- Uniting 400+ employees as business grew through acquisition
- Multiple systems for different purposes led to confusion about where to find information
- Existing reward and recognition platform was clunky, difficult to use and sometimes inaccessible
- No way to publicly recognise peers or communicate team achievements to the whole business
- Employees wanted more reward choices

The approach:

Rebekah began the process of finding a suitable employee recognition and engagement solution by looking at eNPS scores and running surveys and focus groups with people across the business. She also sought feedback from the leadership team about their perceptions of reward and recognition at Hollard and conducted external research on the type of benefits people were seeking as part of the job hunting process. “I needed to restore their faith in allowing us to come up with a program that was going to stick,” she says.

Her goal was to bring Hollard’s DNA to life by uniting the corporate and retail sides of the business and reinforcing Hollard’s commitment to being an employer of choice. Part of this included

giving employees a place to recognise and reward anybody in the company in a simple, straightforward way. “Our people really connect with our culture and our DNA. We wanted recognition and reward to enhance and reiterate what was important to us,” Rebekah says.

“We wanted recognition to be about the everyday. It didn’t always have to be about performance, but about highlighting the great things happening around the business.”

To achieve this, Rebekah set about looking for a way to centralise employee benefits, communication, and reward and recognition in one place. “We looked at different providers, invited them to present their solutions and made a decision from

there. Ease of system use and the ability for us to update things ourselves instead of having to wait for long lead times really stood out,” she says. “Reward Gateway’s system makes it so easy for us to make changes immediately, which is important for communicating quickly and keeping the front page content fresh and interesting.”

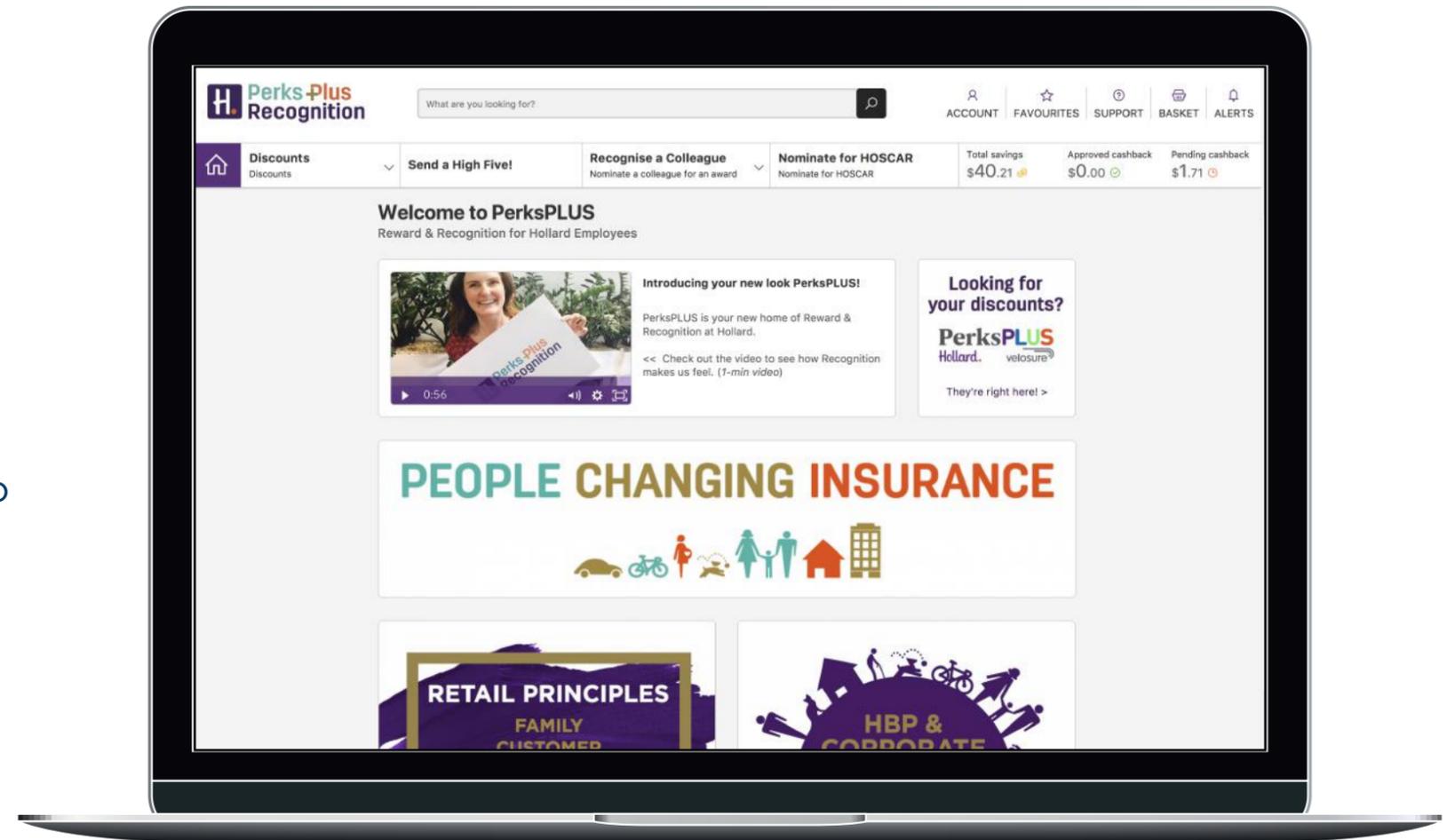
Rebekah also looked into usage statistics to see how people were using Reward Gateway’s employee benefits platform. As they were already familiar with it and had faith in its ability to deliver a great experience, extending Hollard’s use of available features to tie in employee benefits with communications and reward and recognition and create an all-in-one engagement platform experience was a natural choice.

Hollard worked with the Reward Gateway team of designers to reflect the Hollard employer brand with its company logo, colours, imagery and employee photos.

The seamless integration of the solution's components with the Hollard brand has helped Hollard's people to understand that their employee benefits and reward and recognition were all part of the employee experience.

“I like that we had complete control over how it looked. Everything we've done in the last 18 months is about building our employer brand. We designed our tiles and chose our font to reinforce this,” Rebekah says. “I wanted to visually connect everything to who we are as a business.”

Hollard launched the reward and recognition component as an extension of its employee benefits program, *PerksPlus*. They renamed the program *PerksPlus Recognition*, and created “Hollard High-Five” eCards for easy, everyday recognition and gave each area of the business the ability to nominate peers for awards based on the values they demonstrated.



With the new *PerksPlus Recognition* platform, Hollard employees understand their employee benefits and reward and recognition are all part of the employee experience.

Since launching *PerksPlus Recognition*, Rebekah has been using the communication tools in the hub to spotlight award winners and company events and make reward and recognition more visible across the different areas of the business. “We used the blog to let people know how many people have logged in and what awards people received,” Rebekah says. “The visual aspect makes it really appealing — every time we’ve had an event like Melbourne Cup or Halloween we make sure we put a post up so people see what’s going on in the business. It’s like non-monetary recognition, which is still important. Communication is a massive piece we’re working on and something we’re always trying to improve. The more we draw attention to what’s happening and reminding people of what others are achieving and what they can do themselves, the better.”

Solutions

- Employee benefits
- News feed / blog
- Social recognition
- Instant manager rewards
- Peer-to-peer nomination awards
- eCards



Hollard calls its eCards “Hollard High-Fives” to create a culture of continuous recognition at all levels.



Ready to launch...

When it came time to launch the new *PerksPlus Recognition* solution, Reward Gateway’s customer success and design teams worked with Rebekah’s team to deliver a comprehensive communications plan to build anticipation and ensure everyone across the business knew something exciting was on its way. This included a week of teaser emails, a teaser video and company-wide announcements.

On the day of the launch, each employee found a message under their desk — some won a free coffee or chocolate bar and those who missed out were invited to log into *PerksPlus Recognition* and participate in the HoLotto, where anyone who sent a Hollard High-Five would go into one of three draws to win \$100 worth of rewards.

The launch of the program also coincided with celebrating Hollard’s annual “Hoscar” award winners, which Rebekah announced on the *PerksPlus Recognition* news feed.



Reward Gateway worked with the team at Hollard to develop a comprehensive communications plan to introduce the new solution and create excitement within the company.

The results:

The launch of the new recognition and reward program generated so much excitement that 380 of Hollard's 400 employees had logged in within the first few days of the program launching. Within the first three months, employees had celebrated 702 moments of recognition across the business.

"Seeing our business embrace *PerksPlus Recognition* is fantastic," Rebekah says, "All the KPIs we had set for the program — from access, adoption to recognition and rewards sent and received — have all been exceeded."

Rebekah continues to work with leaders across the business to use *PerksPlus Recognition* to recognise and reward employees. "I love the flexibility of being able to change things up. The system

makes it so easy for us to make updates immediately," Rebekah says. "This makes it easier for us to keep the program fresh, and it means more teams can recognise each other in one place. Our IT team have a 'phishing award' that they used to run manually, but now they reward people using *PerksPlus Recognition*. Another manager wanted to recognise an employee for the extra work they had done with a \$1,000 reward — there wouldn't have been an option to do this before, but now we have it."

Rebekah is also using reporting to provide Hollard employees and leaders insight into the program's performance. "Even if someone else is administering it, we can set up quarterly reviews and see what's working and what's not. We already report



on who's recognising the most, or which teams are receiving the most recognition. Before, recognition happened mostly in our call centre because they're service-oriented, but now we're seeing people giving and receiving Hollard High-Fives in risk, finance and IT. It's really good to see the cross-section of people using the system, not just the status quo."

The ability to use communication tools to keep employee recognition and reward and benefits front-of-mind is also appealing, "One of the things I've learned about reward and recognition is that you keep the fundamentals the same but you need to change up things on that front page so that it keeps people interested. I can update the news feed or upload a video, and use the hub to spotlight a specific employee benefit or remind people what they can do with the system," Rebekah says. "Usually, once you

launch something it's out of sight and out of mind, but we are exploring more things we can add everyday. I love that it is a central piece for us. Our internal benefits are there, our EAP is there. We had information all over the place before, but now everything's in one space and **PerksPlus Recognition is the one true source of information for our employee experience.**"

This project has been one step in a bigger journey to bring Hollard's DNA - *people changing insurance* - to life. "The gold standard for me is being an employer of choice, and part of that is the way we recognise and reward staff and grow the employee benefits offering with options that support them." Rebekah says. "As a business, we'll continue working on this. The fact that people are saying they love what we're doing is so positive."

The screenshot displays the PerksPLUS website interface, which is designed for reward and recognition for Hollard employees. At the top, there is a header with the title "Welcome to PerksPLUS" and the subtitle "Reward & Recognition for Hollard Employees". Below the header, there are several key sections:

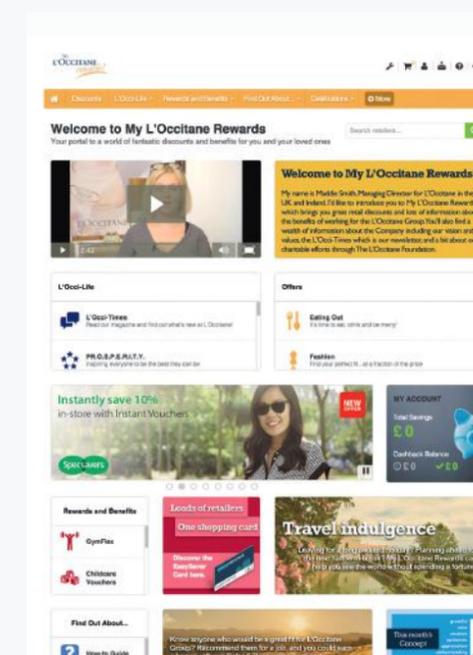
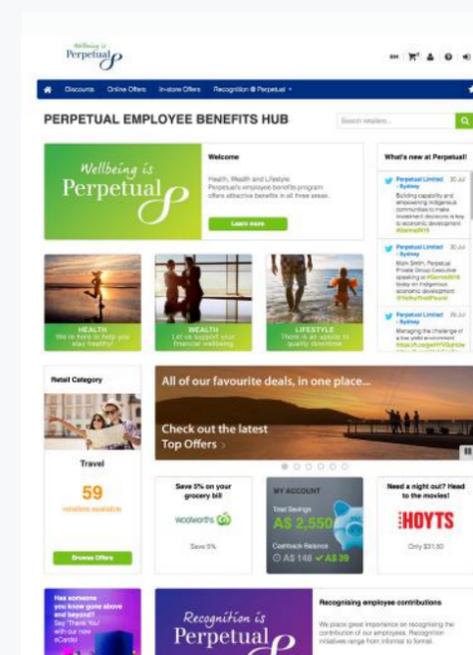
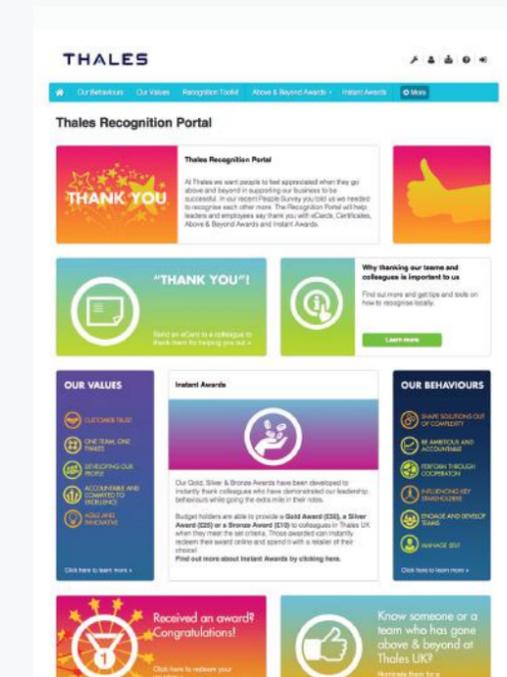
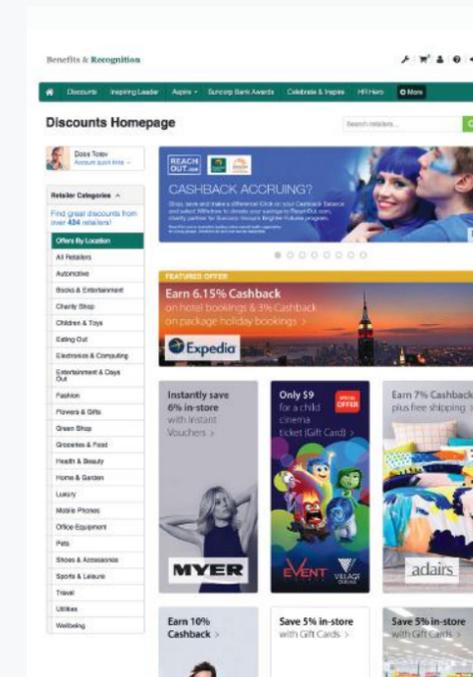
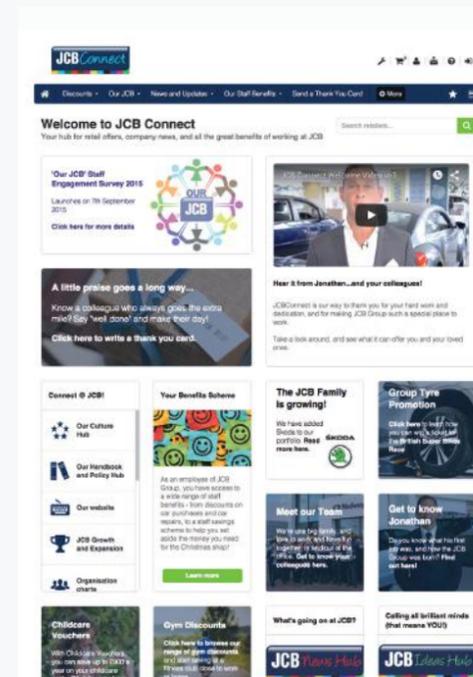
- Video Introduction:** A video player titled "Introducing your new look PerksPLUS!" with a duration of 0:56. The text below the video states: "PerksPLUS is your new home of Reward & Recognition at Hollard. << Check out the video to see how Recognition makes us feel. (1-min video)"
- Discounts:** A section titled "Looking for your discounts?" featuring the PerksPLUS logo and the text "They're right here! >"
- Insurance:** A large banner titled "PEOPLE CHANGING INSURANCE" with icons representing various insurance types like car, bicycle, life, and home.
- Nominations:** Two prominent purple buttons: "RETAIL PRINCIPLES" and "HBP & CORPORATE DNA", both with a "CLICK HERE TO NOMINATE TODAY" call to action.
- Awards:** Two buttons for "Nominate a colleague today" (HOSCAR AWARDS) and "Send a Hollard High-Five".
- News Feed:** A section titled "News Feed" showing a photo of a group of people and text: "Halloween comes to Hollard. CONGRATULATIONS to our Halloween Best Dressed Winners 1st- Ellora Tibbetts2nd- Eileen Zhou3rd - Katherine Hines, Gafia Durbach & Daniel Nalda ... By: Rebekah Quince - 15/11/2017"
- High-Fives:** A section titled "Check out our latest High-Fives" listing recent recognitions: "Leanne Khodel has received 'You're Awesome!' card from Sam BROWN", "Tamara Chipeta has received 'You're Awesome!' card from Sam BROWN", "Kate Jackson has received 'Thank You!' card from Sam BROWN", and "Meghana More has received 'Love Your Work!' card from Sam BROWN".
- Award Winners:** A section titled "Award Winners" with a "CELEBRATING OUR 2016 AWARD" banner and text: "Award Winners 2016 Hoscarr Winners Those employees who truly demonstrate the Spirit of the Company and our DNA - People Changing Insurance! ... By: Blagoslava Mihaylova - 23/10/2017"
- Bottom Navigation:** Four main navigation buttons: "Internal Benefits", "My Trophy Cabinet", "EAP", and "See my Awards >".

Interested in your own employee engagement solution?

Reward Gateway employee engagement products are powered by a centralised hub tailored to your organisation, giving your employees better access to tools such as benefits, recognition, surveys and more. We'd love to help you get started on solutions to help attract, retain and engage your people.

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Reward Gateway delivers employee engagement solutions to more than 1,700 clients worldwide.