



Brandon Hall Group

EXCELLENCE AWARDS 2023

Worldline’s Moments that Matter: Best New Hire Onboarding Program

Worldline

Best New Hire Onboarding Program

January 2024



Company Background



Company-at-a-Glance	
Headquarters	Paris La Défense
Year Founded	1972
Revenue	c. 4.4bn€ in 2022
Employees	+18,000
Global Scale	Global & EU level, in +40 countries.
Customers/Output, etc. (Key customers and services offered)	<p>Worldline’s solutions ensure secure payments and trusted transactional services along the entire payments value chain, enabling sustainable economic growth.</p> <p>Services offered by Worldline include instore and online commercial acquiring, highly secure payment transaction processing and numerous digital services. The continuously growing portfolio of solutions is environmentally friendly and supports trust and social transformation.</p> <p>1.25 M merchants served</p> <p>Leading financial institutions: ANZ, Commerzbank, UniCredit, and many more.</p>
Industry	Fintech
Stock Symbol	Euronext: WLN
Website	worldline.com



Budget and Timeframe

Budget and Timeframe	
Overall budget	120,000 euro
Number of (HR, Learning, Talent) employees involved with the implementation?	8
Number of Operations or Subject Matter Expert employees involved with the implementation?	4
Number of contractors involved with implementation	3 solution providers
Timeframe to implement	In waves, over a year (Apr 2022 until April 2023)
Start date of the program	April 2022

Business Conditions and Business Needs

The size of Worldline has dramatically increased over the past several years. Through the acquisition, many companies have come together with different cultures i.e., with different ways of thinking and acting.

So, Worldline needed to create a common mindset for all employees from Day 1, aligned with our four values (innovation, excellence, cooperation and empowerment) and focused on how to best serve our customers, be they internal or external.

With this in mind, the Group decided to create one common onboarding experience and launched the project with the ambition to create a sense of belonging from Day -1 to the family of Worldliners and equip hiring teams to welcome new joiners, so that the new colleagues:

- have the first positive moments that matter.
- are equipped for high performance and shorter time to productivity.
- have a stronger bond to Worldline and the team.



Overview

Apart from creating a global new joiner journey, it was important to resolve the issues and close the gaps within the existing onboarding programs. As mentioned by the new joiners, hiring managers and the HR specialists, the following could be improved:

- new joiners from small offices had close to zero onboarding due to the location size,
- managers and HR specialists were not always aware what needed to be done and when,
- information relevant to new joiners was not stored in one place and not always easy to find,
- laptops were not always ready on Day 1,
- especially relevant for the newcomers in the Payments industry – no simple training of how the industry works and Worldline’s place in it,
- no way of consistently getting feedback from new joiners to hear about their needs and what could be improved in the onboarding process.

With these in mind, the cross-functional team has designed a multi-component program involving various stakeholders – “Moments that Matter.”

The program starts before the official Day 1. After a candidate has received an offer and accepted it, s/he receives a link to a Welcome App (by Appical), where a new joiner can already start learning about Worldline and feel like a part of the company. In the welcome app, the new joiner has access to relevant content organized in chapters, that open up as new joiners move along the onboarding process.

The content is personalized to the future role of the new joiner and varies by a business line and location. There are also standard global content items that are applicable and relevant for all employees (e.g., culture, people process) – these are a “common denominator” and contribute to creating a sense of belonging to one culture, one global company.

During the official Day 1, the onboarding experience continues. The key event of this day is arriving at the office, meeting the colleagues and the HR Business Partner (if onsite), and getting the laptop, badge etc. To elevate the experience, the project team focused on the following:

- In order to ensure the technical readiness (laptop, accesses), worked with the IT team to investigate the reasons for delay and took actions to eliminate them (require the hiring HR specialist to create the employee ID early enough). An



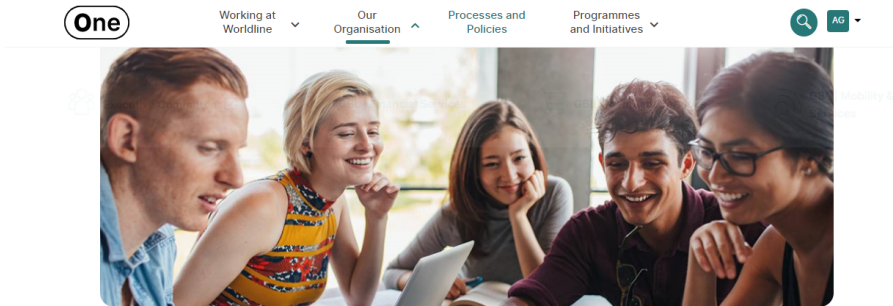
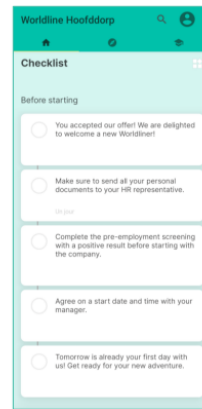
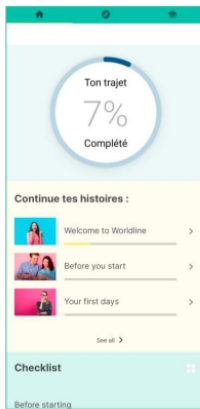
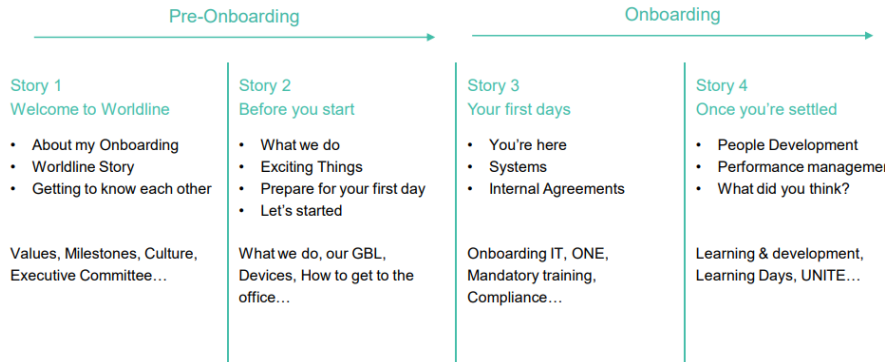
“Anticipation KPI” has been established to monitor the timely creation of the employee ID.

- In order to give a nice touch, together with the Branding colleagues and a provider (Mula Berlin), the Worldline Welcome Kit was created. A new employee receives this kit on Day 1 or has it sent home if in Europe. In other locations (e.g., India) local providers are engaged to reduce the environmental impact.
- In order for the new joiner to feel connected from Day 1 (and before) the project team has trained the managers and the HR specialists and shared a checklist with recommended actions at each step of the onboarding journey.
- Some new joiners like to announce about their new role on the social media. Worldline provides them with ready-to-go posts and digital brand elements.

After the Day 1, the integration into Worldline continues, and as new joiners discover the company, their new role, team and processes, they need continuous support. The onboarding program addresses these needs in several ways.

- The Buddy programs. A global call-to-action for all Worldline employees was made so that they volunteer to be a buddy. HR specialists have access to this buddy pool and can assign a buddy to a new joiner, if there is a fit. Buddies receive a buddy toolkit, in which their role is described.
- New Joiner Intranet page. It is a one-stop-shop where the most relevant information, links and materials for the new joiner are featured.
- Training on the Payment industry. Using a game-based approach, the new joiners are given access to a brand-new training “My first steps on the Payment track”, in which they can discover how Worldline is present in a daily life, how the payment industry works, and about Worldline’s business model.
- Virtual global induction session. Since not all the new joiners have big offices that host local welcome days, it was important to provide the welcome to everyone, regardless of their location. This is why a monthly virtual welcome session has been organized, during which the attendees are greeted by a member by the Executive Committee and learn about Worldline’s vision and culture.
- Local and business line-specific onboarding activities. These initiatives have already existed and are continued so that the new joiners are connected to their “home” organizations.

Finally, to mark the completion of the onboarding period, new joiners receive a pulse survey, where they can share their experiences and propose improvements for the onboarding process.



Welcome New Joiners!

Congratulations on joining our company! You have started your journey with the largest payment service provider in Europe and one of the four global leaders worldwide.

Worldline's success is built on the talents of its workforce, wherever they come from. We are committed to creating an inspiring work environment where you, your ideas and your abilities are valued and your expertise, professionalism and dedication to excellence are recognised. You will find that Worldline is open and welcoming, with a powerful sense of purpose and a culture that encourages diversity.

To help you find your way in our dynamic and ever-changing organisation we have gathered the most essential need-to-knows as well as useful links all on this page.

Most importantly, we want to warmly welcome you and make you feel at home!

Your most relevant short cuts

About Worldline

- [Executive Committee](#)
- [Our organisation](#)
- [Company presentations](#)
- [Branding and communication tools](#)
- [Values Handbook](#)



What is a buddy program?

As part of the one culture onboarding project, a great focus is made on making sure that our new joiners feel part of an integrated group from their first day up to six months in the company. We need to reassure and favor their social integration within the Group. One of the different initiatives to properly welcome our new joiners is the implementation of a Buddy Program.

Who is the buddy?

A "Buddy" is a Worldline ambassador whose goal is to facilitate the new employee's social integration. Buddy is often a Worldline employee who has been with the company for at least a year. In addition to existing communication or materials, a buddy will assist the new hire in gaining a quick and solid grasp of the company's work environment, method of working, and tools.

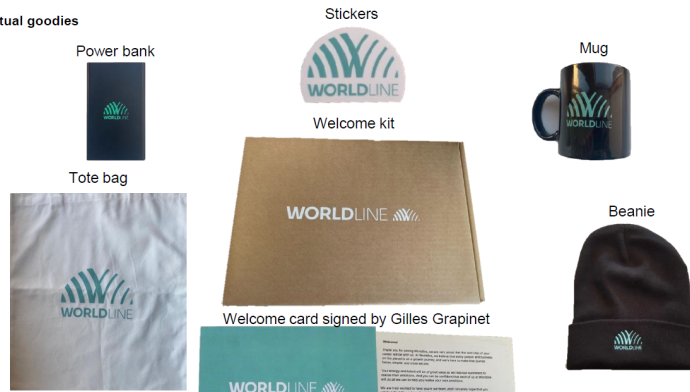
Criteria to become a buddy

- Must have at least one year of experience in the company.
- Has time to prioritize orientation.

How to become a buddy?

The Buddy Program is based on a voluntary approach, if you are interested to become a buddy, please fill out the [Buddy Pool list](#). Like this, your HR Business Partner will know they could approach you once they see a fit with a new joiner.

Pictures of actual goodies



Before Day 1



GLOBAL ONBOARDING




Step by step guide for Managers to perfect the new employee onboarding process



Step by step guide for HR BPs to perfect the new employee onboarding process

This checklist is a global template, please feel free to amend it according to the local processes

- Confirm time/location, who will greet them on new hire's first day.
- Check with IT to make sure (Laptop, connectivity, accesses, physical equipment, badge,...) are ready.
- Communicate new hire's start date to your team, and share your expectations for their involvement in onboarding.
- Arrange for someone to accompany the new hire to lunch, whether you, another member of the department or the whole team.
- Plan the new hire's first assignment.
- Add new hire to email distribution lists relevant to his/her new position.
- Forward scheduled or recurring team meetings.

Worldline - My first steps on the payment track
 Introduction to the payment system
 Worldline powered by Gamelearn



Dear New Joiner,

Welcome to our diverse and international family of Worldliners. We hope that your first days with us were positive and memorable.

You probably already have started to build your network, and learn about your role, the organization, and relevant processes. Perhaps you also found your way to the [New Joiner](#) page on our One Intranet.

Post option #1 - feel free to customize	Post option #2 - feel free to customize
<p>I'm thrilled to announce that I've joined the @Worldline team as a [Job Title].</p> <p>As someone who's passionate about making a difference, I'm excited to work alongside amazing teams to help businesses of all shapes and sizes to take the next step.</p> <p>With advanced payments technology and local expertise, Worldline powers the growth of millions of businesses around the world. 🌍</p> <p>I can't wait to see what we'll achieve together!</p> <p>#PaymentsToGrowYourWorld #NewBeginnings #ExcitedToBeHere</p>	<p>I am proud to announce that I have joined @Worldline as [Job Title].</p> <p>I can't wait to take the next step in my growth journey and at the same time contribute to the growth of millions of businesses of all shapes and sizes around the world.</p> <p>#PaymentsToGrowYourWorld #NewBeginnings #ExcitedToBeHere</p>



Design and Delivery

The design and delivery were based on the principles of Agile ways of working.

User research as the basis for the program design:

To ensure that the onboarding journey is effective, the project team interviewed a few new hires across different global locations to understand their feelings and emotional experiences (“Moments that Matter”) around the onboarding process. In addition, the insights from hiring managers and HR specialists were collected.

Cross functional squads (“scrum teams”)

The project team consisted of specialists with various profiles: people development, talent acquisition, IT, communication, branding, HR business partners, external providers. Team members formed squads to work on deliverables (“Moments that Matter”), one member could be a part of multiple squads, for which their expertise was required. In addition, there was a program lead (“product owner”) that was responsible for the prioritization of the backlog items and the overall program coordination in line with the identified user requirements.

Incremental delivery of value

In the context of the company transformation and strategic ambitions, it was important to demonstrate results fast and deliver first slices of value as soon as possible. Therefore, all the program elements were prioritized and delivered in waves depending on the complexity of the experience item.

In the first wave, the project team focused on low-effort quick wins, such as creating to-do checklists for the hiring managers and HR specialist. In addition, training sessions were offered. In parallel, an analysis of the IT onboarding was done, and measures implemented to ensure the laptop readiness in Day 1.



As a next step, the Buddy program was launched via a global communication and call-to action for all employees to volunteer.

In the meantime, the welcome kit was designed with the solution provider (Mula-Berlin) and launched in wave 3.

After that the team focused on creating the global virtual induction session. To do so, an analysis of local induction days was performed in order not to duplicate content. Based on this, the decision was taken to focus on Worldline's vision and culture as the main theme of the session.

Finally, the game-based training "My first steps on the Payment track" was launched, as the most complex item that took 6 months of design, build and testing with the support of the solution provider Gamelearn. New joiners receive access for the training together with the invitation to the virtual induction section, to streamline the communication.

The Welcome App (Appical) was also rolled-out in waves, first covering the countries with the highest numbers of new joiners, and then progressively launching the app and creating local content in other countries.

Continuous improvement

Whereas the "Build" phase of the project was over, the efforts to continuously improve the process are ongoing and performed by the team responsible for the "Run" phase (People Development & Engagement). In order to do so, they collect the input and ideas for improvement from the new joiners themselves (via the post-boarding survey), and the HR specialists' network.

Engagement

A good onboarding experience is a joint effort between different stakeholders: hiring managers, HR specialists, IT department. Therefore, it was important to, on one hand, involve them into the design process, and on the other hand to identify the role of each of these groups and create customized set of instructions and recommendations of how they make a positive impact. In the end the project appeared to be a great example of cross-functional collaboration.

There was a risk of designing and building a program that does not correspond to the needs of the new joiners. Therefore, the project team involved recent new joiners and interviewed a few different profiles to better understand current pain points, unmet needs and what worked well.



Continuous communication throughout the project has been crucial, as there are new hiring managers and HR specialists who need to be trained on their role and onboarding activities. In addition to the initial training, information sessions for new managers have been organized, and the content about their role on the onboarding process is featured in the Manager's Handbook and the Intranet. For HR, updates in various forums took place (All Hands calls, HR Learning sessions). And, after the completion of the official "Build" phase a communication campaign was launched (Intranet for all employees, email for managers, All Hands call for the HR community).

Another success factor was the continuous support and sponsorship of the top leaders of the organization – the members of the Executive Committee, as this project was identified as one of the keys to create one culture and a common mindset after major acquisitions. As an example, the members of the Executive Committee participate in the monthly virtual induction sessions on the rotating basis to personally greet the new joiners.

While one of the goals was to create a common new joiner journey, there have already been local and business line specific initiatives that were highly appreciated by the new joiner as they gave them the in-person experience and provided more role-specific insights. Therefore, these initiatives continued.

Measurable Benefits

Currently, there are sources of data that directly measure the benefits of the program:

Post Onboarding survey (launched March 2023). It is sent to the new joiners after 90 days of their journey at Worldline to gauge the impact of the several onboarding activities and their onboarding journey experience. The impact of the following onboarding activities is measured in the survey by a 5-point rating scale. The below data is based on the first 100 respondents, as the survey is very new. The results are good, but there is room for improvement.

- Satisfaction rate of the Welcome Kit – 3.5/5
- Satisfaction rate of the global new joiner virtual welcome session – 4.2/5
- Overall experience of playing "My first steps on the payments track" game – 3.8/5
- Satisfaction rate of the overall Onboarding process – 3.9/5
- eNPS to find out if new joiners are likely to recommend Worldline to a friend, based on their onboarding experience: +37 out of 100 (any score above 0 reads as 'good' because it indicates that Worldline has more promoters than detractors)

IT onboarding service performance dashboard (monthly). In this dashboard, there are several metrics that reflect the situation of a current month.



- Anticipation KPI as measure of % of employees who had their IT equipment and accesses ready on Day 1. In February 2023, it was at 88%, vs. 69% of January 2022.
- Cost impact of late IT onboarding as measured by the amount of unproductive man-days multiplied by a daily rate of a given country. It is a new KPI, which is derived from the previous one, and there one can assume an improvement.

There is an indirect impact of a good onboarding experience on the early leavers rate (within the first year). The team is exploring the way of measuring the influence of onboarding part among other factors on this KPI to be able to include it into the analysis of program's effectiveness.

Overall

The program is well appreciated as seen by the feedback received through the post-boarding survey. Nevertheless, the responsible team is analyzing the feedback and will identify ways to further increase the satisfaction score.

Automation is another dimension of improvement. As currently observed, not all the new joiners receive the link to the Welcome App, since it is a manual task done by an HR specialist and can be omitted in case of a short-notice hire or high workload, or if an HR specialist is new her-/himself.

Another area of optimization is to streamline local and business line initiatives to remove duplicate activities (e.g., post-boarding survey or content of the induction sessions).

Communication and training of hiring managers and HR specialists is to be continued as well, as interaction with these groups are impacting the overall onboarding experience.

As of 2023, a new KPI of early leavers rate (within the 1st year) will be analyzed, since a good-quality onboarding plays a role in employee retention.

Finally, Worldline is constantly looking into leveraging new technologies to be a great place to work for the employees. As example, the team responsible for onboarding is investigating the potential of using Metaverse in onboarding to bring the virtual induction session to the next level.



Brandon Hall Group

EXCELLENCE AWARDS 2023

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