

How a Fortune 500 Company Puts Their Employees First

Learn the first-hand approach that Doaa Fahmy, Senior Vice President, Human Resources at Danone, has applied to the employee value proposition framework across employee segments with vastly different dimensions.



Doaa Fahmy

Senior Vice President, Human Resources at Danone

Topics Addressed in the Episode

- What are the pre-pandemic vs. post pandemic people challenges, and how is Danone addressing them?
- How can organizations continue to do a better job at meeting employee needs?

Key Highlights

On Pandemic-Era Challenges and Breakthroughs

- “I think the first challenge that we had was to align the leadership team on understanding what our people want, and on trying to give them at least part of what they want so we can retain them. We want not only to retain them, but to continue to engage them in what we’re doing and give them meaningful jobs. They no longer want to stay with us just to get their paycheck at the end of the month — this is absolutely not enough.”
- “I probably spent two years managing this future of work, getting us focused on one thing, one idea. At Danone, we decided to go for flexibility. So our employees are really flexible, able to come to the office when they want or to work from home.”
- “I think the good thing that happened with the pandemic is the awareness of mental health. I think it’s not stigmatized anymore.”

How Communication and Analytics Helps Serve Employees Better

- “What we started doing is really looking at our numbers, at our claims. And we began to notice things we hadn’t realized before. For example, we have 36% of our population going for a physical, and if people aren’t doing that then they don’t catch the issues they have early enough and don’t have an opportunity to fix them.”
- “We looked at our population and we started to understand that there are issues of health access — they can’t access the health facilities that they want. So we can’t just launch our programs everywhere without understanding the specifics of each and every manufacturing facility or sales depot or our corporate population. This work starts by bringing the leaders on board, because people in manufacturing are not going to listen to me, or you, or corporate people.”
- “At the end of the day, we’re trying to do well by the population that we’re responsible for. When we worked with you guys, you started by trying to understand our issues, our footprint, where we operate, and whether our employees have access to healthcare or not.”