

Human Resources Management in aspect of Sustainable Development

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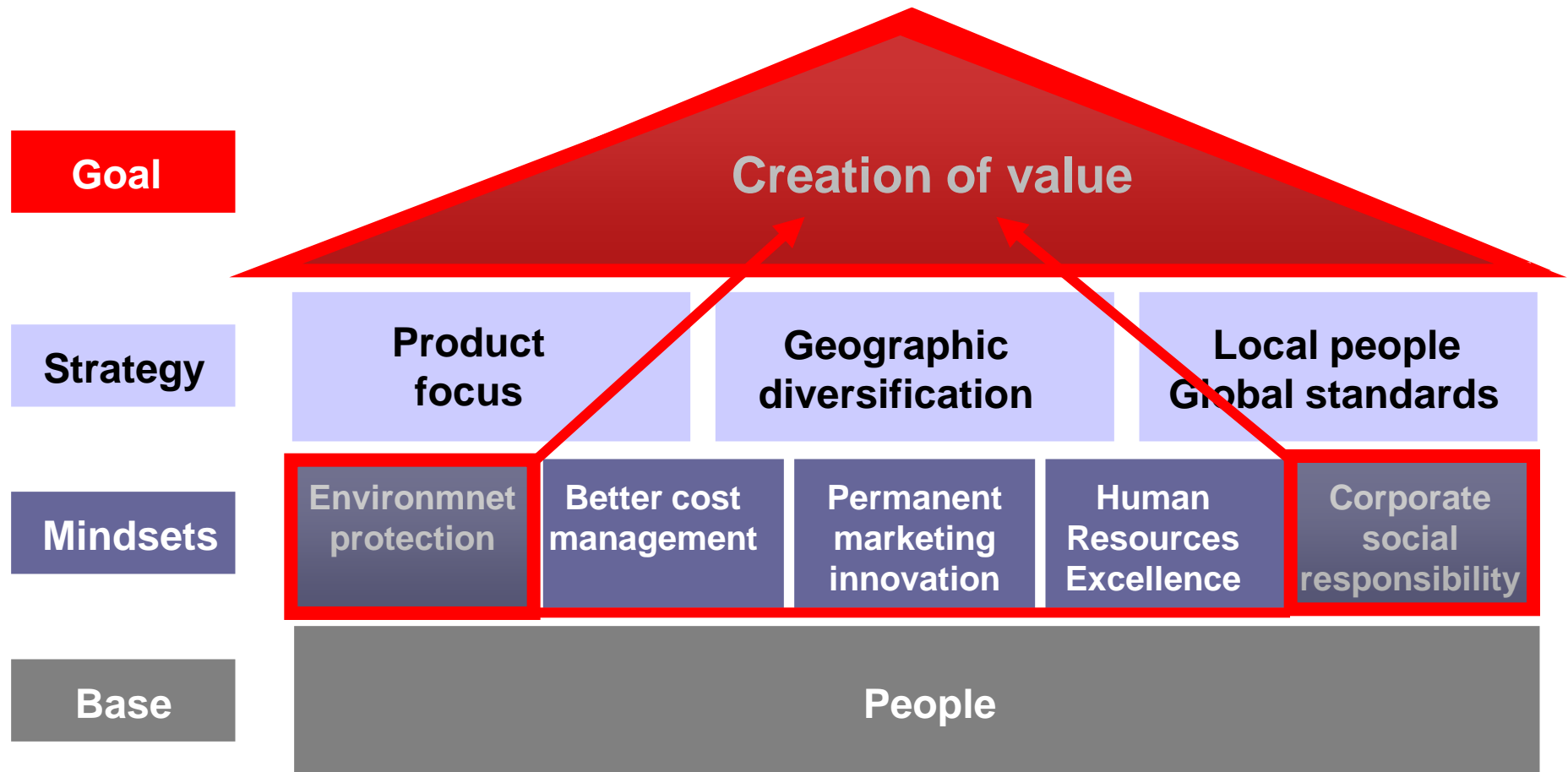
Holcim Croatia, HR manager

Vision and mission



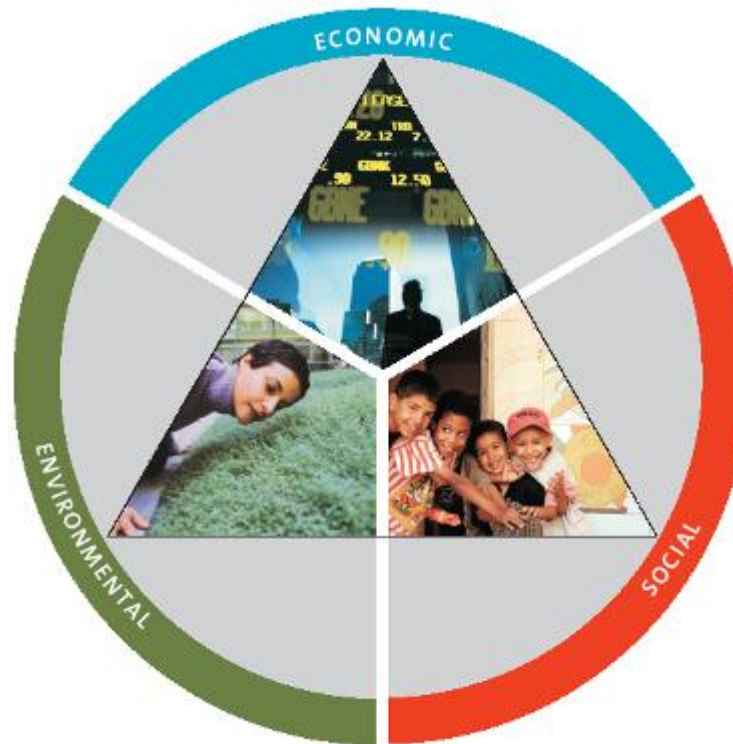
- **Vision:**
Our vision is to provide foundations for society's future.
- **Mision:**
Our mission is to be the world's most respected and attractive company in our industry - creating value for all our stakeholders.

Holcim strategy house – home, sweet home



Sustainable development

Economical growth



Environment protection

Social responsibility

Developing positive company brand in environment while taking care of all involved parties (stakeholders).

Our goals

- Continually set the **highest standards of customer satisfaction** in our industry
- Secure the strongest **competitive position** in our markets
- **Partner with suppliers** to deliver value-for-cost procurement for the Group and our customers
- Be recognized as an **employer of first choice**
- **Empower our employees** and integrate them fully into our global network
- Selectively grow our **worldwide presence** of companies
- Demonstrate our commitment to **sustainable development**
- Be acknowledged as a **valued and trusted partner** in our community
- Be the most recommended stock in our industry

People and leader in Holcim

- **We care for our people**
- **Strong leaders drive performance**
- **Skilled and engaged employees deliver performance**
- **Sustainability requires workforce planning and new leaders generation**

Holcim in Croatia

- 330 employees
- 1 cement plant
- 6 ready mix concrete
- 2 cement terminal
- 3 quarries

What are we doing?

- Cement
- Agregat
- Beton



HR in Holcim Hrvatska





Lets be honest:

Do we need to this on sustainability in the times of crises?

SD is not a trend, it
is an obligation!



SD in times of crises*

In 1990' crises companies believed that massive redundancies will be read as cost management initiatives.

Today, companies try to find alternative ways to decrease labour costs not necessarily only through downsizing.

New generations (generation X) does not want to work in company that has different value system than their own.

Risks if company is not socially responsible

- Retention risk
- High recruitment costs
- Health and safety
- Non acceptable market behaviour
- Not motivated workforce



Process 1 – promoting innovation in the company

- Yearly process of communicating, promoting and rewarding small innovations in the company
- All levels in the organization have possibility to participate (except Management team)
- All applications receive feedback and if applicable proposals are implemented
- Success stories – development of new products for niche market

Holcimova



mahovina



Process 2 - Talent Review and Succession plan

To support the business, succession management practice must address the following risks:

- Pipeline - ensuring the talent pool is sufficient to meet future needs and no critical leadership roles remain vacant
- Retention – ensuring the retention of key talent and scarce skills
- Readiness - ensuring potential successors are developed to be ready for defined succession moves as required
- Transition - ensuring people are adequately assimilated and do not under-perform or de-rail once they are in a new role
- Portfolio - ensuring critical roles have a succession pipeline and that key people are deployed against business goals

What can HR do?*

- **Primjer 1: Na koji način integrirati DOP**
- Pitanja koja se postavljaju višem managementu.
- Da li imamo DOP politiku? Da li su vrijednosti kompanije usklađene sa poslovnim ciljevima?
- Da li su naši zaposlenici motivirani i ponosni što rade za našu kompaniju?
- Da li imamo veliki odljev iz kompanije? Da li trebamo smanjiti troškove selekcije?
- **Koristi od DOP u HR**
- Zaposlenici su ponosni što rade za Holcim
- Povećana motivacija zaposlenika koja se očitava boljom učinkovitošću
- Poticaji inovaciji
- Manji odljev – uštede u selekciji i troškovima treninga
- Smanjuju se poslovni rizici – kontakti sa zaposlenicima, kupcima, dobavljačima
- Povećana profitabilnost
- **Primjer 2: Vaša je organizacija ima integriran DOP?**
- Iako ste uznapredovali u DOP postoje jednostavne stvari koje možete napraviti kako biste upoznali svoje zaposlenike o DOP, npr :
- Da li vaša organizacija ima politiku zaštite okoliša i odnosa prema ostalim dionicima? Ako da, da li su vaši zaposlenici i ostali dionici upoznati s istom?
- Da li ste upoznati sa pravilima, procedurama koje su bitne za vašu organizaciju? Koja su pravila važeća za vašu kompaniju a koja su općenito korištena u vašoj industriji?
- Da li ste napraviti reviziju aktivnosti vaših zaposlenika (ili lanca usluga) da biste identificirali mogućnosti i rizike za vašu organizaciju?

What HR can do?

- **Define rules and procedures:** Develop company policies to keep high standards in – selection, trainings, reward and recognition, exit interviews and other HR processes.
- **Employee participation:** Organize platforms for employees to promote positive examples – e.g. inhouse trainings with internal trainers.
- **Promote innovation:** e.g. use of social media to promote the company
- **Support line management in working on engagement:** Consult and involve employees with purpose of keeping and/or increasing engagement and creating ownership of activities
- **Promote feedback culture:** Promote atmosphere of giving feedbacks on all levels, and from the filling the questionnaires (employees, customers, suppliers) – way to live company values.

HR and SD ties

- HR excellence keeps SD real, avoiding the pitfall of becoming only self marketing.
- SD is chance for HR to work on strategic focus and be partner in decision making

HR

- Communication
- Values
- Development (individual and organizational)
- Selection and recruitment

SD

- Health and safety
- Implemented in organizational culture
- Employees familiar with SD
- SD is part of employer brand, selection, reward, training, etc



