

WHY CARE?

PEOPLE EXPERIENCE INSIGHTS JAN 2020

CASE STUDY



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”

Sonia Malaspina

HR Director South Europe Danone Specialized Nutrition



WHAT DOES CARE HAVE TO DO WITH COMPANIES?

It's something that's going to be increasingly talked about. "Carers" can be defined as those who look after others. This includes parents and caregivers that care for an ill, disabled or dependent relative without any pay or formal training.

In 2019, 5 million people in the UK alone juggled caring responsibilities: that's 1 in 7 of the workforce. 40% of all workers in the UK are parents with dependent children. Even if we only consider these two groups, we can see that over half of the working population is directly involved in additional caregiving activities.

It's a demographic and social aspect that notably influences the workplace. *The Caring Company report by Harvard Business School reveals that over 50% of caregivers hide this role from their employer*, seeing it as a stigma that brings negative consequences both on a personal and professional level.

But we know that life transitions, including those that are not closely linked to work, can become key training grounds for soft skills.

“Caring for someone means that each day you are using skills that are essential in the workplace too, such as problem solving, time management, empathy and mental agility.”

These are the skills that employers want the most. They enable people to keep a competitive advantage over machines.



Riccarda Zezza
CEO Life Based Value

Riccarda Zezza



A COMPANY THAT CARES

With over 100,000 employees, Danone are committed to globally investing in their talent, with flexible policies that truly support and empower people throughout key life transitions.

It started through the launch of their first Global Parental Policy, offering a consistent standard of support to all employees from pregnancy right up to the baby's second year of life. After seeing the positive return on investment, the company was then keen to apply this same method to other parts of the workforce, and are currently implementing a package for caregivers. These initiatives have quickly become a best practice for parental policy within the HR industry.

Danone Italy was at the heart of this innovation as one of the first markets to implement the policies amongst their employees. Over the following pages, we'll explore their practices in more detail, looking at both the ways they have supported those that care for others with data relating to their local market.

“ Reducing inequalities to foster inclusive growth is up to us: as leaders, as mothers & fathers, as organizations. My deep belief is that inclusion and diversity are our strength, and I am committed to embrace both to make our business and society thrive. ”

Emanuel Faber
Global chairman and CEO of Danone



FROM PARENTHOOD TO CAREGIVING: DANONE CHOOSES LIFE BASED LEARNING



Training happens through real life experiences. Danone Company is convinced about this. In 2017, the business introduced the Lifeed program for new parents to their Italian employees. It was part of a wider parenthood program launched internally in 2011, resulting in an innovative **parental policy** based on **listening** to people and understanding their **needs**.



“

We have demonstrated that parenthood doesn't penalize the company, but instead gives professionals improved skills that unleash creative abilities, organizational skills and lots of other skills that we have been able to recognize and measure with the Life Based Learning method.

”

Sonia Malaspina
HR Director South Europe Danone Specialized Nutrition

“Thanks to the program for new parents, we have seen interesting and measurable growth. We've seen a number of improved skills, including prioritization (+35%), decision making (+15%), delegation (+35%) and managing complex situations (+10%) as well as empathy (+35%) and mental agility (+20%)”.

Every company would love to see these percentages grow across their workforce. With this training method, it happens in a natural way, helping people to face their daily experiences without artificially creating situations.

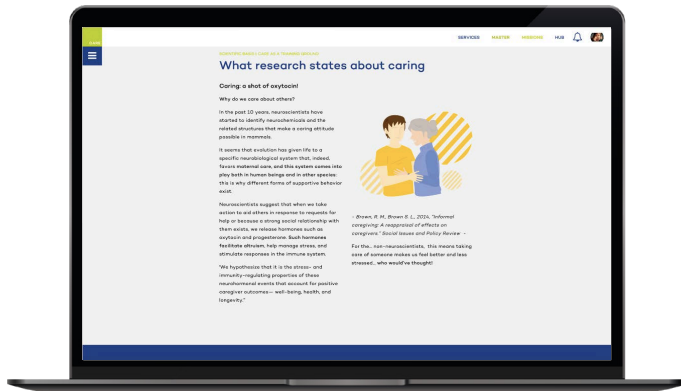
THE ROI OF LIFE BASED LEARNING

“After applying the parenthood policy for 8 years, we've seen that **100% of new mothers return to work**, and **40%** of all promotions have been given to mothers who have previously taken maternity leave. That's without counting the birth rate, currently at **7%**, which is **11 points** ahead of the national average (which is estimated to be at **-4%**)”.

Danone was strengthened by these numbers and experiences, discovering how this caring life transition has the ability to improve managerial skills. So they decided to turn their attention to a different type of care: those who look after elderly parents or disabled and dependent relatives.

A TRAINING OPPORTUNITY THAT INVOLVES 64% OF EMPLOYEES

“Top management and our own Danoners asked us to follow best practices, opening up the training to those who might be interested in the subject. In Danone, 64% of the population are caregivers and the average age within the company is 43 years”.



NOT JUST FOR HUMAN RESOURCES, BUT FOR CLIENTS TOO

Danone Company includes a range of different brands aside from Danone, such as children's food brand Mellin and Nutricia Italia, which is dedicated to medical nutrition.

“We wanted to embrace all aspects of life that link directly to the everyday work we do for our clients. Caregiving is something that isn't often talked about: there's a lot of taboo surrounding death, ageing and illness. Aside from the program, we've started working on a company policy that concerns these very topics. **We want to be true pioneers for it.** Our aim is to trust people so that they feel free to talk about and share their life experiences”.

By speaking about this topic, the company is able to strengthen relationships with their employees, offering them the opportunity to express themselves even in difficult circumstances, without feeling that they have to hide.

“We are convinced that **external experiences strengthen professionalism.** There shouldn't be a wall between who you are at home and who you are in the office, but rather a strong link between the different situations. By recognizing and valuing them, we can bring the company **better professionals that are enriched with skills**”.

Going beyond human value, there's economic benefit too:

"Malaspina stresses that “with this training, we expect to help people to feel at home within the company, but also to **improve engagement and get to know this target better.** We believe that looking after a family member, whether that's a child or elderly parent, can boost or build soft skills that are essential for working in an effective and productive way. We've seen and demonstrated it through parenthood, now **we want to bust another taboo.** It's a part of life that has a lower profile, with people that are going through situations alone”.



WHY CHOOSE **LIFEED**?

WHAT EACH PROGRAM OFFERS



FORMATIVE MODULES

Lessons created with a micro-learning approach, including multimedia materials and open questions that stimulate reflection. It's designed to link the learnings taken from personal experiences with the working dimension (and vice versa).



REAL-LIFE MISSIONS

Set to consider participants' daily working and home experiences, behaviors, reflections and knowledge that has emerged throughout the training program, in line with the Life Based Learning methodology.



WEBINAR

Designed to dig deeper into specific themes, exploring them with trainers and participants from other companies. These sessions give a rhythm to the entire training experience.



HUB

A space to share thoughts, feelings and advice about personal caregiving experiences, alongside participants from other companies to eliminate the risk of feeling isolated.



DIARY AND FINAL CERTIFICATE

Each participant can keep a PDF record of their reflective responses given throughout the program. They can also download a certificate that confirms their participation.



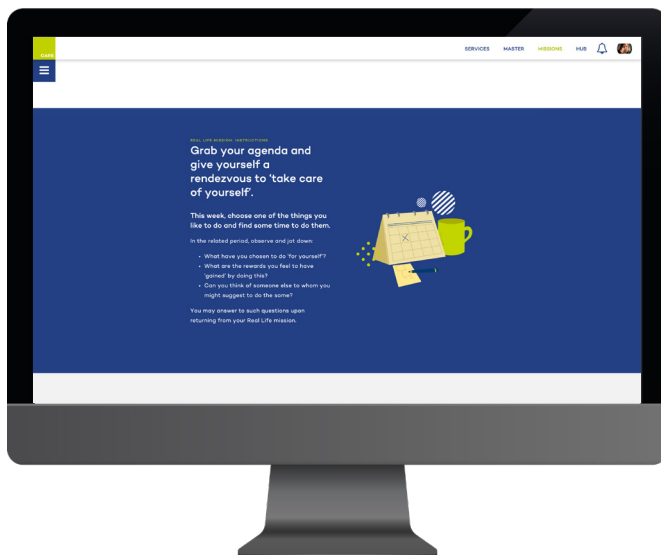
“Now we want these experiences to be valued, showing that difficult situations can create opportunities to share and grow from both human and professional perspectives”.

DATA SHOWS THAT THIS TRAINING METHOD WORKS

It was the data that convinced Danone to go down this route. Not only can they offer a program dedicated to caregivers and a community surrounding that, they can also objectively measure their employees' skills both before and after the program.

“The methodology is certified by third-party experts, and it allows us to effectively demonstrate that bringing one's whole self to work isn't counterproductive and won't penalize you. The paradigms are changing and vulnerability isn't a negative thing. It actually brings positive outcomes in many ways: human, economic and social”.

The abilities developed through caregiving are different to those in parenthood, because the type of care is different. It's what science calls the “relational transgression”: it often comes unexpectedly and highlights life's fragility.



“We expect that looking after an elderly, disabled or dependent relative enhances empathy. But also the ability to listen, quickly understand signals (even weak ones) and make intuitive decisions. We are sure that Lifeed for caregivers will increase learning agility and quicken reactions: negative and vulnerable moments will strengthen resilience and resistance. These are fundamental skills for companies that are going through this historic phase where we need to be agile to survive and evolve business itself”.

A NEW IDEA OF TEAMWORK, BUILT AROUND A RELATABLE COMMON LANGUAGE THAT BUSTS TABOOS

Last but not least, this type of activity notably strengthens the team spirit, creating a stronger company to do business and produce value.

“It’s in our company’s DNA to create policies and practices that speak to everyone. Lifeed for caregivers allows us to **work with a large target of employees**, which also increases solidarity. The company focuses on caregiving and there’s a feeling of **reciprocal support between colleagues**. Now we want these experiences to be valued, showing that difficult situations can be an opportunity to share and grow from both personal and professional perspectives”.

“ We have transferable skills that we use in our everyday caregiving lives. Practising and improving them means just going about your usual day. ”

Serena F.
Program participant



THE DIGITAL PROGRAM THAT VALUES CAREGIVER EMPLOYEES

With an aim to preventing peoples' vital resources being wasted, Life Based Value has developed Lifeed for caregivers, the first and only digital soft skills program for workers who also care for others.

Using the Life Based Learning method, the program highlights the opportunities for personal and professional development that are generated through caring for one's parents.

It's a revolutionary learning method that transforms life transitions into experiential training grounds. It has been proven to be more effective than traditional training for **three reasons**:

1

IT'S ABOUT ME.

People are more motivated to learn because what they are studying is directly linked to them.

2

CONTINUOUS FEEDBACK

Each day, life presents different situations for us to put our skills to the test and see how efficient they are.

3

ECOLOGICAL

Participants better use the skills that they already have.



WHO IT'S FOR

All employees that care for a dependent relative



HOW IT WORKS

Online via a dedicated web app with practice sessions in everyday life. It's accessible through every type of device.



WHEN

We recommend dedicating 30 minutes a week to the program.



DURATION

Available for 12 months, starting from the registration date.



LANGUAGE

The modules are available in:

- Italian
- English



PEOPLE ANALYTICS

Participant data is used anonymously for research and reporting purposes, respecting the latest privacy legislation.

WHY CARE?

THE SKILLS TRAINED THROUGH THE CARE PROGRAM.



RELATIONSHIPS WITH OTHERS AND THE ENVIRONMENT

- Stress management
- Risk and error management
- Decision making
- Empathy
- Delegation
- Creation of alliances
- Knowing how to find resources
- Observation skills



PERSONAL DEVELOPMENT

- Change management
- Flexibility and mental agility
- Knowing how to give and receive feedback
- Attention
- Patience and perseverance



SELF-DIRECTION

- Self awareness
- Initiative
- Focus on results
- Vision



LIFE BASED VALUE

Life Based Value is the tech company that creates innovative solutions for human capital. Since 2015, it has been transforming life transitions into training opportunities through the Life Based Learning method. Over 70 companies and over 8,000 participants have chosen to use the platform, including mothers, fathers and other caregivers.



Would you like to learn more for your company?

Contact us on

contact@lifebasedvalue.com



