



Innovation in practice

Toria McCahill

2015

- 132 Countries
- 30,000 employees
- 52% digital

2020

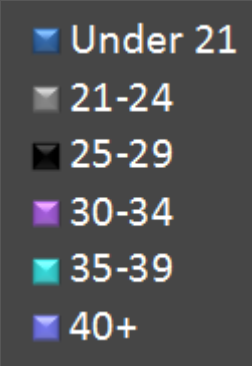
- 180 Countries
- 75,000 employees
- 100% digital



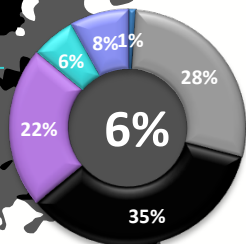
Who are our
employees?



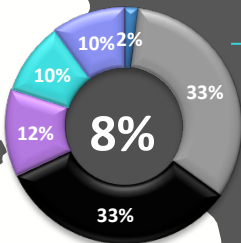
Demographics



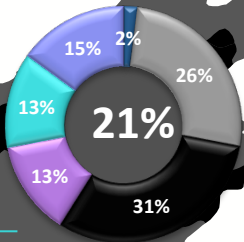
North & Scotland



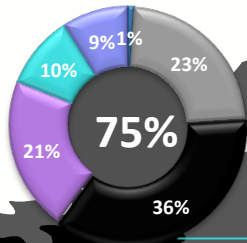
Midlands






















South West & Wales



London & South East



	Maturists (Pre 1945)	Baby Boomers (1945-1960)	Gen X (1961-1980)	Gen Y (1981-1995)	Gen Z (Born after 1995)
Experience	World War 2 Rationing Fixed-gender roles Rock 'n' roll Nuclear families	Cold war Post war boom Swinging sixties Apollo moon landings Family orientated Rise of the teenager	Fall of berlin wall Thatcherism Live Aid Introduction of the PC Early mobile technology Rise of the divorce	9/11 PlayStation Social media Reality TV Glastonbury	Global warming Mobile devices Energy crisis Produce own media Cloud computing
Major Traits	Loyalty, respect for authority	Competition, family values	Self Reliance, long work hours	Independence	Immediacy, diversity
% of our workforce	0.0%	0.8%	26.2%	72.4%	0.5%
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Communication media	Formal letter 	Telephone 	e-mail and text message  	Text or social media  	Wearable technology 
Attitude towards technology	Disengaged	Early adaptors	Digital immigrants	Digital Natives	Technoholics - entirely dependant on IT
Signature product	Car 	TV 	PC 	Tablet/smart phone 	3-D printing 
Attitude towards career	Job for life	Organisational - careers are defined by employer	Early "portfolio" careers - loyalty to profession, not necessarily to employer	Digital entrepreneurs - work "with" organisations not "for"	Career multitaskers - will move seamlessly between organisations and "pop-up" businesses
Education	A dream	A birth right	A way to get there	An expense	Not a necessity
Money	Put it away, pay cash	Save to buy	Buy now, pay later	Cautious, conservative	Earn to spend
Communication preference	Face to face 	Face to face or telephone  	e-mail and text message  	Online messaging 	Facetime 

8 hrs
20 mins

Time spent per day
on phones and laptops
More than the
average sleep

zzzz

9

apps
accessed
daily

66%

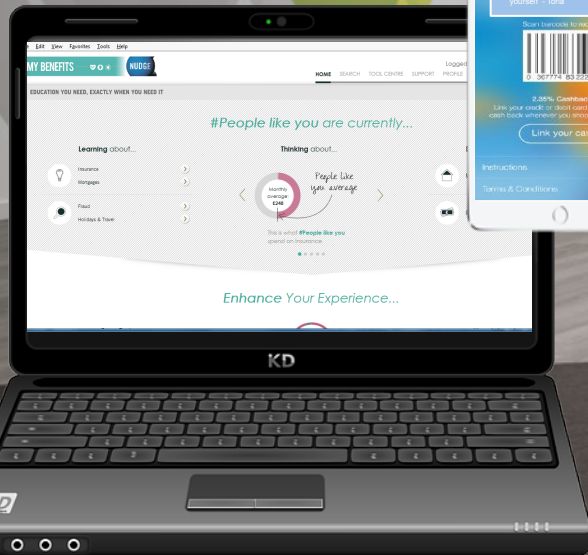
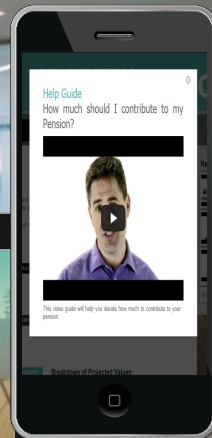
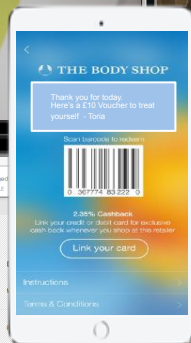
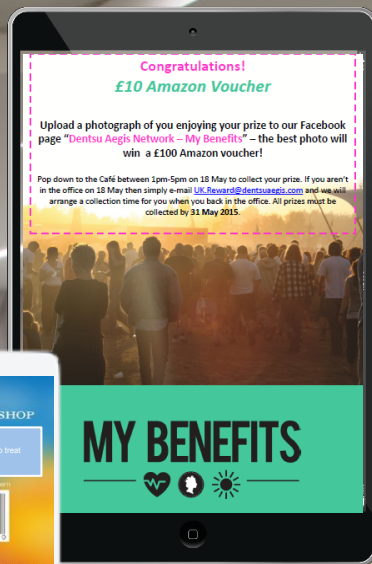
Use their mobile
to access the web



Average time that
people first check
social media is
7:30am

1500

Weekly number of times phone is checked



What's Next?

- **Employee texts for benefit updates**
- **Full flex benefits offering with lifestyle benefits such as Student Loans**
- **Health and Wellbeing site linked to benefits**
- **Employee referral scheme linked to recognition system**



Questions?

