

Nomination: 6377

Sabancı Holding

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Sabancı Holding

Additional Contacts

I do not wish to list additional contacts

Page: Entry Information

Entry Title

Sabancı Holding

Category

A01 - A31 Employer of the Year > A09 - Employer of the Year - Conglomerates

Employer of the Year Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Sabancı Holding is a strategic portfolio company that focuses on creating value with the Group's ecosystem and prioritizes a high-performance culture. With over 90 years of experience, Sabancı Group operates industry leader companies and rank among Turkey's most reputable enterprises. Sabancı Group's main business areas are banking, insurance, energy, industrials, cement, and retail.

In recent years, people management is undergoing a major transformation with the rapid change of technology, advanced data analytics and artificial intelligence, climate crisis, urbanization, sustainability focus and aging population. In the near future, it is predicted that the work/working environment and conditions, workforce profile and business models will transform radically.

With its unique portfolio of companies in diverse industries and 45k+ employees, Sabancı Holding need to ensure that Holding and individual businesses are fit-for-future and dynamically adapt to the needs of the Future of Workforce. 'Adapting to the Future of Work' is one of the five priorities of Sabancı strategy. Mr Cenk Alper, Board Member and CEO of Sabancı Holding says, "Our main goal is to make sure our companies have the best and most comprehensive applications of FoW in the world, not only in their sectors."

b. Outline the organization's employee-relations achievements since the beginning of 2020 that you wish to bring to the judges' attention (up to 250 words). Required

The Sabancı "Future of Work Strategy" was born out of the need to prepare working conditions, workforce and working models for the expectations of the future. Sabancı brought the question of "how do we prepare for the future of work" to the company's strategic agenda at the end of 2020 and partnered with Boston Consulting Group to design new future of work strategy.

Using BCG's "Future of Work" framework on 7 dimensions to prepare companies for the new normal to be better positioned in the eyes of employees, shareholders and society Sabancı Future of Work strategy designed across four phases:

-Baseline Definition: Assessing the maturity level of Sabancı companies on each dimensions: Before designing Future of Work strategy, Sabancı diagnosed best&next practices and conducted maturity assessment across those 7 dimensions with 34 sub-dimensions. Worldwide best& next practices and trends were examined in parallel with Sabancı's strategy. More than 500 successful case studies of more than 200 companies all over the world have been analyzed in two dimensions, sectoral and subject-based.

-Aspiration Setting: Identifying the company aspiration on each dimension

-Roadmap Development: Preparing a detailed roadmap for each dimension to reach the target state

-Governance Design: Designing a governance mechanism to smoothly run implementation phase: Since business transformation will be continuous, the Future of Work plans, roadmaps and targets need to be revised in certain periods with changing dynamics. It is also critical to establish a solid governance structure that would operate Future of Work model to ensure this continuous transformation.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the organization's past performance (up to 250 words). Required

Sabancı Future of Work project differs from similar applications with its scope, domain and governance model.

Diverse Industries in One Strategy: Sabancı FoW strategy differentiates by implementing a common strategy in a group of companies, each operating in different sectors with different dynamics. For all Sabancı companies in different sectors such as cement, insurance, retail and technology, their own sectors, competitive environments, current situations and resources were analyzed and actions customized for each company rather than One-size-fits-all approach.

Wide-Scope and Holistic Approach: Sabancı designs FoW strategy including not only with remote-working (as many Turkish companies do) but also by incorporating more digital, agile, flex and new talent requirements and the strategy covering not only holding's white collar/headquarter solutions; but offering solutions for blue-collar workers.

Resilient and Capable Governance Model: Sabancı FoW project is not a one-time future planning, it has been the main strategy of the company at the board level. Under the leadership of Sabancı Holding HR and Sustainability Department, it is managed with a resilient structure in which the plans and actions of all companies are gathered and consolidated, and in each company their own governance structures are established.

As part of the FoW project;

- 60 aspirations set across for 12 Sabancı Companies
- 80+ charters covering all dimensions
- 1500+ activities planned across 80+ timelines for all companies
- 500+ best practices analyzed covering all dimensions & sectors

By 2023, 70% of Sabancı companies exceeding or reaching global industry best practice

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Sabancı HR team stands out from many similar HR teams in Turkey with its positioning and projects that directly correspond to the corporate strategy. Sabancı Group is one of the 3 companies in Turkey that entered the Forbes World's Best Employers list. It also became the only company in Turkey to be included in the Forbes Women-Friendly Companies list, and was included in the Bloomberg Gender Equality Index and won 13 prestigious international awards.

Apx1) Presentation: Sabancı Future of Work Project Details

Apx2) Press Release: Future of Work Press Launch

<https://www.sabanci.com/en/news-detail/sabanci-prepares-employees-to-the-future-with-over-try-2-million-investment-in-two-years>

Apx3)Video: Sabancı Holding Human Resources & Sustainability Group President Hakan Timur at HBR Turkey speech on Sabancı Future of Work Strategy

<https://youtu.be/dDUPs2MWEaE>

Apx4)Document: Summarized Annual Report on Human Capital-2021

Webpage Link

<https://www.sabanci.com/en/news-detail/sabanci-prepares-employees-to-the-future-with-over-try-2-million-investment-in-two-years> (<https://www.sabanci.com/en/news-detail/sabanci-prepares-employees-to-the-future-with-over-try-2-million-investment-in-two-years>)

Would you like to add an additional webpage link?

Yes

Webpage Link 2

<https://youtu.be/dDUPs2MWEaE> (<https://youtu.be/dDUPs2MWEaE>)

Would you like to add an additional webpage link?

No

Supporting Document

Download File (<https://stevies-sage.secure-platform.com/file/15492/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWVpYUlkIjoxNTQ5MiwiaWYxsb3dOb3RTaWduZWVcmwiOiJGYWxzZSIImInbm9y>

Apx2-Sabancı%20Future%20of%20Work%20Details.pdf)

Would you like to add an additional supporting document?

Yes

Supporting Document 2

Download File (<https://stevies-sage.secure-platform.com/file/15549/eyJ0eXAiOiJKV1QiLCJhbGciOiJIUzI1NiJ9.eyJtZWVpYUlkIjoxNTU0OSwiYWxzsb3dOb3RTaWduZWVcmwiOiJGYWxzZSIImInbm9y>

8LQT_sLzPWHjN8BU_baU_kk-M?Apx1-Sabancı%C4%B1%20Summarized%20Annual%20Report%202020-2021%20on%20Talent%20Management%20and%20Human%20Capital%20.pdf)

Would you like to add an additional supporting document?

No

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