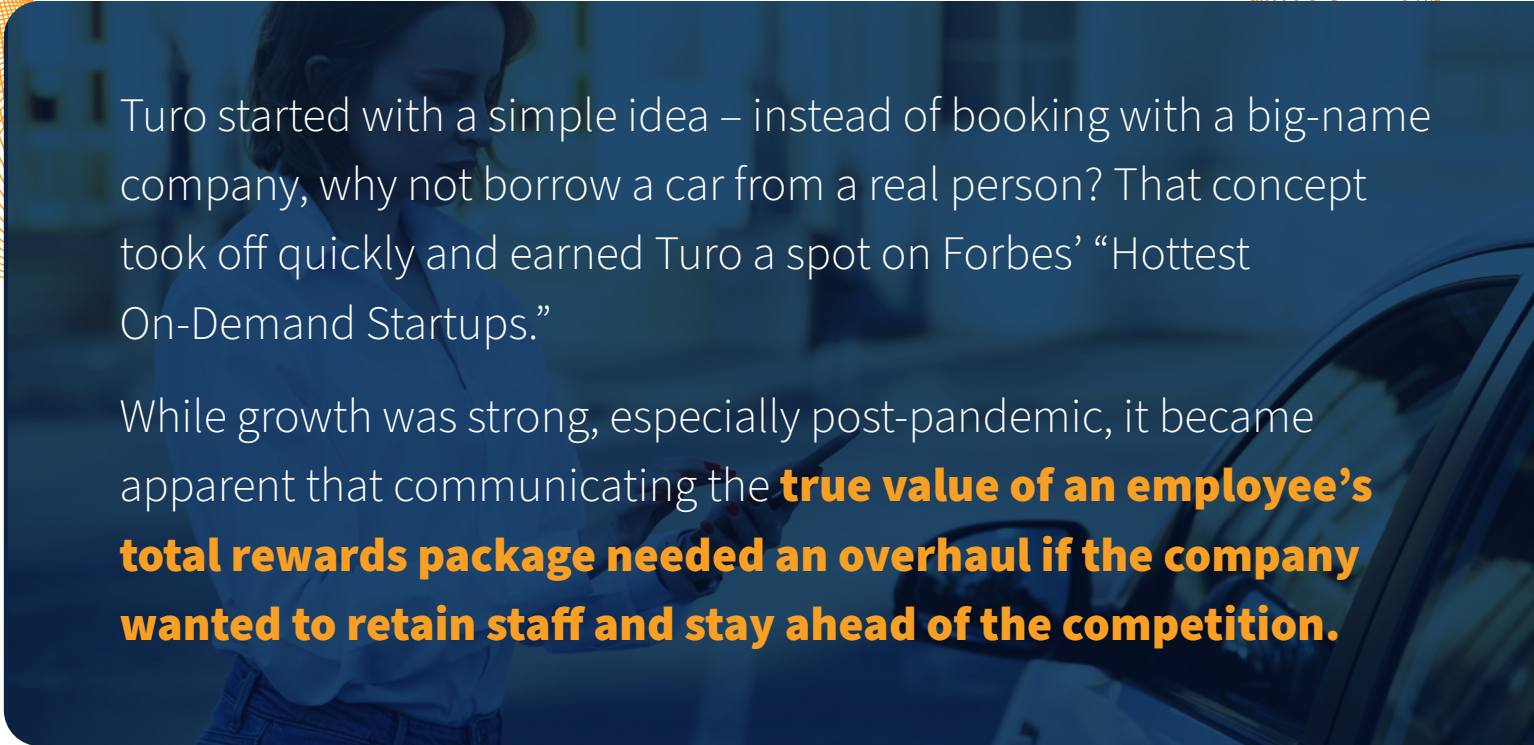




## Driving Employees to Their Full Compensation

How rental startup Turo enhances employee engagement by quantifying all their perks and making it easy to see their best-in-class benefits and rewards.

One of the best parts of working at Turo are the “hidden paycheck” perks – the wide range of peripherals beyond the standard salary and employer-sponsored incentives that employees receive. While the benefits they provide are top notch, a lack of clarity and outreach regarding the total annual rewards process meant employees were unaware of all their incentives. Turning things around required concise documentation and straightforward communications that outlined the complete value of the annual compensation package to help drive awareness and increase engagement.



Turo started with a simple idea – instead of booking with a big-name company, why not borrow a car from a real person? That concept took off quickly and earned Turo a spot on Forbes’ “Hottest On-Demand Startups.”

While growth was strong, especially post-pandemic, it became apparent that communicating the **true value of an employee’s total rewards package needed an overhaul if the company wanted to retain staff and stay ahead of the competition.**

## The Challenge

Since its founding in 2010, Turo has quickly grown to over 985 “tourists,” as employees are known internally, spanning six countries and three continents. This success was driven by a mentality of remaining scrappy and unafraid of challenging the status quo.

The same startup mentality that powered them to such accomplishment wasn’t without its downsides, however. Prior to Alex Shogan, Senior Compensation Manager, and Paul Block, Vice President of People Operations, joining, the efforts involved with overseeing and building the company’s compensation and benefits program was relegated to a general HR function instead of being the dedicated focus of a particular person or department.

While the benefits provided were and remain generous – paid parental leave, learning and development stipends, company equity, personal wellness programs, monthly Turo travel credits, vehicle and cell reimbursement, to name a few – the bevy of rewards were maintained and managed across multiple disconnected platforms.

Collecting and organizing information from a variety of poorly integrated systems was unwieldy, requiring staff to gather data in piecemeal fashion. This inefficient process took valuable time away from HR staff, made it confusing for employees to know what they were getting, and more complicated for managers to understand and communicate the big picture of the total compensation package.

Additionally, Turo's diverse workforce spans the spectrum of titles and functions, from highly technical software developers to business operations and support staff. Their diverse workforce comes with varying degrees of experience and awareness, along with various levels of priority placed on secondary benefits. A conventional annual compensation statement wasn't enough to overcome the obstacles of personnel in different geographic locations with unique backgrounds and personal needs.

Encouraging employees to take advantage of the benefits also posed a challenge. While some benefits are automatically provided, others require employees to actively pursue and use them. If staff and managers don't have a thorough grasp of all their benefits, the value of those items would go unappreciated and the benefits themselves unused. That lack of transparency created frustration and confusion, which could in turn give a false impression that employee benefits at Turo fell short of what other companies provide. For a company trying to expand their staff and reach new markets, those issues could undermine their efforts toward progress.

**“We have a lot of long-tenured people. When we talk about retention, especially for those high-impact players, we want to highlight the full picture so people remember the perks and the benefits that might not be top of mind.”**

*– Alex Shogan, Senior Compensation Manager*

Block, Shogan, and the rest of Turo's leadership were aware through the company's bi-annual employee survey that perceptions around compensation was an area of concern. Getting those numbers up became a top priority. Turning that objective into action required more than conventional static total compensation statements are designed for or capable of providing.

## The Opportunity

Turo has always had “stay small while continuing to grow” philosophy that permeates everything they do. The solution to communicating annual compensation and benefits had to fit within that framework.

Delivering those requirements meant using a purpose-built, fully customizable platform that could deliver efficiency and streamline performance without adding bulk. That's where TotalRewards Builder came into play.

Manual, time-consuming compensation letter creation and distribution was out, replaced with a system that automatically aggregates and assigns a monetary value to the full range of benefits, including the “hidden paycheck” items as Block calls them, and streamlines the delivery through a digital portal emblazoned with branding, imagery, and messaging that feels “authentically Turo.”

When the time came to get the system off the ground, implementation was effortless. “From the very first phone call onward was a really good feeling, a good gameplan ... just really good support,” Shogan said. “Because this is what TotalRewards does, they were in a really good position to help us.”

## The Outcome

From an operational standpoint, TotalRewards Software (TRS) has empowered Turo to streamline and scale toward their goals without losing agility – things that other options couldn't provide.

Anecdotally, employees are commenting on how they hadn't been aware of the full value of what they were getting and are actively planning to take better advantage of their perks moving forward. Similarly, managers are pleased with the simplicity and clarity provided that helps them understand and articulate the full spectrum and value of benefits to their teams.

The dollars-and-cents presentation of the entire compensation package has eliminated confusion and empowered managers and their teams to have meaningful conversations about compensation and growth, especially with perks like equity that grow with time.

**“From the top down, starting with our Chief People Officer and CEO, we wanted to be able to show something tangible to people.”**

*– Paul Block, Vice President of People Operations*

Thanks to TotalRewards, Turo's employees have more knowledge of their benefits, managers have the details needed to have productive talks with their teams about intangibles that might not always be top of mind, and the HR and compensation teams are able to work smoothly and successfully without getting bogged down in hands-on processes.

## The Future

Now after a few years with the platform, Turo is shifting its focus toward how they can leverage the analytics capabilities to take engagement with the full array of benefits further. Whereas year one was focused on getting the system established and building awareness, the perspective looking forward will be focused on using TRS to do more, drive measurable results, and analyze information and trends to make data-backed decisions for continual improvements to the entire total rewards delivery process.





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