



CASE STUDY

Sainsbury's Supermarkets Ltd

Background

Sainsbury's Supermarkets Ltd (Sainsbury's) is one of the UK's top retailers employing circa 150,000 employees across more than 1000 locations. It has a diverse workforce with staff (colleagues) aged from 16-94 years old, split 54% females to 46% males.

The Reward Team at Sainsbury's have always been proactive about communicating their pay and benefits packages, and until four years ago generated annual reward statements for the top 1000 leaders. These documents were well received, but were expensive to deliver, time consuming to collate and offered only rudimentary information: not to mention the fact they were only produced for a tiny percentage of the overall workforce.

The Reward Team at Sainsbury's set themselves a challenge: to design, develop and deliver a personalised Total Reward Statement, illustrating clearly the benefits of working for Sainsbury's for every permanent employee with at least six months service (circa 135,000 people), regardless of role or grade.

The wish list

To communicate effectively with all employees Sainsbury's needed a mechanism which could:

- ✓ Take multiple data sources from numerous internal and external systems;
- ✓ Mine and consolidate the information for different colleagues and groups;
- ✓ Present messages and benefits dynamically for each colleague.

Sainsbury's Reward Team began reviewing their processes and developed a database to consolidate data from their internal systems: Oracle HR, Payroll, Shares, Pensions, Discount systems and various other sources. They then teamed up with Prolog Print Media who were willing to work flexibly to develop the methodology and techniques for printing dynamic total reward statements to suit Sainsbury's needs. In a matter of months, the first statements were despatched to employees and both Prolog Print Media and Sainsbury's have continued to enhance the TRS year on year since.

The Prolog Print Media solution

Today, Prolog Print Media profile and print dynamic unique Total Reward Statements for each permanent employee of Sainsbury's. Using the data Sainsbury's capture and consolidate, we segment mailings by



directors, managers, logistics and store colleagues. Segmentation ensures the content of each TRS reflects the type of rewards available to different colleague groups.

Each TRS carries a personal message from Justin King, Sainsbury's Chief Executive, which has a common theme for all, but with tone and context adjusted to the different audiences to improve engagement.

The TRS includes a series of financials: every colleague is able to see a summary of their own pay broken down into meaningful elements such as annual salary, overtime, bonus earned that year. This is followed by details of other benefits with a monetary value such as private healthcare, and the amount saved using their colleague discount card. Further information points are also given so colleagues can access more details or ask questions.

By segmenting the data, Prolog Print Media are able to produce personalised statements for senior managers, showing focus on subscribed benefits such as pension and voluntary share plans, as well as bonus and long term incentive share schemes. Store and depot colleagues meanwhile, see other rewards: such as bonus scheme details, and information on how to join Cycle to Work and Childcare Voucher schemes.

Specific and personal TRS messages

Prolog Print Media work with Sainsbury's to make each Total Reward Statement as engaging as possible. We achieve this by writing print scripts to ensure each employee receives relevant information. For example: if an employee is eligible for a reward or benefit and has taken it up, the benefit displays on their TRS. If they are eligible but haven't subscribed, a message encourages them to join-up. If an employee isn't eligible, the benefit doesn't appear and subsequent text is moved up on the page: ensuring there isn't empty space for the recipient to feel they are "missing out".

Communicating TRS

To highlight the importance of the TRS, communication is from the top. In November 2011 Sainsbury's Chief Executive recorded a briefing on DVD, with a segment on the year's TRS. He described what the TRS was, what it included, who would receive one and when. All colleagues watched this recording.



Prolog Print Media worked with Sainsbury's ahead of this monthly team briefing to despatch TRS for store managers to their home addresses days ahead of the briefings. This enabled managers to read and digest their own statements before the meetings.

Prolog Print Media then collated TRS for logistics and store colleagues alphabetically by surname by store/depot and delivered to managers to present, by hand, to colleagues as part of the monthly briefing.

To assist colleagues with understanding their TRS, 10 days ahead of launch, 'Know your TRS' workplace posters, designed and printed by Prolog Print Media, were displayed in all head offices, stores and depots.

Client's view

"We have come such a long way in the last three years with TRS. Prolog Print Media have never had preconceived ideas about what a TRS should be, and so have been completely flexible on design, implementation and delivery. One of our core colleague values is 'Treating every pound as our own' and by working creatively with Prolog Print Media we now deliver TRS for circa 135,000 employees at budget levels equal to those spent four years ago on just the leaders."

Reward Insights Manager, Sainsbury's Supermarkets Ltd

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