



SUSTRAINY
Sustainable action Training for Youth



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SUSTRAINY PROJECT



PANORAMA OF SUSTAINABLE BUSINESSES PRACTICES

ECONOMY OF THE COMMON GOOD AND MANAGEMENT PRACTICES

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Economy of the Common Good and management practices



Source: bioverlag.de

Category – Key words	Human Resources, Management, Economy of the Common Good, Corporate Social responsibility, flexibility and conciliation, participation, gender equality
Who?	Bio Verlag gmbh and employees of the company
Location	Germany
Years of implementation	2011 - ongoing
Website	https://www.bioverlag.de/



Abstract

Bio Verlag is a media company that publishes contents about sustainability, organic nutrition and Fair Trade. Since 2011, this company is employee owned. Since then, the management relies on employees participation in all strategic areas of the company. They implemented a flexible and transparent system for all employees, including full transparency on salaries. Bio Verlag keeps a spreadsheet that everyone can see, which records who currently earns how much at what level with what number of hours. The classification is reviewed at regular intervals based on transparent criteria, and employees can request a revision of their salaries by justifying performance in front of their colleagues.

The employees have defined 35 hours as a full working week for themselves. This allows them employing more people, but also full flexibility in their organisation of working hours and conciliation. Except certain Wednesday that are kept for meetings, employees chose whenever they prefer to work. In 2018, 16% of the team was working from home. Almost the entire office switched to mobile office with the pandemic.

Today, 70% of employees, including males, work part-time with an average of 27 hours per week.

Concept Addressed

The main concept addressed by this case is an original human resources management, organised by employees themselves as owner of the company. It pushes the flexibility of working condition to an extreme, while making sure that this process is done in a transparent and public way.

Relevance

Added value of the action

This action reflects a system created by employees themselves while taking control on their management processes. It adds important value in terms of Human resources management, as it offers:

- Flexibility to employees' schedules and promotion of part-time work for higher degree of conciliation with family life
- Higher transparency on salaries
- Salaries based on performance
- Higher participation in the decision-making processes
- Higher employees' satisfaction and motivation



This action could also be related to SDG 5 and SDG 8. Decent job creation; Fair and equal salary policies; Continuous training; Safe work environment.

Challenges to be able to apply and / or improve this type of circular action

- This practice requires important efforts for the implementation in terms of organisation of the work and coordination, as employees have total flexibility in their weekly working hours, without core hours. In the case of Bio Verlag, for coordination in the teams, an attempt is made to meet all needs through constant exchange. Eight Wednesday dates a year are set for regular overall meetings, which are attended by many employees. Weekly divisional meetings and all other meetings involving more than one person should also be held on Wednesdays as well.
- Another challenge is the change of mindset required. It can be unusual, at first to get used to talk so openly about incomes, asking to raise or lower the pay level on oneself according to performance, etc. in front of other members of the company.

Eventually accreditation

This case is taken out from the official list of best practices of the Economy of the Common Good community, as part of the category C2 – self-determined working arrangements.

Tips to implement

- Have consideration of the individual situations of the employees and adjust working time to those situations
- Be flexible in every aspect of the management
- Be strong in coordination, using virtual tools will definitively be an asset for distance and differed collaboration
- Eliminate the taboos: this can only be done in the case of having a clear and fair policy salary, that is equal to all members participating in the company.

Bibliography

<https://www.ecogood.org/good-practices/>

