

# Internal mobilisation



## THE CHALLENGES

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### IN THE WORLD

Over the last few years, employees have increasingly been looking for meaning in their work, and have growing expectations in terms of their commitment to their company. The “Great Resignation” that followed COVID 19 in the United States resulted in almost 50 million departures in 2021.<sup>1</sup>

In France, 31% of employees left their previous job because they could no longer find meaning in what they were doing.<sup>2</sup>

Given this situation, CSR is a strong asset for retaining employees: a study shows that their involvement in corporate commitment programmes reduces turnover among recent employees (<2.5 years) by **52%**.

CSR is also a criterion of choice for recruitment, particularly among Generation Z. In fact, 80% of young people aged between 18 and 27 think that a company’s values are an important criterion for being attractive on the job market. Similarly, more

than 2/3 of them believe that a company’s actions on climate change help to make it more attractive.<sup>3</sup>

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### FOR THE OPTICAL SECTOR

Many in-store optical professionals decide to retrain, often after 10 to 20 years’ experience. Despite the versatility of the profession, this is often enough time to cover all its facets. The reasons for these changes of career are varied and often multiple, such as the disagreement between the job in question and one’s personal values (45%).<sup>4</sup> The industry is losing so much know-how that it has to re-train.

**Against this backdrop of mistrust among employees, who have increasingly high expectations of the company’s commitment, it is key to mobilise employees and new arrivals on the meaning they can find in the company. In this case, your CSR commitment, even if it is in its infancy, is an excellent way of mobilising your employees.**

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<sup>1</sup> Source: CNN

<sup>2</sup> Source: McKinsey study

<sup>3</sup> Source: scale from JobTeaser/Kantar, 2023

<sup>4</sup> Source: [SilverEco](#)

# WHAT DOES THE LAW SAY?

Internal mobilisation within companies, as well as CSR training for employees, is a voluntary process. As a result, there is no regulatory framework for this subject.

## WHERE TO START?

### RAISE AWARENESS & PROVIDE INFORMATION

Raising employee awareness and informing them of the company's commitment:

- Thanks to training and explanations: CSR is still a little-known and, above all, unclear concept.
- Accept that not everyone is at the same stage of commitment.
- Set up in-house ambassadors who are the best people to ensure that employees' views are heard
- Motivate employees financially, or give them a CSR budget.

### REASSURE

Provide reassurance about the sincerity of the company's commitment:

- Ensure and demonstrate the full commitment of management.
- Play the long game: avoid making announcements without backing them up with action. Repeat messages and communicate regularly on the progress of ongoing objectives.
- Be consistent by showing what the company does before asking employees to do it.

## THEY DID IT

ACTIONS RESULTING FROM APPLICATIONS FOR THE SILMO 2023 CSR PRIZE

### RAISE AWARENESS & PROVIDE INFORMATION

- Awareness-raising was carried out with all of the Management Committee and Operational Committee, as well as 76% of OPAL's workforce (in 2023). New arrivals are systematically briefed – OPAL DEMETZ

- Be transparent about areas for improvement.

### SUPPORT

Support with simple, accessible tools, both at the outset and over the long term:

- Provide guidelines for action in both professional and personal life.
- Use simple but not simplistic language.
- Provide digests, videos, quizzes... content that makes you want to consume it.

### VALUE

Value personal initiative and desires:

- Pass on initiatives and listen to suggestions from the field.
- Practise storytelling about CSR actions in the field (internal influencers).
- Use CSR as a collaborative tool between employees from different departments.
- Recognise the workload associated with CSR
- Highlight the estimated benefits in relation to the time and effort invested

Value results, small and large victories:

- Avoid anxiety-provoking communications and favour a playful, aesthetic approach.
- Set up *incentives*, present initiatives to external stakeholders, offer outings, etc.
- Regularly report on the results achieved in relation to the objectives set.

- Report shared with all employees following meetings of the CSR project team (14 people, on a voluntary basis) – GROUPE ALL ALLIANCE OPTIQUE REV
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## REASSURE

- Employee satisfaction survey on CSR actions – OPAL DEMETZ
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## SUPPORT

- Eco-design training for product teams – BOLLÉ BRANDS
  - Network of CSR ambassadors (15 people in the company) with a budget of €1,000 per year to set up CSR awareness-raising initiatives for employees – BOLLÉ BRANDS
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## VALUE

- Ideas box set up (and studied by the CSR team) – GROUPE ALL ALLIANCE OPTIQUE REV