



Adaptive

GLOBALIZATION

Best
Employer in
Localization Awards
2022



bela
Best Employers in
Localization Awards

Run by Adaptive Globalization



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Welcome to the third annual Best Employers in Localization Awards (BELA), brought to you by Adaptive Globalization. BELA recognizes and celebrates organizations committed to making the Language Service Industry an inspiring, exciting and attractive place to work.

I'm in the luxury position of seeing all applications. Not only did this year see a record number of applications, showing the increasing number of companies prioritizing the engagement and well-being of their employees, but it is also clear that the amount of time, money and initiatives companies are investing into their employees has grown more aggressively than any previous year. The understanding that to be competitive you must prioritize and optimize your employee experience has never been so obvious.

There is such an array of progressive, exciting employers in this industry that any individual can find a suitable home; the variety of businesses with different cultures, specialisms and ambitions is endless. Qualified candidates and graduates have never had so many options.

The Globalization industry has always fascinated me from an employee perspective as there is just such a range of personalities, all working together in relatively small organizations; yet it works so well. Which other industry facilitates linguists and academics to highly commercial sales professionals,

technology experts and international marketers.

It's an amazing industry to be part of, with such a unique personality and ability to evolve and adapt; all of those within it should be proud of where it is today.

With such innovative and attractive employers globally, we see that whilst the industry is retaining excellent talent it's also increasingly attracting candidates from other sectors, which ultimately accelerates the evolution of translation and localization and allows the world to communicate and interact better than ever before.

These awards are here to celebrate excellent employers, to encourage the sharing of ideas and hopefully to provide motivation to keep this industry as such an appealing place to be for all of those who are lucky enough to work within it.



Yours Sincerely

DAVID JAMES
CEO

Adaptive Business Group.
Investing in People.

OVERVIEW OF JUDGES

Roberto Sastre is currently working at Translated as Enterprise Account Manager helping global companies understand and be understood.

Roberto is based in Dublin, and has more than 24 years' experience in the localisation industry, having held a number of different sales and management roles in Lilt, Lionbridge, Berlitz, and Softrans.



Raisa McNab steers the UK's Association of Translation Companies, the leading voice for over 200 language service companies providing translation, interpreting and other language services.

As the ATC's CEO, Raisa spans the boundaries between the language services industry, academia and the public sector, promoting collaboration and best practice. She is also the ATC's Lead on Standards, driving adoption and certification to ISO standards.

Raisa's experience as a language services production, quality and development manager have given her a deep insight into the language services industry and the challenges it faces in a changing global landscape. Raisa holds an MA in Translation & Interpreting from her native Finland.



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The Adaptive judges have over 20 years of experience in the Language Services and Technology space, working with over 500 companies. With experience advising on the various offerings available in the market, they are experts in advising translation and localisation companies on the best practice to achieve staff retention and happiness. Simultaneously working closely with thousands of candidates to discuss their next career move, what their key drivers are and what they look for in the market when moving to a new company. Their experience is global, working out of our UK, US, Singapore and German offices to advise their clients on how to attract and retain the top talent in their market.

Alex Ross-Scott

Language Service
Director – EMEA



Andrew Jones

Global Language
Service Director and
M&A



Michele Cerioni

Partner - Europe





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Under \$10m category

BEST LANGUAGE SERVICES PROVIDER FOR EMPLOYEE WELL-BEING

Montero Language Services

Ever since Montero Language Services was set up in 2003, the well-being of our employees has been the cornerstone of any company decision. At Montero, we consider work wellness to be the way responsibilities, job prospects, stress levels and work environment affect three key areas of our employees' health: physical, mental and social. We know that our staff dedicate a large portion of their time to achieving the company mission.

We want this dedication to be recognised and have a positive impact on their lives. This is something that is easy to achieve, so long as the company does not lose sight of what really matters: ensuring healthy and fulfilling work environment and conditions both economically and at a personal level.

We identified three strategies that have helped us to continuously strengthen and improve our well-being policy.

1. KNOWLEDGE IS KEY:

We wanted to know what is important to each and every one of our employees so we implemented surveys and even personal interviews. Well-being means something different to everyone and this is especially the case in companies like Montero where the team is very diverse with people at different stages in their life, with different pasts and plans for the future. The variety in their answers has broadened our outlook as we were able to identify what well-being means to the team and develop incentives, policies and good working conditions for all. But we can't forget that things change. The 2020 pandemic brought this into perspective and many of our employees have a clearer idea, or even a different idea, of what is essential for their well-being. As a result, we have increased the frequency with which we send out psychosocial surveys, allowing us to closely monitor how each employee is feeling and their current situation.





Fernando de Castro (left), CEO at Montero.



2. Directly involving team leaders and management:

This has been our most successful step in influencing the well-being of employees. The managers have a direct and important impact on the well-being of the people they work with. We understand that part of their job is to encourage and promote work attitudes and environments that avoid anxiety, burnout and lack of motivation. They must know their team and whether they are really at ease and happy. It is something that is not always easy to know, identify or even talk about. This is why we have trained our heads of department and support them in their efforts to maximise the health and happiness of employees, allowing them to reach their full professional potential, be productive, build positive work relationships, manage stress effectively and meaningfully contribute to the company's growth.

3. Identifying and involving colleagues who are passionate about implementing our concept of well-being:

They are the driving force. They share their vision, promote improvement, and strengthen the physical and mental well-being of employees as a strategic business principle. We recognise that their contribution is essential to the current well-being of our employees. They have spearheaded the implementation of the following

- Adapting work to the specific circumstances of each member of staff.
- Flexible working hours.
- Promoting cultural and recreational activities for employees and their families.
- Free private health insurance for all employees, with the option to include family members for a reduced rate.
- Physiotherapy service.
- Code of ethics to ensure the dignity of workers and non-discrimination.
- Implementation of an Equality Plan.
- Defined and published conflict resolution plan.
- Psychosocial assessment of employees.
- Protocol for handling complaints and internal improvement suggestions.
- Implementation of Healthy Living Plan with regular articles about healthy eating and physical exercise.
- Seasonal fruit service at the company offices.
- Online Pilates classes (tailored to experience levels) since the start of the pandemic.
- Day off for employees on their birthday.
- Coffee available to staff in the lunch room.

Thinking ahead to our future policies, there's only one thing we can say for sure: it's our employees who inspire us and they will set the roadmap we will follow.



www.stptrans.com

BEST LANGUAGE SERVICE PROVIDER FOR EMPLOYEE RETENTION

Sandberg is a privately owned, ISO 17100 and 18587-certified localisation company that specialises in Nordic and into-English translation at scale. Headquartered in southern England, we have staff in five European countries and offices in the North of England, Sweden and Bulgaria. The regional offices are maintained in order to support staff who prefer not to work from home, and they are part of our investment in an in-house linguistic production model.

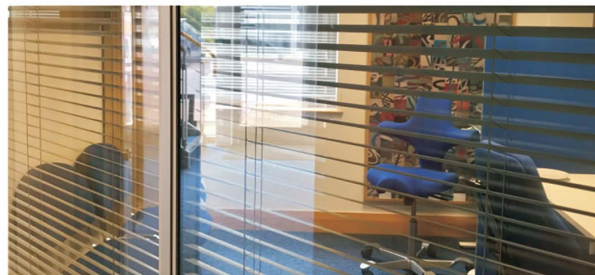
Our aim is for Sandberg to continue to be a great LSP employer and to provide CPD for our staff for many years to come. We have a skill-based, transparent role structure and career paths for all our production roles. We offer flexible working arrangements – not just regarding home working but also facilitating employee-initiated transfers between the countries we have staff in. In the first lockdowns of spring 2020, many of our staff were faced with the immediate burden of full-time

work and full-time parenting and home-schooling duties. To support them in these conflicting obligations, we enabled staff to spend a degree of their working day looking after their children's needs, without deducting this time from their paid working hours. This relieved stress levels for many who were under serious pressure, and in return, our staff went above and beyond to find a suitable personal arrangement that enabled them to balance work and home life.



Anu Carnegie-Brown, Managing
Director at Sandberg

The average length of service in Sandberg's in-house translation teams is 7.7 years. We have nine translators who have been with us for more than 10 years, and one who just reached 25 years' service. The average longevity across all production teams is over 5 years.



Sandberg works with universities across the UK and Europe to increase collaboration between language service companies and the academia that educates graduates for our sector. This includes initiatives both at the European Language Industry Association (ELIA) and at the Globalization and Localization Association (GALA). Our highly rated internship programme offers language students a 3–6 month period of paid employment in an active role in our production team, giving them a comprehensive training programme, induction to the industry, close supervision, feedback and mentoring. Including the interns, we welcomed over 30 new colleagues to our team in 2021.

With a maturing workforce, we are constantly seeking ways to diversify everyone's career opportunities. We have created new roles in Client Services, Account Management, Leadership, Management and Marketing teams to suit the talented colleagues we are keen to retain. We constantly seek to optimize their skills either within their current role or with new roles. At the end of their 6-month probationary meeting with the CEO, everyone is asked seven questions, and the last one is "Do you have other skills and talent that we are not tapping into in your current role?" This is the earliest opportunity everyone has to indicate an interest and potential value in a different role in the future.





BEST FOR TRAINING AND PERSONAL DEVELOPMENT

Overview

Locaria is a pioneering multilingual content provider, maximising the effectiveness of global content for brands with international ambition. We combine technical and language expertise with content creation by harnessing data from all stages of the customer journey including awareness, consideration and engagement. We do this in any language combination, across more than 90 markets. Our global Performance Linguistics® clients consist of the world's top brands across luxury, retail, travel, hospitality, finance and tech.

Locaria is proud to be part of the Stagwell Media Network which includes 2,500 data, tech and creative experts across 20+ offices and 15 countries.

WINNING THE AWARD

In addition to being strongly differentiated in the language services we provide, Locaria is an exceptional place to work. We believe strongly in providing our team with a working environment and benefits that not only makes us a very attractive employer, but also one which fosters growth and development for individuals as much as the business. Our core value of "Always Teaching, Always Learning" embodies this and is a crucial ethos by which we ensure that we continually develop our services, technology, client offerings and people.

Locaria fully understands and embraces that we have a cohort of diverse and geographically dispersed colleagues and work tirelessly to ensure that we provide a culture that allows for participation and opportunity,

regardless of role, location or specialism. With this in mind, we have a comprehensive remuneration and benefits programme in place which considers the kaleidoscope that is our team.

In addition to perks such as free food, health and fitness classes, wellbeing and social responsibility sessions, employee assistance and insurance, we have worked closely with the team to design flexible working arrangements which uniquely allows our team members to work in a hybrid model combining office, home and remote locations. We feel strongly that remote working is key to connecting with language and culture and recently introduced the option to work a total of six weeks per year remotely.

Within our daily work, we have introduced “library time” for uninterrupted focus and “rest & recharge” for extended lunchtime. Both serve our team members by balancing the demands of an “always-on” digital world, with time to reflect and recalibrate.

Our team receive comprehensive induction and ongoing training in their field of specialism and personal development. We have an annual Learning and Development calendar that we continually update and improve. This is kept on a digital board and all staff have access to this via their desktops. One of our key values is 'always learning, always teaching' which encourages a learning culture across the organisation where employees can share their knowledge and experience. Over 10 new sessions have already been created internally this year to add to the L&D plan, covering key elements such as profitability training, inclusive leadership, inspiring your team, providing SMART feedback and how to improve upselling.

This quarter we have also organised an external 12-week Client Management Development programme with a specialist trainer to upskill the team in areas such as negotiation skills, strategic thinking, and presenting ideas to clients. We have also planned a Management Training course to help managers develop their management skills in areas such as delegation, giving effective feedback and handling difficult conversations.

We also have video training available on our L&D board from previous Locaria Academies that is available to view anytime, covering topics such as Excel skills, Powerpoint and specific channel training e.g. Google Ads and Datasets.

As part of the L&D board, employees can also upload webinars, book recommendations or articles etc. that they have found helpful and would like to share with their colleagues.

Catherine Norman, Director of Operations, comments “We are delighted to receive a BELA for training and development. Our core company values include “Always Teaching, Always Learning” and “We Grow Together” and that ethos is ingrained in our business and colleagues. With our deep specialisation in fast-evolving multimedia localisation, learning and sharing knowledge is core to our business’s ongoing success and growth, as well as our employees.”



BEST LANGUAGE SERVICE PROVIDER FOR CAREER PROGRESSION

Personal Development Is A Journey, Not A Destination

Lifelong learning is continuous, and our mission at Attached is to guide and contribute to the personal and professional development journey of all our talent. To have been recognized by Adaptive with this great BELA Award for Best Language Service Provider for Career Progression is a true honour.

Attached's own development journey

The localization industry is changing rapidly and that means there are constantly new areas to discover. It is important to us to foster curiosity for this new knowledge in our staff.

To this end, Attached went on its own journey to create a 'career model' that makes our talents' paths more concrete. This model outlines a framework of the different career trajectories within Attached, which includes specialized directions, such as localization project management, content strategy and localization engineering. Now, everyone on our team has the means for career advancement and development opportunities in a range of areas that fit each person's interests and talents.

Attached language
intelligence
THE HAGUE · TORONTO

Thijs Senten (left), Language Technology Manager,
Matthijs Kooijman (middle), Commercial Director
and Eveline Van Sandick (right), CEO & Founder
at Attached Language Intelligence

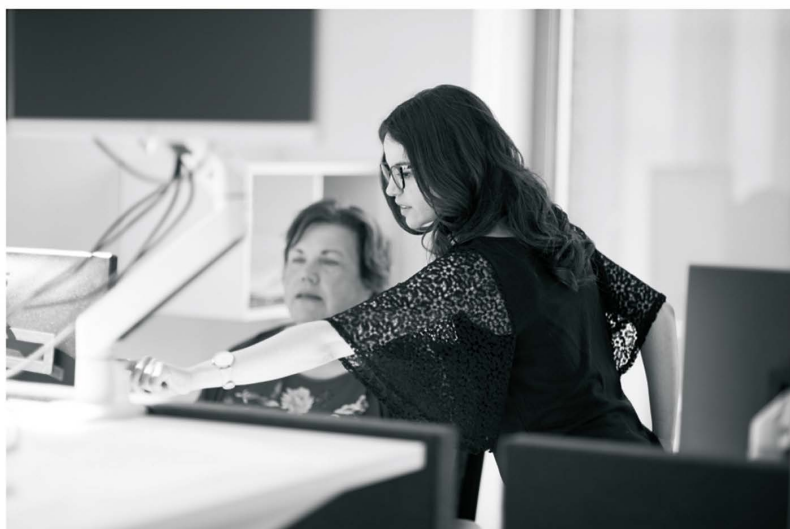


**CAREER MODEL +
ATTACHED ACADEMY = GROWTH**

Our career model goes hand-in-hand with the Attached Academy, and together they form a strong foundation for growth. The goals of the Academy are twofold:

- 1 link specialized training to the career paths, and
- 2 give new hires a flying start with an enhanced onboarding track.

Even though it remains an evolutionary process, we're already seeing the exciting results in our team – quicker deployment, even higher performance and a can-do mindset. And we couldn't be prouder that our efforts to support people in their growth and development has been recognized by Adaptive.



“

Quote Fiorella Mantovani:

As a new hire at Attached, I was impressed by the very well-planned onboarding process that allowed me to dive step-by-step into my role as Localization Project Manager with confidence and knowledge. From day 1, Attached gave me a solid career plan, which in turn gave me a clear vision of my path in the company and the industry.

”



“

Quote Eveline van Sandick:

One of my many mottos is "A day without learning is a day wasted". I firmly believe that continuous learning as well as a constant perspective on how you can progress in both your personal and professional life are essential ingredients to be and remain ready for whatever the future will bring. It is my responsibility to make sure that my team members are enabled to achieve this.

”

2022 OVERALL BEST EMPLOYER

Under \$10m Category



Interview with Anu Carnegie-Brown, Managing Director at Sandberg

Sandberg Has Built A Very Strong Reputation In The Industry, How Important Is Your Culture And Reputation To Your Success?

It's very important, not just in terms of staffing but also as a USP in working with clients.

Company culture has to be authentic. It's not something consultants can create for you, it's born out of what you are. Often it reflects the work ethic of the leadership, but once you get to a certain size, you can't motivate people by one charismatic leader alone.

Company culture is born out of the way people approach the work they do. Your job in the leadership is to find, hire and nurture people who share your approach to work. Their tasks and responsibilities will vary but this attitude will gel them together. And you also have to provide them with working conditions where they are able to maintain that approach.

I've been told that our company culture comes across as informal and personable. It's that, but it's also hard-working and built on high expectations, a carefully planned buddy system and exceptionally well-structured training.

When a new person starts at Sandberg, one of the first training sessions they attend is a 2.5 hour online meeting with me. For many, that's their first meeting, on their first day. In that meeting, I talk to them about the company, where we fit in the industry, our story, our values, our teams, how we measure success, how we track performance, how we've been doing as a company in the past year and so on. For 2.5 hours. And then I send them the slide deck afterwards as notes from the meeting.

I start that meeting by congratulating them on their new job. And then I explain why they should be proud to belong to our team. I talk about these four reasons:

- 1 That we will teach them and stretch them and challenge them to grow.
- 2 We involve them in something that improves people's user experience with products and services everywhere in the world.
- 3 We work hard to make this company an enjoyable working environment.
- 4 We maintain a fair and structured remuneration system to reward them.

Your production staff average over 5 years tenure, what do you think the secret for this longevity has been?

I don't think there is any one secret, but we continually shape and amend our company policies around what's needed to make good people stay.

We started as a UK company with one office, then acquired an office in Stockholm and London, then opened one in Leeds and finally one in Varna. In addition to the offices, we have increased our remote working opportunities particularly when good people wanted to move out of the UK, usually back home to a Nordic country. Even in countries where we don't have any offices, we now have a setup with a full payroll structure, accountants and HR that enables us to employ staff there in full remote-working positions. Building and maintaining this structure has increased our employment costs, but it has also enabled us to hang on to good staff who were worth keeping.

Another area where we have put time and effort into keeping the good people is to create new roles and career paths for them when there weren't any in the company, or ahead of the curve of what the business might otherwise have justified.

Overall, our keys have been adaptability and flexibility, looking to create solutions for employees rather than following a rigid structure.

Your HQ is in Whiteley which is not known as a 'localization hub', how have you overcome the challenges of hiring in this location?

Sandberg hasn't had a strict location-based hiring policy for over ten years. We were early adopters of virtual teams because they allow us to hire from a greater pool of talent than any single office location can offer. They also help us to retain employees who start in an office but face change at some point down the line. They may want a change of scenery, their partner moves, their growing family brings a new need for flexibility, or they simply struggle in an office environment.

We used to start every new employee in an office-based role, and then allowed more flexibility after two years of service. We've had an established payroll and HR structure in five different countries for many years now, and our employees have been able to apply for a transfer to any of these countries. When they are allowed to work from their chosen location, they remain loyal and stay with us for longer.

So not all our staff has been in Whiteley, by any means. We have been able to offer office-based employment in London, Leeds, Stockholm and Varna. At one point, for example, our London office had over 20 people.

But Whiteley was always our training hub and in the past we had around 40 people working there under the same roof. It's where the new people learnt how to do their tasks, but also got to know their team mates and the senior management, breathed in the company values and work ethic and had some exposure to what their colleagues' daily work consisted of.

How do you make sure you maintain your culture long term?

When people talk about company culture, they quote examples of employers who provide time off to volunteer or offer to match some charitable-giving by the employees. I firmly believe that everyone can afford to be charitable, but I'm also strongly of the opinion that a small or medium size LSP tends to work 110% for a relatively low EBITDA and doesn't usually have the funds to maintain extensive extra-curricula programmes. A small team in the same location may be able to do a lot of team-building with little funds, but a virtual company will struggle.

What I've done this year to enhance our company culture, was to record a series of video interviews where I talked with ten of the longest-serving members of our staff. The idea was that the rest of the staff would get to know them better, both in their work life but also in their private persona and see how our company culture has been shaped by these people over the years.

I wanted to do it because I felt the longest-serving members of the staff rarely had the opportunity to be in the limelight. New members of staff got introduced and welcomed on our virtual communications platform, and those who were leaving the company got to say a word of goodbye there. But those who stayed year after year never seemed to feature in the news.

What advice would you give to other LSPs who are struggling to keep their staff?

Don't accept easy answers for why people are not staying. Be innovative in how you try to figure out the 'why' – people rarely trust you enough to tell you face to face. And learn to know when to let go and when to fight to keep someone. You can never manage that with policies alone, individuals may need individual solutions. Whether you care enough to get involved in finding the answers is an indication of how likely your company is to find solutions that will actually make a difference.



*Interview with
Toppan*

How M&A affects employees engagement

Toppan Digital Language

With M&A activity in the industry at an all-time high, the integration of employees, teams and culture can be pivotal to their success, we sat down with Christophe Djaouani and Kristian Smith to discuss exactly that as they go through the integration process of Toppan Digital and Globalexicon.

Christophe Djaouani is a former Executive VP of SDL International and Managing Director of Donnelley Language Solutions where he built them into a leading employer and winner of a 2017 BELA award for Career Progression, and looking to do this again with Toppan Digital.

Kristian Smith is Globalexicon's Head of Strategy and will be staying on post-acquisition to support the integration and ensure that Toppan maintain their client and employee focused approach which were corner stones of Globalexicon's success and growth.



Kristian Smith (left), Head of Strategy and Christopher Djaouani (right), President at Toppan Digital

QKC: You completed the acquisition in August this year; how is it going?

Things are going well! Our main office in Camden is buzzing with positive energy and excitement in the final months of summer.

Largely, it is now still business as usual. There will be changes but those will be reflective of additional investments in IT and technology, operations, and sales & marketing. Right now, the new leadership team is here to listen to and learn from members of the company.

QC: Acquiring an employee-centric company was a high priority when making your first acquisition. With the numerous investments, you could have completed, what made Globalexicon stand out as the first?

Our strategy has always been to focus on regulated and business critical content. After reviewing the broad landscape of LSPs with Adaptive Business Group, who made the initial introduction, we knew immediately that GlobaLexicon was a strong match for us for several reasons: its industry-leading level of specialisation in the field of market research – with a particular skew into the healthcare and Life Sciences sectors; its excellent customer base; its unrivalled focus on quality and service; its operational maturity and footprint, and its financial performance and profitability. On top of all that, we also recognised a common set of values embodied by the diverse talent pools at GlobaLexicon. This nimble, agile, collaborative and entrepreneurial culture excited us tremendously.

QK: Protecting the employees and culture was a key priority for Daniela (founder) and yourself when reviewing potential buyers. What made Toppan stand out from the other interested parties?

We felt that Christophe and team were guided by a strong set of values and principles that resonated strongly with us, including respect for all in an inclusive, diverse, entrepreneurial, client- and employee-centric teamwork environment. This is very much aligned with what we believe in at GlobaLexicon. In addition, they are here for the long term, which helped them stand out from PE partnerships that tend to focus on short-term financial value, and present excellent personal growth opportunities for our team members.



QK: With the acquisition going through, you were unable to apply for an award this year, but with such a high staff retention rate, can you tell us a bit about what makes the culture so attractive and how have you built such a stable environment?

It took hard work! Starting 17 years ago from a 2nd bedroom in 2004, we have steadily built up a culture that we are all proud of with word-of-mouth employee referrals helping with the momentum. We also always made sure that we kept consistent

communication with staff in our offices in Spain, the US, and others. During the pandemic, it was key that we continued sustaining employee engagement through our virtual channels. We had a virtual bingo night for Halloween for example! With restrictions easing off, we also recently had our Summer Day Out in Windsor on the 4th of September and it was a welcomed reunion for many of our staff in London.

QC: How do you go about ensuring that employee engagement, welfare, and culture are aligned before acquisition?

The great thing about being in our buzzing start-up phase is that we are not weighed down by legacy and integration issues that many

LSPs are struggling with. We evaluated GlobaLexicon as an ideal M&A target because it is a niche LSP with an existing complementary culture that fits with what we want to build.

We also engaged in many discussions around employee engagement, welfare, and culture during our due diligence process because we knew this was key to successful integration.

QC: What are the necessary action plans to consider when integrating cultures and vision?

The leadership teams from both companies would need to be very transparent with each other, so as to stand as a united front not only to employees but also to customers. Our vision is to be the best place to work in the language services industry. This shared sense of purpose is critical because all communications will be aligned to give reassurance and stability to the rest of the company.

Equally important would be to commit to meeting as many staff as possible post-acquisition. Intentionally creating these opportunities to speak with people across all levels of the company, even ostentatiously showing that the leadership team is doing this, is very important to laying the groundwork for an open door policy, to stop an 'us versus them' mentality from growing.

QK: What were the team's biggest concerns, and how have you overcome these?

The biggest concerns were around how it would impact their everyday roles and what it would mean for their clients and the vendors they work with.

QC: Are there new benefits that Toppan will be introducing into the business in the next 6 – 12 months?

While the company will run independently to maintain an entrepreneurial approach, there will be knowledge-sharing and cross-selling opportunities with Toppan HQ and the other subsidiaries. This helps position us with larger opportunities while maintaining agility and responsiveness for clients of any size.

QC: You created one of the largest and most reputable LSPs in the world before selling to SDL. From a leadership and culture point of view, what are the most important factors to keep in mind?

Transparency, humility, passion, and willingness to walk the talk. The leadership team needs to live the culture for everyone in the company to experience it, and then feel connected to it. Those who do not live the shared culture should not be encouraged to stay in the company.

QC: Going the other way Christophe, when you sold Donnelley to SDL, how important was company culture to you then and how did you ensure a smooth integration without losing key staff?

Company culture was paramount. As you mention Donnelley Language Solutions was one of the most reputable LSPs in the world so we knew we needed to safeguard what we had built in terms of culture (both employee experience and customer experience). The first step in achieving this was selling to a company that shared this value in the first place. It would have been impossible to retain the excellent levels of employee engagement and customer retention if we'd been acquired by a company that didn't care.

The integration did go smoothly with very little attrition thanks to a very thorough due diligence which resulted in a number of initiatives designed to ease the transition for everyone, including change management communications (internal and

external), a buddy system connecting employees working in similar roles, ensuring all employees from both organisations understood the rationale and were genuinely made to feel welcome from day 1. This all took months of planning.

QCK: What employee opportunities do you think have been or are going to be created out of this acquisition?

The exposure to larger client opportunities will help employees further accelerate career progression.

QK: How is Christophe integrating himself into the team?

With style and smile! – his favourite phrase.

About Toppan Digital:

Toppan Digital Language is an exciting new force in the language solutions market with a clear focus on helping clients confidently navigate and de-risk their regulated and business critical multilingual content. Established by a team of highly trusted localization experts with headquarters in London, Toppan Digital Language prides itself on tech-enabled customized solutions for our customers' translation needs, to consistently meet and exceed their quality and content security requirements with global reach and local touch. Visit us online at www.toppanleefung.com/companies/toppan-digital-language/



Adaptive
GLOBALIZATION

Who is Adaptive Globalization?

Adaptive Globalization's track record spans independent language service agencies to Fortune 500 companies, hiring market-leading talent in Translation, Localization, Translation Technology, Interpreting, Language Learning, NLP & Machine Translation. Since 2005, Adaptive Globalization has recruited exclusively within the Language Services and Technology sector.

We help translation, localization, interpreting and language training companies build world class teams in operations, sales and technology. We also partner with client-side localization teams and human language technology companies to source the best available talent from the global market.

Adaptive partner with a leading Global Payroll company which enables us to provide a full employment solution in over 186 countries.

If you would like an informal chat to find out more about our services then reach out to us at
Info@Adaptiveglobalization.com



Adaptive
M & A

Who is Adaptive M&A?

Adaptive M&A is the sister company to Adaptive Globalization and is a consulting agency with offices in London, New York, San Diego, Singapore, and Berlin.

We specialize in connecting buyers & seller within the vibrant and fast-moving Language Service mergers and acquisitions arena working with companies of all shapes and sizes from \$300k right up to \$300m+.

If you would like a free, informal consultation on buying or selling a business, then reach out to ma@adaptiveglobalization.com. Please don't hesitate to also request, our report on Selling a Translation Business.

As part of the Adaptive Business Group family of companies, Adaptive M&A leverages an extensive private network of business owners, client-side businesses and investors to uncover unique opportunities for buyers, sellers and business partners.



Adaptive
GLOBALIZATION

Over \$10m Category

Best Language Services Provider for Employee Well-being

INTRO

With headquarters in the UK and the US and operations in Europe and Asia, Capita Translation and Interpreting (TI) is one of the largest LSPs in the UK and in the Top 50 worldwide.

Capita TI specialise in delivering personalised and secure language solutions that simplify the complex nature of today's global communications. Blending technology and language experts to develop the most efficient and cost-effective workflows, and guaranteeing compliance, transparency, and consistency for their customers every time.

It's award-winning technology suit (SmartMATE and LiveLINK) are helping customers globally to address the challenges of producing multilingual content, as well as facilitating around-the-clock communications with non-English speakers.



Antonio Tejada (second from left), Managing Director at Capita TI



Tom Shaw (second from right), VP of US Language Solutions at Capita TI

All our team was thrilled to hear that our continued focus on our employees, their wellbeing and personal development has been recognised with such an industry reference, like the BELA Award for Best Employer in Localization and Best of Wellbeing.



Our success as a business, and as managers, is unequivocally linked to the people that forms the Capita TI family and their personal success and wellbeing. This is, together with our technology enabled business model, what makes us unique to our customers.

We do everything we can to make sure that we create an inclusive culture that reflects the diversity around us – of our colleagues, our clients, their customers, and the communities we work in. Continuously embedding responsible, sustainable and inclusive business practices through our people plans, community engagement and environmental programmes.



When you succeed, we succeed. We're growing our expertise by developing skills, providing learning opportunities, supporting our managers and developing everyone's potential.

We also want to make sure our employees feel rewarded and share the success of our business, so we have multiple incentive and reward schemes in place, including our Rewards Points Scheme or our Local Hero Awards, recognising our people's contributions based on monthly nominations from their colleagues.

Any employee joining Capita TI can expect a "people-centric" business culture, comprehensive induction and training programs, career progression plans from day one, on-line communities, a very active social club and lots of great colleagues. No matter where in the world they are.

I personally feel even more proud of our team's achievement and this award, at the time when we faced

additional challenges caused by the global pandemic. Our strong foundations in People Management allowed us to



quickly react by mitigating any risks, monitoring the health of our colleagues, driving additional engagement, and ensuring our employees were supported during this difficult period.



Best Language Service Provider for Employee Retention



Fabian Dieziger, Managing Partner at Supertext.

Presentation

Supertext is on a mission to free the world from bad copy. Founded as the world's first online copywriting agency in 2005, the LSP with offices in Zurich, Berlin and Los Angeles is still true to its creative roots. Supertext combines great marketing and transcreation expertise with cutting-edge workflows. Today, 80 full-time employees coordinate the work of more than 2,000 selected freelance copywriters, translators and proofreaders.



Their comments

Receiving an award is great. Seeing the reasons behind it in action? Even better. I'm always amazed when I look at our staff and see how many employees have stayed with us over the long term.

And we try to give them good reasons to stay even longer: we constantly invest in – and believe in – our workforce, so we fill leadership positions with existing employees instead of recruiting externally. In addition, we work hard to create an atmosphere that promotes creativity and welcomes new initiatives with open arms, meaning the sky's the limit for our employees. Lastly, we try to mix things up by having fun at work – whether it's with small team events, (remote) Friday gatherings or just a quick five-minute catch-up before the next meeting.

Today, our staff turnover is only around 20% per year, including interns, trainees and apprentices. A quarter of our workforce has been with us for more than five years – even though we've more than doubled our size in that time! I'm very proud of our current team and look forward to a bright future together with even more people with literary superpowers."

BELA AWARD

“BEST FOR TRAINING AND PERSONAL DEVELOPMENT”



Welocalize is proud to be an inclusive organization with a supportive environment that includes multiple training and learning opportunities where everyone can thrive. This collaborative environment starts at the very beginning of a person's journey as a Welocalize employee.

Training + Personal Development

Each new hire at Welocalize receives business unit and role-specific training provided by their manager, as well as through internal courses that are assigned to them through our Learning Management System called "WeLearn," which consists of 168 courses. The courses fall in four main categories: quality, interpersonal skills, functional skills, and technical skills. Employees are encouraged to sign up for courses relevant to business units of interest.

Welocalize employees benefit

from an increasing number of courses that can help them learn new skills. In the past year, our global team spent 7,046 hours learning. This time was included in their standard working hours. The satisfaction rate of the trainings consistently exceeds 90%.

“Our commitment to investing in talent and training goes beyond employees. Next to our Training and Development team, we have a Transforming Talent program available for freelancers and agencies. It is focused on building the next generation of talent to meet the fast-growing needs of the localization industry. The

program provides structured learning opportunities to translators and other language professionals in different corners of the world,” comments Brennan Smith, VP Talent at Welocalize.





Career Growth + Mobility

Welocalize also has a Talent Exchange program, which is an internal mobility program. When a certain department needs extra help, they can request it internally. This program has already enabled over 30 employees to find new careers within the company. The Talent Team is also available to provide guidance, support, and coaching if someone wants to explore other roles. In addition, Welocalize's Global Exchange Program gives employees opportunities to visit and work with other teams/locations/countries for a period of time. Of course, the pandemic has temporarily paused this in-person exchange, but members of Welocalize can still take part in cross-functional projects with other teams virtually.



Continued Learning Outside of Welocalize

Welocalize encourages all employees to seek out what success means to them. If training needs cannot be met internally by Welocalize's Learning and Development team or an employee is interested in expanding their skillset, external training subsidies are available via the Welocalize Training Fund. Every employee can apply to

request funding (up to 50% of the cost of the training) for external training that is relevant to their level and role at Welocalize. Beyond training and personal development, Welocalize places an emphasis on team building and idea sharing. This happens through a variety of in person and virtual formats—from global town hall meetings to office roadshows to pasta making classes and online trivia—and is all part of Welocalize's commitment to employee growth, development, and wellbeing.

About Welocalize, Inc.

Welocalize, Inc., founded in 1997, offers innovative language services to help global brands reach audiences around the world in more than 250 languages. The company provides translation and localization services, linguistic talent management, language tools, automation and technology, quality, and program management. Its range of managed language services include machine translation, digital marketing, validation and testing, interpreting, multilingual data training, and enterprise translation management technologies. Welocalize is ranked as one of the world's largest LSPs by language industry intelligence firms CSA Research, Nimdzi, and Slator.





Language Service Provider For Career Progression

Konstantin Josseliani, CEO at Janus Worldwide

It's an honor to be recognized in the "Best Employers in Localization Awards" in the "Best for Progression in the \$10m+ category" nomination, said Konstantin Josseliani, CEO at Janus Worldwide. "I'm incredibly proud of our team for their professional attitude and sustainably following "Customer First" principles. The Translation Industry is constantly evolving, and we strive to make our productivity and project management processes a benchmark in the industry and proceed to be a trusted partner for our customers and partners."

This year Janus Worldwide celebrates its twenty-sixth anniversary, founded in 1996 in a small apartment with fewer than 10 employees, Janus has grown into a global company—it is now one of the largest language service providers in Europe, with a staff of more than 350 and a client roster that includes some of



the world's biggest multinationals.

Konstantin Josseliani, stands for the "combination of language, technology and practical skills" that helps to create incredible opportunity in the industry. Konstantin's dedication and ability to see growth opportunities in challenging circumstances have taken the company from strength to strength over the last two and half decades. Having expanded to 30 staff by 2000, the next move was to go global. Janus Worldwide entered the US localization market in 2010 and opened production subsidiaries in the Czech Republic, Germany and the United Kingdom in 2016.

It now has head offices in Moscow and Vienna, a representative office in Argentina (opened in 2017).

The company continues to set goals for the future, looking ahead to, among other things, further geographical expansion in the fast-growing Asian market and an increasing shift toward more complex multilingual content creation services. Transition from language service provider to content service provider aligns with the company's goal of satisfying customer demand regardless of the complexity or degree of sophistication required.



2022 OVERALL BEST EMPLOYER

Over \$10m Category

When you came into the Managing Director role at Capita TI, there were a lot of changes that needed to be made as Capita TI did not have the best of reputations in the market as a place of work. What were the challenges you faced when you took over as MD at Capita TI?

When I took the role of Managing Director our business was going through a lot of change, as we were transitioning out of the MoJ contract, which meant half of our revenue at the time, and we were aware we needed to re-think our strategy. This also meant it was sometimes more difficult for our people to engage with our vision and identify themselves as part of a long-term project.

As part of a large corporation, we are surely in a good position to drive excellent values, but at that time we were more lacking a vision and that was really critical

to retaining talent.

My main goal as an MD back in 2017 was to drive that vision, bring technology to the forefront of our value proposition, ensure sustainability and build on a culture that could help us both driving success to our customers and our employees. But that takes time!

How did you go about transforming Capita TI reputation both internally and externally?

We needed to focus and parting ways with the MoJ contract at the time gave us that opportunity.

Once we defined our mid-term journey was important to communicate, commit and deliver. This is both to our employees but also to our parent company and our clients.

Promoting visibility and accountability was critical to

drive the right culture internally and that then transpires to the outside world.

We were clear in our objective to become a serious contender in the languages market and that supported us when retaining industry talent that maybe before was not clear as to the role we wanted to play as an organisation and they could not see their career being developed.

It is clear to see that Capita TI employees stay with you and are happy. What would you put this down to?

I am delighted to see that we have a low attrition compared to the market, but I still think we need to do more. We need to keep talking to our colleagues about their career, the opportunities and, paraphrasing good old Lucifer "What is it that you desire", but also continue working on our vision and driving a company culture to which anyone in our business can relate to, whether that is the environment or work life balance, or our position in the industry.

How do you make sure you maintain your culture long term?

Again, communication, commitment, and delivery

What advice would you give to other LSPs who are struggling to keep their staff?

Build your own culture by setting out a clear vision, communicate it, commit to it and deliver.

CONCLUSION AND CLOSE

Overall, we found that size had no real correlation to the winners in both categories, who are mid-sized in their respective awards. The biggest reasons for success were around the culture the company builds, along with the benefits. We found a direct correlation around the companies that regularly review their benefits and employment policies,

and those that won awards.

It is becoming increasingly important for companies to be employee focused in order to maintain staff and give them the platform to grow internally. A selection of the entrants who scored highly in the wellbeing category, fell in other awards such as retention and progression which highlights to us that there

is a disconnect between benefits and the outcome. As always, working conditions and the intangible culture factor are the biggest drivers for progression, development and retention.

Our advice to future entrants, is that the employer must invest not just money, but time and effort into building and scaling their workforce.

KEY POINTS TO TAKE AWAY:

- 1** Review your salary, benefits and culture at least twice a year.
- 2** Communicate clearly and effectively with your staff with open lines of communication up and down (we found employee surveys and round tables were scored more highly).
- 3** The companies that offered more creative career progression had better retention and happier workforces.
- 4** Holiday and flexibility – flexibility has become a key part to our lives, especially in the work force. Flexibility is an essential requirement for candidates and holiday allowances are increasing across the board.
- 5** Differentiate your employee offering/branding and make sure you stand out. We found that companies who had a unique service offering or employee offering scored more highly and had more engaged workforces.

If you would like to discuss your entry or have questions regarding how to improve your employee offering, do not hesitate to reach out to one of our senior consultants.

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