



GOOGLE IRELAND DEFINED CONTRIBUTION CASE STUDY

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How many people does Google employ worldwide?

In how many offices?

How many job applications do we receive per day?

What proportion of worldwide searches are done on Google?

What proportion of these come from outside the US?

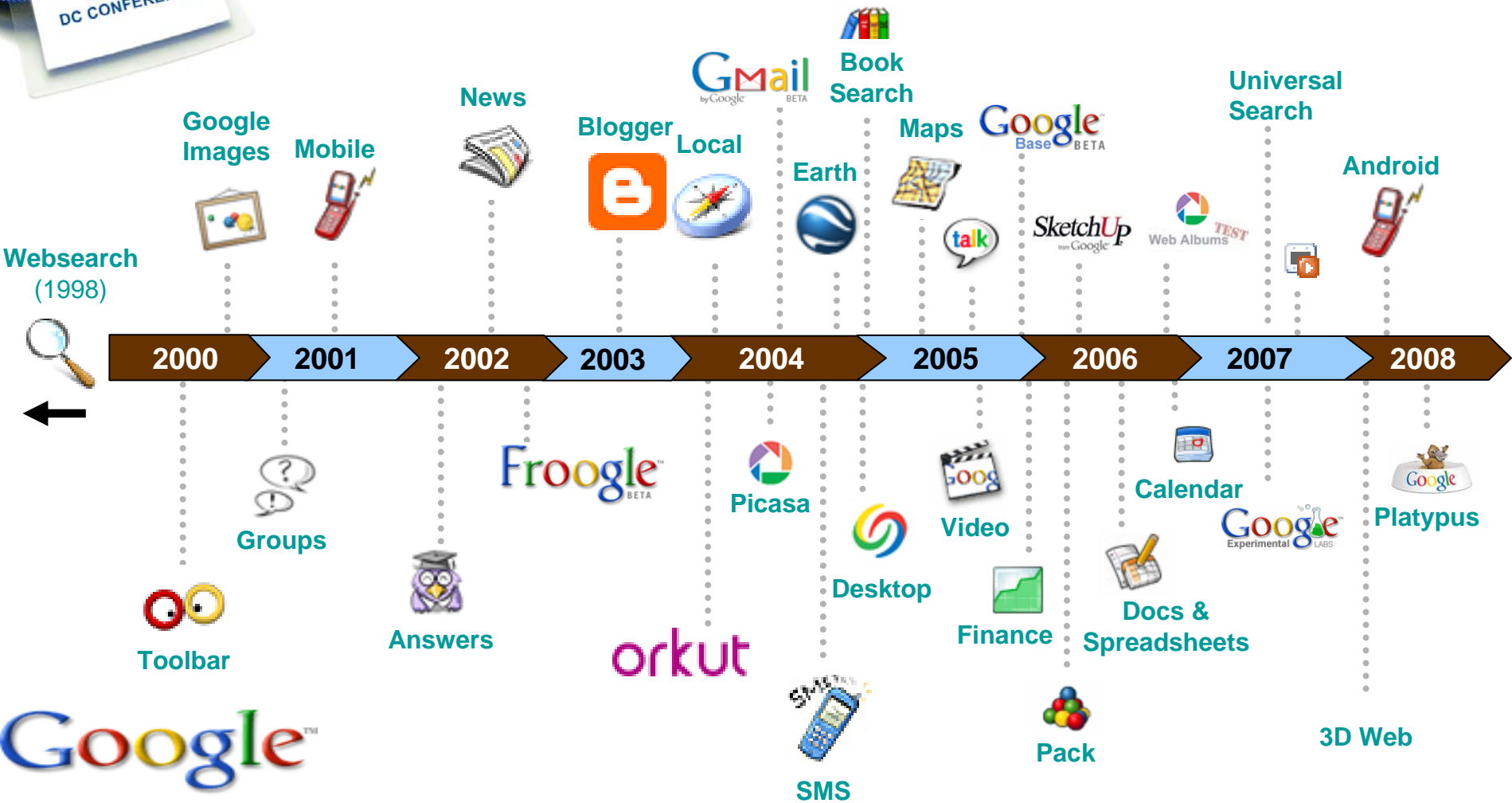


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- **17,000+ Googlers**
 - **50+ offices**
 - **20+ countries**
 - **85 unsolicited job applications daily**
 - **1,000,000+ daily searches**
 - **50% + of searches from outside US**





Google Is Continually Evolving..





How Has This Happened?

Google is not a conventional company. We do not intend to become one. Throughout Google's evolution as a privately held company, we have managed Google differently. We have also emphasized an atmosphere of creativity and challenge, which has helped us provide unbiased, accurate and free access to information for those who rely on us around the world.



“Google is organized around the ability to attract and leverage the talent of exceptional technologists and business people. We have been lucky to recruit many creative, principled and hard-working stars.”

Larry Page, Google Co-founder



Google Benefits Philosophy

- Take Risks & Innovate
 - Programs should be unique & innovative, offerings that are not available elsewhere
- Support Google's Egalitarian Structure
 - Benefit programs should be available to all levels of employees
- Focus on Convenience and Efficiency
 - Provide an overall experience that is easy to navigate and is readily available when needed



Which Benefits Are Important To Googlers?



- **Secure Foundations:**
- Life Insurance
- Accidental Death Disability Insurances
- Travel Insurance



- **Core Programs:**
- Medical, Dental, Vision
- Pension
- Holidays
- Transportation Allowance



- **Googley Programs:**
- Massage Gym / Fitness
- Food Ski Trip / Parties
- Community & Green Programs





Our Demographics

- Entry Phase % (Age < 35) 90%
- Rush Hour Phase % (Age 35 – 50) 9%
- Late Phase % (Age > 50) 1%

What does this mean for Google?

Necessary to focus on benefits that are valuable and useful rather than what is expected.





Pension in Google

- Defined contribution plan established in January 2004.
- Single plan structure, same plan offered to all employees.
- Google matches contributions up to 7% of base salary – began at 5% increased to 7% in mid 2005
- One investment manager.
- 6 investment funds.





Fund Choice

➤ Equity

International equity fund

Socially responsible global equity fund

➤ Managed

Consensus fund

Socially responsible managed fund

Managed fund

Unitised with profits fund





Sign Up Rates

- Over 60% of employees are members of the Google pension scheme
- So, how can this be.....



Google™



Communication Points – New Hires


➤ PRE START

- Benefits introduction document
- On site interviews
- Recruiter interaction

➤ WEEK 1

- Presentations during orientation event
- Introduction to online information

➤ WEEK 2

 - Online enrolment



Communication Points – All Employees

➤ ONGOING EDUCATION

- Intranet page
- Online benefits systems
- Access to pension administrator; phone, email, face to face, information seminars

➤ SPECIFIC PROGRAMMES

- Finance Fair
- Cyclical review of pension plan





Communication Points – All Employees

➤ CHANGES / UPDATES

- Targeted announcements

➤ EVANGELISING

- Managers, training Programmes and team meetings
- Recruiters, ongoing education
- HR Business Partners, ongoing education & source of feedback





Try Something Different!





What Does The Future Hold?

- Tension between equalitarian & executive expectations
- Portability of pensions
- Accessibility of information
- Achieving compliance & good governance

