



## Fugro Enhances Talent Management, Centralizing Control to Drive Diversity

Using Workday, Fugro consolidated disparate HR, recruitment, and training systems, gaining employee-centric data to recruit and train staff.

### Challenges

Historically, Fugro was decentralized, with 200 separately run companies. None of the companies had a solution for HR, recruitment, or training in place, and they all used spreadsheets to record employee data. This data was often out of date, leaving the companies dependent on the payroll system for a true record of employee information.

As part of a digital strategy, Fugro wanted to transform HR, centralizing control under a single solution that would help recruit and retain staff more effectively.



With Workday, we finally have the technology to look at our people’s capabilities in combination with their ambitions and development paths. Workday has transformed the way we manage our talent.

**Erwin Hoogeveen**  
Chief Human Resources Officer

### Why Workday

#### User-Centric, Real Time, and Innovative

With Workday, Fugro gained a worldwide system that’s centrally managed and easily maintained. We aligned with its digitization strategy to automate business processes and allow employees to complete key tasks on the go. The company also gained real-time visibility into its global workforce, and HR now has access to analytics on various processes, as well as a tool to model the organizational structure.

The flexibility of Workday means HR can engage with employees across multiple devices while staff work in the office or on the move. Erwin Hoogeveen, chief human resources officer at Fugro, says, “Workday is the best solution for Fugro. We want the latest technology that can adapt to future needs. Workday provides an excellent user experience, which our people enjoy. And most importantly, it actually works!”



### Overview

- The world’s leading geo-data specialist collects and analyzes information about the earth and the structures built on it
- Fugro is headquartered in Leidschendam, the Netherlands, with 11,000 employees across 60 countries
- Fugro made revenues of €1.65 billion in 2018, with 10.2% reported growth

### Benefits

Using Workday, Fugro has the insight to retain its highly skilled workforce while delivering goals such as workplace diversity. And having a Workday app addresses the need for mobility and the expectation from the workforce for user-centric IT. What’s more, better data governance helps Fugro with GDPR compliance.

- Improved retention of key personnel
- Real-time insight on skills gaps and workplace diversity
- Consistency in HR practices worldwide
- Flexible access that supports mobile working
- Reliable source of truth on people metrics, such as head count, time to hire, and turnover

## Results

### Transforming Talent Management

Many of Fugro's employees are highly skilled engineers that the company needs to retain for continued success. Using the data in Workday, Fugro can identify employees' talents and plan their career paths to keep them engaged with their work and the company.

Managers can pull reports on their teams to see how employees are developing. By using Workday Extend, Fugro created an advanced CV generator to allow managers to dynamically create CV documents for members of its teams. By pulling data from worker profiles, the app enables the business to rapidly respond to client demands globally based on availability of competent project resources. Compensation data is fully loaded in the system, which allows managers to identify if personnel are being paid at the market rate—helping retention—and any skill shortages that may need supplementing.

In addition, Workday Learning empowers employees to share their skills and ambitions, and learn what training they need to take to achieve their goals. “We have moved our Fugro Academy toward Workday Learning, bringing the availability of training to everybody,” says Hoogeveen.

### Superior Data Governance

The company has better control over access to HR data, which now comes in a standardized format. The old spreadsheet-based system made access management difficult, and data format issues were a constant headache. With Workday, data governance is clear, and formats are standardized. Hoogeveen adds, “The configuration in Workday is state of the art. You can easily lock down who gains access to what data.”

### Fantastic User Experience

Fugro employees can access Workday through desktop, tablet, and smartphone. Says Hoogeveen, “Workday is the coolest technology that's happened to Fugro. It's not only me saying this, but more importantly, our employees.”

The convenience of the Workday app has made a tangible difference to the lives of the HR team. Hoogeveen adds, “Now, for example, when I'm in board meetings or traveling, and I receive a request for the latest information on an employee, I can access it straightaway through the Workday app. In the past, I had to contact the HR information system manager, and it could take two weeks to get the data. Another important benefit is that our managers can do the same, saving themselves and their teams a lot of time.”

### Workday Applications

- Human Capital Management
- Recruiting
- Learning
- Expenses
- Extend

## Driving Diversity

Fugro's diversity and inclusion roadmap is designed to support its aspiration to build a diverse talent pipeline, and create a culture of fairness and inclusion. And the company particularly wanted to look at succession planning for women in its workforce.

Through Workday, Fugro now has precise data on the number of women across the business. It knows the number of women holding leadership positions, figures to ensure equal pay for women, and details on which managers have completed unconscious bias workshops. "We can finally drive real change," says Hoogeveen.

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Workplace diversity is something we're working on. But you can't fix it if you don't have the data. Using Workday, we can measure diversity against our goals and stay on track.

**Erwin Hoogeveen**  
Chief Human Resources Officer



+1-925-951-9000 +1-877-WORKDAY (+1-877-967-5329) Fax: +1-925-951-9001 [workday.com](http://workday.com)

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