

International Business Excellence Awards 2020

Entry Identification

Entry Title	[REDACTED]
Organisation Name	[REDACTED]
Category Entered	[REDACTED]
Organisation Description	<p>[REDACTED] provides cost-effective, innovative and integrated environmental solutions designed to support UK businesses with a green agenda. [REDACTED]</p>
Precis for awards e-brochure	<p>[REDACTED] proudly supports over 1500 members with Packaging, WEEE and Batteries compliance along with any other environmental requirements they may have. Turnover was [REDACTED] at the last audited accounts and is projected to reach circa [REDACTED] at year end March 2020.</p> <p>[REDACTED] our employees are our business and [REDACTED] they all have great ideas and suggestions for driving the business forward. We create a vibrant, challenging and exciting place of work so that people can really make an impact and where everyone is encouraged to 'always find a better way'. Our employees can shape their own progression and career path and are supported through any training and development activities by the company. There are a wealth of rewards and benefits on offer and the health and well-being of our employees is high on our list of priorities.</p>

Criteria

Summary

Provide an overview of the entire initiative, capturing the most important information from beginning to end. NB. This will be used for shortlisting finalists and the scoring of the written entries but is not relevant to finalist presentations.

During its 10th year of operation, ██████████ set an objective to become an 'Employer of Choice' and 'Best Place to Work'. This is a rolling objective that remains in place in our 14th year. We have implemented a number of initiatives over the last 4 years to work towards achievement of this;

- Part-paid sabbaticals
- Private medical insurance
- Fresh fruit, healthy snacks and fruit/herbal teas provided in the office
- 'Joker-Card' (additional 1/2 day leave linked to positive absence record)
- Additional day of leave on your birthday
- High-performance reward framework
- All encompassing health and well-being programme which sees employees supported with their physical, social, mental and financial well-being
- Annual sporting challenge encouraging as many of the team to take part as possible. The team collectively choose a charity to fundraise for through participation in the challenge
- Volunteering in the community
- Commitment to a minimum spend per year on employee training and development
- Access to employee benefits platform 'Perkbox'
- Flexible working benefit - i.e. option to work from home, flexibility on start and finish times, number of part-time workers
- Quarterly team hero - the team vote for their 'hero' that quarter. Could be someone who's impressed or inspired them or someone who's gone the extra mile for them. The winner receives a prize of their choice to the value of £50
- Quarterly team building activities which range from go-karting to cocktail making to clay pigeon shooting along with an annual Christmas party which sees 100% attendance from our employees year on year
- Autonomy in all roles within the business
- Contributions above the statutory amounts for pensions
- Fully participative culture - wherever possible, employees are involved in key decisions. Non-managers run 'task-forces' which serve to address key organisational threats and opportunities and drive strategic approaches
- Annual review and strategy day organised and run by non-managers - reflection on the previous year and discussion around improved strategies and approach to forthcoming year
- Quarterly performance reviews and individual personal development plans for every employee

Aims and Objectives

- **Be an 'Employer of Choice'**
- **Be the 'Best Place to Work'**
- Support and improve the overall health and well-being of staff
- Provide information and resources to enable staff to make informed lifestyle choices
- Support and improve work/life balance

Expected Impacts/Benefits

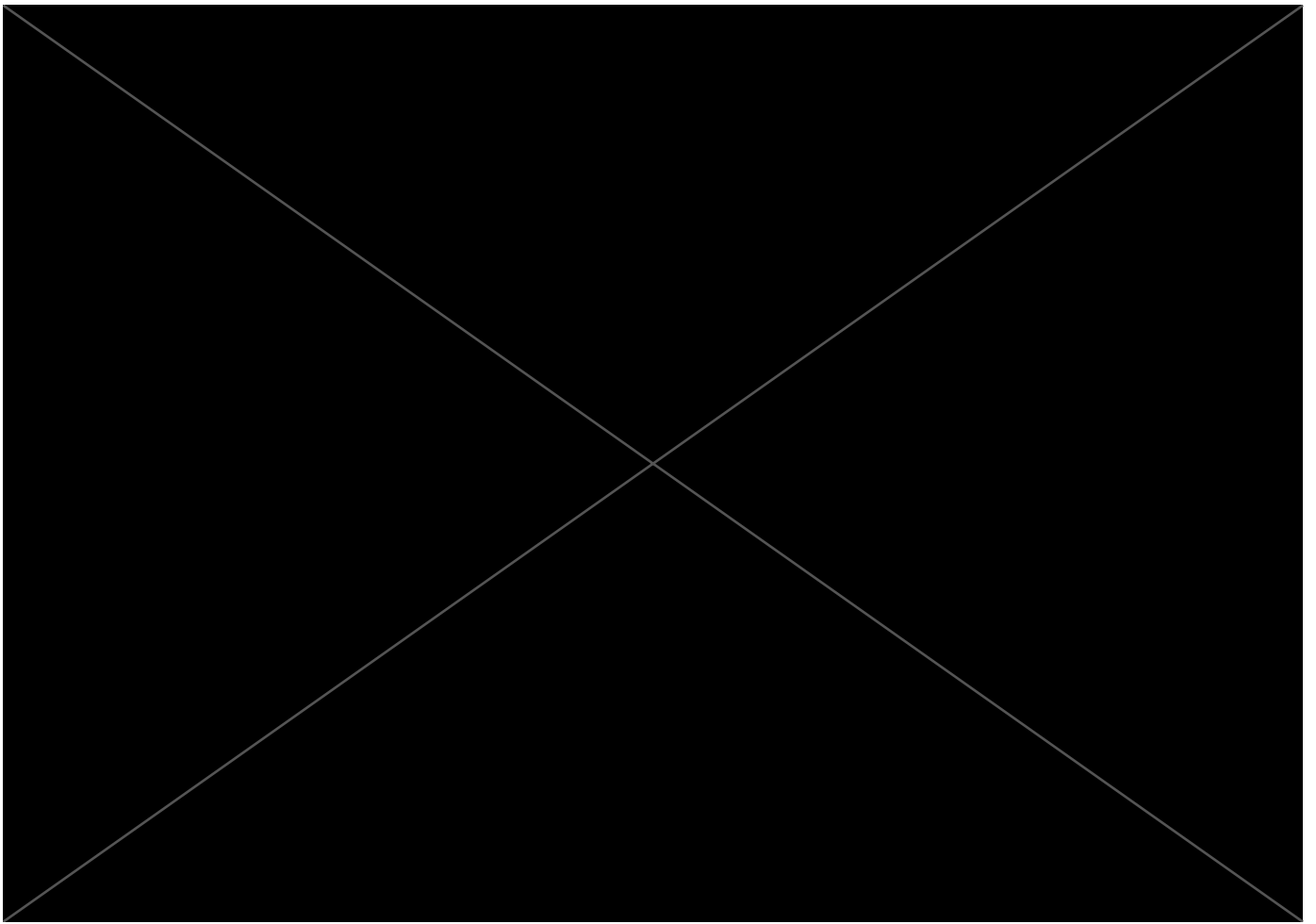
- Enhanced recruitment and retention of employees
- Enhanced employee relations and morale
- Increased productivity/high-performance
- Consistency of low employee absenteeism
- A healthy, happy, motivated workforce
- Consistency in customer satisfaction and retention
- Ongoing organisational success

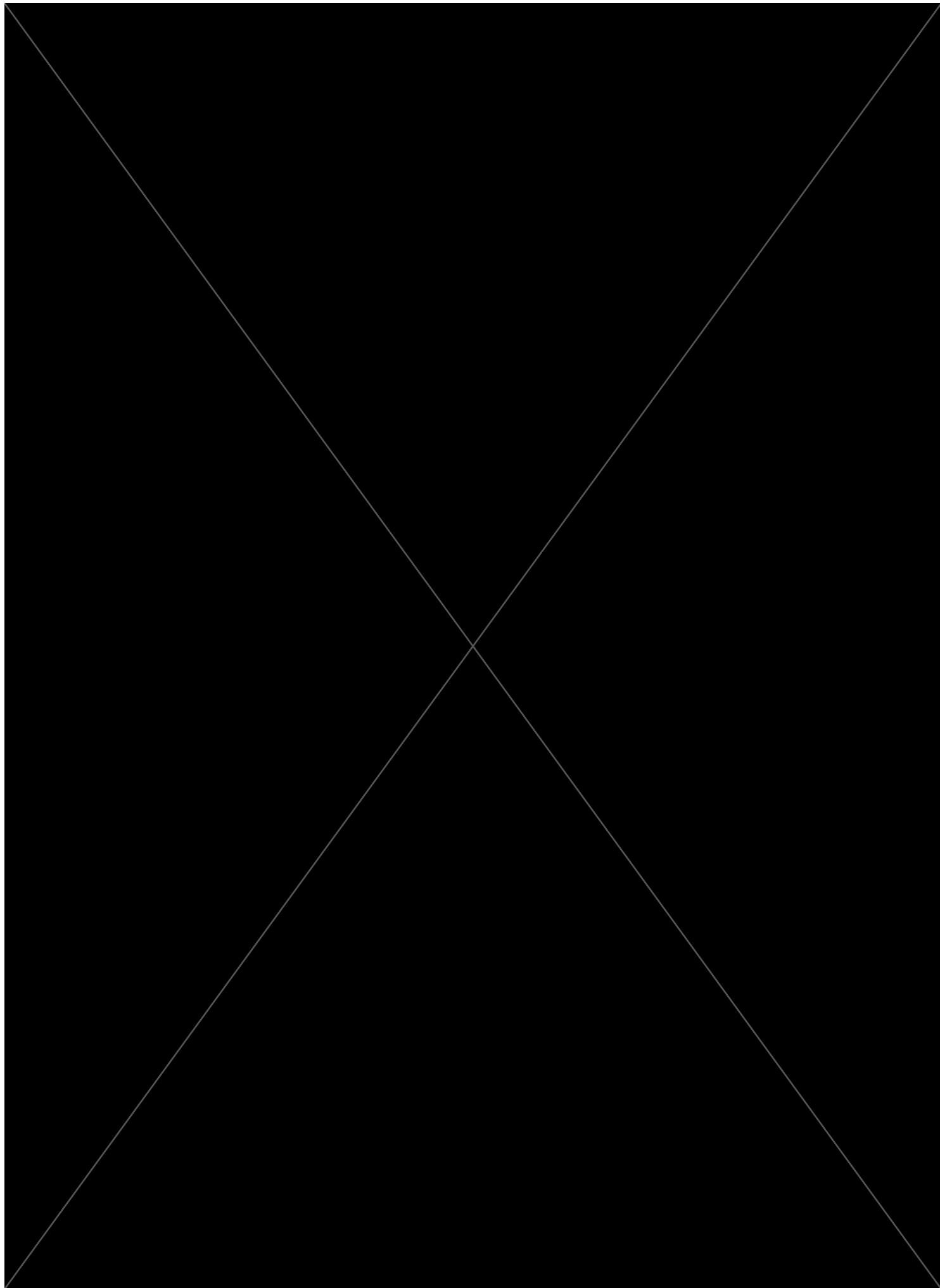
Success Measures

- Annual survey with responses from employees requested in terms of performance against each of the objectives
- Ongoing analysis of employee turnover and absence figures
- Achievement of high-performance (in line with the high-performance reward framework we have in place)
- Financial t/o by employee
- Customer retention figures
- Customer feedback

Actual Impact/Benefits

- Employee t/o decreased since implementation in 2017 from 47% to 10% at YE 2019
- Number of high-performers (as categorised within the HP reward framework) increased from 0% to 15% at YE 2019
- 75% employees believe the programme has improved morale (results of most recent survey September 2019)
- Cost of sickness absence per employee reduced from £445 to £201 YE 2019
- Financial t/o per employee increased from £411,764.00 to £825,390.29 YE 2019
- Customer net promoter score consistently over 85
- Consistent 99% customer retention rate





Business strategy

What was the background to the initiative? How did it meet the strategic needs of the business?

██████████ is an ambitious, forward-thinking business and seeks to recruit like-minded individuals. We have an overall company aim to be an employer of choice and all of our rewards and benefits are instrumental in the achievement of this aim. We employ a number of young, bright, ambitious graduates and there is a wealth of research to support the thinking that this demographic of individuals want and expect more from their employer than previous generations. Our approach serves to deliver against these expectations and ensure we are attracting and retaining the very best employees.

With an ambitious growth plan in place, we were keen to foster a high-performing culture which we believed would serve to achieve our strategic need i.e. high-performing employees deliver high-performance results.

The measures of success speak for themselves in terms of the extent the initiative achieved these needs.

Goals and Objectives

What were the specific goals and objectives of the initiative? What business benefits did the initiative set out to achieve?

The goals, objectives and business benefits we set out to achieve were;

Goals/Objectives;

- To be an 'Employer of Choice'
- To be the 'Best Place to Work'
- Support and improve the overall health and well-being of staff
- Provide information and resources to enable staff to make informed lifestyle choices
- Support and improve work/life balance

Expected Impacts/Benefits

- Enhanced recruitment and retention of employees
- Enhanced employee relations and morale
- Increased productivity/high-performance
- Consistency of low employee absenteeism
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- Consistency in customer satisfaction and retention

- Ongoing organisational success

There was no budget attributed to the initiative - we believe budgets in general to be restrictive. Instead, any element of the initiative is considered in depth before being introduced in terms of the potential cost vs impact. A review is conducted post activity where appropriate, and these reviews inform future decisions. We set out to achieve our aims and objectives within an initial 12 month period along with seeing some evidence of the impact/benefits. This was measured after 12 months in the form of a survey and analytics as appropriate e.g. employee turnover, sickness absence etc and continues to be measured on an annual basis with any necessary additions/updates/improvements made accordingly.

Planning and Implementation

What steps did you take to plan the initiative? How was the initiative implemented? Who was involved and how was communication maintained? What was the target, budget and timeframe. Show results of any challenges along the way and the results against target, budget and timeframe

We carried out extensive research into high-performing organisations prior to implementing element of the initiative and used this as the basis for our initial plan. We introduced sabbaticals, additional holiday for birthdays, private medical insurance, a fortnightly personal trainer and volunteering in the community in the first instance.

We were keen to ensure the initiative would meet the needs and motivators of all employees, and recognised that these would likely vary across the team. We therefore introduced an annual survey to enable us to understand these make adjustments/additions as appropriate. We also engage the team in relation to specific elements of the initiative from time to time. This might involve asking for specific input which will then inform how an approach is shaped. We gather general feedback on an annual basis and in order to continue to meet the needs and motivations of all employees have made some changes along the way such as introducing a flexible working programme, installing water cooler/dispensers in the office, approached the annual sporting challenge differently to allow for improved inclusiveness, enhanced pension contributions etc.

The initiative was implemented on a staggered basis in the first instance with a limited number of elements introduced to start with. Success was measured and feedback gathered on an ongoing basis which then informed decisions around the introduction of additional elements. This was driven by the HR & Ops Director, but communication was maintained via the monthly team meetings and ad-hoc communications which explained any new elements and any related guidelines associated with these. This served to engage the full team in the programme from the outset which we knew would be important to ensure it's

ongoing success.

Stakeholder Engagement

What was the leadership model and who were the relevant stakeholders? How were their needs identified and understood, and how were they engaged in the process?

The leadership model was, and continues to be, very authentic but there is a sense of shared leadership too. The initiative aligns with the company values of trust, commitment and respect and as such is very much embedded in the organisation. All the leaders lead by example and actively promote the benefits of the initiative.

We identified the stakeholders to be all our employees and gathered their input in the initial stages in order to understand their needs. Well thought-out ongoing communication serves to ensure they are fully engaged in the initiative and indeed take advantage of all the elements and reap the benefits.

Additionally, we recognised Managers as being a separate stakeholder group and the fact that their buy-in to this initiative which ultimately fosters the organisational culture would be pivotal to it's success. We therefore held separate discussions with them in order to address any concerns in the execution of the initiative. We continue to hold discussions with this stakeholder group to ensure continued success.

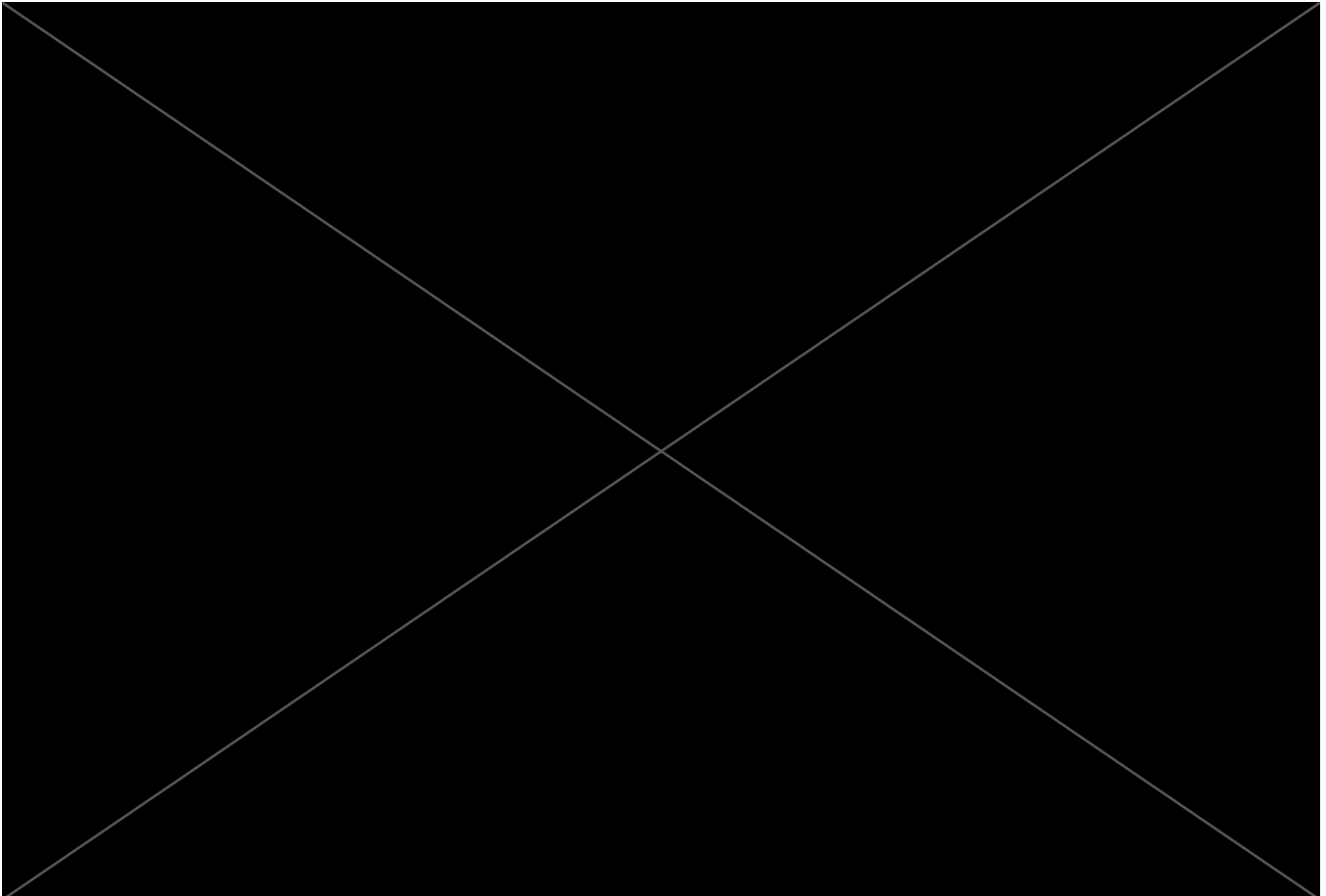
Innovation and Creativity

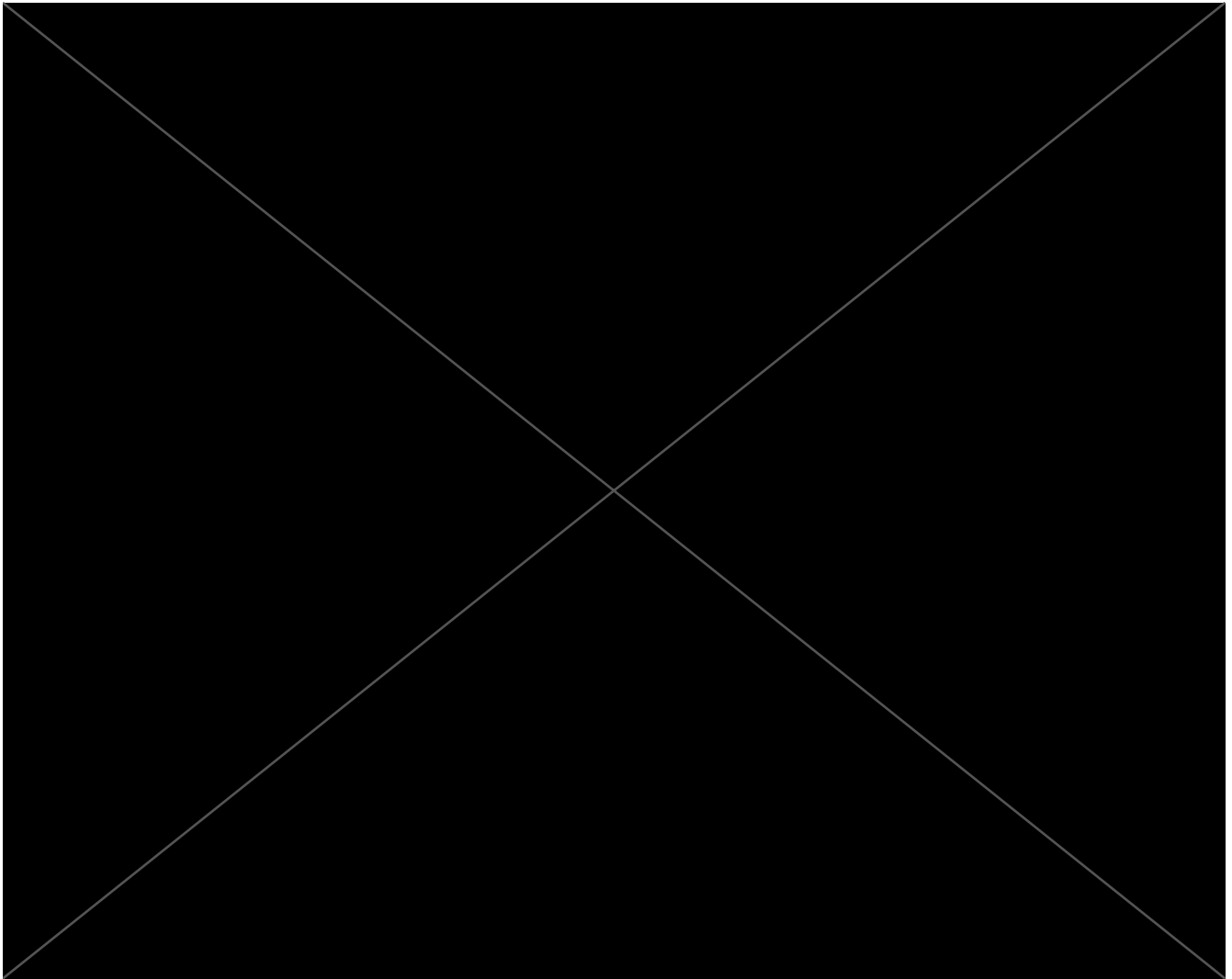
What was especially creative and innovative about the initiative? Was there anything unique or which proved an interesting twist and contributed to the overall success?

We believe that the initiative is unique as a whole in an organisation of our size. For example, whilst health and well-being in the workplace is becoming more and more recognised a report by People Management in May 2019 indicated that still only 26% of businesses in the UK have a well-being programme. The all encompassing and varied nature of the initiative makes it creative and innovative as does the continuous improvement.

We link initiatives within the health and well-being programme to national awareness days e.g. International Day of Happiness, Mental Health Awareness

Day but also put a positive twist on any less motivational days such as Blue Monday. We regularly follow the 'Action for Happiness' calendar and found 'Altruistic August' had a particularly impactful outcome on the day where employees left nice notes for each other unprompted. These days and activities always serve increase morale and create a positive vibe in the office. Contributing to the overall success of the programme by further engaging employees.






Impacts and Benefits

What has been the resulting impact on the business? What other benefits have been achieved in relation to the goals and objectives, and were there any additional unforeseen benefits?



The results against the measures of success speak for themselves in terms of the resulting impact on the business;

- Employee t/o decreased since 2017 from 47% to 10% at YE 2019
- Number of high-performers [REDACTED] [REDACTED] increased from 0% to 15% at YE 2019
- Cost of sickness absence per employee reduced from £445 to £201 YE 2019
- Financial t/o per employee increased from £411,764.00 to £825,390.29 YE 2019

Additionally, we have achieved [REDACTED] accreditation [REDACTED] [REDACTED] this has presented a positive PR opportunity and allowed us to enter multiple business awards. We have been shortlisted [REDACTED]



Some comments from staff in our recent survey read as follows;

- *"I think we are incredibly lucky to have such a wealth of benefits* 

- *"It's so unique that the company do this for everyone and it's invaluable to me"*
- *"The benefits are great and keep me motivated"*
- *"It's good that people have the option to do their own sporting challenge this time - it makes it more inclusive"*
- *"We're very lucky to work for a company that does so much to look after it's staff"*

Finally, following one of our employees becoming a mental-health first-aider and subsequently delivering a session to the team, one employee came forward and shared the fact he suffered with mental ill-health. The company have supported him in managing his illness and made adjustments where possible. He has since shared his story with all the employees within the team which will hopefully serve to help others feel more comfortable about opening up in the future.