



Gallagher

Insurance | Risk Management | Consulting

The destination employer's **2018 Journey Planner**

For HR, Benefits and Reward Practitioners



Chart Your Course to Success This Year

New Year, New Destination

What challenges do you face on your journey through 2018?

It's shaping up to be another busy year in the life of HR, Benefits, Reward and Employee Communications professionals.

We know you'll need to be constantly 'on point' to guide your organisation through upcoming legislative change and keep the show on the road during a period of ongoing uncertainty. Just managing 'business as usual' requires constant attention, especially when new resources are hard to come by and attracting, retaining and inspiring the best talent is a constant challenge.

Being prepared means you can ensure the best use of your professional time in making a real difference. That's why specialists from across Gallagher have put together this handy guide to help you plan ahead.

If you need guidance on anything you see in this guide, why not start a conversation with us today? We partner with professionals like you in organisations around the world, helping them on their journeys to success.



 +44 (0)20 7204 8990  sayhello@ajg.com

About Gallagher

We help organisations to become destination employers who can easily attract, inspire and retain the people who fuel their growth and success.

Gallagher is the chosen partner to HR, Reward and Benefits Practitioners around the world. We bring together employee benefits, personalised financial planning, total reward and employee communications into a single strategy that enables your people and business to prosper.

This means we will help you achieve the maximum impact and value from your benefits and reward spend and empower your people to make the best decisions for their health, wealth and future.

Start Your Journey the Right Way

Your journey planner signposts the key things you'll need to plan ahead for this year, including:

Key Dates and Deadlines: We've signposted the key dates to be aware of – like changes to taxation or statutory deadlines.

Strategic Planning

Before beginning your journey, it's important to know where you want to get to. Your strategy should ensure your benefits support your organisation's objectives and deliver measurable results.

People Management & Reward

Your organisation needs the right people in the right places at the right times. You'll need to ensure they have everything they need in their kit bags to deliver results, and that they are rewarded for doing it.

Risk & Healthcare Benefits

You will need your employees to be on top form. Managing your risks and the policies behind them will ensure there are no expensive diversions and any employees are helped back 'on the road' effectively.

Multinational Programmes

If your organisation's horizons extend to other countries, you'll need to ensure everything is globally connected and that offices are supported in navigating any local challenges that arise.

Workplace Pensions

To avoid penalties and create positive outcomes for your employees, it's important that you obey the changing laws relating to workplace pensions in 2018 and help your employees understand their options.

Flex & Online Benefits

Your benefits and communication technology will need work to ensure it's ready for the year ahead. This will ensure everybody has access to everything they need and your key messages won't be left behind.

Employees' Financial Priorities

It's important to be mindful of your employees' key financial concerns throughout the year. Offering guidance or advice means they can stay focused on the road ahead and do not have to worry about money.

Just so you know, we've assumed that some of your key policies (Group Life Assurance, Healthcare Plans and Flexible Benefits) renew on 1 April 2018. Not all plans renew at the same time. If you're not sure, why not contact your Gallagher consultant and get in touch with us?

January

Ring in the New Year with positive change in your organisation! Greater employee engagement? Reduce staff turnover?



Strategic Planning

Strategic Review: Meeting to prepare the roadmap for benefits and engagement strategy

Broking: Most benefits undergo market review for April renewal to establish best financial terms and coverage available

People Management & Reward

Risk Management: Review HR-related issues and consider management and mitigation plans

People Development: Implement 2018 Learning and Development programme

Employee Experience: Review and align onboarding processes and employee experience to company strategy and objectives

Employees' Financial Priorities

Tax Planning: Consider individual planning requirements for remaining 2017/18 tax year:

- ISA contributions
- Pension contributions
- Alternative tax vehicle subscriptions, such as Enterprise Investment Schemes or Venture Capital Trusts

Flex & Online Benefits

Scheme Design: Agree and sign off your 2018/19 scheme design; undertake brokerage of all flex benefits

Multinational Programmes

Review Global Benefit and Reward Strategy: Assess all supporting programmes against local, regional and global requirements

Review Legislative Changes: To ensure compliance across all jurisdictions

Workplace Pensions

Prepare for Auto-enrolment Increases:

Communicate upcoming increases to statutory minimum contributions

Update member details: Request HR data to update member details and addresses in advance of annual statements

Scheme Certification: Complete Auto-enrolment scheme certification process by Sets or Qualifying Earnings

Risk & Healthcare Benefits

Pre-Renewal Planning Meeting to Review:

- Claims experience
- The likely impact of membership changes on 2018 pricing
- Strategic approach to claims management, early intervention and occupational health

February

Love is in the air and, although it's cold outside, the heat is on as your diary fills up with your 2018 priorities. Keep up the momentum!

Strategic Planning

Benefits Audit: All benefits assessed for legislative compliance and to quantify any over or under insurances

Benefit Terms: Should be agreed and finalised with all providers for April renewal

Risk & Healthcare Benefits

Onboarding Management: Review onboarding processes for high earners with potential Lifetime Allowance and Financial Planning issues that may be impacted by membership of certain Risk Benefits

Workplace Pensions

Hold Workplace Pension Surgeries to Address:

- Member pension education matters
- Annual Allowance concerns
- Needs for Higher Earners
- End of Tax Year planning

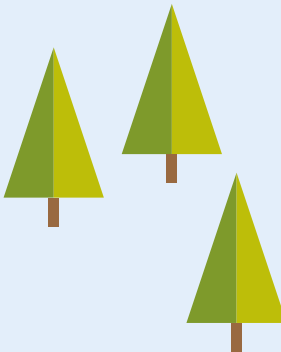


Flex & Online Benefits

User Acceptance Testing: Check platform functionality and confirm information and assumptions are correct across user groups

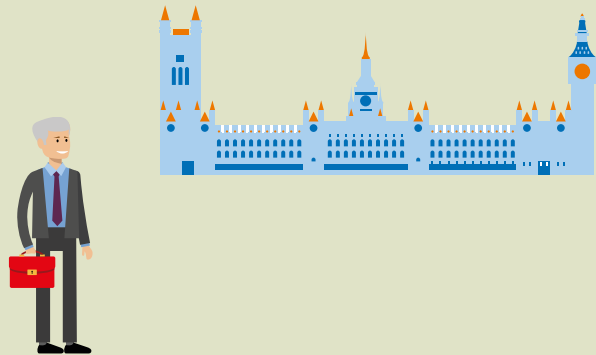
Benefit Terms: Should be agreed and finalised with all providers for April renewal

Communication Programme: Begin communicating upcoming Flex Benefit changes and opening of 2018/19 election window



March

As the financial year end and benefits renewals are in sight, be sure to “steal” a March on your April deadlines – some of those deadlines fall on the Easter Holiday!



Spring Statement
13 March 2018

Brexit: 1 Year Since
Article 50 Triggered



Strategic Planning

Spring Statement: Review content of Spring Statement on business, employees and benefit and reward programme design

People Management & Reward

Risk Management: Review Risk Management strategy and people planning needs

Gender Pay Gap Reporting Preparations: Finalise preparations for deadline next month. Give time to consider the narrative explaining the result

Employees' Financial Priorities

Spring Statement: Review and consider future potential impacts on personal financial plans

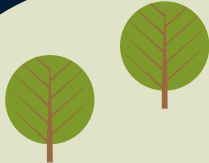
Flex & Online Benefits

Window Open: Flex window opens for selection

30 March 2018
Good Friday,
Bank Holiday



29 Mar 2018
Benefits renewals must be finalised in advance of Easter Holiday!



Risk & Healthcare Benefits

Renewal Meeting: Finalise approach to 2018 Risk and Healthcare Benefits programme

Data Management: Prepare renewal data

Market Review/Benchmarking Exercise: Perform go-to-market broking exercise if out of rate guarantees, otherwise undertake benchmarking exercise to ensure rates remain competitive

Beauty Parades: Of prospective providers and provider selection, if required

Multinational Programmes

Renewal Meeting: Finalise approach to 2018 Multinational Benefits programme

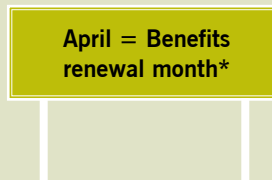
Data Management: Prepare renewal data

Market Review/Benchmarking Exercise: Perform go-to-market broking exercise if out of rate guarantees, otherwise undertake benchmarking exercise to ensure rates remain competitive

Beauty Parades: Of prospective providers and provider selection, if required

April*

April showers may rain down so be sure not to slip up on the key things this month, like your Gender Pay Gap Reporting and tax year changes.



Strategic Planning

Strategic Review: Begin review by preparing employee surveys and focus groups to assess programme engagement and return on investment and budget allocation

Benefit Renewals: Most employee benefits renew for 2018/19. Now is an ideal time to review the quality of employee data on your HR system

Promotional Campaigns: Launch employee benefits communication and educational campaign



Risk & Healthcare Benefits

Renewal Date: Benefits plans renew, including:

- Group Life Assurance
- Group Income Protection
- Group Critical Illness
- Death In Service Pension Schemes
- Private Medical Insurance
- Health Cash Plan
- Employee Assistance Programme
- Dental Insurance

Data Management: Employee data provided to selected provider



4 April 2018
Gender Pay Reporting deadline



5 April 2018
2017/18 Tax Year ends Time-sensitive planning must have been actioned



5 April 2018
Deadline for using statutory power to amend scheme rules following abolition of Defined Contribution Contracting Out (Protected Rights)



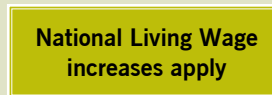
6 April 2018
Employee Termination Payments become taxable



6 April 2018
Lifetime Allowance Pension increases in line with Consumer Prices Index



6 April 2018
Implement statutory Auto-enrolment contribution increases



People Management & Reward

Communication Programme: Issue Total Reward Statements

Reward: Pay bonuses and increment salaries

Flex & Online Benefits

Window Closed: Elections completed and window shuts

Workplace Pensions

Prepare Members for Auto-Enrolment Increases: Communicate increases to statutory minimum contributions.

Update Member Details: Request HR data to update member details and addresses in advance of annual statements.

Review Tax Implications: Consider treatment of Workplace Pension and Registered Group Life Benefits for higher earners.

*Just a small reminder, we've assumed that some of your key policies (things like Group Life Assurance, Healthcare Plans and Flexible Benefits) renew on 1 April 2018. Not all plans renew at the same time. If you're not sure, why not contact your Gallagher consultant and get in touch with us?

May

The bells are ringing for the royal wedding but don't let the celebrations divert you from your key deliverables this month, including the big changes GDPR brings to your data protection requirements.

Strategic Planning

Conduct Employee Surveys and Focus Groups: To gather data on benefits uptake and employee sentiments, which can be used to shape 2019/20 benefits programme

7 May 2018

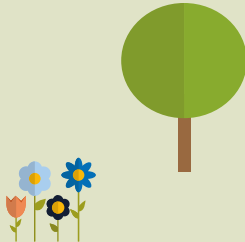
Early May Bank Holiday

Risk & Healthcare Benefits

Underwriting: Undertake any medical underwriting for Group Risk Benefits above free cover limit



25 May
General Data Protection Regulation (GDPR) becomes enforceable and compliance is mandatory across organisations



Employees' Financial Priorities

Financial Planning: Review financial plan to ensure it takes full advantage of tax allowances, including:

- Personal allowance
- Savings allowance
- Dividend allowance
- ISA allowance
- Annual Allowance



Workplace Pensions

Investment Choices: Communicate scheme investment choices and performance of the scheme Default Investment

28 May 2018

Spring Bank Holiday



June

While the world’s greatest footballing stars race around the pitch, it’s time to make sure you are on the ball when it comes to the governance and stewardship of your benefits programme.

Strategic Planning

Review results of Employee Surveys and Focus Groups: To establish key action points and discover key insights that will be used to shape 2019/20 benefits programme



Workplace Pensions

Annual Governance Meeting: Including review of:

- Provider service performance
- Default Investment performance and suitability
- Member engagement
- Auto-enrolment compliance

Employees’ Financial Priorities

Run Pension ‘Headroom’ Checks: To ensure allowances are not being exceeded, including:

- Lifetime Allowance
- Money Purchase Annual Allowance
- Tapered Annual Allowance

July

It’s Wimbledon month! No time for strawberries and cream though, as you’ll need to make sure you’ve tied up all the loose strings on your benefit renewals to ensure your employees are covered.



Strategic Planning

Design 2019 Employee Benefits Programme: Using data and insights from Employee Surveys and Focus Groups

Risk & Healthcare Benefits

Reconciliation: Group Risk and Private Medical Insurance accounts reconciled following membership changes

Post-Renewal Meeting:

- Finalise membership reconciliation
- Address outstanding underwriting to ensure no gaps in insured cover
- Identify and address any outlying or outstanding technical matters

Multinational Programmes

Post-Renewal Meeting:

- Finalise membership reconciliation
- Address outstanding underwriting to ensure no gaps in insured cover
- Identify and address any outlying or outstanding technical matters

Workplace Pensions

Communication: Issue summary of scheme governance to employees



August

Summertime and the livin' is easy! Or is it? You might get to squeeze in a sunshine break if you're lucky, but now is the opportunity to review progress for the year.

People Management & Reward

Occupational Health Review: Interrogate sickness and absence data; review findings and discuss any occupational health needs

Strategic Planning

Employee Engagement Platform: Review platform requirements for 2019/20 benefits and communication programmes

27 August 2018

Summer Bank Holiday

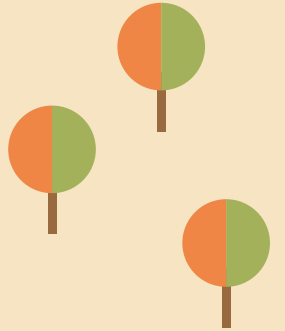
Risk & Healthcare Benefits

Trust Documentation: Review Trust Deeds, Rules and application of policies, including Registered Trusts and Excepted Trusts to ensure employees are not disadvantaged by tax legislation



September

It's back to school for the kids and back to school for your employees – giving them financial education and clear communication on key benefits like their pension that will enable them to make the best decisions for their future.



Strategic Planning

Employee Engagement Platform: Select or review if no platform is in place. Are you able to target and personalise communication?

Employees' Financial Priorities

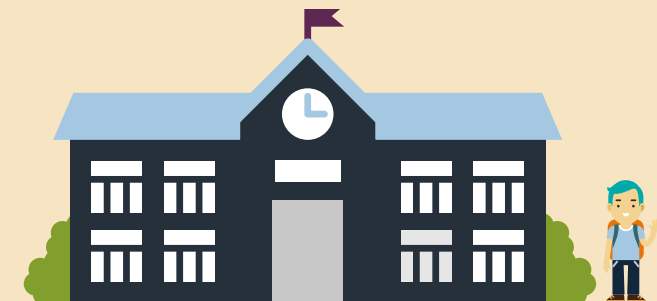
Tax Returns: Collate previous tax year information in order to complete tax return

Tax Planning: Start considering end of year tax planning

Workplace Pensions

Communication: Host adviser led scheme presentations or webinars to raise awareness and educate members

Targeted Communication: Host retirement planning sessions, workshops, drop-ins or 1:1's targeting 40's-50's demographic



October

As the season changes be sure to take a step back and review your mid-year reports. Are your employees happy, healthy and supported? If your healthcare strategy is performing, you're more likely to see future costs fall.

People Management & Reward

Budgeting: Agree budget for 2019



Multinational Programmes

Mid-Year Stewardship Review: Request mid-year reports from insurers; assess claims year-to-date to gain understanding of performance and effectiveness of healthcare programme, occupational health programme and early intervention

Risk & Healthcare Benefits

Mid-Year Stewardship Review: Request mid-year reports from insurers; assess claims year-to-date to gain understanding of performance and effectiveness of healthcare programme, occupational health programme and early intervention

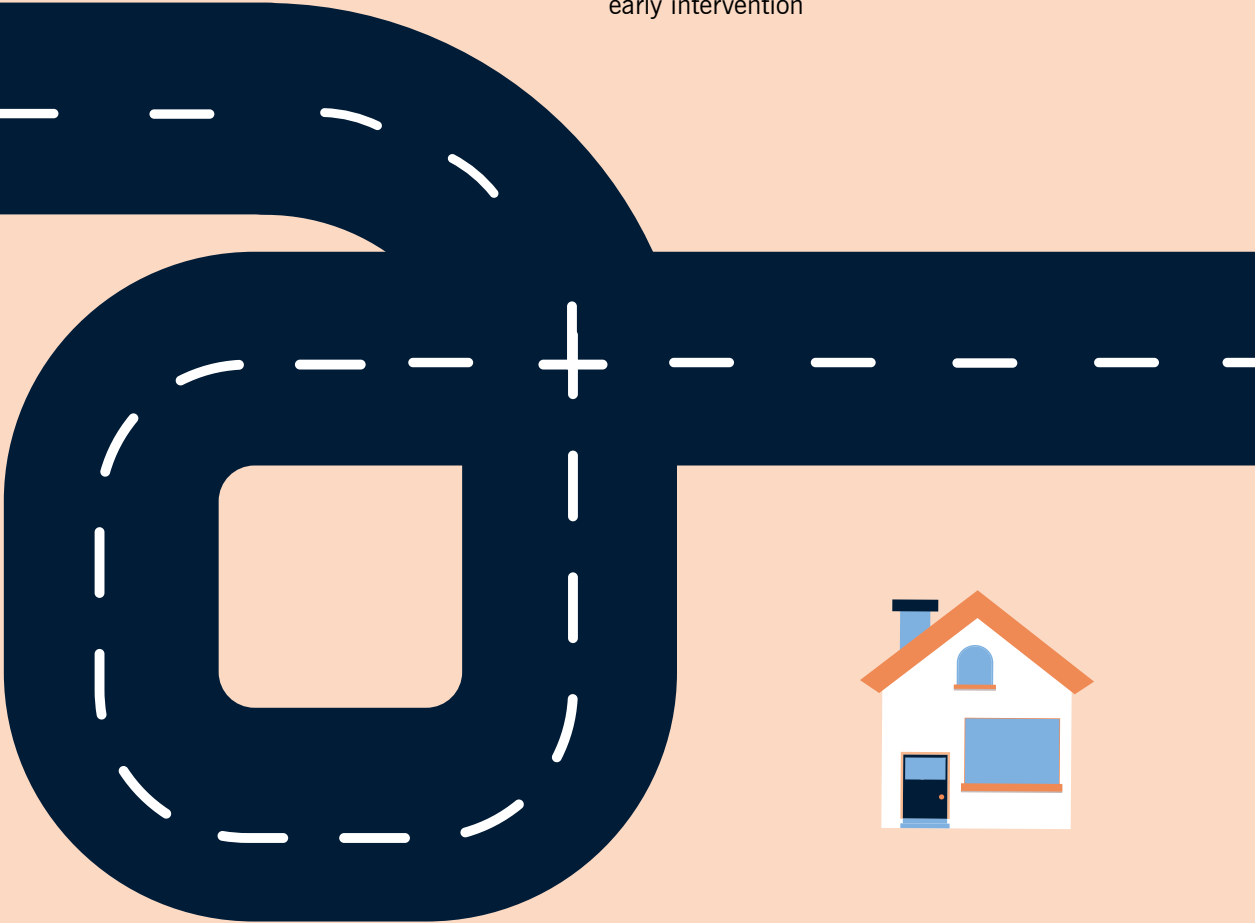


Workplace Pensions

Communications Review: Conduct review of employee pension communications effectiveness

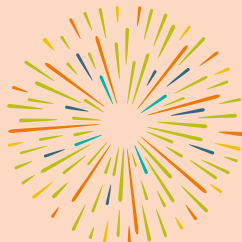
Worksite Marketing Review: Conduct employee worksite marketing review with scheme provider

Budget: Consider changes necessary for 2019 pension contribution increases



November

Remember, remember the 5th of November!
Will there be fireworks after the Autumn Budget? Whatever happens, make sure your sights are set on planning your 2019 strategy so you can light the fire under your HR strategy and make your benefits programme shine!



Strategic Planning

Autumn Budget: Review and consider impacts and actions to be taken

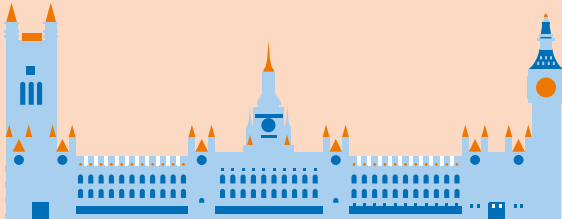
Rise in State Pension Age for Women to age 65

Workplace Pensions

Prepare members for Auto-enrolment Increases: Communicate upcoming increases to statutory minimum contributions in 2019

Flex & Online Benefits

Kick-off Meeting: First project meeting initiated for April 2019 Flexible Benefits renewals



Autumn Budget - review and consider impacts and actions to be taken



30 November 2018
St Andrew's Day,
Scottish Bank
Holiday

Employees' Financial Priorities

Tax Returns: Review draft tax return for previous tax year and consider further tax planning opportunities

Multinational Programmes

Global Inventory: Collate policy information for Multinational Benefits plans from all locales

Compliance and Regulatory Review: Analyse all plans for compliance with local regulations

Benchmarking: Assess multinational benefits against local competition and market norms

People Management & Reward

People Development: Learning & Development needs review, linked to strategic and compliance needs of organisation in advance of 2019 budget sign off

People Planning: Assess likely recruitment needs, employee turnover, lay offs, location changes and skills needs

Reward Strategy: Salary benchmarking and review exercise; conduct performance reviews and appraisals; complete bonus reviews

December

‘Tis the season to be jolly proud of what you achieved this year – well done! Another year awaits you and you’re ready to take it on.

Strategic Planning

Benefit Design: Agree specific policy benefits across demographic for all employee benefits (including up to 3 months for employee consultation period)

People Management & Reward

2019 Planning: Consider plans for any significant events, such as:

- Acquisitions and mergers
- Impacts of potential profits warnings
- Initial Public Offering
- Change of ownership / new leadership
- Staff attrition
- New lines of business
- Company expansion



25 December 2018
Christmas Day,
Bank Holiday

26 December 2018
Boxing Day,
Bank Holiday



01 January 2019
New Year's Day,
Bank Holiday

Multinational Programmes

Review 2019 Global Plans:

- New offices / locales
- Upcoming legislative changes in countries of operation

Flex & Online Benefits

Project Scoping: 2019 programme review and design discussions scoped

Ongoing Project Calls: Weekly calls diarised to ensure timely progression

Benefit Design: Agree Flexible Benefits across demographic for all employee benefits (including up to 3 months for employee consultation period)



Gallagher

Insurance | Risk Management | Consulting

How to reach us:



+44 (0)20 7204 8990



www.gallaghareb.com



sayhello@ajg.com



[@ajgbenefits](https://twitter.com/ajgbenefits)

Arthur J. Gallagher (Employee Benefits) and Arthur J. Gallagher (Wealth Management) are trading names of Gallagher Risk & Reward Limited, which is authorised and regulated by the Financial Conduct Authority. Registered Office: The Walbrook Building, 25 Walbrook, London, EC4N 8AW. Registered in England and Wales. Company Number: 3265272. Not all business carried out by the company is regulated. www.gallaghareb.com. FP2.18 exp. 01/19.