

GREAT PLACE TO WORK

March 24, 2022

A Special Report



20 years building great workplaces



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INSIDE

38



Annamarie O'Connor, people & culture director, Tayto Snacks

- 4 Foreword** Great Place to Work CEO Cathal Divilly says lifting of coronavirus restrictions opens new workplace horizons
- 6 Changes in the workplace** How it has evolved in the last 20 years
- 8 Return to work** Steps are being boldly taken towards a 'new normal' in office working
- 10 Certification** An initiative to build and sustain the best possible workplace culture
- 14 Best Workplaces 2022** The best small, medium and large workplaces in Ireland
- 28 Diversity** Finance and construction making strides in workplace diversity
- 30 Hybrid working:** 'Leaders need to show employees that they trust them'
- 32 Wellness** Supporting back-to-work wellbeing
- 34 Most Trusted Leader** Cathal Fay, founder of PrepayPower
- 36 Executive education** at Trinity Business School
- 38 Special Awards** The companies and individuals recognised for their unique contributions to work life
- 40 Women at work** What makes a best workplace for women in 2022
- 42 Values** Developing a strong Employee Value Proposition helps attract and retain staff



Blended workplace and flexibility. We look at four that have taken bold steps towards the "new normal".

34



Cathal Fay, founder PrepayPower



Staff from Cliffs of Moher Visitor Experience, who completed the Great Place to Work certified programme.

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Lifting of coronavirus restrictions opens new workplace horizons

There is no doubt that virtual working has its benefits, so hybrid model looks the way to go



Not sure where there is, but are we nearly there? Restrictions have been lifted in society as confidence grows that we may be finally through the worst of the pandemic. Perhaps optimism has come at the perfect time to combat frustration and fatigue among people.

Maintaining, building and sustaining your work culture over the last couple of years has not been all plain sailing and has come with many challenges. Front-line workers in retail and healthcare have had to perform at their best and show resilience to come to work every day. Leadership in hospitality have faced massive uncertainty around reopening and trading guidelines. For many workplaces, operating in a virtual setting for such a long period of time, and maintaining energy levels needed to sustain work culture has been tiresome..

Despite all of that great workplaces are full of great people who “make the best” of what they are facing into and navigate the challenges as best they can. They aspire to create an environment that balances performance and wellbeing. They are committed to improving their approach to people and building the trust levels between employees and leaders. For more than 20 years we have been supporting organisations to build great

cultures. The world of work has experienced significant changes over that time where people are seen less and less as an asset, and more as an integral part of the organisations performance. More and more great cultures are focusing on the whole person when it comes to performance and leaders are interested in building real connections with their team rather than a command and control approach.

There is no doubt that virtual working has come with its benefits – personally I don’t miss the constant traffic jams and I enjoy hearing from my team and clients that they are enjoying family moments that they may have not experienced in a normal office 9am to 5pm setting. The downside to constant remote working is the challenge to build a clear divide between work and home life and replacing the energy and speed of decision you get from being together with people.

Emerging possibilities

I believe the pandemic has presented us with the greatest opportunity to learn and experience a new way of working than ever before. It is one giant working-experiment that has changed people’s mindset around how they work and what is possible forever.

The next few months will be interesting

as organisations (those where virtual is even an option) make decisions on how they will work – will it be back to the office as normal pre-pandemic or will it be a hybrid setting that allows more of a balance in employees’ lives. Indeed many of our clients have already decided that in the short term (the next year or so) they will adopt a hybrid model, perhaps three days out of the office and two days in. This could work once we use the two days in the office wisely. When we are together we should collaborate, rebuild meaningful connections, work on problem solving. We should not forget that for many new people it will be the first time they have met their colleagues in person and they say first impressions last.

There is no doubt it’s going to be interesting to see how workplaces collaborate with their employees on their way of working. One thing that remains certain is the organisations that continue to focus on work culture, despite the setting, will be those that navigate the next year or so better than most.

For 20 years we have partnered with so many organisations committed to improving their work cultures. For their partnership I would like to thank them and we look forward to partnering with you into the future.

Cathal Divilly, CEO, Great Place to Work

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How the workplace has changed in the past 20 years

Technology has transformed many jobs but cultural shifts are just as important. **Kevin Courtney**

We've had to make a huge adjustment in the way we work over the past couple of years, with the rise of remote and hybrid working, and a ramping-up of health and safety protocols, all designed to manage and mitigate the effects of Covid-19. But even before coronavirus, the world of work was going through some seismic changes.

Technological advances have also fuelled huge changes in how we work, with smartphones and social networks making it easier to keep teams connected, and platforms such as Microsoft Teams allowing for teams to collaborate on projects even when they're scattered across all four corners of the globe.

Terms of employment have changed too, with permanent, pensionable jobs becoming a rarity, and the gig economy and contract working becoming the norm.

Here are five ways the world of work has changed in the past 20 years

Smart tech

We're a long way advanced from typewriters and Rolodexes, but even up to 20 years ago, offices were stuffed with clunky machinery needed to keep the wheels of commerce moving. But when smartphones hit the scene in the early 2000s, it ushered in the era of multitasking tech – gadgets that could perform a range of office tasks, such as emailing, copying, storing files, making phone calls and even pumping out the office muzak.

Companies have harnessed social media to keep their workforce connected – and to connect with their customers and clients. And tech platforms such as Dropbox and Microsoft Teams – and more recently Zoom – have changed the way we collaborate on work projects.

Tech brings a lot of positives, but there are also possible downsides, warns Great Place to Work chief executive Cathal Divilly. "Using tech with the wrong workplace culture, workers could feel they can't disconnect. The boss might be emailing them at all times of the evening, and people might feel more pressured to work outside office hours," says Divilly,

who adds it's important to set boundaries.

Wellbeing/mental health

In the bad old days of work, if you confided in your boss that you were feeling a bit stressed and overwhelmed, you'd be quickly told to shape up or ship out. Over the past 20 years, however, employers have introduced health initiatives to keep their staff in tip-top shape both physically and mentally

"It's important to take a strategic approach to health in the workplace, and not just box-ticking. Some companies are training their leaders to be able to



support staff members on the job and have those difficult conversations around stress and mental health," says Divilly.

Workplace layout

There was a time when the cubicle ruled the workspace, but over the past two decades it has given way to more open office layouts to allow for greater interaction between workers, and also to create a more relaxed, collegiate atmosphere. There was another good reason for making offices open plan: with company structures becoming less hierarchical and more linear and collaborative, there was no need for workers and management to be.

In recent years, as technology allows people to be less tied to their desks, the idea of hot-desking and working in pods has gained traction. With staff able to work online via Google or Microsoft Teams, and log in on any computer or on

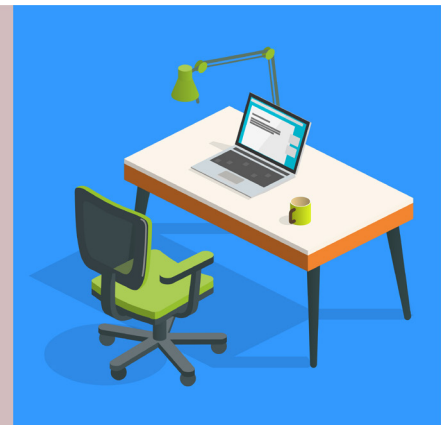
their laptop, there's less need for having your own desk in a fixed position.

Diversity

Workforces have become more diverse over the past 20 years – and it's not just different races, religions and cultures sharing workspace – it's also a generational diversity. Your average workplace is likely to have staff members of all age groups, from millennials to Gen X and Y to baby boomers. Ageism is no longer acceptable in the workplace – and good companies are valuing the experience of their older staff members, and seeing the benefits of having different age perspectives to solving problems and setting goals.

Women in business

While the glass ceiling has cracked in many corporate settings over the past 20 years, it still hasn't been completely smashed. According to the Women's Progression in the Workplace report, the gender pay gap is still alive and kicking, even at the upper rungs of the corporate



ladder. Between men and women in their 20s, during the early years of their working lives, the wage gap is negligible, but as men go up the career ladder, their pay increases over the next several years, while women's wages stagnate. And long before that glass ceiling comes into view, women in lower-paid jobs have to contend with "sticky floor" syndrome, ie they are less likely to move up from their low-paid jobs, while men use the same jobs as springboards to promotion and better jobs.

Improvements in maternity leave entitlements are making it easier for women to balance a career and motherhood, and new legislation on paternity leave in 2016 means new fathers are entitled to take two weeks off anytime within six months of their child's birth. This will prove a real help to women hoping to get back into work quickly.



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Steps boldly taken towards a 'new normal' in office working

'Blended working' and 'flexibility' are what it's all about in the post-pandemic office.

Mimi Murray



Laya Healthcare's philosophy is 'remote friendly' rather than 'remote first'

Many businesses are adopting a wait-and-see approach when it comes to returning to the office. However, some are ahead of the curve and are taking proactive measures with their employees. We look at four that have taken bold steps towards the "new normal".

CluneTech:

In August 2020 CluneTech committed to a future of flexibility and provided its teams with certainty at a time that was anything but. Fast forward to the present, and feedback from its employees has shown that most people plan to adopt a hybrid working model going forward.

"Therefore we have made the decision to completely transform our HQ in Kilkenny from a standard office space to a hub that will foster collaboration and provide a space where entrepreneurship and technology innovation will thrive," says Rachel O'Shea, head of employee experience at CluneTech.

"This is supported by a number of other initiatives internally such as our multi-platform approach to communications and engagement; our newly-implemented volunteer day that empowers employ-

ees to support the charities and causes close to their hearts; and our extensive L&D programme that ensures all employees are afforded the same learning opportunities regardless of where in the world they are.

"At CluneTech we appreciate that one size doesn't fit all and what might suit one employee might not suit another. With this in mind employees have the control and freedom to determine what works best for them, and while renovations are ongoing our second Kilkenny office is open to those who wish to be on-site. To put it simply, the most important thing for us is that we provide our people with the best possible experience – whatever that looks like to them."

Morgan McKinley:

In Morgan McKinley Ireland its offices remained open throughout the pandemic, although its guidance was for everyone to work from home unless they could not work remotely.

"With most restrictions now lifted in Ireland we are welcoming all colleagues back to offices in a hybrid work pattern," says Helen Gallagher, global head of HR at Morgan McKinley.

"In Cork we have opened a state of the

art new office which was designed with an agile working model in mind. The timing of this new office opening was well aligned with the easing of restrictions, and is proving to be an excellent 'post-pandemic' workspace – with many wanting to come into the office every day.

"Our initial request at this stage is for people to come in one day a week to adjust to working in the office. We will transition to three days a week in the office from April onwards. Many are selecting to work more than three days in the office, which can be accommodated.

"In Cork we have moved to a fully agile 'hot desk' model but we also designed the layout of the office in a way that allows for people to have quiet time and space away from a group setting – having worked from home for almost two years a busy office can take a bit of adjustment. "For some colleagues commuting will become a factor after a long break and with this in mind we have introduced increased flexibility so people can start anytime between 8am and 10am on their days in the office to avoid the worst of the traffic, bring the kids or school, do some exercise or bring the dog for an early morning walk before heading into

the office. There is equal flexibility on finishing times.”

ORS:

In 2018 ORS moved to a fully flexible working model with its team using their home as a base, with any of its five office locations open for them to use any time as they see fit.

“There is no grey area here – there is simply no expectation for any of our team to be in the office unless they themselves feel the need. Successful flexible working is about removing location as a barrier to employment, and we now have around 15 per cent of our team working between Ireland and other countries, depending on the time of year,” says John Brennan, managing director, ORS.

“For flexible working to work properly organisations need to create a culture in the business to support it. Creating this culture is extremely difficult, usually because of the deeply-held opinions and values of senior people in those organisations. There is a huge amount of research which shows that the main barrier to remote work in organisations is cultural.

“Flexible working is grounded in autonomy, which requires mutual trust between the employer and the employee. Presenteeism, or the belief that people

work harder when they are seen, is still a huge issue within many businesses.

“We have found that both staff satisfaction levels and productivity have risen substantially since moving to this model. We have also found that this success is heavily linked to how we developed our guidelines and how trust levels were increased.

“We have no rigid remote work policy in ORS, simply because research shows that successful flexible working is much better suited to more informal arrangements and guidelines. Keeping things informal ultimately leads to our team feeling like their personal circumstances are accommodated more, and so they work harder to protect the arrangement.”

Laya Healthcare:

In March 2020 Laya Healthcare saw a swift transition from 90 per cent of its team working onsite to 100 per cent home working, allowing a fully mobile-enabled workforce far quicker than anticipated pre-pandemic. This allowed it to leverage learnings and benefit from a remote working experiment on a scale which wouldn't have occurred previously.

“Recognising the opportunity early on, we mobilised a strategic project team to turn our future working ambitions into

a reality whilst also ensuring a seamless and safe return to the office,” says Brid Seymour, director of HR and team development at Laya Healthcare.

Communication and listening to employees was key, with the majority citing an interest in a blended working model. “Our working model allows a choice of working either on a blended basis whereby team members may work remotely up to 80 per cent of the month, fully onsite or fully offsite, with our philosophy being that we are ‘remote friendly’ versus ‘remote first’.

“From the outset the aspiration for blended working has always been to exceed our teams’ expectations on flexibility whilst fostering an equitable, fair approach where career aspirations aren't obstructed by chosen working preferences. It has been important to reinforce this principle by actively encouraging our management team to lead by example with their own working model choices,” she says

“In the coming weeks we will implement blended working in conjunction with our physical return to the office. Concepts such as hot-desking and ‘neighbourhoods’, use of collaborative technology and the redesign of meeting spaces will be conducive to a superior experience for our team whether onsite or offsite.”



CluneTech's staff celebrating their Ireland's Best Workplaces achievement in the office.



Staff from Cliffs of Moher Visitor Experience, who completed the Great Place to Work certified programme. The visitor experience sales and marketing manager Melanie Lennon says: "It really is a great place to work, so why not show it by getting certified?"

Great Place to Work programme can help in attracting and retaining talented employees

An initiative to build and sustain the best possible workplace culture.

Sandra O'Connell

Achieving certification as a Great Place to Work is helpful to employers at any time. Achieving it during a pandemic is a special cause for celebration.

"The Great Place to Work certified programme is designed to build, sustain and celebrate high-trust, high-performance culture in organisations," says Brian Sutton, client relationship manager.

"It is the first recognition step that organisations can unlock on the Great Place to Work journey."

Undertaking the programme allows organisations to accurately assess where they are as a business, and as a culture. "The insight and feedback can help align and focus people strategies. This is especially true for those organisations that commit to and embrace the framework to build success for both their people

and the business," he adds.

"The programme also provides a mechanism for organisations to leverage and develop their internal employee value proposition, along with their external employer brand. This plays a critical role in both retaining and attracting talent."

That has proven to be the case at Capital Switchgear, a designer and manufacturer of low-voltage switchgear for data centres, commercial and Industrial buildings.

The results it received to a Great Place to Work survey, a central plank of the certification process, were hugely cheering for management, with 83 per cent of anonymised respondents saying felt "proud to tell others I work here", 96 per cent saying "people here are treated fairly regardless of race or ethnic origin", and 90 per cent attesting that they can "be

myself around here".

Management at the company, which celebrates its 10th anniversary this year, believed that pursuing certification would be a good move, according to Mariona Ferrer, its marketing manager.

The pandemic had an impact on everyone in the team, she points out, both the office staff who had to move quickly to working from home, and the production staff who could not, and so had to work under new social distancing restrictions.

"The company did feel the strain of Covid in terms of morale, it was hard on everybody," she explains.

Good culture

Ferrer believes that keeping morale up is all about culture. "Good communications, both digital and in person, is the

Continues on page 12

FOUR WAYS TO TURN A GOOD WORKPLACE INTO A GREAT ONE

Joseph Benkanoun-Greene from Great Place to Work shares his advice

For 20 years, organisations of every size and sector across Ireland have engaged with Great Place to Work. Indigenous and multinational, public and private, charities and corporations: all have committed to developing and sustaining high-trust, high-performance cultures for their teams. For each one, that journey begins with a first step. We're often asked, "What are the fundamentals that make a Great Place to Work employee engagement project successful?" Here are a few key areas that can take a project from good to great:

Clear communication from day one

From the outset, commit to honest and authentic communication about why you're looking for the employee perspective. Explain that their feedback is integral to the organisation's success, and findings will be shared at the end of the process. Check in regularly throughout the project to provide updates.

Ensure employees are part of the process

The most successful Great Place to Work projects are neither HR- nor management-led. Every employee has the ability and responsibility to develop a great workplace through hundreds of colleague interactions on a daily basis. Emphasise that the project is by everyone, and for everyone. Facilitate those who wish to develop their skillset by getting involved in the project rollout.

Commit to an action plan

Once colleagues have taken the time and effort to provide you with their thoughts, it's essential to formulate a plan to turn those findings into action. If results end up sitting on a shelf gathering dust, your employees won't take the time again to let you know how they feel. Develop working groups throughout the organisation to discuss how key areas can be implemented.

Develop a cycle of feedback

Engaging in a regular survey rhythm is critical to developing a deep reservoir of trust between colleagues and throughout the organisation. By checking in with your team on a consistent basis throughout the year, employees know they have a reliable forum where they can raise concerns, confident that the organisation will take action when feasible, and communicate clearly why when not.

The Great Place to Work model provides decades of research, along with a robust benchmarking framework, that enables us to gather employee sentiment and develop it into clear, effective actions that promote a workplace culture where everyone is facilitated to do their best work. We're delighted to share our experience and expertise with organisations who want to take that first step from good to great.

Joseph Benkanoun-Greene is client success list and awards executive at Great Place to Work

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key to establishing a good culture. But culture is also very difficult to assess,” she points out.

Undertaking the comprehensive Great Place to Work anonymised survey was the perfect place to start.

“For us, it was not so much about achieving certification as it was about looking at our culture, finding out where we are now, and seeing what and how we could improve. For that we needed a baseline,” she explains.

Gaining Great Place to Work certification is something management at Cliffs of Moher Visitor Experience was keen to achieve too.

Sales and marketing manager Melanie Lennon joined the organisation in 2020. “It’s a fabulous place to work, management here are so progressive. There’s never a dull moment and there is always a new initiative underway, a culture of ‘how can we improve,’” she explains.

“There’s also a huge commitment to training and learning here, and of look-

adds.

Online training

Staff also took the opportunity for on-line training, including such topics as digital marketing and GDPR.

For Lennon, securing Great Place to Work certification was a way of promoting to the outside world what those who work there already know. “It really is a great place to work, so why not show it by getting certified?” she says.

Adrian Breen and Keith Hussey are joint acting heads of people and culture at the Office of Government Procurement, the public sector’s buyer of goods and services.

Achieving Great Place to Work certification dovetailed well with its own internal human resources strategy, explains Adrian Breen.

“Our people strategy, EMPOWER, has acted as our North Star over the last four years. We set out to improve people’s feeling of belonging, strengthen leadership at every level across the organisa-

reflect the reality of the world we are in now, certifying people in wellbeing coaching as well as mental health first aid officers. This holistic approach to learning has helped us to challenge the stigma and myths surrounding mental health to create a more supportive workplace,” says Keith Hussey.

‘Mechanism to measure’

The Great Place to Work process played a significant role, too. “Our Great Place to Work feedback has given us a mechanism to measure and respond. Its rich data has proven valuable and resulted in us launching a new internal mentoring programme, leveraging our talented workforce,” says Hussey.

The OGP’s people-centred strategy enabled the organisation to have exceptional agility and business performance during the many challenges of the pandemic, he adds.

“It gave the organisation a platform upon which we could be responsive to



Staff from Capital Switchgear celebrating their Great Place to Work Certification achievement on their first year in the programme.

ing to the future and working with local stakeholders such as hoteliers and the Burren Geopark, which we are part of. It’s a magical place to work. It’s the most visited natural visitor attraction in Ireland, and the second most visited visitor attraction in Ireland after the Guinness Storehouse in Dublin.”

A key part of the visitor experience is the calibre of the team that staffs the centre, all of whom consider themselves its custodians. “Last year we launched an app and audio guide, and staff were so informative about biodiversity and mythology, I was blown away by their knowledge and enthusiasm,” she says.

During the pandemic some staff worked from home, others stayed on site to look after ground maintenance while others still adapted to changes, such as the closure of the café, to provide takeaway coffees. On St Patrick’s Day last year staff mounted their own mini (socially distanced) parade, as a way to keep up morale. “We also arranged coffee mornings and had a WhatsApp group we could post fabulous pictures to,” she

tion, while also delivering meaningful work on behalf of the public. To enable this, we embarked on a journey, using Great Place to Work as a measure to deliver really impactful and lasting cultural change,” he says.

Engagement was a core element of building trust with our people. “Our Engagement Group, EMPOWERed, has advised, developed and piloted key learning initiatives that showcased collaborative and inclusive leadership and people priorities. Our CEO and senior leaders committed to ensuring their voice would be heard before decisions were made on key strategic projects including our recently launched OGP Leadership Model and refreshed values,” he adds.

The new OGP Leadership Model, launched last year, aims to “identify, build and enhance the leader in all of us,” he says.

To support this, the OGP invested in online coaching programmes so that everyone had the opportunity to embark on their own tailored learning path. “We adapted our coaching programmes to

the changing needs of society and the economy, while also ensuring our people were engaged and included in meeting those needs effectively,” says Hussey.

“Now, as we move to a blended working environment, we are creating the space for teams to reflect and identify new areas for personal growth and development.”

Adds Breen; “We have learned through Great Place to Work that connecting people to their purpose is a huge driver of engagement, motivation and leadership.”

“Our Great Place to Work feedback has given us a mechanism to measure and respond. Its rich data has proven valuable and resulted in us launching a new internal mentoring programme, leveraging our talented workforce”



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IRELAND'S BEST SMALL WORKPLACES 2022
20 to 100 employees

9



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13



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fisherinvestments.com/en-ie

15



CLIO

Creator of low-barrier affordable solutions that solve the pains legal professionals experience today.

YEARS ON LIST: NEW
clio.com/uk

16



ACB GROUP

Providing Full External Envelope Solutions on Mission Critical Infrastructure globally.

YEARS ON LIST: NEW
acbgroup.ie

17



B. BRAUN MEDICAL LTD (NAAS ROAD)

Developing innovative, effective solutions and guiding standards for the healthcare system.

YEARS ON LIST: 4
bbraun.ie

18



BEWLEY'S GRAFTON ST

Roasting and serving coffee in the heart of Dublin city, connecting community and creating new experiences.

YEARS ON LIST: NEW
bewleys.com/ie/grafton-street-cafe/

19



ORS

Full service engineering and construction specialists offering design, planning, and management advice.

YEARS ON LIST: 4
ors.ie

20



LEMAN SOLICITORS

Innovative law firm, specialising in Tech, Real Estate, Life Sciences, International & Financial Services.

YEARS ON LIST: 5
leman.ie



■ IRELAND'S BEST SMALL WORKPLACES 2022 ■
20 to 100 employees

21



BLACKBERRY

Provider of intelligent security software and services to enterprises and governments around the world.

YEARS ON LIST: NEW
blackberry.com

22



TOWERCOM

Providing high-quality network and single cell infrastructure solutions to a wide range of clients.

YEARS ON LIST: 3
towercom.ie

23



NET AFFINITY

Booking engine technology company specialising in driving direct bookings to hotel websites.

YEARS ON LIST: NEW
netaffinity.com

24



AMRYT PHARMA

Transforming the lives of people affected by rare debilitating conditions by providing innovative medicines.

YEARS ON LIST: NEW
amrytpharma.com

25



EUROFINS SCIENTIFIC (IRELAND) LTD

Part of the Eurofins Group, global leader in food, environment and pharmaceutical product testing.

YEARS ON LIST: NEW
eurofins.com

26



PLAN INTERNATIONAL

Charity striving to improve the quality of life of deprived children in developing countries.

YEARS ON LIST: 3
plan.ie

27



LENNOX

Dedicated to delivering best-in-class scientific, manufacturing, production, and laboratory solutions.

YEARS ON LIST: 2
lennox.ie

28



SCURRI

Provides purpose built, effective, and adaptable software which optimises the delivery management process.

YEARS ON LIST: 4
scurri.com

29



CODEX

Irish-owned stationery and office suppliers, priding itself in projects that give back to the community.

YEARS ON LIST: 5
codex.ie

30



DATALEX

Leading provider globally of Omni Channel Retail Software Applications to Airlines & Travel Retailers.

YEARS ON LIST: 2
datalex.com

31



CROWN ROOFING & CLADDING

Experts in designing and installing innovative roofing, cladding, and facade solutions since 1993.

YEARS ON LIST: 3
crownroofing.ie

32



TAOGLAS

Provider of advanced antennas and next-generation IoT solutions across the globe.

YEARS ON LIST: NEW
taoglas.com



■ IRELAND'S BEST MEDIUM WORKPLACES 2022 ■
101 to 250 employees

1



HILTON

Leading global hospitality company with a portfolio of 18 world-class brands comprising more than 6,500 properties and more than one million rooms, in 119 countries and territories.

YEARS ON LIST: 2

hilton.com/en/locations/ireland/

2



DISTILLED

Leader in online marketplaces in Ireland, made up of Adverts.ie, Daft.ie, and DoneDeal.ie.

YEARS ON LIST: 5

distilled.ie

3

CLOUDERA

CLOUDERA INTL. LIMITED

Helping innovative organizations across all industries tackle transformational use cases and real-time insights.

YEARS ON LIST: NEW

cloudera.com

4



Adobe

ADOBE IRELAND

Global leader in digital media and digital marketing solutions. Bringing digital creations to life.

YEARS ON LIST: 2

adobe.com/ie/

5



UDEMY IRELAND

Global marketplace for teaching and learning, connecting millions of students to the skills they need to succeed.

YEARS ON LIST: NEW

udemy.com

6

cādence®

CADENCE

Electronic design automation software provider, transforming the way people design next-gen systems.

YEARS ON LIST: 8

cadence.com

7



GENESYS

Leader for omnichannel customer experience & contact center solutions, trusted by 10000+ companies.

YEARS ON LIST: NEW

genesys.com

8



Informatica

INFORMATICA

Enterprise Cloud Data Management leader that accelerates data-driven digital transformation.

YEARS ON LIST: 4

informatica.com



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■ IRELAND'S BEST MEDIUM WORKPLACES 2022 ■
101 to 251 employees

9



HORIZON THERAPEUTICS

Global biopharma company that believes science and compassion must work together to transform lives.

YEARS ON LIST: 3
horizontherapeutics.com

10



DHL GLOBAL FORWARDING IRELAND

Forwarding experts with global reach and local knowledge, providing a broad range of freight solutions.

YEARS ON LIST: 2
dhl.com/ie-en/

11



FISERV NENAGH

Leading global technology provider for the financial services industry, driving innovation.

YEARS ON LIST: 4
fiserv.com

12



IPB INSURANCE

Wholly Irish-owned and the only indigenous mutual general insurance company in the Irish market.

YEARS ON LIST: 5
ipb.ie

13



LIBERTY IT

Designing and developing innovative technology solutions for an ever-evolving digital world.

YEARS ON LIST: 6
liberty-it.ie

14



ASANA

Platform that helps teams to orchestrate their work, from small projects to strategic initiatives.

YEARS ON LIST: 3
asana.com

15



CACI NON-LIFE

Arm of specialist provider covering life, property/casualty and borrower insurance.

YEARS ON LIST: 6
ca-caci.ie

16



TOAST

Powering restaurants with a platform that combines restaurant POS and guest-facing technology.

YEARS ON LIST: NEW
toasttab.com

17



IRISH RUGBY FOOTBALL UNION

Governing body for rugby union on the island of Ireland, responsible for all aspects of the game.

YEARS ON LIST: 3
irishrugby.ie

18



PORTWEST HEAD OFFICE

Leader of the design and manufacture of high-quality Workwear, Footwear, and Personal Protective Equipment.

YEARS ON LIST: 3
portwest.com

19



MSD DUNBOYNE

MSD's first Biologics Drug Substance Single Use Commercialisation Facility.

YEARS ON LIST: 3
jobs.msd.com/gb/en/ireland-dunboyne

20



SQUARESPACE

Modern platform that enables millions to build a brand & share stores in an impactful online presence.

YEARS ON LIST: 3
squarespace.com



IRELAND'S BEST MEDIUM WORKPLACES 2022
101 to 250 employees

21



3DENTAL

Offering a comprehensive range of professional and affordable dental treatment.

YEARS ON LIST: 4
3dental.ie

22



VOLKSWAGEN GROUP IRELAND

Responsible for Sales, Distribution, Marketing, and Public Relations of Volkswagen and other brands.

YEARS ON LIST: 7
volkswagen.ie

23



NORTHSIDE HOME CARE SERVICES

Professional Home Care provider with a thirty-year presence in the North Dublin Community.

YEARS ON LIST: 2
northsidehomecare.ie

24



EQUINIX

Enabling today's businesses to access all the right places, partners and possibilities they need.

YEARS ON LIST: NEW
equinix.com

25



GLOBAL SHARES

Manages employee stock plans for some of the world's biggest and most exciting companies.

YEARS ON LIST: 2
globalshares.com

26



MIDLANDS PARK HOTEL

4-star hotel in Portlaoise which treats every single aspect of the guest experience with exceptional care.

YEARS ON LIST: NEW
midlandsparkhotel.com

27



MEAGHER'S PHARMACY

Retailer providing a selection of pharmacy, beauty, and health related products and services.

YEARS ON LIST: 3
meagherspharmacy.ie

28



EDWARDS LIFESCIENCES

Global leader in patient-focused medical innovations for structural heart disease, as well as critical care.

YEARS ON LIST: 2
edwards.com

29



ATA TOOLS LTD

Leading manufacturer of tungsten carbide burs, industrial air tools and speciality abrasive products.

YEARS ON LIST: NEW
atagroup.com

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■ IRELAND'S BEST LARGE WORKPLACES 2022 ■
251 or more employees

1



Global leader in the development of Internet Data Routing and Unified Communications products, developing, manufacturing and selling networking hardware, software, telecommunications equipment and other high-technology services and products.

YEARS ON LIST: 9
cisco.com

2



A team of difference makers, delivering IT services and solutions to global brands to deliver customer success.

YEARS ON LIST: 11
version1.com

3



SALESFORCE

Leader in CRM, empowering companies to connect with their customers in a whole new way.

YEARS ON LIST: 7
salesforce.com

4



CPL IRELAND

Global provider of talent solutions, investing in innovative solutions for their people, candidates, and clients.

YEARS ON LIST: 10
cpl.com/ie

5



WORKHUMAN

Pioneering the human workplace, an integrated social recognition and continuous performance management platform.

YEARS ON LIST: 11
workhuman.com

6



CORE

Marketing communications company. A collective of nine practices, working to a single purpose.

YEARS ON LIST: 13
onecore.ie

7



GUIDEWIRE

Delivering the industry platform that Property & Casualty insurers rely upon to adapt and succeed.

YEARS ON LIST: 7
guidewire.com

8



DHL EXPRESS

International logistics business that operates across the globe, providing shipping and courier delivery.

YEARS ON LIST: 6
dhl.ie/express

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■ IRELAND'S BEST LARGE WORKPLACES 2022 ■
251 or more employees

9



LIBERTY INSURANCE

Provider of car and home insurance to the Irish consumer market. Part of the Liberty Mutual Insurance Group.

YEARS ON LIST: NEW
libertyinsurance.ie

10



BMS CRUISERATH BIOLOGICS

Global biopharma company whose mission is to discover, develop, and deliver innovative medicines.

YEARS ON LIST: 6
bms.com/ie/

11



WOODIE'S

Irish-owned DIY, Home and Garden retailer with thirty-five branches nationwide offering an extensive range.

YEARS ON LIST: 6
woodies.ie

12



ABBVIE IRELAND

Global healthcare organisation delivering innovative pharmaceutical and medical products.

YEARS ON LIST: 9
abbvie.ie

13



FÁILTE IRELAND

National Tourism Development Authority of Ireland, working to sustain Ireland as a competitive destination.

YEARS ON LIST: 3
failteireland.ie

14



LAYA HEALTHCARE

Provider of private health insurance. Health and wellbeing partner for their members.

YEARS ON LIST: 10
layahealthcare.ie

15



MORGAN MCKINLEY

Professional services recruitment consultancy, connecting specialist talent with leading employers.

YEARS ON LIST: 16
morganmckinley.com

16



PREPAY POWER

Ireland's first dedicated prepaid energy supplier of Pay As You Go electricity and gas.

YEARS ON LIST: 3
prepaypower.ie

17



KUEHNE + NAGEL

Global logistics providers, working hard to provide an exceptional level of customer service.

YEARS ON LIST: 11
ie.kuehne-nagel.com

18



TESCO IRELAND

Multinational groceries and general merchandise retailer, with branches all over the island of Ireland.

YEARS ON LIST: 5
tesco.ie

19



CITRIX

Delivering people-centric solutions by offering secure apps and data on any device, network or workspace.

YEARS ON LIST: NEW
citrix.com

20



CLUNETECH

Providing solutions for digital sales, global payroll, tax compliance, global vat & cross-border payments.

YEARS ON LIST: 7
clunetech.com

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■ IRELAND'S BEST LARGE WORKPLACES 2022 ■
251 or more employees

21



CAIRN HOMES

Irish house-builder and developer focusing on the Greater Dublin Area and other major urban areas of Ireland.

YEARS ON LIST: **NEW**
cairnhomes.com

22



REGENERON

Leading biotechnology company using the power of science to bring new medicines to patients in need.

YEARS ON LIST: **6**
regeneron.ie

23



THE DOYLE COLLECTION

Range of Irish family-owned luxury and urban hotels with locations in Dublin, London, and more.

YEARS ON LIST: **5**
doylecollection.ie

24



WATERWIPES

Manufacturer and distributor of the world's purest baby wipe, using the purest and gentlest elements.

YEARS ON LIST: **3**
waterwipes.com

25



ALCON IRELAND

Aspiring to lead the world in innovating life-changing vision and eye care products.

YEARS ON LIST: **2**
alcon.com

26



ESW

eCommerce company providing a technology platform to brands and retailers to sell online into global markets.

YEARS ON LIST: **2**
esw.com

27



LOTUSWORKS

Engineering and technical service experts who work with some of the world's leading manufacturers.

YEARS ON LIST: **6**
lotusworks.com

28



TAYTO SNACKS

Leading manufacturer and distributor of premium snack-foods (crisps, snacks, peanuts and popcorn) in Ireland.

YEARS ON LIST: **2**
taytosnacks.ie

29



GLENVEAGH PROPERTIES

Developing and building many types of homes, with a focus on the Greater Dublin Area and Cork.

YEARS ON LIST: **2**
glenveagh.ie

30



CITCO IRELAND

The Citco group of companies provides a broad range of financial services for hedge funds, admin, PE & more.

YEARS ON LIST: **NEW**
citco.com



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DHL Express Ireland: More Connected Than Ever

Niamh O'Leary (HR Director) tells us how the DHL Express Ireland team have become "more connected than ever" through the pandemic.



Whilst we continued with our range of recognition programs throughout the pandemic, we recognized that financial reward was also important. Therefore a special 'Covid bonus' was awarded to all staff in 2020 and 2021.

In a 'normal' year our As One Appreciation Week would be a highlight, with a range of celebratory activities, on-site barbecues and social events. Whilst these in-person events were not possible, we were determined nonetheless to have a special celebration as a 'thank you' for our teams. Enter world-renowned Mentalist and Magician Keith Barry, who hosted a special virtual event just for the DHL team who also enjoyed delicious pizzas from Dough Brothers, which were delivered directly to everyone's home.

Our purpose as a business is Connecting People and Improving Lives. This has never been more relevant and evident as it has been through the pandemic. We're very proud of the work we have done, whether it was delivering critical PPE, testing kits, medical supplies or life-saving drugs. Across the world, DHL has also delivered more than 2.2bn doses of the Covid vaccine.

However, it was also about enabling Irish companies to continue to trade through Covid lockdowns. Or indeed delivering that birthday or anniversary gift when all non-essential retail was closed and in so doing bringing some joy during what was at times a bleak period. We have endeavored to constantly remind our teams of the significance of their work and that what they do really makes a difference.

As an essential services provider DHL Express remained operational throughout all stages of the pandemic. Indeed, through the various lockdowns and with pressure and congestion across global supply chains generally, there was a surge in demand for our international express services. This meant that our fantastic team of people were busier than ever – and not just our couriers and other Operations staff who continued to work on site, but also all of our normally office based staff who were now working from home.

We have always put a great emphasis on employee engagement and trust and of course, the pandemic created new challenges in terms of how best to maintain and even build on this trust to ensure that our teams continued to feel valued and understood that what they do makes a difference. Many of the 'in-person' communication sessions, initiatives and events were no longer possible in the new pandemic environment, so we had to be creative and remain focused to ensure that our people were "more connected than ever".

At a very basic level "staying connected"

was all about managers, supervisors and team leaders keeping in daily contact with their teams who were now working remotely. We had our share of Zoom sessions but perhaps more importantly, regular one-to-one chats to ensure that individual team members were doing well both from a work and general wellbeing perspective became very important.

For our on-site teams (couriers, warehouse operatives etc.) we continued with our regular socially-distanced team briefing sessions. This facilitated important two-way communication and in particular enabled ongoing discussion and review of our safety protocols. 'Safety First' became our mantra. As part of this approach, we were early adopters of proactive antigen testing and to this day, we continue to encourage regular self-testing with kits freely available to our teams. We also upgraded our Employee Assistance Programme and have developed a new and comprehensive Health & Wellbeing Programme ('Fit for Work, Fit for Life') to support all of our teams, whether they were working onsite or remotely.



Niamh O'Leary (HR Director)

Finance and construction making strides in workplace diversity

We look at two companies where change is coming from the top. **Jillian Godsil**

Diversity is recognised as being good for the workplace, good for culture and ultimately good for the bottom line of companies – but sometimes it can take time to make the change. Two very different sectors that are good examples of traditionally male-dominated industries are finance and banking and construction. Historically, it has proven difficult to balance the workforce until more recent, dedicated efforts have begun to make a difference.

In fact, the speed of recent change can be seen in that AIB was the first publicly listed company in Ireland to achieve both a gender-balanced board and executive committee.

The success of AIB's gender-balance efforts was recognised at the launch of the 2021 European Diversity Index. The index rated AIB number one in Ireland and 11th in Europe among 668 publicly-listed companies across the European Union, ranking them on diversity of board members, women in leadership functions and women at executive level.

Geraldine Casey, chief people officer with AIB sees this change as coming from the top so that it sets the tone and signals that an organisation is serious about making the most of its inclusive culture.

But as Casey explains; "This attention to diversity in leadership needs to be matched by active efforts to recruit and retain frontline employees that bring new perspectives, innovation and an understanding of the communities they serve."

Cairn Homes who are certified as a Great Place to Work, is an Irish house-builder and developer focusing on the Greater Dublin Area and other major

urban areas of Ireland. The company is listed on Euronext Dublin and is a constituent member of the Iseq 20 with a market capitalisation of €972 million as of February 20th, 2020.

While Cairn Homes has been working to create a better balance over the past 15 years, it has really come to fruition in the last couple of years according to Maura Winston, chief people officer.

"Aside from anything else, we are building homes. And I think it's safe to say we are making real strides in challenging those perceptions from a cultural and management perspective. Diversity benefits our customers and business – but it also enhances the homes we build."

Cairn Homes also recognises the importance of leading with diversity and in 2021, it added two female board members while it enjoys strong female representation at leadership team level.

Winston argues that there are three roles for leaders to build that culture internally.

"First, they need to be vocal in their support for diversity and inclusion. Secondly, they need to live the vision and deliver it with their team every day.

"And finally, they need to ensure the policies are in place," says Winston. "Otherwise, it is incredibly difficult for employees to believe in inclusivity in

their organisation."

AIB has similar values in ensuring that a clear inclusion and diversity agenda is articulated at every level of an organisation in a meaningful way.

Casey outlines the process. "We use every opportunity to confirm our diversity agenda. Recently, when we launched an internal campaign promoting universal inclusion, the chairman of the board, another board member and the CEO all took time out to speak about the importance of this policy.

"In addition, we coupled this with briefings and workshops with mid-level leaders to ensure the message carried across the organisation."

Both companies are aware that growing diversity organically is not easy and needs support.

While AIB recognises that gender quo-



tas can help in certain cases, it focuses on building a truly inclusive culture that relies on training and masterclasses to provide support.

Winston agrees; “In Cairn, we have found it important to work with sector experts to help us in this journey. They have the skills, expertise, and qualifications to ensure that companies do build thorough policies and make that move. We recently achieved our Irish Centre for Diversity Bronze certification and are targeting Silver by the end of the year.

“We also delivered, unconscious bias and inclusive interviewing masterclasses for over 60 people managers in August and September on the value of diverse voices in teams including female representation. This session was incredibly beneficial to our team and will have a lasting positive impact for the business,” says Winston.

Casey also cites education as a key tool in this process. She says: “Education is central to ensuring inclusion and diversity through the organisation. Our experience is that employees want to play their part to improve inclusion and diversity, but they may lack knowledge or have genuine concerns about the right terminology and behaviour to be inclusive. At AIB, we have committed to major education initiatives to ensure every



employee has the information and skills they need.”

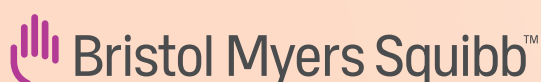
From Cairn’s perspective, Winston points to investment needed in educating primary and secondary school students to showcase the opportunities in a career in construction: “At a primary and secondary school level, education will help us build a more diverse talent pool across all areas. This year at Cairn we will roll out our first TY programme focusing on women in Stem, we will continue to seek ways to open our TY programmes to typically diverse groups within our industry.”

AIB is currently working with partners to focus on three areas in particular: gender equality, disability and marginalised youth. In each case, its aim is to enable people to build their skills and find employment, make AIB’s skills and expertise available to those who can benefit from it most and play a leadership role in driving change that not only benefits those at risk of disadvantage but also helps enhance our talent pipeline.

Winston concludes: “My one comment would be that this conversation continues, that as a sector construction can become a shining light as to how equality, diversity and inclusion can benefit our employees, our homeowners, and our business.”

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‘Leaders need to show employees that they trust them’

Many are still trying to figure out the optimum arrangements for their specific organisations. Edel Corrigan

Thanks largely to the impact of Covid, the inevitable move to remote and hybrid working has been expedited and become a key part of most organisations’ operating models. Transitioning to this way of working has had some knock-on effects, particularly at management level.

“As we transition out of Covid, organisations are considering what the future of work looks like,” says Dr Colin Hughes, head of the Graduate Business School at Technological University Dublin. “While some organisations have made decisions in this regard, many are still trying to figure out the optimum arrangements for their specific organisation. These arrangements will likely differ depending on sectoral contexts and role types.”

Some employees have seen the benefits of remote working, he says, and feel that they are able to do their job effectively when working remotely, either all or some of the time, and have made personal or family decisions on that basis. They would question why there’s a need to move back to the office wholesale, and want a very good reason. Others crave a return to the office, may not be set up to work from home, may need to learn from peers and mentors, or may be feeling a little isolated and need the energy that a busy office provides for some.

“The reality is that the ideal mix of office versus remote will differ by individuals. We are now faced with a situation where employees’ expectations and employers’ expectations may not align. Employees had a lot of time during Covid to reassess their values and expectations, and it is widely reported that employees are rethinking their career choices.”

Managing remotely

Hughes believes hybrid work is here to stay and that “we need to equip leaders for hybrid leadership”. There is a real fear that leaders may forget about those employees who are largely or fully remote, he says. “Organisations are now looking at how their people-managers can build strong team cultures in a hybrid environment – how leaders can connect with, develop and coach team members.

“Hybrid leadership is more difficult and leaders need to be more reflective in terms of employee needs and more intentional in showing people that they care.”



Dr Colin Hughes, head of the graduate business school at TU Dublin.

Dr Hughes has developed the Soar management model to help leaders manage in a hybrid environment. “The Soar model is something that I developed as a result of research with a range of virtual and hybrid teams. It sets out eight key leadership behaviours that will help hybrid leaders to build trust with team members and ultimately create high-performance team environments.” These eight behaviours are support, showing trust, being open, considering others, granting autonomy, showing ability, providing reliable support, and reflecting on the needs of their team.

“Leaders need to support employees and show that they care. They also need to show them that they trust them. They need to be open to ensure alignment of expectations; the sharing of information also shows trust. Leaders need to consider the

other person’s personality and trusting disposition, as sometimes you can do all the right things but trust simply takes longer to develop.”

Importance of autonomy

Autonomy is crucial, and micromanagement can destroy trust as it sends a message that the leader does not trust the team member, says Dr Hughes. The leader’s ability to communicate clearly is particularly important in a hybrid environment. Leaders must be able to form connections, provide clarity, manage multiple communication media and leverage the value of in-person communications.

“As leaders have a significant influence over an employee’s job satisfaction and career progression, they must be reliable and keep their promises to team members. Every promise is scrutinised, and promise fulfilment is key to building trust. Lastly, strong hybrid leaders constantly reflect on the needs of team members, whether they are supported, ensuring that they are connected to them and the wider team.”

Dr Hughes says middle managers are at the front line of this move to hybrid. “It’s people’s direct managers that shape their experience in work, and they need to be equipped with the insights and training to be able to continue leading in an effective way.”

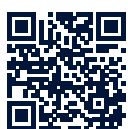
He advises using a blend of face-to-face and remote meetings, and knowing when to engage with people on a personal level. “The key thing is having an employee-centric style of leadership and committing to hiring employee-centric leaders into the future.” Success in hybrid management is about understanding each team member, their needs, and supporting them.





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Supporting back-to-work wellbeing is a big issue for organisations of all sizes

Employers and management teams have to be aware that workplace wellness has now moved centre stage. **Sandra O'Connell**



As the turmoil caused by the pandemic moves to the rear-view mirror, the focus for employers is on supporting back-to-work wellbeing. It's an issue that is important for organisations of all sizes, large and small.

When Micheál and Carmel Smith of Hybrid Energy Group in Cavan wanted to mark the lifting of restrictions last month they did so in a way designed to let their 12 staff blow off tension and anxiety of the past two years.

"We surprised staff with a half day, without telling them what we had planned, and took them off for some outdoor activities, to blow off some steam and just have a laugh," says Carmel.

The company, which provides renewable energy solutions to the public and private sectors, has won awards for its approach to workplace wellbeing.

A happy staff has always been important to the couple, who set up the business 14 years ago. It's particularly important as the world returns to normal and pent-up demand fuels the need for their services. "There's a lot of pressure for everyone," says Micheál.

As organisations across the country feel their way into the post-pandemic

era, supporting wellbeing is top of mind.

"Workplace wellness has moved centre stage more than ever for employers and management teams," says Sinéad Proos, head of wellness at Laya Healthcare. "We have started to see it through the 'great resignation', particularly among 18- to 35-year-olds."

A survey it undertook last year found 50 per cent of that age group were considering changing jobs, with one third of those actively seeking out employers that put wellbeing at the centre of their offering. That shift is only feeding into the labour market right now.

"It's why more and more organisations are talking about the HR policies they have to support health and wellness, and how they adhere to those policies," she says.

Lasting impact

The pandemic has raised the stakes significantly.

"While a focus on health and wellbeing has always been important in the workplace, especially when it comes to sustaining high performance, there is no doubt that Covid-19 and its aftermath has had a strong and lasting impact," says Fania Stoney, chief executive of

Healthy Place to Work® Ireland.

The organisation supports organisations to build and sustain healthy and high-performing work environments.

"When we look at the experience of the organisations we work with it varies from those supporting front-line staff to those transitioning to full-time remote or hybrid working, to those whose day-to-day work environment didn't change all that much despite the pandemic," she says.

Despite the variety common themes have emerged.

Firstly, people's expectations have shifted.

"In a pre-pandemic environment an organisation might have got away with the occasional nod to wellbeing – a fruit basket here, a yoga session there. The pandemic experience has given people the chance to reflect on what is important to them, particularly when it comes to their health in the workplace, and how their organisation is – or isn't – supporting them in that," says Stoney.

"Layer on to this all of the evidence around 'the great resignation', we are seeing that people are actively seeking out organisations who are clear on their health offering, able to articulate it, and

live up to the promise.”

Healthy Place to Work takes a broad view of health that encompasses levels of purpose, mental resilience, connection and physical health, and how they apply in a range of workplace settings.

It's a holistic approach in which it partners with organisations to help them build their health and wellbeing strategies, develop their employee value propositions and employer brands, allowing them to make data-driven decisions and certifying those which excel in this space.

It recently certified the Irish Rugby Football Union (IRFU), for example, the governing body for rugby union on the island of Ireland.

“Its focus on wellbeing at work has been human-centric, responding to feedback and adapting their supports to match the ever-shifting demands being placed on their people. This is particularly impressive given the myriad of challenges that have arisen in the wake of Covid-19,” says Manon Morelli, customer success and marketing associate, Healthy Place to Work® Ireland.

Priorities

Coming through Covid has resulted in a rebalancing of priorities for many organisations, with the need to build resilience coming to the fore too, something

Healthy Place to Work can help to measure. “Those organisations with strong levels of resilience were better able to adapt both to the immediate crisis and continue to do so in the face of ongoing uncertainty,” she says.

Some leaders are doing better than others.

“Leaders are busy. They are busy driving the business, getting their job done and managing their teams. Many have had to adapt and build new competencies like never before,” she says.

“What we are seeing strong leaders do is include their people in that ‘business’. They focus on articulating purpose, discussing the big picture of the overall goals and ensuring people feel their work is uniquely connected and necessary to the success of the organisation.”

That helps to establish a sense of shared purpose among their people, at both individual and team level. “In the organisations we work with the leaders who best take this on are creating the healthiest and highest performing teams in the organisation,” adds Stoney.

Authenticity matters too.

“People are increasingly savvy about who is being authentic, and who is merely paying lip service to a wellness culture. Leaders who genuinely care for the wellbeing of their people, and demonstrate healthy behaviours themselves, are more likely to be creating a healthy workplace.”

She says any organisation can invest in a health and wellbeing strategy. The challenge lies in creating a sustainable, strategic and genuine wellness culture.

“The best organisations in this space understand the importance of leadership buy-in and participation when it comes to walking the talk in terms of creating a healthy workplace.”



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Great team full of energy behind the success of PrepayPower, says founder

Founded in 2010, company has 165,000 electricity customers and turnover of €200m. **Sandra O’Connell**



“*A team without trust isn’t going anywhere.” It is that trust that has driven our growth and made our success possible.*

When Cathal Fay says “there’s a great sense of energy” in PrepayPower, the pre-pay utilities company he founded in 2010, there is no pun intended. It’s a consequence of hiring good people and holding on to them. Doing that takes good leadership.

Fay studied engineering in UCD and worked with Eircom for a decade but always had a yen for entrepreneurship. He left the then State telco to set up Estuary Technologies, an ebook business which failed to spark, but only because it was too far ahead of its time.

A number of positions followed in and around the telco sector, including a stint as chief executive of Red Circle, a provider of ring tones and content for mobile phones. It was acquired by Zamano and, almost three years after that, he left to set up PrepayPower.

The start-up aimed to provide exactly what it said on the tin, borrowing from the success the telecoms sector had seen with pay as you go phones.

Prior to PrepayPower, meter tokens were provided to householders who typically had little say on the matter. “We represented the first time that people could actually choose to pre-pay for their power,” he explains.

At the time the country was in the depths of the great recession, and providing people with the ability to manage energy usage in this manner found a significant market.

“We were disruptors. We were four co-

founders who had nothing but an idea. We went from having no revenues, no customers and no funds raised, to being a business with 282 staff today, with 165,000 electricity customers and a turnover of €200 million a year,” says Fay.

Good leadership

He believes it’s simply not possible to grow a business in such a manner without growing a great team around you. The breadth and scope of the activities undertaken by his team has grown too, moving from an early focus on sales and installation management to, today, everything from human resources to energy hedging and trading.

For Fay, clarity is a critical element of good leadership. “We’re very much about setting goals and trusting people to deliver them,” he explains.

To be achieved, goals should be shared, he adds. It’s no good notching up poor sales that don’t translate into new customers for the customer service teams, he points out. “We used shared goals to ensure we’re not too blinkered in any one area. So if it’s a sales target, it’s not about the number of sales, it’s about the quality of them, the propensity of the customer to call us, which shows that you explained the offering properly to them. That builds trust in our colleagues to deliver,” he explains.

PrepayPower operates a relatively flat structure, with some 20 heads of department. “We’re very proud of how successful we have been at holding on to key mem-

bers of the management team, many of which have been with us since the early days,” he says.

The key to talent retention is to hire the right people in the first place, and then provide them with an environment where they can thrive. “I think a lot of that is down to having a sense of purpose, so people know what is expected of them, what they do for the organisation and what they deliver for customers,” says Fay.

Being part of a growth journey helps too. PrepayPower moved into the provision of pre-paid gas five years ago, and into the provision of broadband services three years ago. “It’s an exciting environment, there’s always something going on. Having a team with a lot of determination and drive gives you the energy to overcome problems and drive on to success,” he says.

Fay saw that in action during Covid, when the team moved overnight to working from home, without impacting its customers.

Communications is vital for any leader but it works both ways, he points out. “It’s by listening that you learn, that you capture ideas and make better decisions,” he says.

Winning a Great Place to Work Award is a reflection on the whole team, he says. It’s a reflection of the trust that has been built up within the organisation, he reckons.

“A team without trust isn’t going anywhere,” says Fay. “It is that trust that has driven our growth and made our success possible.”

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Executive education at Trinity Business School: 'It's about responsible leadership'

TBS director says school is good for issues of sustainability, human rights and diversity. Jillian Godsil

For Michael Flynn, director of executive education for Trinity Business School (TBS), the school is more than just education: TBS is all about organisational change for good.

"Good for people's careers and the organisation, but also good for issues around sustainability, human rights and diversity. It's about responsible leadership," says Flynn.

TBS offers two forms of courses: open enrolment and bespoke customised programmes. Its customer base comes from across many sectors, including government, industry and NGOs.

Some of the open enrolment courses have been designed at the request of industry groups and can be substantial.

"We have one customer management leadership course that runs for six months, another one that starts in October and finishes in May. And we have shorter courses which may run over a number of days either in person, virtual or hybrid," he says.

The courses cover a wide range of education from team leading, to negotiating for value, creating value with ESG, finance, digital marketing and a whole suite of areas aimed at accelerating people's careers, helping organisations and the wider environment.

Transformation

TBS is focused on executive leadership, development and organisational change or transformation. It does this under four particular umbrellas. The first is responsible leadership across all sectors from service, manufacturing, and technology companies. The second area is digital transformation. The third is innovation and business growth, which recently received a global award in executive education in 2020 in conjunction with Dublin Airport. The final leg is executive finance, which includes working with boards, focusing on governance and seeking to increase diversity.

"We work from board level right to C suite, senior management, and emerging management. In the latter, we help people who are really focusing on crafting their own leadership styles. We go on a journey with these participants to develop self-awareness and learn about their own leadership styles.

"Increasingly, we see the emergence of performance teams, rather like pop-up



teams, where a team is configured to address a certain project and, when that project is finished, dissolves the team. We call that teaming and increasingly it is done on a global basis."

Underpinning the focus on leadership and transformation is a real push to address sustainability and environmental protection, as well as human rights and diversity.

"This is both a top-down and bottom-up pressure. When companies are hiring they are in turn often interrogated by the interviewees and externally consumers are asking tough questions about their ESG stance. It's not enough to give lip service to these concerns," he says.

For Julie Ryan, head of the Irish Management Institute's (IMI) customised and sectoral executive programmes, the role of peer-to-peer review is very important whether internal or across multicompany parties.

"We are raising a collective, rather than an individual company, and since the pandemic understanding the changes is more important than ever," she says.

According to Ryan, the institute is busier than ever. "Don't get me wrong, we have always been busy, but the last few years have just raised the stakes. It's a perfect storm that is coming at companies now with climate change, hybrid working, sustainability, diversity, inclusion and equality. Oh, and a talent deficit."

Lack of alignment

Ryan sees companies being in a race but are focused on delivering short-term deliverables only. "It's a bubble and senior management need to be interrupted and paused in their tracks."

The IMI sees compelling reasons to get companies to look at their vision and then their intention. "Often there can be great energy and commitment in the vision which can suffer from a lack of alignment. This is where a pause is needed to see if everyone is buying into the vision," says Ryan.

The next issue is the "inside out" versus "outside in" by which Ryan describes a corporate culture. Some companies are entirely focused on their internal metrics and might benefit from reviewing issues eternally from market evolution to geopolitical unrest. The flip side is awareness of external factors and how these might impact internal plans.

Finally, Ryan says that reflecting on the past two years has provided great insight into the "doing" culture where the focus on performing in the now has taken precedence over performance in the future.

"Companies need to be fully ambidextrous and do both. They need to question and not just tell their employees. The future is now our present and the pace is exhausting. Management more than ever need to pause, to interrupt, disrupt even, and it's our job as educators to allow this to happen."



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**ANNAMARIE O'CONNOR,
PEOPLE & CULTURE DIRECTOR,
TAYTO SNACKS**

Annamarie O'Connor is the people and culture director for Tayto Snacks, a much loved Irish brand. Annamarie has played an important role in supporting Tayto's journey over the last number of years towards sustaining a great work culture. Their journey has been underpinned by their three core values thinking responsibly, acting entrepreneurially and growing together. Working on the principle of great cultures are built on doing the core areas well – they focused in on improving communication and involvement, recognition and talent management and development. Annamarie has demonstrated great partnership with the Tayto leadership team and supported them to remain focused on continuously improving their work culture over the last number of years.

We at Great Place to Work thank Annamarie for her contribution to the Great Place to Work network and congratulate her on the role she has played within Taytos work culture journey so far.



Tayto Snacks

Great Place to Work team



THE CPL TEAM

The CPL team have played a key role within the organisation over the last number of years in building trust levels within their work culture. The role of the team has been crucial in giving ownership and opportunity to employees of all levels to make a difference by working on culture improvement.

CPL engage and recognise their GPTW Champions at local business level and overall organisation level, and place a key emphasis on maintaining and developing an engaging and supportive culture. Amongst other things a team approach has helped deliver enhanced communications throughout the business, a focused approach to health and wellbeing and improved career and development mapping for all team members.



Employer brand story telling



DISTILLED

Distilled is made up of three brands Done Deal, Daft and Adverts and is searching for talent that is in the tech and product area, they are competing with many of the big tech firms for talent. They wanted to go to the market with a compelling 'why' talent should choose Distilled over other more well known brands. Through a collaborative approach with people within Distilled they crafted clear employer brand pillars – create with purpose, play your part and belong here. With their new employer brand they initiated an office rebrand, playbook for their employee value proposition along with brand pillars and talent personas. They can now go to the talent market with a clear and compelling offering to help them stand out from the crowd.

Hybrid way of working



ORS

Long before the pandemic ORS began to wonder and imagine about how moving to a more flexible way of working would be better for its people's wellbeing along with enhancing the business performance. They experimented with different ways of working, captured the learnings and experimented again. A flexible way of working has allowed them to retain its talent and also attract

lots of new talent to help it achieve its ambitious growth goals as a business. In ORS they believe it's not about where you are its about what you do. They have created a culture and working environment that their people can thrive in and flexibility is the key to this.

They then implement and review action plans as they progress. They have and continue to show a remarkable commitment to the employee voice and continuous improvement.

Work culture improvement



Create Better Outcomes

PEI

PEI has been a Great Place to Work for a number of years yet still remains focused on using the Great Place to Work data to improve its culture. They use the following approach when it comes to moving from data into action.

Firstly they look for patterns in the data either unexpected or unexplained. They then delve deeper as data is one dimensional they explore and ask questions and uncover more about the issue through feedback. They then look to gain understanding and define the issue followed by creating action plans with actions, timelines and measurements.

Talent attraction

Global Shares

GLOBAL SHARES

Global Shares is a Clonakilty-based fintech company and are looking to expand their workforce significantly over the next couple of years. They have recognized the importance of clear and authentic storytelling when it comes to attracting the best talent in a competitive space. They have embraced all forms of social media and print when it comes to attracting talent from linkedin to Instagram. Their people are key when it comes to promoting Global Shares as a place to work with a strong emphasis on employee advocacy. Talent wants to hear from other talent when it comes to choosing a place to work. They have also used the Great Place to Work logo well internally when it comes to talent retention.



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"Creating positive and supportive workplaces"

A wide range of companies are included in this year's Best Workplaces for Women



Great Place to Work Ireland is delighted to announce the 2022 Best Workplaces for Women. Taking the global standard Best Workplaces methodology as its basis, the Best Workplaces for Women recognises those top organisations which, while providing a great work environment for all employees, are creating positive and supportive workplaces for women in particular.

These organisations develop and promote practices that make sure women in the workplace have a fair and positive work experience, and have the opportunity to contribute their talents and develop personally and professionally. They strive to bring balance to the interview process; create networks for women to connect, inspire, mentor, and challenge each other; have development programmes that foster a strong pipeline of female talent; offer flexible working packages that employees can adapt to best suit their needs; and much more.

This is our fourth year recognising the Best Workplaces for Women in Ireland, and we are delighted to see a diverse range of industries included this year, from pharmaceutical, technology and recruitment, to retail, manufacturing and tourism. The data we have gathered from these organisations represent tens of thousands of people and include the lived experiences of more than 1,300 female leaders.

Impact of Covid-19

Although the Covid-19 pandemic affected the workforce as a whole, it had a disproportionate impact on women. Living through a pandemic created so many unknowns, but also forced us to be more empathetic and adapt how we work and lead every day for better. We're seeing success in a distributed workforce model gaining access to a global talent pool, creation of more flexible benefits to support individual needs, adoption of family-friendly policies and different working styles, and greater investment in connectedness among teams.

When we look at the Best Workplaces for Women, 90 per cent of women in these organisations feel able to take time off work when they think it is necessary and 84 per cent feel empowered to balance their work and personal life. Work-life balance, or fit, continues to be a challenge. The best organisations in this space, whether they are calling their employees back to the office, offering a hybrid work model, or allowing remote work across the board, have taken time to consider how their approach affects the women in their organisation. They have reviewed their work model with the women in their organisations – lower-level and senior-level women alike – gathering their feedback on how it can be improved or flexed to leave space for different scenarios to meet people where they are.

Claire McGeever, client success manager, Great Place to Work

The space for conversation

These organisations are also creating the space for a wide range of conversations to happen. In fact, 93 per cent of women in these organisations feel that they are treated fairly, regardless of their gender. Every stage of the female experience in life, which previously have been very taboo in the workplace, is now being openly addressed and accommodated for in terms of workplace expectations.

For instance, while maternal and general wellbeing are now well established as ongoing conversations within most organisations, it appears that conversations around menopause are only beginning to emerge. The intricacies and person-specific symptoms of menopause make it hard for businesses to develop a one-size-fits-all approach to the issue, but one thing every organisation can do is open up dialogue.

Be what you see, and more

It is well established that being visible at work allows people to demonstrate their skills, land prominent assignments and build strategic relationships. It is worth noting that visibility is an increasingly complex topic with new and fluid working models – however, it is crucial for women at every level within an organisation.

This year's Best Workplaces for Women are intentional about the visibility of their female leaders. Role models matter. They represent and expand what is possible, inspire women to be more ambitious and demonstrate the mindsets and behaviours of how to rise. Organisations also need to think about having a diversity of role models, with different styles, stories, personalities and perspectives.

More women in leadership and across organisations have visible personal brands. Telling their story is a critical factor in humanising the journey they have taken in their careers. This allows people in their organisation, or on their team, or aspiring leaders to see how they can grow, learn and help others. For example, stories of women who've ap-

proached their career as a matrix rather than a ladder have helped younger women think more laterally as they navigate their own career path.

Eibhlin Gaughan, client success executive, Great Place to Work

Tapping into talent

Aside from the impact of Covid-19, people continue to leave their organisations for the same core reasons we saw in the pre-pandemic environment: they don't feel valued by their organisation, they don't feel valued by their managers, or they don't feel a sense of belonging at work. People have had the time to reflect and prioritise, and given the tightness of the labour market, the power lands in the hands of talent.

Organisations that are intentionally building high-trust relationships and focus on connection in their company culture are better able to both retain and grow thriving teams. That has become a top priority for many organisations over the past year and will continue to increase throughout 2022 and beyond. Understanding the impact of Covid-19, creating the space for conversations and actively encouraging role modelling gives a chance for more voices and styles to build, brand and deliver the next generation of organisations and their cultures.

“ For instance, while maternal and general wellbeing are now well established as ongoing conversations within most organisations, it appears that conversations around menopause are only beginning to emerge. The intricacies and person-specific symptoms of menopause make it hard for businesses to develop a one-size-fits-all approach to the issue

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How companies can win the war for talent

Developing a strong Employee Value Proposition helps attract and retain staff.
Edel Corrigan



The war for talent is on the increase, with many companies finding it hard to attract or retain staff. Throw in the post-pandemic Great Resignation, where employees have had an opportunity to think about – and are in a position to demand – the workplace they want, where they want, and organisations may soon find themselves struggling even more.

To help create the sort of environment that employees want to join and stay in, companies are increasingly looking at their Employee Value Proposition (EVP). “The EVP is the qualities associated with an organisation as an employer, the set of attributes that the talent market and the current employees perceive as the value they gain through employment with an organisation,” says Marina Rivas, marketing and brand manager of Great Place to Work.

“Every organisation has an EVP, whether it is defined or not. And every employee has an experience in an organisation, whether it is a story told internally and externally or not.”

As almost everything else was affected by Covid, it’s unsurprising to find that EVP was, too, particularly in understanding and facilitating the shift towards what many employees want – a remote and/or

hybrid workplace.

“Ireland is registering the highest level of employment record and has the hottest and most competitive market at the moment,” says Alice Vigneron, marketing co-ordinator at Great Place to Work. “It is also clear that the market is becoming increasingly candidate-driven, followed by a significant increase in hybrid work models that are impacting the negotiating position of candidates.”

Build it and they will come

A key point when developing and improving EVP is to consider what will entice the talent that companies want, says Rivas. “The benefits and perks on offer should appeal to the target audience, which will differ by industry and demographic. This will require collaboration between the HR and marketing function of the organisation, working in tandem to ensure what is offered is well communicated, targeted and, crucially, can be delivered.”

Rivas says companies that wish to develop a new department or increase the diversity of their workforce will need to adjust their offerings and messaging accordingly. The strategy should ensure the talent needed to achieve the organisa-

tion’s objectives can be recruited. They must set goals with clear indicators of progress and adapt their strategy from the results.

“The workplace culture advertised should be felt by the employee, including the perks, development offerings and ways of working which they have promoted. The most effective time to begin this is as soon as the employee joins the organisation.”

Commitment to EVP

WaterWipes have committed to developing its EVP with buy-in from the entire company, from leadership down, and is committed to building their employer brand from the inside and out, says chief people officer Aidan McKee. To ensure this approach, they used insights from the Great Place to Work survey, which is completed by all regions, functions, and job types to understand what makes the company and culture unique.

“We also interviewed recruiters across the globe to gain a deeper understanding of the macro trends surrounding the employee experience and how that is changing. Finally, we spoke to people who left WaterWipes and rejoined us to give us a different perspective. This allowed us to create a proposition that resonates internally and externally across all the regions we operate in.”

With ambitious plans to become global brand, they “believe that growing our people will enable us to continue to our incredible growth journey”. It’s about creating the right conditions for success and delivering a unique employee experience.

The future of EVP

Rivas says that defining an EVP isn’t a guarantee to winning the war for talent. It needs to be strategically communicated to land effectively to the talent pool. Companies are increasingly developing their EVPs to be competitive. “We are noticing strong initiatives around developing employee wellbeing programmes, reinforcing transparency and flexibility.

“Another employer focus brought by the pandemic is career growth and personal development. Talents have strongly invested their time in these domains during the several lockdowns and want to see a continuity part of their benefits in joining their next employer.”



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