



Name of your organization: New York Life Insurance

How do you use the People Insights Platform today?

New York Life has engaged in a relatively new partnership with Perceptyx since 2022 to support our census-wide employee engagement surveys as our strategy around supporting the engagement survey was shifting. As a company, we have been on a journey to increase transparency with our managers, focusing on increased manager self-service by improving ease-of-use with HR tools. We also wanted to encourage more manager ownership and action-planning with survey results. The People Insights Platform has enabled us to more easily understand our employee sentiment data and deliver insights to HR and the business with increased pace and ease and enabled us to broaden access to survey results, putting these directly into the hands of our leaders and managers.

- We have rolled out results directly to managers, allowing leaders and managers to access their results more quickly and take action.
- The ease of using the tool and simple data visualizations have enabled Human Resources Business Partners (HRBPs) to spend less time on distribution and analysis, and more time as a strategic and consultative thought partner, focusing on action planning after results with clients.

Please share your EX Impact story. Detail your challenge, solution, and impact.

Prior to the COVID-19 pandemic, New York Life (NYL) had a very traditional listening strategy with a biennial employee engagement survey, an exit survey, ad-hoc surveys requested by the business and some other listening opportunities such as focus groups. We typically spent many months planning, executing and analyzing the engagement survey in the Talent Management CoE, with results often shared months after survey completion. We encouraged action-planning but did not have a strong mechanism or governance to follow-up and ensure feedback was listened to and acted upon. We similarly asked leavers about their experiences working with NYL and reasons for leaving, but rarely evaluated the data in-depth or acted upon the feedback directly.

Challenge: In the wake of the unprecedented challenges that defined the tumultuous year of 2020, we found ourselves navigating new territories – we were grappling with the profound impacts of the COVID-19 pandemic, the global outcry for racial justice ignited by the tragic death of George Floyd, and a cascade of other societal upheavals. We were forced to adapt rapidly to a fully remote work environment, address issues related to DEI, have an increased focus on employee well-being and consider ways to retain and engage our talent during a heightened war-for-talent. There was no precedent to help inform our response. We recognized that measuring employee engagement in the traditional sense would be an insufficient strategy during this time, calling for a more nuanced and comprehensive approach to understanding and enhancing employee satisfaction, commitment, and productivity, and so our Talent Management team were asked to consider new and relevant ways to assess employee sentiment during this time.



Solution: The team defined a series of pulse surveys which were deployed over a 2-year period, from March 2020-22, each with a unique focus based on the phase of the pandemic, societal issues, and company priorities at that time. We decided on a more traditional survey, as we recognized employees were already over-burdened with various priorities during this time and were familiar and comfortable responding this way. We also introduced a series of listening sessions through a 3rd party vendor focused on the DEI discussion, which were opt-in and allowed those who required broader support the platform they needed and enabled us to support them in a more delicate and hands-on way.

Our first survey focused on ensuring employees felt fully supported as they transitioned to a fully-remote work environment, and had access to information needed to make the transition successful. New York Life had a strong in-person culture and remote work was uncommon so supporting employees with this shift was critical to business continuity and success. Subsequent surveys focused on well-being and productivity during this prolonged work-at-home period.

As the world of work gradually shifted back into office, our attention pivoted to comprehending employee motivations, concerns, and barriers to returning onsite. The wealth of insights garnered from these surveys became the guiding force behind our meticulously crafted Return to Onsite (RTO) plan. For instance, recognizing the need for dedicated workspaces for employees living alone or in smaller living quarters, we initiated a voluntary office reopening, ensuring a conducive environment for enhanced productivity for these employees.

Additional phases of return-to-office followed, using learnings and feedback from each wave to inform our action plans. Our final phase was a shift to our new, enduring hybrid work policy of 3 onsite days and two remote days which has been well-received and supported by employees and leaders. The success of our RTO was largely influenced by the two-way conversation provided through our listening strategy and enabled us to demonstrate to employees that their feedback and voices mattered and were a key factor in shaping our final RTO policy.

Impact: Buoyed by this experience, we're making the shift from a more traditional survey function to a listening-first organization with a fully-functional Listening & Employee Experience team that ensures we are delivering on our Employee Value Proposition (EVP). We have established broader and more regular opportunities to listen and collect feedback and understand employee experiences today through numerous touchpoints. This includes ongoing engagement and pulse surveys along with employee lifecycle surveys covering candidate experience, new hire and onboarding, exit, and retirement experience. We are also experimenting with other tools to help broaden our understanding of the workplace and are also limiting the number of one-off and ad hoc surveys so we can have more focused efforts on how and when we listen. We are also more focused on joining the dots between listening and then acting – demonstrating our commitment that if employees share feedback, we will be sure to act on it and respond.

We are shifting to using these methods along with focus groups to identify moments-that-matter in the employee lifecycle and exploring pain points and opportunities to enhance EX. Our



goal is to better understand the interactions employees have across their employee journey, from pre-hire to retire, and identify pain points, any experiences inconsistent with our values or EVP, and identify inefficiencies in our processes. We will be analyzing each experience and building a more curated and positive experience, reflective of our unique New York Life culture. We are excited about our enhanced listening strategy and to experiencing the benefits that a more defined, deliberate, and curated employee listening strategy will bring to New York Life.

Which business outcome measures did your organization use to determine the impact on employees?

- Monitoring hybrid working trends and preferences
- Improved collaboration

Do you have any additional KPIs/Metrics to demonstrate your impact on EX?

- 1) Increases in engagement: There has been an overall increase in employee engagement (+4 points) since pre-pandemic, particularly impressive as our company is going through transformation.
- 2) Return to work experience: 75% of initially returning hybrid workers said the experience met or exceeded their expectations. Seeing friends and colleagues was the most common reason given (81%). This was followed by easier collaboration (approx. 50%).
- 3) Engagement and Satisfaction of current employees: 68% employees are energized by their role at New York Life, which is our measure of engagement.
- 4) Attrition: Voluntary attrition dropped from 10% in 2021 to 7% in 2023.
- 5) Satisfaction/net promoter measure from exit survey: 61% of exiting employees would recommend NYL as a great place to work.
- 6) Ongoing positive rates in employee completion rates of surveys, including an 87% response rate on the most recent Employee Engagement survey, indicating lack of survey fatigue and trust in the use of data to drive an impact.