



A Workplace Innovation Webinar

Leveraging Ownership

How employee ownership, co-operative models and workplace innovation enhance productivity and employee engagement



co+operative
development
scotland



A webinar created and facilitated for Scottish Enterprise by **Workplace Innovation Europe CLG**

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EUROPE



YOUR SPEAKERS



Peter



Rosemary



Ed



Juan



Jon

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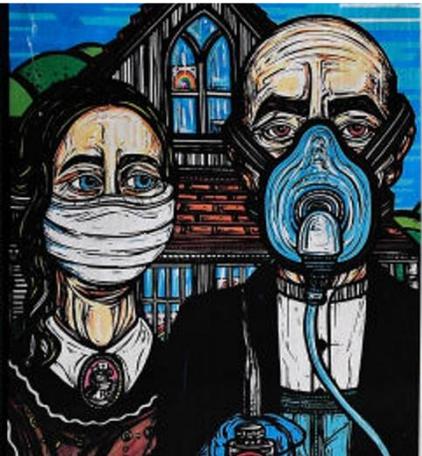


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Invitation to a survey on the business impact of COVID-19





Don't miss our next Webinar . . .

Mental Health and Wellbeing in the Workplace

23rd March 2021: 13.30 – 15.30



Stephen Bevan
IES



Peter van der Reijden
Experius



Frank Pot
Radboud University



Nick Price
Bright Purple



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Can we help?

Send us a private chat message on GoTo before the end of the webinar

Or email:

Co-operative Development Scotland: angela.wardrope@scotent.co.uk

Scottish Enterprise: Hazel.Black@scotent.co.uk

Workplace Innovation Europe: peter.totterdill@workplaceinnovation.eu



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Employee Ownership

“The employee owned sector is growing. More than 50% of its UK growth has happened since 2017.”

Employee Ownership Association www.employeeownership.co.uk





Employee Ownership

17% growth in employee ownership in Scotland since 2017

(Employee Ownership Association)

573 co-operatives in Scotland with £2.4bn turnover in 2017

(Co-operatives UK)



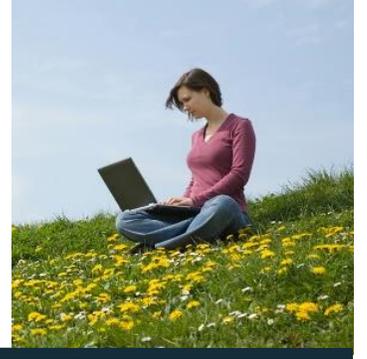
Why Employee Ownership & Co-operative Business Models?

Stronger long-term focus

Invest more in human capital

Emphasis on internally-driven growth

(Cass Business School, 2012)



Why Employee Ownership & Co-operative Business Models?

Enhanced employee wellbeing

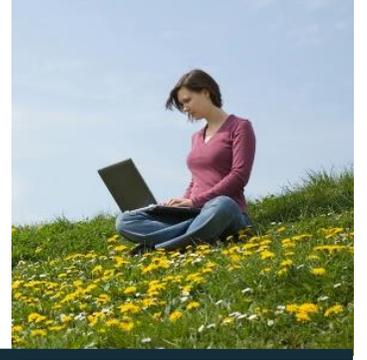
Reduction in employee absences & turnover

Faster employment growth and better job security

Improved productivity

Outperform others in competitiveness & profitability

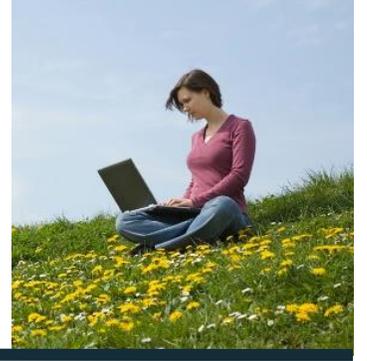
(findings from several European studies)



How does it work?

Direct impact:

Employee ownership as a powerful motivator and source of engagement.



How does it work?

Employee ownership stimulates better leadership:

- openness and inclusion
- greater sharing of knowledge and information
- employee voice in strategic decision-making

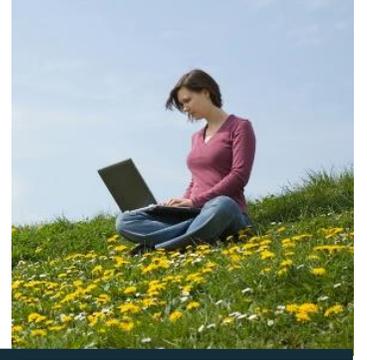


How does it work?

Employee ownership stimulates workplace innovation:

“Introducing workplace practices that enable all employees to use and develop their skills, knowledge, experience and creativity to the full, leading to enhanced performance and quality of working life.”

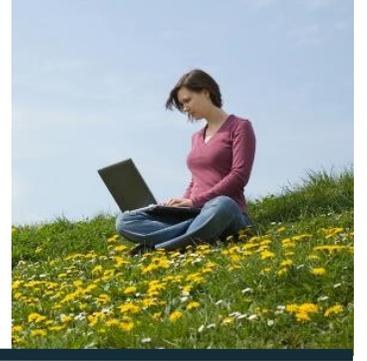
(Totterdill, Dhondt & Milsome, 2002)



How does it work?

Employee ownership stimulates workplace innovation:

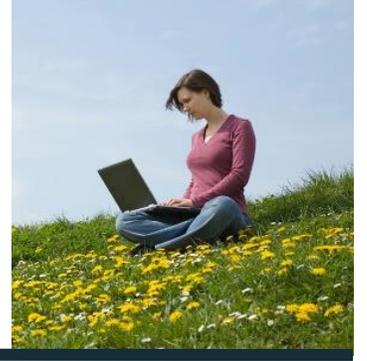
- delegation of decision making
- more scope for individual initiative
- encourages employee-driven innovation



What is employee ownership?

Pathways to employee ownership include . . .

- Succession
- Growth and expansion
- Closure threat
- Start ups & spin-outs



What is employee ownership?

- Direct employee ownership
- Indirect employee ownership
- Combined direct & indirect ownership
- Co-operatives

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Skills
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An introduction to Gripple



Joining, tensioning & suspension solutions

building services
civil construction
agriculture

850

People across
17 global locations

£81m

Turnover in 2020

£100m

By 2022

UK Manufacturing

6

factories in Sheffield

A global business

85%
export

80+
countries

Focus on:

Problem solving innovation

Patentable solutions

Sustainable growth

People development

Our employee ownership model



- 100% employee owned
- Direct ownership model
- Employees buy min. £1,000 shares after 1 year in the business

What our EO model gives us:

- Drives performance
- Engagement, challenge and responsibility
- Focus on values
- Futureproofing and longevity
- Attendance and retention
- People development
- Control of supply chain; assurance of quality

GROWTH LED INNOVATION DRIVEN EMPLOYEE COMPANY

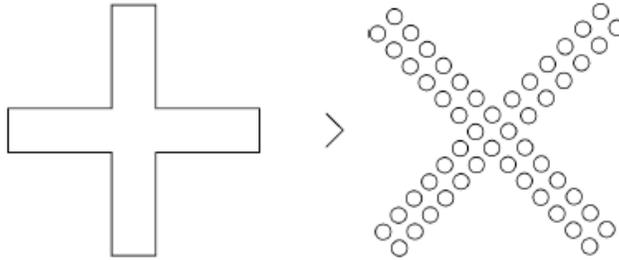


- Largest shareholder
- Shares gifted by founder (3 million)
- GLIDE group made up of 4 businesses – Gripple, Loadhog, GoTools, Laser Scanning

Elected board of 40 global reps responsible for:

- Harnessing culture
- Holding member businesses to account
- As custodians, investing dividend income on gifted shares (sports, social & welfare activity)
- Facilitating the buy & sell of shares to members
- Futureproofing the business and preventing any future sale

MONDRAGON	 HUMANITY AT WORK	Finance Industry Retail Knowledge
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ADDING TO MULTIPLY



INTERNATIONAL PRESENCE

SALES IN
150
COUNTRIES

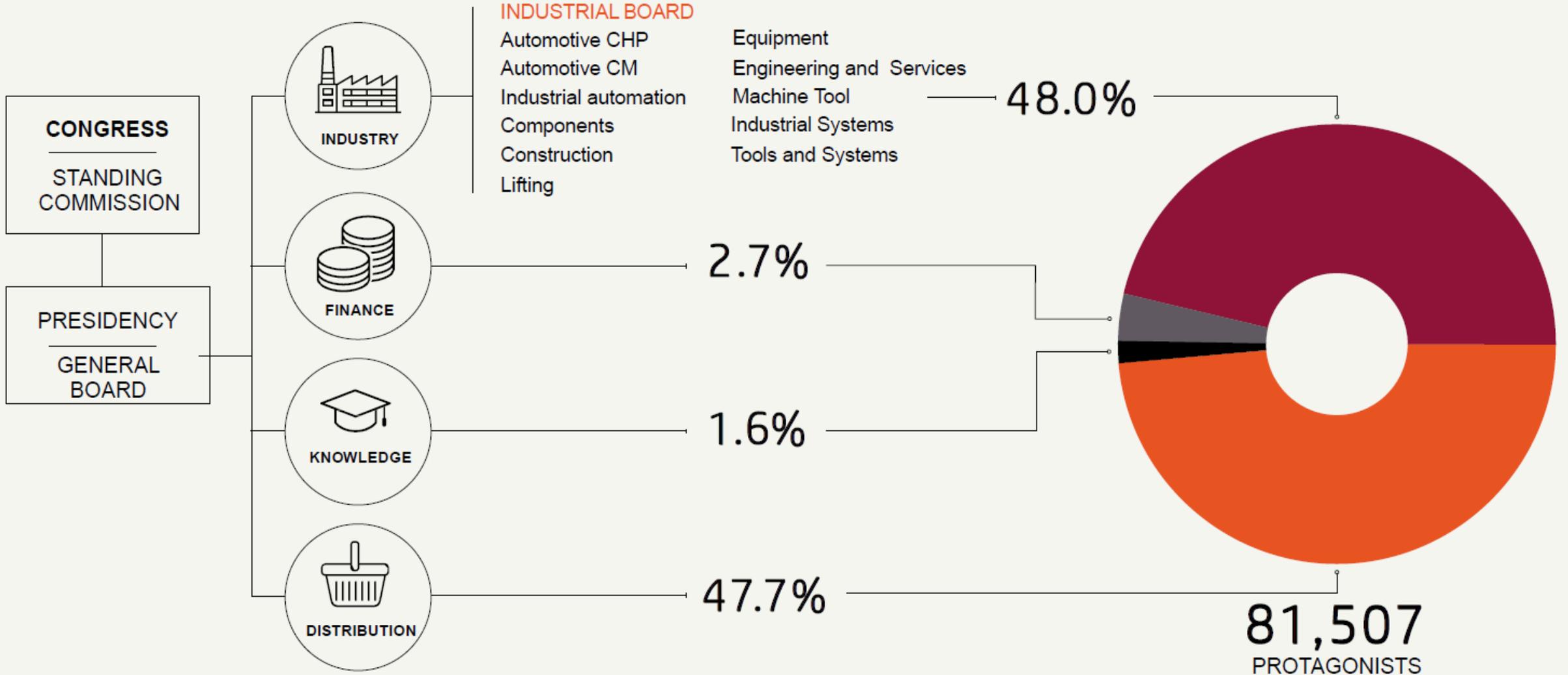
141
PRODUCTIVE
SETTINGS

14.455
PERSONS

70%
INTERNATIONAL
SALES



DISTRIBUTION OF EMPLOYMENT



AND PEOPLE

A project created by and for people in line with fairness, self-imposed standards and co-responsibility.



LORTEK

MEMBER OF BASQUE RESEARCH
& TECHNOLOGY ALLIANCE

Soldadura robotizada 3D

Soldadura por fricción focaliva

Plasma

Generación artificial

RSW

Monitorización

Inspección digital no destructiva

Soldadura láser

Fabricación aditiva

Soldadura por fricción

Robotica y automatización

Big data industrial

Digitalización

ESW

Cálculo estructural

Tecnologías de unión

Diseño estructural de fibras



We **generate knowledge** in processes for transfer to the industrial fabric

LORTEK S.COOP is a private Technological centre certified as an agent of the Basque Network for Science, Technology and Innovation (RVCTI), a member of the Basque Research & Technology Alliance (BRTA) and a cooperative forming part of the Mondragon Corporation, which generates knowhow of excellence in manufacturing and digitalization to transfer to industry, thus improving its competitiveness and sustainability.

Our fields of specialisation are:

- Joining technologies
- Metal additive manufacturing
- Non-destructive inspection and testing (NDT)
- Smart manufacture and Industry 4.0

Track Record

- 2019 ● Member of BRTA Demonstrators 4.0
- 2018 ● Thermographic Inspection Laboratory
- 2017 ● New installation **Additive Machine**
- 2015 ● **LORTEK S.COOP.** Mondragon Corporation
- 2012 ● **New Headquarters** LORTEK
- 2010 ● Member of the **IK4 Alliance**
- 2009 ● Basque Network for Science and Technology **RVCTI**
- 2007 ● **First additive installations** for regional metals
- 2005 ● CIT **Technological Research Centre**
- 2004 ● First FSW installations **in Spain**
- 2002 ● Start of activities **LORTEK**





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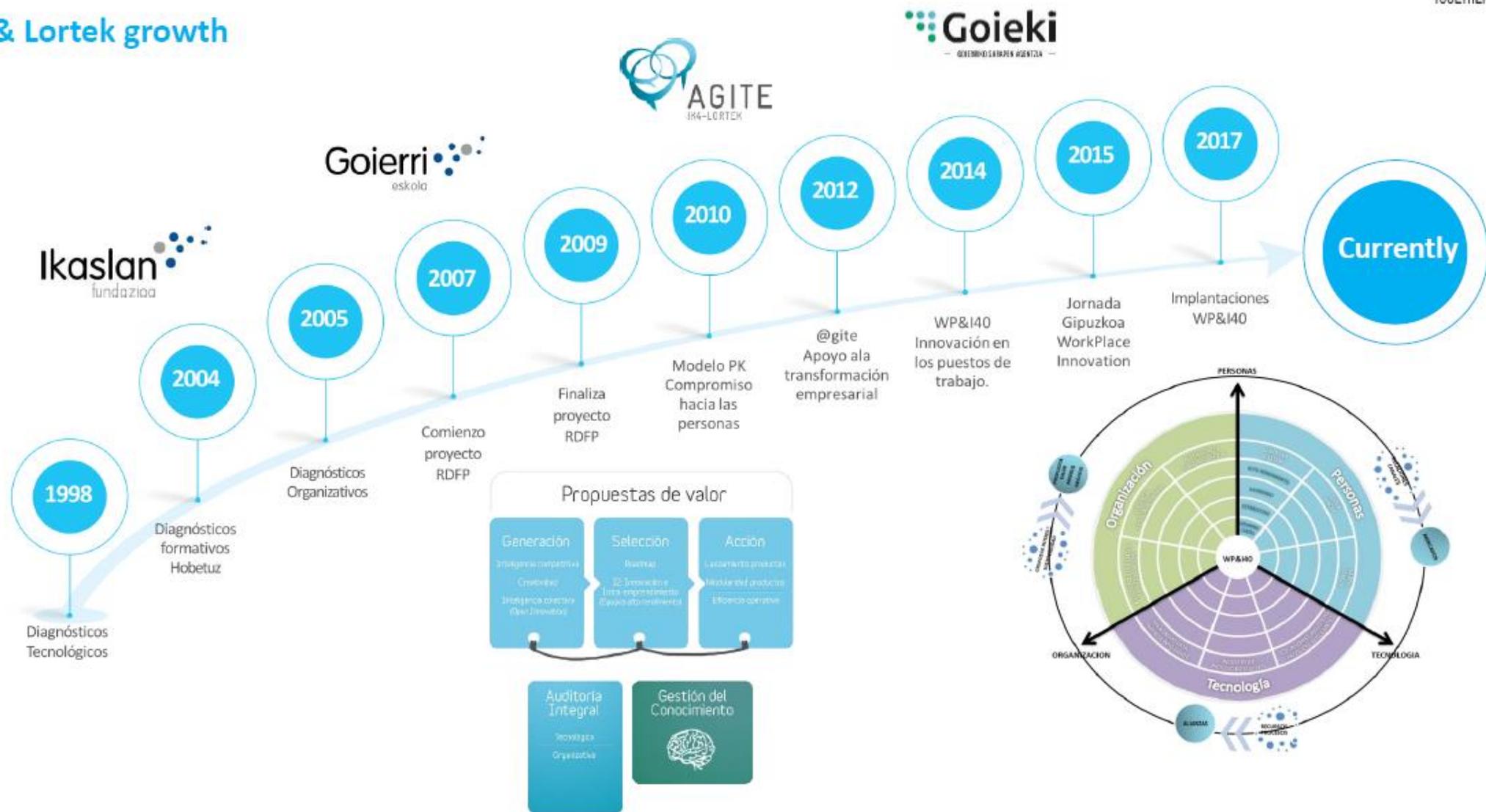
TRANSFERENCE

Working for today's transformation

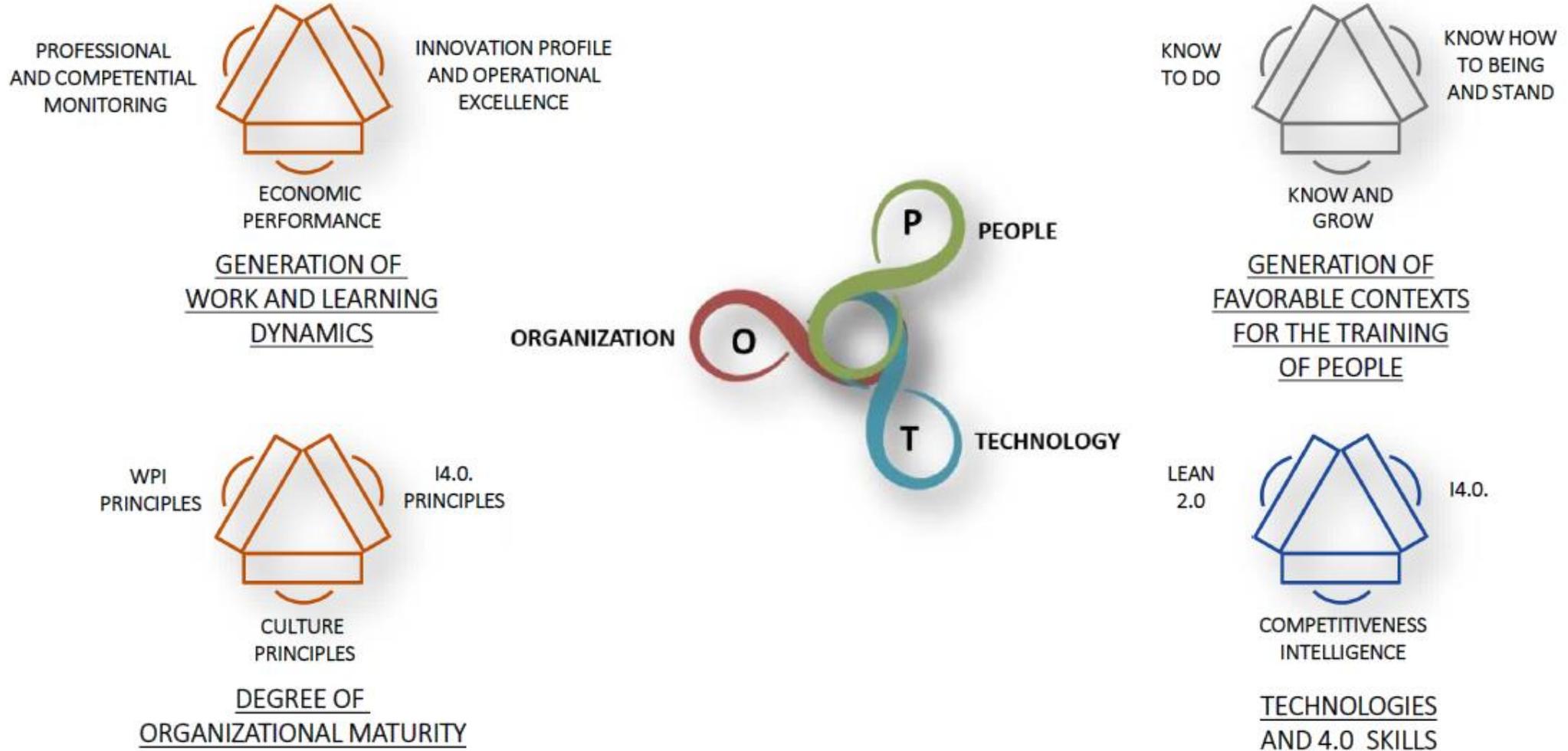
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Consultancy TRANSFERENCE

Goikerri & Lortek growth



WP&I40 MODEL



Consultancy

TRANSFERENCE

WP&I40 MODEL

TOP Strategy – Growth levers

Technology

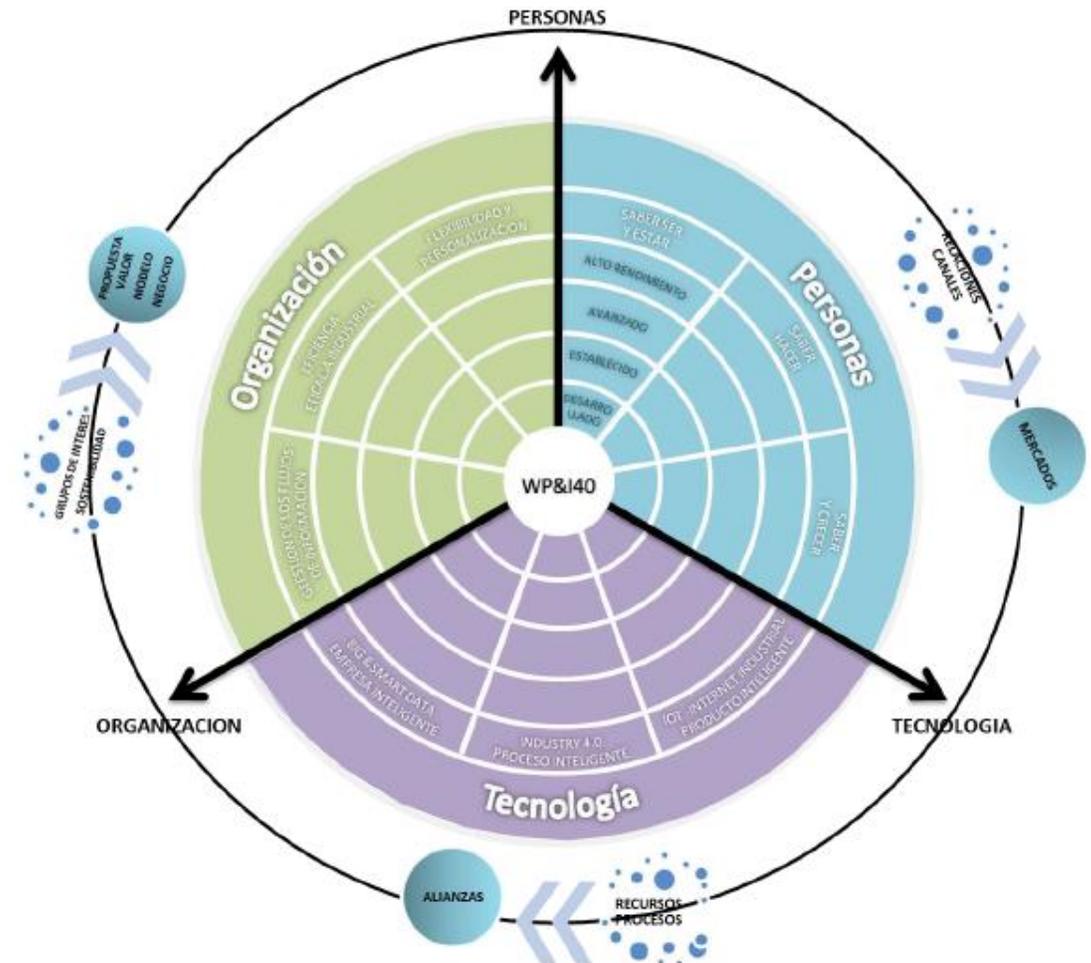
- Smart process
- Smart product
- Smart enterprise

Organization

- Information management
- Effectiveness / Industrial Efficiency
- Flexibility and Customization

People

- Know how to being and stand
- Know to do
- Know and Grow



Consultancy

TRANSFERENCE

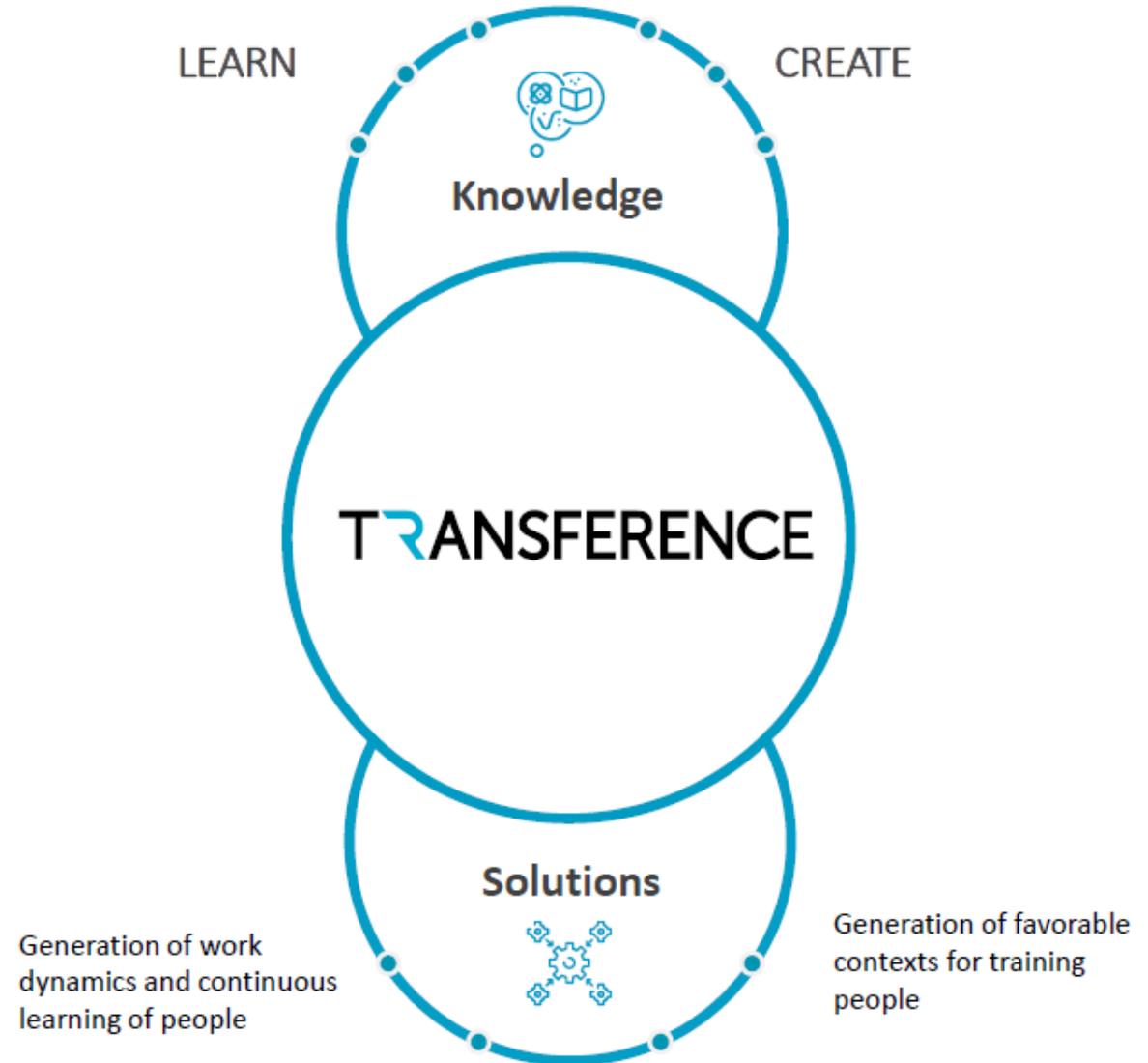
Modernize the present and build the future

Technology and organization at the service of people

An **agile learning company** will not be able to achieve the desired agility if it simply introduces digital technologies without also addressing its corporate culture. Decided how you want to do things in the future and what skills your employees will require, you will identify and introduce the technologies necessary to support the desired way of working, answering **two key questions**:

First, to what extent are **employees willing to continually review and adapt their own behavior** in response to a changing environment?

Second, to what extent do **employees think their actions should be guided by fact-based knowledge**?





Goierri Innovation Pole

It offers the opportunity to join a network of competitive talent at the highest level, together with universities, technology centers and leading companies in the market .

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& TECHNOLOGY ALLIANCE



m
Mondragon
Unibertsitatea
Formación para
Profesionales

Goierri
eskola

Goieki
GOIERRIKO GARAPEN AGENTZIA

++

Ikaslan
fundazioa

GOIMEN

LORTEK

Goitur
IKASBERRIko GARAPEN AGENTZIA



How did we do?



Peter



Rosemary



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Last words . . .



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