

# Best Employee Engagement Strategy

*Winner*

## *Suez Recycling and Recovery*

The recycling and waste industry rarely gets the public recognition that it richly deserves.

Without it, modern life would collapse under the weight of the very real mountain of rubbish that would soon accumulate. Untold damage to health and the environment is averted daily by the functioning of this essential service.

The people who work in the industry, however, understand their purpose and its value.

In Suez Recycling and Recovery UK's biennial company-wide engagement survey one of the company's key strengths in the eyes of employees was protection of the environment. This was the beginnings of a formidable engagement strategy.

The best strategies are simple at heart, no matter how complex the execution.

Suez's strategy was this: ask employees how they want to engage with the business's core purpose of protecting the environment and help them to carry it out.

The company launched three follow-up surveys, asking for views on how this could be done, targeting different audiences within the company. The board then set up a new critical success factor for the business, Sustainable Environment, and got to work.

To establish a common framework, the company invested in education. Gamifying the discussion, it had teams workshop the key challenges facing the environment. Positive feedback on the training has meant a further 700 employees were enrolled in May 2022.

Employees then built 10 sustainability principles that were rolled out across all Suez's UK sites (more than 300 locations).

A network of sustainability champions was then set up with a 99% site coverage. This guarantees an on-site presence for driving the sustainability effort.



Supported by regional champions, a busy Teams channel and internal networking site Yammer, the champions have the means to ensure the programme thrives.

Buy-in from the rest of the business is encouraged through regional sustainability forums, attended by key stakeholders.

The massive buy-in from employees has shown the strategy to be a success. Well over 250 site action plans have been completed to improve sustainability and biodiversity and 2,735 activities have been recorded on the bespoke People and Planet app.

A sustainable business travel policy saved the company £2 million and 2,000 tonnes of carbon dioxide emissions. It has now even started to share its expertise with other organisations, such as Cornwall Council.

Most concretely the company has seen a 18.5% reduction in days lost by absence – from 8.54 days to 6.96.

The judges were united in their praise for the strategy. One commented: "A clear strategy, passionate commitment to the cause and some fantastic results." **HR**

**Highly commended**

**Alzheimer's Society**

**Shortlisted**

**Comply Direct**

**Mersey Care  
NHS Foundation Trust**

**Standard Club**

**Valor Hospitality**

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