

Building Exceptional Business Culture: The 2020 Case Studies



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Welcome



With UK unemployment levels at a record forty-five year low of just 4.2% of the labour force; the impact of Brexit disrupting established routes of talent acquisition; and our High Streets the contemporary face of business volatility and uncertainty, the need to create adaptive, progressive and purposeful business cultures is paramount. What sets organisations apart is not solely the quality of their products or services, but the strength and alignment of their business culture. Your culture uniquely marks out your business from the competition. It is assessed and acted on by your customers; partners; investors; governance providers; and present and potential employees.

The Business Culture Awards were created because organisational culture requires greater study, celebration and recognition. Through these awards, we champion the enabling relationship between a purposeful business culture and a successful business outcome; and our exceptional judges found

that combination in these winning approaches. I would like to thank our principal partner, CultureIQ, for enabling the celebration of this exceptional work; due to their support, alongside that of Hive Learning, businessfourzero, Squire Patton Boggs, the GC Index, The People Space and KellyOCG, we will be able to learn from the winners at events throughout 2020.

In the words of Peter Drucker, "Culture eats strategy for breakfast." These Business Culture Award winners have gained a competitive edge in today's demanding market. I believe that their trailblazing stories will inspire you, and I wish you future success in your own business culture journey.

A handwritten signature in black ink, appearing to read 'Tim Pointer', with a stylized flourish at the end.

Tim Pointer
Chair of Judges,
Business Culture Awards

Overall Winner

and Winners of the Technology & Analytics and Public/Not-For-Profit categories



Business Culture
Awards 2020
Overall Winner



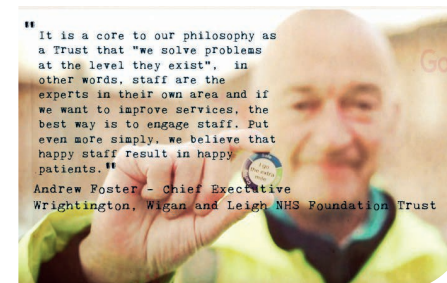
Imagine an organisation where good culture and employee engagement is literally a case of life or death. In the UK's national health service, the NHS, this is a reality, with research showing that poor staff morale and culture can have a damaging effect on patient care. And poor patient care can mean increased infections and patient death.

Back in 2011, this was the scenario faced by Wrightington, Wigan and Leigh NHS Foundation Trust (WWL). It was one of the worst performing trusts in the UK for employee engagement, and this was being reflected in deaths and infection rates. As a major acute

trust with three hospital sites serving the people of Wigan and Leigh, it had to address the issue urgently. With so much riding on the outcomes, WWL couldn't afford to go with the latest fad or unproven methods. It needed to understand the science behind employee engagement and design interventions that would provide a continuous improvement and long-term sustainability. So it took a rigorous, evidence-based approach.

Understanding the science behind employee engagement and designing sustainable interventions

In 2012 West and Dawson had published research identifying that if employee engagement and culture within the NHS was positive, this had a positive impact on patient care outcomes. So, the trust set a challenging target: to move its engagement from the bottom 20% to the top 10% of most engaged NHS Trusts, with the ultimate aim to deliver significant improvements in patient care.



To achieve this, a team led by an occupational psychologist at WWL designed Go Engage, an employee engagement model underpinned by psychological research and theory and focused on nine employee engagement enablers (predictors of engagement) and seven indicators of engagement itself (three 'feelings' and four 'behaviours'). The model was turned into an IT platform that surveys employees, undertakes comprehensive data analytics and produces intelligence dashboards. Employees are surveyed every three months and the dashboards can quickly identify

employees at risk in any one area and the right interventions can be designed and implemented swiftly. In addition to the organisational approach of pulse surveys WWL also introduced its Pioneer Teams Programme where individual teams are empowered to take charge of their own engagement.

These targeted interventions have not only increased engagement (WWL reached its target to be in the top 10% of NHS Trusts in 2014 and has sustained this), and increased productivity but they have reduced sickness costs and, most importantly, had a huge impact on patient care. WWL achieved an 86% reduction in harms to patients between 2007/2008 and 2014/2015, a 93% reduction in C Difficile cases, its A&E was one of the few NHS Trusts to achieve the 95% target in 2015/16 and it has been awarded cleanest hospital for several years since 2011, including in 2019. It has not stopped there though. WWL is now helping others to develop positive cultures. It has partnered with 13 NHS Trusts and is speaking with several other public sector organisations. With features and enhancements on the way, it plans to take Go Engage to the private sector. A true example of modelling the change it wants to see – internally and externally.

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Travel Counsellors

Global independent travel company Travel Counsellors (TC) provides travel experiences to nearly one million travellers a year. Founded in 1994, it was the first in its market to launch a remote working travel business model, empowering travel professionals to run their own franchise business with the backing of a 400-strong central support team.

The model enables the company's business owners, called travel counsellors, to deliver highly tailored itineraries and to be available at a time to suit their corporate and leisure travel clients, including evenings and weekends. But with travel counsellors now present in seven countries, ensuring that this remote working business model embodies an accessible and tangible business culture is challenging.

Caring is a successful business strategy

To meet this challenge the firm uses an in-house, top-grade broadcasting studio to produce and deliver daily programmes to its community, with up to 50 shows broadcast live in key trading months. These can be watched at any time on an internal video hub. To create connections, travel counsellors can Skype or email each host live on every show. The broadcasts feature themes to support counsellors to grow their business and deliver outstanding customer experiences.

TC also promotes a culture of continual learning and development, with an in-house learning management system to provide training on all aspects of travel, as well as best practice business management, boosting mental wellbeing and promoting work life balance. To facilitate human contact it hosts regular events including an annual conference and eight roadshows. There is also TC Kids to help keep franchise owners' children entertained during school holidays, a personal counselling service, mentoring scheme and engagement programmes for partners and spouses, who can go on to become TC ambassadors and brand advocates.



It's no surprise that 94% of people agree they love their job and 92% say they would not consider returning to their previous career. More importantly, this filters through to customer experience, with a satisfaction score of 96% and 62% of revenues from repeat customers. No wonder CEO Steve Byrne says: "Caring is a successful business strategy."

Travelex

Over the past 40 years Travelex has grown to become a leading independent foreign exchange business. But following a significant and challenging restructuring operation to make it more agile in today's fast-moving financial services sector, it was experiencing a dip in morale and motivation. Younger employees had different ideas about how they wanted to be engaged, recognised and incentivised. And it was failing to engage staff, particularly at the frontline.

Travelex tackled these challenges head on with the launch of a unique gamification IP, the RPM League. The league started in the UK with 24 teams and has proved so effective it has been rolled out globally across the business.

Teams compete through gamified competitions with the ultimate goal to be celebrated as 'best of the best' and to receive the Championship trophy at the end of the season. There are now 221 teams in 13 leagues helping to drive performance increases across the business. During League season, metrics across the business have improved, some examples include delivering +32% growth in US retail sales as well as a +10.3% increase in sale profit per transactions, to double digit increases in employee

engagement survey participation and speed to hire, as well as a 68% reduction in customer complaint resolution errors. Similar impressive results are seen when a dedicated gamification initiative or sprint is run.

A customer-centric discipline where hard KPIs are fun to achieve

By focusing on and encouraging team spirit through inter-store and inter-country competition, Travelex has driven a customer-centric discipline as well as pride within the competing teams. The initiative has made "hard KPIs fun to achieve". Gamification principles are now being adopted by Travelex's non-retail support and enabling function teams in the UK and has now replicated the League's success within its parent company, setting up a new league called CHASE - Customer Happiness and Service Excellence.



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Moneysupermarket Group

In 2017 Moneysupermarket Group (MSMG) announced its ambition to 'Re:Invent' business strategy, supported by a cultural shift to be innovative and inclusive. In the same year, it restructured the business, generating a need for increased collaboration and sharing. Following this change, teams said they wanted more opportunities to broaden skillsets, more collaboration to prevent silo working and more time to put training into practice. The engagement survey reflected this, with only 53% of people feeling positive about learning opportunities and 34% about career pathways. It was time to Re:Invent both these areas.

As a vibrant fintech company, traditional learning programmes did not fit

As a vibrant fintech company, traditional learning programmes were not suitable and thus Freedom to Grow was born, designed to create a genuine shift in culture. Research established that blockers to learning included getting budget buy in from management and HR. It was also clear colleagues wanted to drive their own learning agenda.

The outcome was the Freedom Pot: a £300 stipend to spend on development for existing or future roles, projects, side gigs or wellbeing activities. No manager approval is needed and there is no period of grace for new starters – even those working their notice period can use it.



An internal communications strategy launched with every employee receiving a packet of seeds. Sponsor vlogs and key message reinforcement by executive teams followed. After three months, 350 people had accessed their Freedom Pot while by the end of 2018 90% of colleagues had used it.

Inspirational 'How are you spending your Freedom Pot?' case studies are featured in the company newsletter and recorded on the group's LMS. Meanwhile, 88% of employees in MSMG's survey said it was an "amazing idea" and 85% said it had made a huge difference in helping them develop. The Freedom Pot is now one of MSMG's USPs in the race for talent.

Winner

Barclays & Hive Learning

Lloyds Banking Group - Group Culture

In 2017 UK-based Lloyds Banking Group (LBG) launched a three year strategy to transform for success in a digital world. With more than £3 billion investment, it focused on the financial needs and behaviours of the customer of the future. LBG, which has more than 70,000 colleagues, knew cultural transformation was key to delivering the strategy.

Viral change through the creation of a social movement

A core challenge was to speed up adoption and truly embed LBG's three values: 'Putting Customers First', 'Keeping it Simple' and 'Making a Difference Together', 12 group behaviours and four leadership behaviours. After a successful pilot in 2017, the group launched its Behavioural Experiments (BE) programme, through which teams intentionally use the group's behaviours to tackle everyday challenges through a series of small experiments.

Nominated BE Champions build squads to tackle everyday challenges and frustrations. By using one of the behaviours as a focus, they experiment with new ways of working for 12 weeks without adding extra workload to everyday activities. LBG was seeking viral change through the creation of a social

movement. Small successes are shared, inspiring others to join the movement. The firm's top 200 leaders role model the group and leadership behaviours and updates are provided to the CEO and executive team.



Results are impressive and show lasting change. Using a behavioural diagnostic tool LBG found colleagues involved in BE were significantly more positively aligned with group behaviours and more likely to be collaborative, feel more empowered to make decisions, produce creative ideas and feel able to express their views openly.

Moreover, data suggests Champions will continue to use LBG's behaviours even when their BE journey has finished – supporting the habitual behaviour change desired. Plus, they report time and cost savings, process improvement and simplification, increased efficiency and reduced bureaucracy as well as significant customer impact.

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Elements Lifestyle + elaworld

The Elements hair and beauty business already had an award-winning culture but, with both the high street and the hairdressing sector facing economic difficulties as consumer confidence wanes, the team was beginning to feel the impact and there were signs of 'blame' creeping into review conversations, affecting productivity.

In an industry where the 'feelgood factor' is so important and where personal connection and consultation is perceived as 60% of the value of services provided, any shift in energy has an impact on results and profits. The first signs of this were in rebooking success and the attraction of new clients through social media, with the resulting prediction of a loss of £100,000 in retained revenue and the subsequent need to attract 25 new clients a week.

Culture has transformed from one of 'staff' to 'high performing team'

To combat this the focus was on upgrading consultations, social media strategy and presence, and sales skills through a solution-focused programme based on behavioural coaching and lead and lag strengths. According to the team profile, lead strengths were generally creativity and empathy (Fire and Water under the elacode profile) while organisation and focus were lag strengths (Earth and Air). Coaching was put in place to fast track the future talent team while a mentoring

approach was designed to instill belief in the senior team of its ability to change and embrace social media marketing. An external coach was brought in to enable sales upskilling.



The result is that rebookings are in excess of 72%, with the national average being 44%; while new client retention is above 67%, with national averages being 40%. Overall the impact is more than £150,000 of value to the business and the culture has transformed from one of 'staff' to 'high performing team' outperforming industry norms and in the top 1% of independent salons in the UK for business performance and team retention and engagement.

Companies House

Companies House's aim is to be "the best registry in the world achieved through brilliant people working on brilliant systems delivering brilliant services". Its transformation programme has three main objectives – culture change, developing manager capability for improved employee engagement, and finding, releasing and training coaches.

Morale has improved through staff feeling trusted, supported and more accountable for their own development

A review revealed that managers were technically focused and comfortable directing employees generally but lacked the confidence and skill to perform difficult conversations on attendance, conduct and performance. This meant 1:1s were mostly ineffective or non-existent, and there was a high dependence on HR Business Partners to deal with employee relations.

People are at the heart of their transformation, so they utilised their existing coaching network, aligning their objectives to the wider organisational strategy, in order to engage the organisation and change the language used by managers to support empowerment and develop performance.

The original volunteers were asked to complete a thorough interview process to ensure the right people were recruited to become coaches. They had to achieve external accreditation to evidence the professional standards, skills and knowledge they could

The **coaching network** is here to help individuals maximise their potential

provide as coaches. The resulting coaching network provides formal 1:1 coaching for staff based on individual needs and personal development goals. A dedicated 'people coach' provides additional on-the-job support to ensure management and team leadership skills and capability are continually improved, fit for purpose and working effectively.

An external company was appointed to provide a 12-week 'Fresh Air' coaching programme – a blended approach incorporating mindfulness and coaching facilitated outdoors. The sessions were designed to provide staff with tools and techniques to support themselves mentally and physically in an ever-changing working environment.

To measure success, Companies House monitored the number and effectiveness of 1:1s through its Office Vibe engagement tool. This shows morale has improved through staff feeling trusted, supported and more accountable for their own development. All survey metrics are up and fewer absence and poor performance cases are being escalated to HR. And if more proof of effectiveness were needed, Companies House now provides cross Government coaching.

INCLUSION WORKS LEADERS NETWORK

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inclusionworks.co/leadersnetwork



Diversity & Inclusion Initiative Winner

Civil Service Fast Stream & Early Talent

Some 700,000 people in the UK have autism and yet just 16% of autistic adults are in full time paid employment. This, realised the Civil Service, was not just a waste of potential talent to the organisation but also to the wider UK employment market.

The young interns emerge with confidence and knowledge that they can thrive at work

Cue its Fast Stream's 'Developing An Autism Friendly Culture' project which promotes the benefits of neuro-diversity. It set up an Autism Exchange Internship Programme (AEIP) to support those on the autism spectrum by providing work experience, skills events, coaching and other interventions. It brought in multiple stakeholders to ensure success and has enjoyed support from senior leaders, many at Permanent Secretary level, who regularly champion its impact. In total 11 Civil Service departments were hosts in 2018, rising to 18 in 2019, and the number of interns has increased from 19 interns last year to 34 this year.

Ambitious about Autism, a specialist autism agency, supports all elements of the programme, from sourcing young people on the autism spectrum



to providing manager awareness training. Each intern is supported by a departmental buddy and line manager who receive specialist guidance to build their knowledge and capability of working successfully with autistic people. They learn that even small adjustments can enable autistic people to thrive in the workplace.

Highly encouraging results have resulted. Ambitious about Autism reports that 84% of known programme participants achieved a job role, placement or study opportunity following the internship – a huge leap on the overall 16% in full time employment. Importantly, 100% of managers report an increase in understanding of autism, 94% increased confidence in supporting someone in the workplace with autism and the young autistic interns emerge with confidence and knowledge that they can thrive at work. So successful has it been that the scheme has now been taken up by some of the UK's leading employers.

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Learn & Network at Business Culture Events in 2020



We invite you to join us at events running throughout 2020 to hear more about strategies and programmes winning organisations have put in place to build exceptional workplace culture for their people.

These are likely to be focused on one of your strategic priorities; for example creating a more diverse & inclusive culture, or enacting a successful digital transformation. Learn, get inspired, and take away practical insights to inform your own approach. Network with practitioners who have delivered winning initiatives, as well as those at an earlier stage of their journey.



Register for individual events or to be kept in the loop.

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Diversity & Inclusion Initiative Highly Commended

Financial Times

D&I objectives are part of personal objectives on which annual bonuses are based

Since 2017 global business news and information organisation the Financial Times has invested in diversifying its audience with signs of success, including female readership growing faster than male readership. But the group also realised that to succeed in this strategy it needed to ensure it had diversity of background, thought and voice internally.

So at the end of 2017 it launched its first global D&I survey, which showed that only half of respondents understood the D&I goals and perceptions of senior leadership commitment varied across departments. It was also clear that parts of the business had female under-representation.

Goals were put in place at board, company and departmental levels supported by the HR business partners. These included achieving

gender parity in the FT senior leadership team by 2022 (at the time 37% female / 63% male), sharing quarterly progress reports with teams and ensuring they, and the senior leadership team, had a D&I objective as part of their personal objectives on which their annual bonus is based.

A comprehensive programme of sponsorship and development was implemented while it was agreed that all jobs can be worked flexibly and that managers are empowered to make decisions on requests, removing any formal process. Working with coding bootcamp Makers Academy, 67% of junior software engineering hires have been female. Meanwhile, a no 'manel' (all male panel) rule was established to ensure balanced representation at events where FT employees are speaking. To ensure inclusive recruitment practices 50/50 male/female shortlists for all roles are now mandatory.

By September 2018 female representation on the senior leadership team was up to 45%, 53% of people managers were women and women made up 51% of the global workforce. Now the D&I strategy is being developed to incorporate goals across all inclusivity dimensions and the company has appointed its first head of D&I.



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 **Hive learning**

Inmarsat

As a world leader in global, mobile satellite communications Inmarsat is acutely aware of the shortage of diversity in the Engineering and Technology sector. Back in 2017 it had a small graduate programme that needed to change if it were to increase diversity and specifically encourage more girls into STEM subjects and develop its offering.

Insight Days enable school children to learn code, build rocket models and visit operations and control centres

Hiring an Early Careers Business Partner, it put in place a structured programme in 2018 designed to offer meaningful opportunities with defined outcomes.

Enhancements to the permanent full time early careers programmes resulted in an established offering in Technology and Engineering, programmes in Finance and Sales and a further programme within IT that is being introduced in 2020. Inmarsat have hired into a broad range of roles offering apprenticeships and in 2019 became a Top 300 Graduate Employer. The diversity has also flourished with 60% of the 2019 intake being female.

Other initiatives included work experience, school visits and partnering with charities around social mobility. Insight Days enabled

school children from primary and high schools to learn code, build rocket models and visit operations and control centres at their Head Office. Employees have also been able to bring their children into the office, connecting staff who wouldn't otherwise have interacted, there was even a Pie the Exec fundraiser, which created a buzz.



In 2019 they recorded over 1230 hours of volunteering by employees for educational engagement initiatives and 110+ work experience placements were confirmed. Some 900 school children have been reached through STEM outreach and a number of students have joined Inmarsat for paid internships. Employees have reported a sense of giving back and have been moved by some of their experiences working with young people. At the end of 2019 the company broadened the global programme to work with communities such as those leaving the military as part of their commitment under the Armed Forces Covenant signed in 2019.

Sainsbury's + t-three

In 2018 supermarket group Sainsbury's, which employs 178,000 people in the UK, completed one of its largest reorganisations to meet the challenges of today's fiercely competitive retail food market. New roles were needed for the next generation of leaders, with better pay and increased levels of responsibility to improve engagement and help Sainsbury's future strategy.

The company wanted a programme to accelerate high potential employees into leadership positions. Delivered by internal L&D managers, it required a deep understanding of the business and the technical/behavioural skills needed to be an outstanding store leader and custodian of the culture within Sainsbury's stores.

Sainsbury's appointed behavioural change consultancy, t-three, to design this innovative blended learning programme. Following consultation with the business, a bespoke online learning platform, Trainee Manager Launch Pad was created. A self-directed training approach was adopted, supported by the platform. Action learning sets, online learning, on-the-job learning and in-store challenges were all used. Each month new topic areas were introduced by Store Heroes – senior individuals who role model the behaviours Sainsbury's looks for in their colleagues.

It opened my eyes to how I want to behave as a leader

Outcomes surpassed expectations. One of the key objectives was to place people into Grade 3 management roles within six months, when it had previously taken two to three years. By the end of the six-month programme all trainee managers were placed into Grade 3 or higher roles. Even better, 80% of trainee managers went into even more senior roles as store manager roles, 96% of all online goals were completed and on average a 93% improvement was recorded in the goal areas set. But it's the words of participants that perhaps show best the impact this programme has had. As one says: "This programme changed me as a person for the better outside of work, as well as inside." Another adds: "It opened my eyes to how I want to behave as a leader." These participants are truly living the Sainsbury's values.



XPO Logistics

US logistics company XPO Logistics has more than 100,000 employees worldwide and 22,000 staff in the UK at more than 280 locations. It sees safety, health, welfare and wellbeing as a critical driver of engagement in a business where colleagues work in a multitude of different roles. Building on the success of its health and safety behavioural change programme 'Road to Zero' (zero accidents or incidents), XPO set about developing a wellbeing strategy that is inclusive, far-reaching and has something for everyone. As part of employer brand strategy 'Our Difference', the wellbeing brand 'Your Wellbeing' was created to enable colleagues to own their wellbeing with the help, support and tools XPO was providing. The company introduced a Wellbeing Index to understand how colleagues felt about XPO's support for wellbeing and the types of concerns they had. Research also revealed that mental health and/or stress related illness was the largest reason for absence, followed by musculoskeletal conditions.

A comprehensive approach focusing on physical, emotional and financial wellbeing was implemented, based

Enabling colleagues to own their wellbeing with help, support and tools

upon a number of core principles, including empowering colleagues to develop their own knowledge and understanding of wellbeing, allowing them to make informed choices about their health, wellbeing and safety within the workplace and developing effective partnerships with specialist organisations both nationally and locally. An online portal provides personalised tools for colleagues and their family members.

Success is measured through absence, turnover, employee engagement and Wellbeing Index scores, all of which have seen improvements since the launch of Your Wellbeing. In addition, XPO was awarded the number three Best Places to Work in the UK, Glassdoor Employees' Choice Award 2018, and the programme is being developed further this year with a Driver Wellbeing programme focusing on safe driving, physical health, resilience and emotional wellbeing.



Banfield Pet Hospital

As the largest general veterinary practice in the U.S. with more than 1,000 hospitals and 19,000 associates, Banfield Pet Hospital takes seriously its responsibility to proactively address the challenges that exist within the veterinary profession.

For example, high levels of student debt are plaguing the veterinary industry, with the American Veterinary Medical Association estimating the average debt of most veterinary college graduates is more than \$180,000. The industry is also facing a mental health crisis, with the Centers for Disease Control and Prevention estimating one in six veterinarians has considered suicide, and one in 10 suffers from severe psychological distress.

Seeking to raise the bar in health and wellbeing for the benefit of associates, pets, the broader veterinary industry – and society as a whole

Banfield is a firm believer that high-quality, compassionate veterinary care for pets starts with healthy, energized associates. As such, the practice created a health and wellbeing program to build awareness and education through programs, tools, benefits and services that support their associates be their best selves. This includes launching Banfield's



Veterinary Student Debt Relief Program in 2017, an industry-leading initiative aiming to address the significant impact student debt can have on associates' financial and thus mental and emotional wellbeing.

Banfield's health and wellbeing efforts and initiatives are driving positive feedback and results. For example, since launching its Veterinary Student Debt Relief Program in late 2017, more than 45% of their over 3,500 veterinarians are participating in the program, and Banfield has already contributed more than \$8 million toward helping their veterinarians pay off their student loans as well as enabled nearly \$14 million in educational debt refinancing for associates.

And the practice's efforts are not stopping there. Banfield remains committed to raising the bar in health and wellbeing to create meaningful change and make a positive impact on their associates, pets, the broader veterinary industry – and society as a whole.

West Midlands Trains



When West Midlands Trains (WMT) took over the franchise of London Northwestern Railway and West Midlands Railway in December 2017 it needed an up-to-date uniform for its 2,000 plus employees. What this meant, of course, was a large amount of clothing that could no longer be used. The question was how WMT could dispose of its old uniform without it going to landfill.

Finding a remedy that benefitted the community first and foremost was a top priority: no one wanted to see perfectly good clothing stock be disposed of if it could be repurposed elsewhere. Enter employee Jon Harris, integrated transport, accessibility and development manager at WMT. Having been part of the Salvation Army since he was a teenager, he approached the organisation to ask if it could help.

The Salvation Army Trading Company (SATC) stepped in to repurpose, de-badge and either sell the redundant uniforms in its network or 200 shops or repurpose them into other usable materials. For example, interview

and work wear has been given to people seeking employment and work experience. Other used items have been shredded and turned into insulation, mattress fillers and even soundproofing for cars. During the 12-week donation process clothing handovers were organised between WMT staff and Salvation Army stakeholders and various locations, with more than 50 people involved.

To evaluate success, WMT focused on the number of items donated (more than 5,000), amount of landfill saved (at least 15 tonnes), number of WMT and SATC engagements and number of people supported with clothing. On the back of the initiative WMT is now working with the Salvation Army (SA) to site clothing donation banks at railway station car parks and the SA's Employment Plus programmes is partnering in a free rail ticket scheme for those needing to get back into employment.

Benefitting the community first and foremost was a top priority

Sunbeam Studios

Creating a positive work environment that's cutting edge, profitable and sustainable can be challenging in fashion and film where sustainability has only become a buzzword in the last couple of years. And especially when you are a small but growing business with pressures on time and budget.

But Roxy Erickson, Director of Sunbeam Studios, has been putting sustainability at the heart of the photographic studio from the beginning. Since 2005, Sunbeam has only used renewable energy and Roxy ensures that each staff member feels ownership around a sustainability goal of their choosing.

Everyone at Sunbeam was involved in creating its first Sustainability Report and able to take what they learned from it to evolve the studio's sustainability plans for the future. The goal is to become carbon neutral in 2021 and staff apply what they've learned throughout the business and day to day.

Each staff member feels ownership around a sustainability goal of their choosing

As well as helping to care for the environment, Roxy has created a caring culture for Sunbeam's staff. She includes her team in the hiring process so the potential new team member really knows whether the job is right for them before coming on board. In her spare time she spreads the word, attending and contributing to networking panels on sustainability and consulting other industry professionals on how they can be more sustainable.

Sunbeam is one of the top five photo studios in London with regular clients including Rihanna, Stella McCartney, Vogue, Victoria Beckham and Tatler and is proof that businesses can be both sustainable and successful. During Roxy's tenure its turnover has more than doubled and they've gone from two to 14 permanent staff and around 25 freelancers.



OneSavings Bank + Culture Consultancy

OneSavings Bank (OSB) has grown exponentially in the past eight years, from 200 to 1,205 employees across Kent, Hampshire, London and Bangalore, India. But this growth has meant a number of challenges. Culture, behaviours and motivation depended on location, team and managerial style; OSB's mission was little known nor understood; and, to top it all, their results in the 2017 British Banking Standards survey fell well short of the Executive team's expectations, particularly around the organisation's purpose, values and the sense of ownership throughout the organisation. It was time to act.

It has embedded values to drive fairer customer financial solutions

The Executive team set ambitious objectives, including generating company-wide understanding of their new mission, vision and values (80% achievement by end 2019), putting improved customer-centricity and experience at the heart of its internal behavioural changes and becoming a company of choice to work for. OSB commissioned Culture Consultancy to help them understand the existing culture (including enablers and inhibitors of performance), and to work collaboratively with the business to define a mission, vision and values. They then developed behavioural competencies and fine-tuned their employee value proposition, before

embedding the newly defined culture throughout the organisation.

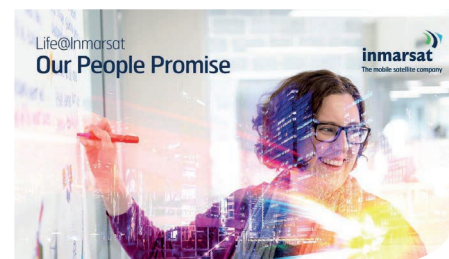
Through engaging internal communications, values immersion days, and embedding the new values and behaviours into day-to-day work practices like job descriptions, performance management, talent development, procurement, governance and audit, the bank has over-achieved its targets. Its employee survey showed 95.54% understood the mission and values and 94.73% the vision; 81.26% found the immersive activities useful in helping them understand what it means to them and their role, rising to 86.4% in India. On top of that, OSB then went on to make the Sunday Times Top UK 100 Companies to Work For, while OSB India won the Great Place to Work award 2019.

Moreover, it has embedded the values into external initiatives to drive fairer customer financial solutions, including 'listening panels' to create more customer-centric solutions and case-by-case underwriting of mortgages – a fairer solution to competitors' one-size-fits-all algorithms.



Inmarsat

As the world leader in mobile satellite communications, Inmarsat connects organisations on land, at sea and in the air. In short, connectivity is in Inmarsat's DNA.



So, when the company's Chief People Officer, Natasha Dillon, joined in 2017 she was keen to learn how well the company's brand connected with its own people and future employees. She found there was something missing and that a better way was needed to articulate the company's Employee Value Proposition (EVP) to help attract, engage and retain the best people.

An EVP project team was created and set to work. Research was conducted with more than 100 employees in eight countries asking questions such as "what makes us unique?" and "what matters to you?" A culture survey was carried out, previous employee engagement surveys were revisited and competitor analysis conducted.

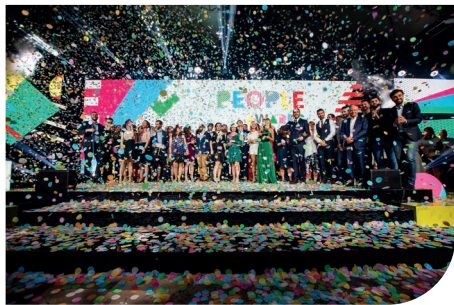
The result was the global launch of a new EVP - branded Our People Promise - in 2018 defining six pillars including your career and growth, and reward and recognition. Narrative themes included 'we hire and inspire the innovators of tomorrow' and 'we are a force for good'. The EVP was embedded across all employee touchpoints from May 2018, including a culture-focused careers website, the introduction of values-based questions in recruitment interviews, updating of the employee recognition and the integration of value messages into internal communications.

It absolutely transforms our potential as a business

Within a year workplace culture had advanced in three areas: attraction/ recruitment, employee engagement and business performance. The company recorded its highest-ever employee Net Promoter Score of 20, overall engagement has risen to 7.8 out of 10, and the business announced 5.3% revenue growth in 2018. So, it's no surprise to hear that CEO Rupert Pearce sees the initiative as the foundation of a process that will "absolutely transform our potential as a business".

Ringier Axel Springer Polska + Impact

Ringier Axel Springer Polska (RASP) formed in 2012 after one of the biggest mergers in the Central Eastern Europe publishing market involving four separate organisations, but specifically Ringier Axel Springer (RAS) Polska and Onet.pl. These two companies had many differences including distribution channels – RAS predominantly print-based media and Onet a digital publisher, the largest Polish web portal.



The most difficult challenge was cultural, RAS having a global corporate culture and Onet a start-up feel. The absence of an agreed approach to culture resulted in a high level of mistrust. RASP partnered with leadership and culture change company, Impact. They worked closely with the Group Executive Board, HR Director and Transformation Team over three years on two behavioural change focuses – leadership and culture – and were always aligned to current business strategy.

Stronger leaders were needed at all levels to create and sustain a common culture of trust and engagement across the organisation. The cultural transformation was also needed to enable an agile business approach.

The approach took in experiential learning, simulations, community action learning, real business discussions, self-reflection, coaching and virtual meetings, designed to create opportunities for people to experience and learn from their emotions, challenges and situations. It also meant content appealed to different learning styles and diverse groups.

Content appealed to different learning styles and diverse groups

Three years and 20 initiatives later there are clear indicators of success. Engagement survey participation rose from 59% to 82%. There is a more collaborative and co-operative culture, including a project to establish a set of RASP values involving more than 500 people. Key leaders have developed their leadership capacity and increased trust, with 72% of managers saying they have developed new leadership skills and knowledge. And the common cultural language has, as one board member says, enabled the business to have strategic discussions in a wide range of languages.

Schroders

Six years ago Schroders, one of the world's leading asset managers, launched a project to relocate its global headquarters to 1 London Wall Place in 2018, bringing the majority of its 2,500-strong London workforce into one place. The project was an innovative opportunity to create a modern, inspiring and efficient working environment that employees would be proud of and enjoy coming to work in, as well as supporting the firm's focus on attracting, retaining and developing a deep pool of talent.

A change network of 150 representatives was formed to ensure employees' needs were considered and the end result was geared towards supporting an environment focused on collaboration and wellbeing. The headquarters include substantial green space encompassing over 35,000 square foot of roof terraces, new public gardens and elevated walkways. There is a wellbeing suite which offers on-site dentistry, GP, nurse, physio and cognitive behavioural therapy, as well as access

An uplifting environment that would attract and develop a deep pool of talent

to a multi-faith room. The building also offers shower facilities and bike spaces for those who run or cycle to work.

To ensure maximum natural daylight, employee workspace is focused towards the windows around the outskirts of each floor, while amenities such as training rooms, the gym and restaurant spaces also benefit from an abundance of natural light. Affirming these efforts, a survey conducted eight months after the move revealed that 83% of UK employees said Schroders' management is interested in the wellbeing of their employees - 13% above the UK financial services industry norm. An impressive 91% of UK employees said they would also recommend Schroders as a good place to work - 12% above the UK financial services industry average.



DP World

Global logistics company DP World has a portfolio of over 150 operations in over 45 countries across six continents. Its diverse workforce encompasses more than 46,000 employees from 120 countries. In 2016 a YouGov survey showed that only 10% of parents in the United Arab Emirates believed trade and logistics was a good career prospect for their children, a concern given that 90% of all goods and freight is shipped, so there is a need to attract new talent to the sector.

It instils awareness about value of trade while addressing schools' regular curriculum

To tackle these perceptions while also enhancing existing employee satisfaction, skills and commitment, DP World developed the Global Education Programme. The programme is delivered by employees in schools across the world through volunteering leave. It is designed to instil awareness about global trade and the value of trade while addressing the school's regular curriculum, particularly in developing economies where DP World has presence. The company worked with specialist education agency EdComs and consulted with teachers.

Modules include what sustainability means and how ports and shipping can be sustainable; illegal wildlife

trade and how to tackle it; how maths improves the efficiency of container transport; and which geographical features make a good location for a new port. They are available to different age groups, for example for 8-11 year-olds there is a series of illustrated characters representing DP World's diverse workforce. Employees receive lesson plans, guidance, activities and worksheets to enable an engaging session.



DP World aims to reach 34,000 young people by 2020, with 70% reporting a positive impact. So far the programme has run in 21 countries. Feedback finds 96.6% of pupils saying they learnt something new, 97.3% of teachers saying it provided something their school could not and 94.5% saying they would recommend DP World as an employer to pupils. Meanwhile 96% of employees say it improved their commitment to DP World, 97.5% that it improved their communication skills and 94.4% that job satisfaction had improved.

Xellia Pharmaceuticals

It's been an exciting decade for Danish firm Xellia Pharmaceuticals. With a 100 year history, it was bought by private equity in 2008 and began a transformation to turn it from a 700 employee-strong generic B2B company, supplying 'big pharma', to a specialty pharmaceutical company selling treatments for serious and often life-threatening infections directly to the hospital market in North America, in addition to supporting its established B2B customer base globally.

In 2013 it was acquired again, this time by Novo Holdings A/S. Executing on their strategy, the company realized in 2015, that with employee numbers more than doubling to 1,500, it was no longer the company it used to be, yet it was also not the company it wanted to be. It had added significant complexity, and time was running out to transform successfully.

Employee-created Values and a set of behaviours speaking to hearts and minds

Xellia identified some of its main challenges to be related to people and organisation. To enable a vertical integrated value proposition and accelerate time to decision and execution, it needed to move from a fragmented culture with scattered sponsorship to a 'One Xellia' culture.

'One Xellia' was sponsored by the executive leadership team and guided by the People & Organization function. It included three major

elements: establishing a business purpose, supporting values and a set of behaviours speaking to hearts and minds outside and inside the company; making 'One Xellia' a part of the people strategy; and establishing a Leadership Promise that leaders would role model the culture and release the engagement potential of employees.

Activity included workshops to define 'who we are at our best', multimedia communication, the performance management process, the creation of 'basecamps' of engaged and committed leaders, and the use of nudge techniques.



Since implementation Xellia's employee survey shows a rise from 69% to 78% for leadership, 72% to 82% for co-operation and 68% to 74% for creativity and speed – and the company believes it has now laid the foundation for a learning organisation.

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Sanofi UK + Rubica Change & Analytics

The relationship between pharmaceutical companies and the NHS is undergoing rapid change, with the latter experiencing rising demand for medicines and increasing cost pressures, while needing to deliver better value and improved outcomes for patients. Sanofi Diabetes & Cardiovascular (DCV) saw this as an opportunity to improve the way its people worked together to better serve its customers through shifting ways of working from short-term, price-focused conversations, to longer-term negotiations based on customer insight.

It worked with Rubica Change & Analytics to achieve this through Key Account Excellence (KAE). To enable the vision, a change of mindsets and behaviours was required; barriers had to be broken down between field and back office teams that influenced their agility, speed of execution and how they worked together; and an environment had to be created where everyone felt equipped, empowered and able to work together to develop 'the best way' to engage with customers, add value and improve the way Sanofi worked with the NHS.

The strategy included discovering existing beliefs and behaviours of teams that would support or hinder the success of KAE and looking for 'cultural hotspots' that could be amplified or replicated elsewhere in the business. To bring the vision to life a mentoring workshop and toolkit was rolled out to provide a

practical framework and encourage critical thinking and develop capabilities that would enable KAE.

After just four months results were shared and celebrated. Medical and marketing teams became involved – supporting the need to combine forces to better serve the customer – and Spearhead Accounts were introduced: high-calibre, cross-functional project teams focused on applying the principles to a small number of important customers.

'Cultural hotspots' were amplified and replicated elsewhere in the business

A Step Ahead group champions KAE ways of working and inspires colleagues to embrace best practice, embedding the 'new' as the 'norm'.

Sanofi asked London Business School to measure the execution of its strategy associated to KAE. The impressive results place Sanofi DCV in the top 25% of businesses efficiently executing their strategy and rate it highly in the four key areas of alignment, performance, coordination and agility.



Allied Irish Bank UK

Against a background of distrust in banks and increasing regulation, Allied Irish Bank UK (AIB) has faced continuous challenges over a decade. It had to tackle some deep-rooted challenges but more importantly it had to rebuild a business that's fit for the future. Its people no longer felt empowered to make decisions and were reluctant to take any ownership. The firm recognised that it had to refocus and put the customer first.

Leadership has led by example through greater visibility and stronger communication

In December 2016 a reorganised senior management team made cultural ambition the foundation pillar of its One UK strategy, focused on inspiring employees to shift mindset and behaviours towards balanced risk, innovation and a customer-centric approach.

A series of interactive culture 'hackathon' sessions were used to evaluate the hypotheses for the future culture and explore the impact on capabilities, mindset, environment and customer. These informed a culture model based on six pillars: organisation, leadership, energy, relationships, communication and action.

AIB identified the desired behaviours for each of these pillars and conducted a series of 1:1s and interactive focus groups to measure progress against the behaviours. The strategy has delivered: the bank's iConnect and culture surveys resulted in a score of 4.34 out of 5 and a positive attitude to change and commitment to working at pace. Leadership has led by example through greater visibility and stronger communication, with 77% of survey participants agreeing they were "able to make decisions without always checking with my manager".

But, of course, what matters most is business impact. In 2018, the bank reported a 33% increase in new lending, operating contribution up 32% and net increase income up 22%. Moreover, the culture programme has helped to build a business that's fit for the future, with the right capabilities and ways of working necessary to enable the bank's goals and ambitions.

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Best Medium Organisation Winner

Peel L&P

Peel L&P is a regeneration business that owns and manages 12 million sq ft of property and 20,000 acres of land and water. Following the appointment of a new HR team in 2013 an audit of company practices found people management, leadership, culture and communication needed some improvements. Development for all and in particular leadership development was minimal. Turnover in the first year of employment was a massive 40% and much of this was attributed to how individuals were being led and managed within their teams.

All attendees receive a personal invitation letter from the Deputy Chairman

To remedy this Peel L&P worked with Dale Carnegie Training to create a 12-month leadership development programme, Ambition, following a successful pilot. All attendees receive a personal invitation letter from the Deputy Chairman, encouraging participation and recognising their importance to the ongoing success of the company. Line managers are given a guide to help them ask the right questions before and after each session, encouraging them to take time to support the learning experience.

Sessions include self-confidence, management skills, dealing with

change and the ability to maintain a leader's mindset. Each day starts with objective setting and is followed by an accountability discussion to ensure learning is put into practice.

Since launch, 130 leaders have been developed and 96% of people now say their manager treats them with respect and appreciates them. Management and leadership effectiveness scores have improved by 14% and 10% respectively. Staff turnover has fallen from 13% to 9% and reasons for leaving have moved away from being about managers in most cases. A return on investment project is now in place and members of the first cohort are mentoring new cohorts. As for the bottom line? Peel L&P has grown by 30% in the last three years – proof that focusing on the impact of culture change drives performance.



Moving forward Peel L&P have further developed their culture through a launch of their new People Promise, Vision and Values in 2019 and will be continuing to embed these through engagement activities, onboarding and development in an exciting 2020.

Highly Commended
OneSavings Bank + Culture Consultancy

Croud



When digital marketing firm Croud launched in 2011 it not only wanted a different business model but also to give employees – both in-house and within Croud’s network of on-demand digital experts known as ‘Croudies’ – a better work-life balance and more flexibility. But as the company grew, maintaining the same company culture and connection with everyone started to become a struggle and inconsistency in culture began to appear.

It was clear Croud’s 10 values were not imprinted in its culture and were not being used actively. Decision making was being affected and recruitment, sales and marketing activities were suffering. Croud realised it needed to make their company culture and values part of its DNA.

Following a global staff survey, three core values were identified: passion, integrity and imagination. These were launched into the business and put into practice in a number of ways, from values ambassadors to embedding in performance reviews. Informal listening groups were also

introduced to enable team members to share what they like and dislike about working for Croud. Additionally a ‘Lunch with Founders’ initiative was launched by both co-founders, Ben Knight and Luke Smith, where new starters are invited for an off-site lunch to encourage open communication.

In 2019, Croud launched a ‘Bonusly’ incentive scheme which allows employees to reward each other with ‘Croud Coins’, which are redeemable across various vendors and simultaneously relate each reward to at least one of the values. Plus, the teams moved into new offices in 2018, which provided creative and comfortable spaces for collaborative, as well as independent, working.

The initiatives worked. Croud’s Glassdoor rating is 4.7/5 and 1,038 bonuses were given across the business in one month alone. By embedding the values into performance reviews, employees have clear, consistent objectives, as well as a better understanding of how their work ties in with overall business goals. As a result, in the last three years, employee retention is at an all-time high and Croud has been included in the Sunday Times Best Small Companies to Work For list and Campaign Magazine’s Best Places to Work For ranking.

An incentive scheme allows employees to relate each reward to at least one of the values

TIPi Group

A commitment to putting people over profit has been pivotal to growth at specialist digital agency network TIPi Group. TIPi Group launched with their flagship agency, ROAST, in 2015 with just five members of staff, no clients, no permanent office and no business certainty. Coming from humble beginnings, the company knew it needed to do something special with its culture if it were to attract the best talent. Four years on and the firm now has 65 employees servicing 40 clients across four specialist digital agencies under the TIPi Group umbrella. Each has unique specialisms but share a common set of cultural values: collaboration, authenticity, purpose and restless minds.



To get to this, one of the first things it did was launch Houses (Gravy, Horseradish, Mash, Stuffing and Cauliflower Cheese). These Houses enable new starters to be supported not only by their immediate teams but also by staff from different departments, agencies and levels of seniority. Houses gain points in activities and each year the winning House receives the House Championship Cup and an extra day of holiday.

Unique specialisms with common values: collaboration, authenticity, purpose and restless minds

An entrepreneurial mindset permeates through the business, with everyone having a chance to change how things are done. This is encouraged through a biannual competition, ‘TIPi Talkback’, where staff pitch a company-wide initiative to senior management. This year’s winning idea was a new ‘wellness ecosystem’ designed to support the mental and physical health of employees. The ecosystem, which has now been implemented, consists of subsidised massages and yoga sessions, extendable lunch breaks, a revitalised library and subsidised meditation app membership.

To ensure good cultural fit and maximise career satisfaction amongst juniors, the TIPi Academy offers a two-week programme at which junior staffers hone skills by teaching graduates basic skills and explaining what life is really like at a London Agency.

The focus on culture has paid off. Staff turnover rate is 23%, 5% below the industry average (IPA Agency Census, 2018), whilst in the latest employee survey 97% of staff felt inspired by the person leading the organisation and 88% disagreed they were under too much pressure at work to perform well. Moreover, client feedback is positive and sales turnover is up by 33.2%.

Domestic & General + businessfourzero

In 2017 customer complaints at warranty provider Domestic & General were at an all-time high and employee engagement, especially among call centre staff, was falling fast, dropping to 3.5/5 on the Gallup rating. Siloed working, fatigue and lack of shared focus was evident across the business. The company's values were simply collecting dust on posters on the wall. The 100 year-old business needed to be rebooted to become truly customer obsessed – and culture was central to this strategy.

HR, Marketing and Customer Experience collaborated for the first time on a cross-business initiative

It developed a culture programme called Ignite, focusing on living the values and putting the customer at the heart of everything. Partnering with businessfourzero, D&G brought together a cross-functional group, Team Ignite, to co-create a set of values and behaviours to guide better decisions and performance and to help it towards its vision and mission. HR, Marketing and Customer Experience collaborated for the first time on a cross-business initiative.

Following a discovery phase, people from across the business were brought into the fold to form a group of 'Firelighters' – a network of change champions to model the values and speak up when something was stifling progress. Firelighters choose their own 'Sparks' to help embed the culture and new ways of working - the result being that someone was wearing the cultural hat in every meeting. A single narrative using everyday language was developed and a visual blueprint created that employees could use as a tool in their day-to-day. An Ignite event featured an amphitheatre-style set up (the agora) where everyone was eye-to-eye, creating the environment for real argument and debate.

Through the Firelighters and Sparks, the culture change built momentum from bottom up. Since launch employee engagement has jumped from the 15th to 28th percentile, there has been a 40% increase in D&G's Glassdoor score and a 12 point increase in net promoter score.



Reckitt Benckiser (RB) + Cirrus

Multinational healthcare and consumer goods business RB unveiled plans in 2014 to open a £105 million state-of-the-art science and innovation Centre of Excellence (COE) in Hull. Representing the largest single investment in RB's history, the facility was seen as a catalyst for cultural change. Historically change at RB has been driven top down and delivering the new vision required a fresh approach - a participative programme - delivered in collaboration with engagement and leadership specialist Cirrus.

The programme had three measurable objectives: to increase employee retention from 76% pre-project to 82% by project conclusion in 2017, to attract 20% more applications from potential recruits and to be sustainable without support from Cirrus.

A mixture of interviews and workshops resulted in outputs, captured by an illustrator, to develop a visual 'Pathway to Excellence' based on four jointly-agreed enablers: enabling collaboration, creating community, growing reputation and business partnering. Forty peer champions

were identified and they delivered the final set of workshops. A COE brand was developed, used across materials including digital engagement platform Strata, which enables employees to collaborate, access toolkits and upload posts on big ideas.

The programme has smashed the metrics, with employee retention up to 85%, 30% more applications from potential recruits, and reduced absence rates – all of which have sustained since programme end. RB calculates a return on investment of 27% based solely on increased employee retention and reduced absenteeism.

An ROI of 27% based solely on increased employee retention and reduced absenteeism

Moreover, it has led to an agile working environment, including home working, when previously there was a culture of 'presenteeism'. And it has positively influenced culture in other sites, with the team sharing best practice with colleagues in Germany, Italy, the USA and India.



ORCHA Health Ltd

“There’s an app for that” is a common refrain today, especially in the health and wellbeing sector. But, while patients are increasingly turning to mobile health as the UK’s NHS is squeezed, knowing whether to trust these apps is a different story, especially in the absence of substantial regulatory processes.

The Organisation for the Review of Care and Health Apps (ORCHA), is a third party app evaluator who has been working to overcome this challenge by identifying and promoting the most clinically assured, safe and beneficial apps to patients and professionals, embedding apps into patient pathways.



To achieve this, ORCHA must put trust at the core of everything it does, and this is the base on which it has built its culture both internally and

externally. Users have to trust and believe the company when it says that apps scoring above ORCHA’s quality threshold are safe, and be aware of the 85% that fall below that mark. As well as a health app evaluation and distribution service, ORCHA provides customisable app libraries to health and care organisations to help them promote reviewed apps to the specific populations they support. It also works with app developers to review, rate and market their products. This is valued, as fewer than 25% of health apps have achieved more than 5,000 downloads and only a handful have exceeded one million.

Working with the Healthy London Partnership (HLP) ORCHA has developed an evidence base to support the improved delivery and uptake of digital health services, driving understanding and promoting the use of technology-enabled care (TEC) services. With increasing pressure on

Internal trust allows curious minds to grow and experiment

health and social care budgets, TEC can offer great efficiencies and savings. In such an emotionally-driven field, culture is vital, and ORCHA brings to life its four core values – fun, curiosity, collaboration and trust. Through a range of activities, from team away-days to regular cake-and-culture sessions, honest feedback builds internal trust which allows curious minds to grow and experiment.

Winner

Wrightington Wigan and Leigh
NHS Foundation Trust

?WhatIf! Innovation

Agile is something of a watchword in organisations at the moment. But few, if any, businesses apply agile methodology to culture. Innovation consultancy ?What If! is out to change that and, in a project with UK-based Lloyds Banking Group (LBG), has demonstrated not only that agile can be used in cultural transformation but that it can more effectively embed change than many other approaches. LBG brought ?What If! in to help it embed a change mindset and behavioural expectations across its 70,000 plus workforce. This was necessary if the bank were to deliver its three-year strategy to transform for success in the digital world. LBG wanted colleagues to live its values and to use 12 behaviours as a guiding force as they conducted business every day.

In a pilot exercise ?What If! trained 12 champions in what it branded Behavioural Experiments (BE), where they picked an everyday frustration and applied one of LBG’s behaviours to come up with hundreds of ideas. From this, they chose one idea and experimented with it, before pivoting, picking a new behaviour and devising a new experiment.

Demonstrating true client centricity in ensuring the movement is sustainable without its involvement

The programme was rolled out after the pilot proved successful and, as of Summer 2019, ?What If! had trained 2,023 BE champions in 154 workshops across the globe, with more than 10,000 colleagues actively experimenting with their behaviours.

The programme has shown impressive results (see Best Business Culture Transformation Initiative: Lloyds Banking Group). But where ?What If! has demonstrated true client centricity is in ensuring the movement is sustainable without its involvement. It created ‘Pause-and-Play’ videos to allow anyone at LBG to kick-start BE and evaluate lessons. It also implemented a BE Newsroom: a team of full-time staff dedicated to uncovering the stories, myths, and legends that will continue to build and support the movement. Plus, it upskilled the LBG Learning team to facilitate and coach BE. A true collaboration.



Highly Commended
Rubica Change & Analytics



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Business Culture Ambassador Winner

Lucy Hargreaves, gunnercooke

Just three years ago Lucy Hargreaves joined law firm gunnercooke as its first People Development Manager with the aim of fostering a unifying, dynamic culture that challenged expectations of a law firm.

Fostering a unifying, dynamic culture that challenged expectations of a law firm

She arrived at a firm that had grown rapidly from a two-person start up to a full-service corporate and commercial law firm, with 200 partners and offices in London, Manchester and Leeds. Its innovative model enables lawyers to work all over the country, building up their own practices with core support teams based in Manchester and London.

While this gives partners the ability to be entrepreneurial and free from the constraints of the traditional law firm hierarchy, it also creates a number of challenges, not least the need for excellent central support and an effective way of bringing people together to bond.

Lucy came up with innovative and practical solutions. She introduced social network Yammer to encourage communication between partners. As many of the office-based teams were relatively new, she established a lively social calendar with team-

building exercises. A weekly Big Breakfast was created, including Partner Question Time where a partner joins the office teams to describe their work, clients and home lives and the teams learn how they can improve their support offering.

In addition, there's a weekly reward system for those who go the extra mile. And Lucy took the firm's annual symposium up a notch, introducing inspirational speakers, flash choirs and even getting colleagues to learn the haka.

gunnercooke has increased revenue by 20% in the last year and Lucy has been a vital cog in its success. She has been promoted to Head of People and Culture. Net Promoter Score is +85 (compared to a legal sector average of +29,) while staff satisfaction in the support team is at 8.5/10. Her commitment has not only seen her recognised internally but now she can rightly add the Business Culture Ambassador Award to her accolades.



Natalie Wharton, Founder and Managing Director, Wharton Business Consulting

As a leader in culture change at a 'big 4' consultancy, Natalie Wharton could see that consultancies were failing to get the most out of a core pool of talent; that of working parents. The environment did not allow flexibility, client expectations were based on charging models of time and materials (leading to high expectations of face-time rather than value) and there was a long-hours culture screening out talent unable to meet this demand.

An inspiring leader who is a shaper of culture and making a difference to her team's careers and lives

Being a single mother herself Natalie had also fallen victim to these competing demands and she spotted an opportunity: the need for a challenger consultancy focused on attracting and retaining talent through a culture of flexible working and agility and focusing on what truly delivers client impact. And so Wharton Business Consulting was born, with a structure based on three disruptive changes. Firstly, creating a culture of flexibility through contract type, hours, location and pay; communication focused on frequent contact, including virtual competitions to encourage idea sharing, collaborative tools to encourage remote working; and reverse mentoring to encourage diversity of thought.



Secondly, reframing client expectations by charging for deliverables and continuously engaging clients in flexible working and inclusivity practices. And thirdly, creating the right internal practice structure with clearly delineated internal and client-facing roles and a supporting capability framework.

The result is an inclusive, loyal team of permanent staff and associates who are able to satisfy family, caring and voluntary commitments whilst remaining engaged in paid work they are passionate about and excelling in their careers. Some 74% are female (industry average is 27%), 57% work part-time and 46% are working parents. Meanwhile clients comment on how consultants feel like an extension of their team. Moreover, Natalie shares her experience regularly through conferences. As an inspiring leader who is a shaper of culture and making a difference to her team's careers and lives, she is a worthy winner of the Business Culture Leadership award.

Eugenio Pirri, Chief People & Culture Officer, Dorchester Collection

Eugenio Pirri is not your typical HR leader. Having worked in 18 out of 25 hotel departments, including housekeeping, food and beverage and finance, he brings this operational experience to his role as Chief People & Culture Officer at prestigious hotel group Dorchester Collection (DC). Key to success has been closing the loop between guest and employee engagement in a measured and robust way, driving all non-financial targets. All people projects are directed by guest feedback and insight.



But back in 2011 each hotel had an individual HR function focusing purely on employee relations and training. The DC brand was not recognised and this was having a negative impact, with almost one-fifth of new starters leaving within 100 days and attrition costing some £1.7million.

Eugenio adopted a relationship-led approach, moving from transactional HR to a 'We Care' culture of highly-

engaged people through effective and inspirational leadership. Within three years, turnover had decreased 12%, employee engagement was at 90% and guest engagement up 10%, resulting in additional revenues of £7m.

Honesty, transparency, willingness to think differently and commitment to sharing expertise

Not one to rest on his laurels, in the past 18 months Eugenio has introduced a new people commitment together with eight principles on which all people initiatives should be anchored. He has also introduced personalised learning, where employees drive their development; values-based selection; and a commercial offer, the Dorchester Academy. The results are impressive. DC is in the top 5% for employee engagement, guest engagement is recognised as world-class, more than 60% of the workforce is now cross-trained in three roles, turnover is down, recruitment applications have doubled and the Academy has made a profit in year one.

His team note his honesty, transparency, willingness to think differently and commitment to sharing his expertise, mentoring 12 junior people leaders in DC and a further 28 students through his advisory university roles. He surely is a champion of people and culture.

Sponsored by



The Winners and Finalists

Overall Winner: Wrightington, Wigan and Leigh NHS Foundation Trust

Sponsored by: CultureIQ

Transformation Initiative Winner

Lloyds Banking Group - Group Culture
Highly Commended: Ringier Axel Springer Polska + Impact

Finalists: Allied Irish Bank UK, Catalina Marketing + PUSH Mind & Body, Inmarsat, Lloyds Banking Group - Ways of Working, NMC Healthcare, Xellia Pharmaceuticals
Sponsored by: KellyOCG

Learning Initiative Winner

Barclays + Hive Learning

Highly Commended: Moneysupermarket Group

Finalists: Dorchester Collection, Metro Bank, Nutanix, Peel L&P, Sainsbury's + t-three, Schrodgers

Diversity & Inclusion Initiative Winner

Civil Service Fast Stream & Early Talent

Highly Commended: Financial Times

Finalists: Civil Service G6/7 Race to the Top, Home Office, Lloyds Banking Group - Community Banking, Schrodgers, Travelex
Sponsored by: Hive Learning

Health & Wellbeing Winner

Banfield Pet Hospital

Highly Commended: XPO Logistics

Finalists: AECOM, Circle, John West Foods, Orillo Films, Schrodgers, Travelex

Employer Brand & Values Winner

Inmarsat

Highly Commended: OneSavings Bank + Culture Consultancy

Finalists: ABM Industries, Absolut + Cultr, ACS, Croud, EG, flinder

Innovation Initiative Winner

Travelex

Highly Commended: Travel Counsellors

Finalists: Halma + Hive Learning, Lloyds Banking Group - Group Culture, Pure Planet, Reckitt Benckiser (RB) + Cirrus, SSCL (Shared Services Connected Ltd), Very
Sponsored by: businessfourzero

Coaching & Mentoring Initiative Winner

Companies House

Highly Commended: Elements Lifestyle + elaworld

Finalists: Barclays Internal Audit, VersaPay, Volkswagen Group UK

Next Generation Initiative Winner

Sainsbury's + t-three

Highly Commended: Inmarsat

Finalists: Banfield Pet Hospital, GSK + Impact, Lioncourt Homes, TIPi Group

Corporate Social Responsibility Winner

Sunbeam Studios

Highly Commended: West Midlands Trains

Finalists: DP World, ORCHA Health Ltd, Pure Planet, Roma Moulding, WWF + M&S

International Initiative Winner

Xellia Pharmaceuticals

Highly Commended: DP World

Finalists: ABM Industries, EG, Financial Times, GSK + Impact, Nutanix, VersaPay
Sponsored by: Squire Patton Boggs

Technology & Analytics Winner

Wrightington, Wigan and Leigh NHS Foundation Trust

Highly Commended: ORCHA Health Ltd

Finalists: Absolut + Cultr, Banfield Pet Hospital, Barclays Internal Audit, Featurespace, Lloyds Banking Group - People Insight & Cost Management, SSCL (Shared Services Connected Ltd)

Best Medium Organisation Winner

Peel L&P

Highly Commended: OneSavings Bank + Culture Consultancy

Finalists: Companies House, Moneysupermarket Group, Travel Counsellors, Volkswagen Group UK

Workplace Design Winner

Schrodgers

Finalists: BizSpace, ThirdWay Interiors + Elements Talent Consultancy, Very

Public/Not-For-Profit Winner

Wrightington, Wigan and Leigh NHS Foundation Trust

Highly Commended: Civil Service Fast Stream & Early Talent

Finalists: Home Office, UCL, WWF + M&S, WWF

Business Culture Team Winner

Reckitt Benckiser (RB) + Cirrus

Highly Commended: Domestic & General + businessfourzero

Finalists: Financial Times, Lloyds Banking Group - Group Culture, Post Office, RMP Enterprise, Runway East, Wharton Business Consulting

Business Culture Ambassadors Winner

Lucy Hargreaves, gunnercooke

Finalist: Katie McConochie, Inmarsat

Best Large Organisation Winner

Allied Irish Bank UK

Highly Commended: Sanofi UK + Rubica Change & Analytics

Finalists: Domestic & General + businessfourzero, Lloyds Banking Group - Group Culture, Metro Bank, Reckitt Benckiser (RB) + Cirrus, Sainsbury's + t-three, XPO Logistics

Best Small Organisation Winner

TIPi Group

Highly Commended: Croud

Finalists: emc3, ICD Property, Iceberg Digital, John West Foods, Mount Anvil, The Share Centre

Integrations & Mergers Winner

Ringier Axel Springer Polska + Impact

Finalists: Capgemini, Punter Southall Aspire, TIPi Group

Consultancy of the Year Winner

?What If! Innovation

Highly Commended: Rubica Change & Analytics

Finalists: ENGAGE, GlassSky + C3 Leadership, Innovationbubble

Business Culture Leadership Winners

Eugenio Pirri, Dorchester Collection; Natalie Wharton, Wharton Business Consulting

Finalists: Alastair Barlow + Luke Streeter, flinder; Darryl Cooke, gunnercooke; Jo Franco-Wheeler, Inmarsat; Keith Breslauer, Patron Capital; Roxy Erickson, Sunbeam Studios; Elvin Eldić, Travelex
Sponsored by: The GC Index

The progression from Reader to Leader

Adapted from Preece & Schneiderman, 2009



If you work in L&D, you'll know that failing to embed a learning culture can be devastating for growth. But the fact remains that it's notoriously difficult to get your people to take ownership of change. In fact, research from McKinsey shows that over 70% of change efforts fail.

So what's the secret to getting people comfortable with sharing learning and embedding a lasting culture of learning at scale? Tapping into the power of your people to create culture change from the bottom up.

Traditional training and e-learning tools are slowly becoming redundant. And while face-to-face training can spark engagement initially, it's difficult to scale and is fast forgotten. This is why most of us look to technology as the answer.

At Hive Learning, we believe that technology alone can't create behaviour change — but there's proof that an iterative approach combining technology with specialist

learning activation techniques can engage, inspire and motivate users to form habits of daily learning and collaboration. Hive Learning, together with a banking client, went about creating this truly learner-centric experience, evolving their culture into one that embedded and sustained learning and collaboration as a daily routine. This enabled the whole organisation to go faster.

Through this innovative approach, 85% of the participants applied their learnings in their current roles, 95% of participants said the programme enabled them to have a richer learning experience, and 44% of participants proactively shared and created content compared to the industry average of 10%.

If you'd like to get practical and actionable advice on how to create culture change you can be proud of, get in touch with Nicholas Sargeantson at nicholas.sargeantson@hivelearning.com



Squire Patton Boggs is a full-service global law firm providing insight at the point where law, business and government meet. We number over 1,500 lawyers in 44 offices across 19 countries covering a wide range of disciplines, including a highly rated global employment practice. We provide a seamlessly connected service that operates on any scale – locally or globally – encompassing virtually every matter, jurisdiction and market, placing our clients at the heart of everything we do.

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CultureIQ is a global culture management company empowering organisations to transform their culture into a competitive advantage. Over 25% of Fortune's Most Admired Companies and 33% of the Fortune 500 partner with CultureIQ to align company culture with strategy to deliver business results. Powered by industry experts, flexible technology, and a research-backed, results-focused framework, CultureIQ makes what is good for people good for business.

For more information, visit cultureiq.com, or follow us on Twitter @CultureIQ



The GC Index is an organimetric, a measurement framework and language, that identifies individual and collective impact and how people contribute to the achievement of organisational goals. Our mission is to help at least 10% of the world's 7.7 billion people understand their Game-Changing impact. It doesn't matter whether they're the CEO of a Global company or a child in a developing country – every single person has a positive impact and contribution to make in their world.

Visit www.thegcindex.com



We help businesses change faster than the world around them. We do that by supercharging teams for change.

We work with teams at three levels; executive teams to help them set simple, stretching strategy; leadership teams to create concrete plans and get their people pulling hard in the same direction; and frontline teams to turn them into engines of rapid improvement.

Visit us at www.businessfourzero.com



Hive Learning - the peer learning platform - gives organisations a radically faster route to inclusion, collaboration and innovation at scale. In 2017, we launched the world's first digital inclusion toolkit - Inclusion Works - taking people on a journey from awareness into action, giving them the tools to be more inclusive every day. Recently, Hive Learning launched Inclusion Works For All - a digital best practice hub for frontline inclusion leaders.

Visit hivelearning.com/inclusionworks



KellyOCG is the leading global advisor of talent supply chain strategies and workforce solutions, and we're all about ditching the script on old ways of thinking about your workforce strategy. That means always anticipating what's next in the evolving world of work, and providing provocative insights and perspectives to change the way people think about aligning their talent strategies to business goals. The result? Companies and careers thrive. We're ready to help with what's next for you.

Learn more at kellyocg.com

The Judging Panel

Many thanks to all of our judges for their great work



Stephanie Atkinson
Head of Talent, Culture and D&I
Kellogg



Ali Mohammed
Executive Director of HR and OD
South East Coast Ambulance
Service NHS Foundation Trust



Ceri Connolly
People Director
Lloyds Banking Group



Kate Griffiths-Lambeth
Group HR Director, Executive
Committee, Charles Stanley



Karen Terry Weymouth
HR Strategy Director
University of Warwick



Siobhan Sheridan
Civilian HR Director
UK Ministry of Defence



Chris Oglethorpe
HR Director
Gowling WLG



Aggie Mutuma
Group People Director
Argent Foods



James Hartley
Managing Director, Head of HR-
EMEA, Swiss Re



Linda Mountford
Northern Europe Commercial HR
Director, Thai Union Group
Europe incl. John West Foods



Fran Williams
Head of HR UK
XPO Logistics



Hamid Motraghi
Chair of the NETWORK, Home
Office & Chair of the Civil Service
Race Forum



James Devine
Chief Executive
Medway NHS Foundation Trust



Lena Tailor
Europe Head of People
innocent drinks



Simon Clements
Talent & Transformation Lead
IBM



Pauline Geldard
People Director
Sovereign Housing



Tim Pointer
Global SVP – People & Culture,
CAA-GBG, Global Brand
Management Group



Sue Swanborough
Former HR Director
Whitworths



Simon Gosney
Head of Learning & Development
Dimensions UK



Asif Sadiq
Head of Diversity, Inclusion &
Belonging, The Telegraph



Darryl Cooke
Co-Founder/Executive Chairman
gunnercooke



Liz Pannaman
Organisational & Leadership
Development Specialist
Transport for London



Simon Youngs
Group Talent Director
Essentra



Caroline Kinsey
Founder & Chairman
Circle



Liam McEntegart
Managing Director (Client
Services), REAL Fundraising



Tali Shlomo
People Engagement Director
Chartered Insurance Institute



Shakil Butt
HR Hero for Hire



Fiona Young
Content Director and Director of
Diversity & Inclusion, Hive Learning



Adelle Harrington
Principal Consultant, Talent Advisory
Services, KellyOCG



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