



## UFI EDUCATION AWARDS 2023

As event organisers, we strive to give our visitors, exhibitors and partners, a vision of their future; unlock business opportunities; whilst offering them a potentially life-changing experience... And, to make an even greater impact on their lives and remain on the cutting edge, we obviously depend on our (prospective and existing) team members, which is why it is key to be as innovative, creative and insightful towards them as we are towards the communities we serve.

Live events is a people business like no other, but over the past two years, the world of work has dramatically shifted, unveiling a tsunami of changes with increasing demand for work/life balance, job satisfaction and flexible & smart working. Gone are the days we assumed people were prepared to commit a fixed portion of their lives to their employer and fit their hobbies, holidays, and family life around it. Work is no longer seen as a place to go to make a living; it's an activity for a purpose, which should reflect today's predominant values of equality, freedom and flexibility.

In order to successfully face this mutation, Easyfairs has embarked into a transformational journey, revisiting the way we work as the world keeps turning... You know the saying « Old ways won't open new doors », and this application aims to go over some (out of the many!) projects (\*) we have implemented, as they have proven to be beneficial to our people as they have been to our company.

(\*) Don't forget to click on the arrows for (even) more exciting stuff!

## CREATING A MEANINGFUL TALENT NARRATIVE

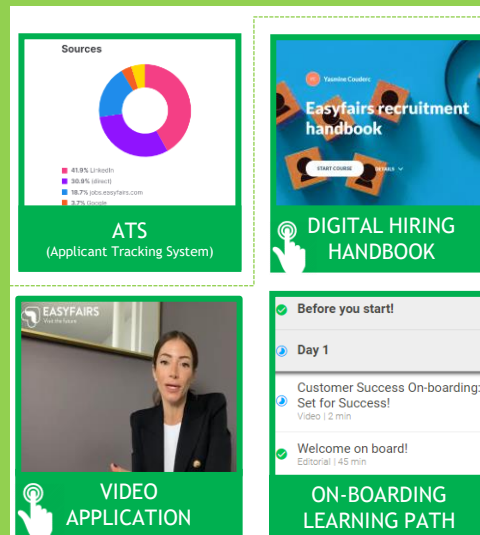
The #1 reason anyone gets excited about working in a specific industry and/or company is its meaning, direction and purpose. Our desire to find purpose is innate, yet too often we fail to articulate it.

Because creating purpose centric job ads, purpose-driven roles and a purpose-oriented employer brand is the key to unlocking how we engage with candidates and improve talent engagement & retention, Easyfairs recently embarked into a complete revisit of job ads, internal role descriptions and company pitch. We make it clear what it is that we offer that people love to do, are good at, can be paid for and most importantly that the world needs !

“ WE BRING THE PURPOSE THAT FUELS THE PASSION ”



## STREAMLINING A ROCK-SOLID CANDIDATE JOURNEY



Candidate experience has never been so critical to organisations : from the job description itself to the interview process, to on-boarding... all touchpoints provide an opportunity to show prospective talents that we care about them and their needs. As a forward-thinking company, Easyfairs has recently stepped up its game to create a streamlined, systematic, yet personalised and interactive approach to recruitment.

Thanks to our company-wide Role Descriptions & Profiles library, encapsulating standardised sets of expectations, we have accordingly designed and automated corresponding hiring processes and methods, including specific sets of interview questions, cases, assessments, salary frameworks and hybrid on-boarding programmes.

“ WE MAKE IT EASY ”

per role

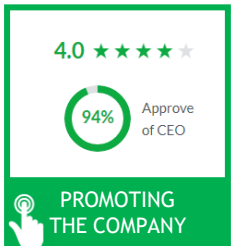
# CONQUERING SOCIAL NETWORKS TO ATTRACT A PLAYERS

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Social networks are the most accessible, engaging and cost-effective way of communicating regularly and directly with the market; not only helping to attract prospective talents, but also retaining staff.

Because we realise employer branding is a holistic concept to showcase who we are, what we do, and give an authentic picture of how we do it; we leverage all possible platforms and go off the beaten tracks to promote what day-to-day life means in our company, knowing that our employer brand is not what we say it is, it's what our employees say it is!

“ WE ARE #LIFEATEASYFAIRS ”

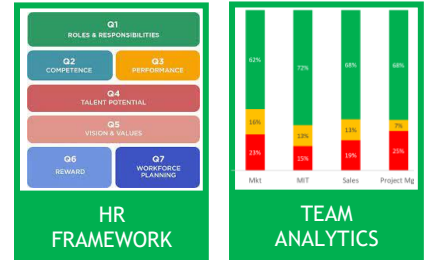


# HARNESSING TALENT MANAGEMENT WITH OBJECTIVE, CONSISTENT & TANGIBLE INSIGHTS

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During uncertain times, employees first look up to their leaders for guidance, which is why performance management serves as a key channel to navigate change, communicate and monitor the strategic direction. At Easyfairs, we abide by an HR framework comprising of the universal building blocks of Talent Management, acting as a dialogue tool for line managers & team members to objectively assess and give feedback on performances and potential. The output of these regular appraisals translates into a heatmap, highlighting actions to be undertaken, which we derive into multi-dimensional analytics, to ensure the team's sustainability and efficiency. And talking about efficiency, we also have an objective framework wherein main roles within the organisation (Heads of Regions/Cluster/Event, Marketers, Sales...) have common and predefined sets of targets, ensuring consistency, efficiency and fairness across the board.

“ WE BELIEVE HR MANAGEMENT IS DATA MANAGEMENT ”



**TEAM SCAN**

Global	EMEA	APAC	AMER	EMEA	APAC	AMER	EMEA	APAC	AMER	EMEA	APAC	AMER	EMEA	APAC	AMER	EMEA	APAC	AMER
Global	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...	...

# GIVING EMPLOYEES REASONS TO STAY BY OFFERING OPPORTUNITIES TO MOVE

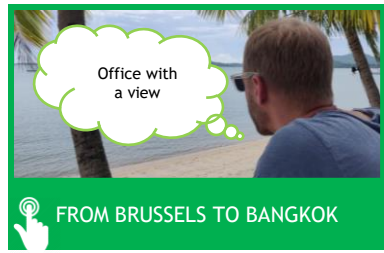
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It's already hard enough to find suitable candidates, so why on earth would we make it even harder by putting additional constraints on ourselves such as geographical boundaries ?!

At Easyfairs we do our utmost to accommodate the varied wishes of our employees, whether they want to hold a full-time fixed job, control their own work pattern or even desire to be elsewhere...

So, not only are we all in favour of “on-demand” and part-time workers, we also increasingly drop geographical barriers, offering (and sponsoring) cross-regional moves as well as arrangements to work from abroad, which also enhances our determination to be a diverse and inclusive company.

“ WE ARE THE ONES WHO CAN STRETCH OUR OWN HORIZONS ”



# BUILDING & LEVERAGING A LEADERSHIP BENCH

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It's almost a cliché to say that employees don't leave companies, they leave bad managers. However, this does happen a lot, and in times of talent shortage, who would want to take the chance of leaving staff in uncertain hands ?

Because performances are not on the sole shoulders of team members, at Easyfairs we also assess management capabilities, wherein employees evaluate their line managers based on 4 key leadership principles: Set Objectives, Give/Receive Feedback, Give Support and Give Recognition. This bottom-up assessment, gives each single one of our team members the opportunity to give open, anonymised and actionable feedback on their line managers,

and the Manager Scan helps us identify what and where are the leadership areas we need to improve, and who are our exemplary leaders we can learn from, to up our leadership game, thanks to live and on-demand online learning sessions.

“ WE FOCUS ON LEADERSHIP TO DRIVE OUR SUCCESS ”



## MAINTAINING A SUSTAINED AND RESILIENT WORKFORCE THROUGH WORKLOAD OPTIMISATION & BURNOUT PREVENTION

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RESILIENCE LEARNING CHANNEL

Burnout isn't a new phenomenon, but the consequences of the crisis and a looming recession seem to have made it worse, with rising discourse around "The Great Resignation" and "quiet quitting" as a translation of workers' feeling of being increasingly overwhelmed.

Easyfairs is no exception to the trend, having faced a very rough two years with **team members showing worn-down warning signals**; which is why the company has developed a number of programmes to **raise burn-out awareness** and provided dedicated tools including learning contents, assessments and coaching sessions to **increase personal resilience**. That said, we realise that such enterprise would only be successful alongside a thorough evaluation and **optimisation of resources and workload**, which we've undertaken during and after the Covid-crisis to maintain streamlined and high performing teams, with relevant resources in line with performance indicators.

Role	KPI
Head of Cluster / Event Master	Annualized revenues
	# annualized events
	# event concepts
	# industries
	# headcounts
	# direct reporting lines

WORKLOAD KPIs

“ WE BUILD AND EQUIP THE TEAMS THAT FIT ”

## OFFERING CLEAR CAREER PATHS AND OPPORTUNITIES TO MEET INDIVIDUAL SKILLS, INTERESTS & OBJECTIVES

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**Career pathing is critical to employee growth and development**, and without it, team members will plateau in their current roles, and start looking for new opportunities elsewhere...

At Easyfairs we want to **inspire our team members to grow an appetite for progression**, by keeping them aware of opportunities and offering them infinite possibilities to grow and maximize their career prospect. In this pursuit we have designed and **published clear routes and relevant learning programmes** they can pursue, based on their **individual strengths and aspirations**. Along the same lines, our 2-year Event Master programme, designed for young graduates, aims to explore all facets of the business by immersing them in all the departments that shape the company, until they are appointed to a chosen middle management position from which they can further grow...



FROM SALES EXECUTIVE TO HEAD OF SALES EXCELLENCE



SALES LEARNING CHANNEL

“ WE INSPIRE OUR PEOPLE TO ASPIRE ”

## REINVESTING OUR COMPANY'S SUCCESS BY INVESTING IN OUR TALENTS

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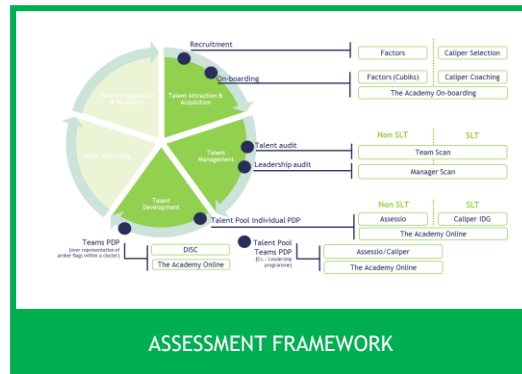
## GEARING UP TALENTS FOR SUCCESS

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Employee cost-reduction strategies were a common response to pandemic budget concerns, but data shows it was investing in specific talented individuals that paid-off, as **top talents are the ones who drive a thriving recovery phase**.

With high recruitment volumes, a talent pool hitting 28% of our total workforce, and a Senior Leadership of 100 people,

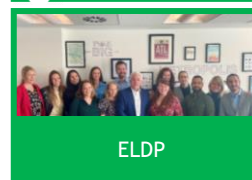
Easyfairs decided to go one step further in **accurately measuring individual's characteristics and motivations to predict on-the-job behaviors and potential**. In this pursuit we have established and abided by **an assessment framework** aiming to both **secure the best possible selection at hiring stage**, as well as feed **spot-on induction and personal development plans** of high potential employees and executive teams.



ASSESSMENT FRAMEWORK



ESG DIGITAL DAY



ELDP



LEARNING DASHBOARDS

It has already been widely proven that employees will stay in organisations that **provide learning and development opportunities**.

At Easyfairs, **learning is part of our strategic growth** and [The Academy](#) has seen immense developments during and post-Covid times with the introduction of a wide variety of learning contents, methods and formats, together with **real-time learning analytics** and dashboards. Mixing live and on-demand programmes, internal and external subject matter experts, as well as lectures, workshops, polls, interactive modules or videos capsules... at Easyfairs, **"blended-learning"** goes far beyond a simple **combination of face-to-face and digital initiatives!**

Additionally, we have introduced a custom-made **Executive Leadership Development Programme**, as an **unrivalled development opportunity** for our top performers and future leaders, as well as **education sponsoring**, another lever to grow and retain **competencies** through accredited curriculums funded by the company.

“ WE GROW THE PEOPLE WHO GROW THE BUSINESS ”

“ WE DIG INTO ATTITUDE TO EFFECTIVELY TRAIN ON SKILLS ”

## PUTTING A PREMIUM ON OBJECTIVITY & MERITOCRACY

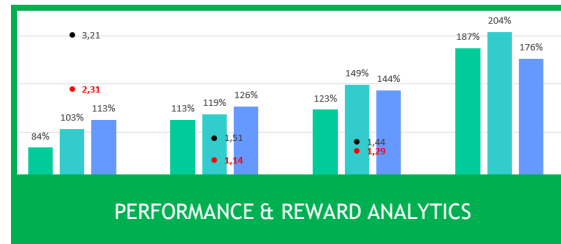
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Global inflationary pressures combined with lower barriers for finding new jobs, contribute to **employees putting a premium on total pay and other tangible benefits.**

When in many companies reward tends to be a rather blurry topic that many would like to unravel, Easyfairs is, on the contrary, very opened about it and has a **clear, structured, objective and fully equitable way to determine remuneration**, based on a robust performance measurement and management system, combined with **current market data per role and profile**. This **transparent and data driven approach** helps us determine competitive and deserved salary offers and/or increases, as well as detect, prioritise and bridge potential pay gaps,

within which **gender equality being one of our current priorities**. Additionally, the pandemic has accelerated a need for extensive changes to rewards encompassing **increased work-life balance, flexibility and personalisation**; which is why Easyfairs has multiplied new mechanisms such as **flexible income plans and reward optimisation**.

“ WE EQUALLY VALUE PERFORMANCES AND AS EQUALLY REWARD VALUE ”



## TAKING THE PULSE & INSTILLING A “ONE-TEAM” CULTURE TO LIFT ENGAGEMENT

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The unprecedented pandemic has raised many questions and concerns, with **rising skepticism, shifting priorities and expectations** from team members. In these transformational times, we believe that how positively the process is managed will be defined by **employee feedback, company culture and corporate practices**, whereby

Easyfairs has introduced many initiatives such as **EasyPulse** (short and regular employee surveys to measure eNPS and collect actionable feedback), **COVIDEOs** (video capsules where Management took turns to timely update team members on the impact of the crisis), **Easyfairs Show** (monthly video updates from our CEOs), **Easyfairs Town Halls** (quarterly F2F and/or virtual meetings with Q&A sessions) as well as **Young Talent and Psychological Safety surveys**. As a result, the company undertook actions based on employees' feedback such as adopting a more **flexible approach to hybrid work**, setting up **Easyfairs Family** (monthly digital companywide team building activities) or establishing **dedicated task forces, Employee Advisory Boards and Fun Groups**, to create an **inclusive workplace** propitious to voice opinions, ask for help, take risks and **have fun!**

“ WE SHAPE AND NURTURE AN EMPLOYEE-FIRST CULTURE ”



Navigating this post-pandemic era has been and continues to be a **rollercoaster for employers**, and has revealed to be **even more challenging for the exhibition industry**.

Time has come to **re-vitalize our image**, bringing the purpose that will fuel the **passion** and leveraging social medias with authentic and unbiased portrayals conveying the **true colors of our company**. The war for talent is fiercer than ever, so let's make things effective and easy, to **enhance candidates' experience and nail down A players**.

Let's **stretch our own horizons** by waiving barriers and constraints from the past, promoting **flexible working modes and increasing teams' resilience** to face the ever-changing business demands whilst **minimising anxiety and work overload**. In today's VUCA world, time has also come to have a **data driven approach to HR management**, relying on objective, consistent, tangible and real-time talent metrics; boost leadership drive and foster managerial best practices to **anticipate rapid and effective actions despite complexity**.

Let's invest in our prospective and existing talents, to **unlock potential**; offering clear but also **ambitious development paths**. Gear our people for success through **continuous, innovative and relevant learning opportunities**.

And because we equally reward value as we value performances, let's **iron-out any pay gaps** through competitive, consistent and objective compensation schemes.

In these uncertain times, how we **care for and treat our employees** will be remembered for years to come, and how we respond will have a lasting **impact on engagement**; so let's be a **talent centric organisation**, driven by team members' feedback and interactions, nurturing a **culture of trust, empowerment and inclusion**.



THANK YOU!