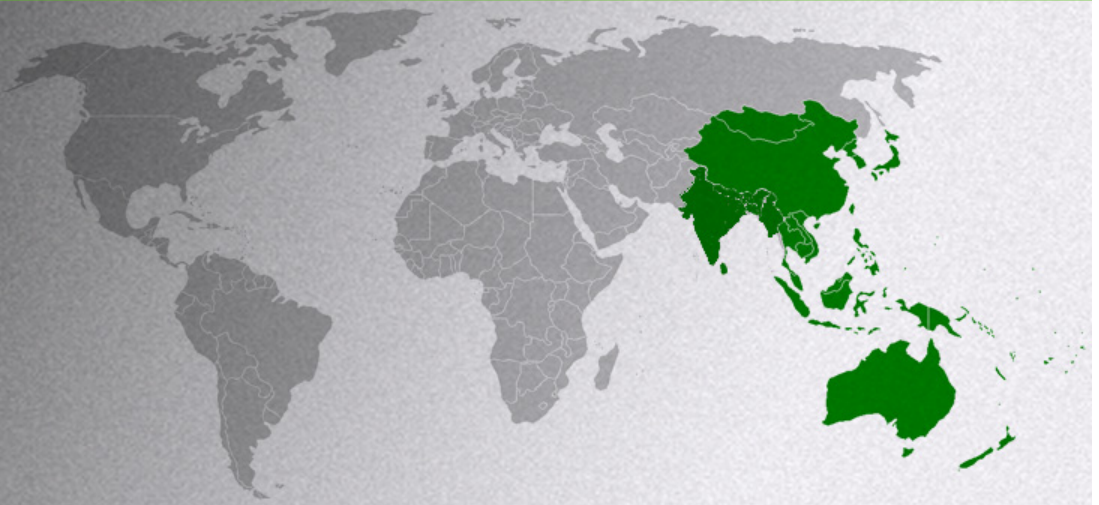


Differentiated Employee Benefits to Serve Different Generations



**Ben Batten, Head of Kelly Selection
a specialist division of Kelly Services**

10 November 2010

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Overview

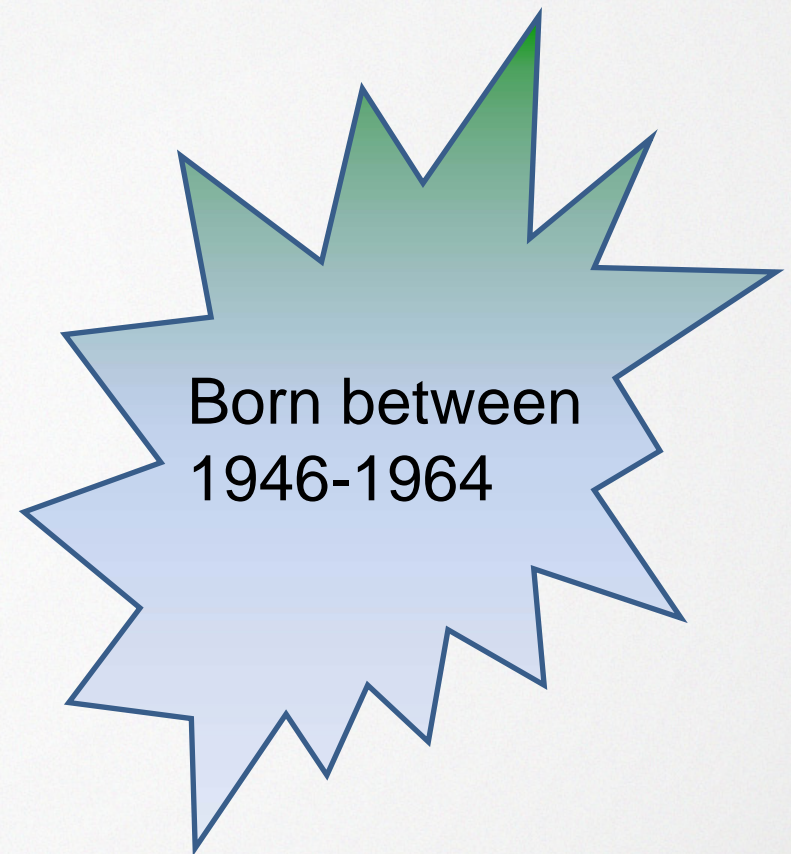
- Understanding the different generations at work
- Perception of whether generational diversity contributes to productivity
- Reward expectations and ways to engage the different generations

Generations @ Work

White paper: Gen Y @ Work

Baby Boomers

- “Live to work”
- “Willing to go the extra mile” for an employer”
- Job stability and security
- Likes decision making with clear goals and responsibilities

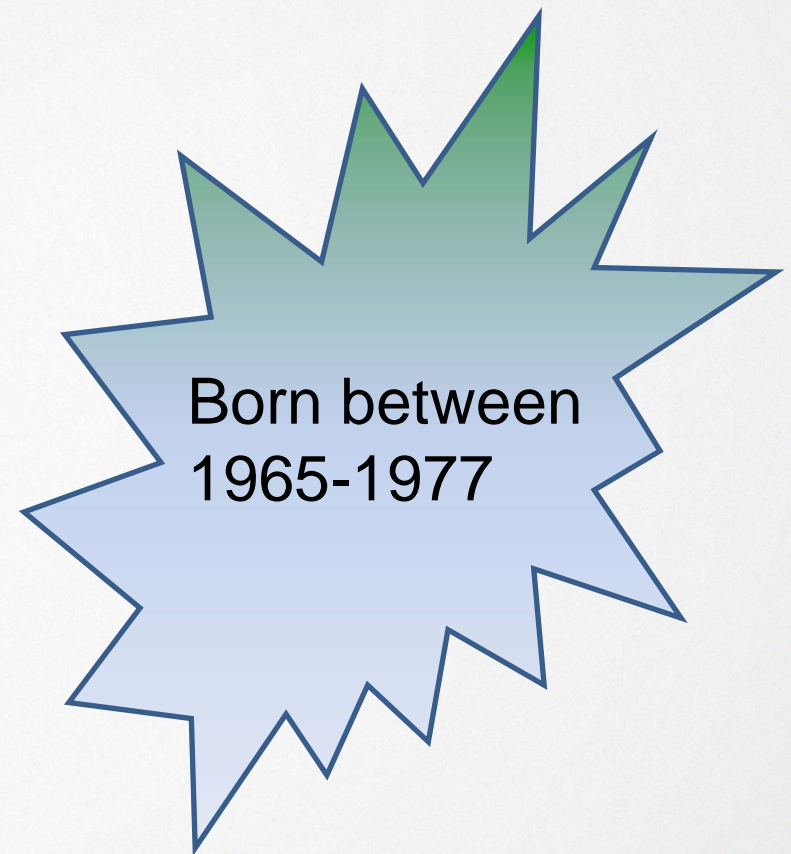


Generations @ Work

White paper: Gen Y @ Work

Gen X

- “Work to live”
- “Original latchkey kids”
- Work-life balance
- Demand immediate rewards
- Always looking for “bigger/better deal”
- Not intimidated by authority
- Willing to make lateral moves

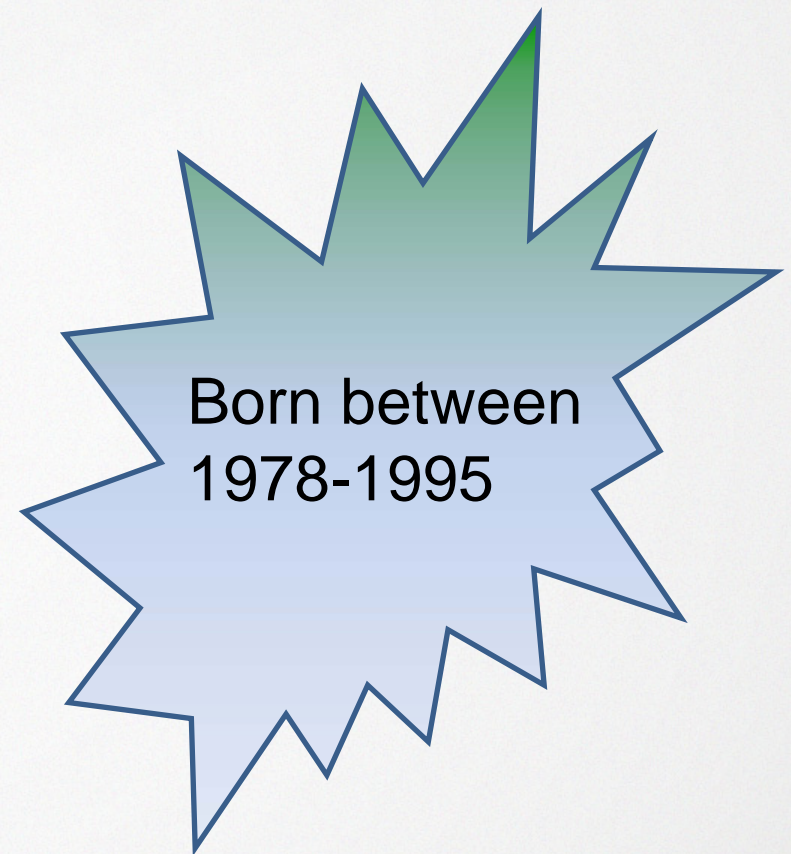


Generations @ Work

White paper: Gen Y @ Work

Gen Y

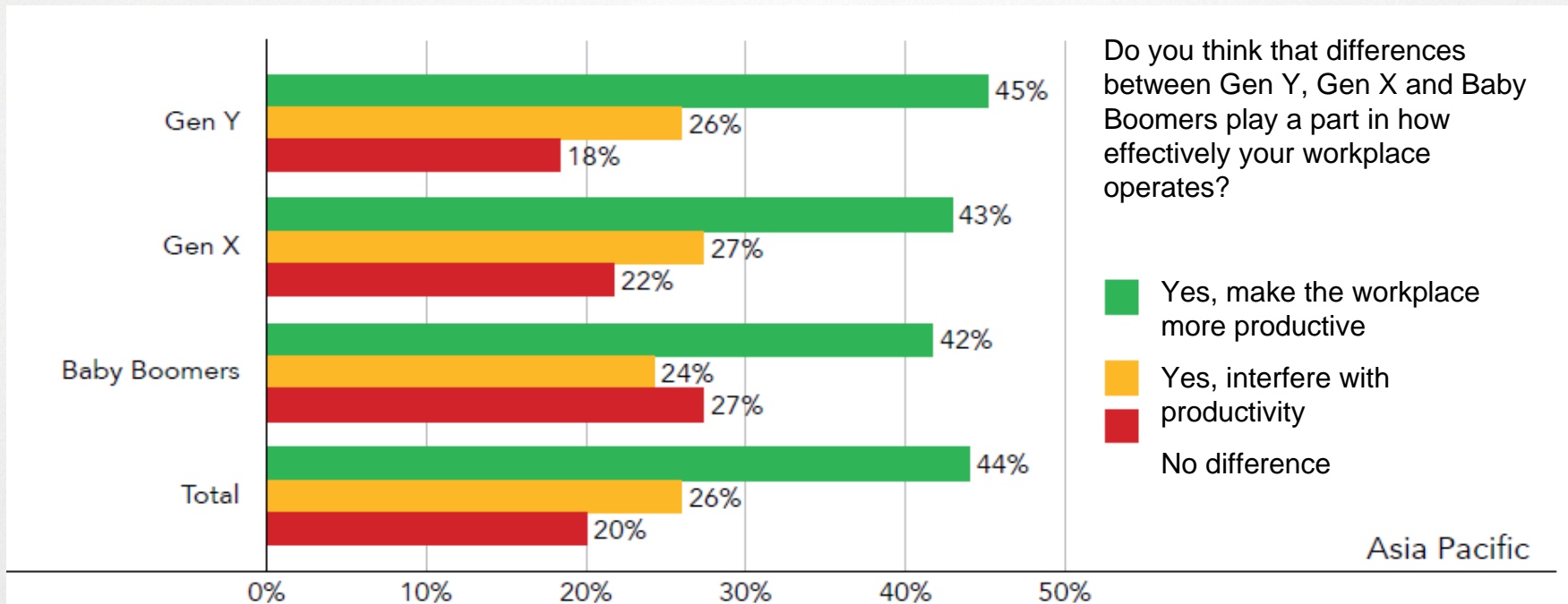
- “Like Xers on steroids”
- Work to get a “lifestyle experience”
- Immediate feedback and payoff
- Technology and creativity
- High expectations of personal and financial success
- Seeks challenging and meaningful work
- High-maintenance generation
- Not intimidated by authority



Generational diversity contributes to productivity

White Paper: Understanding and Leveraging Generational Diversity for Organizational Success

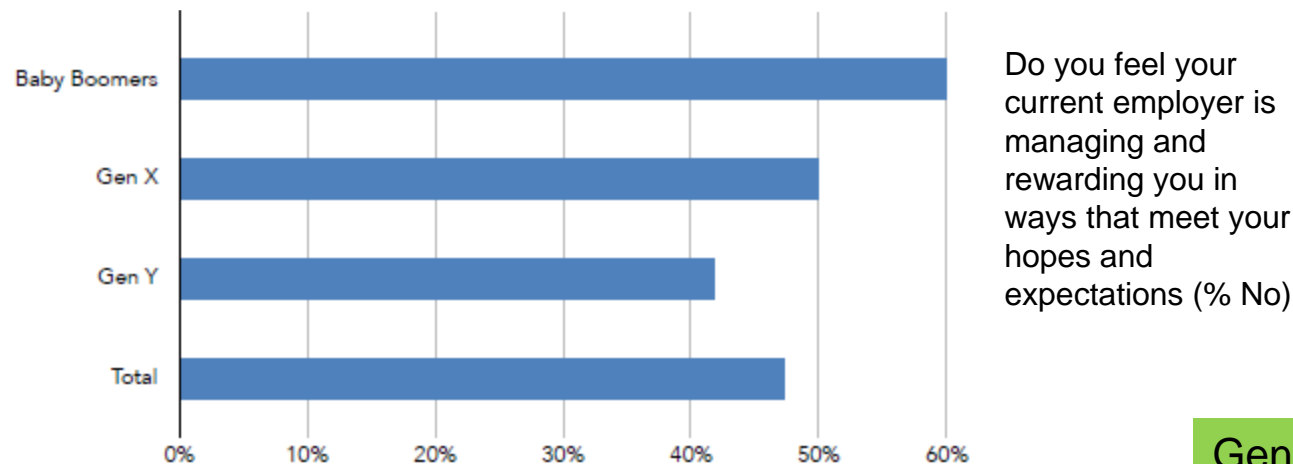
- Rich diversity of generational perspective - more robust and adaptable work environment.
- Vs EMEA & US, World's most positive view - APAC with 44% of respondents confident that it contributes to workplace productivity.



Different reward expectations among generations

White Paper: Understanding and Leveraging Generational Diversity for Organizational Success

Baby Boomers and Gen X in Asia Pacific feel strongly that they have not been rewarded according to their expectations



Gen Y – 42%

Gen X – 50%

Baby Boomers – 60%

Different reward expectations among generations

Organizations should review compensation & benefits to track unique values and expectations of different generations

Ways to engage the different generations

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Ways to engage **Baby Boomers**

- **Position, power and prestige**
 - Often traditionalists - position matters
- **Opportunity to network**
 - Allow them to participate in associations and conventions that keep them professionally connected to their peers
- **Provide long-term compensation**
 - E.g. Profit sharing and health care benefits

Ways to engage **Gen X**

- **Set clear goals**
 - Flexibility of autonomy to achieve those goals.
- **Create an environment of choice**
 - Allow freedom to use own resourcefulness and creativity to achieve success.
- **Provide mentorships**
 - Strong, relationship-oriented mentorships are a great value for Gen X.
 - Avoid micro-managing or rigid guidelines for completing projects.

Ways to engage **Gen Y**

- **Create the opportunity to multi-task**
 - Enjoys the challenge of having several tasks to perform at once
- **Encourage teamwork**
 - Create work teams or partners to work with, where appropriate. Gen Y are accustomed to working in tandem with others.
- **Provide structure and clear guidelines**
 - Gen Y are confident beyond their years - but still require input from management

Ways to engage **Gen Y**

- **Create a Fun Environment**
 - Friendly and creative environment to work and grow as an individual.
 - Attracted to organizations that promote company gatherings that give employees a chance to get to know each other at work.
- **Support Growth Opportunity**
 - Ensure Gen Y feel challenged and appreciated.
- **Be Flexible**
 - Employers who offer flexibility such as flexi-time or work-from-home programs can increase the chance of attracting and retaining Gen Ys.

Conclusion

- Understand the motivational needs of the different generations
- Align organizational resources with generational preferences
- Stay abreast of the ever-changing motivators of a dynamic workforce

Contact Information

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Questions & Answers

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