



LET'S MAKE EUROPE
A GREAT PLACE TO WORK

**Great
Place
To
Work®**

**EUROPEAN
CONFERENCE
& AWARDS**

14 JUNE
ATHENS - GREECE

European Best People Practices



We Love Building Great Workplaces

Creating a Great Place to Work is a top priority for organisations across Europe. Most have realised the impact it has on organisational performance. As a global research and consultancy firm dedicated to this task, we use our proprietary assessment tools and benchmark studies to help organisations achieve their goal.

A key tool in this regard is our Culture Audit which captures the people practices that drive the employee experience in organisations across Europe. This tool gives us an unparalleled insight into the inner working of these workplaces. Through our national and regional awards events we help organisations celebrate excellence and allow them benefit through strong employer branding once recognised as a Great Place to Work.

In this booklet we share a sample of some practices from our 2017/2018 study. These are shared, not to be copied, but rather to inspire others to develop their own practices that suit their context. We hope this helps to raise the bar across Europe and deliver high performance workplaces driven by high trust relationships.

This treasure of European Practices is now available to inspire you!

- ▶ It stores tested people practices across Europe
- ▶ Covers the entire employee lifecycle: from talent acquisition, onboarding, etc. to retirement
- ▶ Shows HR initiatives that support business priorities such as innovation or customer centricity
- ▶ Captures emerging trends in people practices: smart working, experience-based engagement, digitalization
- ▶ Presents new technologies and applications ready to enhance the employee experience
- ▶ Provides examples of engaging diverse employees into workplaces: new generations, baby-boomers, refugees etc.

It would not be possible to share these practices without the generous agreement of the organisations who believe that making Europe a great place to work will benefit everybody. Please feel free to contact us directly if you would like help in developing a strong culture, built on exceptional practices that drive sustainable performance.



Adina Bigas
Great Place to Work® European Project Manager



**Better for Business.
Better for People.
Better for the World.**

Gamification App: Vision and Roadmap to 2025!

#INSPIRING #VISION
#GAMIFICATION

Takeda Turkey has created an app to communicate its global vision to all its employees by using gamification as a friendly and innovative way of discovering and internalising the organisation's roadmap towards its vision.

With this gamification app, Takeda's corporate vision and philosophy is shared with all employees interactively through an online game. Working in teams, employees were presented with information and asked to answer a series of questions about the corporate vision, mission, values, strategic priorities, partners, principles etc. The winning team planted trees in Takeda Forest in the name of all employees. The app was brought to life by the Turkish HR team and was internally awarded with a Bronze prize by Takeda Global for „Best Launch“.

Brainscape and Flashcards for New Employee Orientation

#WELCOMING #NEOPROGRAM
#TECHNOLOGY

As part of the introduction to IIH Nordic, new employees in Denmark are invited to join a learning tool called Brainscape, a user friendly technical tool available to employees even prior to their first day at work.

Brainscape allows the employees to play a "face game", which facilitates getting to know the names and faces of their new colleagues. Furthermore, employees are introduced to the company using flashcards with fun facts about colleagues as well as cards of a more formal nature such as questions about IIH Nordic's culture or the company in general. This helps employees prepare for their new job and for taking part in some of the more informal conversations that take place in the workplace.

Real-life Examples of Career Path Diagrams

#DEVELOPING #CAREER-PATH DIAGRAMS
#TECHNOLOGY

To show their employees and applicants real career possibilities and development chances within the company, Workday Germany implemented 'career-path-diagrams'.

The programme presents information, examples and patterns on how employees have progressed in their career and how they developed towards certain job positions. Via smartphone, tablet or laptop employees can see for example, that 40% of employees in position X had firstly achieved position Y and then took over the role of Z. Employees can then see clearly which career steps are possible and how they can be achieved.

Train your Mind: Be Positive!

#DEVELOPING #BEPOSITIVE
#FEEDBACK

If we look at online jobsites, there are hundreds of job ads that require a positive, can-do attitude.

But how we can reinforce such a mindset while dealing with millions of tasks every day?!

A tip is included in the induction programme created by Servizi CGN, Italy.

The induction path begins with a three-day training seminar; its aim is to convey the company's cultural identity and to unleash people potential, stimulating the individual creativity, the spread of healthy ideas and attitudes within the company.

One of the promoted attitudes is „Be Positive!“ In order to practice it, new employees keep a daily diary, recording three positive facts about each day during the seminar. The objective is to train our minds and emphasize the positive things that happen to every one of us, to increase and improve the network of relationships, do something altruistic and be thankful to someone every day!

Furthermore, a whole day is dedicated to feedback: employees are taught techniques on how to give and receive feedback as an important opportunity for growth, for both personal and professional development.

Virtual Currencies for Building New Models of Internal Recognition

#THANKING #INNOVATION
#RECOGNITION

Talan France makes available to all Group employees a virtual currency: the Talan coin, based on Blockchain technology, accessible via a mobile app. Talan coins can be received, exchanged and converted into benefits (certifications/training, events, donations to associations, etc.) based on a „peer-to-peer“ logic.

The Talan currency allows simultaneous action on five accelerators of organisational/societal transformation: collaboration, cohesion, horizontality, „gamification“ and skills development. It allows Talan to answer several structural issues:

1. Strong hyper growth: the need for a temporal link between collaborators;
2. Geographic distance of employees: the need for a spatial link;
3. „Natural“ employee appetite for digital tools: the need for a technological link
4. Expectations around new forms of business and management: the need for an agile link;
5. Talan, a business where it is good to work: the need for a human link.



Flexible Benefit Plans that Retain Talents

#SHARING #REWARDING
#DIVERSITY & INCLUSION

A diverse workforce requires a more customised approach with regard to the benefits a company can offer employees. The more relevant they are, the more they respond to employees' needs and have a greater chance of retaining talent.

Goodman Masson Limited, UK, introduced the concept of a flexible benefits package called 'The Benefits Boutique®', which has become central to employee engagement and retention. It is available to everyone. Employees can create a benefits package best suited to their lifestyle by trading up to the value of 20% of their basic salary. The boutique includes: student loan funds, home improvement loans, new parent loans, a mortgage fund, exotic holiday funds, etc...

Healthy People, Healthy Organisation

While one of the most common threats in today's workplace is stress or even burnout, more and more organisations are open to disseminating health-related practices. From physical activities to wellness programmes, a wide range of different resources are made available: relaxation rooms, fun spaces, children's rooms or even mindfulness training.

#DEVELOPING #WELLBEING
#EXPERIENCING

In Ireland, Globoforce put the health and wellness of their employees at an important pillar of the people agenda. Under the three pillars of physical, mental and social wellness the organisation ran numerous awareness sessions, competitions, workshops and activities designed to support their employees' personal health and wellness goals.

The GloboWellness challenge was spread over six weeks. Everyone set their own goals under the three pillars. The challenges not only educated employees on the importance of wellness but also increased social connections amongst peers through the coming together of teams. This approach goes alongside a comprehensive wellness calendar published at the start of the year reinforcing the importance of this area.



Enabling Change and Increased Alignment through Involvement

#LISTENING #CO-CREATION
#BOTTOM-UP CHANGE

Eurofins Information Systems in Germany carried out a “Working Time Experiment” to identify the best work-time model for the company.

Employees of one representative department tested over several months a new working time model. For every model, the development of overtime hours, the amount of flexi-days and the possible change of working behavior were analysed at the end of every month. The results were monitored and published monthly for the whole company.

After a successful pilot phase, the new working time model was chosen to be implemented for the whole company.

This experiment helped to implement and test new ideas without overstraining employees. There was less anxiety and concern since the whole project started as a test instead of being a big and immediate change.

Employees and Customer Centricity

Many typical businesses are developing new products and services, re-shaping their processes and programmes, re-designing their organisational structures or adjusting their tools and systems while putting the client at the centre of the business. Such an approach not only supports delivering customer excellence, but ultimately, fine-tunes the entire organisational culture and, depending on the industry, will be experienced in various ways. Human touch is most evident in the healthcare sector.



#INSPIRING #CUSTOMERCENTRICITY
#INNOVATION

AbbVie AG in Switzerland has a leading role for a European project where every employee, no matter what the role or function, is encouraged to spend a day with a patient or a patient organisation to experience the challenges a patient has to face on a normal day, while better understanding the positive impact AbbVie’s products can have. Approximately 70 employees have already registered for the programme and most of them have completed their day. Many employees found these personal encounters to be emotionally motivating. New employees are also involved in the initiative as part of their induction programme.

An even closer step towards customer intimacy was taken by **Novo Nordisk in the Netherlands**.

“During the last company meeting, the theme ‘See and experience’ was introduced in a very impressive manner: every employee received a bag with all sorts of different tools for diabetes, being told that they would live like a diabetes patient for the next three days. The whole room instantly went silent.

During the following days, blood glucose values were checked, carbohydrates counted, physical exercise was taken into account; people also learned how to insert needles without of course actually injecting the insulin. Novo Nordisk’s own employees who suffer from diabetes were also closely involved in the design and implementation of the programme.

During the programme, all sorts of questions, obstacles frustrations and other responses could be directed towards Novo Nordisk’s Diabetes Care Advisor’s team. The feedback during and at the end of the programme was overwhelmingly positive. As a result, ‘See and experience’ is now implemented as part of the workshops for doctors and other healthcare professionals in diabetes, as well as being part of the company’s standard training.”

Sharing is Caring

Sharing/co-sharing is one of the concepts that revolutionised the internet, creating new models of business that weren’t even considered a decade ago – e.g. the biggest accommodation company in the world is Airbnb, the biggest taxi company is Uber.

But for many people the genuine, simplest form of sharing still makes a big difference.



Better for People. Better for the World

#CARING #CSR #SOCIALINNOVATION
#SMARTPARTNERING

CSR and innovation has slowly emerged over the past few decades to tackle contemporary challenges such as poverty and hunger, environmental challenges etc. While many companies have put CSR on their agenda, there is still a question mark about how social innovation programmes can be most effectively implemented.

Hewlett Packard Austria highlights a creative partnership with a non-profit organisation, a partnership in which HP employees are directly involved as they decide who the beneficiaries of the initiative are to be.

"We have proudly entered a 5-year collaboration with a non-profit organisation that enables individuals to lend money through microfinance institutions to small businesses and individuals, especially in developing countries. Every employee is regularly given the opportunity to lend €20 as a micro-loan to a self-chosen recipient and our company provides the money. To date, we have helped more than 800,000 individuals through this collaboration, with \$625,000 provided by us this year alone. In our opinion, it is a gain for everyone involved and an outstanding initiative!"

In addition, every HP employee can use up to four work hours a month volunteering for local activities of their choice – e.g. painting walls in a retirement home; action day in a refugees' home; gardening with members of a home for the disabled or taking handicapped people to a soccer game.

Secret Angel

#CARING #CELEBRATING
#THANKING

To find additional ways to show appreciation and integrate it as part of their culture, **Wrigley Sweden** has implemented a „Secret Angel“ week.

All employees receive the name of one colleague to whom they will show their appreciation anonymously for an entire week. They are not allowed to reveal who she/he is and are therefore friendly to many of their colleagues, so as not to make it apparent who their protégé actually is. Employees showed great engagement when this week was carried out and appreciation was shown in forms of homemade cookies and a message on the recipient's desk, messages left on cars, gifts and much more. Later on it is revealed who the secret angel was for every person.

#CARING #AWARENESS

Data Communication in Greece had implemented such an initiative for its own employees:

"Aiming to help parents with their expenses, as well as strengthen their environmental consciousness, the company brings together employees who have children in order to exchange their school books and aids they no longer need such as foreign language books, learning materials etc."

Beyond the Employment Cycle: Retirement

#CARING #LIFECHANGE
#INNOVATION

Retirement is an important life change event that is usually accompanied by emotional, psychological, social and economic impacts for most people. Unlike other forms of changes that are more supported during the employment cycle, there are very few organisation that prepare employees for this major event.

The Dutch organisation Cooperation DELA offers its employees a Pension in Sight Training one year before retirement.

This training takes place at a relaxing location and lasts an entire week. Moreover, no leave days need to be taken for it and employees are even allowed to follow the training alongside their partner so they are able to prepare together for this new life phase. DELA pays for the entire course for employees who have been employed by the organisation for at least ten years. If this is not the case, employees can pay for the training but don't have to take annual leave to attend. The course is even available for those employees that want to retire early.

Pets at work

Organizations' boundaries and internal policies are in a continuous change, and in the last years there is more and more openness for pet-friendly workplace policies. Pet-related businesses embrace even stronger a pet-friendly culture, one of these being **Mars in Belgium**.

Mars is a global family company that sells a wide range of products and Mars Petcare is one of the company's divisions. At Mars, we feel that animals make people's lives better, which is why we should be more responsible when it comes to optimising our pets' lives.

Cats and dogs are allowed to accompany employees at work at most Mars offices. This is because pets have a positive impact on the physical, personal and social aspects of work. Moreover, the family atmosphere in the workplace is greatly strengthened by the presence of their four-legged friends.



Gratias ago Matondi
 Merci 감사합니다
 Grazie Dankie Eskerrik Asko
 Hvala Dziękuję Dank u wel
 Dankon Thank you
 Tak Shukran merci 谢谢
 Gracias Obrigado 谢谢
 Danke ευχαριστώ
 ありがとうございます

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