

Reward and recognition award

Winner

Everton Football Club

Everton Football Club's reward and recognition journey began when people director Kim Healey joined three years ago. It has been built around the club's family ethos and wider business objectives, encompassed in the club motto 'Nil Satis Nisi Optimum' (NSNO) – 'Nothing But the Best is Good Enough'.

Our judges described this work as "one of the best examples [they had] seen of a holistic strategy" in this area, particularly praising the club's move to become a Living Wage employer in 2016, which they pointed out would be life-changing for many employees, given the club's catchment area. In fact the club was one of only 14 companies to be invited to become a Principal Partner of the Living Wage Foundation, allowing it to help shape the Living Wage movement; and Citizens UK heralded it as a "shining example" for other sports organisations and football clubs to follow.

More broadly, the organisation offers a seven-grade pay structure to provide a consistent, open and transparent unifying framework. Job evaluation techniques determine grade, and grade structure and descriptors are communicated to employees via career discussions with managers. Pay grades are created around market rates for comparable roles in each job grade, with a width +/-20% of the market median – allowing flexibility to attract in-demand skillsets. These are reviewed annually.

When it comes to bonuses, the system is designed to be simple and fair, and to drive performance. The 'what' and 'how' elements of performance are critical here, the club reports. All permanent and fixed-



term staff are eligible to participate in one of three different bonus schemes, with the majority of staff in the club-wide scheme and the average bonus received last year 13% of base salary.

The range of benefits offered is competitive, with an opportunity to trade holidays particularly popular (on average 10% of staff elected to trade). Salary sacrifice choices include an Everton Season Ticket, Bike to Work and childcare vouchers. Other benefits include hotel discounts, holiday booking discounts and gym passes, and all employees now receive life assurance cover of four times their basic pay.

Over the past 12 months, the club has also introduced a number of new recognition initiatives, including a scheme celebrating service career milestones and a Toffee Think Tank staff suggestion scheme which enables employees to

receive £100 if a suggestion is implemented, and a top prize of £1,000 when the best ideas are assessed each quarter.

Then there is the club's financial wellbeing offering, including a series of presentations and starting with the £500 challenge, which shared tips around saving money. And the

club's payroll-giving scheme has seen 30% of staff give a monthly contribution to the club's charity Everton in the Community – up from 10% in less than nine months.

The impact of the club's people and total reward strategy, encompassing the wider employment deal, has been recognised through a two-star Best Companies accreditation, and a 25-point uplift in its position in *The Sunday Times*' Best 100 Companies to Work For list. Turnover figures for the current year stand at 15.9%, compared to 18.41% the previous year, and the club's 2018 Best Companies score increased from 685.4 in 2017 to 708.6 last year.

"If you're an employee working for a football club, you want to feel part of the team – it really conveyed that," said one judge regarding why they thought this was such a worthy winner. "They've done a heck of a lot," another commented, with another praising the "real range and variety of initiatives".

But the people team isn't resting on its laurels. Looking forwards, it is aiming to build on its success by achieving a three-star Best Companies accreditation by 2021. We wish them every success.

Shortlisted

Kier Group

Morgan Sindall Property Services