

Make ASML a Place to Work Meet, Learn and Share



Atos

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Engage employees worldwide to be successful, to develop themselves, to fulfil themselves and to enable them with inspiring workplaces and technology to collaborate and connect cross-sector and cross-location.

The Company

ASML is one of the world's leading manufacturers of chip-making equipment. Their vision is to enable affordable microelectronics that improve the quality of life. To achieve this, their mission is to invent, develop, manufacture and service advanced technology for high-tech lithography, metrology and software solutions for the semiconductor industry.

ASML's ambition is to become a €10 billion global technology leader in 2020, by means of three strategic pillars: technology leadership, customer & supplier intimacy and people & processes. The global Place to Work, Meet, Learn and Share program is one of ASML's strategic programs.

ASML turned to Atos to define, structure and organize the global Place to Work, Meet, Learn and Share program that would allow ASML to integrate this mission-critical program in their day-to-day business in Europe, United States and Asia.

The Challenge

The challenge was to build a common Place to Work, Meet, Learn and Share vision, align all involved stakeholders worldwide, build tangible structures for higher, middle and operational management, involve employees and increase the transparency of all global and local Place to Work, Meet, Learn and Share initiatives, in such a way that ASML will be one Company, with highly engaged employees.

Atos supported ASML in the development and implementation of a unique and powerful Place to Work, Meet, Learn and Share operating model, converting the abstract initiative into a concrete, effective and efficient program.

Some of the specific challenges are:

- integration of the operating model in ASML's business strategy,
- clarification of a common vision and objectives,
- creating a value benefits overview,
- building a global governance and organization,
- integration in existing business and project initiatives,
- measurement of Place to Work, Meet, Learn and Share,
- engagement of employees and creation of a true positive movement in the organization, at a global and local level.



The Approach

Atos proposed ASML to structure the Place to Work, Meet, Learn and Share program in 3 concrete phases:



Phase 1

Defining Place to Work, Meet, Learn and Share

Atos supported the definition of the vision statement, approved by ASML's executive committee. The overall Work, Meet, Learn and Share operating model was designed, including the concrete Building Blocks¹ (see image).

For each building block an owner was appointed and objectives were set. ASML's executive committee defined the focus areas, to give controlled acceleration in specific Place to Work, Meet, Learn and Share areas. Clear governance has been set-up, from top management level to local operational management.

ASML locations where Atos implemented the approach:

- Europe: Netherlands (Veldhoven), Germany, Belgium, Ireland, Italy, Israel.
- Asia: South-Korea, Japan, China, Taiwan, Singapore, Malaysia.
- United States: Wilton, San Diego, Silicon Valley, Chandler and a group of smaller offices.

After these 3 steps, Atos transferred the global program management responsibility to ASML's internal HR department.



Phase 2

Designing Place to Work, Meet, Learn and Share

In the blueprint phase, the detailed roadmap was designed by global projects, local projects and business activities, fully aligned with the bi-yearly business planning process. Measurement of Place to Work, Meet, Learn and Share was integrated in ASML's employee's survey. The Atos program manager and consultants provided support in all these activities.



Phase 3

Embedding Place to Work, Meet, Learn and Share

Atos supported the set-up of a global network of involved management and employees. Their change managers visited all main sites worldwide. The Place to Work, Meet, Learn and Share structures were embedded at a local level, following a streamlined process:

- Get commitment from local management team,
- Organize local teams,
- Visit local offices,
- Visualize last-year Place to Work, Meet, Learn and Share results,
- Set next-year Place to Work, Meet, Learn and Share objectives,
- Define next-year Place to Work, Meet, Learn and Share projects.

¹ based on a scan of successful companies worldwide and Atos own global Wellbeing@Work program.



The Business Impact

Atos supported ASML to organize their global Place to Work, Meet, Learn and Share program, enabling ASMLs' executive committee to control the overall project roadmap, justify the investments and clarify the external image of ASML as the best company to work for.

- **Improved Global Transparency** - Results from Place to Work, Meet, Learn and Share initiatives became visible for all management, leading to increased sharing of best practices and more inspiration.
- **Better Alignment Stakeholders** - Worldwide, management and employees started speaking the same Place to Work, Meet, Learn and Share language, based on the Place to Work, Meet, Learn and Share Operating Model and building blocks, as a common understanding. The integral approach with key-roles for HR, IT, FM and Communication, highly improved their cooperation.
- **Clear Measurement** - Management can now measure the Place to Work, Meet, Learn and Share performance, analyze the value of investments, and plan future Place to Work, Meet, Learn and Share initiatives connected to ASMLs' overall strategy.

Results

- Global shared Place to Work, Meet, Learn and Share vision.
- Implemented Place to Work, Meet, Learn and Share Operating Model at all sites worldwide.
- Place to Work, Meet, Learn and Share Project Roadmap.
- Place to Work, Meet, Learn and Share Governance.
- Place to Work, Meet, Learn and Share Measurement.

ASML's Place to Work, Meet, Learn and Share Vision



Place to Work, Meet, Learn and Share is required for ASML to remain a global technology leader and preferred employer, by offering an engaging, inspirational, educational and social work environment where multidisciplinary teams of talented professionals from all walks of life collaborate and create breakthrough accomplishments.

The Team

- **Lucas den Boer**
(Program Manager)
- **Nynke van der Ham**
(Sr. Consultant & Sr. Change Manager)
- **Janine Buning**
(Sr. Consultant & Sr. Change Manager)
- **Judith Poppelaars**
(Sr. Consultant & Sr. Change Manager)

“The Place to Work, Meet, Learn and Share program changed dimension under the Atos' leadership. I believe it is now a very well recognized program, starting to bring value to the company. I see in all my visits to local teams, even in the most remote area, the program is known and serves as a cohesive glue to ASML.”



Frederic Schneider-Maunoury
Chief Operations Officer, ASML