



# UNIVERSITY OF LINCOLN

## Reward and Benefits In The Workplace The Future – Post COVID

Ian Hodson – Head of Reward

March 2021

# Overview

- Impact of COVID on employee reward packages
  - A more agile workforce
  - Employee wellbeing as a benefit
  - What works in the virtual workplace
  - Communication, communication, communication
- 
- Higher Education and the University of Lincoln – Case studies
  - What do we need to do now?

# The COVID Impact

## Phases

1. Resolve
  2. Resilience
  3. Return
  4. Reimagination
  5. Reform
- Attraction of reward package to remote workers?
  - How broken are communication channels?
  - Alternatives to workplace perks?
  - Where does this leave pensions and savings?

# University Initial Impact

- Impact on cash flow
- Pay freeze
- Voluntary senior pay reductions
- No academic promotions
- No incremental progression
- Scaled down recognition
- Popular benefits stalled
- Challenging communication channels

Tough decisions to secure jobs.... a move away from remuneration dependency.

# Reward and Agile Employees

Assessing the needs of the agile employee

- Home working as a benefit
- Requests for different working hours impact
- Boosting non financial benefits – financial extremities
- Mental health
- Engagement –those who contribute thrive
- Managing by output
- Recruitment first impressions
- Surveys and focus groups

# Wellbeing

- Reduction in sickness absence – why?
- Intrinsic links – financial and mental
- Hidden agenda
- Impacts on wellbeing – work environment, state of mind  
job security, distractions to motivation and feeling  
involved.
- Social wellbeing
- Loss of shared space upon culture
- Test of own motivation

# Employee Feedback

- 83% of respondents agree (25.%) or strongly agree (58%) that implementing this type of working permanently would provide a better work/life balance
- 76% of respondents agree (29%) or strongly agree (47%) that implementing this type of working permanently would make them happier
- 36% of respondents feel more positively about the job as a result of the current home working environment, with 48% feeling the same and 16% feeling more negatively
- 53% of respondents have caring responsibilities
- 42% of respondents say the current homeworking environment has helped with their caring responsibilities

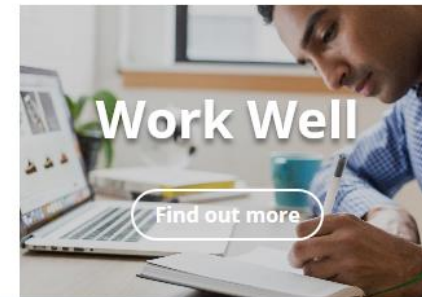
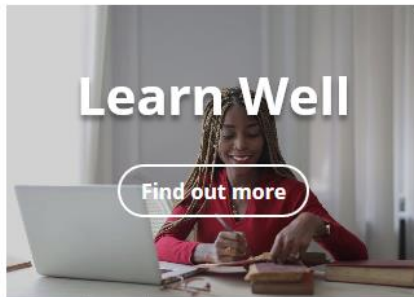
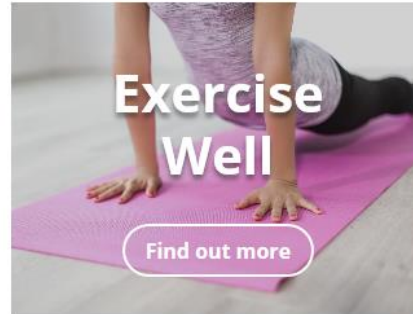
# Employee Feedback

- The main challenges when working from home were identified as work/life interaction (23%) and technology (18%)
- 31% said they required additional training to maximise productivity when working from home
- 85% of respondents strongly disagree (51%) or disagree (34%) with the statement that flexible working is too hard to implement in the workplace
- 60% of individual answered always (37%) or often (24%) to the statement 'do you feel your workload has increased as a result of COVID'
- 40% of respondents always (10%) or often (30.5%) felt stressed
- 42% always (17%) or often (25%) felt the need to work long hours
- 19% of respondents felt they had too few meetings with colleagues across the university and 27% felt disconnected from the wider university



# University Impact Responses

- Review of EAP services
- Increase to MHFA provision
- Virtual recognition awards
- Virtual physical exercise groups
- Colleague check ins
- Old favourites return
- Staff inductions and onboarding
- Manager toolkits
- Financial Saving Vehicles
- Social connections



# Exercise Well

## Articles



### The Ghost of Physical Fitness

It is easy to feel disheartened by clips of celebrities exercising in mansions as you attempt to work out in your living room.

[read more](#)



### Yoga: the myths

In recent years we have seen yoga become more and more popular. This article is to help separate those false claims surrounding yoga from the truth.

[read more](#)



### The Unworkout

COVID-19 has provided an opportunity to become inventive with ways to keep physically fit, in addition to utilising our daily outdoor activity.

[read more](#)

## Top Tips

### Get up and get moving

When working from home, it is easy to just settle yourself in front of the computer straight away. Set yourself the task of walking around the garden or up and down the stairs a few times before starting work, it will help you wake up and feel ready for the day!

### Set yourself a goal

Often, when we have something to focus on it drives and motivates us. Your goal could be to do 20 situps a week, plank for 5 minutes by the

### Being motivated to exercise while at home can be difficult

There isn't always a designated area and most of us don't have the equipment. Set yourself manageable exercise goals such as 3 breaks a day to stretch, no equipment necessary.

### Get online!

There are so many free workouts to try online, so don't worry if you don't like the first one. There are many more out there!

### Get your household involved!

It is often a problem that when we want to exercise, others in the house need us. Each week, take it in turns to organise a household exercise session where the others must get involved.

### Weekly Virtual Running Sessions

If you are a regular runner, or want to try it for the first time, our virtual running sessions are every Monday and Thursday through Microsoft

## Checklist

- Try one new exercise a week
- Exercise on 5 out of the 7 days
- Online challenge with a friend – 100 squats
- Participate in an online class
- Stay hydrated



## Colleague Stories



### Samantha Pidoux

"Back in September I ran my first 10K – it was for Race for Life and I spent seven weeks training for it after my friend persuaded me to sign up last minute and run with her. Having run a few 5ks I felt that this was the next running challenge that I could take on. I successfully ran it having trained three times a week and it took 1 hr and 15 minutes, but my pace was off and I struggled at times with my breathing. It was laboured and I could not always regulate it. Aside from that I was not fully happy with the run itself and knew that I could better with some extra support.

I joined the university's running club in early October and also did some of the couch to 10K sessions on a Monday – but followed several of the training sessions that were shared by Will and Alfie by email. Those sessions mixed in with strength training session really changed how I ran and enabled me to run my second 10K in April – this was a virtual 10K during lockdown and the end result was something to be proud of. I managed to finish that 10K in 1hr and 10 minutes – I will never be the fastest runner, but I was really happy that it was quicker, my pace was more consistent, my running position was upright which enabled my breathing to be controlled.

I would have not learnt any of these techniques if it was for not joining the running club and the support of Will and Alfie. Both of them encouraged me and supported my small achievements. The first thing they got me to do was sit more upright when running, this was the first improvement, after that it was helping me work on pace. All of this knowledge and support was invaluable.

If you are an amateur runner and you are looking to improve your running technique I would fully recommend joining the running club on a Thursday and or any of the couch to programmes. You will be working with

This website has been specifically created to support University of Lincoln employees with their financial wellbeing. It includes useful information on things to consider for your lifestyle, along with online tools and support with debt and budgeting.



#### Financial Wellbeing

Take control of your finances.



#### Financial Advice

Understand the importance of advice.



#### Useful Links

Find out more.



### Stay Connected



#### Twitter

Follow our



#### Instagram

Follow our



#### Facebook

Follow us

# Communication Challenges

- No longer face to face
- Comms strategy can't be the inbox
- Separate platform
- Timeliness
- Role of leadership
- Making it two way
- On demand videos and articles
- Don't leave employees in the dark

University strategy – HRLine, Twitter, Instagram

Getting it right now will help the future workforce



# Linc-On



# Reimagination and Reform

- Establish the new norm
- Consult and Listen
- Leadership and Management first
- Invest in wellbeing
- Provide guidance and resources for home workers
- Treat employees as individuals
- Create the virtual workplace culture
- Ensure it is all flexible