We Elevate…
People Analytics

Patrick Kang
Global HR Solutions & Technology

Schindler

Schindler's People Analytics Journey

We believe in long-term business success
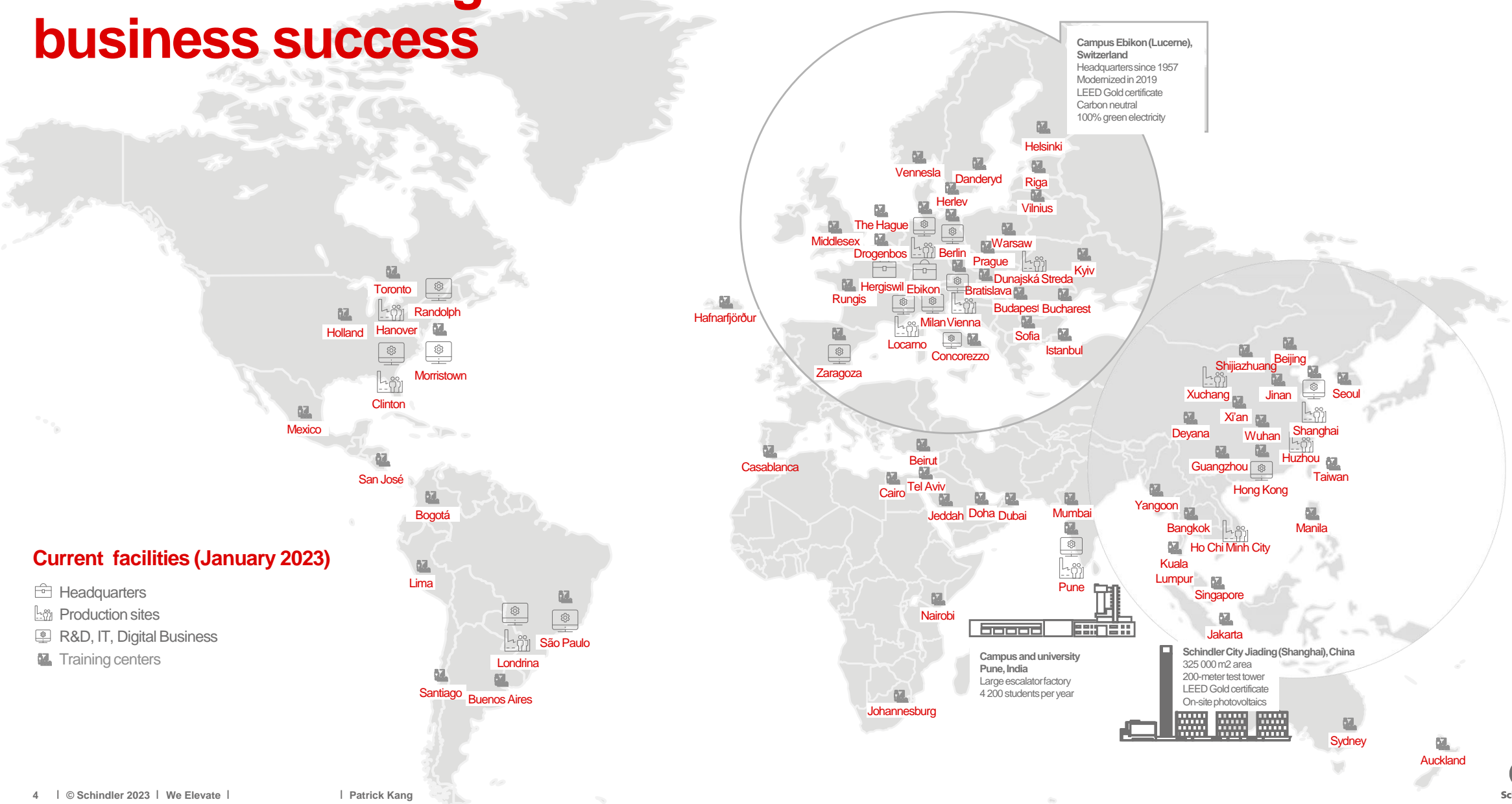
149
Years experience

1,000+
Branch offices

69,000+
Employees

100+
Countries

We believe in long-term business success

Campus Ebikon (Lucerne), Switzerland
Headquarters since 1957
Modernized in 2019
LEED Gold certificate
Carbon neutral
100% green electricity

Helsinki
Vennesla
Danderyd
Riga
Herlev
Vilnius
The Hague
Middlesex
Warsaw
Drogenbos
Berlin
Prague
Kyiv
Hergiswil
Ebikon
Dunajská Streda
Rungis
Bratislava
Budapest
Bucharest
Milan Vienna
Locarno
Sofia
Concorezzo
Istanbul
Zaragoza

Toronto
Randolph
Holland
Hanover
Morristown
Clinton
Mexico
San José
Bogotá
Lima
São Paulo
Londrina
Santiago
Buenos Aires

Hafnarfjörður

Casablanca
Beirut
Tel Aviv
Cairo
Jeddah
Doha
Dubai
Mumbai
Nairobi
Pune
Johannesburg

Shijiazhuang
Beijing
Xuchang
Jinan
Seoul
Xi'an
Deyana
Wuhan
Shanghai
Guangzhou
Huzhou
Hong Kong
Taiwan
Yangoon
Manila
Bangkok
Ho Chi Minh City
Kuala Lumpur
Singapore
Jakarta
Sydney
Auckland

Current facilities (January 2023)

- Headquarters
- Production sites
- R&D, IT, Digital Business
- Training centers

Campus and university Pune, India
Large escalator factory
4 200 students per year

Schindler City Jiading (Shanghai), China
325 000 m2 area
200-meter test tower
LEED Gold certificate
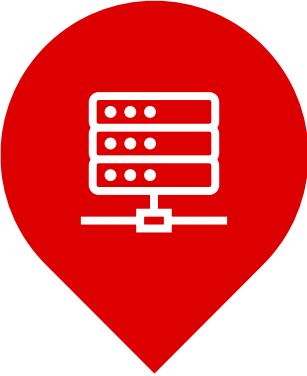On-site photovoltaics

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Key Milestones

Data Migration

Onboarding all employees to a single cloud environment

Data as a service & Governance

Facilitating usage of data for decision-making

Employee Experience

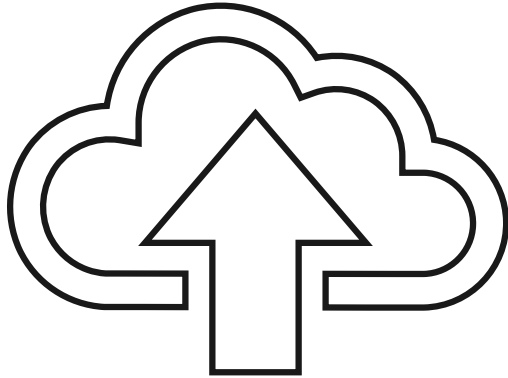Building in-house expertise to become a more EX driven company

Machine Learning Projects
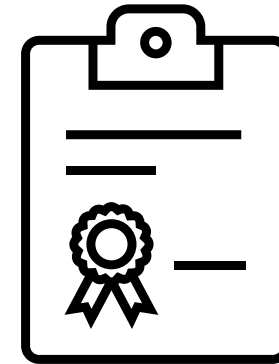
Developing models to perform cross-functional analysis

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Schindler's People Analytics Journey
Data Migration

Migration to Cloud

Having Employee Master Data in a single cloud environment laid the foundation for a global approach in People Analytics

Data Quality Initiative

The priority after the go-live was to manage data quality to ensure accurate data is reported and key processes are facilitated

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Data as a Service and Governance

SAP SuccessFactors ♡

Employee Central

Power BI

Used for all global HR Processes in the Employee Lifecycle:

Talent Attraction, Performance Management, LMS, Succession Planning…

Analytics and Data as a service in PowerBI. Data is shared with global local HR business intelligence teams who build their own reports.

Setup includes centrally governed access rights to ensure confidentiality as well as global KPIs

Schindler's People Analytics Journey
Data as a Service and Governance

Employee Experience

Sustainability

Learning and Development

Inclusion & Diversity

Succession Planning

Equal Pay

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Employee Experience

- Redesigning Global Engagement Survey as a starting point with pre-coded data

- **More frequent pulse surveys and more data points**

SEES 2020

We Elevate... Our Future
Your Feedback Matters

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Machine Learning Projects

- Linking HR data vs Customer experience data with regression analysis.

Hypothesis: Engaged employees results in happy customers

- In-house development for a Global Equal Pay analysis tool.

Regression to ensure equal pay for equal work

Reality check & Lessons learned

Data Analytics Maturity Curve

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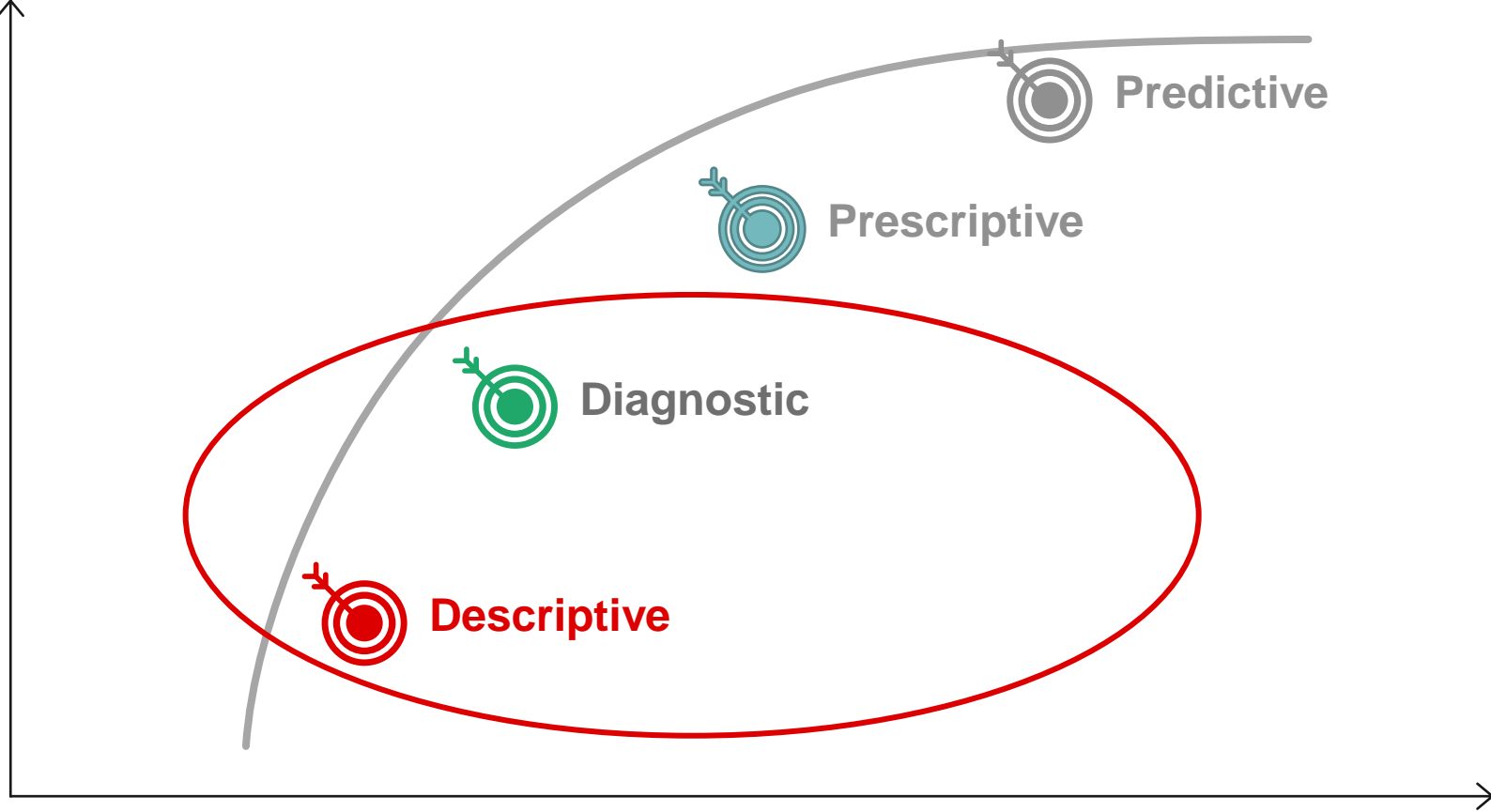
Schindler's People Analytics Journey
Lessons learned
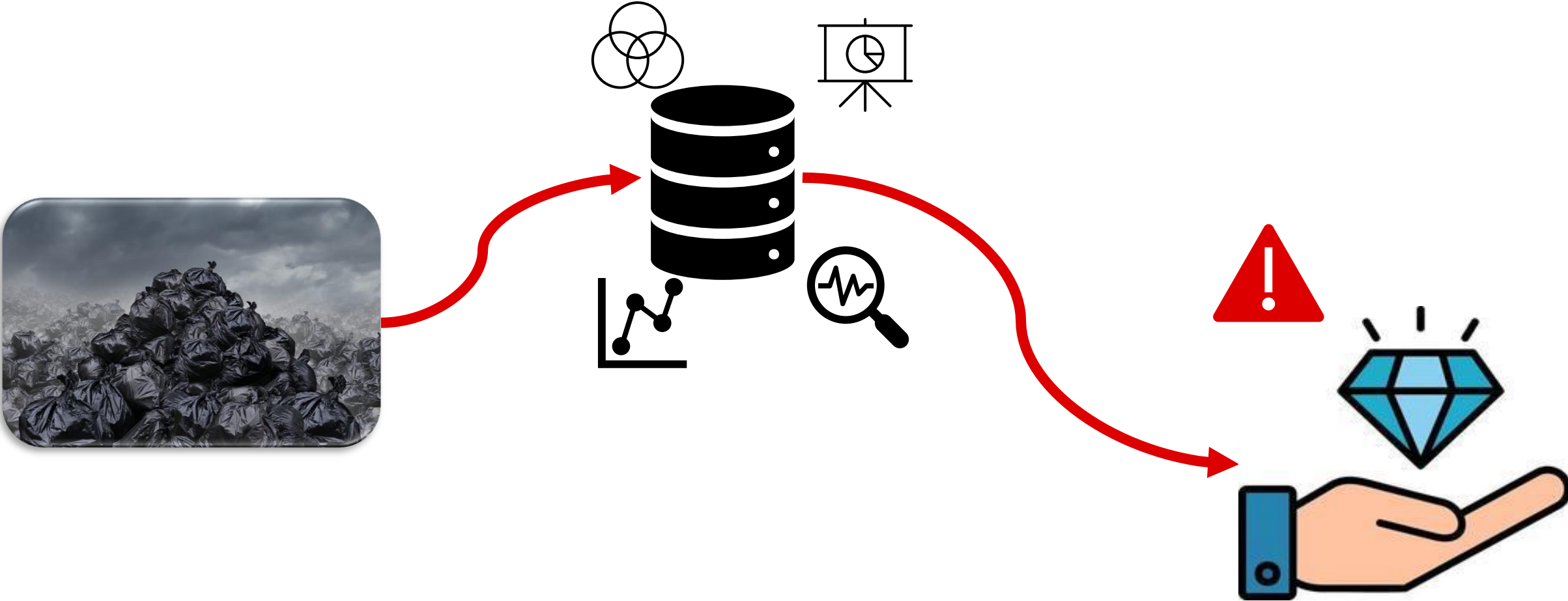
Schindler's People Analytics Journey
Lessons learned
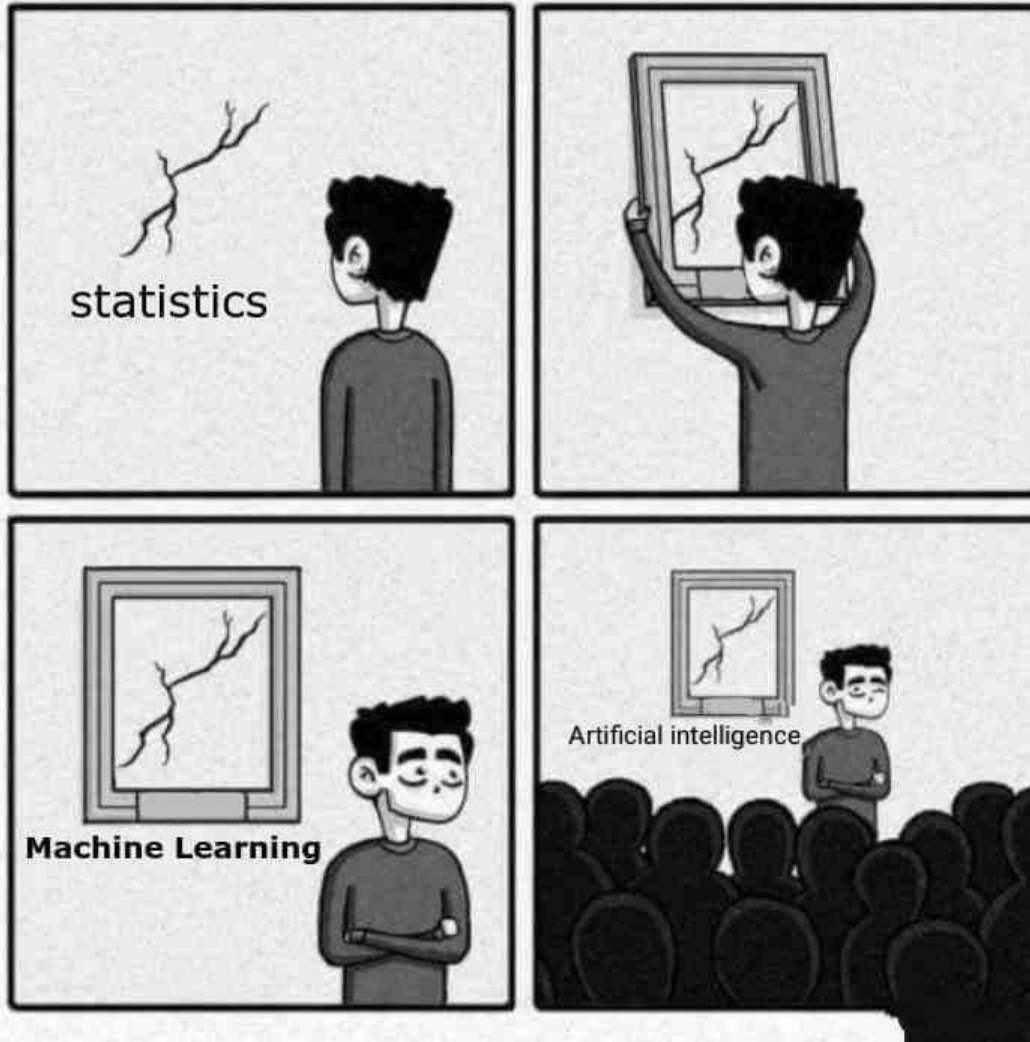
- Decide what is the real issue before going into problem-solving mode. Iterations are costly and time-consuming

- Analytics is only valuable when stakeholders derive actionable insights from it

- Use the appropriate tools to solve business challenges (Keep it simple when possible)

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