

Poland: the ideal workplace

Report

March 2018

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Building a better
working world





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Introduction



As research shows, a sense of happiness at work affects a number of business results in the organisation. It contributes to greater engagement, creativity, and lower absenteeism. Moreover, it also benefits employees - they are satisfied with their jobs, live longer, and earn more!

We started encouraging people to bet on happiness over a year ago with our PracujeBoLubie.pl (translated: "Work Because I Like To") campaign. At that time, we were not sure if Poland and Poles were ready for this new approach to work, to openly talk about what they need and to seek fulfilment through their work. Today, we know it was worth it. We were happy to see many great employers, incredible heroes and satisfied employees get involved in the campaign. Thanking them for their support and confirming our belief that it was worth on the bet, we move forward with our goal to provide professional support to employers and employees in building happiness at work.

The aim of this report is to answer the question of how to systemically build a sense of happiness among employees. How to translate it into business? What elements are important? How to, step-by-step, increase a sense of happiness from work?

After the success of the PracujeBoLubie.pl project, there is no doubt that Poland is ready for change. We invite the cooperation of executives board and HR departments but, first of all, employees themselves. We are keeping our fingers crossed that more and more Poles can be happy at work!

A handwritten signature in black ink, which appears to read 'Barbara Zych'.

Barbara Zych

CEO, Employer Branding Institute



This report, "Poland: an ideal workplace" is a result of several months of work - carried out jointly by EY and the Employer Branding Institute - which focused on creating a workplace where employees go every day with pleasure and don't want to leave.

Is it even possible, especially given our Polish tendency to see the glass more half empty than half full? There is no doubt that it is worth the effort to create such places. Experience shows that happy employees are much more engaged and motivated, and this directly impacts the company's financial results. A mere 5% growth in the employee engagement increases company profits by almost one per cent, and employees who are engaged are much more willing to promote their own employer than those who do not feel good at work.

So what is the best approach to creating an ideal workplace? Our findings show that agreeing on a common purpose that motivates employees, management and owners to truly engage in the company's matters. Purpose isn't about short- or long-term financial ambitions but an idea, a thought that sets the direction for all activities in the organisation. Purpose driven organisations are much better at combining seemingly contradictory interests of diverse groups; and if employees of purpose-led companies are happier at work, then it is three times more likely that they will stay in their jobs. With engagement levels nearly one and a half times higher than at non-purpose led organizations. And this, as mentioned above, has a direct impact on company results.

As you can see, joining the effort to build an ideal workplace, means shared benefits for employees, corporate management boards, and entrepreneurs alike.

Enjoy the read!

A handwritten signature in dark ink, reading "Michał Grzybowski".

Michał Grzybowski

Team Leader People Advisory Services, Poland and Central,
Eastern and Southeastern Europe & Central Asia (CESA)
EY Partner

1. Happy Employee


**A happy employee
is a good employee
- a new direction
in organisational
performance
management**



The Polish job market is in the best condition since 1989 - we have one of the lowest unemployment rates in history, a fairly good level of foreign investment, and we are hungry for more. According to a report by EY, Poland is one of the top five most popular European destinations for foreign investors.

This very good news poses a number of challenges for employers:

- ▶ a dwindling pool of available candidates not only increases remuneration costs but also forces employers to act more efficiently in the area of employer branding;
- ▶ changing forms of employment (from permanent contracts, paid based on work time to the increasingly more frequent project- and result-based payment) demand a different management style in organisations and more flexible forms of cooperation;
- ▶ low unemployment level and growing mobility require an increasing focus on retention and employee loyalty enhancing activities.



63% of Poles are dissatisfied with their work³

only 13% of the world's workers are actively engaged in their jobs (the fact that the remaining 87% are disengaged contributes to generating costs of around 500 billion USD a year in the US alone.)⁴



This undeniably difficult job market - at the moment, over 50% of Polish employers have problems finding and matching candidates (WorkService, 2017) - has its advantages and demands from employers a higher focus on optimisation of activities and a strategic approach to management, especially in the aspects such as:

- ▶ employer branding that optimises the recruitment funnel (the less, but more well-suited candidates, the better);
- ▶ employee selection leading to higher loyalty (the better a candidate fits his or her position and organisational culture, the longer the employment period);
- ▶ engagement leading to better business results (the higher the engagement of employees who fulfil their goals, the better the organisation's results).

¹ EY report "Poland's investment attractiveness 2017" <http://ey.media.pl/pr/356859/raport-ey-inwestorzy-ankietowani-przez-ey-potwierdzaja-wysoka-atrakcyjnosc-inwestycyjna-polski>.

² EY Report: "A new trend in the hiring formula. The freelancer's era." <http://www.ey.com/pl/pl/newsroom/news-releases/news-ey-20180221-raport-ey-era-freelancera>.

³ PracujeBoLubie.pl, 2018; Sedlak&Sedlak, 2016.

⁴ Gallup.

**Happiness at work
pays off for everyone.
Satisfied employees
are:**

43%

**more
productive⁵**

86% more

creative⁶

and generate a rotation

that is lower from

26 to 61%⁷

Transformation in HR

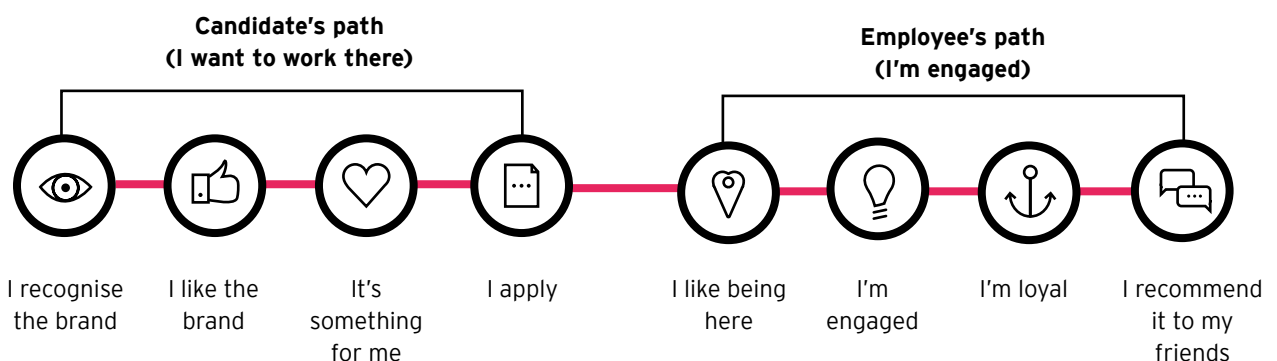
How to approach this subject and strategically transform an organisation, gaining a competitive advantage? **Activities in all these areas can be summed up in one general guideline: let us take care of our employees' happiness and engagement!** Let's start looking for the basis of what determines our happiness and engagement and strategically prepare for systematic and long-term activities that yield better business results.

How to strategically plan increased employee happiness? In the Employer Branding Institute, we take our customers through **3 levels of organisational intervention** - each based on the ebnavi.com audit. Below, there is a brief summary of each level, leading to the transformation of an organisation towards better people management.

Level 1.

Key touchpoints on the road to a happy organisation

First, each organisation is evaluated in terms of critical touchpoints on the Talent Path. In the ebnavi.com methodology, we distinguish eight touchpoints, and each one includes critical actions that foster employee happiness.



⁵ Hay Group.

⁶ UC Berkley.

⁷ Gallup.

**Happy employees
used their sick leave**

36% less
frequently⁸

Critical points, together with policy and tools, all add up to a recipe for building employee happiness. In the coming years, this new approach to organisation management will determine the way we look at employer branding and HR. It is worth comparing the things that are changing in the old approach and where to go with the new one.

A brief summary is below:

Dimension of activities	Point of contact with the brand	Old approach	New approach
Reaching the right candidates on the market	I recognise the brand	We reach everyone on the job market with information about the brand	We reach candidates that fit our happy employee profile with information about the brand
	I like the brand	We build emotions around products	We build emotions based on employees and company culture
	It's something for me	We present an offer that reaches the largest possible audience	We present an offer that is focused around our profile's needs, we reject candidates that do not fit our EVP ⁹
	I apply	We make a selection based on competence fit	We make a selection based on culture fit and EVP
Engaging employees	I like being here	We provide a sense of security	We build positive energy and atmosphere around key values
	I'm engaged	We study engagement once a year and we allow people to grow	We maintain our employees' state of flow, dynamically reacting to increases in their abilities
	I'm loyal	We give rewards to long-serving employees	We build a sense of meaning at work
	I recommend this employer	We award an additional, financial bonus for recommendations	We build a sense of belonging and identification with the company, we reward for recommendations that are consistent with the company's EVP

⁸ Gallup.

⁹ Employee Value Proposition - benefits offered by the employer.

Level 2.

Systematic employee support on the road to happiness

Where does happiness come from?

Leisure rooms, free coffee with whipped cream, company events and Christmas packages. There are many benefits on the list of employers' methods to supporting employee satisfaction. Unfortunately, these tools are usually very superficial, and even the expensive ones do not generate long-term value because they are not the source of employees' happiness. What is, then? According to the I Love My Job methodology, in which we select organisations that excel at strategic employer branding, employee happiness has its source in four pillars. Each of them is equally important, and, what is more, interdependent. To support employee well-being and engagement in the long term, you will need:

1



ENERGY

- physical and psychological employee health, good nutrition, sport and general well-being are sources of positive energy for each of us. Even the most resilient professional will not get very far without a proper diet and breaks from work!

Did you know that...

...sport and proper nutrition help to increase productivity (even by 25%), significantly lowering absenteeism (up to 27%) and positively affect engagement (circa 15% increase)?

Source: Health Enhancement Research Organization (HERO), Brigham Young University and Center for Health Research at Healthways

2



POSITIVE EMOTIONS

- a sense of security and good relationships at work are the basis of functioning and a platform for development of further levels. The way we feel when we're with our colleagues and boss at work every day, how much we laugh, what support we receive and whether we can look into the future with confidence are not only sufficient but necessary conditions for happiness.

Do you know that...

...positive emotions in the workplace alone can raise efficiency! According to research carried out by the University of Warwick, people who focused on positive emotions, even if they are evoked by small things such as free chocolate or funny videos, work 12% more efficiently

Source: Andrew J. Oswald, Eugenio Proto and Daniel Sgroi (2014), "Happiness and Productivity", *Journal of Labor Economics*

3



FLOW

- a state of high motivation when we are not aware of the passing of time and we do not feel we are putting effort into tasks. This state, known as flow, is possible thanks to constant balancing between our abilities and the challenge in front of us. Using flow to consciously build organisational processes can create sustainable engagement.

Did you know that...

...happy employees earn 36% more and live two years longer?

Source: *The Longevity Project, UCR, 2011; Seligman, 2013

4



MEANING

- a sense of meaning at work and conviction that what we are doing is bringing incredible results. Engaging in building a greater whole gives us identity and allows us to take joy in everyday tasks, even if they are difficult or problematic. A sense of meaning is built through a clear vision and its clear communication, transparency of organisational rules or a participatory management style. This is not an easy task but it brings good results in the long run.

Level 3.

Everyone needs something different. Talent analytics and happiness at work

Only **37%** of Poles are happy in their jobs according to the study.

In 2017, as part of the www.pracujebolubie.pl campaign, we began to study happiness with a tool called the **Barometer of Happiness**. So far, we have surveyed several thousand Poles who answered questions from the four above-described areas. The score is surprisingly low, however consistent with other reports¹⁰. In addition, we conducted a survey on specific groups of employees, looking for a correlation between happiness and productivity.

Author: Barbara Zych, PhD - Founder of the Employer Branding Institute, including the www.pracujebolubie.pl project. Doctor of psychology, lecturer at leading Polish universities. She has 15 years of experience on the HR market and provided services to over 100 organisations from the Fortune500 list, authored seven books on organisation development and developed over 15 original tools for the HR market. Director of the post-graduate MBA employer branding studies at Kozminski University. She writes a blog at www.barbarazych.com

¹⁰ e.g. Sedlak&Sedlak, 2016.

Analytics in the service of work

EBI Case study

We prepared a recruitment communication strategy for a bank operating in Poland, using people analytics and verifying, for example, whether a sense of happiness is related to work performance.

The aim of the analyses was to determine the predictors of efficiency with respect to sales chain employees, and therefore, determine the profile of employees with best sales results in one of the retail banks operating in Poland.

The Employer Branding Institute team was looking for answers to the following questions:

- ▶ How to increase the profitability of a sales network?
- ▶ How to increase employee retention?
- ▶ How to acquire future top performers?
- ▶ How does enjoying work tie in with its efficiency?

We considered three performance groups with respect to different variables. It turned out that the profile of the top performers differs significantly from the profiles of other groups, both in terms of expectations about organisational culture and hard elements of the offer. What is more important, it also turned out that the people who are the best at performing their tasks exhibit a much higher level of happiness and sense of meaning at work. In this group, it turned out the Pillar III (flow) was key. People who achieve better results (i.e. are more productive) up to twice as often feel that their everyday tasks allow them to grow and fulfil their professional dreams than people with a low level of task completion.

Based upon the survey results, we created a profile of a happy employee and reformulated recruitment communication with a focus on acquiring top performers and also made changes to the motivational system. The results showed that there is value to applying an analytical approach to profiling and shaping a long-term employee happiness policy.

Conclusions

There is no doubt that building employee happiness pays off, both for employers and employees. It is not a random intervention though – it requires a strategic approach and consistency. But it is not impossible. And, what's more, the results are felt by both the employees and the employers.

I strongly encourage you, in these times of big challenges on the job market, to focus on employee happiness and to include it in strategic goals as a source of higher EBITDA.

To start, picture a Monday morning when going to work means seeing dozens of smiling, happy faces (see how we made thousands of Varsovians smile on a Monday morning¹¹). We invite you to take part in an employee survey organised in cooperation with pracujebolubie.pl and to start building potential for happiness in the workplaces!

¹¹ <https://ebinstitute.com/blog/zrobic-dobry-ambient-zyskac-usmiech-miliona-osob/>



Employee happiness pays off



The first quarter of the year is a time to determine company' priorities. Where did employee happiness fall on your list? Many specialists and managers will respond that they don't set these type of goals because they don't translate into business results. Nothing could be farther from the truth! Employee happiness does indeed pay off. This report will show you why and what to do about it.

These inspirations will demonstrate to you and your organisation how simple it can be.

1

Lesson One:

How can we build relationships based on mutual kindness?

There is still a widespread belief among managers that putting pressure on employees is the only way to make them achieve better results. In reality, it often has the opposite effect. Overstressed employees are characterised by lower efficiency and a higher turnover rate - they often prefer to give up a promotion or even leave than to be exposed to more pressure. **Meanwhile, researchers report that the real key to performance is... kindness! How does it work?**

According to the latest research by the University of California, kindness inspires kindness. In practice, this means that if I am witnessing an act of kindness, it boosts my mood and I become more willing to act in a kind way in turn. One experiment aimed at evaluating the role of selfless help in the workplace was carried out in Spain on a sample of over 100 employees. It confirmed that acts of selfless kindness directly impact happiness at work. As a result, it increases both the performance of the person performing the kind gesture as well as the person who receives the gesture or otherwise uses the giver's help. From a business perspective, this has a direct impact on the processes within the organisation: when the employees are friendly and helpful to each other, when the atmosphere is positive and not laced with fear, employees will not only do a better job at handling customer service but also build better and more satisfying relationships at work.

Kindness in professional relationships is also good for the brain. Being the recipient of kindness causes our brains produce more oxytocin and dopamine, which help us to relax, be open to others and be more willing to cooperate.

According to the latest studies by Harvard Business Review (2017), you only need to answer employees' four basic needs to raise their loyalty by as much as

63%, at the same time increasing their engagement by 50%.

2

Lesson Two:

How can we build engagement through a sense of control?

Research shows that the most engaged employees are managers, professionals and entrepreneurs. Why do they stand out from “the norm”? The answer is simple: a sense of control and, more precisely, a sense of control over their job. A meta-analysis carried out in 1986 by Paul E. Spector from the University of South Florida showed a link between a high sense of control and a high level of satisfaction, commitment, engagement, motivation and results as well as a low level of physical symptoms of emotional stress and absenteeism. It is also assumed that control at work counterbalances a heavy workload and contributes to motivation. This approach is supported by research published in 2003 by psychologists from the University of London. They suggest that with growing demands at work there is also an increase in the need for a sense of control, which leads to a reduction in fatigue in situations that require a high level of control over work. Increasing individual control over work is necessary to counteract exhaustion and cynicism in the workplace - the two symptoms of professional burnout.

3

Lesson Three:

How can we give employees life energy by giving them time to rest?

Swedish employees are considered to be the least stressed in the world. Their secret to happiness is summed up in one word: *fika*. The word comes from the Swedish *kaffe*, i.e. coffee. The Swedish coffee break is literally a moment to leave your work behind and a chance to relax in the company of your colleagues - and not a multitasking strategy. The key element here is to “pause” the day.

After studying the history of Swedish social rituals, Professor Viveka Adelsward concluded that rituals such as *fika* can boost productivity. **Research shows that people who take breaks during work do not get less done.** In fact, it is quite the opposite: breaks can increase work efficiency. Adelsward claims that informal coffee breaks break down barriers in the office:

- We meet under informal circumstances, exchange information and comment on what's happening. The hierarchy breaks down during fika; we're all in it together regardless of power and position. Those moments of closeness may also let colleagues feel freer to explain or contextualise how they're acting in the office that day. Fika is also thought to encourage creativity. We get a chance to blow the dust off our brains, fill them with inspiration from others, and have an opportunity to test our thoughts and ideas.

4

The fourth and final lesson:

How can we translate a sense of meaning into employee efficiency?

In an age of sprawling corporate structures, looking for a sense of meaning in an individual job position may pose a challenge. **Due to breaking down of processes into smaller components, where the majority of specialists responsible for the final effect do not have direct contact with the consumer or the recipient of the product, a sense of meaning disappears. Does it pose a threat to business? Yes, especially in the area of productivity.** A sense of meaning is an element borne within the organisation. This can be demonstrated by a popular anecdote from the 1960s when then-US president John F. Kennedy visited the headquarters of the NASA Space Agency. One of the employees he met was a man who was cleaning a corridor, and when he asked what the man did in the organisation, the employee responded, "My work is helping to send a man to the Moon." It is crucial for a contemporary organisation to promote such thinking at each stage of the product chain by describing all roles in the company based upon the final outcome, i.e. the company's mission. How is it done by the best?

The answer is in the pages of this report!



A happy world at work



Kinga Makowska

Creative Strategist, Employer Branding Institute

Happiness at work is not a new issue in science. For many years, there have been numerous studies aimed at discovering the relationship between happiness levels and employee performance and engagement. This section presents key global studies on the topic of happiness, along with conclusions relevant to business.

Happiness at work - who measures it and how?

The largest global study on happiness at work is the World Happiness Report, prepared on the basis of data provided by the Gallup World Poll - an annual survey carried out on sample of 19,000 respondents, and representing 98% of the world's population in over 150 countries. While life satisfaction can be described in many different ways and using various methodologies, the above-mentioned study uses the so-called Cantril Ladder - an 11-point, descriptive scale, where the top of the ladder represents the best possible life experience, and the bottom represents the worst imaginable life experience.

The scale is traditionally used in research on the topic of subjective well-being, i.e. measuring the level of life satisfaction in different target groups, including employees. In the case of Gallup's research, key was that the level of happiness was measured with a method of subjective evaluation without segmentation into individual components of happiness (as in the case of the Ikigai or the Barometer of Happiness methodology).¹²

Who is the happiest in my company?

Does an employer have a hundred per cent impact on employee happiness? We can guess that the level of satisfaction is determined by at least a few factors: starting from the industry and the position level, up to workplace location. In a set of eleven position categories, the happiest are managers and specialists. What's interesting is that the difference in happiness level is particularly evident for white-collar and blue-collar workers, where people working in offices rate their level of happiness at an average of 6 on a 0-10 scale; in comparison, in the case of manual labour workers, it is merely 4.5 on the same scale.

Given the scope of the report, it is worth looking at statistics that show differences in happiness level depending on the industry in the same region of Central and Eastern Europe. One distinguishing feature of our region is a relatively high level of company owners' happiness - among all respondents, they are the second happiest group after managers (approx. 6.3 on a 0-10 scale). Specialists are at a similar level. The lowest happiness level in the CEE is experienced by agricultural workers at 4.9 on a 0-10 scale.

This gap between results may be a cause for concern as it means that managers in the organisation will function at a completely different level of satisfaction and thus will be more open to changes, more friendly and be overall more satisfied with their jobs than manual labour workers. It may also cause communication problems or difficulties in applying one HR strategy to all company employees.

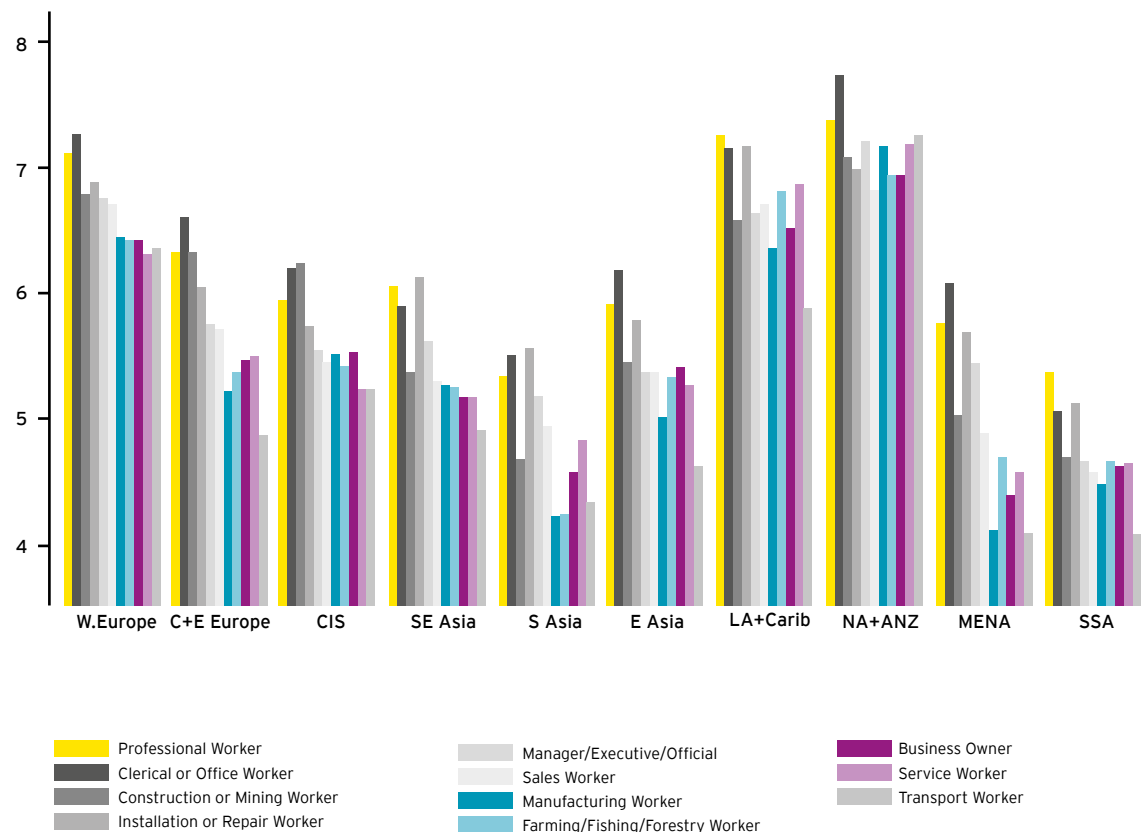
¹² Link: <https://pracujebolubie.pl/barometr-zadowolenia/>

Who is the most engaged in my company?

The research carried out in the framework of World Happiness Report answered not only which professions have the happiest employees but also allowed the correlation of happiness levels with other factors, such as work engagement (understood as a possibility to completely and positively engage in one's professional duties) and the level of job satisfaction (understood as satisfaction from the current duties performed by the respondents, without analysing their engagement power). Below is a summary of happiness, job satisfaction, and engagement level indicators broken down by profession.

Based on the whole data pool, we can conclude that there is a certain correlation between the level of job satisfaction and the level of happiness (0.28, where perfect correlation level is 1.0). Correspondingly, active engagement (or lack thereof) correlates with happiness level (at a level, accordingly: 0.10 in the case of respondents who are actively engaged in their job and 0.19 in the case of respondents actively disengaged from their job). In the business sense, it means that a happier employee is more engaged and more satisfied with his or her job.

At this point, we can ask ourselves: do we know which element has a crucial impact on the others? **What came first - happiness, satisfaction or engagement?** The problem can be solved in two ways. Methodologically, the components of happiness are based on four pillars: a sense of meaning at work, relationship quality, life energy, and engagement. We can hypothesise that the level of happiness increases as we appropriately take care of one or more of these mentioned pillars. From a business perspective, we can see that taking action to increase engagement level, job satisfaction or happiness as such will have a direct impact on growth in other areas. This is good news for HR departments as it turns out that employees surrounded with care in terms of happiness are more productive and satisfied with what they do.



Distribution of happiness according to region and level/position industry, source: Gallup World Poll (2011-2015).



Health

The best employer is one that looks after employees' health. Unfortunately, in Poland this elite club includes only 3% of employers, while the world average is 29%. In theory, wide-ranging *health & wellness* packages should be included in the group.

What are these packages?

Health & wellness packages are a set of activities aimed at improving employee life quality; however they lose a bit of lustre in conceding that they are not really about the employee so much as about performance and lowering absenteeism. According to studies by the American Psychological Association, this focusing on numbers, and not people, is actually felt by employees – and only 25% of them take part in such programs.

If not us, then who?

What else than employee wellbeing should be the ultimate goal for a top employer? It's worth taking a look at the problem through the prism of research, which shows that healthy employees mean not only significant savings but also benefits coming from greater engagement. Less stressed employees are even 29% more satisfied with their work and they feel even 25% more important to their organisation.

How is it translated into real solutions?

One social media giant adopted a pro-employee policy, that includes an element called the "fuel program," a concept aimed at supporting employees in their career development. The whole program is built around fostering a healthy lifestyle of people in the company. And a healthy lifestyle is not limited to having insurance in a private medical centre. The motto of the program is "Make employees' lives easier!" with one of its aspects to reduce distractions, the biggest distraction being a false sense of balance.

Why?

The authors of the Make Employees' Lives Easier concept believe that in the age of constant prioritising the thing that seemingly gives us freedom actually limits us because it requires us to decide what is the most important in any given moment. Flexibility does not impose anything but allows the adjustment of working conditions according to the ongoing, basic needs of the employees.

Sounds complicated?

The authors of the idea prove that this is not the case. It all comes down to simple solutions. You overslept and didn't have time to make breakfast? The meal you chose earlier is waiting for you in the fridge. You can't take a break from work? A special tracker will remind you that it is time to relax and rest and that an appropriate amount of sleep is necessary for proper functioning and efficient work.

What are we waiting for?

We cannot forget that caring about employees should be about them. Let's facilitate their day-to-day functioning. Let's make sure that the free time they want is really free – then, they will repay us with greater engagement and more efficient work. Ideal employers care about their ideal employees' happiness.



The pursuit of happiness in the workplace

How does happiness translate into team performance? Are your employees happy? The answers to these questions have to do with more than just the quality of everyday emotions that we experience - they have a direct impact on your business's performance.

We present an interview with Shawn Achor - an expert on happiness, the co-founder and CEO of the GoodThink company, and a TED Talk speaker - on the role of happiness in the workplace and the scientific evidence for the impact of happiness on business efficiency.

How do you define happiness? Has this definition changed over time?

The ancient Greeks defined happiness as "joy that we feel when we are trying to reach our full potential". This statement changes our perception of the pursuit of happiness - joy achievable both in better and worse times in our lives. At the same time, it is a factor that inspires our growth. What's interesting is that the opposite of happiness is not unhappiness understood as negative emotions. Feeling unhappy can be a great motivation to introduce positive changes. The true opposite of happiness is apathy, passivity, loss of life enjoyment.

How can we differentiate between sustainable long term sense of happiness and short, fleeting moments of happiness or pleasure?

Although, everyone has a different definition of happiness, the principle of building it is universal. When we measure the happiness level, we allow people to create their own definitions of the concept. You are as happy as you think you are. However, the principle of building happiness remains the same.

Social support and interpersonal ties are the best predictors of long-term happiness. In my research, I showed a correlation at a level of 0.7 (where an ideal correlation is 1.0 - editor's note) between a sense of happiness and a sense of social support. The result is even higher than the correlation between smoking cigarettes and cancer!

A sense of happiness can be understood as our own choice with respect to the perception of the surrounding reality. Consequently, some people may be happy living in poverty, and others despair despite immense wealth. In the United States, we are doing great when it comes to understanding the idea: we need to aim towards a sense of happiness, instead of chasing success. However, we still have not learned such key values as a sense of happiness, physical activity or communion with nature from countries that are slightly economically worse off.

We hope that educational institutions and companies will stop supporting the slogan: *If you achieve success, you will be happy*, simply because it is a wrong formula for happiness. It is time for us to realise the correct order: it is happiness that builds success, both in the case of individuals and whole nations.

What prevents people from feeling happy?

The biggest barrier is an internal belief that change is impossible. We grow up thinking that we are born positive or not - and we will remain so. Interestingly, this belief actually has little to do with current scientific knowledge. Studies proved that genes play a big role in determining the potential happiness level, IQ or potential to achieve success in life - however, this happens mainly because a regular person does not fight against his or her genes. We should share these conclusions with the world: we can disentangle ourselves from the constraints imposed by our genes, and happiness can be a choice.

What 3 tips would you give someone who struggles to find long-term happiness?

First of all, practice gratitude on daily basis. Researchers have found that finding three new things you're grateful for every day can move people dramatically on the optimism scale.

Secondly, write a positive note or email each day praising or thanking someone. If you make this a short note, less than two minutes, this is a daily routine that we have found dramatically raises your social connection score. Researchers have found that social connection is as predictive of how long you will live as obesity and smoking.

Thirdly, 15 minutes of cardio a day or three times a week for 30 minutes is the equivalent of taking an antidepressant.

Originally published at: <https://www.wrike.com/blog/workplace-positivity-shawn-achor-interview/>



Atmosphere

It seems to you that the employees like each other, that they go on team-building trips with pleasure and that you succeeded in creating a good work atmosphere? That may be so - however, we will be happy to show you how to achieve an even higher level of success!

Well-being above all

We all know how important the atmosphere at work is but we often do not realise how important it is for our employees. According to studies conducted by Grafton, as many as 94% of candidates indicate it as the most important factor that encourages them to apply, valuing it above flexible working hours and professional development opportunities.

Specialists suggest that the key element in building a good atmosphere at work is to create an organisational culture. As a leader you should care about hiring the best employees - this is obvious. Don't look at candidates, however, as a set of skills and qualifications. **Employees should make up a good team, in which they are able to cooperate well.** A good team does not mean a homogeneous team. There can be huge discrepancies between employees. They must feel that there is something that unites them in a diverse environment. This can be not only the organisation's mission but also shared values.

The end of culture fit?

Ensure that employees not only know the organisational culture in which they work but also participate in its creation. Ask them why they want to work here? What values count to them? Who inspires them, and more importantly, why? **Building an innovative culture in a company is not about bringing employees together by force but about them being united by shared values and diversity.** This is why an increasing number of companies are changing their approach to organisational culture, replacing it with the idea of shared values.

Values built together

An increasing number of companies focus on creating diverse teams. They are looking for candidates who do not so much fit their values but are able to enhance them and have something to add. Such an approach is oriented towards the good of the team and not only the company. It consists of selecting several key company values and adapting them to the diversity of employees, and not the other way round. **When co-creating organisational culture, employees can not only be themselves in it but also have a sense that they are actually participating in creating the company.**

Together you can do more

The shared values should be clear and supported by actions. How to look for new employees then? Which candidates should we focus on?

It is best to turn to your team and check who they are missing and need. Sometimes there will be someone with skills and characteristics similar to current employees; at other times, someone who will look critically at their actions and work in a completely different fashion. **The most important thing is to be able to take an objective look at the strengths and weaknesses of the team and what you want to achieve together. In this way, by referring to shared values and needs, you will build a team that can make anything happen.**

Commitment to happiness

In spite of appearances, high remuneration, free lunches and a modern office are not enough to achieve happiness at work.

This is how the recipe for happiness at work looks like according to Barbara Zych, PhD.

What consequences can a mismatch have for the organisation and for the employee? Is it possible to not fit an organisation and at the same time still feel satisfied with one's job?

Matching an employee to an organisation is a basic component of long-term employee engagement that affects not only loyalty but also engagement level and thus performance. The effects become visible only after some time when external motivators, such as remuneration or sense of stability decline. Then what starts to count is a sense of belonging and meaning at work. Thus it is possible in a short-term perspective, but in the long term the key components are believing that what you are doing has meaning, seeing the effects of your work, and alignment with company values. This is why it's worth looking for a workplace where we can engage in the long term, a place that gives us satisfaction and joy.



How to build an organisational culture based on the “happiness at work” concept?

Every organisation is different and has its own unique profile of a happy and, therefore, best performing employee. If we correctly identify it, the next steps serve to build engagement by responding to the needs of the company's financial profile.

Different people consider different factors important. How can a manager who wants to foster happiness at work take care of and introduce factors that bring happiness to his or her subordinates?

The key is knowing employees' needs and reacting to them. In management theory, it has many different names - transformational leadership which consists in dynamically responding to needs and using adequate management tools. Recently, it is popular to build turquoise organisations. This consists in matching employees with goals and tasks properly as well as giving them space to deliver. Both trends are based on similar assumptions - select the right people for the right tasks, trust them, and let them act.

It might be that you can perform your responsibilities perfectly but you still do not feel engaged. How can you find meaning in your work and become more productive?

There is only one way. First, you need to think about what motivates you to wake up with a smile on Monday morning and what brings you joy at work. Then, you look for a job that offers opportunities to perform these tasks - preferably within your current organisation, especially if you feel good there. Employees often make this mistake: I don't feel motivated so I need to change my job. And later, it turns out that the new job is in no way better in the long run! The phenomenon of adapting the environment to your own needs to seek meaning and motivation has been long known under the name of job crafting and it can bring spectacular results. Nevertheless, it's also worth noticing different dimension that might not be directly related to job tasks but to life hygiene - sleep length, holidays or good nutrition. These are the foundations of good energy, and without it, even the best job in the world will not give you satisfaction. **We would like to invite you to check yourself on the Barometer of Happiness set up as part of the PracujeBoLubie.pl campaign.**

Can we measure happiness levels at work? Does it have impact on the company's financial results?

We provide our customers with analyses that use people analytics approach and focus on looking for efficiency increases in operational processes and management, including engagement and a sense of happiness. When modelling people and process data in an organisation, we are able to isolate interdependencies based on which the customers implement changes that lead to increased profits. This new analytical approach in HR provides much greater opportunities to look for efficiency sources, design data-based solutions, and show return on investment in areas even as soft as joy at work.



Meaning at work

First, we need to ask ourselves: if you weren't paid for what you currently do at work, would you still be doing it? If so - great! You are in the right place: your work gives you satisfaction and it's your passion. And according to research carried out by the CBOS (ang. Polish Centre for Public Opinion Research), as many as 95% of Poles believe that you should put your heart into your work.

Values > Money

In such a competitive job market, a sense of impact or the meaning of work are values that are increasingly more appreciated by employees. Both in life and at work, we want something more than just a regular salary.

The results of research conducted by the Marketing Communication Association (SAR) indicate that in the case of Millennials, who make up around 25% of the job market, one of their key values is for their tasks to have meaning. And the American Psychological Association reports that a sense of performing meaningful work correlates with employee engagement level.

What is this meaning then?

Scientists define a sense of meaning at work as a desire to make a contribution to the changes in the world or have a real impact on the community. Doing something that makes sense gives value and meaning to our lives. And because we spend so much time at work, our minds' natural mechanism is to transfer our needs onto the tasks we perform. Research shows that this is not a figment of the imagination: as many as 65% of employees consider it important for their work to be changing the world for the better to some extent.

Greater good

The same as in the case of most effective motivation that comes from within, the employees should find the meaning in their work by themselves. How to effectively help employees to feel it? One interesting way is to refer to history and show that the company is one big team, a team in which every member plays a significant role in creating the world's history and contributing to real changes. This way we encourage employees to look at each other not only through the prism of being a professional in a given industry but also as a member of a community and co-creator of processes that are changing the world.

Sounds like a challenge?

We already know that you do not need lavish resources. You only need to inspire employees to see the meaning in their work and to look for it on their own in every task they take on. But it depends on you whether or not employees feel inspired to fully participate in your organisation.



Can you shape your job?

Amy Wrzesniewski, professor at the Yale School of Management, believes that often it is bad to think about our jobs as a list of obligations and things to do. To reinvigorate the way we earn our living, Wrzesniewski and her colleagues developed a methodology called job crafting. This interview with Amy Wrzesniewski was conducted by Michelle McQuaid, Master of Applied Psychology at the University of Pennsylvania, a workplace well-being teacher and author of numerous publications.

Can you start by explaining what job crafting is and how it can help us find meaning in our work?

The term “job crafting” refers to a method in which people change the boundaries of their tasks, relations and interactions with other people at work as well as think about work cognitively, i.e. in a way that changes the meaning and perception of their job. Take, for example, an IT helpdesk employee, i.e. someone whose work involves answering a lot of questions, solving problems and dealing with various issues. One way to look at such a job would be to simply understand it as someone who solves problems, escalates it to a higher level. A different way, which can allow the person to become more engaged in the work, is to think about the person as a teacher. The person has an opportunity, a chance in each of those interactions with the members of the team to teach them how to approach their problems to avoid them in the future.

That is a fairly universal example, given that most organisations have such employees. However, in general, the key issue is that job positions differ in terms of assigned responsibilities and it is worth paying attention to the fact that some of the differences make it more likely for certain roles to give a greater sense of meaning.

Studies over the last decade suggest that meaning is the number one thing that people want from their work. This value is more desirable than job security, flexibility, opportunities or even money. Why is it so important to us, and is meaning at work a luxury or a necessity?

I think that this is important for many reasons and I am glad that you phrased the question in the way that you did. It allows us to bring attention to what is important to us when we think about work. We discovered that even in difficult situations, people still care very much about the meaning of their work and how it contributes to the world. As it turns out, though meaning may seem like a luxury, in reality it is a fundamental aspect of the human experience and who we are.

Those who manage to find it achieve life satisfaction, work satisfaction and engagement and many other things that are so crucial for our well-being. And it does not matter whether it is a high-paid or low-paid job or whether, let's say, it's a position of a high or low social responsibility.

There is no doubt that job crafting has many benefits for the employees, but what benefits does it bring to employers?

When we started our study, we had no idea what results it would yield. We could imagine a situation where someone is trying to craft their job in such a way that it is more meaningful for them and afterwards it could turn out the content of such a job is no longer aligned with the vision or mission of the organisation. Or, it could also be the complete reverse: an employee may not only find more meaning in work but also do it in a way that is appreciated by the company. One thing we are discovering in our research is that the effects on the organisations are actually positive.

What can leaders do to support their employees in job crafting?

If you think about a typical situation, one opportunity to support job crafting is through “developmental conversations” which should take place at least once a year. I think they are a great way to support employees in building developmental plans and what kinds of changes they could make to their jobs or how managers and co-workers could support them in this. One other way in which managers can support and encourage job crafting is by communicating strategic goals. What is the organisation trying to achieve? What is of greatest importance for the organisation and its development at that time? It's one way to communicate to employees in which direction they should go. Another idea might be - and we have seen it in IT companies - to encourage employee groups to have conversations at the group level about how they could optimise their work. For example, one employee really likes direct contact with the customer, and another employee would prefer to deal with technical matters that go with the role. This allows them, in a way, to optimise the scope of each of their jobs and find certain flexibility.

Based on a conversation available at:

<https://www.michellemcquaid.com/podcast/can-you-job-craft-podcast-with-amy-wrzesniewski/>



Flow

We know the secret to effective work!

Work efficiency is the goal of both the employer and the employee. Flow - a state of mind that is most conducive to working - contributes to feeling a deep satisfaction from the performed task and helps to reach the heights of efficiency. Employees feel that they spend time doing something positive - something that makes them happy.

It's not news that an employee who pursues his or her passion at work is more engaged and identifies with it more strongly. When employees identify with their job, they are much more productive, which directly impacts business results.

Picture how it works: Spreitzer Porath carried out research focused on blue collar and white collar workers. **Those who experienced flow at work had 27% better results, and white collar workers were ahead of the rate by 16%. Not bad either.**

Do we rule emotions or are we ruled by them?

Regardless of where they come from, we are largely governed by our emotions. They often influence the process and have impact on the effect of performed tasks. This effect, in turn, affects our emotions - and this is how the circle closes. This shows how important they are in our professional life.

They are also the *sine qua non* element of commitment. However, they depend on the difficulty and the amount of work we have to perform. Too many demanding tasks overwhelm and frustrate, and too easy ones that do not present a challenge are simply boring. Finding a balance between these factors positively affects the flow of what we are doing. **But that's not all - it is very important for the things we do to make some sense.** We can get there by achieving clearly defined goals and values that allow us to set a good course for our actions. A sense of doing something that contributes to real changes and tangible results gives us a kick.

The more, the better

The more our brain gets it, the more is produced. The more often we allow ourselves to enter the state of flow, the easier it comes to us. **And it is good to be creative, have a positive attitude to our tasks and to be happy with what we do for one-third of our lives.**

Proud to work in a place like no other

Anna Woźniak, Senior Recruitment and Employer Branding Manager in EY

What our employees indicated as the most important factor affecting their engagement and job satisfaction is the environment and the people they work with. Shared values and openness to diversity, cooperation, purpose and a sense that our projects have a real impact on changes and success of our customers strengthen relationships between employees. Thanks to that, they say that they like to spend time together not only during working hours but also privately. Friendships and acquaintances made at work can last for many years, and our alumni remember their teams and people with a great affection.

Of course, as an organisation we also care for our employees' satisfaction and we encourage everyone to so-called sustainable growth. We provide full support in the area of career development and achieving personal goals. I believe that it is this balance that allows people to succeed and, at the same time, it allows us to achieve the company's business goals.

There are many examples of employee schemes, e.g. EYU (EY University), whose main pillars are gaining diverse experience, personalised selection of courses and trainings as well as coaching and mentoring.

EY Care and Wellness offers a wide range of meetings and workshops related to healthy lifestyle, preventive medicine, social responsibility, family life, and even work safety, driving safety, first aid, etc. We encourage our employees to spend time with their children in interesting ways. As part of the EY Family program, the company organises events and interesting trips dedicated to parents and their children. We support the passions and interests of our employees by organising contests related to their hobbies, e.g. the EY ArtClub initiative serves to promote broadly defined art within the organisation and allows our employees to take part in interesting exhibitions and meetings with artists.

We want our employees to be proud to say that they are working in an exceptional workplace. In a company that encourages employees to act and grow, where they feel motivated and inspired by their superiors and colleagues and in an environment where they have opportunities to grow not only in a professional but, above all, personal sense. We are happy that these activities are appreciated and recognised with the I Love My Job award.



It's about something greater

Allegro

Today's job market requires employers to offer something more than just a benefit package and timely payroll. There is an increasing number of organisations whose activities go beyond the business sphere. They get involved socially, create their own actions, motivate employees, and all that to create a better workplace. A place where an employee can find fulfilment, develop and feel happy. How to create a higher organisational culture that will amaze and make your employer's brand number one among employers? To be one of the companies where EVERYONE wants to work, which sets the trends and is given as an example?

There are many factors that affect the shape, mode of functioning, and success of a company. The most important include organisational culture, structure, and strategy. Organisational culture is a living component of the company. For many people, it is the soul of the organisation, it determines its personality. For this reason, it is so important to pay attention to communicating and integrating the vision and values into everyday activities in different, attractive ways.

How to build relationships with employees from different pillars?

Creating positive relations in a large organisation is no easy task. This is especially difficult in corporations that have diverse departments. But it is not impossible. You can achieve this by organising meetings and events, an employee volunteer program, promoting sports, healthy lifestyle, and many other activities. But you can also engage employees by using a distinctive vocabulary, official and unofficial stories about the company, clothes, interior design in spaces where employees work, and the gadgets they use. A high organisational culture can be only created by those companies, in which the declared values are observed in practice. This effect has been achieved by Allegro - as many as 92% of employees would recommend it as a great workplace, and 88% of employees are proud to work there.

” One inherent element of our work culture are events for employees: cyclical, technological meetings; meetings with interesting people; family picnics or health advocacy campaigns. A friendly workplace is also solutions supporting young parents, and that is why Allegro headquarters in Poznań has its own company nursery and kindergarten -
Izabela Jarosz, HR Director at Allegro

One other idea that works really well are different forms of bottom-up, employee volunteering, mainly based on sharing technological and business knowledge. The perception of a company as a friendly workplace includes also other efforts related to involvement in sports or designing creative office spaces.

How can you communicate values in large organisations?

The core of every organisation's culture are the values it represents. Vision expresses the purpose of our activity, values are the road allowing us to reach and fulfil a specific purpose. For this reason, it is so important to actually introduce vision and values into employees' life and awareness, in addition to just communicating them. Uncommunicated values have no greater significance: if no one follows them and they are nowhere to be seen, then they have no real impact on the organisation. If a company claims that the key to success is people, it should show it and invest in them. A good way to do this is to facilitate employees' professional development, taking part in interesting projects, giving them access to a wide range of technical, management and personal trainings, as well as developing in their roles as trainers, mentors, and speakers during conferences in Poland and abroad.

” Twice a year, Allegro gives all employees an opportunity to meet and discuss goals and the future. 1,400 people meet in Poznań where everyone has a chance to talk with colleagues from other teams or locations as well as members of the management board - this allows them to align their understanding of aims and information about the company's situation - Izabela Jarosz

People are the key to success

No company can create an internally coherent culture without people who either share its key values or want to and are able to adopt them because they are the ones who build the image and the unique atmosphere in the workplace. That is why, choosing the right employees is so important - employees who can inspire each other and share their knowledge, improving their skills each day. In everyday work, it is also important to feel that we have influence over how the company will look tomorrow. Interesting projects, the sense of having a real impact on the organisation, latest technologies, infrastructure, initiatives, events and work tools - all make a company an attractive employer.



2. Purpose brings happiness at work

Organisational course on Purpose

In uncertain times, purpose pays off



EY Beacon Institute surveyed 1,470 managers across 12 locations (Australia, United Kingdom, USA, China, India, Brazil, Japan, Singapore, Hong Kong Special Administrative Region of China, South Africa, France, Germany), representing 10 industries (automotive and transport, banking and capital markets, consumer and retail products, diversified industrial products, public administration and the public sector, health care, life sciences, mining and the metalworking industry, oil and gas, professional services). The study focused on statements made by business leaders (management, directors, etc.) of large companies. Over 600 of the respondents represented higher management (43%), and over 500 companies reported annual turnover of 2.5 billion USD and more (36%). The survey was conducted in the period between November 2016 and January 2017.

Where do companies that want to have happy employees begin? EY Beacon Institute's global research on the significance of Purpose for an organisation showed that it is a good idea to transform a company that is focused only on implementing strategy into a Purpose-led company.

What would it be like if we all lived in a world where...

... there is sustainable growth, where people have opportunities to develop their potential without bias in the spirit of cooperation and with a high level of trust in the business world?

All over the world, there is a developing trend that can make it possible. A trend that is redefining the business world and making companies something more than just producers that settle balance sheets and profit and loss accounts.

Leaders are beginning to see that customers and employers want to build different, deeper relationships with the business world and it is the purpose of company activities that has the power to stimulate growth - business success and innovation.

We are all operating in a competitive, dynamic and complex market. Globalisation and technological transformation in combination with the economic crisis, resource shortages and climate change has caused a loss of trust in corporations. But it has also generated high expectations. As a result, we see a growing sense of obligation but, at the same time, new opportunities arise for the companies to contribute to solving economic, social and environmental challenges.

Today's customers and employees are smarter; they demand that business be responsible and, more importantly, to have a human face.

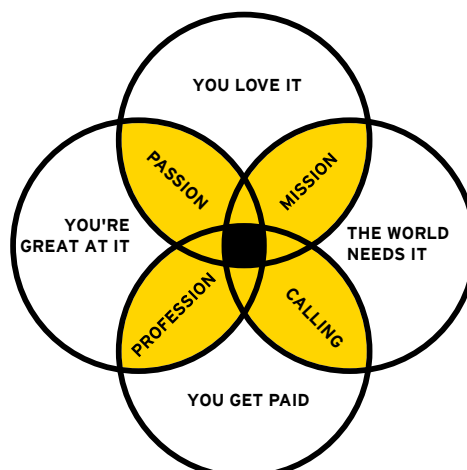
In addition to products and services, they see the heart of the organisation, recognising its character, i.e. what the organisation believes in and how it behaves. In this time of war for talent, competition for resources and battle for market share, organisations are looking for a new "genetic code" that will help them to change and flourish.

Only 6% of the world's population believes that the only purpose of a company is to bring profit for the shareholders.

84% of management representatives claim that their companies operate in a business environment that is changeable, volatile, complex and ambiguous.

More and more often, business pioneers initiate discussion about broader purpose within their organisations, which serves as a bridge between innovation and the human touch.

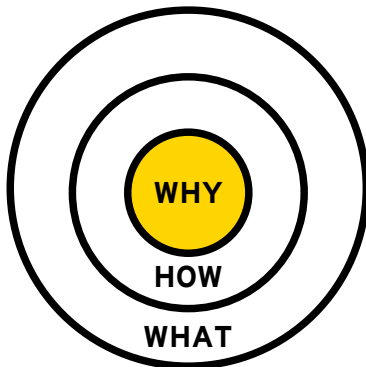
Purpose can act as a filter: help companies pick up on threats, allowing them to focus on a long-term horizon and not falling prey to short-term fads or trends.



PURPOSE

” Imagine a world in which the vast majority of people wake up every day inspired to go to work, feel safe and valued while they are there, and return home at the end of the day fulfilled
- Simon Sinek

THE WHY EFFECT



The methods that used to work in the past will not always prove useful now and in the future. This motto guided EY when it entered into cooperation with Simon Sinek, renowned motivational speaker and author of bestsellers *Start with Why* and *Leaders Eat Last*. His TED Talk presentation *Start with Why* is the third most popular video in the TED.com series on YouTube. He regularly advises corporations, politicians and non-governmental organisations on topics related to leadership, culture, and innovation.

The cooperation resulted in the creation of *The Why Effect* platform.

https://www.youtube.com/watch?v=u4ZoJKF_VuA

How implementing Purpose can help business and the society

The Why Effect enables organisations to achieve growth, stimulate innovation and introduce operational improvements of processes through activation around the implementation of Purpose. It also facilitates a strategic discussion about modes of operation that have impact on revenue and margins invested in stimulating growth and at the same time help to realize higher customer loyalty and trust.

Beginning with a “Why” allows us to maximise the effect, especially in such areas as:



Innovation



Growth

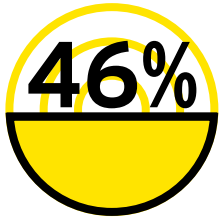


**Effectiveness of
processes**

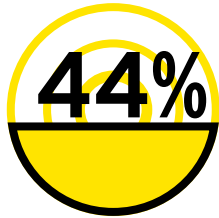
How does Purpose affect the organisation

- 1 It unites employees and stakeholders around a common “North Star”
- 2 It attracts, retains and engages key talents
- 3 It recharges t teams with positive energy, allowing them to be a part of a greater whole
- 4 It stimulates long-term growth, eliminating short-termism and helps to keep ahead of the competition
- 5 It builds brand reputation and customer loyalty

Less than a half of company CEOs claim that their company has a defined purpose, and even fewer confirm that they operate in a way that is focused on pursuing it.



There's a strong sense of Purpose in the company



Company is trying to work out a Purpose



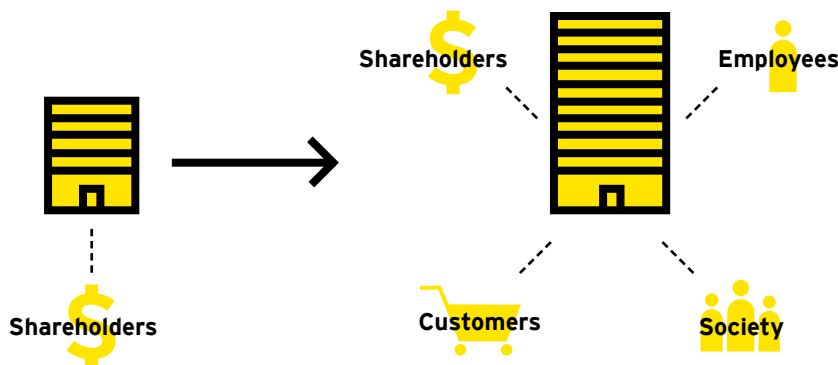
The Purpose has never been explained or communicated

”

Theories espoused in the 1980s and '90s have largely become the standard for how business works today. The problem is those were very different times. Any company that hopes to have lasting success in the 21st century has no choice but to re-evaluate how it does business
- *Simon Sinek*

Higher expectation to measure company success beyond just financial categories:

87% customers believe that companies do better when their only goal is profit



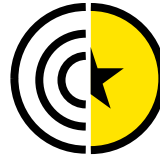
Having a Purpose positively affects:



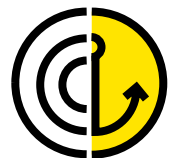
89% employee satisfaction



84% capacity for transformation



81% higher quality of products and services



80% customer loyalty

A study prepared for EY Beacon Institute by Harvard Business Review Analytic Services on a group of 474 members of management boards from all over the world.

Organisations that chose a Purpose achieve significant, tangible results:

Recruiting and retaining the best employees



1,4x
more **engaged**

1,7x
more **satisfied**

Building customer loyalty and gaining their trust



89% of customers believe that a company that has a Purpose provides **better quality products and services**

72% of consumers in the world would recommend a **company that has a Purpose** (a 39% increase since 2008).

84% of consumers **from developing countries** who at least once a year **shop based on a higher Purpose**

Profit growth for the shareholders



10x results of purpose-led organisations **dominated** in the group of remaining companies from the S&P 500 list, exceeding them **tenfold** in the years 1996-2011

120% results of brands related to the community functioning quality **exceeded** the results of listed companies in 2013

” **Organisations that have a clearly defined purpose generally offer far better value for investors, for shareholders, for employees[...] and all stakeholders** - *Katherine Garrett-Cox, Member of the Supervisory Board of Deutsche Bank AG*

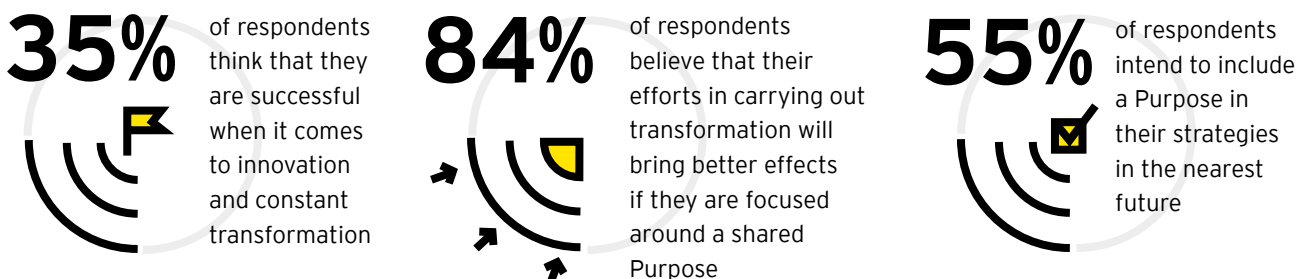
What is Purpose and why is it so important?

Purpose is an aspirational reason for existence that sparks action.

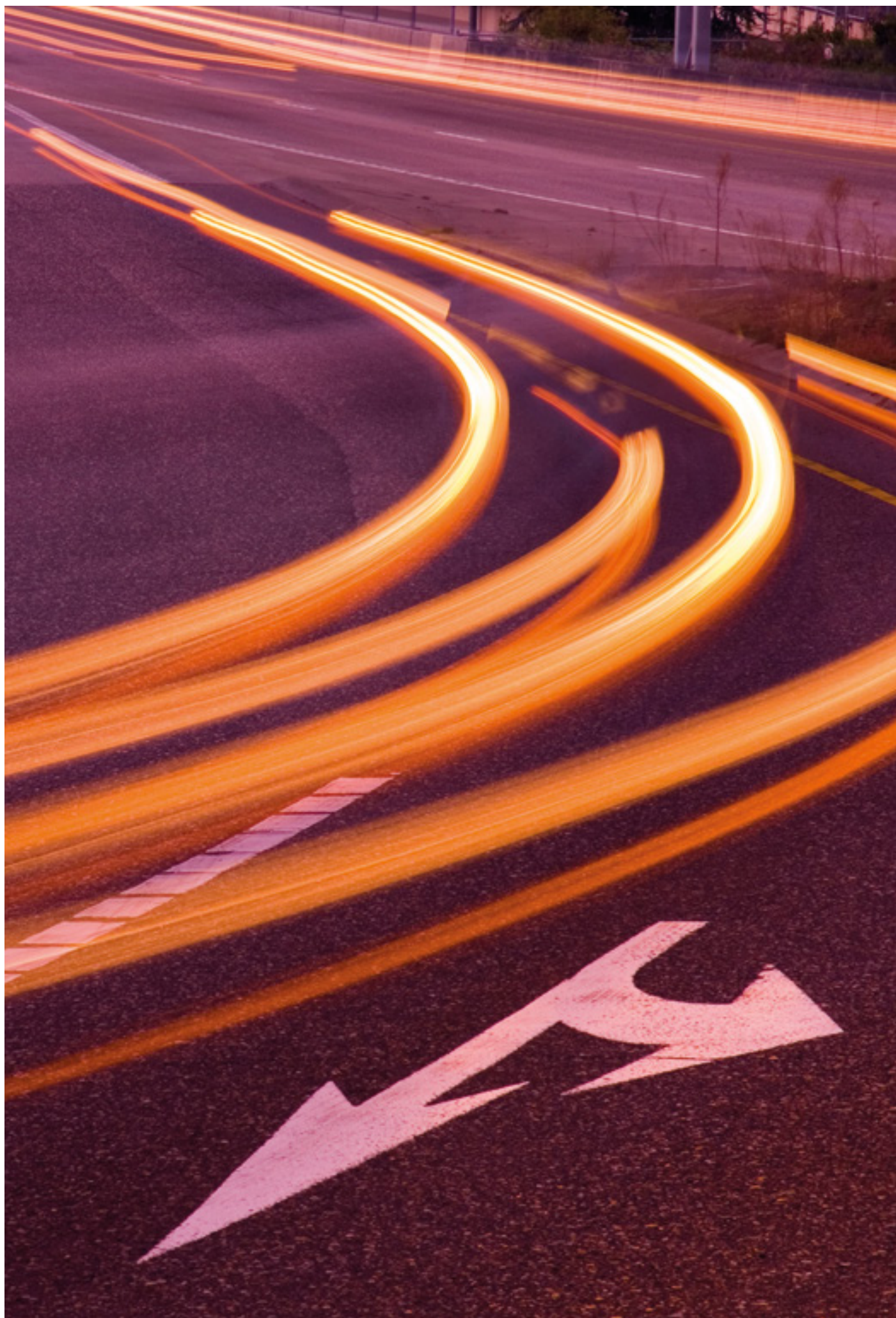
Brand	Goal
Pampers	Enhancing the quality of parents' lives
Apple	We believe in challenging the status quo. We believe in thinking differently
Walt Disney	Fostering and spreading happiness
Unilever	Following the highest standards of business conduct towards everyone we work with, the community and the environment that we have impact on
Nike	Inspiring all sportspeople* of the world and providing them with innovative products * If you have a body, you're a sportsperson.
EY	Constantly improving reality - when the business works better, the whole world works better, i.e. Building a Better Working World.

Purpose is a motivator - people unite around it, and that results in long-term, positive action contributing to development and an increase in innovativeness. Research shows that purpose-led organisations can generate higher value for shareholders and stakeholders in the long-term than those that act based solely on economic calculations.

Purpose as the driving force of innovation and transformation



A well-defined and activated Purpose will translate into better results and higher profits.



Purpose is not the same thing as a vision, mission or perceived values



Purpose is why we do business, a shared reason for being - *Pearson Publishing Company*

The mission is what we do, the Purpose - why we do it - *Disney Company*

I want to discuss why a company exists in the first place. I think many people assume, wrongly, that a company exists simply to make money. While this is an important result of a company's existence, we have to go deeper and find the real reasons for our being.... Purpose (which should last at least 100 years) should not be confused with specific goals or business strategies (which should change many times in 100 years). Whereas you might achieve a goal or complete a strategy, you cannot fulfil a Purpose; it's like a guiding star on the horizon—forever pursued but never reached. Yet although Purpose itself does not change, it does inspire change. The very fact that purpose can never be fully realised means that an organisation can never stop stimulating change and progress - *David Packard, fragment of a speech during a Hewlett - Packard training in 1960*

The biggest challenge for management is thinking in terms of maximising Purpose instead of maximising profits. When you have managed to do that, your company will achieve greater and greater success with time - *Paul Polman, CEO Unilever, Davos 2015*

In the age of breakthrough innovations, companies must constantly assess their strategies and priorities. In a complex, globalised world whose elements are interdependent, business is coming to understand that success requires interacting and cooperating with the ecosystem, bringing about positive change and contributing to solving challenges on a large scale.

- ▶ Consumers expect more from business - technology allows for greater transparency and quick exchange of information
- ▶ The market is becoming more regulated - there is a need for greater time investment to meet all the requirements
- ▶ Disruptive technology introduces new rules of the game - the need to speed up the product development cycle and the decision-making process, which happens almost in real time based on quickly available data
- ▶ Structures are becoming flat, the value chains integrated, and companies are beginning to look for opportunities outside their industry

”

In a world full of turbulence and disruption, an overarching purpose serves as an azimuth that does not let us stray from our path. Responsible and flexible leaders integrate purpose with the business model, supporting the creation of an atmosphere of trust and building authentic leadership that facilitates decision-making - *Uschi Schreiber, EY Global Vice Chair - Markets and Chair of Global Accounts Committee*

In the face of so many external factors, companies and leaders guided by a Purpose that is well-activated and grounded in creating values are able to generate innovations and change.

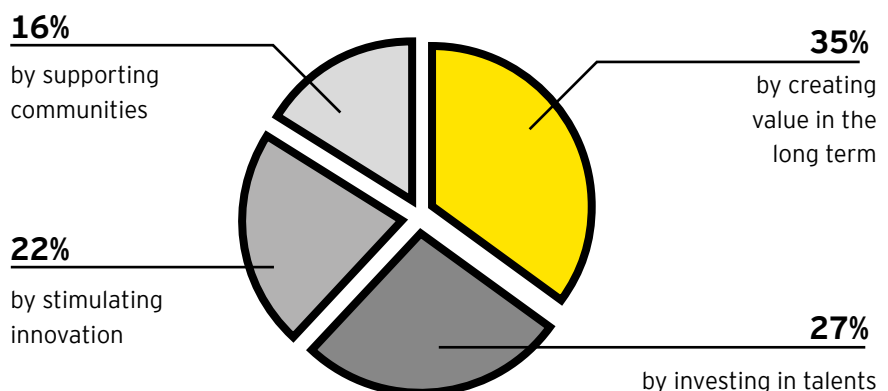
Purpose is a mysterious ingredient and often the missing link among the plethora of tools, processes and systems imposed by the management.

A company with a Purpose, from a passive player who follows change, becomes its active proponent and leading actor engaging the potential of the whole organisation.

”

In an external world where there is so much volatility, you've got employees as well as different stakeholders who want to make sure that you know where you're taking the ship and the direction that it's being navigated for the long-term. That conviction has to come through in the Purpose. - *Lorenzo Simonelli, President & CEO GE Oil & Gas*

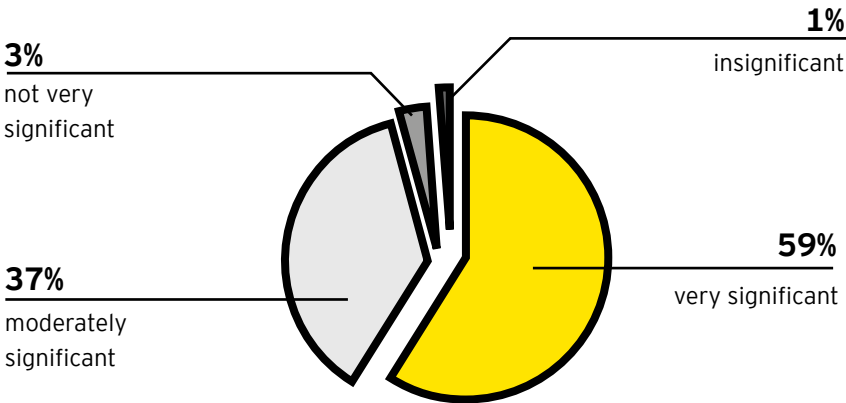
How Purpose-led organisations create a more friendly economy?



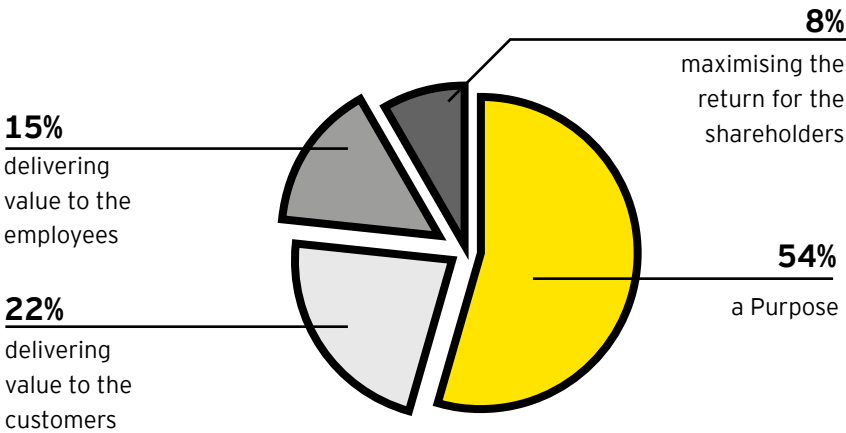
Numbers do not total 100% due to rounding.

How significant is your company's Purpose for your job satisfaction?

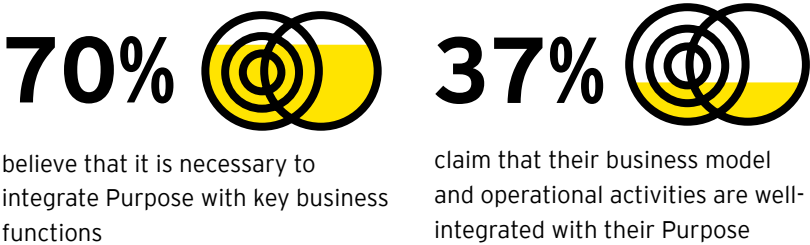
Nearly all respondents admit that Purpose is an important factor contributing to job satisfaction.



In an ideal world, would you prefer to work for a company that is focused on:



The underestimated Purpose



II Activation and implementation of Purpose

The majority of company CEOs are aware that having a Purpose is important but not many know how to activate it in everyday activities. Many experts agree that a Purpose can only have real significance and bring results when leaders and employees truly believe in its power and meaning.

The elements below are key for the success of Purpose activation.

Performance metrics

We need new ways of measuring value that go beyond financial indicators e.g., measuring social and environmental impact, creation of added value in the form of well-being / happiness level or reduction of harmful impact on the environment.

Short- vs long-term horizon

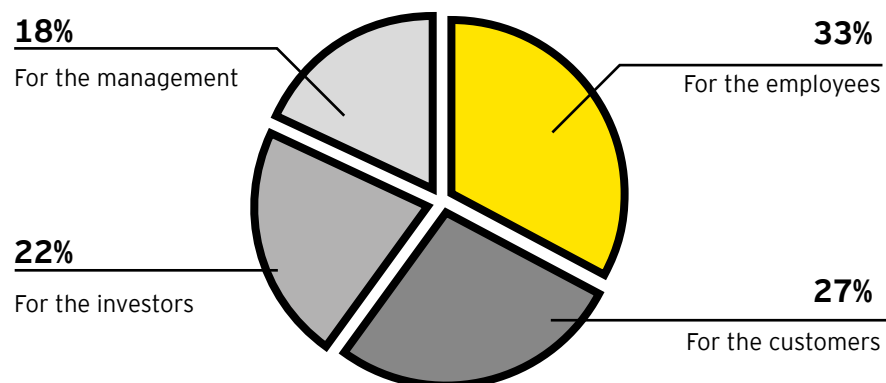
Having a Purpose encourages management and employees to have a more visionary outlook for the future, reducing excessive concentration on short-term tasks. Activating a Purpose may require making difficult decision between short-term benefits and long-term growth.

Real transformation takes time and it may mean a slower short-term growth and higher costs, and so it requires educating stakeholders, and in particular shareholders, about the positive impact of Purpose on growth in the long term.

Engagement within the organisation - influencers

The conversation about purpose should start from the very first job interview with a candidate. Recruiters should look for people who believe in the company's Purpose and want to participate in the effort to fulfil it. Special attention should be paid not only to making sure that employees see value in having and being guided by a Purpose but also feel that the Purpose is consistent with their aspirations and motivation, and with their own goals. The example should come from the top, from the leaders. One very important factor is authenticity and alignment of Purpose and action.

For whom does the fact that a company adheres to a particular Purpose have the biggest significance?



” We have integrated purpose into the reward system and integrated some metrics that are more purpose focused and long-term driven so that this is visible as well for management teams - *Laurent Freixe, Executive Vice President Nestlé S.A., Head of Zone Americas*

” The big disconnect is sometimes saying you want to do something and not rewarding that. So people in an organisation look not to what you say but to what you do. That means your compensation, your reward systems, it means that daily actions need to be aligned. - *John Haley, CEO, Willis Towers Watson*



Employee happiness and organisational Purpose-useful tools

I Transformation (*purpose-led*)

► Workshop / strategic session:

- formulating Purpose / seeking one's own, authentic Why
- clarification /redefinition / decoding of the developed (e.g. global) Purpose for local needs

► Crowdsourcing inside the organisation

- Identifying factors evoking/ maximising the sense of happiness and satisfaction in a specific target group
- identification of ambassadors / influencers / hidden talents

with the use of:

creative positive thinking technician	reliable, friendly technology (based on a license fee, technology integrated with the internal system of the organisation (single sign-on - SSO)	effective techniques maximising engagement/participation
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II Activation and implementation

► **Modification of remuneration system and benefit system** - in the direction of supporting employees' well-being* and connected with Purpose implementation, taking into account possible budget limitations

► Crowdsourcing inside and outside the organisation

- employee and stakeholders (community representatives) engagement program, aimed at developing innovative solutions, products and processes that share a common purpose
- identification of ambassadors / influencers / hidden talents

with the use of:

creative positive thinking technician - providing the employees with a voice, tools and influence potential	reliable, friendly technology, based on a license fee, technology integrated with the internal system of the organisation (single sign-on - SSO)	and effective techniques maximising engagement/ participation, also with the use of social media and video
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*By investing in employees' well-being, companies can really stand out from the crowd and consequently, win the fight for the best talent and reducing turnover. The return on investment (ROI) in employee well-being programs is measured by: an increase in the level of engagement, an increase in efficiency, brand image improvement, enhanced perception of the Employee Value Proposition, reduced absenteeism and OHS risks.

Impact of Purpose on business results - examples

- ▶ A **company from the FMCG industry** set a goal to double its business size, reducing impact on the environment and increasing positive influence on society. The company embedded purpose into its business strategy, operational activity model and value chain. As a result, their share price doubled over five years and revenues increased by 30%.
- ▶ A **company from the health sector** formulated a Purpose to stimulate long-term growth. Its actions should be guided by the good of the customer, employee, community and shareholders, as well as sustainable growth. Despite its size and long history, the company is still recording growth at a pace faster than in the case of its competition.
- ▶ A **chemical company** whose growth had stalled transformed its business into an innovative company based on science and knowledge, fostering cooperation that leads to solving the most difficult problems of the contemporary world. The transformation consisted in developing a more sustainable supply chain and processes related to product development, which resulted in a 214% return for the shareholders and an increase in the turnover from sales of new products by 10 billion USD in the period of transformation.



#pracujebolubie.pl —

We climb the career ladder, develop our skills, 40 hours a week, we commit to it fully: work. There are few phenomena that play as important a role in our lives - and after all, it does determine the level of our well-being. However, the question arises whether work brings us happiness.

Marta Bober from HRownia.pl discussed the topic with one of the authors of the positive career website PracujeBoLubie.pl, Employer Branding Manager in the EBI, Kaja Gryciak.

You launched this action a little over a year ago. How many Poles work because they like it?

According to studies, only 40% of Poles like their work. This is why, we decided to expand our campaign and turn it into a positive career website to show Polish people that you can really like your job. Many employers are beginning to approach the problems faced by their employees with greater awareness, and satisfaction should increase accordingly!

What can an employer find on your website, and what can an employee find?

PracujeBoLubie.pl is trying to combine the expectations and needs of both employees and employers. Employers can present a "behind the scenes" look to allow candidates inside their organisation, which often remains a mystery to them. And candidates, on the other hand, can have a sneak peek of the company to see if they can find their place there, if the culture and the atmosphere are right for them, to get a taste from the company's Business Card.

Who takes part in promoting the PracujeBoLubie.pl initiative? What can a visitor to the website and a person interested in the campaign learn from them?

The heroes of PracujeBoLubie.pl are people who love their jobs. We are trying to include people from many different areas and fields, such as actors, singers, journalists and publicists, as well as managers and CEOs or, for example, the Happy Driver, who does not have to work in a corporation to like his job or bring joy to others. This is what we want: through our Heroes we want to teach people how to develop a good attitude to work, how to feel satisfied with one's job and how to find the recipe for success. We want our audience to be able to see that liking your job is the key to happiness and success - regardless of profession.

What, in your opinion, does happiness from work depend on?

Happiness at work is governed by the same rules as happiness in general. We need to have a chance to find self-fulfilment, we have to feel appreciated and needed. Relationships with our co-workers are a very important component of well-being at work. Another incredibly important factor are well-ordered processes, where there are few surprises and we are not constantly threatened by chaos. Being appreciated by superiors, a feedback culture - it all adds up to a sense of happiness and makes us want to stay there without regrets or fear of tomorrow.

What is also worth noting is fitting into an organisation and one's profession - if it is consistent with our skills, capacities, there is no way for us to feel bad at work.

What are the happiest professions in our country?

It's surprising. We can browse through satisfaction reports and statistics, and when we have a closer look the happiest people are those who can live up to their potential at work. I am convinced the Maslow's hierarchy of needs also operates at work. When we have met basic human needs, it gives an opportunity and room for development, passion and a smile, and there is nothing else we need to be happy. And it does not matter if you are a manager in a corporation or a manual labourer.

Which activity carried out enjoyed the greatest popularity?

In the beginning, PracujeBoLubie.pl was a social campaign. It started as a form of ambient, and, as it turned out, this was what drew the attention of both employers and a wider audience. Our customers, as well as our website's readers, still today remember the ambient organised in the so-called "Mordor" area in Warsaw. Another hallmark of PracujeBoLubie.pl is the incredibly popular, personalised stickers. But what gained the strongest approval was the interactive way of presenting employers and their job offer, which of course makes us very happy.

What surprises are you preparing for us this year? What can we expect from the #pracujebolubie campaign?

2017 showed us that an initiative like this is badly needed, and both employees and their employers care about people liking their jobs. This is why, we will certainly continue our current activities, and also start new, bolder actions on a bigger scale. We will begin the cycle by using an interactive form to describe professions that often remain a mystery because of their complicated, cryptic names. We want to engage Poles in designing an ideal workplace. In the framework of the "Poland: the ideal workplace" campaign, we will give them a space to voice their opinions on how they wish their workplaces looked, what would help them to work with greater joy, and what they need the most. The campaign will last several months. We invited the cooperation of employers, candidates, job market institutions, and the media.

#pracujebolubie.pl is a project of the Employer Branding Institute, created on the basis of hundreds of interviews with employees and employers. We are a positive career website that aims to show Poles how to enjoy their work. As far as we are concerned, everyone deserves to like their job.

We cooperate with fun employers, who show us what it's like to work in their companies. Everyone undergoes an audit, and the best employees receive the 2018 I Love My Job award. We visit them, talk with employees, and look in every corner to collect valuable material for the users of our website.



A social engagement platform as a way to achieve employee happiness

EY Case study

The problem

A company from the telecommunications industry that employs thousands of employees all over Poland is dealing with decreasing employee engagement and satisfaction, which is confirmed by annual surveys. In addition, there are overlapping problems with communication –headquarters sets the tone but the information rarely reaches staff outside it in time. Employee dissatisfaction and turnover are growing.

Employees who are focused only on results report lack of time for reflection, training, development or building relationships with co-workers. In addition, employees are concerned about upcoming changes related to robotisation which can translate into employment reduction.

Moreover, the entire company already has so many systems and procedures that getting to know them often takes an employee up to half a year. The company employs both people from the 50+ age group and an increasing number of Millennials and representatives of generation Z. They create “generational silos”.

Management believes that potential lies in people, but no one has any idea how to discover, reveal and translate it into action and results that can generate a revenue stream in the future. They launched a suggestion box program, but the boxes remain empty.

The solution

One of the diagnosed problems was lack of engagement and a communication platform and cooperation. Short-term, hard goals have dominated employees responsibilities and priorities, leaving little room for creativity, reflection, “stepping into the customer’s shoes”, and cooperation.

How can we overcome it?

One solution is a social (crowdsourcing) employee engagement platform, integrated with the company’s internal systems. This method is based on the idea of outsourcing the problem to a wide group of people (in this case: employees) and engaging them in solving challenges. All this is complemented by an interesting and unique communication system and original incentives / rewards.

The whole project is preceded by workshops, during which we diagnose the barriers that have prevented employees from engaging in such initiatives in the past. It is important for the process to be carried out by an independent party so that employees feel comfortable providing honest feedback. This is what determines the success of further stages. It is also worth considering the conclusions from any previous attempts at introducing internal programs for employees, as well as observations about the current style of communication, way of rewarding the employees for additional effort, etc.

Then, the project group and company representatives work out the topic around which they wish to engage the employees and an area in which they want to receive guidance or ideas. These can involve, e.g., interesting ways to increase customer satisfaction and loyalty, ideas for new product/ service components, process enhancements or CSR activities.

Why should you engage a company that has already done such projects?

Because the projects are not that simple. Additionally, you usually cannot afford to fail by not succeeding in such delicate areas.

Engagement strategy that works

These are busy times for everyone, and many alternative activities, time killers, and players compete for our time. Well-worn slogans calling for inventiveness and idea boxes or surveys are not going to cut it. We need to create a comprehensive engagement system, regularly power it, and activate employees with new stimuli like moderation, incentives, events, video materials, other non-standard ways of communication, e.g. using social media or the intranet. If one element is not working out, you need to modify it and implement plan B.

A company that has conducted thousands of such projects is more likely to achieve the desired results. It also works well to bring a person from the outside with fresh ideas. This helps to overcome fixations of people "on the inside" and as a result, engage large numbers of employees - leading to an announcement of the success of the project.

Friendly, ready-made technology

Developing your own technology (i.e. a platform that is intuitive and friendly to employees who submit and comment on ideas as well as the design team and the representatives of the management board who are to efficiently evaluate, aggregate and make decision about the submitted ideas in terms of their implementation capacity) is a huge investment of time and money. And ill-adapted technology that employees don't want to use can undermine your good intentions and efforts. It is worth using proven models.

Results?

- ▶ Finding talent, people who think in unorthodox ways, have interesting and innovative ideas and the capacity to constructively expand on ideas submitted by other people, influencers or idea ambassadors
- ▶ Bottom-up engagement with "snow ball" potential
- ▶ Fresh ideas, overcoming fixation - openness to breakthrough solutions that allow you to stay ahead of the competition
- ▶ Showing that the management board authentically cares about employee engagement, their development and self-fulfilment, and at the same time ensuring diversity and work enjoyment - a higher level of satisfaction and happiness
- ▶ Implementing a concrete initiative that brings results and ideas with an implementation capacity that can be measured
- ▶ Handing over the initiative, communication channel and cooperation, providing employees with an impact on business reality
- ▶ An additional, distinctive element of the Employee Value Proposition, i.e. the corporate EVP - an interesting and innovative employee benefit that draws valuable candidates to the company

It is definitely an investment that pays off.

Further information at www.eycrowdsourcing.pl

And how can you use crowdsourcing in employer branding? Find out at www.millionyou.pl





We live and breathe our goals

Oriflame

Beata Pawłowska, Managing Director Oriflame Poland:

The greatest power in the direct sales industry are interpersonal relationships. Oriflame is people - it is an incredibly tight-knit community, which allowed the company to record a growth for the third year in a row, and in 2016 become the only brand that reported improving results according to Euromonitor. What is the key to our success? First of all, clear communication with all employees. A coherent vision of strategy, created by employees from different departments, that makes us all feel engaged in the final project and "live and breathe" our goals in order to jointly talk over the most important areas every quarter. In Oriflame, we managed to create an environment that inspires development. Employees readily use their creativity outside the scope of their responsibilities, and ideas that go beyond standard activities are rewarded quarterly. We believe that an employee who has opportunities to grow, whose efforts are recognised and appreciated, is a fulfilled and effective employee. This is why, in addition to motivating development, we offer real benefits such as team-building trips, annual incentives in the form of financial bonuses or occasional pre-paid cards.

One of Oriflame's foundations is a sense of unity. This is why, we celebrate all important and festive occasions together (starting from achieved results, exceeded goals, up to Valentine's or Women's Day). In our community we share important, often personal, information like the birth of a child or a wedding. Together we celebrate the birthdays of our employees or length of service in the company. All this adds up to a sense of community, where everyone spends a large part of their day feeling joy and satisfaction.

We also inspire the community of Oriflame club members all over Poland to run their own businesses and provide women with tools to help them in their professional development. Right now, we are working with an impressive number of over 100,000 consultants, for whom we create marketing plans, organise motivational meetings and react to their current needs.

Oriflame's mission is to make all women's dreams come true and to inspire them to act every day (last year, we completed the "Born to Succeed" program, which was dedicated to women trying to find confidence in their professional capabilities). The idea is complemented by the activities of Oriflame's We Make Dreams Come True Foundation, whose main aim is to help women in a difficult life position. Oriflame employees have the opportunity to take part in a special volunteer day and gladly engage in this initiative. They constantly offer support by organising various collections or take part in different actions in person (e.g. celebrating Women's Day in single mother's' homes).

Oriflame's success would not be possible if not for the common pursuit of purpose and employee satisfaction. The leading position in the rankings confirms that this form of doing business works great. For us, Oriflame is not only a place where we work but also fulfilling a mission that we created together and in which we truly believe. This is why each day I go to work with a smile and look with joy at people who believe in the same ideals and feel fulfilled in their jobs.

Many employees, one goal

Egis

There are organisations that seek only to achieve their business goals. They also appreciate such values as responsibility, ethical approach to co-workers and customers, development that guarantees employment stability. Their activities command respect and lead to a change in the perception of the employer and the workplace, where values takes precedence over business pressure. How can you create a bond with the company so that fully engaged employees will come to work with a smile on their faces each day?

How can you become an ideal employer?

An increasing number of companies want to be socially responsible, stimulate their employees to innovate and develop, and above all take care of their health and mood in the workplace. Creating a positive bond between the team and the company and engaging people on various levels of the organisation they work in is only an intermediate stage on the road to an ideal state, where it is the employee who takes the initiative, and the employer who facilitates and helps to implement the idea. Achieving this state is particularly difficult in large and dispersed organisations such as Egis, in which employees do not work in one place, and, consequently, a great majority do not spend time together on a daily basis. How to take care of both - the employees who work in the office and those in the field? We need a common denominator, a glue that binds teams and the organisational culture. In Egis, this glue is shared values.

(Co)responsibility

When guided by a common purpose and values, all employees should be equally responsible for the company's mission. How to ensure the idea isn't lost in everyday work? For instance, in Egis, one key idea is co-responsibility - not only in the business sense but also being responsible for your surroundings, work environment, patients, partners, work and life quality, as well as each other.

To unite a team around a charity action, organise it in a way that ensures employees have a real impact on it. One example is designing a company mascot - Helpik, designed by the children employees, was produced and donated to children in need.

Building a sense of co-responsibility is facilitated by health advocacy campaigns, in which employees are encouraged to take care of themselves as well as their colleagues. The actions do not end with words but they are implemented in practice. A good way to convince the team to get interested in a serious topic, e.g. disease prevention, is to talk about it in a light way. In Egis, for example, employees remind each other about regular health check-ups. During the "Movember" campaign dedicated to cancer prevention, employees took funny pictures with references to the main theme of the action - moustache.

Values

It is impossible to achieve an efficient organisational culture without its glue: values. The key thing in creating an ideal workplace is for it to unite all employees, i.e. they need to be universal across the organisation. Egis points out that rather than just talking about values, it is much more important to put them into practice, for example by incorporating them into company meetings, workshops, team-building games, trainings or meetings with inspirational guests. One such initiative was our employees' meeting with Jurek Owsiak, who told us about how he started to build his life's work - the Great Orchestra of Christmas Charity - as well as the aims and values that guided him. Integration around values allows employees to identify with what is most important for an organisation, and joint endeavours present an opportunity to show how the mission and values change the work atmosphere. Such company integrity translates into a sense of security of its employees and higher engagement.



Poland: the ideal workplace

PracujeBoLubie.pl social campaign

Did you know that only 40% of employees are happy at work? If you do a quick calculation, it turns out that over half of Polish people spend 1/3 of their lives being unhappy. This is a lot of people - in fact, alarmingly so. That's why PracujeBoLubie.pl come out with a new social campaign initiative aimed at measuring happiness at work.

Are you an employer? That's good, and listen carefully to what we have to say. You are responsible for your team, and this responsibility gives you great opportunities. If you are able to take care of your employees' happiness, you will see it not only in their smiles. Gallup Institute's research show that if we find ourselves in the 40%, our work productivity and engagement increase significantly. Employees who feel well in their workplace fall ill less (36% less sick leave taken!) and are much more creative. Here are a few tips on how to take care of them.

Recipe for happiness

According to the APA, happiness at work is related to relationships with co-workers and superiors, as well as health and a sense of meaning. Unfortunately only one third of employees believe that their employer helps and supports them in maintaining a healthy lifestyle, and less than a half are satisfied with the development possibilities offered by their employers.

Friends help

It is said that friendship at work is a risky business. However, nothing beats the fact that we want to work in a friendly and supportive team. Good relationships with our co-workers have a direct impact on whether we want to spend time in their company, and friendly relations facilitate the creative process and give you a sense of security. This is highly important in the workplace.

Money isn't everything

We like to earn a lot of money, but what we like even more is to see meaning in what we do. A sense of purpose affects engagement and influences identification with the brand and the company. This is all the more important since companies compete with each other offering more and more benefits, often forgetting about the thing that is most fundamental, and, at the same time, most important.

What now?

These guidelines are only the beginning.

Check your employees' happiness level (<https://pracujebolubie.pl/barometr-zadowolenia/>)

and get involved in our joint action. Let's show that happiness pays off! After all, all of Poland creates an ideal workplace!

Conclusions

An ideal workplace

Carrying out various projects and studies in the Employer Branding Institute, we had to face the brutal fact: over 60% of Poles are unhappy in their jobs (Sedlak&Sedlak, 2016). According to the Gallup Institute's estimates, similar numbers in the United States translate into additional costs for companies in the amount of over 500 billion dollars a year! Our wish to reverse this ratio and bring attention to the question of happiness at work became our goal and inspiration to create PracujeBoLubie.pl - a project whose mission is to highlight that happiness at work pays off. From the very beginning, the idea behind the project was to go out into the world to get to know people and their needs, and we hope that this report will become a basis for a broadly defined discourse on the subject.

Employees want to have a decent salary, but they also want to see that what they do makes sense and simply feel good in the place where they spend a third of their day. The race for the best benefits, the most creative team-building events or game rooms, which do not usually meet the actual needs of employees (APA, 2011), is no longer enough. When developing solution proposals, we based them on four main pillars, each underpinned by a shared Purpose, dialogue and engagement. This is why we wish to promote a positive approach to work and solutions based on communication between employees and employers that are based on questions about their needs and expectations and creating a shared vision that is consistent with the mission and the development plan of the organisation.

Research shows that such an approach brings positive effects for everyone, resulting in an increase of company value.

We hope that this report will not only start a discussion on the phenomenon of happiness at work in Poland but also become an inspiration to implement unorthodox and innovative solutions that help respond to the real needs and desires of both employees and employers.

There's positive energy in every one of us!



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About EY

EY is a global leader on the professional services market, offering audit, tax, transaction, and advisory services. It employs over 247,570 people worldwide, who share values and commitment to delivering high quality services to their clients. EY's mission is to constantly improve the surrounding reality, expressed in the slogan "Building a Better Working World". The company helps its employees, clients and communities in which it operates to use their potential.

With offices in over 150 countries, EY is able to support customers almost in every corner of the world. In Poland, it employs over 2,900 specialists working in 7 offices in Warsaw, Gdańsk, Katowice, Krakow, Łódź, Poznań and Wrocław as well as the Shared Services Center. On the local market, EY received multiple awards for the best and most effective tax advisory company, according to the ranking of *Dziennik Gazeta Prawna*. The company also won Rzeczpospolita's Auditor Ranking.

EY engages in activities for the promotion of entrepreneurship. For the past 15 years, it has been inviting candidates to take part in the Polish edition of the Entrepreneur of the Year contest, the winner of which represent Poland in the international finale of the World Entrepreneur of the Year, organised annually in Monte Carlo.

For many years, EY has been supporting art-related initiatives all over the world. In London, it partnered with the Tate Britain and the Tate Modern. It also cooperates with the British Museum and the National Gallery. It carries out numerous projects in Australia as well. In EY Poland, we have the EY Art Club initiative, which supports the young generation of Polish artists. We organise meetings with art personalities, lectures, and exhibition tours. Since 2017, EY Poland has been the Patron of the Museum of Modern Art in Warsaw.

EY is also one of the best employers in Poland. The company was awarded multiple times with Uniwersum's Ideal Employer award as well as the Most Wanted Employer in the Employer of the Year® ranking, compiled by an international student organisation AIESEC. In 2017, Great Place to Work awarded EY in the category of organisations with over 500 employees.

You can find further information at www.ey.com/pl

About Employer Branding Institute

Employer Branding Institute (EBI) is one of the first agencies on the Polish market that deal with employer branding. It was established by Dr Barbara Zych in 2011, and since its inception, it focused on educating and supporting employers in building strong brands. So far, the EBI has helped over 100 large employers in Poland to develop strategies and campaigns.

The activities of the Employer Branding Institute are not limited to the Polish market. It works with brands on various geographical markets, and its research reaches even the eastern coast of India. The EBI is preparing a strategy for acquiring whole sectors, including the fast-growing SSC/BPO, which coordinates the needs of over 80 employers affiliated in the ABSL. The agency has repeatedly faced the challenge of having to reach very difficult target groups.

The activities of the Employer Branding Institute allow to better understand human needs, emotions and cognitive processes. Skilfully combining the business and the human aspect allowed the EBI to develop its USP: ideas + data = result.

In addition to its direct activities, the EBI puts great emphasis on popularising HR and EB knowledge and solutions. To this end, it has already organised 17 thematic conferences, among which two became staples in the Polish calendar of industry events: Warsaw Recruitment Days and Hrcamp, which include the awarding of EBstars and HeroHR prizes. With the level of knowledge in mind, the EBI also carries out the studiaeb.pl project, in cooperation with the Kozminski University.

Vast experience acquired over the years of its activity allowed the EBI to develop a number of tools that help companies implement their strategies. This experience allowed us to produce a tool for diagnosing employer brands with the use of 500 EBnavi (ebnavi.com) indicators. They are supported by an original, gamified platform of the pepperto recommendation program, which gained a lot of popularity among Polish companies.

For the past 8 years, the Employer Branding Institute has been supporting HR professionals by providing them with a daily dose of knowledge on the Hrstandard.pl website. The agency's youngest child is the PracujeBoLubie.pl (pracujebolubie.pl) project - a social campaign aimed at showing Poles that they can like their jobs and be happy in them. In the framework of the project, you can undergo an audit and receive the I Love My Job award!