

# CIPD Coronavirus webinar series

Company cultures post-COVID-19

23 July 2020

# Welcome

Katie Jacobs, Senior Stakeholder Lead, CIPD

**CIPD**



# Today's speakers

Katie Jacobs

Senior Stakeholder  
Lead, CIPD

Peter Cheese

Chief Executive,  
CIPD

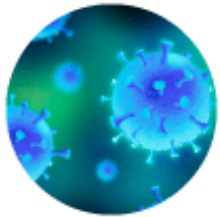
Sharron Pamplin

Partner for HR,  
Deloitte

Tim Jones

Global Head of HR,  
London Stock  
Exchange Group

# #StrongerWithCIPD



**Covid-19  
resources**



**NEW Well-  
being helpline**



**Employment  
Law helpline**



**Communities  
and branches**



***People  
Management***



**Knowledge  
and content**



**Free learning**



**Careers  
support**



**Professional  
credibility**



**Financial  
support**

[\*\*cipd.co.uk/memberbenefits\*\*](https://cipd.co.uk/memberbenefits)

# Context

Peter Cheese, Chief Executive, CIPD

**CIPD**

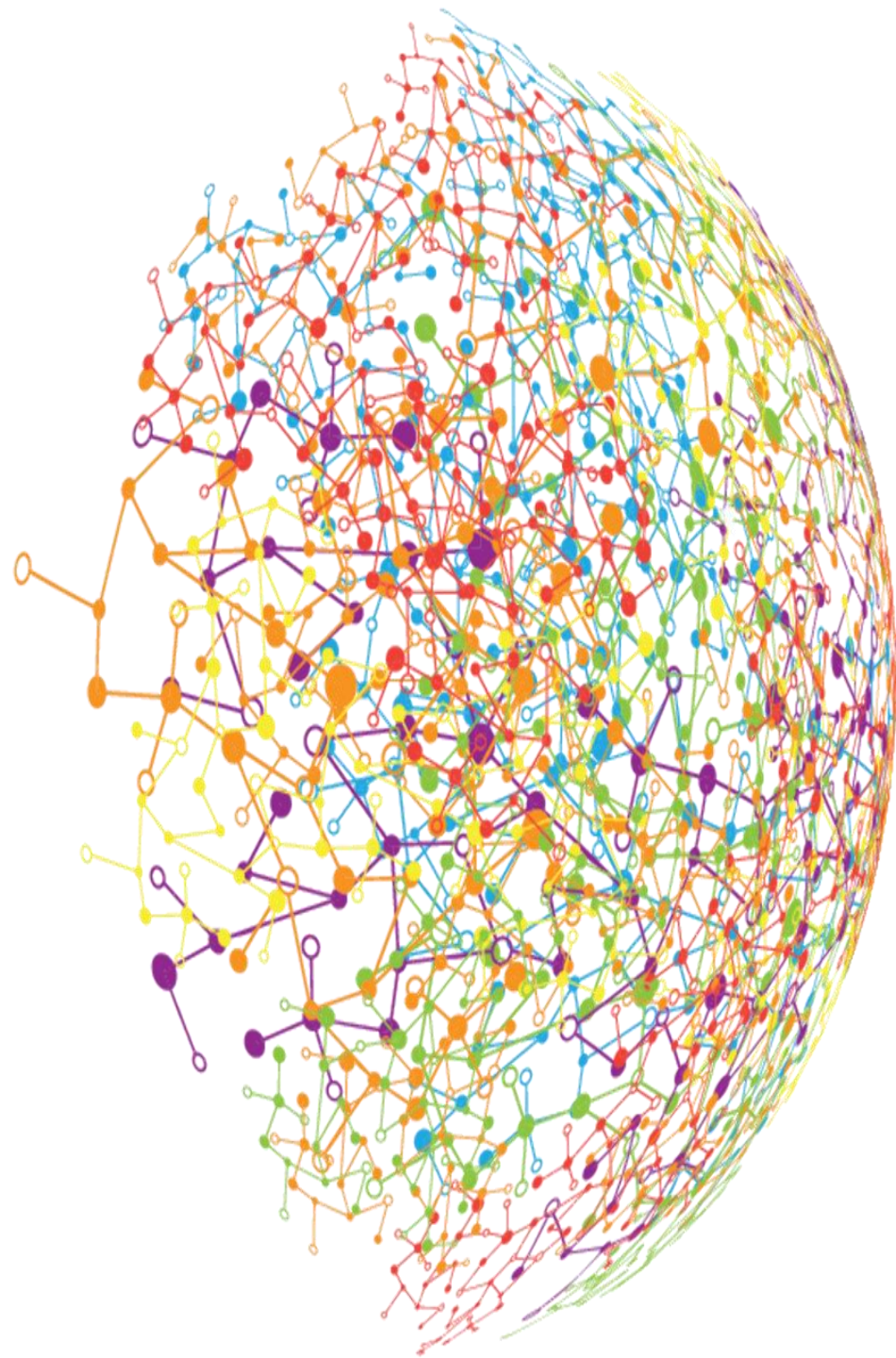


**Deloitte.**

## **Insight**

Sharron Pamplin

JULY 2020



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Clear opportunity to use our Deloitte  
physical Workplace as an **enabling tool**,  
not as a work site



# What's good and what do we want to change

## WHAT DO WE NOT WANT TO GIVE UP?



**Our culture:** The workspace should have the power to enhance our culture



**Visible leadership:** The virtual workspace cannot enable these informal conversations



**The 'whiteboard experience':** The creativity of our workforce is one of our strongest assets



**The office 'chit chat':** The personal connections are the key enabler in creating purpose and belonging to the business

## WHAT SHOULD WE CHANGE?



**Presentee-ism:** We need to give our workforce flexibility



**Governance & bureaucracy:** We need to make our decision-making more efficient and effective



**London-centric:** We should increase our inclusion of regional workforce and decrease the London-centricity of our firm



**Workspace for work:** The space should promote creative and innovation for teams and with our clients



**Deloitte.**

Looking  
ahead



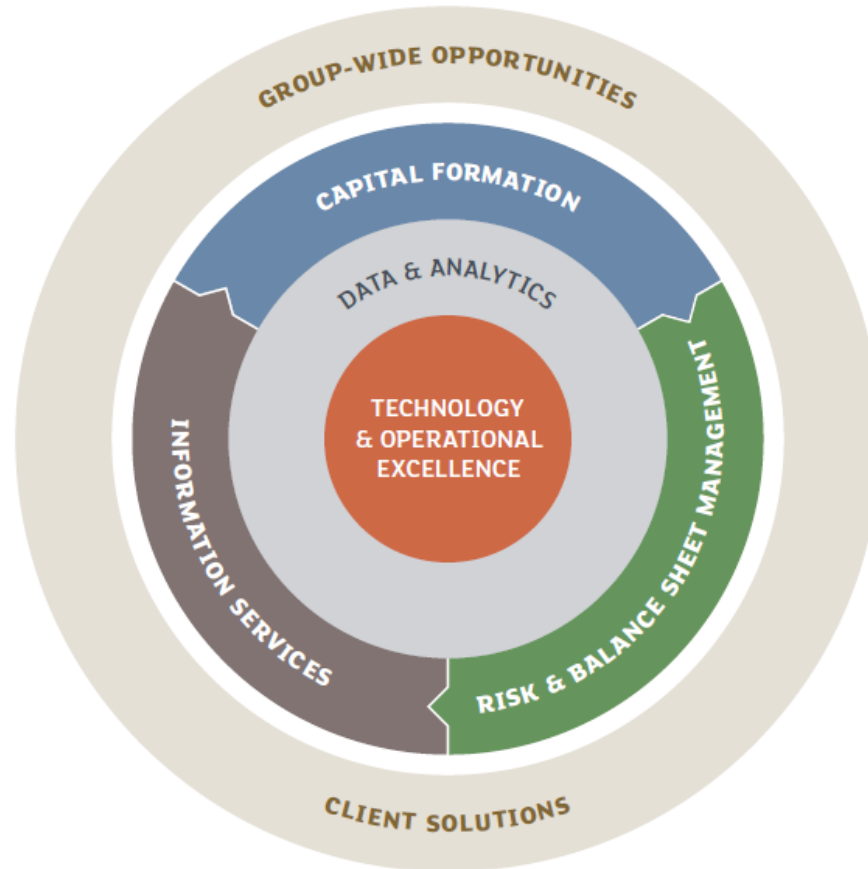


# Insight

Tim Jones

London Stock Exchange Group

# Our Group



# Culture



## Purpose

Why we exist

**We support global financial stability and economic growth by enabling businesses and economies to fund innovation, manage risk and create jobs**

## Vision

What we want to be

**To be the world's leading financial markets partner**

## Values

Our core beliefs

**Integrity**

**Partnership**

**Innovation**

**Excellence**

## Behaviours

What we do everyday

**Focusing on Results**

**Using Commercial Judgement**

**Creating Value**

**Leading Change**

**Building Effective Relationships**

**Developing Talent**

# Wellbeing initiatives

## Financial Wellbeing



*We offer colleagues a range of products and services (core and optional) to enable them to make informed decisions.*

## Emotional Wellbeing



*We provide opportunities for colleagues to build and optimise individual resilience and provide access to support when required*

## Physical Wellbeing



*We encourage physical activity and a healthy lifestyle, and educate employees on theirs and other's physical wellbeing.*

## Social Purpose



*We encourage colleagues to collaborate, be inclusive through the LSEG Foundation and give back to local communities.*

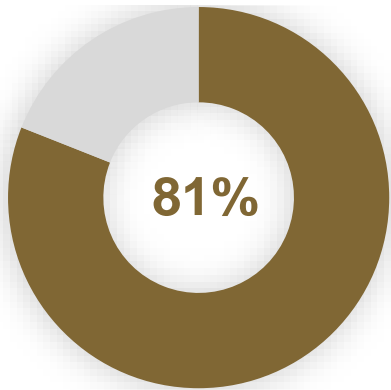
## Workplace Choice



*We encourage work-life balance and provide awareness of flexible working options to support new ways of working.*

# Pre-C19 engagement

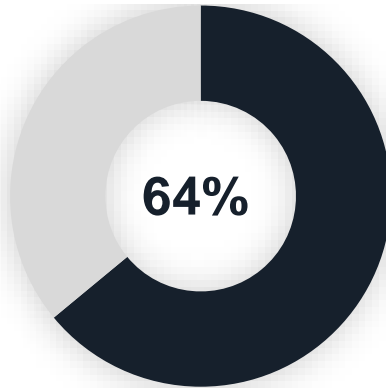
## Engagement Index



**+6pts**  
vs. 2018  
HYS

**+4pts**  
vs. 2019  
Global  
Norm

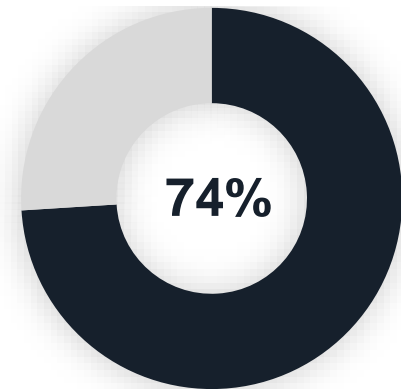
## Leadership Index



**+11pts**  
vs. 2018  
HYS

**+1pt**  
vs. 2019  
Global  
Norm

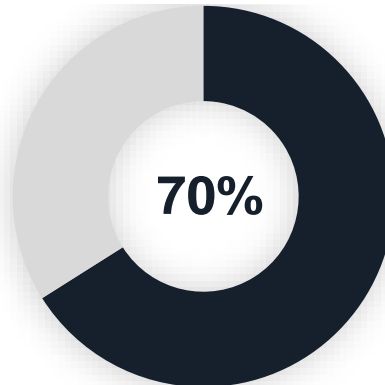
## Wellbeing Index



**+3pts**  
vs. 2018  
HYS

**+4pts**  
vs. 2019  
Global  
Norm

## Manager Index



**+7pts**  
vs. 2018  
HYS

**+3pts**  
vs. 2019  
Global  
Norm

# Our response to the pandemic

## Helping colleagues stay connected

- **Virtual ExCo chats** to learn more about the business and engage with senior leaders.
- A new **Social Exchange**, designed to connect colleagues across the Group.
- The launch of a **new virtual global Mentor Exchange initiative: Connect.**



## Supporting new ways of working

- **A new C19 microsite** to share the latest information on the measures the Group are taking to support colleagues.
- **Regular articles** to promote wellbeing whilst colleagues continue to work remotely.
- **A new Mental Health training programme** to support wellbeing in the workplace.



## Sharing information and providing support

- **Townhalls, team meetings and video updates** across all regions.
- A **new HR Support Guide**, providing access to the latest information to support wellbeing and learning.
- Continued reference to our **Employee Assistance Programme (EAP)** to ensure quick access to support when needed.



# Skills and capability support

## Adapting to the challenge



"It's just good to know that the Group is making an effort to guide our leaders in this difficult time"

95% of respondents say the content of this webinar is "helpful as they lead their team through this challenging period"

## Focus & Resilience







# Manager Excellence in a virtual world

## Face to Face sessions:

### Completed:

- 10 Cohorts UK
- 1 Cohort Italy
- 1 Cohort Bucharest
- 2 Cohorts Sri Lanka



Response Scale
1 - Strongly Disagree
2 - Disagree
3 - Neither Agree nor Disagree
4 - Agree
5 - Strongly Agree

*"A good diverse mix of people - helped promote debate and thought sharing."*

*"Very useful for people management. Would recommend to all regardless of how long you've been managing people."*

*"Really appreciate the ongoing support from the Group for these development opportunities."*

## Virtual sessions:

### In progress:

- 7 Cohorts UK
- 3 Cohorts Italy
- 2 Cohorts US
- 1 Cohort France
- 2 Cohorts Sri Lanka



Response Scale
1 - Strongly Disagree
2 - Disagree
3 - Neither Agree nor Disagree
4 - Agree
5 - Strongly Agree

*"The workshops take me way out of my comfort zone, i.e. sharing experiences and interaction but it really helps"*

*"Really impressive set up and highly interactive, especially given its all remote. Chris is engaging and positive and manages to get a good level of dialogue with the team"*

*"Very positive - would be useful to have an Exco or Exco -1 colleague on the session!"*

# Ways of Working headline results

## Participation rates

**c.3,300** colleagues (63%) responded to the survey and shared their views.

## My team

**93%** understand their team's key priorities (vs. 71% HYS) and 94% are clear about what is expected of them (vs. 78% HYS).

## Working effectively

**65%** feel more productive when working from home (with 21% unsure), while 85% agreeing they can work effectively (work space, IT set-up)

## Our response

**94%** believe the Group is responding effectively to the pandemic and 92% feel supported.

## My Manager

**86%** believe their manager is effectively managing them and their team virtually (vs. 70% HYS), with 83% agreeing their manager regularly asks how they are doing.

## Wellbeing

**81%** know who to talk to if they need support to manage their wellbeing (vs. 82% HYS), with 71% able to balance work and home life (vs. 70% HYS)

## Leadership

**92%** are confident in senior leaders' ability to lead the Group during this time (vs. 70% HYS), with 84% agreeing leaders are visible and accessible (vs. 65% HYS).

## Staying connected

**90%** feel connected with others, while 90% are able to meet the needs of internal and external stakeholders (vs. 68% HYS).

## Returning to the office

**59%** is the percentage of time colleagues would like to work from home per month when things return to normal.



# Colleague sentiment

		Group	Associate	Senior Associate	Manager	Director	Group Executive / Managing Director
		3,304	671	728	768	321	83
<b>The Group's response to COVID-19</b>	I have confidence in the Group's response to COVID-19.	94%	95%	94%	96%	97%	92%
	I feel supported by the Group.	92%	93%	92%	92%	92%	94%
	I am confident in the Group's ability to deliver to our external customers.	95%	96%	94%	95%	97%	92%
<b>Leadership</b> <small>(ExCo and senior leadership teams)</small>	I am confident in senior leaders' ability to lead the Group during this time.	92%	94%	93%	93%	94%	94%
	Senior leaders are keeping colleagues informed.	88%	89%	87%	88%	90%	93%
	Senior leaders continue to be visible/accessible.	84%	87%	84%	83%	84%	92%
<b>My Manager</b> <small>(the person you report to)</small>	I understand my team's key priorities.	93%	96%	94%	92%	97%	93%
	I am clear about what I am expected to do every day.	94%	96%	93%	94%	96%	95%
	My manager regularly asks me how I'm doing (not only about work).	83%	83%	84%	85%	83%	86%
	My manager is effectively managing me/my team virtually.	86%	89%	87%	84%	88%	92%
<b>Remote Working</b>	I am able to work effectively (work space, IT set-up).	85%	87%	84%	85%	87%	89%
	I am able to meet the needs of my internal/external customers/stakeholders.	90%	93%	90%	91%	93%	92%
	I have been able to achieve my key objectives.	88%	90%	89%	87%	89%	86%
	I have been able to stay connected to colleagues.	90%	92%	90%	90%	93%	89%
	I am more productive when I work from home.	65%	69%	68%	63%	58%	54%
<b>My Wellbeing</b>	I am able to balance my work and home life.	71%	77%	74%	67%	62%	66%
	I have flexibility in my work schedule.	75%	78%	76%	77%	71%	65%
	I feel safe carrying out my role.	91%	94%	90%	93%	95%	93%
	I know who to talk to if I need support to manage my wellbeing.	81%	84%	82%	81%	83%	82%
<b>What percentage of your time would you like to work remotely when things return to 'normal'?</b>		59%	61%	61%	57%	54%	53%

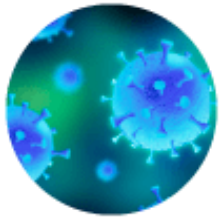
# Questions

Please submit your questions for:

- Peter Cheese, Chief Executive, CIPD
- Sharron Pamplin, Partner for HR, Deloitte
- Tim Jones, Global Head of HR, London Stock Exchange Group

Please use the Q&A function to submit your questions

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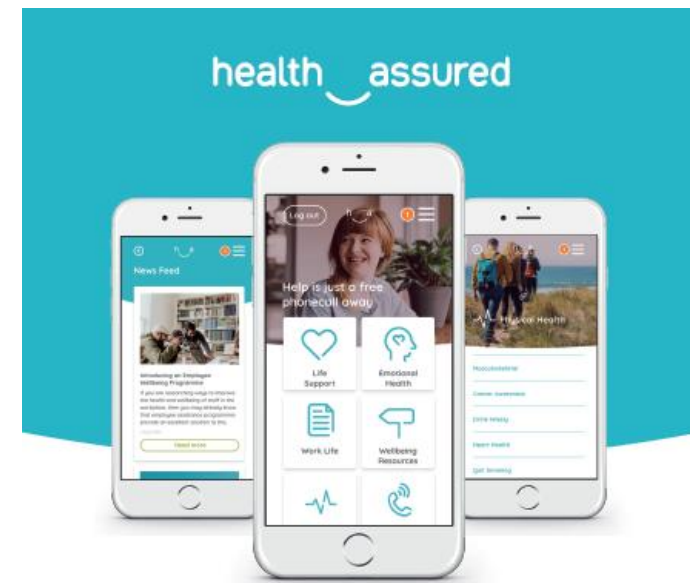
**Financial  
support**

[\*\*cipd.co.uk/memberbenefits\*\*](https://cipd.co.uk/memberbenefits)



## \*New\* Wellbeing Resources

- We've partnered with **Health Assured** to support members mental health and wellbeing
- Unlimited free 24/7 confidential telephone helpline, online portal & Health e-Hub app
- The resource provides:
  - Legal information
  - Debt and financial information
  - Manager consultancy and support
  - Information on work and home issues
  - Factsheets, advice, information and self-help tools
  - Links to specialist support organisations
  - A resources area with; programmes, videos, webinars, medical information and mini health checks.



Health e-Hub from Health Assured  
Support in the palm of your hand

[Download the Health e-Hub now](#)

# Further information

[NEW wellbeing helpline for CIPD members](#)

[CIPD coronavirus hub](#)

[CIPD COVID-19 workforce planner](#)

[CIPD community](#)

[Gov.uk/coronavirus](#)

