



Workforce Transition

Best Practices Booklet

Disclaimer

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This Best Practices Booklet on Workforce Transition has been produced in the framework of the project [“Upskill 4 Future”](#), facilitated by CSR Europe with the support of J. P. Morgan.

“Upskill 4 Future” aims to investigate how HR transformation can support the employability of vulnerable workers, who are at risk of losing their jobs due to technological progress and companies’ restructurings. The project raises awareness, provides capacity building and is a stepping stone towards upskilling initiatives in companies.

“Upskill 4 Future” runs in Spain, Italy, France and Poland, to equip companies with methodology on how to re-skill and upskill their employees, so that they are fit for functions that are changing and for new jobs that are replacing the current ones.

Foreword

Technological advancements, ageing population and globalisation are all together revisiting how work is organised and delivered. Against these changes, several occupations and tasks are being re-shuffled, putting at risk employees, particularly those occupying routine and repetitive tasks, with lower education level and higher age as well as women.

In response, companies need to step up their efforts and upgrade their HR systems and especially their workforce planning and their skills and competencies management. The ideal situation is one where companies move to an inclusive approach of people management. However, to date, the recognition of the issue, the practical know-how and the responsible leadership is lacking, as training tends to favour better-positioned employees within companies, potentially creating further divides within society.

In this context, CSR Europe has launched a cross-European company project [“Upskill 4 Future”](#) to investigate how HR transformation can support the employability of their most vulnerable workers, at risk of job loss due to technology-brought transformation and company restructuring.

Based on forecasting future occupations, training and functional flexibility, these models outline how workers can move between different tasks and occupation through their careers in the face of changing workforce structures.

This best practices booklet gathers several case studies of existing companies’ initiatives. The goal is to **show concrete examples of success stories when it comes to upskilling companies’ workforce**. Also, we want to demonstrate that by actively transforming their workplace and their employees’ competencies, companies will see significant benefits for their business and will contribute to bettering society at large.

While not all the companies in this booklet mention what they do in terms of their vulnerable workers specifically, their actions are often targeted at all employees, regardless of their skills. This is, in fact, in line with the findings from our [study report “Company readiness for inclusive workforce transitions”](#), which shows that most of the companies assessed in the project Upskill 4 Future do not have dedicated approach towards this group of employees.

CSR Europe



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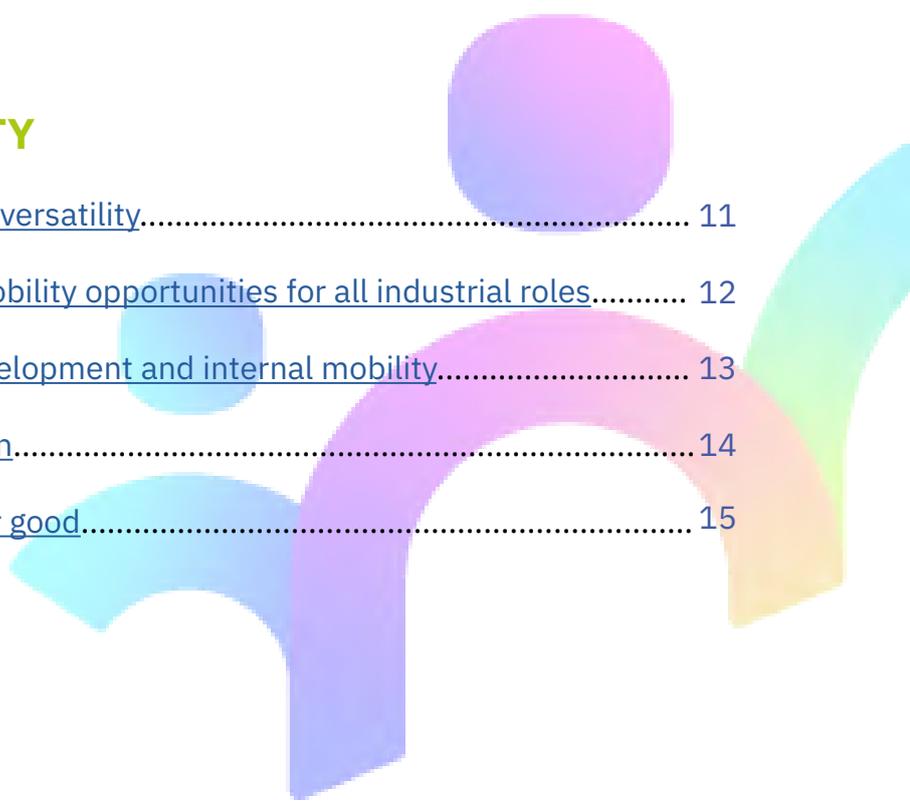
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1.1 STRATEGIC WORKFORCE PLANNING

Forecasting the jobs of the future

CONTEXT

Orange is one of the largest operators of mobile and internet services in Europe and Africa and a global leader in corporate telecommunication services. The French company has over 260 million customers and 148 000 employees across the globe. With the Engage 2025 strategic plan, Orange is staking its claim as an engaged and committed leader. Its strength lies in reconciling business performance and a sustainable approach with its customers, employees, stakeholders, partners and society in general. The Group is reinventing itself by evolving its network operator model, accelerating in growth areas, placing data and AI (Artificial Intelligence) at the heart of its model and co-creating with all employees a future-facing company.

The company's core business revolves around connectivity and, for the next five years, will focus on four key pillars: reinventing the operator business model; accelerating growth in the developing markets and emerging segments; integrating artificial intelligence at the centre of every aspect of the business; and building sustainability goals through the organisation. Upskilling and retraining employees is key to create a future-facing company. Orange is tackling the skills challenge in order to become one of the most attractive employers and support every employee as part of a responsible transformation.

CHALLENGES ADDRESSED

- Soft skills – there is a need for a cultural shift, open mindedness, and working more outside with companies. Since it is most difficult to change, it is recognised as the number one challenge.
- Identifying expertise and finding the right moment to upskill. As it takes time to upskill people, timing is everything.
- Introducing new ways of working, such as less hierarchy and more empowerment in a way employees operate. However, this is posing challenges for managers.
- Mapping skills: what kind of skills and what level will be needed for a job

SOLUTIONS

- **Orange Campus** is open to both internal and external participants. It is not just a location but a network which links trainings together as they complement each other. The first training allows learners to build a new career pathway and open the door to other more specific trainings that enable people to build a new set of skills.
- Wide-scale development of **on-the-job training** by 2025 that will enable employees to face real-life situations. This is linked to specific jobs and customer relationship. In technical jobs, this means people are brought to the ground (e.g. installing the network with a technician).
- **Matching skills with future jobs:** Orange has established a partnership with TalentSoft – a French HR management platform to scan employee profiles and match them to short-term missions or new jobs.
- **New training, AI use and “nudging”***: Orange is using Fifty's platform, a French start-up that helps employees move from theoretical content to daily practice. After a training section, participants are recommended personalised and measurable actions to be carried out in the workplace to bring change.

**A nudge is something that alters people's behaviour in a predictable way without forbidding any options.*

1.2 STRATEGIC WORKFORCE PLANNING

Staying agile in the digital economy

CONTEXT

Telenet is a telecommunications, media and entertainment company active in Belgium. The company celebrates its 25th birthday and employs about 3,500 people. A larger part of Telenet's staff is working in their headquarters in supportive corporate functions such as HR, Finance, Legal Affairs, Sales and Marketing for the consumer and business market. Other jobs within the company relate to IT and engineering with digital and data related functions. Another part of their workforce is active in the customer-facing retail organisation.

The telecom sector is operating in a fast-changing and competitive environment that requires a continuous investment in innovation and talent attraction & development. Announced early 2020, the Telenet Digital and Data Talent Academy invests in the skilling, upskilling and reskilling of existing and future digital and data talent.

CHALLENGES ADDRESSED

- Shortage of digital STEM profiles in the Belgian labour market.
- Fast competitive market with continuous change and new developments
- Agile transformation of the Telenet organisation, strongly underpinned by data and digital

SOLUTIONS

- **Investments in skilling, upskilling and reskilling** of existing IT staff with focus on new coding languages and AI.
- **Partnerships with Belgian universities and BeCode** that trains youngsters and young adults out of underserved communities through a 6-month fast track training program to become web developer or AI expert. The training program is complemented by a 6-month internship training.
- **Investments in the Young Graduate Program**, a 3- year paid internship program that offers freshly graduated master students with a first working experience and on the job training.
- **Set-up of a buddy system for newcomers** at Telenet with training and on the job coaching by senior Telenet employees

1.3 STRATEGIC WORKFORCE PLANNING

Future Skills

CONTEXT

HSBC has a longstanding commitment to supporting the communities in which they operate. In 2019, they contributed USD101 million to charities and non-profit organisations running community projects globally. The employees spent 257,000 hours volunteering during working hours.

Advancements in digital technology and events such as COVID-19 are rapidly changing how we work and live, and affecting people's finances and livelihoods. That's why HSBC is committed to building future skills – for their customers, employees and people in the communities they serve. One of the pillars of Future Skills is the employability pillar. HSBC aims to offer industry-leading learning and development to their employees. In addition, it has set a goal to help 1 million people in their communities be more employable by the end of 2020.

CHALLENGES ADDRESSED

- Technology and consumer preferences are creating demand for a new wave of technical, personal and leadership skills.
- Automation of roles and societal shifts create the need for more personalized life-long learning, challenging traditional vertical career paths.
- In the next two years – by 2022 – 42% of core skills required to perform existing jobs are expected to change.
- In addition to high-tech skills, specialized interpersonal skills will be in high demand, including skills related to sales, human resources, care and education.

SOLUTIONS

- In the final quarter of 2020 HSBC started the creation of a **Future Skills 'movement'** which was launched off the back of a week-long **MySkills Festival**.
- The purpose of the week was to create a unique space for colleagues to come together, experience new things, engage with intriguing content and get inspired as to what the future of work could mean for them, HSBC and the wider communities that they support.
- The MySkills Festival was championed by their Europe CEO who held a **pan-regional broadcast**, attended by approx. 2,000 colleagues on the importance of Future Skills and the power of a personal growth mindset. The MySkills Festival offered **60 personal development events** that were attended by 3,000 people from across the region. The campaign also saw 110 colleagues volunteer to become **Future Skill Influencers** to help champion ongoing personal developments and new skills growth.
- In 2021, they will continue this campaign with some enhancements to provide greater opportunities for colleagues to develop and thrive in the HSBC of the future.



1.4 STRATEGIC WORKFORCE PLANNING

Growth Culture & Continuous Learning

CONTEXT

Philip Morris International (PMI) is a leading international tobacco company, with a diverse workforce of around 73,500 people who hail from every corner of the globe.

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Now they have made a dramatic decision: to replace cigarettes with smoke-free products as fast as possible. Transforming their business to deliver their vision of a smoke-free future, as well as technologies disrupting business environments, drive the need for new skills and capabilities.

Fostering a continuous learning culture and enabling growth through upskilling programs is essential to the company's success and to ensure their employees thrive.

CHALLENGES ADDRESSED

- Support the development of key skills needed for the company's transformation.
- Anticipate skills requirements and evolution, enable employees to develop them and enhance their employability.
- Foster a culture of continuous learning and empower employees to shape their future.
- Support employees' development with guidance and recommendations.
- Match skills needs with untapped existing skills and skills being developed to optimise their impact both for the company and for employees.

SOLUTIONS

- **LifeLong Learning Program:** PMI partners with multiple institutions to provide employees with an integrated online learning program accessible to all employee levels. Thus, employees are able to develop skills of their choice and obtain academic and professional certification from leading institutions. In addition, experts within the company leverage the program to develop learning path.
- **LifeLong Learning Communication plan** promoting a continuous learning culture through internal engagement campaigns, webinars with internal and external speakers, and collaborative platforms for lifelong learners.
- **Strategic skills planning and guidance:** PMI is partnering with FAETHM AI – an augmented strategic workforce planning SAAS provider - to project skills needs and model alternative career paths and the skills shift they require.
- **Internal skills and gig marketplace:** developing an internal platform to match skills need with employees' skills whether they have these skills or are developing them and need practice to cement their learning.

1.5 STRATEGIC WORKFORCE PLANNING

Structural change for a digital transformation

CONTEXT

The Japanese multinational, Fujitsu, ranks first in IT services companies in Japan, and [seventh in the world](#). Since its foundation in 1935, the labour market landscape has evolved considerably and so has technology. Fujitsu reflects this change, as it started as a hardware telecommunication company to move then to services, and currently transitioning to a Digital Transformation company supporting customers in digitalizing their operations and services.

Fujitsu's values are **purpose-driven**, as the company strives for a **positive impact on society** and make the world more sustainable by building trust in society through innovation. This approach is applied both in Japan and in Europe where the Company is investing a lot on key emerging technologies. To achieve its purpose, Fujitsu delivers value to customers in two business areas. The first area, "**For Growth**," contributes to developing customer business through Digital Transformation and modernization. The second area, "**For Stability**", contributes to the stable operation of customers' businesses through traditional IT services.

CHALLENGES ADDRESSED

- Fujitsu has a highly educated engineering workforce and operates in a sector that is constantly evolving, so it must anticipate and keep up with changes in the labour market.
- Dilemma of needing employees with skills for "older" technology and to prepare them for future skills. Most educational institutions do not teach skills for "older" technology anymore, so external hiring for these technologies is becoming increasingly difficult.
- Some employees do not anticipate the market evolutions and therefore are "urged to reskill".

SOLUTIONS

- **Concept of co-creation with customers:** Fujitsu always communicates with its customers about what they need. Since their needs do not always exist, the concept of co-creation fosters collaboration between Fujitsu and its customers to build the best solution together.
- **Continuous coaching of internal management** to encourage an open dialogue with employees on their career development, and ensure that there is a learning development plan.
- Fujitsu, with the support of an external career guidance agency **supports its employees to take ownership of their future**. When some roles are at risk due to certain megatrends, employees have approximately 2 months to internally look for a different role and to upskill.
- **Creation of a positive culture around digitalisation** via communication plans aimed at building employees' awareness on the importance of upskilling. This is centred on a structured change management approach focused on knowledge, ability, reinforcement, and communication.
- **Work with employees in an agile way and involve them in the company's internal (digital) transformation.**

2.1 TRAINING & DEVELOPMENT

Overcoming the challenge of online learning

CONTEXT

In May 2019, IBM introduced its SkillsBuild platform in France, Germany and the UK with the goal of identifying job skills and employment opportunities for members of disadvantaged communities.

The platform is also available now in Belgium, the Netherlands, Denmark, Spain and in non-European countries such as India or the Philippines. In 2020, the programme will be expanding to the USA and Canada. SkillsBuild is reusing IBM's cognitive platform called Your Learning.

IBM uses Watson technology to equip IBMers around the world with the ability to find, recommend, and track their skills development through a next-generation digital learning experience. This platform coordinates closely with the New Collar Certification Program, as well as IBM Apprenticeship programs.

CHALLENGES ADDRESSED

- Cost of online platforms.
- People struggle to leverage online learning platform – they need guidance to keep their motivation up through the courses.
- Accessibility – in under-served communities, people do not always have the means to pursue an online course.
- National partner organisations (NPOs) want to go towards blended learning, but do not have digital experts or cannot integrate existing platforms. The process is complicated and it does not fit their needs.
- Job seekers face difficulties to apply for jobs without traditional degrees.
- Online learning content is not sufficient – for job seekers, it is necessary to get practical experience.

SOLUTIONS

- SkillsBuild is **free of charge**.
- **Coaching with IBM professionals** to give users the opportunity to build a network and get insights on what it is like to work for a company like IBM.
- Deployment of **Digital Success Managers** within the partner organisations for a 6-month period to provide hands-on support with adoption of the platform
- The **NPOs** leverage the platform and its content to lead the training activities.
- The platform features **online learning with digital credentials** and validation of learning through badges and certificates.
- With more than **7,000 curated courses** with custom learning paths, the platform users have access to a high diversity of content. SkillsBuild has a project-based approach – with real-life experience allowing users to get practical experience that will help them secure employment.



2.2 TRAINING & DEVELOPMENT

Digital Transformation

CONTEXT

The mission of BNP Paribas Bank Polska is to offer innovative financial solutions in a responsible manner in order to help clients change their world and to support local economy. At Bank BNP Paribas, they believe that a holistic approach is a prerequisite for achieving actual results in the area of responsibility. Their CSR and sustainable development strategy supports the implementation of the Fast Forward business strategy.

The strategy of CSR and sustainable development of Bank BNP Paribas consists of 12 commitments under 4 pillars of responsibility: economic, in the workplace, social and environmental.

One of the five of Fast Forward business strategy pillars is digitalisation: for clients as well as for internal processes and the deployment of digital culture.

CHALLENGES ADDRESSED

- Digital transformation has 2 paths: one for clients - to meet expectations; and one for employees - to gain digital competences.
- All employees should speak "the same language", understanding digital language to provide high quality service for their clients.
- Creating modern, friendly and creative work environment.
- Supporting professional development, dynamic career path and employee involvement.
- Increasing employees' awareness regarding existing digital solutions to increase business effectiveness
- Chance for non-digital employees (chance to catch up with digital trends).

SOLUTIONS

- Deploying **Digital Culture** (digital workplace and digital competencies) aligned with Organisational Culture and Bank's strategy.
- Introducing **New Ways of Working**: design thinking, agile methods, remote working, 10% of work allocated to transversal projects, sharing skills, flex office.
- **Digital transformation awareness activities** (knowledge regarding digital transformation itself and supporting remote collaboration and business' effectiveness).
- Upskilling and reskilling for new job positions via **Agile Academy**: Scrum Master & Product Owner paths (several editions) Cloud and AI University.
- **Talent programme** for employees interested in digital solutions (Digital Ambassadors gaining knowledge regarding digital solutions and spreading it among co-workers).

2.3 TRAINING & DEVELOPMENT

Powering the digital transformation

CONTEXT

Technological progress is revolutionising the entire energy value chain, creating new business models and enabling important economic, environmental and social benefits. Data is a fundamental aspect and by nature it is potentially infinite and inclusive, allowing for the creation of new connections. In the 2018 Sustainability Report, Enel revealed that in the 2019-2021 Strategic Plan, it would invest 5.4 billion Euro in digitalisation, in the three main lines: Customers (0.6), People (0.3) and Assets (4.5).

With a strong commitment made by Francesco Starace, Enel's CEO, a digital transformation process was therefore launched for the people working at Enel, a new way of rethinking business processes based on the experience of working for the Company, following an integrated mindset and making the most of new opportunities offered by digital technology. The project aims to improve the digital skills and engagement of people in the provision of products and services, in a more integrated and intuitive way.

CHALLENGES ADDRESSED

- 68,253 employees across the world, including 35,000 in Italy.
- Engaging new competencies in digital solutions department.
- The inability to anticipate the day-to-day tasks of new positions (e.g. Data Analyst).
- How to upskill/reskill people in a remote environment.

SOLUTIONS

- Looking at skills sets and people who are able to approach problems, focusing on **individual qualities**.
- **We4You**: a partnership with many universities around the world to offer scholarships for masters, PhDs. 210 participants benefited from the programme in 2019.
- Enel developed a **shadowing programme** starting with top management and paired them with first generation employees. A Digital App was created to allow people to shadow with whoever they want, one person at a time.
- **Make It Happen**: allows everybody in the company to present an innovative idea in front of Enel's 17 presidents.
- **Platform Me**, using Big Data and AI to offer employees tailored trainings, job opportunities within the Company. The platform looks at interests, wishes and profiles. .

2.4 TRAINING & DEVELOPMENT

CEMEX University

CONTEXT

Working as One CEMEX is one of the five values created by CEMEX CEO, Fernando Gonzalez. To develop the same way of working throughout CEMEX operations, there was a need for the same key capabilities and skills in functional areas across the world. Consequently, several specific “Academies” were created, such as the Commercial Academy or the Supply Chain Academy, and soon a Digital Academy and a Health & Safety Academy followed.

After this success, CEMEX started integrating all these structures into the CEMEX University: a one stop shop for institutional training with a strong focus on leadership, models, processes and strategy. In 2016, to scale up its impact, CEMEX created a new digital learning platform to integrate new learning technologies. Between 2016 and 2019, CEMEX University was attended by over 20,000 people.

CHALLENGES ADDRESSED

- 43,000 employees spread out on five continents - reaching employees in all countries with courses and being able to deliver courses in their own language.
- Stakeholders management, getting good sponsors and thematic experts to design learning courses.
- Communication & Promotion around the courses.
- Design of the Academy and learning experience.
- Delivering learning experiences, creating an environment for people to understand that continuous learning is the key for success in the future.
- Engaging with top executives to be champions to get the message out to their teams.
- Defining target groups for the courses offered at the university.

SOLUTIONS

- HR use of **different channels of communication** to position CEMEX University through LinkedIn, One Pagers, and quarterly Newsletters.
- Involvement of **top executives and testimonials** to promote the programmes.
- Measuring the **Net Promoter Score** after each programme to capture the satisfaction of participants.
- Development of **three layers of programmes**: Institutional (CEMEX employees), Regional and Local (e.g. Business school and University students).
- **Federated approach** to training proportion with corporate budgets for LMD and regional budgets. Training proportion is invested as follows: 60% at Corporate level; 40% at functional level.
- **Talent reviews** to identify needs linked to business problems and define the training strategy.
- Creation of a **Digital learning platform** for the CEMEX University to facilitate access.

2.5 TRAINING & DEVELOPMENT

B-tokens

CONTEXT

BBVA Group considers the empowerment of its team and the development of strong professional skills among its workforce to be a crucial strategic priority for its continued growth and business success. BBVA has different development programmes, among which digital development has been essential for this transformation.

The B-Token initiative was first launched as a pilot in 2018. After great success, it is now a confirmed reality within BBVA Group's people management model, and has helped the transformation of their training model towards greater centrality of the employee, giving them full access to their learning offer and a protagonist role in their own professional skills development. Each employee was initially endowed with 50 B-Tokens, which could be spent both in live and on-line courses. All employees can increase the B-Tokens they hold either by following specific courses within BBVA-Campus, or by sharing their knowledge by offering training courses themselves to their colleagues. As a result, employees share what they know with each other and more than 2 million training courses were completed.

CHALLENGES ADDRESSED

- Training investment: 31,84 million euros
- Training investment per employee: 258,50 euros
- Training hours per employee: 41,42
- Employees trained: 92%
- Training satisfaction evaluation (over 10): 9,3
- Average training participations per employee: 32,85
- Total training hours: 5,102,707 (male: 2,232,066; female:2,870,641)

SOLUTIONS

- **BBVA University Mexico:** in October 2013, the BBVA Bancomer University was created, which focuses on the development of the more than 38,000 collaborators that the institution has.
- **New capabilities training plan:** promotes and forges the new skills and abilities that BBVA Group needs its professionals to master to accelerate its transformation process to achieve its purpose: bring the age of opportunity to everyone. Arranged around 14 strategic digital capabilities (agile, data, tech, behavioural economics, design, process,etc.).
- **B-Token:** New, de-centralised training model that opens up the whole learning catalogue (Campus BBVA) to all employees. This programme values the time employees invest in learning and also in providing training to their colleagues by rewarding them with a virtual token -void of monetary value. **This is an impactful innovation in Learning for two reasons:** first, it empowers all employees to obtain control over their own training plan, and second, it accelerates the employee re-skilling process making it easier for the workforce to acquire the new capacities needed to accompany the Group's transformation process.

3.1 FLEXIBILITY & MOBILITY

Boosting Employees' Versatility

CONTEXT

Enedis manages 95% of the electricity distribution network in continental France with 38,000 employees. In 2015, Enedis started their transformation to maintain the performance of their activities in the context of widespread deployment of smart meters. As smart meters can be remotely operated, customer service technician positions were going to face reduced activities and eventually lose their “raison d'être”: 5,000 employees were concerned.

Enedis started a program to boost the versatility of these employees. The aim was to make them slowly transition towards mixed positions with mix of customer service and network maintenance activities and adapt the activities and organizations in order to secure the company's performance. Technicians continued to work on the network but with more customer-oriented tasks.

CHALLENGES ADDRESSED

- The evolution of the technician position.
- 5,000 jobs needed to evolve.
- Developing trainings to upskill employees and find ways to engage them in upskilling.
- Defining activities that match both the needs of the company and the employees in a context of transformation
- Trying to match the needs of the company with those of the employees.
- Coverage of the national territory with technicians when employees' geographic mobility is lower than it used to be.

SOLUTIONS

- **Strengthening the professionalisation system** building the employee's profile for the next 4 years, and proposing financial incentives and reciprocal commitment contract to promote functional and geographical mobility.
- **Modelling operational activity to support the upskilling of technicians.**
- **Working on matching the cultures of two positions that are converging** (customer service and network maintenance) and strongly communicate about it.
- **Using ephemeral structures to facilitate employees' access to workshops** led by peers or experts in all fields (customer, IS, technical, prevention, HR, etc.) to make the transformation operational.
- **Three phase project:** 1_ Experiment the new activity model and transition process; 2_ Learn from the experiment/adjust the model and process; 3_ Implement the model & process throughout the whole company

3.2 FLEXIBILITY & MOBILITY

Mobility Grid Program

CONTEXT

Grupo Antolin is a family-run multinational company born in the 1950's. Grupo Antolin is one of the largest manufacturers of vehicle interior parts in the world with 150 factories in 26 countries and 30,000 employees. Its long industrial tradition, extensive knowledge and the commitment to innovation and quality have made Grupo Antolin a key partner of car manufacturers in the development of more technological, comfortable and sustainable vehicles.

Corporate HR launched the “Mobility Grid Program” for all employees working in the Industrial area. The aim of the programme is to provide the organisation with a pool of professionals ready to move to other countries/plants to help in the projects and solve challenging situations as well as to have a suitable team that could easily join the “launch teams” when opening new plants. The first phase of the project focused on the identification of the employees who were open to mobility. In the second phase Grupo Antolin mapped their skills, and in third phase, it started implementing specific first mobilities.

CHALLENGES ADDRESSED

- 30,000 employees spread out on four continents, more than 150 production plants in 26 countries.
- Cultural change for the Management .
- Extra employer branding effort to become more desirable for the candidates.
- Diversity: some plants are very locally centred. Knowledge of foreign languages is sometimes low, which could make the integration of non-local language speakers more difficult.
- The pool of candidates needs to be updated at the time the need emerges but the personal situation of the employees can vary rapidly.

SOLUTIONS

- **“Mobility Grid Program”** to identify employees within the organisation with industrial expertise who were open to consider temporary mobility within the group. This active group of employees would promote Grupo Antolin culture, share knowledge and create professional links with other regions.
- **“Learn by doing” approach** to acquire new abilities and skills through Short Mobility (maximum up to 6 months), worldwide, continental or within a country.
- **More than 400 candidates** were identified from almost all countries (except three). The level of seniority, specialisation, performance, knowledge of foreign languages, time of availability and willingness of moving to a destination country was analysed and presented to the Industrial area.

3.3 FLEXIBILITY & MOBILITY

Creating an agile workforce

CONTEXT

Founded in Belgium in 1945, SD Worx is an international company providing HR services, including Staffing & Recruiting, Core HR, Payroll & Reward, Workforce Management and Talent Management. Together, SD Worx entities employ 4,000+ employees serving more than 70,000 private and public sector customers worldwide, from SMEs to very large organisations.

In 2017, due to digitalisation, future skills needs, and increasing labour market flexibility, SD Worx kicked off a transformation project on to facilitate internal mobility in two steps. First, mapping of employees who are willing to change jobs, and second, training and development to make them acquire new skills for new positions. The future skills program within this transformation project focusses on three main future competences: agility, connecting and thinking 'outside in' (by connecting with costumers and using networks) and trainings and development programs.

CHALLENGES ADDRESSED

- Uncertainty of future needs of workforce and planning.
- Increasingly flexible labour market and agile workforce.
- SD Worx Internal assessment showed struggles in different departments regarding feedback sessions (to give/receive feedback in a constructive way).
- Organisational inertia on flexibility and mobility in terms of practices and career development.

SOLUTIONS

- **Agile HR management** and workforce forecasting.
- **Awareness:**
 - ▶ Career development, self-development and focus on employees' knowledge of their own skills.
 - ▶ Communication of management towards employees regarding the future needs of the labour market through agile workforce planning.
- **Opportunities**
 - ▶ Communication about upcoming vacancies, and encouragement of opportunities fuelled by business and talent need.
- **Learnability**
 - ▶ Reskilling and personal development to be more employable in the future.
 - ▶ SD Worx supports both managers and employees internally through trainings in change management.

3.4 FLEXIBILITY & MOBILITY

A Company in transition

CONTEXT

Engie is a French multinational electric utility company, with about 171,100 employees worldwide as of 2019, that has operations in energy transition, electricity generation and distribution, natural gas, nuclear, renewable energy, and petroleum.

They are a global reference in low-carbon energy and services, and are committed to the transition to a low-carbon future. The Engie Group is made up of 2 main activities: (1) energy service, and (2) technical services. In its services activities, Engie is faced with a constant evolution of the technical trades and must constantly ensure upgrading of these workers.

Recently, Engie has announced the closure of its nuclear plants in Belgium to replace them with new gas-steam plants. For many workers, adaptation of their skills to others or new skills will have to be considered.

CHALLENGES ADDRESSED

- Uncertainties on how many and what kind of skill profiles will be needed in the medium term
- Redirection of workers who are losing their jobs to other functions in the company. Employees' training happens without necessarily knowing what the training is for.
- Difficulties in identifying skills & job trends to come in the next 5 years.
- Physical mobility of employees from energy supply and distribution to technical services is difficult due to their different status.
- Challenge for the manager to identify people with particular expertise or a set of competence that may need to undergo certain training to be eligible for another job post in the company, as a part of their career development.
- A large number of employees are not familiar with the HR resources available, how to access them or use them proficiently.
- Communication with employees

SOLUTIONS

- Development of a **system of skill evaluation and prognosis tool** to better identify what groups of workers need to be trained in a particular skill.
- Providing a **training catalogue with tools** that can be used by anyone at any time. This provides employees with the necessary training and is an opportunity to internally develop their careers.
- Offering employees **digital access** to the training catalogue and tools via digital devices (i.e. computers and smart phones).
- Active, **internal discussion** on how to improve employees' digital proficiency at all levels.
- Launch of the "**Engie Academy**", developed in partnership with competence centres, to better train and recruit technical workers for skills that are hard to find in the labour market. Participants who successfully complete the training course are offered a job at Engie.

3.5 FLEXIBILITY & MOBILITY

Skills for good

CONTEXT

Johnson & Johnson is a world-leading healthcare company with a broad portfolio of both pharmaceutical and consumer health products and hospital medical devices. The company has a history of more than 100 years and has currently about 132,000 employees operating in 60 countries all over the world.

Innovation is at the company's core together with the commitment of giving back to the communities, who are at the heart of J&J's credo values. J&J has a 'Global Community Impact Team' with an 'Employee Engagement Team', the latter focusing on a range of development opportunities connected to the good cause. The 'Talent for Good' pillar bundles these opportunities with different levels of engagement, going from volunteering projects requiring few hours a year to the highest level of engagement in the secondment program.

CHALLENGES ADDRESSED

- Build the healthiest workforce alive.
- Connected with and give back to the communities in which the company lives in.
- HR interface to be more approachable and accessible for communication - in both ways.

SOLUTIONS

- A variety of well-being and energy management offerings are available for employees through J&J's Global Health Services Team like the "**Energy for Performance Program**" with coaching as well as psychology support for both work-related and private issues as part of the employee assistance program. The secondment program gives employees the chance to perform a **skill-based volunteering experience for 3-6 months with a partner NGO**. This exchange is based on the employee's competences and the needs of the NGO. Employees - who have been with the company for at least 2 years - can apply for this program. They express their preferences through an interview process, after which their **skills are mapped and matched** according to the needs of the NGO.
- The program fosters **leadership capacity and resilience** for the employee and helps the NGO with a high level of skills.
- There is an **alumni network** for those who have participated in the program to share experiences and build a network. A **senior leader coach** supports employees throughout the program and the employee engagement team checks in with them regularly.
- The secondment program has about 20 participants each year, mainly from the EMEA region, and is now being extended to the global organisation.



In collaboration with:

J.P.Morgan

Member of the European Pact for Skills

FOR MORE INFORMATION

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ABOUT CSR EUROPE

CSR Europe is the leading European business network for Corporate Sustainability and Responsibility.

With our corporate members, National Partner Organisations (NPOs), and Associated Partners, we unite, inspire & support over 10,000 enterprises at local, European and global level.

We support businesses & industry sectors in their transformation and collaboration towards practical solutions and sustainable growth. We are for systemic change. Following the SDGs, we want to co-build with the European leaders and stakeholders an overarching strategy for a Sustainable Europe 2030.