

CULTURE AND PEOPLE ARE THE NEW  
FUTURE OF WORK

THE IMPORTANCE OF ALIGNING CUSTOMER EXPECTATIONS AND  
ORGANISATIONAL CULTURE WITH NEW TECHNOLOGIES TO  
DRIVE BUSINESS GROWTH.

**EMPLOYEE BENEFITS CONNECT – FEBRUARY 2020**

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# AGENDA

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- HOW TO IDENTIFY AND BUILD AN ORGANISATION THAT IS FIT FOR THE FUTURE
- HOW TO ALIGN THE PEOPLE AND CUSTOMER STRATEGY TO BUILD THE BRAND AND DRIVE GROWTH AND BUSINESS PERFORMANCE.
- HOW DIGITAL AND NEW TECHNOLOGIES CAN ENABLE AND SUPPORT THE BUSINESS STRATEGY
- THE DEMANDS THAT WILL NEED TO BE ADDRESSED TO ENSURE THE FUTURE OF WORK FROM A PEOPLE, CUSTOMER AND TECHNOLOGY PERSPECTIVE



# A BRAND EVERYONE KNOWS

40 million  
customers

44,000  
colleagues

100 years young

170 destinations

150 apprentices  
every year

5,500 engineers  
(x% female)

280 aircraft

15,000 cabin  
crew

3,600 pilots  
(6% female)



# BUILDING AN ORGANISATION THAT IS FIT FOR THE FUTURE

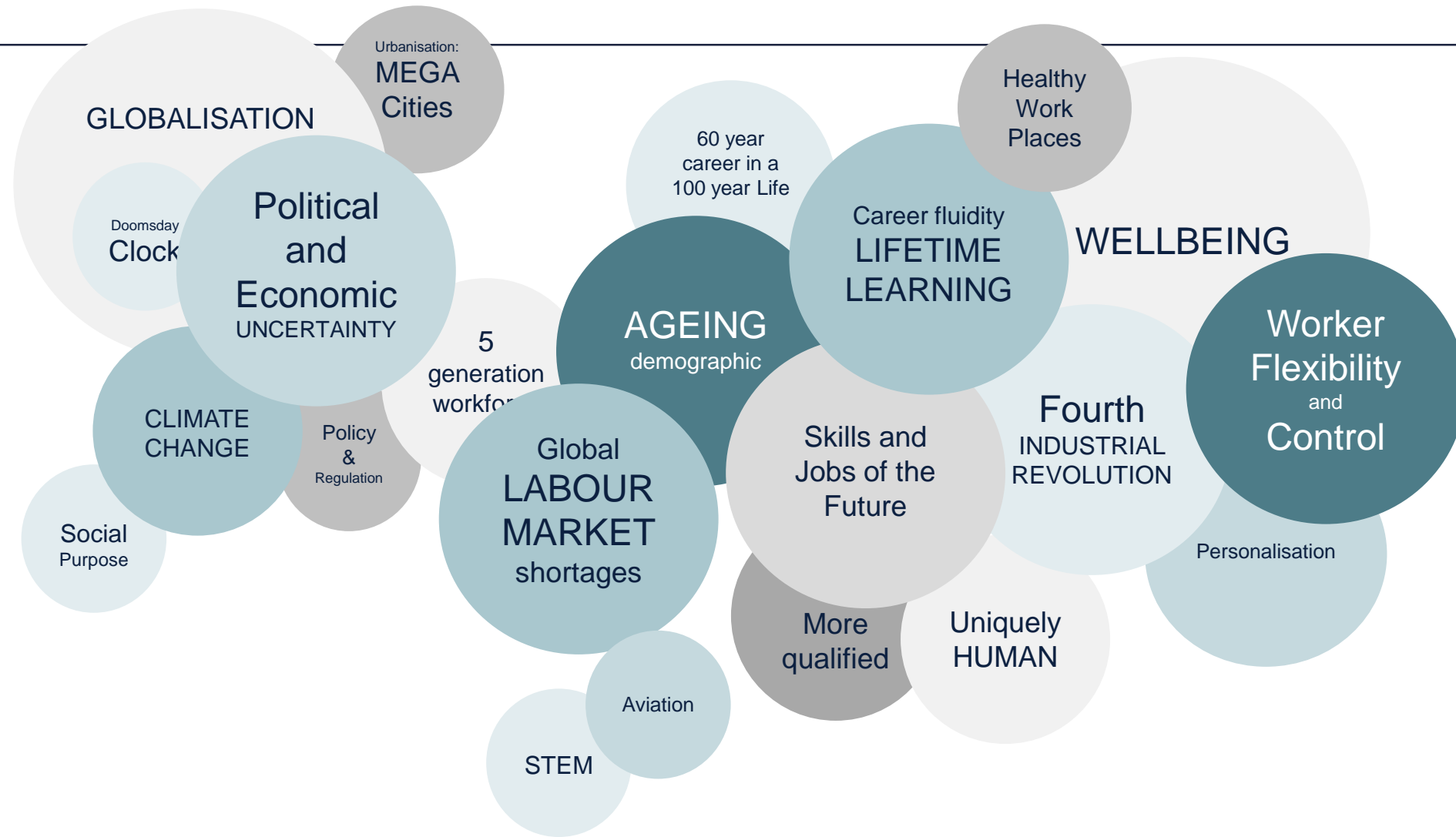
## FUTURE WORKFORCE AND THE ORGANISATION OF THE FUTURE



### Approach:

- A documented set of trends and insights relevant to the future of work
- ‘So what’– interpretation of the trends and insights into a set of opportunity spaces that could legitimately be owned and build a reputation in as a leading employer that align with the future of work and our workforce needs to 2024 and beyond
- Follow on workshops to explore how to make the most of these opportunities
- Actions incorporated into people plans
- Range of materials and events as part of our Future of Careers commitment

# MULTIPLE INTERSECTING AND COMPLEX INFLUENCES IMPACTING THE FUTURE OF WORK AND WORKFORCES - INCREASING PACE AND UBIQUITY OF CHANGE





# OPPORTUNITIES

## A place to work and learn

Suggested themes but not limited to these:

- **A cultural shift to an organisation that has lifetime, continuous learning embedded....**

Colleagues weave learning into their everyday at work supported by a learning infrastructure that enables this in a contemporary way (badgeification, bitesize chunks, gameification, 70/20/10, digital, coaching, mentoring, learning on the job)

- **Excellence in aviation skills: pilots and engineers**

The place to come to be a pilot or an aircraft engineer, fully diversity inclusive, from apprenticeships onwards

- **5-generation inter-generational learning innovation**

## Championing being human in the workplace

Suggested themes but not limited to these:

- **Professionalising the development of uniquely human skills**

Custodians of being human through the professionalisation of customer service

- **Managers who bring being human to work everyday**

Managers who excel at doing the small, important things everyday at work through everyday conversation and contact that recognises, listens to and develops colleagues to be the best they can be

## Work as a positive force for wellbeing

Suggested themes but not limited to these:

- **Optimising the flexibility and control each colleague has over their work....**

Investment in supporting colleagues to have more control over their workdays especially in operational areas through innovative roster systems and a colleague support service

- **Mental health**

Helping colleagues build healthy habits for positive mental wellbeing

- **Sleep**

Becoming leading champions of a good sleep every night wherever you are

- **Healthy habitats**

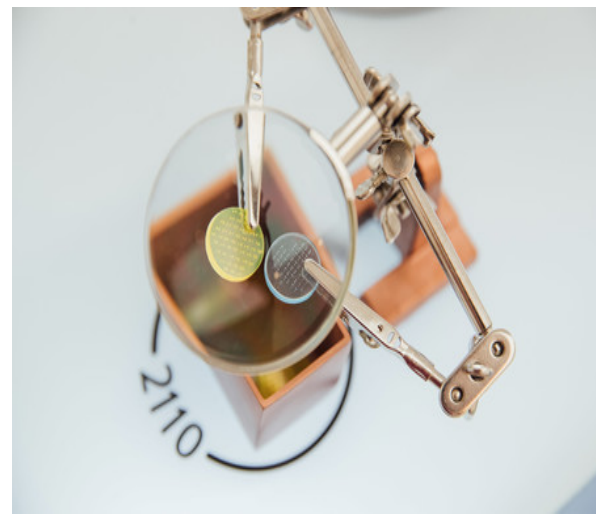
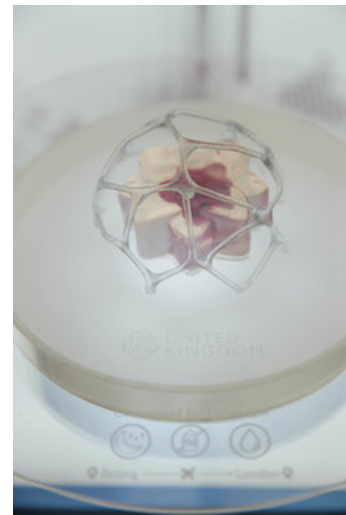
Creating healthy workspaces in offices, the operation and the air for all colleagues

- **Inclusive workplace**

## Sustainability

- **Must demonstrate strong and innovative approach enabling and supporting learning, wellbeing and caring for others**

# WHAT WILL THE FUTURE BRING? - ENDLESS POSSIBILITIES AND EXPECTATIONS



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# CONSUMER, DEMOGRAPHIC AND TECHNOLOGY DEMANDS SHAPING THE FUTURE





# CHALLENGE ACCEPTED!

GAMIFICATION: THE OUTSOURCING OF MOTIVATION TO MANIPULATE  
EMPLOYEE BEHAVIOUR INTO LEARNING AND ACHIEVEMENT



# CUSTOMISED REALITY

AN EVOLVING EXPECTATION OF BEING ABLE TO AUGMENT OUR IMMEDIATE SURROUNDINGS AND REALITIES WITH AUDIO-VISUAL OVERLAYS AND OUR GROWING ABILITY TO EXPLORE IMMERSIVE MEDIA THAT ENTERTAINS AND EDUCATES US



# MURDERED BY MODERNITY

THE FEELING OF DIGITAL OVERLOAD AND THE FEAR THAT TECHNOLOGY MIGHT BE HAVING A NEGATIVE IMPACT ON OUR MENTAL HEALTH AND OVERALL WELLBEING





# TECHNOLOGY ENABLING THE BUSINESS STRATEGY

## HOW DIGITAL AND NEW TECHNOLOGIES CAN ENABLE AND SUPPORT THE BUSINESS STRATEGY



Flightpath  
net zero

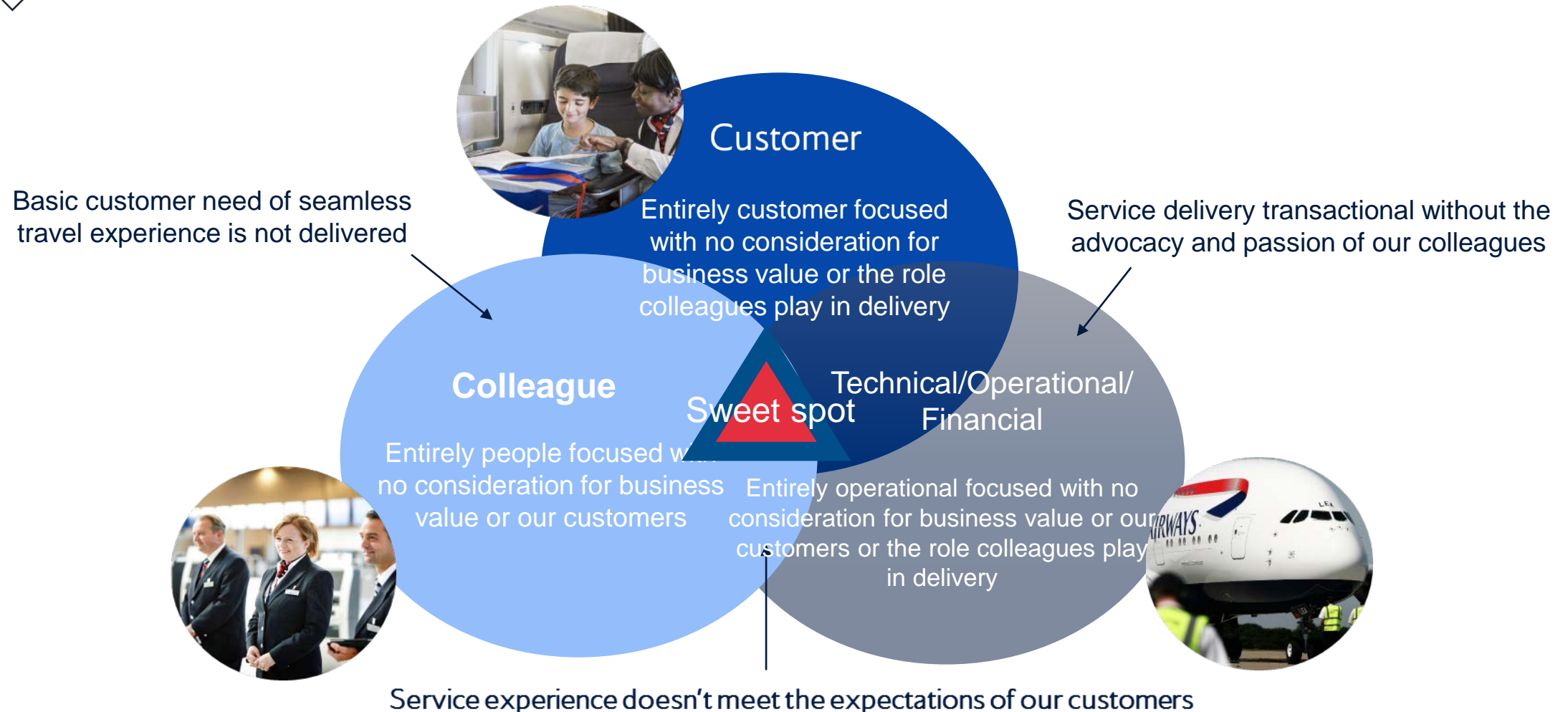
| Business Plan Delivery Group<br>Business Effectiveness   |   |
|--|---|
| PERFORMANCE UPDATE   | PROGRAMMES UPDATE   |
| Tracks performance of key metrics from across BA which our transformation programs influence<br><br>Tracks performance of:<br>- Absence<br>- Punctuality<br>- Net Promoter Score (NPS)<br>- Fare revenue | Our portfolio of Business Plan programmes and initiatives<br><br>Provides an update on:<br>- BP Initiatives on a page<br>- BP Initiatives Status Summary<br>- Programme Dashboard<br>- Initiatives Watchlist<br>- BP Deliverables |
|   |    |



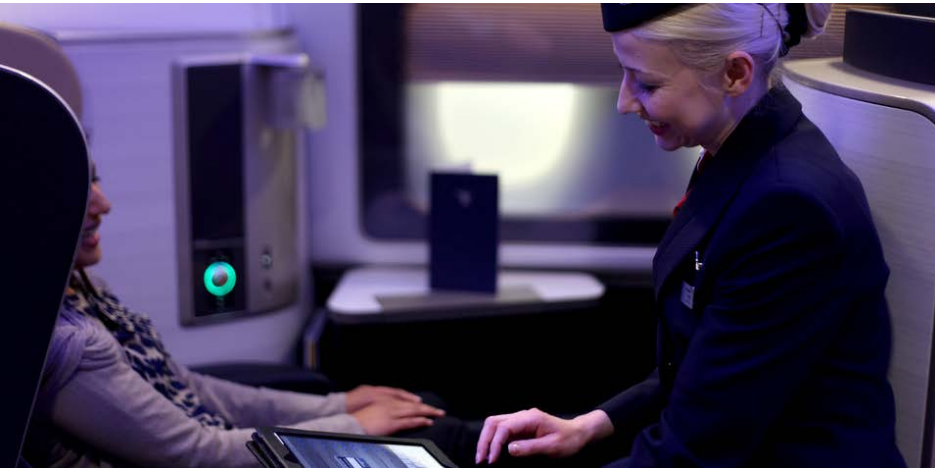
# CREATING THE PERFECT BALANCE



ACHIEVING THE ASPIRATION OF 'CUSTOMERS CHOOSE US FOR SERVICE, ABOVE ALL ELSE' REQUIRES A PERFECT BALANCE OF CUSTOMER, FINANCIAL AND OPERATIONAL PRIORITIES







# PEOPLE, CUSTOMER AND TECHNOLOGY ENABLING THE FUTURE



## 1st Industrial Revolution

Water and Steam

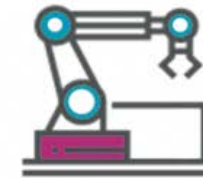
Steam and water power replace human and animal power with machines



## 2nd Industrial Revolution

Electricity

Electricity, internal combustion engines, airplane, telephones, card, radio and mass production



## 3rd Industrial Revolution

Automation

Electronics, the internet and IT increase automaton and mass production



## 4th Industrial Revolution

Cyber-Physical Systems

Driverless cars, smart robotics, the internet of things, 3D printing



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**ALIGNING OUR CUSTOMER AND  
PEOPLE STRATEGY TO BUILD THE  
BRAND AND DRIVE GROWTH AND  
BUSINESS PERFORMANCE.**

# OUR AMBITION IS CLEAR



## CUSTOMERS WILL CHOOSE US FOR OUR SERVICE, ABOVE ALL ELSE



We are proud to deliver...



our unique British Airways  
service...



which is loved by our  
customers

# BRITISH AIRWAYS



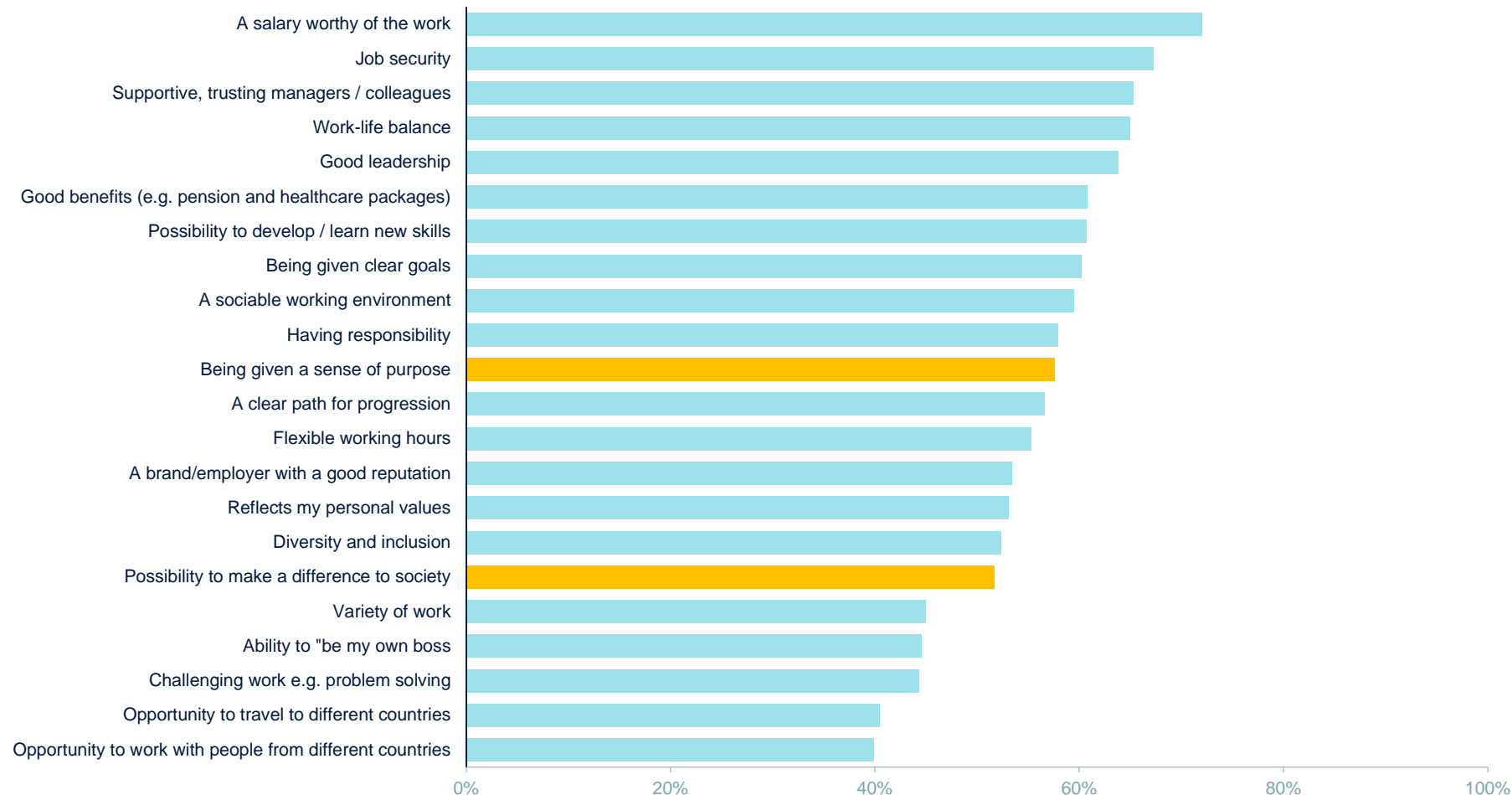


# WHAT PEOPLE WANT FROM AN EMPLOYER



“THINKING ABOUT WHAT YOU WOULD WANT FROM AN EMPLOYER / COMPANY HOW IMPORTANT ARE EACH OF THE FOLLOWING TO YOU? | RANKING VERY OR QUITE IMPORTANT

While 58% of young respondents rank ‘being given a sense of purpose’ and 52% rank the ‘possibility to make a difference to society’ as key considerations, other priorities such as salary and job security are deemed to be more important.



Source: Foresight Factory / BA skills research | Base: 1,000 respondents aged 16-21 per country, 2019

# OUR PEOPLE AND CUSTOMER PLANS SUPPORT OUR AMBITIONS



Talent



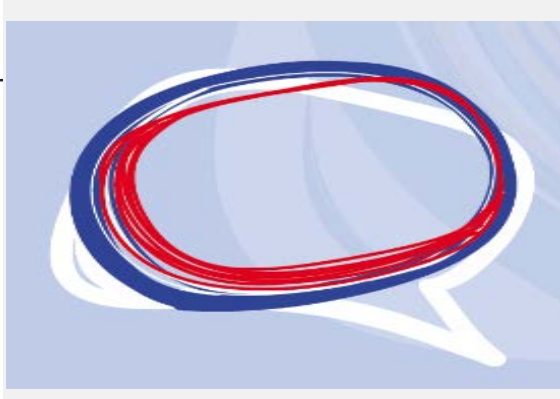
Learning



Engagement



Performance Mgt.



Product



Standards



Tools



Policies & Flexibility



# HOW SERVICE AND ENGAGEMENT WORK TOGETHER



## Service as a key differentiator



## Sustainable colleague engagement

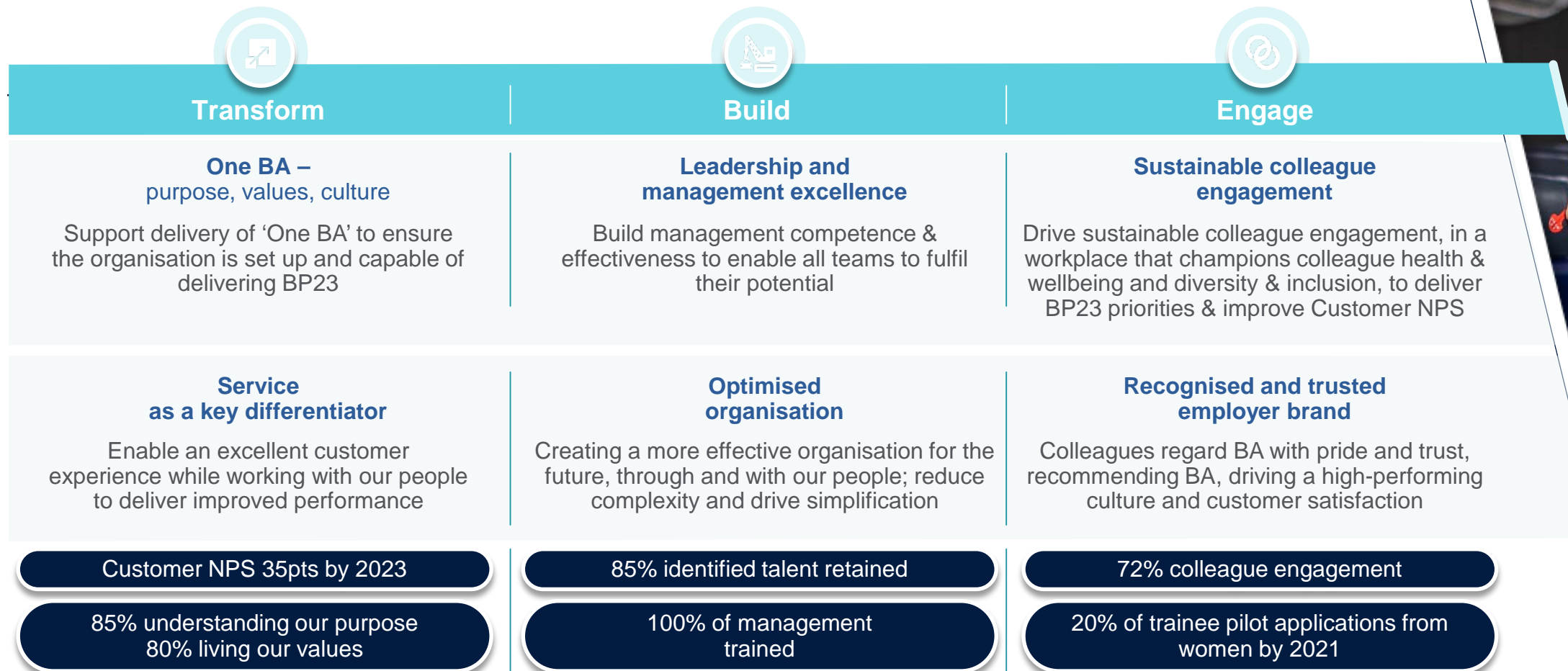
Leverage the most influential employee attributes to best meet the needs of our colleagues and drive business performance



**Colleague engagement must be addressed to enable customer experience and deliver customer NPS targets**



# Unleashing our true potential through our people





# The People strategy: creating a culture of service



Together we are  
**One British Airways**





# TOGETHER AS ONE BA

