

## Employee satisfaction flourishes at Brunata



**The growth at Brunata is not just financial. The company's latest culture survey shows that employee satisfaction is also increasing for the fourth year running.**

Brunata employees are becoming ever happier with their job, despite - or precisely because of - the targeted and intense turnaround and generational change implemented by the company in recent years. It is Brunata's Director of HR and co-owner Ane Fischer Rasmussen who for the past five years has led Brunata's HR department and the major, positive changes:

*"Three years ago, we decided to work deliberately on Brunata's culture. We switched from measuring welfare to measuring the culture itself, as it is not merely the employees' welfare, but the overall company culture which has a crucial impact on the results,"* Ane Fischer Rasmussen explains.

### **New culture creates employee satisfaction and improved bottom line**

A major part of the effort to make Brunata more professional and efficient in recent years has involved increased internal focus on culture:

*"To become profitable and gain better control of the business, we wished to develop a performance culture. The new culture is to a large extent driven by the employees' inner motivation and drive towards making a positive difference.*

*Today, we actively involve the employees and they take ownership of the way in which Brunata's values are carried out in practice. The communication from the management - into every corner of the organisation - has become clear. All Brunata employees know what their task is. They have in-depth understanding of their task, values and targets. They make decisions themselves and have been given far more freedom. This benefits the job satisfaction and the business, which has become more agile and effective and has a better bottom line, because decisions are now made in the right places,"* Ane Fischer Rasmussen concludes.

In addition to the annual internal culture survey - which this year achieved a reply ratio of no less than 99 per cent - each Brunata department regularly organises culture workshops, where the results of the culture survey are evaluated and the departments themselves work out how to achieve the targets for the following year. HR has also developed an employee progress review tool based on the elements of the culture change desired by Brunata. Employees and managers review each other and in this way Brunata's company strategy today is anchored right through the organisation, with a positive effect on both employee satisfaction and bottom line.