

like ^{*}minds



NO MEMBER LEFT BEHIND

Designing an inclusive
engagement strategy



**Pensions
Management
Institute**

Moving pensions forward



UNTANGLING PENSIONS, FOR PEOPLE

like minds' **NO MEMBER LEFT BEHIND™** (**#NMLB**) campaign is driven by the need to ensure that nobody feels that "saving for the future" isn't for them because of the way that we engage them.

Our purpose is to find a way of engaging people that's based on equity, giving people what they need, rather than equality, where everyone gets the same one-size fits all approach. Equity recognises the **importance of the individual**, so that they feel spoken to, considered and listened to on their journey to retirement.

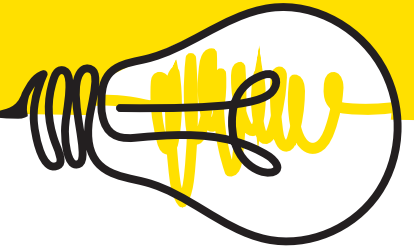
That's what **NO MEMBER LEFT BEHIND™** is all about – understanding people's needs and responding appropriately.

That means **shifting our mindset** so that those of us who need more help, different access or additional support, aren't considered an after thought or a problem to solve. Considering and catering for a diversity of experience and need should be built in from the beginning of any engagement strategy.

To do this well we have to be mindful of our differences, understand why representation is important and how stereotyping and lazy assumptions can be harmful. Perhaps most importantly of all, we have to be open to new ways of thinking, challenging ourselves and our preconceptions.

Ultimately, we want to make the pension experience more human – **not just for some but for all.**

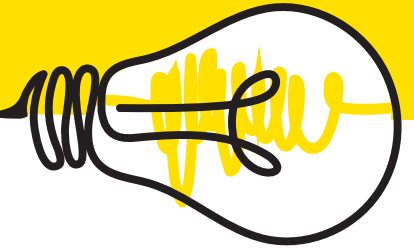




A STEP CHANGE IN THINKING

- 1. UNDERSTAND OUR MEMBERS** – use data with empathy and imagination.
Find out who our members are, what they think and feel and how saving fits into their lives.
- 2. MAP THE JOURNEY** – identify the key moments in the savings journey and the emotional landscape of that journey
- 3. PUT MEMBERS IN CONTROL** – let members select how and when they want to be communicated with
- 4. LISTEN** – use all the techniques at our disposal to listen to members
- 5. SHARE STORIES** – encourage story sharing to develop meaningful conversations
- 6. BE INSPIRED AND GET CREATIVE** – different ways of thinking are the source of creativity; have fun with it
- 7. THINK ABOUT WORDS AND PICTURES** – words and images are powerful; think carefully about how they're used
- 8. USE DATA CAREFULLY** – beware the unconscious bias we bring to interpreting data
- 9. CHALLENGE ASSUMPTIONS** – nothing should be assumed; challenge the orthodoxies of how we should engage people
- 10. KEEP LEARNING** – this is a continuous process because people, society and the savings landscape change.





1. UNDERSTAND OUR MEMBERS

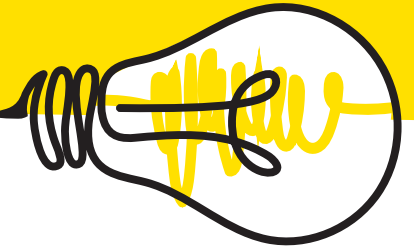
How much do we really know about our members beyond a few data points? A good test is the extent to which we can describe them as people. What are they trying to achieve and what gets in their way? What are their hopes and fears? How confident are they with money? How do they speak? What world do they inhabit?

- **INTERROGATE AND INTERPRET THE DATA** – start with what we know about the people in the scheme, using as many reliable data sources as possible
- **CREATE SOME HYPOTHESES ABOUT WHO THEY MIGHT BE** – at this stage these are unproven assumptions and so should be treated with caution
- **DESCRIBE THEM** – this is an act of imagination, trying to look at the world of retirement saving through their eyes
- **TEST OUR HYPOTHESES AND DESCRIPTIONS** – this can be done in a variety of ways, from focus groups to testing out responses to different content
- **REVISIT THE DATA TO BRING IT TO LIFE** – by applying what we've learned about the membership we can make data meaningful.

TOP TIP

Using insights from your membership data, create persona profiles of who your members are. These are word portraits that bring to life the person suggested by the data.



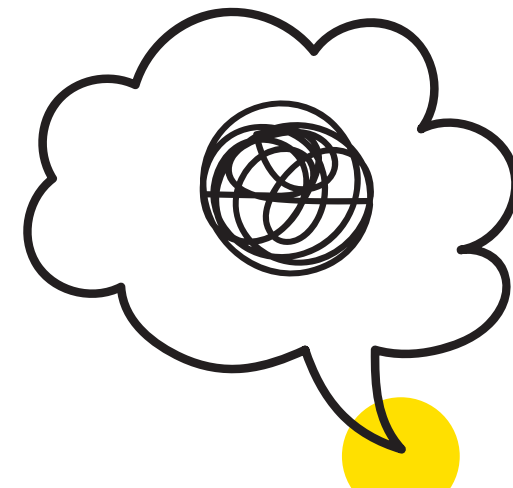
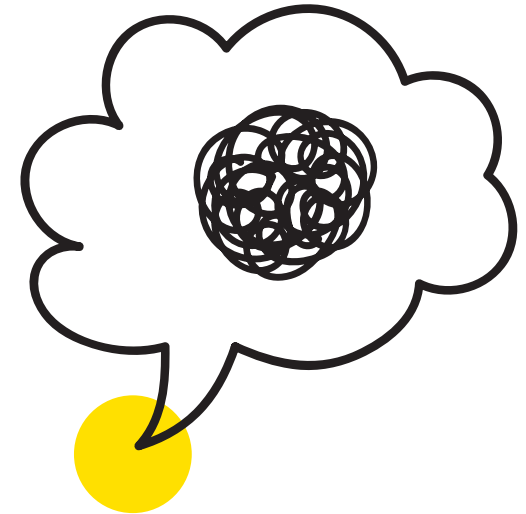


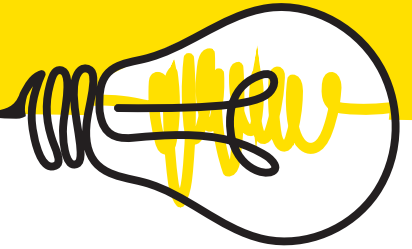
2. MAP THE JOURNEY

Once you have your persona descriptions, do some “empathy mapping”. This is an exercise in **getting into the heads and hearts of your audience.** What kind of things do they say and do?

Map out the member journey, using your personas and empathy maps to identify what you want your audience to think, feel and do at every stage of their journey and what are the engagement interactions that will help them achieve their goals.

This is a really important part of **building people’s confidence** as their needs are anticipated and met in a seamless and what seems like an entirely predictable way. There are no surprises as people move from one phase to the next.





3. PUT MEMBERS IN CONTROL

Ask your audience how and when they want to be communicated with. Find out what their preferences are and allow them to select. Think about how each of your communication channels complements and works with the other media you use. There is no “one size fits all” in an inclusive engagement strategy.

It's easy to stereotype about how technology savvy different groups are. For example, it's generally assumed that older people dislike digital. However, the Financial Lives 2020 survey found that 64% of those aged 75 and over were digitally active. The pandemic has accelerated this change with only 41% of the same age group describing themselves as digitally active in 2017.

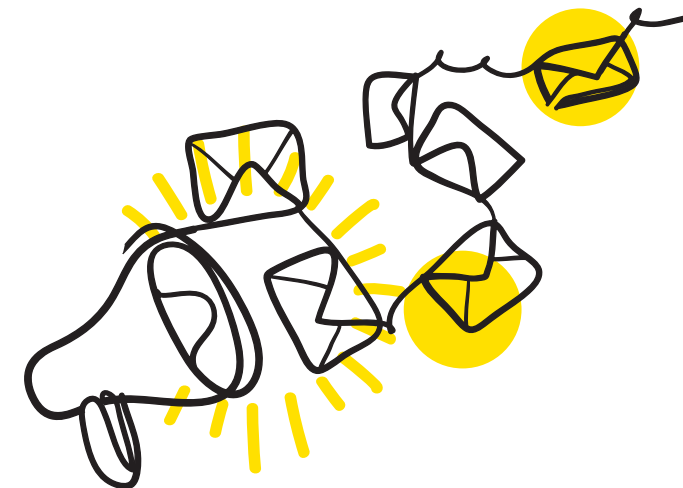
An inclusive engagement strategy is highly likely to involve **an “omnichannel” approach** to media where each channel complements the others. It also means that individual can then select the way that they want to be communicated with and when.

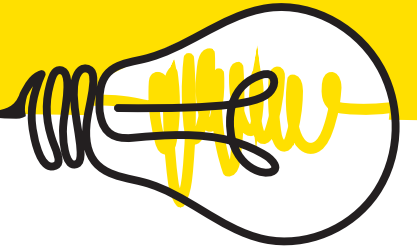
Different learning styles should be accommodated too. Some of us prefer the 60 second video to the 36 page pdf (others don't); some prefer a hand-written, personal letter to the reminder e-mail (others don't); some prefer face-to-face communication to another Zoom call (others don't).

Don't forget accessibility criteria in your digital design too. Over 70% of websites fail to meet accessibility standards and over 70% of those users for whom accessibility is important will leave a website if they find it difficult to use.

TOP TIP

Think about how each communication channel complements and works with the other media you use. There is no “one size fits all” in an inclusive engagement strategy.



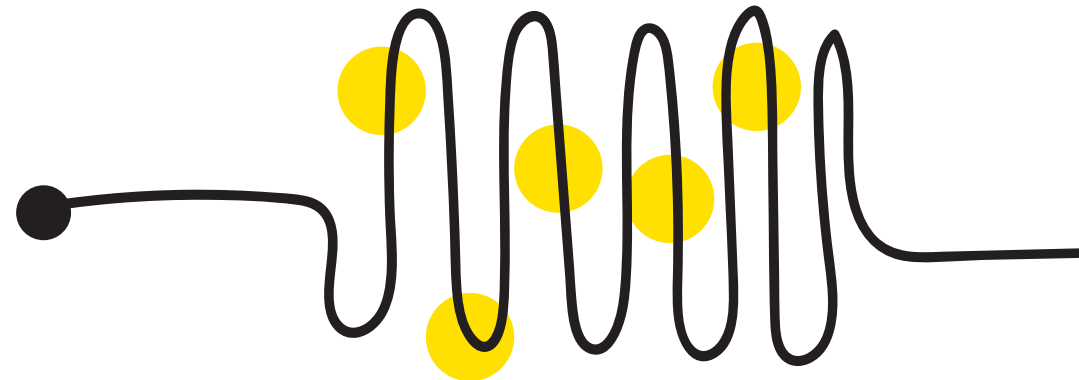


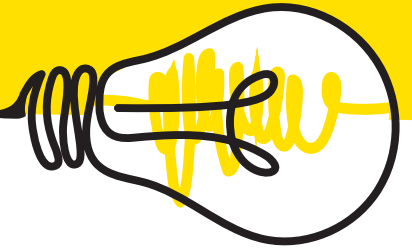
4. LISTEN

Trust is at the heart of the relationship between sponsoring employers, trustees and providers. Put simply, **to build that trust, we all need to listen more.** That means:

- **PAYING ATTENTION** (caring about what people are saying and being interested in what they have to say)
- **WITHHOLDING JUDGEMENT** (not making people feel guilty or stupid about decisions they make or don't make)
- **REFLECTING** (thinking about what members tell us)
- **CLARIFYING** (checking that what we're hearing is what they're saying)
- **SUMMARISING** (collating feedback from different sources and recording the key points)
- **SHARING** (using what we've heard to develop a conversation with members)

We should use every means at our disposal to listen to members, from quick polls to what members say to the admin teams to focus groups to the interrogation of behavioural trends in the data.





5. SHARE STORIES

The stories that other people tell about our lives, what others say and do (and often what's left unsaid or undone) influence how we see ourselves. So, if something hasn't been created with us in mind, it can make us feel that we're marginal or not part of the conversation.

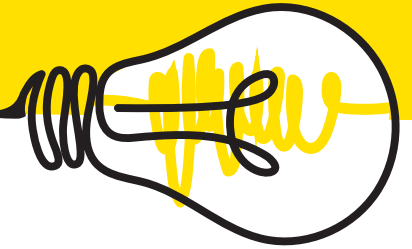
Breaking that cycle is important. How do we change the narrative? A good place to start is sharing our own stories and listening to others' stories in return. This can lead to a much deeper understanding of how to reach out to others and is how conversations develop. It's also how we build trust with other people - showing them we have heard them, understand what their challenges are, and want to help.

Each of us has a story of how we got here and why it's important to us. People can take inspiration from sharing our life experiences. Start by being generous with sharing your own story.

TOP TIP

Do you have a narrative for your pension scheme, the story that you want to tell your members? Write it down. It shouldn't be long. It could just be one sentence.





6. BE INSPIRED AND GET CREATIVE

The act of saving for retirement is a wonderful thing. Humans have the unique ability to think about alternative futures and make choices; to work towards a future goal and make informed decisions. That sounds like a pretty good description of what we do when we save for a pension. We shouldn't be apologetic about it. It's a creative thing.

Creativity is a way of thinking not a character trait. All of us can be and are creative. Thinking laterally about how we communicate pensions can provide some interesting insights.

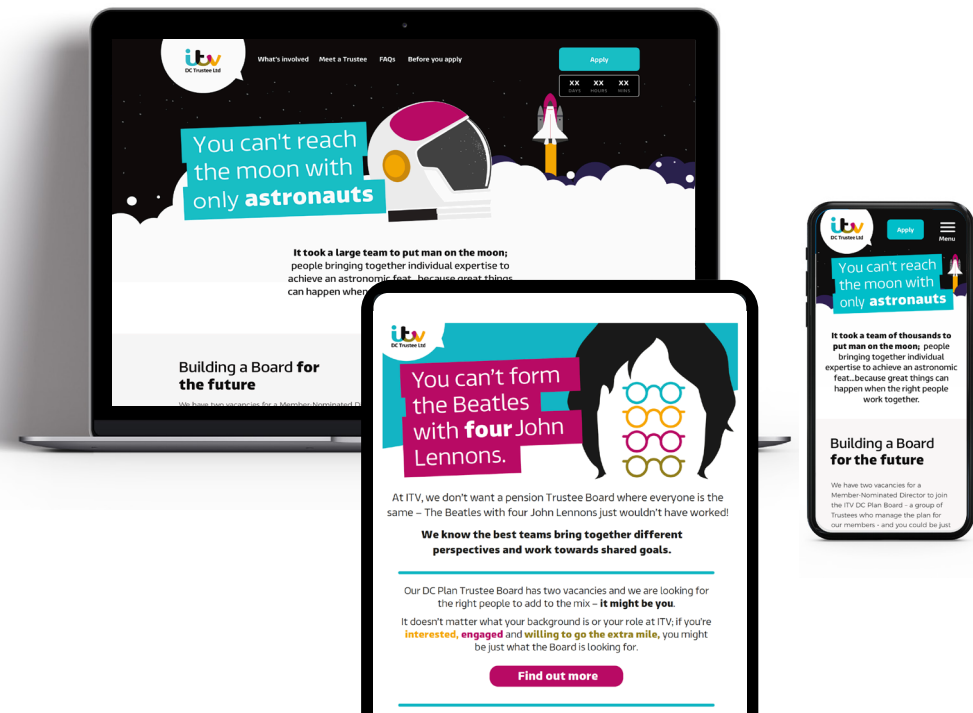
For example, how might we compose a benefit statement if all we could use was emojis? What would a Summary Funding Statement look like if it were a graphic novel? These are thought experiments that can open up how you think about standard forms of communication and **challenge the assumptions behind them.**

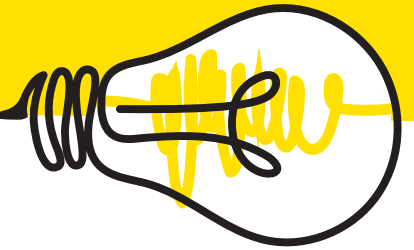
Behavioural psychology tells us that our brains notice the unusual, the curious and the unexpected. We're also learning more about the primary role of the subconscious, instinctive, emotional part of our brains in decision-making.

An emotional appeal should be built into the way we engage.

TOP TIP

Make connections between what people are watching, reading and listening to and saving for retirement.





7. THINK ABOUT WORDS AND PICTURES

The words and pictures we use to explain pensions are a good indicator of the amount of thought we've given to the point of view of the person we're talking to. Writing communications that connect is mostly about empathy. One good test is to read what you've written out loud and ask yourself the question, "Does this sound like a real person talking?"

We also need to be careful about the assumptions that lie behind the language we use. Take the phrases "Minimum", "Moderate" and "Comfortable" from the PLSA's Retirement Living Standards. These words mean very **different things to different people** and can make those who don't fit the categories they describe feel excluded.

Pictures should avoid stereotyping. It's increasingly difficult to find authentic pictures that are truly representative that haven't been used elsewhere. Here's a great example from the US insurance company, Lemonade. Imagine if they had used photographic images to represent their audience's home life. Instead, they get the message across succinctly and with humour using **toothbrushes of all things.**

Making people laugh is one of the most effective ways of engaging them. Being sensitive to what makes us different doesn't mean we have to be overly serious. We can be funny and empathetic at the same time if humour comes from the right place, an identification with our common humanity, the laughter of recognition.

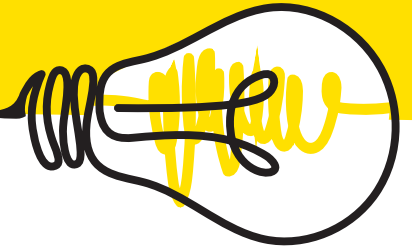
Who else lives in your home?

 IT'S JUST ME <input type="radio"/>	 MY PARTNER <input checked="" type="radio"/>	 PARTNER AND KIDS <input type="radio"/>	 MY KIDS <input type="radio"/>	 OTHER <input type="radio"/>
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TOP TIP

When you're writing about pensions, imagine you're talking to a friend. Be conversational. Strike the right tone – supportive and reassuring.





8. USE DATA CAREFULLY

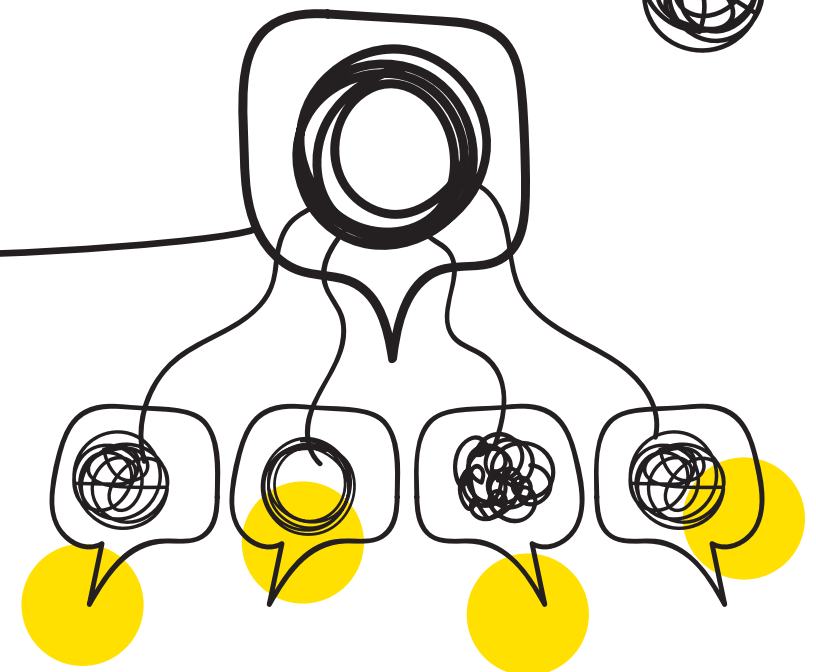
Data can deliver genuine insights into your members, who they are and how they behave but should be **used with caution.**

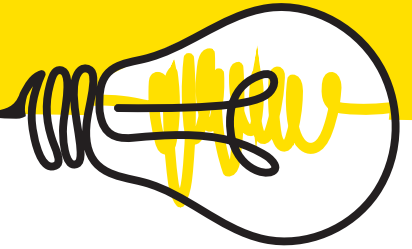
For example, the age profile of your membership may be made up primarily of people aged over 50. But what kind of assumptions do we then bring to our understanding of what a 50 plus person is like. Temperamentally and behaviourally, you can be an 18 year-old trapped in a 50 year-old body and vice versa.

And, of course, age is a matter of perception. In a European Social Survey respondents in the UK said that youth ends at age 35 old age begins at age 59; in Greece, youth ends at 53 and old age begins at 68. Ask an 18 year-old what they consider old and they will probably say 30.

TOP TIP

Treat your data insights as hypotheses that you then test out and refine through different communication approaches.





9. CHALLENGE ASSUMPTIONS

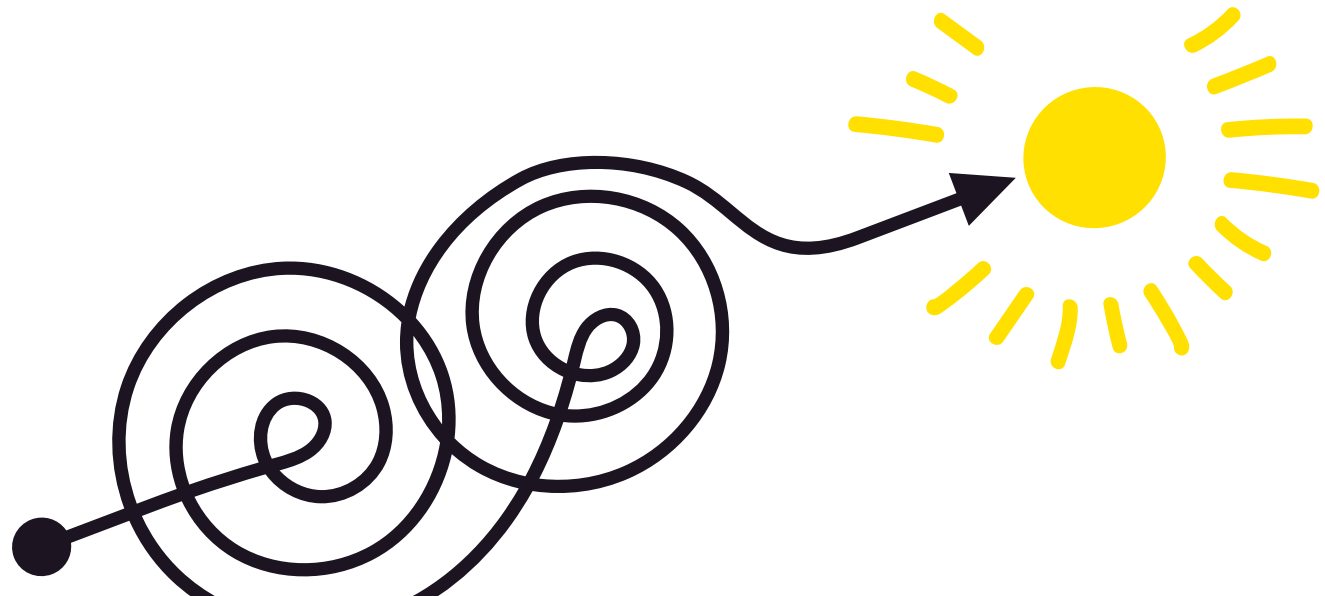
Traditional methods of evaluating engagement can be misleading. For example, there may be all kinds of systemic reasons why members don't take advantage of a matching employer contribution and yet we can often see this as a sign of a lack of engagement.

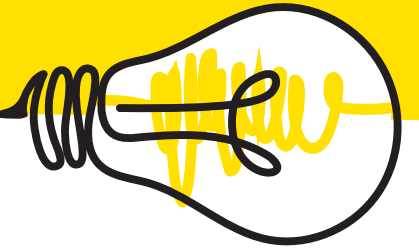
Members can make assumptions too. A common one, as quoted by the PLSA in their "Hitting The Target" report, is that 51% of respondents believed that the Government's minimum automatic enrolment contribution rate is the recommended amount to save for retirement.

What are the myths that we have about who the membership is and how they think and what are the myths that they might have that prevent them from engaging with and understanding their pension?

TOP TIP

Measure how people engage with content and messaging – what do they react to and how – to test levels of interest and relevance. Don't rely on scheme metrics alone.

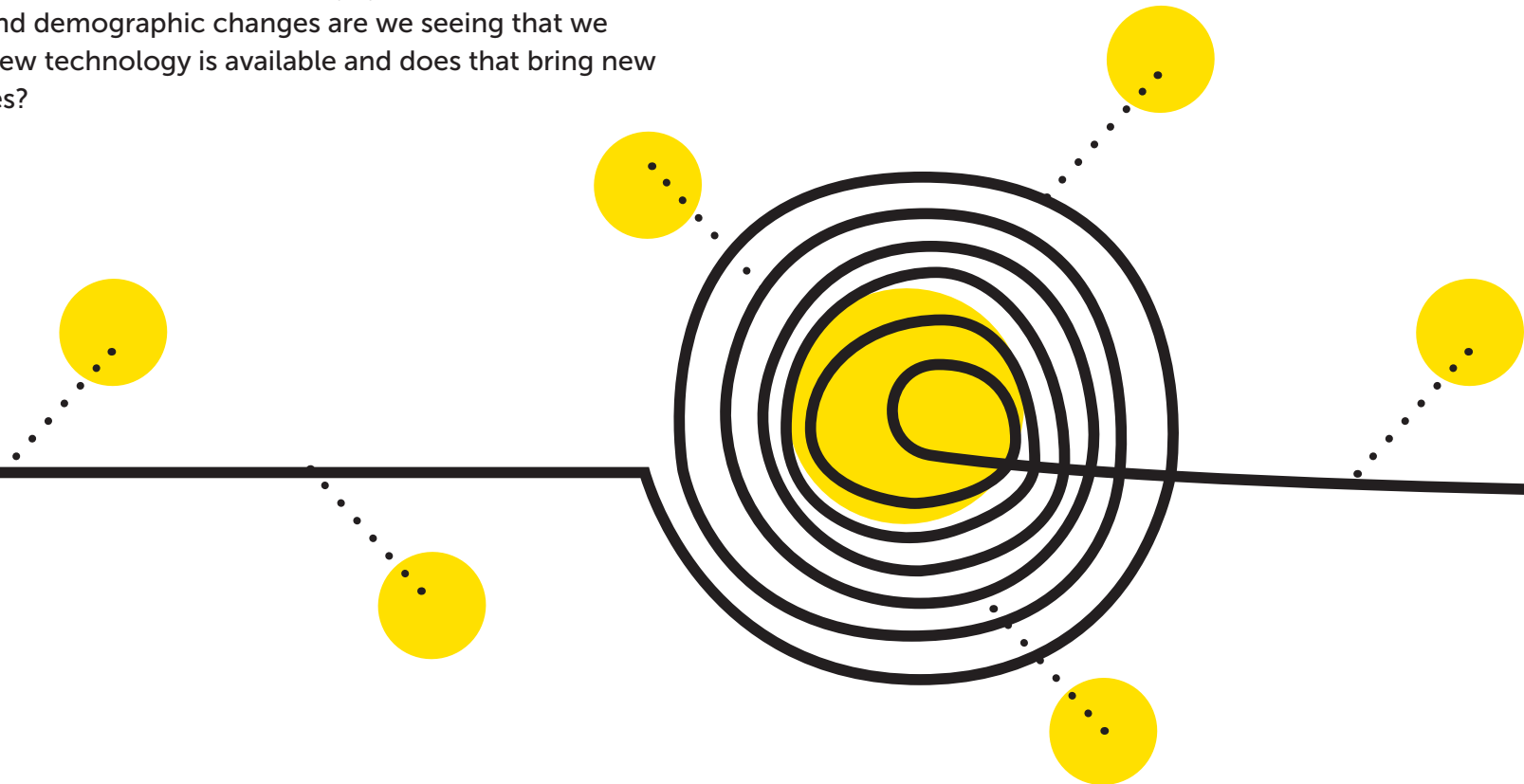





10. KEEP LEARNING


There is no point at which the work of inclusion, diversity and belonging is done. It's a process of **continuous evolution**, constant learning and a willingness to keep challenging ourselves.

That process should be built into your engagement strategy. For example, what do we know now about our members and how we should engage them that we didn't know a year ago? What social and demographic changes are we seeing that we should take account of? What new technology is available and does that bring new and different diversity challenges?





NO MEMBER LEFT BEHIND (#NMLB) is an ambitious aspiration. But if more of our schemes put these techniques into practice we can at least make sure that:

- **NOBODY** feels excluded
 - **NOBODY** feels guilty or stupid about the decisions they make
 - **NOBODY** feels unable to make a decision because a process wasn't designed with their needs in mind
 - **NOBODY** feels that there's a lack of understanding of who they are and the lives they lead
 - **NOBODY** feels that their voice isn't heard
 - **NOBODY** feels that pensions are for other people and not for them
 - **NOBODY** feels that they can't ask for help
- 



COME ALONG ON THE JOURNEY WITH US.



CONTACT US FOR MORE INFORMATION

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