

Employee value proposition



Introduction to
**Employee value
proposition (EVP)**



- 1 Case for change
- 2 Genesis of the employee value proposition
- 3 Bringing the EVP to life

Case for Change





We are Canada's oldest general insurance company.

A proud mutual started by pioneers in 1839 to protect their businesses as they established frontier communities across the province of Ontario.



Today, we are a fast-growing, purpose-driven, digitally-led national insurer.

Insurance that does good – this is our Purpose

- 600+ employees across three offices in Cambridge, Toronto and Vancouver.
- Andy Taylor has served as CEO since 2020.
- As of 2023, 44.4% of Vice-President level roles and above are held by women reflecting Gore's commitment to gender equity.
- In 2023, employees collectively volunteered 8,000 hours to charities nationwide illustrating its dedication to community support.
- Launched in 2019: "Next Horizon" strategy sees Gore invest \$50M in talent and leading-edge technology over three-year business transformation.

Evolving for the future: An EVP aligned with our Next Horizon

Lead the way, make a difference.

WHY WE NEEDED A NEW EVP:

Keep pace with Gore's evolving workplace

What it means for our people: Stronger talent attraction and retention; inspiring employee experience

Leadership impact: Fostering an engaged, high-performing collaborative culture

Past

PRE- TRANSFORMATION

- Next Horizon Strategy launches—fueled by investments in talent and technology.
- Legacy EVP reflected a traditional workplace environment.

2019

Present

TRANSFORMATION COMPLETE

- Building on Gore's history, created EVP that reflects Gore today.
- Purpose-driven, digitally-led, national insurer with an evolving workplace fueled by best-in-class leaders at every level.

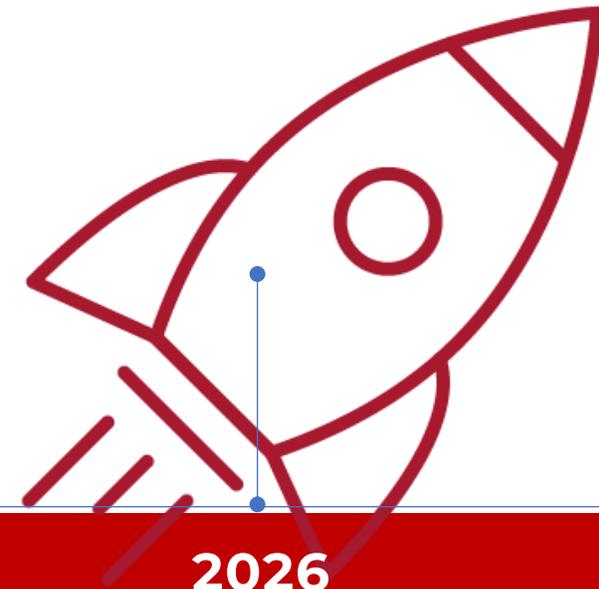
2025

Future

MERGER WITH BENEVA

- Beneva merger—connecting talent and purpose across both organizations.

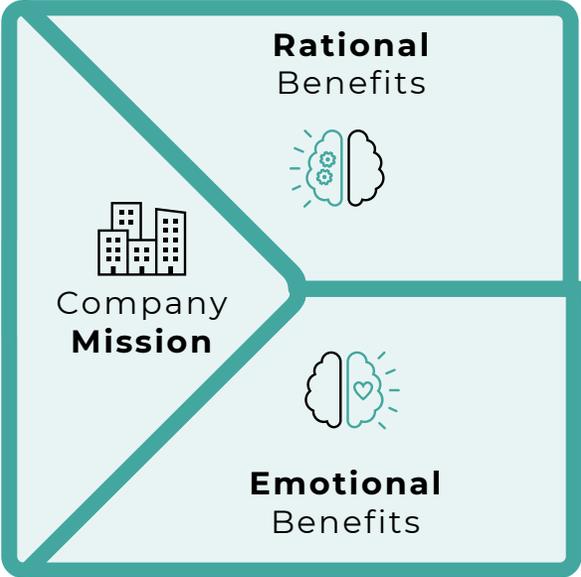
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Employee value proposition **canvas**

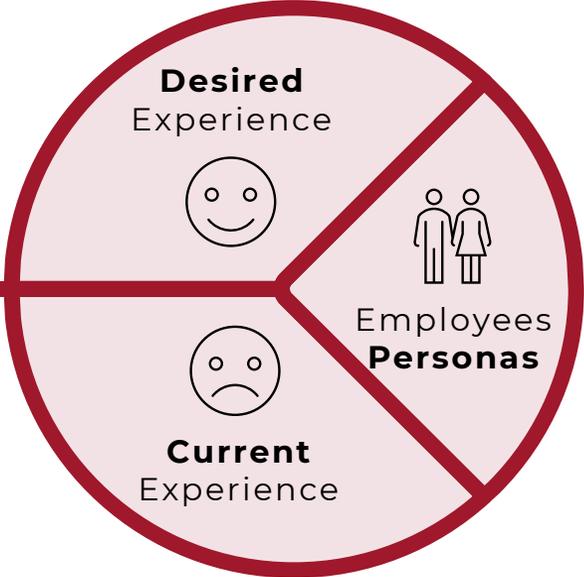
A good 'employee value proposition' (EVP) is brought to life and enhances the employee experience, creating a positive cycle.

VALUE PROPOSITION



FIT

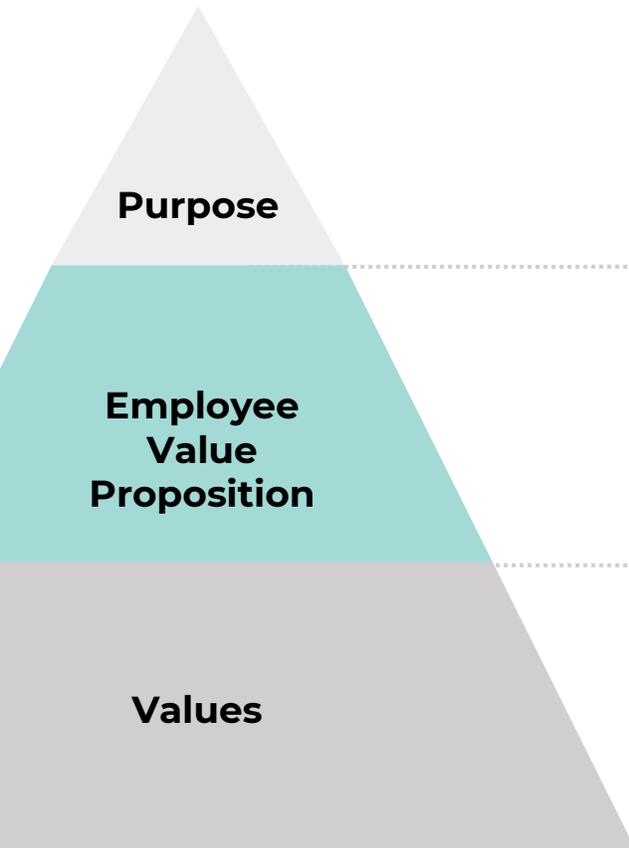
EMPLOYEE EXPERIENCE



What is Gore **promising employees?**

The EVP is meant to work in tandem with the organization's purpose and values but is not a substitute for these essential components.

What it is



A rallying point that defines what the organization is trying to achieve. It answers the question: ***Why do we exist?***



The emotional and rational benefits employees receive in exchange for their hard work. It answers the question: ***Why should someone work here?***

The shared beliefs that guide behaviours and corporate culture. It answers the question: ***How do we act?***

Do it
Right

Make it
Better

Keep It
Simple

Genesis of the **EVP** journey



EVP genesis

EMPLOYEE JOURNEY MAPPING



- 10 focus groups with 100 employees
- Assessed experiences across 25 moments

EMPLOYEE VALUE PROPOSITION

EMPLOYEE VALUE PROPOSITION

Lead the way, make a difference

- People-led strategies drive Individual, and collective success.
- Team members take an active role in driving the organization forward
- Driving positive change for peers, broker, policyholders, and the community.

- Mapped 15 different personas
- Conducted EVP design sessions with key personas

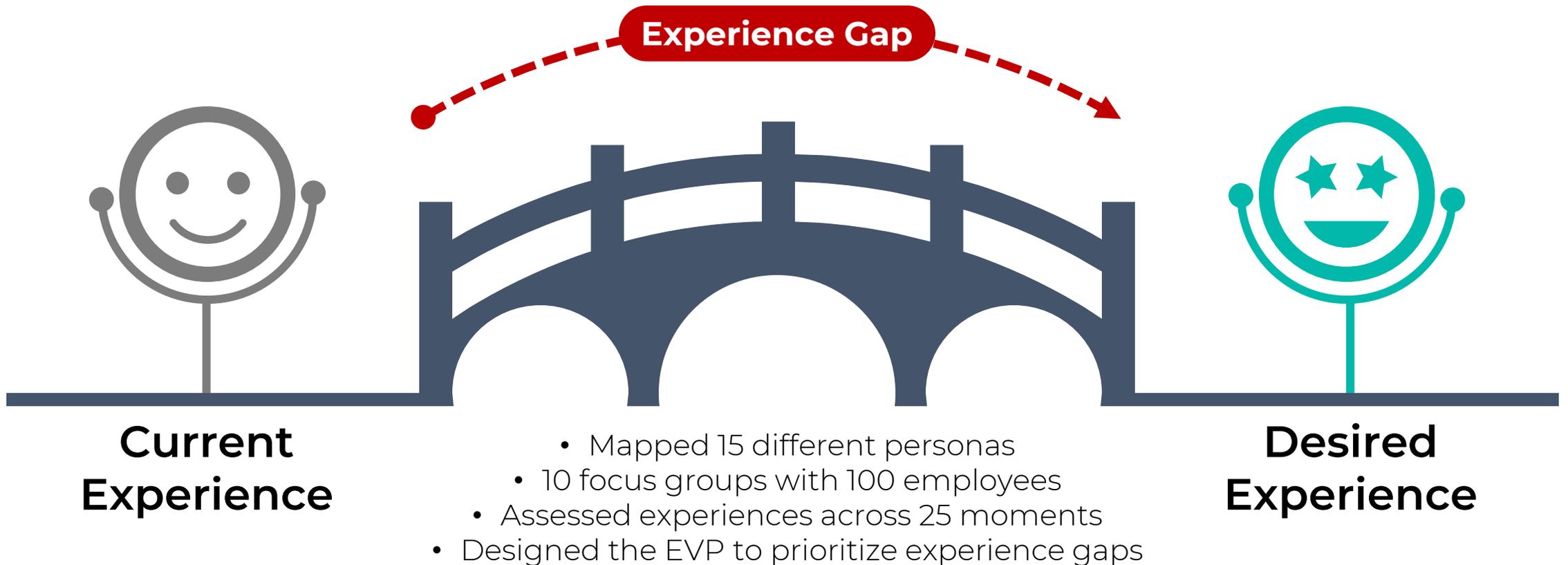
INITIATIVES PLAYBOOK

Engagement | Creating an Engagement Strategy
Build strong engagement of employees with their peers, leaders, other departments, and the organization more broadly

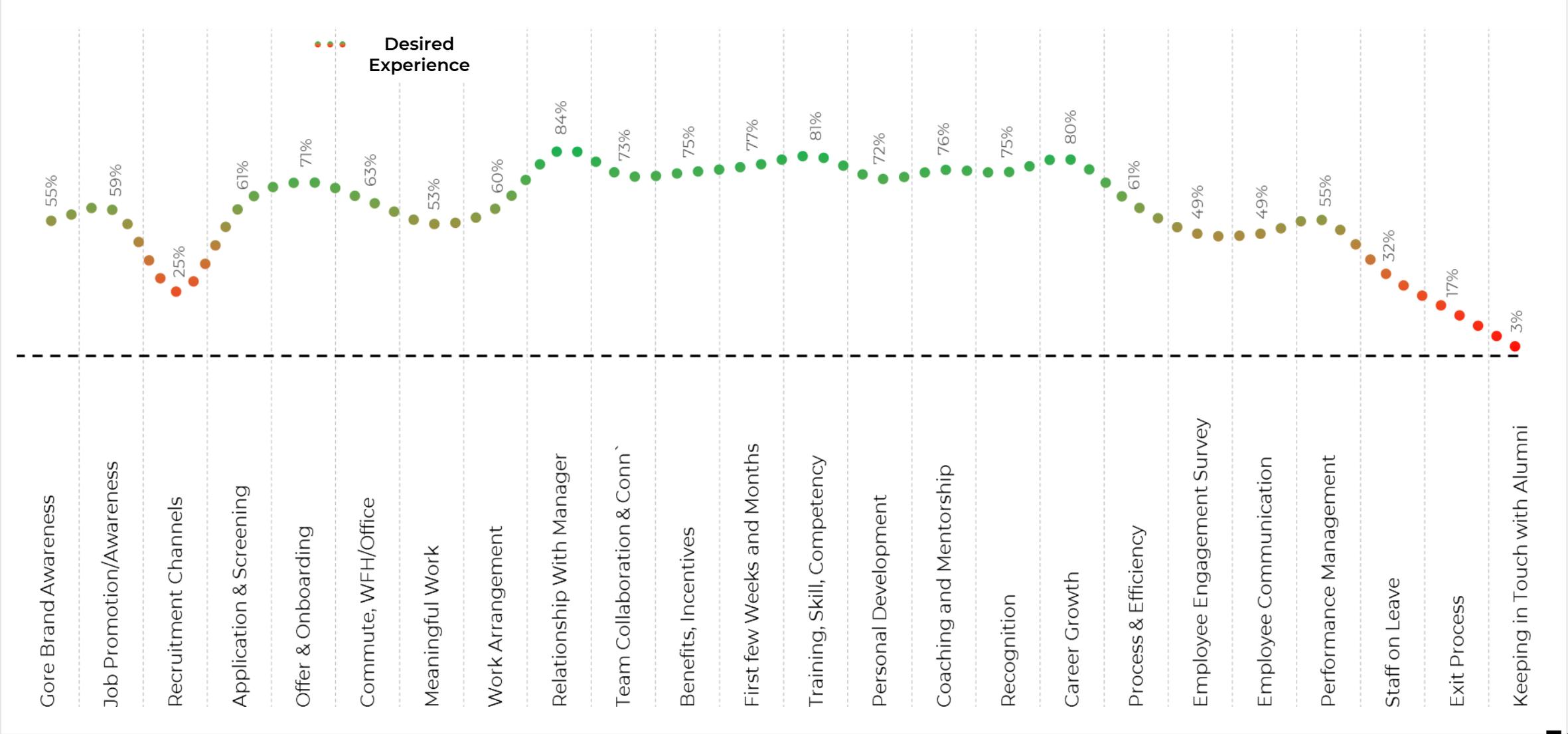
- What are we addressing?**
 - Building stronger engagement with peers, leaders, and other parts of the organization to ensure a culture of excellence and organizational success.
- Why is this important?**
 - Engagement with peers and leaders gives employees a sense they are part of something bigger which boosts satisfaction.
 - Building cross-functional connections and better collaboration to help employees see how the parts of the organization are moving towards a common goal.
- What experiments are we testing for?**
 - Building peer-to-peer connections with service leaders to ensure outstanding service.
 - Use of social facilitated engagement opportunities to help new hires and existing employees better understand and connect to the common goal.
- How does this support our EVP?**
 - High Performing Teams**
 - Great Leadership**

- Designed draft improvement initiatives
- Conducted initial prioritization of initiatives

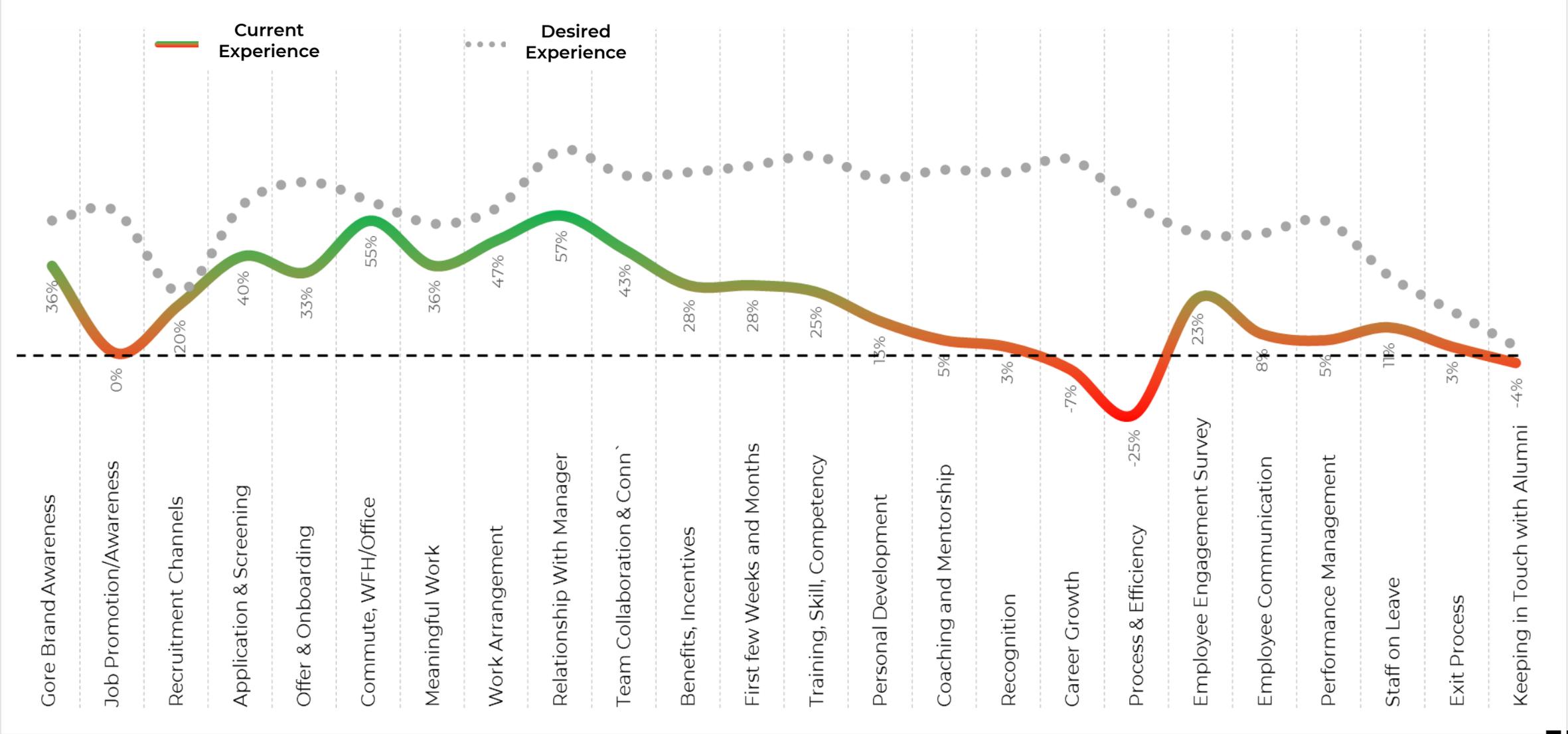
Employee journey map – Inclusive and scientific approach



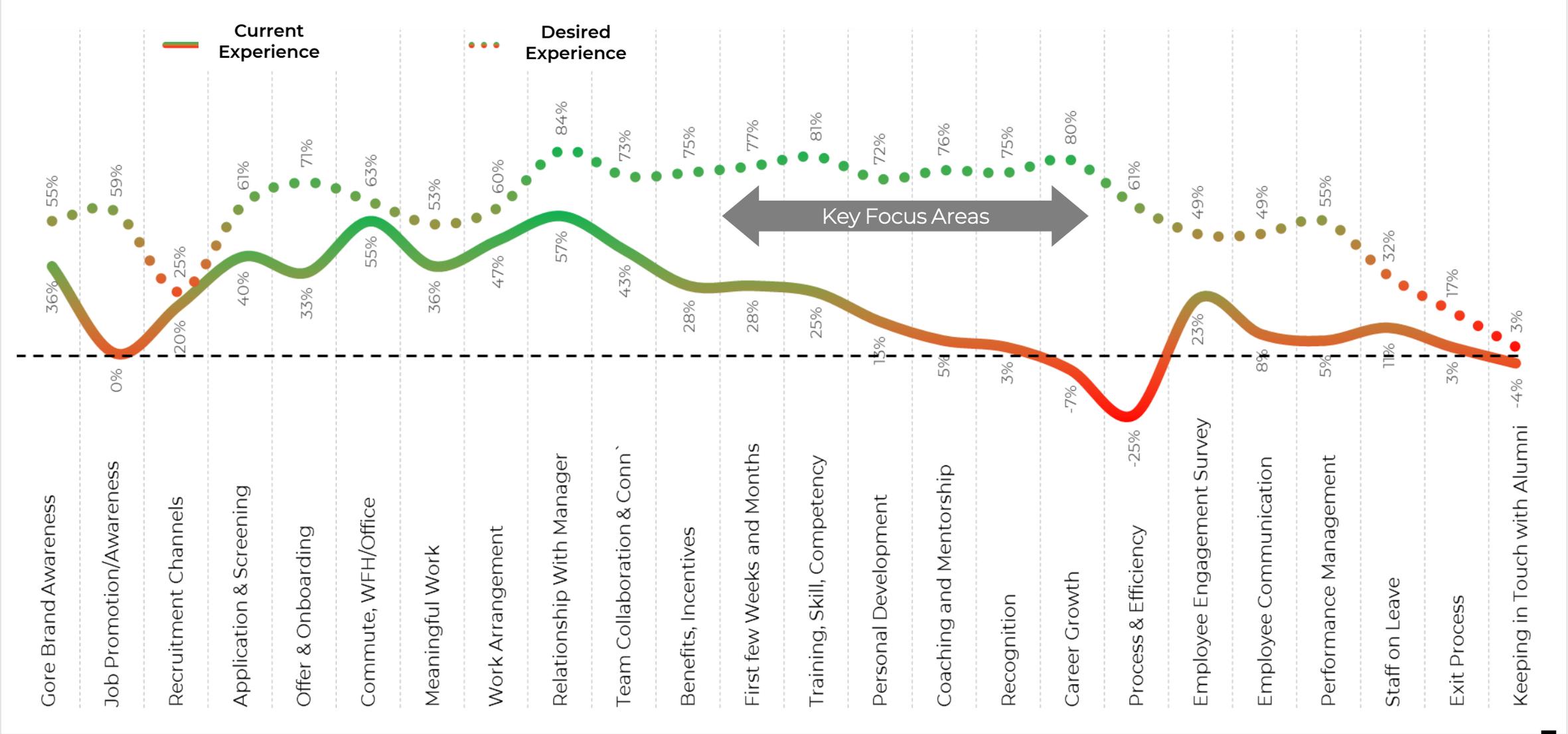
Employee journey map - What you told us was important



Employee journey map - What you told us about your experience

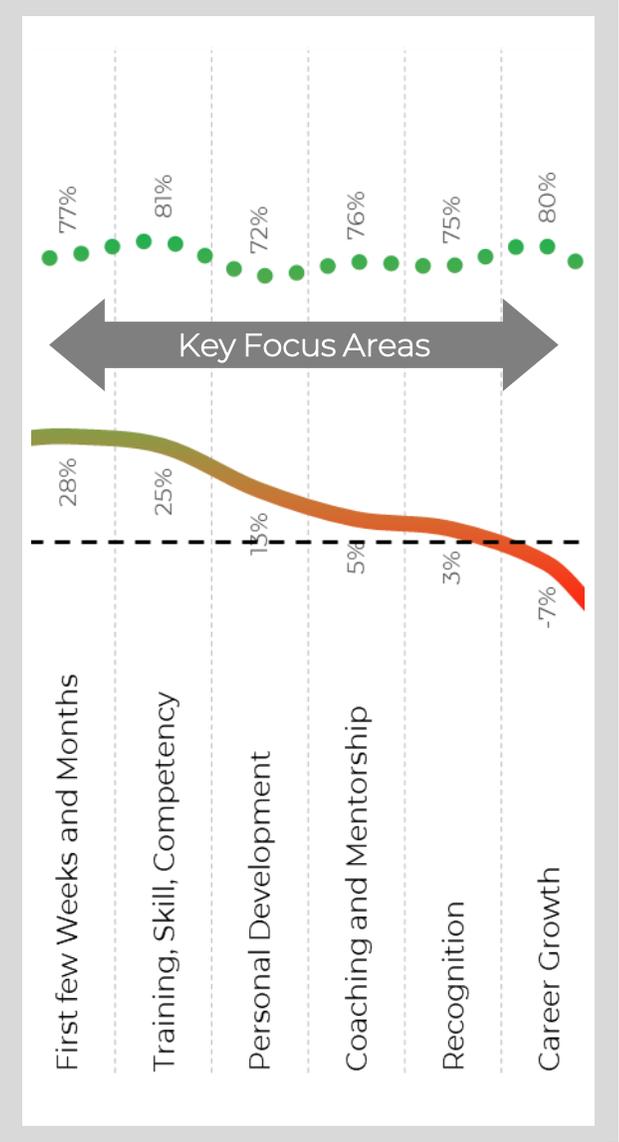
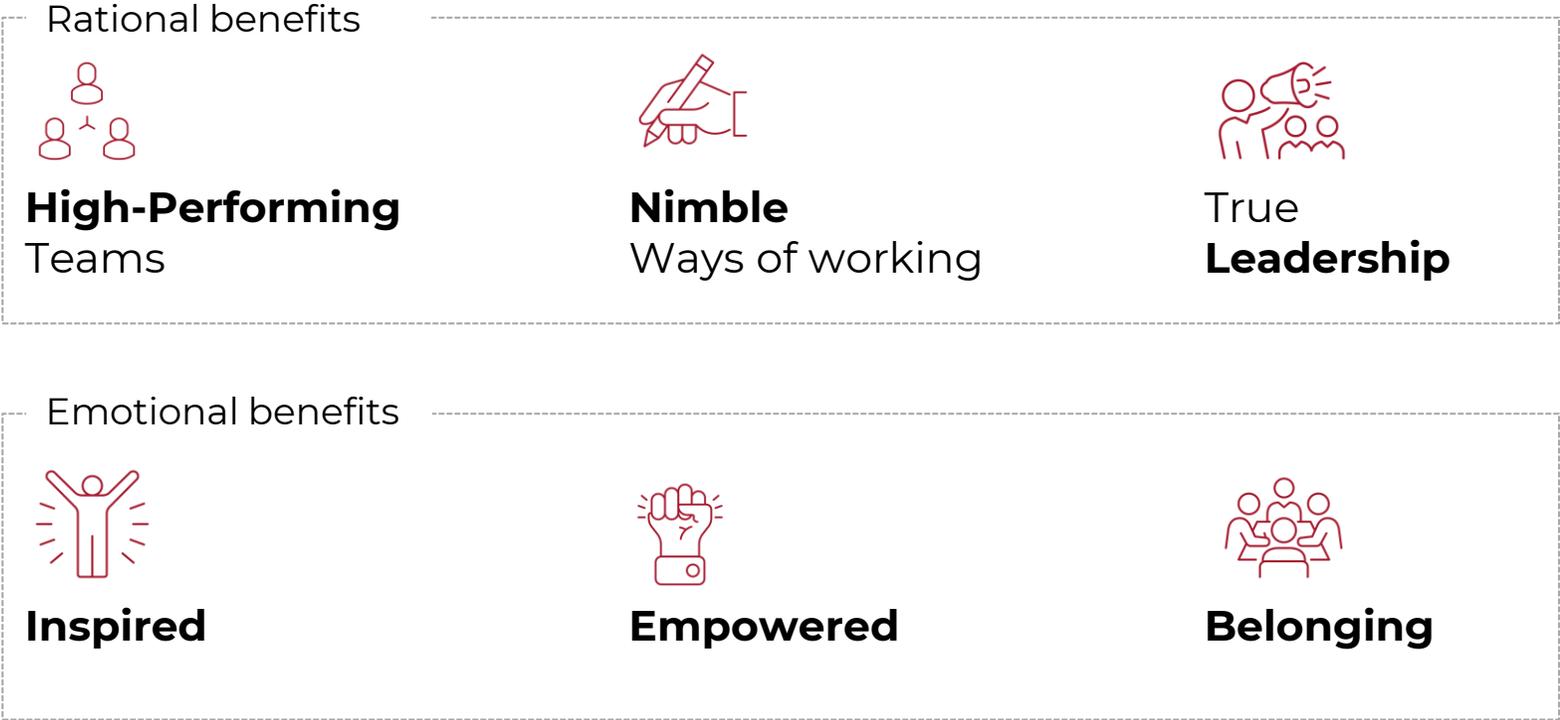


Employee journey map – Honing in on key focus areas



Gore Mutual's employe value proposition

Lead the way, make a difference.



Bringing the **EVP to Life**



Lead the way, make a difference.

EVP roadmap

VALUE



1 EVP ROADSHOW

2024

People Experience (PX) and leaders shared the EVP with each team across the organization.

2 EVP PROGRAMS

2024-2026

We will **enhance our** People Experience programs and offerings **to reflect** and deliver on the EVP's promise.

We've already begun with the Engagement surveys and Recognition program, along with much more.

3 EVP EVALUATION

2027

We will reassess and improve our **People Experience** to ensure we continue to provide inspiring workplaces.

EVP roadmap - What's in progress and completed

As we move towards our enterprise Polaris, our EVP strategy will underpin our PX priorities. These priorities will guide us year over year as we embark on our multi-year journey.

EVP strategic programs

- RISE recognition program
- Benefits redesign and total rewards education
- Employee engagement initiatives
- LIFT and other personal development programs

VALUE



EVP is our promise to our people

Lead the way, make a difference.



People-led strategies drive individual and collective success.



Team members take an active role in driving the organization forward.



Driving positive change for peers, broker, policyholders, and the community.

Questions?





Thank you