

## TITLE OF THE CASE STUDY: LIDL Bulgaria

Name of the organisation:

Lidl Bulgaria EOOD and KO KD

Country and sector of the organisation:

**BULGARIA**, Wholesale/Retail

Type of organisation:

- Business company

Size of the organisation:

- large

Brief description of the organisation:

Lidl Bulgaria EOOD and KO KD has been established in 2003.

The company focuses its efforts on the most important things for consumers, through its efficient processes and fruitful cooperation with trusted partners provides excellent value for money and carefully selected range.

The company's strategy is to achieve its long-term goals through care for people and constant expansion, while in addition to developing its business, it contributes to society and the environment through its sustainable practices and implementation of various socially responsible programs and projects.

At the heart of management are our values, through which we ensure that each employee will age and try to achieve the main goal of the company, which is to deliver products and services to our customers in the best way for them and with a guaranteed optimal ratio between quality and price.

### Short description of the case study (500 characters)

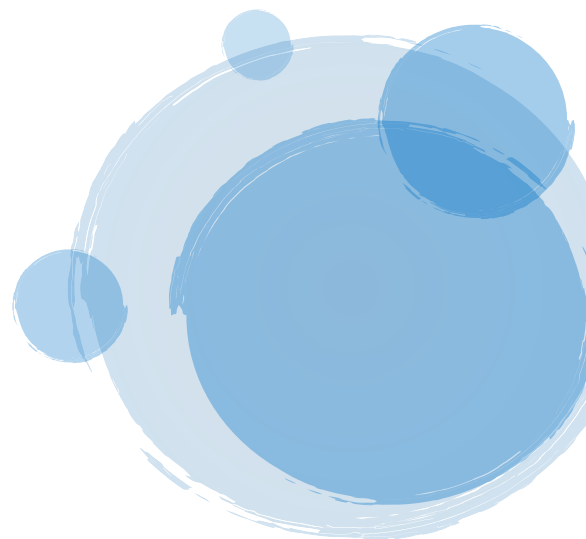
Lidl Bulgaria § KO KD is steadily establishing itself as a secure, trusted, promising and dynamically developing employer - for its more than 3,200 employees the company creates conditions for a full life and career development.

The company is recognized as an employer that provides its employees with care, security, stability and development opportunities. The company's salaries are among the highest in the sector. This allows for better personal income planning, ensures financial stability and predictability, which becomes even more important in times of crisis, uncertainty and the Kovid-19 pandemic.

Ensuring a safe and secure work environment for employees was a top priority for Lidl Bulgaria § KO KD in 2020.

### Key words:

Retail, wholesale, best employer, work-life balance, safe environment, good social benefits, multicultural atmosphere.



## BEST PRACTICE PROFILE

### DETAILED DESCRIPTION

A serious focus for Lidl Bulgaria is the health and full life of the employees. The company implements various programs to increase the health status of employees and to improve working conditions.

Among them is the overall health management program, which includes various measures, including:

- providing areas for relaxation and rest in the plant, all branches and warehouses of the company, equipped with massage chairs;
- providing equipped rooms for fitness and other sports such as table tennis;
- providing of water machines;
- providing refreshing drinks;
- annual campaigns for distribution of vitamins;
- subsidizing cards for access to sports facilities;
- annual preventive medical examinations, which repeatedly exceed the established legal requirements
- developed books with easy and healthy recipes;
- internal campaigns to promote movement;
- annual organization of mountain hikes, as well as other sports activities and campaigns that help employees lead a healthy lifestyle.

Other good practices in this direction are:

- All employees in branches and warehouses are provided with high quality safety shoes and appropriate clothing, depending on the specific activity;
- In order to have a better mental status, a psychotherapist is provided, with whom employees can discuss their concerns;
- The position of "trustees" has been introduced - a rare practice in other companies in the country. The trustee is a neutral contact person for problems or issues that for some reason the employee does not want to share with his supervisor. Through it, employees have the opportunity to address important topics through an independent channel and with confidentiality. The trustee has the function to impartially monitor the working climate and to be a mediator if necessary.
- Trainings and qualifications for work with machines and equipment are organized, depending on the specific activity performed;
- It uses modern equipment and IT technologies to equip stores and logistics bases, allowing to work safely, calmly and efficiently - the company works with modern equipment such as touch screen boxes, electric pallet trucks, electronic price plates, communication headphones, which save time and energy of employees, etc.

Another important element that contributes to good physical and mental health is the development of a sustainable approach, providing employees with a better work-life balance. Its purpose is to cover all levels of employees. Among the steps in its implementation are, for example - introduction of the possibility of teleworking and teleworking / flexible working hours / for the positions for which it is possible, regulation of the working hours in the Headquarters and the administrative units of the Regional Companies in a way allowing more early end of the working day on Friday, additional paid birthday leave, announcement on December 25 and January 1 as non-working days for the branch employees, providing at least one free weekend per month for the employees from the branches, etc. Lidl is also the first company in the sector with positive electronic reporting of working hours.

In 2020, with the onset of the Covid 19 crisis, again in order to protect the physical and mental health of employees, in a short time the organization managed to meet high safety standards, introduce disinfection measures, create conditions for remote work where possible, provide all employees with a two-month intake of an innovative immunostimulant, develop a program for psychological support, etc.

In September 2020, Lidl Bulgaria became the first food chain in Bulgaria to receive the Covid Shield certificate - the highest level of "Excellent", from the representatives of TÜV AUSTRIA for the country. It ensures that the company has taken and continues to implement all necessary measures to ensure a safe environment for its employees and customers.

## RATIONALE

Our slogan is: Whoever stops improving, ceases to be good!

That is why we strive to:

- continuous improvement
- increasingly successful management of the dynamics in our team
- maintaining trust and honest interactions.
- taking responsibility and setting a personal example

The company creates and establishes a culture of constant two-way communication on all important topics. These programs and projects are long-term, most of which are implemented by the HR department - with the support of the management. The aim is to update and upgrade them, including after analyzing the various measures and receiving feedback from employees.

Communication in Lidl Bulgaria is the basis of our successful management. It is clear, frank and effective.

Lidl Bulgaria has a certificate from the TOP Employers Institute, which is awarded after a thorough independent audit of HR policies in the company. The analysis covers 6 areas of human resource management, conducting in-depth interviews on 20 key topics, including strategy for human development, working conditions and working environment, attracting talent, training and more.

Based on these analyzes, Lidl Bulgaria takes measures and develops strategies for the future development of human resources and staff of the company.

## GOALS

Company aims to achieve the goals for the development of “the ideal work atmosphere” by:

- Providing a safe and secure work environment for employees
- Saving jobs positions
- Financial security and stability of employee
- Access to various training platforms

Measures that contribute to a good working atmosphere and support for employees are:

- Conditions for safe and health work environment
- Employee salaries, which are a key factor for satisfaction, are 52% above the industry average and are complemented by a rich package of benefits and programs.
- Training and development of its employees, which is implemented through various projects both in the country and internationally. A strong start for the development of new employees is the overall on-boarding process for each position. Then each employee enters the talent management process in the company, which covers all employees in the company.

## IMPACT AND RESULTS

Ensuring a safe and secure work environment for employees was a top priority for Lidl Bulgaria in 2020. All nearly 3,200 employees in the chain retain their jobs. At the same time, the company attracts new employees and grows as a team. Lidl Bulgaria continues to provide some of the most competitive remuneration and to guarantee financial security and stability. It continues to take care of the development of its teams by providing them with access to a variety of training platforms. These are just some of the examples that prove that even in difficult times, Lidl Bulgaria does not stop developing and upgrading its employer practices and adapting them to the new conditions.

In our daily work we take economic and social responsibility and treat the environment with care.

We respect, support and encourage each other. The agreements are implemented in an atmosphere of trust.

In a work atmosphere, we strive to combine praise and recognition with constructive criticism.

As a result of the overall health management strategy, the health status indicators in the company are consistently.

Measured high levels of satisfaction according to the latest surveys of employee attitudes through the online survey Lidl Pulse: 90% in 2019 and 89% in 2018. High index eNPS (Employee Net Promoter Score). Bulgaria is invariably among the top 3 in these indicators of all 32 countries in which the company is present.

An online survey of COVID-19 among employees assessed the implemented safety measures and according to its results over 90% of them assess the measures taken as appropriate, and nearly 87% believe that the communication in the situation was effective.

Top Employer Bulgaria and Top Employer Europe certificates awarded in 2020, which audit in depth the HR processes and their impact on the work and development environment that the company creates.

In two consecutive years - 2019 and 2020, Lidl Bulgaria has been chosen as the most desirable employer among food chains according to employees and students, as well as one of the most preferred companies for work in the country. This is shown by the results of the Employer of choice and Graduate Survey surveys, which are conducted according to a strict methodology and for both editions gather the opinions of nearly 37 thousand employees and students who evaluate Lidl's reputation as an employer, values, training and development opportunities.

Recently, Lidl Bulgaria received another recognition - the certificate "Recommended employer", which shows how much employees in a company are willing to recommend it to their relatives and acquaintances. Thus, the positive assessment of the employees, together with the received international recognition for the sustainability and effectiveness of the employer practices, once again strengthen the image of Lidl Bulgaria as a proven TOP employer and a favorite place to work.

## MATERIAL



**Лидл България е**  
**ТОП работодател 2021**



## REFERENCES

This case study was done by interviewing the HR Manager of Lidl BULGARIA.

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