

Exploration of some of the 7 concepts identified as constituting a “circular” HRM

Business case : LABORATORIOS QUINTON (Spain)

Interview : Cecilia Coll, Head of People with Values, head of the CSR department, and member of the executive management committee at Laboratoires Quinton.

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Context :

Laboratoires Quinton is a biotechnological company leader in Marine Therapy and in the production of products based on seawater for health care.

Since its inception, Laboratoires Quinton has supported sustainable growth and constant support for all the people involved with them, whether they are workers or users, which has enabled them to win various HR and Corporate Social Responsibility (CSR) awards.

Concept 1

The design of ‘work practices’ and ‘work spaces’, emphasising maximum positive impact on a worker during his/her employed experience

In Quinton’s Laboratory, workers are cared for by putting people at the centre of their project. For them, people are the most important thing in their business.

The DNA of their project is to develop a responsible and sustainable organisational model, basing the strategy not only on a turnover, but also on the care, with exquisite quality, of their environment, their planet and their team.

That is why they take special account of how they can improve the lives of their employees, from improving their skills through training to offering them personal challenges, which make them grow as individuals

They have a program called "Quinton: laboratory of well-being", which is a comprehensive project that acts on these 3 axes: #conciliation, #TotumSpirit and #QuintonWellness, with the aim that all their staff can enjoy their personal, professional and family time.

Work-life balance focused on achieving quality employment and happiness, which is achieved through measures such as intensive working hours throughout the year with afternoons off, flexible starting and finishing times, the possibility of free time to

attend to children and the elderly... Their employees have a total of 42 children up to the age of 18 who have schooling needs, who get sick... and need to be looked after properly. The older ones, moreover, come to the company and they organise sessions for them so that they know how to create a LinkedIn profile, draw up a curriculum, prepare for a job interview, etc.

They have more than 90 measures for the reconciliation, health, happiness and well-being of their team, which they are continually updating. Among other improvements they have: Physiotherapist service, nutritional advice, Sleep to Dream Program, Free fruit and nuts, Free consumption of Quinton specialties, Ergonomics room, "Out of Smoke" program and private medical insurance.

The "Sleep to Dream" programme was created when it was noticed that a large majority of employees complained of not having a good quality of sleep and not feeling rested. This is a measure that does not cost either the company or the worker, as they have a private medical company and they have worked with a clinic to raise awareness of the quality and hygiene of sleep. Those employees who did not rest due to nervousness, stress or snoring have found a solution to their lack of rest.

Concept 2

Processes for understanding and responding to workers' needs in order to optimise their redeployment within the company.

One of the 90 measures for the conciliation, health, happiness and well-being of their team, is the so-called "Design your future with Quinton", which consists of an internal career guidance program: for their own employees and externally, for the children of their employees: school children and young university students.

At Quinton Laboratories, they draw up a Training Plan agreed with the employees with the strategy of satisfying the work of the employees, retraining the workers and motivating them. Quinton's career plan not only aims to increase economic remuneration, but also to give greater value to additional benefits such as emotional wages.

Concept 3

Support for the reintegration of a worker so that, after a period of leave or illness (short/long term), he or she can continue to be employed in his or her original function or in a new function within the company.

If, after evaluating the worker's situation at the time of his/her return, it is detected that he/she has experienced changes in some aspect, whether physical or mental, it will be essential to establish an action plan to encourage his/her adaptation.

The specific objectives focused on the worker are as follows:

- Getting them to adopt a positive attitude towards returning to work.
- To ensure that they regain their autonomy at work, and that they return to making decisions (always within the competencies assigned and predefined by their superior), as well as accepting responsibility for the consequences of each decision.
- To restore their maximum physical and mental capacity.
- To carry out tasks appropriate to their abilities as an individual.
- To favour their recovery when there is still damage and/or new ones appear.

The objectives focused on the company are:

- Improve the safe and healthy conditions of the organisation.
- To establish accessible jobs.
- To make a major strategic change in the management of Human Resources.
- To have a positive attitude from middle management and colleagues.

Concept 6

The prioritisation of human centre optimisation over contractual obligation

Quinton's Laboratory have been awarded the "Best HR Management" prize, thanks to their "Wellness Laboratory" program, promoted by the People with Values department, based on three areas: work-life balance, sport and well-being.

Their employees regularly receives tempting offers from other companies to change jobs.

They always turns them down, even if they mean a significant improvement in his salary. One of the main reasons is that their turnover in positions is practically zero. There is no such thing as voluntary redundancy.

The key is the employee management policy: they work with the physical, psychological and social well-being of their employees in mind. They do not see their business as a figure, but as a sustainable and humane project.

Hours off to look after the family, a paid suggestion box, a WhatsApp group to encourage interdepartmental communication and even free massages for workers have made it a company capable not only of retaining talent, but also of attracting professionals because of its reputation and the recognition it has achieved, including that of a family-responsible company or its inclusion among the 20 best SMEs to work for in Spain, according to Great Place to Work.

NOTA

The other concepts identified as part of the project (mentoring, optimisation of the set of skills identified in the company's ecosystem, worker's transition to the (external) labour market) appear to be less relevant in the specific context of the transformation.