

WTW virtual employee experience summit

Driving value by addressing culture in an M&A deal

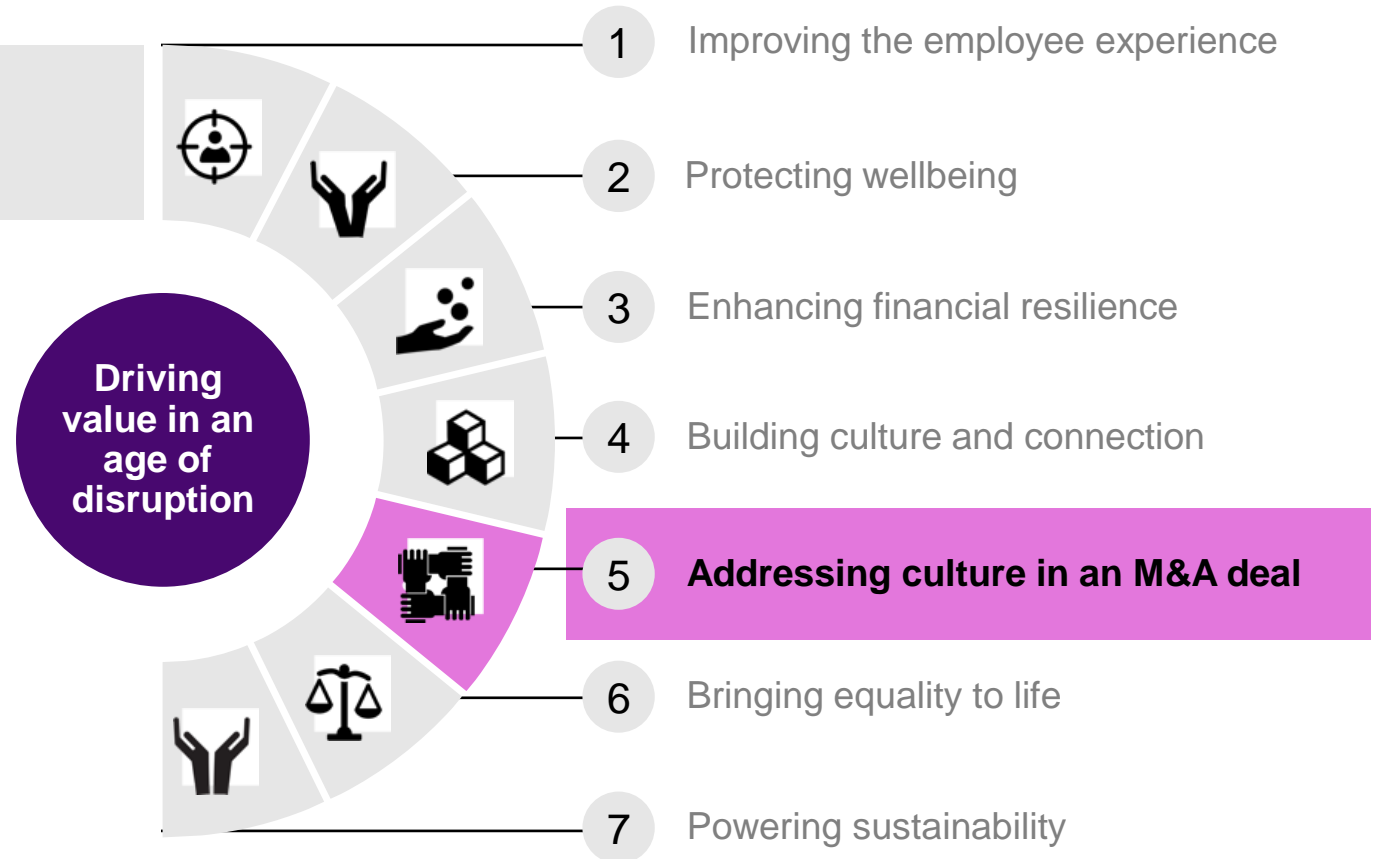
April 21, 2023

WTW employee experience virtual summit

Driving value in an age of disruption

April 3 — April 26, 2023

63% of organizations are losing value through their employee experience



Source: WTW EX Insights global database.

Global disruption is impacting the employee experience

The employee view

Pandemic fallout

Financial stress

Economic uncertainty

Labor market agency

De-globalization

Climate



Anxiety and depression

62% have experienced burnout



Crises of connection

52% feel disconnected from team



Looking for new deal

>50% are open to leaving



[Employee experience in an age of disruption:
How to future proof your organization](#)

Today's panelists



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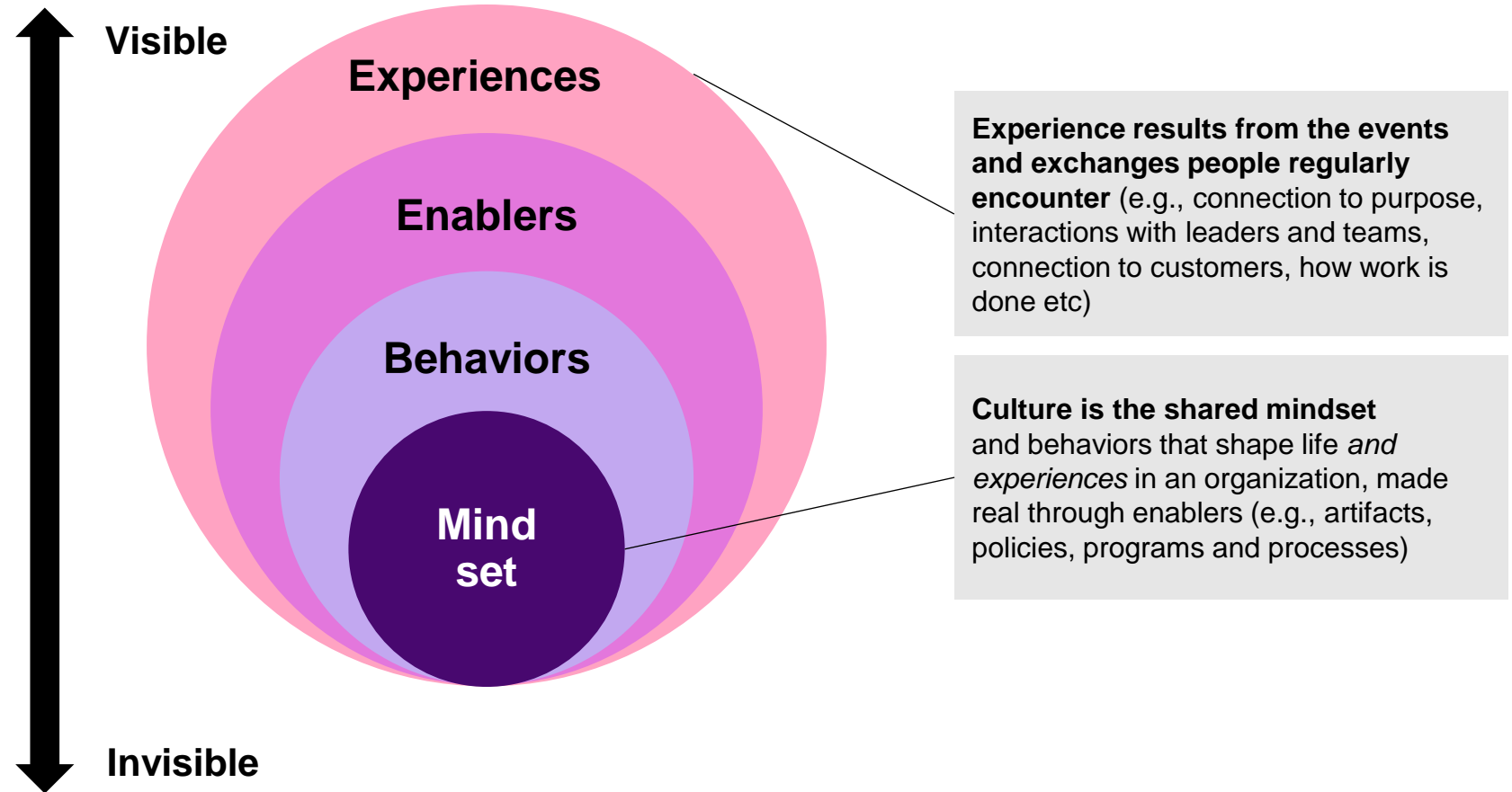
John Rothera

**Director Employee
Experience**





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How we can define culture to try and understand and influence

Great cultures have an intentional **alignment** between mindsets, behaviors, and enablers, creating meaningful experiences



Assessing culture in different phases of the deal

			Target Evaluation	Due Diligence	Integration Planning
	Experiences	<ul style="list-style-type: none">• Impact on employees, suppliers and customers	✓	✓✓	✓✓✓
	Enablers	<ul style="list-style-type: none">• Policies and processes• Systems and tools• Organization design & structure		✓✓	✓✓✓
	Behaviours	<ul style="list-style-type: none">• Leadership/manager behaviours• Team behaviours		✓	✓✓
	Mindset	<ul style="list-style-type: none">• Purpose, values, mission, vision,• Conduct, ethics, risk&compliance, ESG	✓	✓	✓✓

Simple checklist with up to 12 concepts to assess during Due Diligence

- ## Inclusion

Inclusion is about creating an environment where everyone is treated equally and people are heard and involved regardless of their skills or background. An inclusive environment creates a sense of belonging.

A This organization believes in the inherent value different people bring, and creates an environment in which everyone feels they belong.

B This organization is accepting of different people, yet has an environment where not everyone feels they truly belong.

What documents to look for?

Examples of questions to ask

Observation/Comments

What documents to look for?

 - Annual reports
 - Employee value proposition / People strategy
 - Recruitment materials / Career site
 - Diversity & Inclusion policies
 - Employee survey results
 - Glassdoor reviews

Examples of questions to ask

 - What is your approach and philosophy to Inclusion and Diversity?
 - Are there any specific focus areas (e.g. retaining female talent)?
 - Are there any pay equity issues?

What documents to look for?

Examples of questions to ask

Observation/Comments

What documents to look for?

Examples of questions to ask

Observation/Comments

What documents to look for?

Examples of questions to ask
- XYZ is...**

Purpose

A In preparation, we feel connections to purpose through the goals we seek to achieve.

A Inference is the inherent value different people bring, and creates an environment in which everyone feels they belong.

A Inference is the inherent value different people bring, and creates an environment in which everyone feels they belong.

1

2

3

4

PRINCIPLED

Subs A from B

Subs B from A

1

2

3

4

INVOLVING

Subs A from B

Subs B from A

1

2

3

4

TRANSPARENT

Subs A from B

Subs B from A

1

2

3

4

B In result-orientation, we focus on how to connect people's efforts to achieve our shared objectives.

B In accepting of different people, yet has an environment where not everyone feels they truly belong.

B Inference only, where people should be treated in how it impacts the future.

Willis Towers Watson

Culture mindset assessment

Uncover the **mindset of leaders** with a simple survey during integration planning

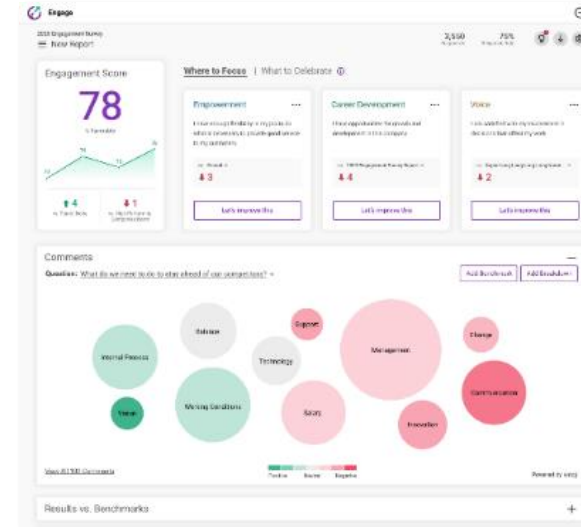
- Consisting of paired statement
- Explore difference between target and acquirer (4-way assessment)
- Lay the foundation for deeper-dive and culture integration roadmap



Culture survey

Assess the **experience of employees** with a simple survey post day-1

- Most suited post-merger
- Consisting of statements relating to employee experience
- Explore alignment between culture mindset and actual experience
- Base-line to measure culture change & progress on roadmap



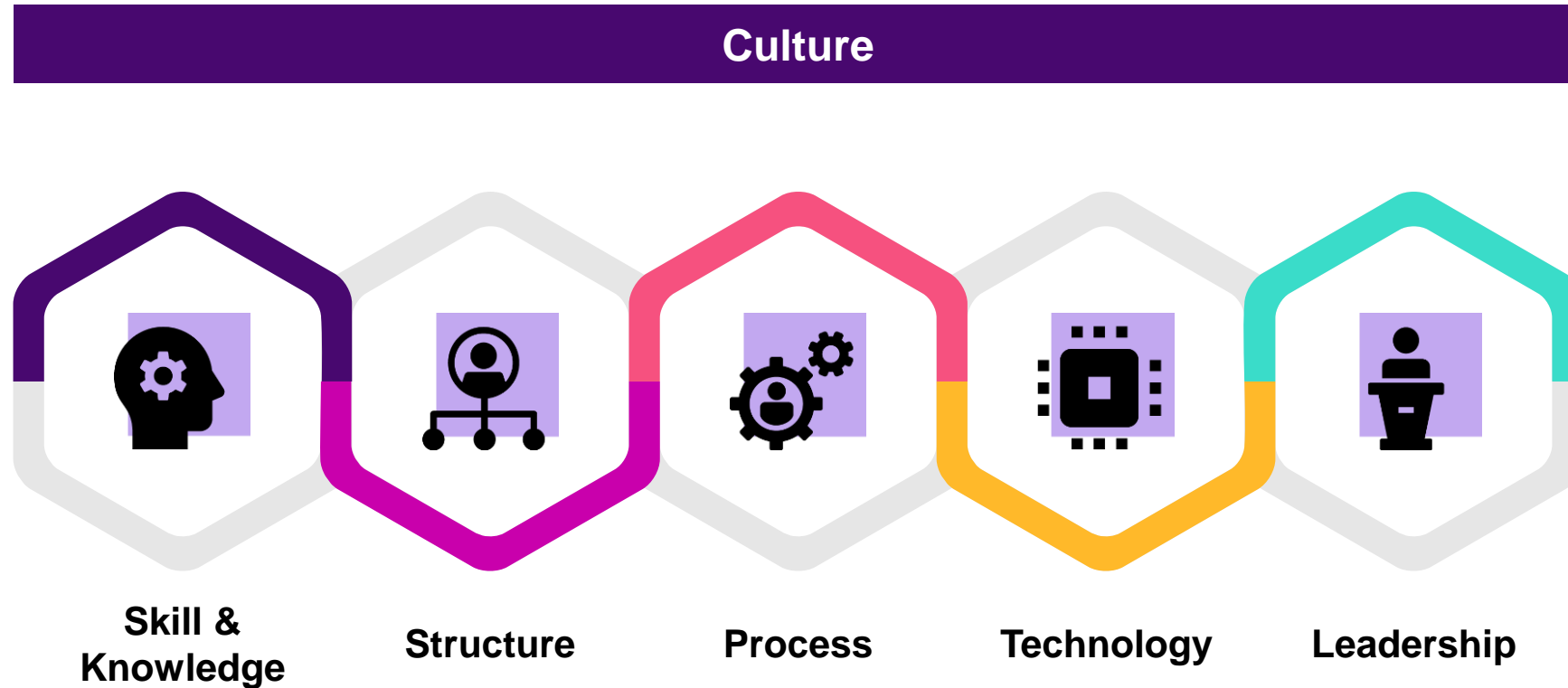
EX Culture Survey

This culture mindset might translate into a scorecard like this



How to address culture

Assessment input may be used to



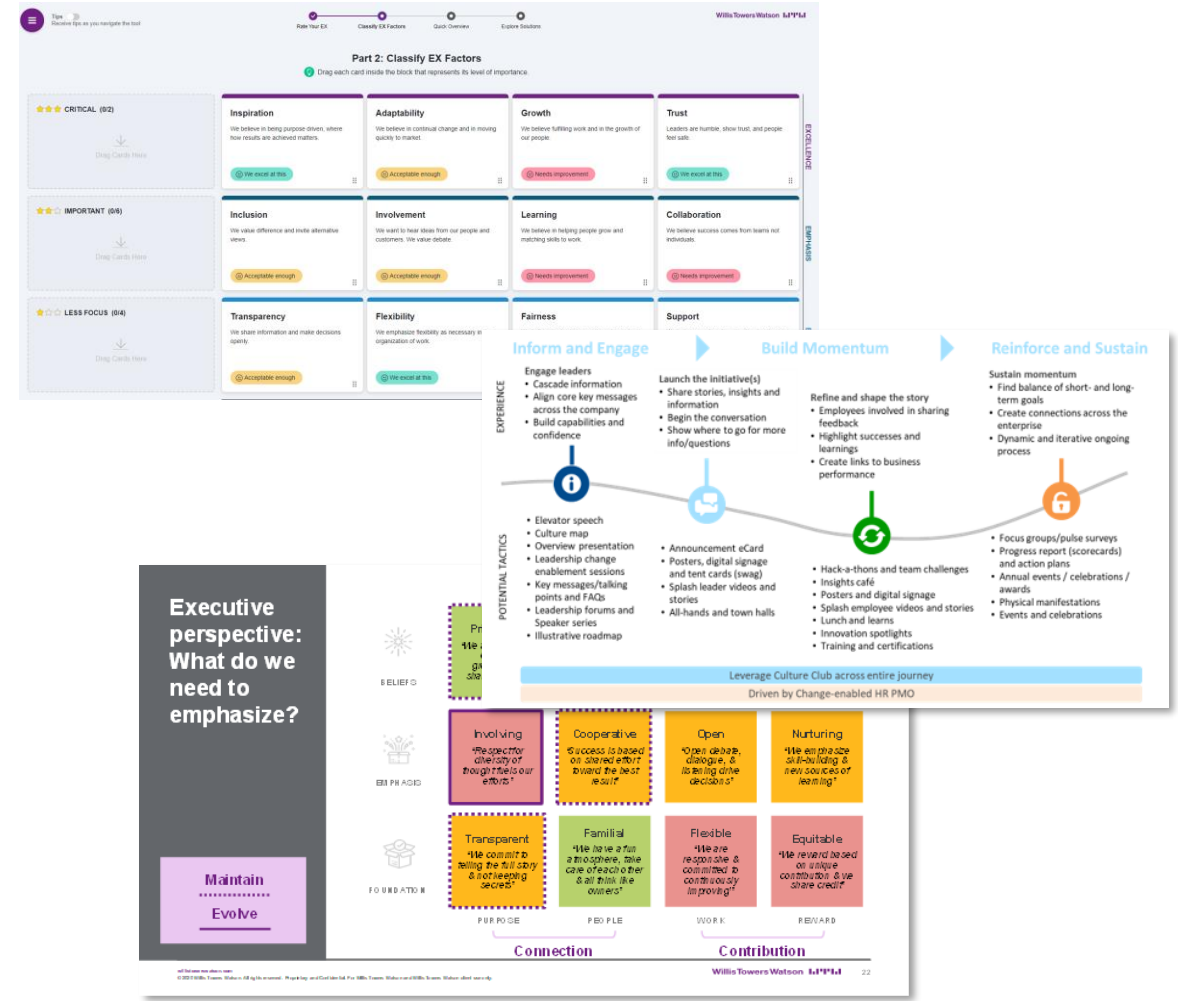
- To educate leaders/ integration teams
- Inform messaging, communication and change management planning
- Point to deeper cultural assessment needs
- Create a compelling employee experience
- Suggest other activities needed in transition management (e.g. related to retention risk, leadership capabilities)

Envision the future culture

Digital Workshop to determine desired culture and focus areas during the integration

Supplemented with **leadership interviews**

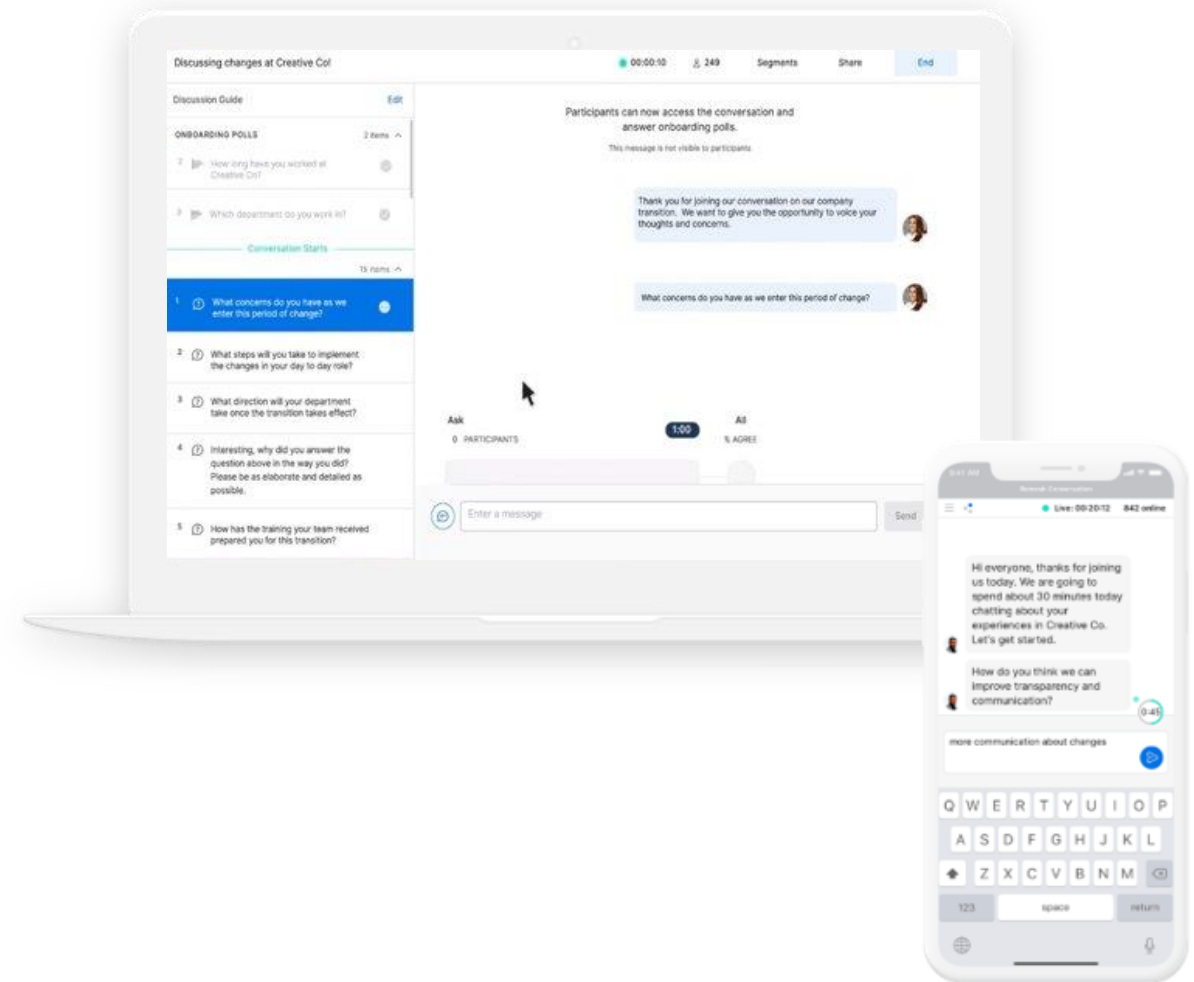
Creating a **culture integration roadmap**



Virtual focus groups

Continue listening and deep-dive on the experience people have

- Online
- Up to 1000 people in 1 session
- Anonymous, yet ability to segment
- Rich qualitative insights, AI-driven
- Live or continuous

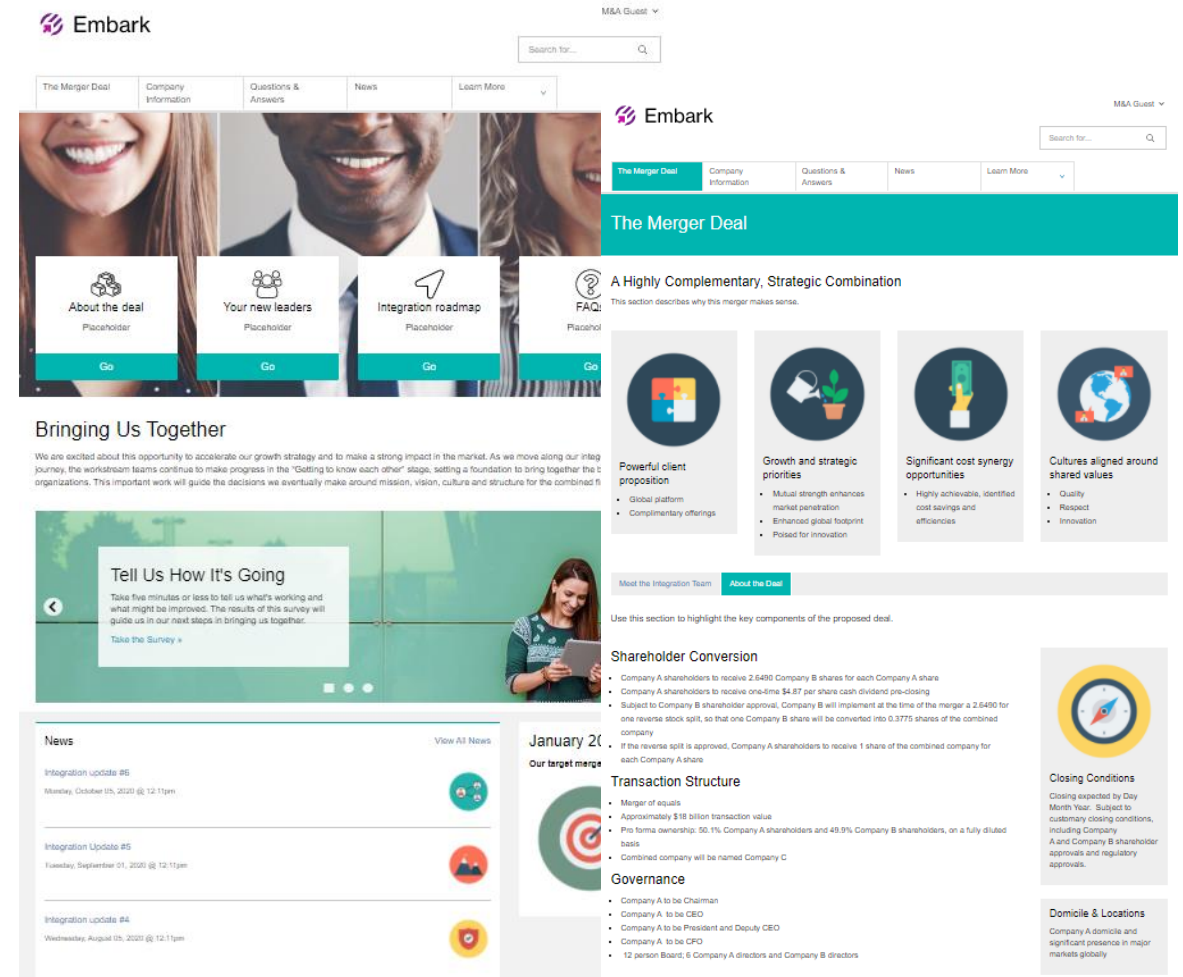




A **digital experience** to support cultural awareness and integration in a consistent way

Use **pre-merger** with:

- Information about the merger
- Questions & Answers
- News & Updates
- Introducing leaders





A **digital experience** to support cultural awareness and integration in a consistent way

Expand on **Day-1** including:

- Welcome message of new CEO
- Information on Integration Roadmap
- Agenda of townhall meetings
- Questions & Answers
- Introducing both companies
- Segmented information for managers and employees



M&A Guest ▾

Search for...

Q

Welcome

Company
Information

Integration
Roadmap

Townhall Meetings

Learn More ▾



Lia Smith
Chief Executive Officer
Lorem Ipsum

Welcome to Lorem Ipsum

We're Better Together

Together, our company is comprised of 22,000 employees in 140 locations worldwide. This alignment strengthens our ability to deliver on our promise to quality, excellence, and service for our customers. It enables enhancements to our services and operations, and expands career opportunities for employees.

Over the next few months and years, we will work together, learning from each other, to move the integration process forward. In addition to the integration communications you'll receive, this site will be a valuable resource. I encourage you to review the information included here and return often, as the information will be updated as we meet each integration milestone.

Again, welcome to Lorem Ipsum. We're glad you're here!

Sincerely,



M&A Guest ▾

Search for...

Q

Welcome

Company
Information

Integration
Roadmap

Townhall Meetings

Learn More ▾

Townhall Meetings

Join us for one of these events to learn more about the integration and what's changing. Listen to our leadership and get your questions answered.

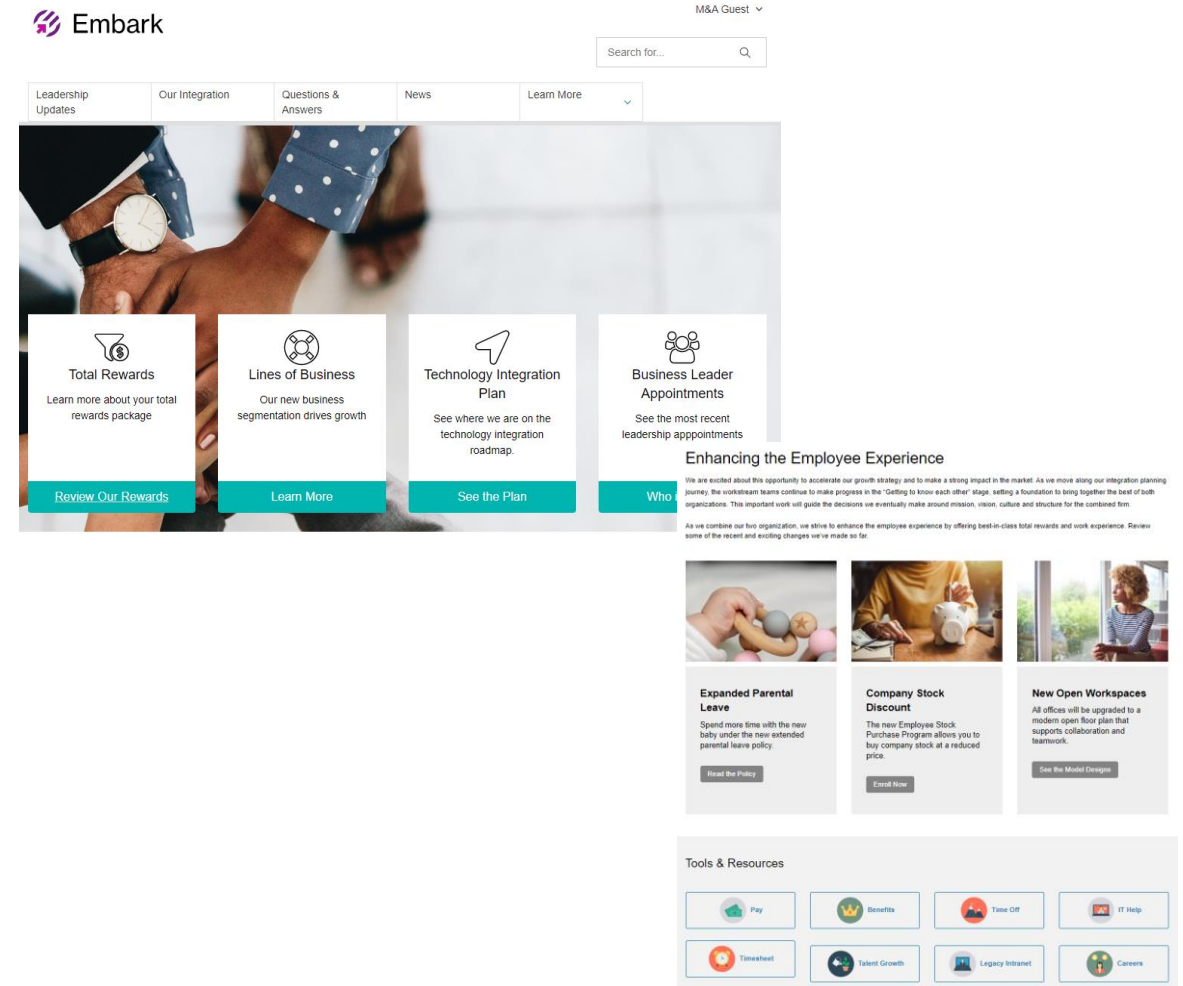
Time	Topic	How to Join
Monday, Month 22, 2023 10:00 - 10:30 AM EST	Integration Welcome - Option 1 Lia Smith, CEO	Web Conference - Register now
Monday, Month 22, 2023 8:00 - 8:30 AM EST	Integration Welcome - Option 2 Lia Smith, CEO	Web Conference - Register now
Wednesday, Month 31, 2023 10:00 - 11:00 AM EST	Leadership Roundtable	City - Building 2 - Conference Room B
Thursday, Month 4, 2023 10:00 - 11:00 AM EST	Leadership Roundtable	City - Building 2 - Conference Room B
Friday, Month 16, 2023 10:00 - 11:00 AM EST	Leadership Roundtable	City - Building 2 - Conference Room B
Wednesday, Month 22, 2023 10:00 - 11:00 AM EST	Leadership Roundtable	City - Building 2 - Conference Room B



A **digital experience** to support cultural awareness and integration in a consistent way

Build out **Post-merger** including:

- Leadership updates
- Information on new organisation
- Roadmap and Integration plan
- Personalized information on total rewards & benefits
- Segmented information for managers and employees





How to drive behaviour change?

- **Leadership team assessment** and development including change leadership coaching
- Broader **team roles assessment** and team building
- Creating opportunities for **peer-to-peer conversations**
- **Setting up networks** to understand how changes are landing and support implementation
 - Gate-keepers
 - Change agents/fire-spotters
- In **standalone or limited integration situations**:
 - Buddy system for key positions
 - Seconding resource into Target organisation

WTW employee experience virtual summit

Driving value in an age of disruption

Up next: Bringing Equity to Life
April 24

63% of organizations are losing value through their employee experience



Source: WTW EX Insights global database

Feedback:

Please take a minute to answer the questions on the screen –
we'd love to hear from you

End of event questions

Would you like to discuss anything from today's session with a WTW expert?

- I'd like to discuss how my organization can more effectively address culture in a M&A deal
- I'd like to receive a demo of the WTW tools and technologies featured in today's session
- I'd like to receive the results of WTW's 2022 M&A Barometer Survey
- I'd like to discuss something else

