

# Simplifying, collaborating...



## ... & working more boldly

In 2018, the HR team helped embed the 6 Principles of Action framework more solidly within the culture and launched ways to have leaders and team members work together on solving workplace challenges. The result: a bolder Orange workforce.

### Rewarding behaviour based on the 6 Principles of Action

When we look at Orange Belgium's strategic priorities, one stands out in particular: achieve digital and cultural transformation – and this was a major focus for HR in 2018. The company moved forward from the concepts and awareness of the 6 Principles of Action, introduced in 2017, to embedding the principles and behaviours in practice, so that they become part of the Orange culture and a key element of company life.

The HR team is actively helping everyone change their behaviour by rewarding behaviours that are based on the 6 Principles of Action. This extends to the employee review – in addition to assessing

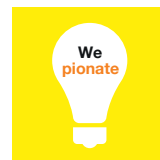
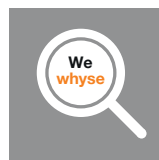
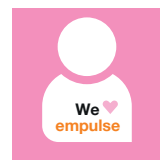
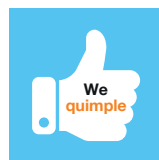
what team members deliver, how they collaborate to achieve their objectives is also taken into consideration in defining the bonus pay-outs.

### Building LeaderShift competencies

In 2018, all people managers participated in HR's leadership development programme, called LeaderShift. The goal of the LeaderShift programme is to help managers contribute to the company's cultural transformation by integrating a new style of leadership. The programme consists of 4 modules organised to incorporate the 6 Principles of Action: Kick-off (Whyse), Empowerment (Comact), Collaboration (Empulse and Talentify) and Agility (Quimple and Pionate).

## How to work more boldly internally?

Examples include: In what ways might we make the business grow – even boom! Break down silos, work together, as one company. Dare to accept accountability, and courageously not become defensive in the face of feedback. Build a culture that drives transparency and honest conversations. And prepare leadership to drive an ever bolder Orange workforce.



## Fulfilling the Orange Promise

2018 also saw further steps being taken to fulfil the Orange Promise to be a digital and caring employer. New digital solutions are being implemented that will facilitate the employment journey from end-to-end. For example, the Workday tool, launched in 2017, was enhanced with more HR-related topics. The goal is to combine all major HR tools on a single handy tool, accessible on everyone's mobile.

## Executive Committee swap programme

To facilitate understanding among the various teams of the company – and to break down silo-mentality – several company department heads traded places for 2 weeks in 2018. For example, the head of HR became the Chief Legal Officer, and the head of IT donned the HR Chief's hat.

Performing the job of your colleague helps you better understand, and empathise with, his or her goals and challenges. You enrich your understanding of the other leader's team as well. This is also an overt demonstration to the workforce of team leaders engaging in close collaboration. A framework has been developed that will enable other leaders to experience changing places in 2019.



**A clear sign that Orange Belgium is on the right track in the field of people management: external auditors have renewed Orange Belgium's Top Employer certification for 2019.**

## Listening to team members

Orange Belgium is building a strong feedback culture, and this includes listening & responding. Moreover, in addition to listening to customers, the management is listening to the team members.

The aim is to co-create solutions to workplace challenges. In this regard, in 2018 Orange created Principles of Action Champions: employees who were voted by their peers as outstanding examples of living the principles of action in their jobs. These representatives are now working closely with management to tackle the top priorities in improving the company's ways of working.

## Plenty of plans for 2019

For 2019, HR will concentrate on a number of important areas. The first is new – and bolder – ways of working and getting things done. This effort dovetails with the company-wide efforts to simplify and make processes and decision-making faster and more efficient. It also entails leveraging different types of resources, including automation.

Another focus will be aligning HR's human capital strategy and initiatives with the company's business strategy and how work gets done, ensuring that these are in sync for maximum effectiveness. This includes employer branding and attracting the right profiles for specific challenges in IT, as well as recruiting and retaining a diverse workforce and allocating resources in a more agile way.

To drive engagement and innovation, plans are also underway to implement a more segmented or tailored approach to employee training and Reward & Performance management. For example, team members will be able to select the training opportunities that best fit with their personal goals for development. The upcoming flex-income plan will offer team members choice in the benefits package they would prefer (no company car, but an extra week of holiday, for instance).