

Zurich's journey – Measuring what matters

Katharina Auer, Global Head of Employee & Executive Communications
Cornelia Kunert, Employee Engagement Strategy and Deployment

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What is engagement?



Employee engagement is an **outcome**, a result (not an activity or event).

It is a person's rational and emotional commitment to Zurich, and an individual's motivation and willingness to contribute and to be an advocate for Zurich (brand advocate).

The world does not stand still – we need to keep up

External



Internal

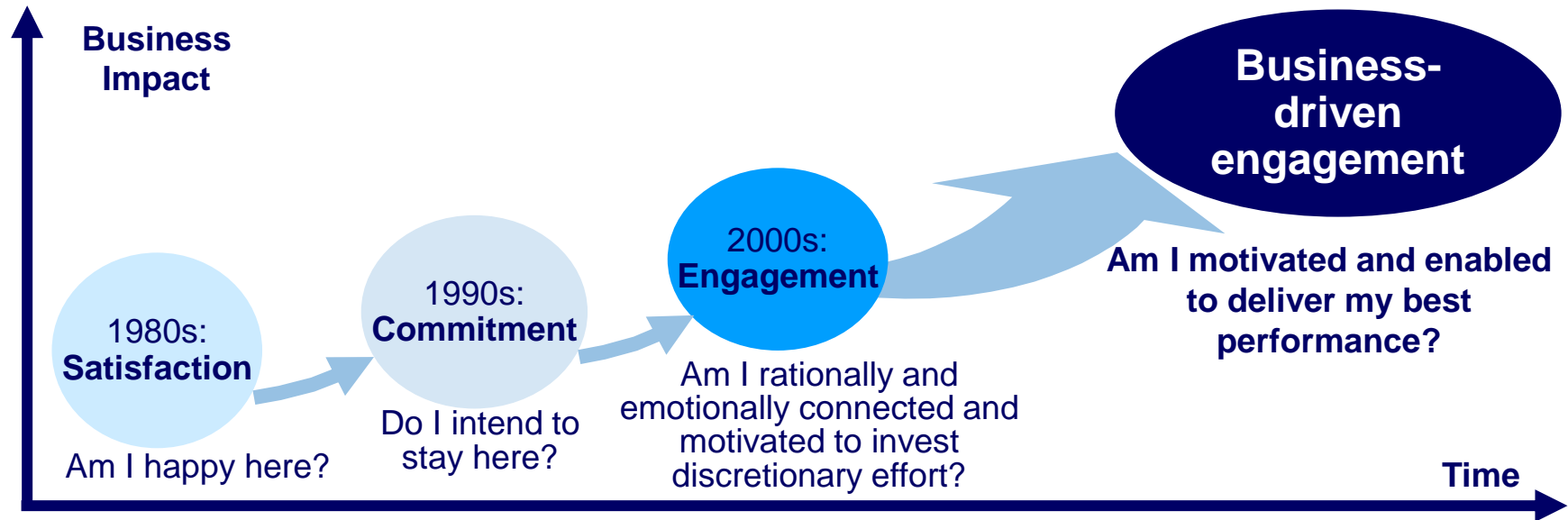


Zurich's People Vision

Five years from now, we want to be a case study for business schools. They will write about Zurich as a place which created a culture where people deliver results, inspire trust and confidence, show compassion and care and make a difference and them. A place that brings out the best in place committed to a shared purpose, where sense that what they do matters, and where accomplishment is rewarded financially and



Research on engagement has evolved over time



Engagement is only one aspect:

1. Overall, I am extremely satisfied with Zurich as a place to work. (**Satisfaction**)
2. I would gladly refer a good friend or family member to Zurich for employment. (**Advocacy**)
3. I rarely think about looking for a new job with another company. (**Retention**)
4. I am proud to work for Zurich. (**Pride**)

Survey is just one way of collecting feedback

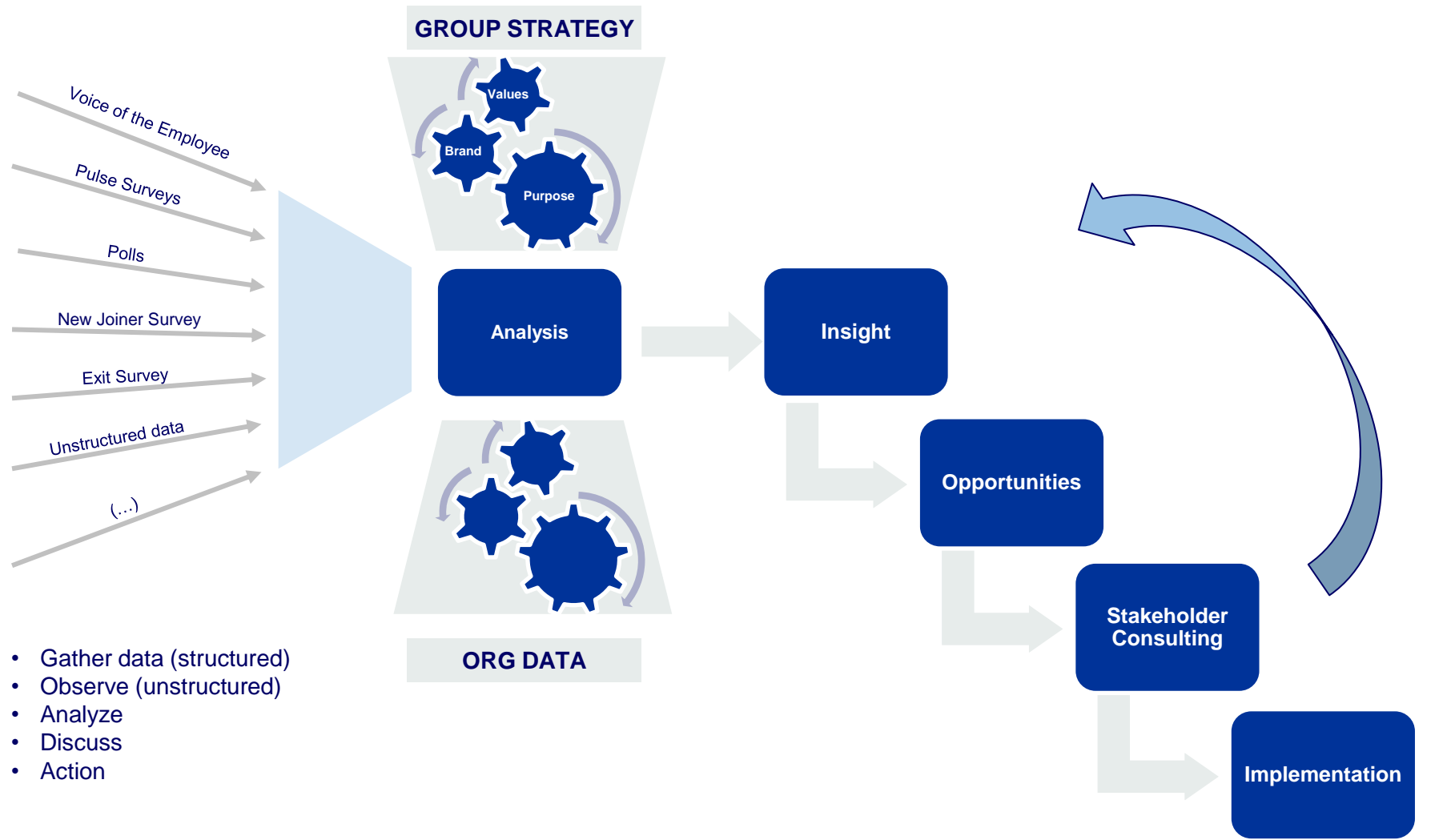


Future: listen, involve, improve

FEEDBACK CHANNELS

REFERENCE POINTS

TURNING EMPLOYEE FEEDBACK INTO ACTIONS



Recap: strategic ambition

Our ambition is to create a more **integrated and continuous listening approach** to provide better insights of strategy deployment and People Vision.

Achieved through:

**Continuous
listening**

**Strategic
relevance**

**Focus on
insights**

**Capability
for change**

Thank you!