

<b>Page: General Information</b>
Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.
<b>Name of Organization/Company</b> Limak Cement
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<b>Additional Contacts</b> I do not wish to list additional contacts
<b>Page: Entry Information</b>
<b>Entry Title</b> HR Transformation Project
<b>Category</b> B01 - B67 Achievement > B52 - Best Transformation Strategy
<b>Achievement Submission Format</b> Written Answers
<p><b>a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required</b></p> <p>Limak Cement is a subsidiary of the Limak Group, one of Türkiye's most established industrial conglomerates. Operating across Türkiye, Africa, and Europe, Limak Cement manages integrated cement factories, grinding and packaging facilities, and ready-mixed concrete plants, serving both local and international markets. As a rapidly expanding industrial player, Limak Cement has long prioritized efficiency, compliance, and sustainability.</p> <p>Prior to the transformation, the organization faced structural HR challenges: fragmented systems, undefined job roles, inconsistent compensation practices, and the absence of long-term workforce planning. A Human Capital Maturity Assessment conducted in 2021 revealed an overall maturity score of just 18%, significantly below the Turkish market benchmark of 27%. Key deficiencies were observed in workforce strategy (10%), digital HR (10%), and human capital development (12%), highlighting the urgent need for an integrated, scalable, and strategic HR framework to support growth, digitalization, and global competitiveness. These conditions formed the foundation for launching a transformational program to redefine HR as a business enabler and strategic driver.</p>
<p><b>b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required</b></p> <p>Since 2022, Limak Cement has implemented one of the most comprehensive HR transformation programs in its sector. Built on Mercer's global Human Capital Transformation Framework, the project progressed through 12 structured phases including HR maturity analysis, employee experience research, job evaluation, grading, competency modeling, career architecture, compensation restructuring, and digital workforce analytics.</p> <p>More than 700 roles were evaluated and aligned with Mercer's IPE methodology. A new compensation system, based on internal equity and external benchmarking, was implemented to ensure fairness and transparency. Competency models were introduced across core, leadership, and functional levels. These were mapped directly to job roles and integrated into recruitment, development, performance, and promotion processes. Scenario-based workforce forecasting models were also adopted to enable strategic talent planning.</p> <p>Employee engagement scores rose from 64% in 2021 to 88% in 2024, with a 97% participation rate. Limak Cement received three major Great Place to Work® awards in 2024, including Best Workplaces in Türkiye, Best Employers in Anatolia, and Best for Innovation by All. Internal mobility increased, turnover in key roles decreased, and a high level of confidence in leadership was achieved.</p> <p>The HR team's efforts fundamentally changed the perception of HR within the organization—from a transactional function to a strategic partner embedded in business continuity, culture, and digital transformation.</p>

**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 team's or organization's past performance (up to 250 words). Required**

Limak Cement's transformation is unique for its scope, integration, and measurable business impact. Unlike many sector players that tackle HR modernization in silos, Limak Cement designed a fully integrated, end-to-end transformation that aligned talent architecture, workforce forecasting, performance management, and compensation systems under one unified framework. The depth and speed of this change positioned HR not as a support function, but as a central pillar of strategic execution.

What sets the project apart is its measurable results. While HR maturity was at 18% in 2021, internal benchmarking in 2024 shows significant improvement in workforce analytics, mobility systems, and career progression clarity. The increase in employee engagement—from 64% to 88%—exceeds industry norms, especially in manufacturing sectors where employee satisfaction trends have largely remained static or declined. The 147% increase in the female executive ratio and 317% increase in female engineer representation further highlights Limak Cement's commitment to inclusive growth.

Recognition by Great Place to Work® validated this transformation externally. Winning three national awards in 2024 alongside Great Place to Work® certification reaffirmed Limak Cement's cultural evolution into a purpose- and people-driven employer. Compared to peer organizations still operating with fragmented job structures and ad hoc workforce planning, Limak Cement now leads the industry in aligning business growth with human capital strategy. These achievements are not only milestones for the company, but benchmarks for the industry at large.

**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**

This nomination is supported by comprehensive documentation that provides clear evidence of the transformation strategy and its outcomes:

"HR Transformation Project Details" outlines the 12-phase transformation roadmap, covering each stage from HR maturity diagnostics to performance and compensation system redesign. It includes timelines, stakeholder engagement metrics, and activity descriptions that support the project's scale and structure.

"HR Transformation Project": Outlines the full transformation roadmap, including all 12 project phases—HR maturity analysis, grading, career architecture, compensation, competency models, and digital HR integration.

"Triple Transition Project" Presentation showcases how the HR transformation is aligned with Limak Cement's broader digitalization and sustainability strategies. The document also illustrates the integration of HR analytics, SAP-based ERP systems, and digital platforms like CEVIK and SONİD to operationalize transformation at scale.

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**Would you like to add an additional supporting document?**

No

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