

Nomination: 9191

Limak Cement HR Team

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

Limak Cement

[REDACTED]

Additional Contacts

I do not wish to list additional contacts

Page: Entry Information

Entry Title

Limak Cement HR Team

Category

E01 - E11 Team > E11 - Human Resources Team of the Year - Other

Team Submission Format

Written Answers

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

Limak Cement, a subsidiary of the Limak Group, is one of Türkiye's leading industrial organizations in the cement and building materials sector. With operations across Türkiye, Africa, and Europe, the company manages integrated cement plants, grinding units, packaging facilities, and ready-mixed concrete operations. As a key player in large-scale infrastructure and sustainable construction, Limak Cement has continuously invested in innovation, production efficiency, and global expansion.

However, prior to 2021, the organization faced growing misalignment between its ambitious growth strategy and its internal HR infrastructure. HR processes were fragmented, workforce planning was reactive, and there was no unified system for job grading, internal mobility, or talent development. A Human Capital Maturity Assessment revealed an overall score of 18%, significantly below Türkiye's benchmark of 27%, with the lowest maturity in workforce strategy, analytics, and human capital development.

These findings catalyzed a company-wide transformation effort, placing the Human Resources team at the center of strategic renewal. The goal: to build a future-ready, digitally integrated, and performance-oriented people function aligned with business continuity, operational excellence, and sustainability.

b. Outline the team's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required

Since 2023, the Limak Cement HR team has led an ambitious, award-winning transformation, positioning HR as a strategic business partner. Highlights include:

- Completion of a 12-phase HR transformation roadmap, covering HR maturity analysis, competency models, job evaluation, career architecture, compensation redesign, and digital HR system integration.
- Mapping and alignment of over 700 roles using Mercer's IPE methodology, introducing a consistent job grading structure.
- Creation of an integrated career architecture across technical and managerial streams, enabling internal mobility, succession planning, and transparent promotion criteria.
- Launch of a new performance management system with KPI-linked target cards, continuous feedback, and alignment with career development.
- Deployment of digital HR dashboards, enabling real-time monitoring of key workforce metrics (e.g., turnover, readiness, internal mobility).
- Dramatic rise in engagement scores, from 64% in 2021 to 88% in 2024, with a 97% participation rate and clear improvements in leadership trust and career visibility.
- Recognition by Great Place to Work® Türkiye, with three national awards and certification as one of Türkiye's Best Workplaces in 2024.

The HR team also institutionalized its transformation via annual Human-Focused Transformation Meetings, engaging all executives in transparent reviews of KPIs, culture metrics, and strategy alignment.

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 past performance (up to 250 words). Required

The achievements of Limak Cement's HR team are significant not only for their breadth but for their strategic integration, business impact, and sectoral leadership. While many industrial organizations focus on incremental HR improvements, Limak Cement's team executed a complete transformation—structurally, digitally, and culturally.

The team elevated HR from a support function to a core driver of organizational agility, embedding workforce planning into business strategy. The maturity of its integrated model—covering job architecture, compensation, digital analytics, and performance systems—remains rare in the cement sector, where such capabilities are often fragmented.

The transformation produced measurable outcomes:

Engagement jumped to 88%, with nearly full employee participation.

Internal equity was established across 700+ roles.

Time-to-fill for critical roles decreased due to predictive workforce planning.

Female representation among engineers and executives increased by over 300% and 147%, respectively.

Turnover in critical roles dropped while internal promotions increased.

Externally, Limak Cement became a benchmark employer, recognized by Great Place to Work® with three national awards and certification as one of Türkiye's top workplaces

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 an extensive set of attachments, which collectively validate the Limak Cement HR Team's transformation, culture-building, and strategic alignment efforts:

HR Transformation Project Details (PDF) and HR Transformation Project Presentation (PDF) document the full 12-phase transformation initiative, including HR maturity analysis, performance management redesign, compensation structure, and career architecture. These materials show how HR moved from transactional support to a strategic partner across all factories and HQ.

Employee Engagement Strategy (PDF) details Limak Cement's employee experience model, including emotional, motivational, and energetic engagement measures. It presents engagement score improvements from 64% (2021) to 88% (2024), as well as local action planning, pulse surveys, and manager-led engagement initiatives.

Limak Global Academy Overview, Activity Report, and Learning Platform PDFs demonstrate the team's impact on capability development. They highlight 2,296 total users, over 2,600 courses recorded, and 543 suppliers trained in sustainability. The LMS system supports mobile access, personalization, multilingual content, and carbon footprint tracking—aligning learning with business, digital, and ESG goals.

Triple Transition Project (PDF) shows how HR is embedded in Limak Cement's long-term sustainability and digitalization roadmap, reinforcing HR's role in organizational transformation beyond the function itself.

NextGen Women Engineers Internship Program (PDF) provides evidence of the team's DEI impact and future talent pipeline development, including factory placements and mentorship design.

[REDACTED FOR PUBLICATION]

Would you like to add an additional supporting document?

Yes

[REDACTED FOR PUBLICATION]

[REDACTED]

Would you like to add an additional supporting document?

No

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