

A sustainable Wellbeing Strategy

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Chief People Officer

▶▶ Kaizen in numbers



2

brands



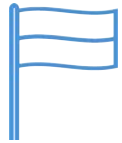
6

offices



12

markets



31

nationalities



>500

engineers



800

new hires in 2022



>1600+

employees



>1100+

job openings in 2023



>7.8m

customers



Kaizen in numbers



1

State of the art campus

▶ Recognitions




A great place to be great

Certified in Greece, Portugal, Romania & Bulgaria

It's in our Values

-  **Passion**
is about being up for the challenge and having a winning mindset
-  **One Team**
is about contributing as a team, as one
-  **Getting things done**
is about prioritising and taking ownership
-  **Customer Lens**
is about walking a mile in the customer's shoes
-  **Continuous improvement**
Is about failing fast and learning faster

 **People First**
is about caring and actively looking after our wellbeing

▶▶ Where are we now?

8.1

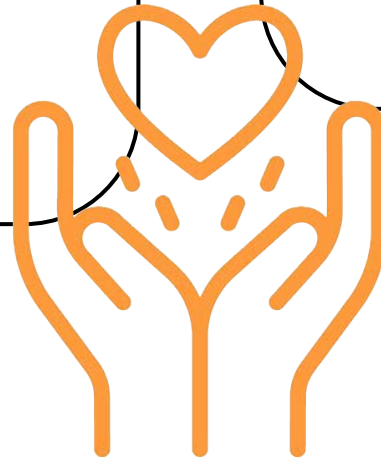
Wellbeing score

7.9 benchmark

8.6

Co-worker support

8.5 benchmark



Based on the responses of **1372** participants
(Kaizen Engagement Survey Nov 2022)

▶▶ How did we get there: A 360° approach



Connection

Creating an inclusive community



Body and Soul

Promoting a balanced and healthy lifestyle



Career

Caring and supporting the development of Kaizeners



Connection

The background features several abstract geometric shapes. A large, light gray, rounded triangle is positioned on the left side. To its right is a larger, light gray, rounded shape that resembles a wide, shallow triangle. In the lower right quadrant, there is a smaller, teal-colored triangle with rounded corners. A thin, teal line runs diagonally across the upper right portion of the image. The overall aesthetic is clean and modern.

▶▶ Connection: Team building



▶▶ Connection: Kaizen Nation

- 1 Kaizen Nation **playroom**
- 10 **happenings** across all Kaizen locations
- 28 **days** of continuous engagement
- 1600 participating Kaizeners



▶▶ Connection: Cultural Diversity Month

- 1 month long **internal campaign**
- 1 Diversity and inclusion **training**
- 3 **challenges**
- 6 participating **offices**



Cultural Diversity Month

We are all Kaizeners*



*Our cultures might be different,
but our worlds are not.
We are all humans - no asterisks.

Share your

Slack#oneteam-challenges

#Language

#Food

#Traditions



▶▶ Connection: Monthly & Annual Town Halls



▶▶ Connection: Volunteering



MIKROI IROES

TRAVEL TO REMOTE ISLAND AI STRATIS
1-3 OCTOBER

10 INVITATIONS
AVAILABLE!

REGISTER NOW AND JOIN US!



Body & Soul

The background features several abstract geometric shapes defined by thin lines. A large, light blue triangle is on the left, with its top vertex rounded. To its right is a larger, teal-colored shape with rounded corners and a pointed right side. Further right, a smaller teal triangle is positioned. A long, thin teal line runs diagonally from the top right towards the center. In the bottom right corner, there is a light blue triangle with a sharp top vertex and a rounded bottom vertex.

▶▶ Body & Soul: Athletic activities

kaizen
GAMING

ATHENS
MARATHON
opap

RUN THE EXPERIENCE

Free Registrations
for Kaizeners!

10km 5km 42km

sponsored by
Stoiximan



▶▶ Body & Soul: New Kaizen Campus



40+

Meeting rooms
& Phone Booths



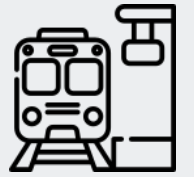
330m

Walking path
around the office



6000m²

Green external
paved area



20m

Distance from Train
Station entrance
(metro line 1
& suburban railway)



Bicycle parking slots



Water coolers



Showers



Playroom

▶▶ **Body & Soul: Daily Covid Testing**



▶▶ **Body & Soul: Physical & Mental wellbeing**

2023 Planning

- Office massage
- Office ergonomics
- Resilience & Burnout prevention
- Mindfulness
- Mindful parenting

▶▶ Monthly actions on physical **wellbeing**



▶▶ **Body & Soul: Psychological safety**

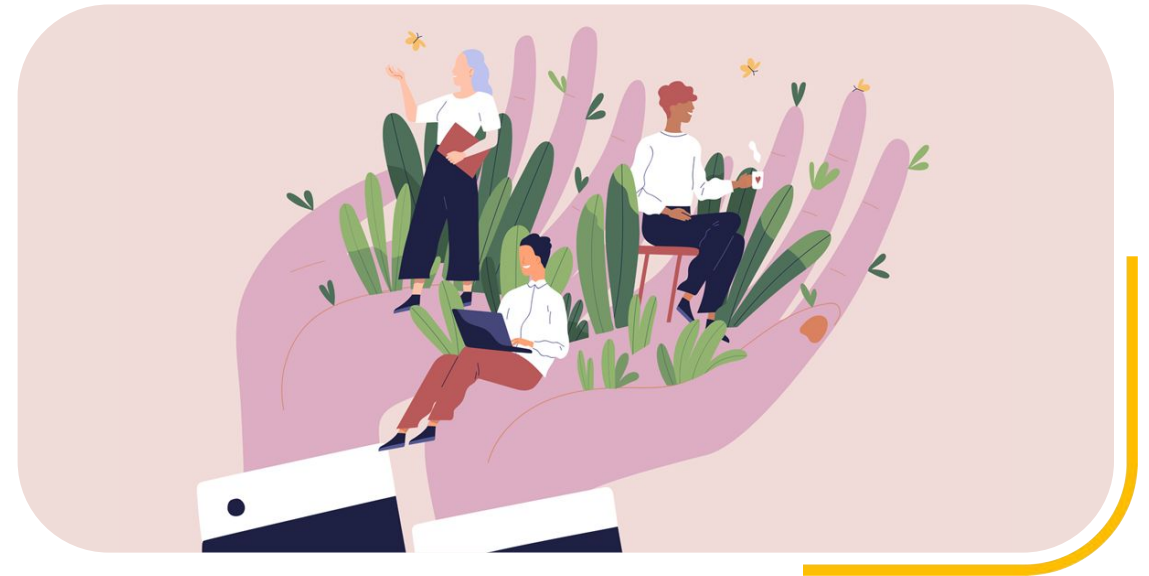
2023 Planning

Psychological safety based on 4 pillars:

- Inclusion & Diversity
- Willingness to help
- Attitude to Risk and Failure
- Open conversation

That includes:

- Diagnostic to all Middle and Senior Management (70 people)
- Workshops to discuss results
- Action plans for improvement



Career Wellbeing

The background features several abstract, overlapping geometric shapes. A large, light blue triangle is positioned on the left side. To its right, a larger, teal-colored shape with rounded corners is visible. In the lower right quadrant, there is a smaller teal triangle. The overall design is minimalist and modern, using a palette of light blues and teals against a white background.

Career Wellbeing

Onboarding

An exceptional onboarding experience that makes new joiners feel welcome, part of the community and supported

20.000 hours of onboarding in 2022

90% overall satisfaction

Career Development

- **20%** of total eligible employees for evaluation get promoted
- We develop **career paths** that lead to clear roles and meaningful work

Leadership

Building new leadership skills that focus on **emotional intelligence, empathy and compassion**

- **6,6 days of training** per manager/year
- **Individual Coaching** sessions for all senior leaders
- **Passion 2 Grow**, 10% of our population in an accelerated leadership path that includes self-awareness and psychological safety among other leadership skills

The background features several abstract, irregular shapes. A large, light blue shape with rounded corners is on the left. A teal shape with rounded corners is on the right. A smaller teal triangle is positioned below the teal shape. A light blue line runs diagonally across the top right. A light blue triangle is at the bottom right.

Going the extra mile

▶▶ Going the extra mile

We stand together!



Additional days off



▶▶ What's next?



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Thank you!

