

HR AWARDS 2023

Innovative retention and recruitment strategies

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RX USA - Business Perspective & Talent Implications

Business perspective: Impacts of pandemics at RXUSA:

- **Structure = About 1/3** of workforce **laid off**, keeping the essential to get back to business
- **New Business Environment** = "One Moment in Time" x 365 journey and Community building
- **Innovation** = Imperative to drive growth

TALENT IMPLICATIONS

PEOPLE FEELINGS... NPS = 2019 positive, 2021 negative... WHY?

- **Uncertainty of the future:** valuable industry? May I lose my job if I fail? Risk averse workforce
- **Lost sense of belonging:** working from home, lost of colleagues, new people coming...
- **Be valued:** How can I grow and be recognized in the new scenario? What the culture looks like from now on?

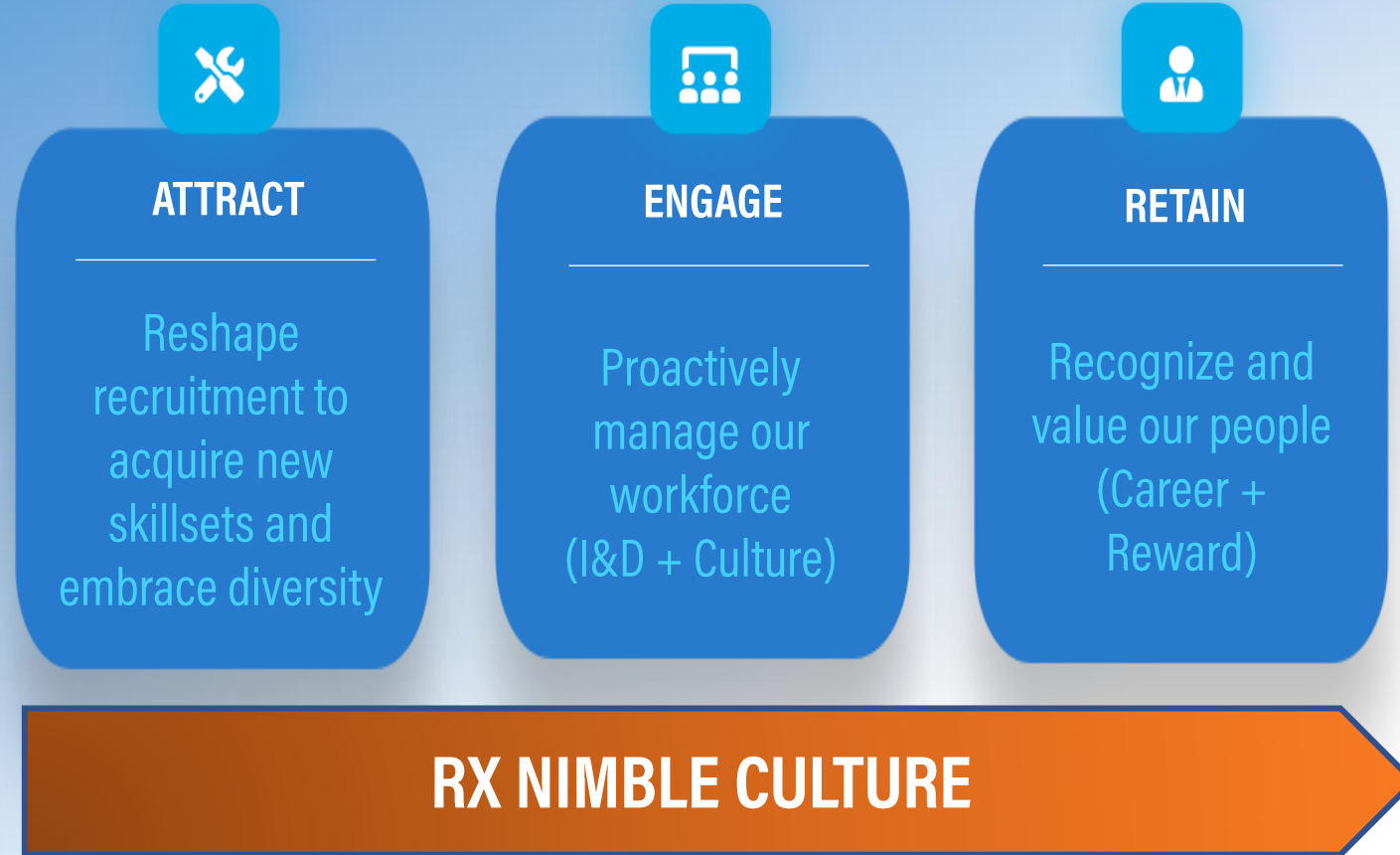
TALENT PRIORITIES FOR A BRIGHTER FUTURE...

- **Talent Readiness** = New times require different skillset combined with your legacy know how
- **Diversity** = Bring and embrace people from diverse origins, backgrounds and beliefs
- **Evolve our culture** = Imperative to drive growth



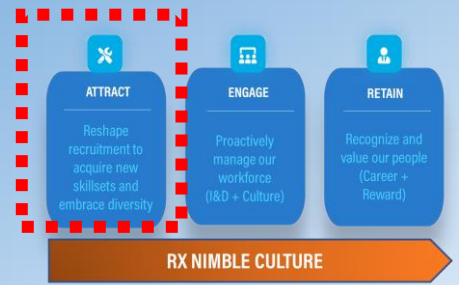
RX USA - Talent Strategy

3 PILLARS OF TALENT JOURNEY



PILLAR 1 - Attract means...

Reshape recruitment to acquire new skillset and embrace diversity



CHALLENGES

1

Identify key roles we needed to hire or reshape skillset

2

Test new recruitment strategies

3

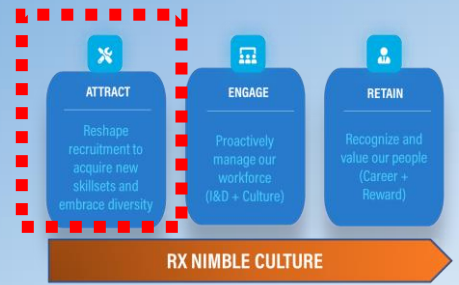
Build a diverse pipeline of candidates

SCENARIO

- Recruitment 100% outsourced with a preferred vendor, to be trained to support our strategy
- Unknown brand, segment in recovery, no competitive pay
- High volumes for hiring...
 - 2021 = 29 roles (12% of RX workforce)
 - 2022 = 87 roles (32% of RX workforce, 61 of them hired 1st half - 2x the whole 2021-year recruitment done in 6 months).

PILLAR 1 - Attract means...

Reshape recruitment to acquire new skillset and embrace diversity



ACTIONS

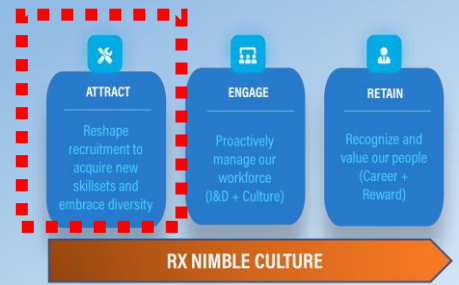
RESULTS & OUTCOMES

- Identify key roles we needed to hire or reshape skillset
- Rehire some of the great talents we let go
- Challenge the preferred vendor through working with other agencies
- Break the bias and accelerate decision making process

- Mapped 14 roles to hire and/or reshape (Sales, MKT, Event Leadership)
- Proactively network with former employees. 19 rehired between 2021 and 2022, 23% of the people we laid off in 2020.
- Rehires represented 28% and 13% of new hires in 2021 and 2022 respectively.
- Accelerated learning curve, execution... grew ownership and commitment
- All roles: Committee of leaders involved
- Senior Leadership roles – I&D interview by ERG leads

PILLAR 1 - Attract means...

Reshape recruitment to acquire new skillset and embrace diversity



ACTIONS

RESULTS & OUTCOMES

- Diverse Summer Internship Program



- 2022 - 10 roles, men & women, mix of ethnical diversity
- 2023 - 8 roles, 6 from Waterside school (diverse and low income), 2 returners

- Recruiting day for Entry level roles (online)



- May/22 - Sales = 23 candidates, 5 vacancies, 6 hires
- Jan/23 - MKT = 11 candidates, 4 vacancies, 4 hires (preferred agency)
- Model successfully replicated in Mexico with hybrid approach (RX recruiter)

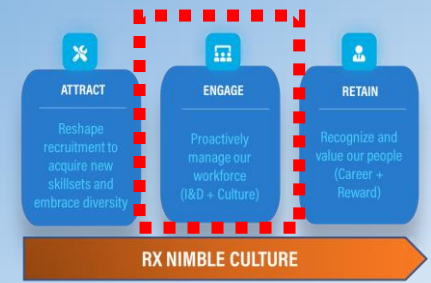
- Map, track and grow diversity representation: focus on race & ethnicity, gender equity



- Grew black representation by 64% - Jan/21 to Jan/23
- Achieved gender equity in all levels of RXUS hierarchy:
 - 2020 = 56% Women (1/3 in Senior roles)
 - 2023 = 58% Women (half in Senior roles)

PILLAR 2 - Engage means...

Proactively manage our workforce (I&D + Culture)



ACTIONS

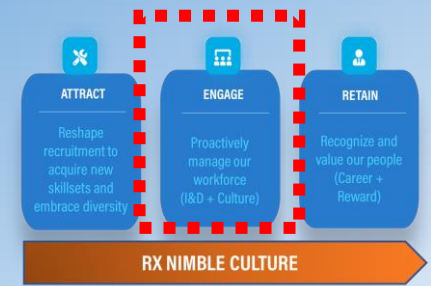
- Track people sentiments about diversity involvement in RX USA
- Launch ERGs to support our people and provide education around I&D matters
- Bring back the sense of belonging #RXfamily

RESULTS & OUTCOMES

- Annual survey: 2021 (define priorities), 2022 (1st results – RXUS one of the highest psychological safety scores globally), 2023 (running in sept)
- 3 ERGs in place (Pride, Race & Ethnicity, Gender equity).
- 2022 KPO for performance management, increased our attendees from 20-25 to an average of 95-100 per event.
- Town Hall – In-person 2x/year
- Mothers' & Fathers' day @ the office – celebrate together, community build
- Halloween Parade – Family matters! Last oct/22 we had about 100 people
- Yearend Happy Hour – celebrate our achievements

PILLAR 2 - Engage means...

Proactively manage our workforce (I&D + Culture)



ACTIONS

RESULTS & OUTCOMES

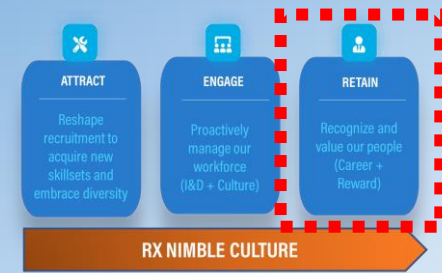
Map the employee journey to recognize our people in moments that matter

Actions implemented to celebrate these moments:

- New hire welcome kit
- New onboarding program for employees and managers
- Structured approach to design individual career journey/goals
- Champagne bottle delivered at home for employees promoted
- Videos to recognize promotions shared with all staff
- Acknowledgement of service tenure milestones (email, gift card, lunch with the President – in-person or virtual)
- RX branded swag for employee appreciation day

PILLAR 3 - Retain means...

Recognize and value our people (Career + Reward)



ACTIONS

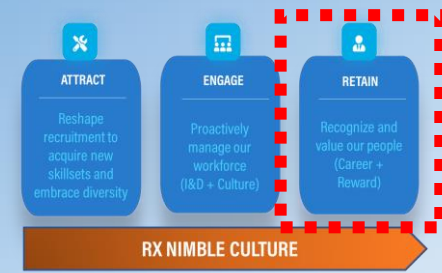
Launch recognition programs to award overachievements and alignment with RX culture

RESULTS & OUTCOMES

- **Kick off Awards:** Every Jan, 12 categories to recognize. Launched Jan/ 2021 in US and deployed to LATAM countries in 2022.
- **NIMBLE Champion:** Monthly local award that recognizes behaviours of cultural code. Launched in the US and cascaded to LATAM in 2022.
- **NIMBLE Awards:** Global RX contest spotlighting of company code of culture. Runs globally in May and November. RXUS had 11 global winners in 2022.
- **Expert Awards:** Recognition per department for outstanding performance achievement (technical deliveries and behaviour-based categories) – **To be Launched Sep/23.**

PILLAR 3 - Retain means...

Recognize and value our people (Career + Reward)



ACTIONS

Map and retain key talents in flight risk, building structures approach for career growth and managing talent pipeline

RESULTS & OUTCOMES

- **1:1 for tailor individual career paths**, moving to Sr Dir, VP and GVP roles:
 - 2021 – Focus on Operations, Tech and Marketing
 - 2022 – Focus on Event Management, Data and Marketing
 - 2023 – Focus on Sales
- **9-box mapping** – 100% RXUS staff (key roles, key talents, career inputs, people to retain:
- **2023** – Implementation of Career Empowerment Workshops

RX USA - Lessons learned

▶ #1 ▶ #2 ▶ #3 ▶ #4 ▶ #5

Be genuine:

Be transparent to people sharing information about what to expect joining the company

Keep it simple:

Chose what is the most important to drive change and support your strategy. Stick to it!

Know your people:

Leave your desk! Work shows with the team, get to know what people face executing their jobs. Get to know our products, clients, partners, associations!

Never be alone:

Engage people to work together with you! You will discover amazing things

Monitor your success:

Look inside & outside!



THANK YOU

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