

HumanResourceSummit

10-12 October, Dolce Sitges, Barcelona

Opening Keynote – Lord Chris Holmes MBE



Chris is a former Paralympic swimmer who won nine gold, five silver and one bronze medal across four Games, including a record haul of six golds at Barcelona 1992.

Chris is also Chair of the Global Disability Innovation Hub, Diversity Adviser to the civil service, non-executive director at Channel 4 and deputy Chancellor at BPP University.

In 2013, Chris became a Conservative Peer in the House of Lords focusing his time on technology and the digital opportunity, employment, education and skills, media and sport.

Chris is co-chair of the Parliamentary Group on Assistive Technology, vice-chair of the Fintech Group and member of the 4th IR Group. He has been a member of House of Lords Select Committees on Digital Skills, Social Mobility and Financial Exclusion and currently Artificial Intelligence.

Before entering the Lords Chris was Director of Paralympic Integration at the London 2012 Organizing Committee of the Olympic and Paralympic Games (LOCOG). From 2013-2017 Chris was Disability Commissioner at the Equality and Human Rights Commission and is a qualified lawyer.

Strategy Group Programme

1. From zero to hero... transforming learning & development

Speaker: Nebel Crowhurst, Head of People Experience, River Island

If Learning & Development in your organisation is looked upon as a reactionary transactional provider of training rather than an enabler that adds value to the bottom line of business performance; and you want to shift towards a culture of continuous learning the River Island story may be of interest.

This session will share the transformation that's taken place over the last two years to put people development firmly at the heart of River Island. With the move away from traditional appraisals and a drive towards employee led career development the L&D team needed to change their focus. Introducing leadership and management development solutions which are closely aligned to a progressive career development and performance approach along with a massive focus on introducing a digital learning strategy the business impact has been evidential.

You will hear about how the L&D team have used an evidence based approach to identifying business needs as well as demonstrating value.

The transformation continues with the introduction of Agile ways of working and a shift from traditional transactional Human Resources towards delivering a world class People Experience to everyone.





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Leading the People Experience agenda at River Island an international fashion retailer, Nebel brings together the Recruitment, L&D, Reward, Culture and Engagement strategy spanning 12,000 employees across Head office, Distribution, UK and international retail stores. Leading a team of 22 multi award winning HR professionals in delivering a progressive people strategy which provides great workplace experiences that in turn supports and enables business success.

2. Crowd-sourcing company culture: how employee voice shaped our vision and values

Speaker: Kelly Ruffle, Head of HR, Tarmac

If you heave a sigh when your company announces yet another new strategy, I've got news for you - so do your employees, and so do the very leaders you're expecting to cascade the latest vision.

Cue a lot of intense activity from HR and internal comms to get the strategy out there and move on to the next thing.

But there is another way. What if you crowdsourced the strategy? What if you threw away bland, identikit values and asked your people to replace them? What if you took an unmissable opportunity to update your policies and processes to truly reflect the spirit of the new world?

That's how we approached the challenge at Tarmac - seeing it as a once-in-a-generation opportunity to align everything we did to 'the Tarmac Way'.

Coming out of a period of significant restructuring, which itself followed years of uncertainty around the company's ownership and future, our people needed something to re-connect around. The Tarmac Way gave them an inspiring purpose, clear and relevant values, and ambitious goals, supported by a behaviours framework that helped them celebrate current strengths and prepare for their next steps.

This session will be of interest to anyone who wants to crack the challenge of truly making strategy stick. We'll explore how we worked from the bottom up, maximising employee engagement to win over hearts and minds and putting the power to build our future in everyone's hands.



Kelly Ruffle is Head of HR for Tarmac, the UK's leading sustainable building materials and construction solutions business.

Kelly leads a team of 19 HR specialists supporting two operational business units and our corporate functions, covering around 2,700 of Tarmac's c8,000 people. She has 18 years generalist HR experience within the Finance and Construction sectors, 10 years of which has been within Tarmac, having joined as an assistant HR advisor and completing her CIPD qualification as part of her career development.

Tarmac, a CRH company, combines the knowledge and expertise of two of the construction industry's most iconic brands: Tarmac, the pioneers of the modern road and Blue Circle, the company that patented Portland Cement.

Our innovative products and solutions not only safely deliver the infrastructure needed to grow the UK economy today but also help to create a more sustainable built environment for the country's long term future. We have contributed to some of the UK's biggest construction projects, including The Sainsbury Laboratory, Wembley Stadium, Heathrow Terminal 5, Blackpool Sea Defences, The Shard and London 2012.





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The company has over 150 years of experience and directly employs around 8,000 people across a nationwide network of over 400 sites. www.tarmac.com.

3. Learning to adapt – The key to mental wellbeing at work

Speaker: Claire Douglas – Head of Health and Wellbeing, SCS Railways

Mental health is increasingly a concern for employers. The link between mental wellbeing and performance has been long established and more organisations are appreciating that mental health is equally as important as physical health. Yet the incidence of anxiety and depression is rising and each year one in four experience mental health problems. Why is this and what can employers do to help?

Although there can be many causes of anxiety, one of the main reasons for this is change. Change has always been a constant but the pace of change has increased dramatically over the past two decades. This pace of change coincides with the advancement in technology such as the world-wide-web, social media and use of smart phones. Many organisations have had to adapt to these advances in technology. Retailers for example have had to adapt to meet the increased demand for online shopping. At Pitney Bowes the increasing use of digital mail (emails) instead of postal services meant the organisation had to address this and incorporate digital technology. Many companies are going through similar transformations in order to keep ahead and to survive. Subsequent restructuring has meant that many people have to leave organisations that they had hoped would offer a job for life. A job for life however is now a notion from the past. Most people joining the workforce today will change jobs on average every three years.

What therefore can employers do to help their staff to cope with this uncertainty and help them to adapt to change? Adaptation is essential for survival not only of businesses but of the individuals within them. There are in fact many things that can be done to prevent stress and anxiety, to raise awareness and reduce stigma around mental ill health to ensure support is given. Organisations may have great resources available but are employees aware of this and do they know how to access these resources?

In this session I will talk about ways of ensuring that employees have the skills to adapt to change. At Pitney Bowes our Wellbeing Strategy ensures that all areas of wellbeing are addressed and that we have the right culture and environment to support this. This includes having the right policies in place such as a Mental Wellbeing Policy. We have been running resilience workshops for employees for the past 5 years as well as some fun and alternative events to give employees several tools that they can use to help them deal with stress and anxiety. We have introduced some new and interesting ways to ensure that support, such as EAP, is easily accessed by employees. With the right support and the right environment individuals can learn to embrace change and to thrive as a result.





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• During the 20 years I have worked in Occupational Health and Wellbeing, promoting Mental Health at work has been my main area of interest.

• I recently completed a PhD in Psychology looking at 'Adapting to Organisational Culture'

• My interest in Occupational Health began whilst working in the Film Industry in 1991. I set up and managed a medical centre at Shepperton Studios.

• Following completion of a Bsc (Hons) in Occupational Health in 1994 I went on to work in Occupational Health for a number of industries including retail, pharmaceutical, global technology and currently in the construction industry.

• My roles have been both National and International

• In 2005 I went to work at UK Retailer John Lewis where I became OH Strategy Manager. Here I gave talks on managing stress and ran workshops regarding building resilience (including one for the senior leadership team). Whilst at John Lewis I was asked by the Health and Safety Executive to write a case study regarding our approach to stress management.

• In 2012 I came to work for Pitney Bowes as Health and Wellbeing Manager for Europe. My role involved setting the strategy for Wellbeing, overseeing the OH Service, (external provider), EAP service and Wellbeing program. My role also involved a considerable amount of international travel.

• The experience of working in Europe has helped me in my current role as Head of OH and Wellbeing for a large construction firm where I am working with a team from many different countries, mainly, UK, Sweden and Germany and Portugal. The role is perhaps my most challenging yet!

• I have spoken at a number of conferences including the Institute of Work Psychology at the University of Sheffield in 2016 and Employee Benefits in London 2017.

• I am Mum to three wonderful teenagers

4. The Levy: enabling positive change at Babcock

Speaker: Joanna Rayson, HR Director - Emergency Services & Training, Babcock International

Learn how Babcock International Group (BIG), a global services business with UK heritage, has used the apprenticeship reform as the catalyst for talent management transformation.

In this session, Joanna Rayson, HR Director will share how BIG is re-shaping talent with changes to recruitment; training and workforce planning that are seeing positive results across the group. Her presentation will build around three stages of change:

- The strategy: Setting the agenda and preparing for change.
- The project: Developing BIG's corporate culture and HR process to enable greater diversity and deeper skills across our workforce.
- Lessons learned and applied: Using data and analysis to continually improve.

She will discuss the BIG's diversity and skills agenda which covers youth engagement, recruitment, training, apprenticeship and graduate programme initiatives, and she will share candid insight on the challenges that she and her HR team have faced. Explaining how they have engaged with leaders across their highly federated business to gain insight and support for the changes.





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Joanna is an experienced HR leader with over 15 years' experience working for blue chip organisations such as BT, Leica and Network Rail, and iPSL. During her career, Joanna has led a number of highly successful HR transformation programmes during her career. In her role at BIG, she is responsible for managing a team of 15 HR Business Partners and for setting the strategy for people across the Skills and Learning division.

5. **The RISE of female talent within ECB**

Speaker: Rosie Ranganathan - People Director, England & Wales Cricket Board

The England and Wales Cricket Board (ECB) is responsible for all aspects of cricket – supporting clubs, schools and disability cricket through to the professional and international game. As cricket's national governing body, ECB has developed a new strategic framework to grow the game at every level 'Cricket Unleashed'. It's a desire to embrace change and keep our sport relevant and accessible. The strategy is shaping the future as we reach out to new audiences, promote ways to play the game, connect with a broader, diverse fan-base and create a shared vision for the sport. In 2017, cricket evolved in a host of new ways. We secured ground-breaking strategic partnerships with Sky and BBC to drive participation whilst significantly increasing revenue, introduced a major new junior programme All Stars Cricket to more than 37,000 kids aged 5-8, secured support for a new T20 competition, saw England win the ICC Women's World Cup in front of a sold-out Lord's and staged this country's first Day-Night Test.

With 300 employees, based throughout England, employee engagement scores are in the 90's. With an employee ratio of 72% male to 28% female (with 2 females on the Senior Management team) now was the right time to focus our energies on diversity and inclusion. If we were to appeal to a broader fan and playing base then we needed to ensure that this was reflected within the organisation and that we work to change the perception of ECB. We started the year celebrating International Women's Day in the famous Long Room at Lords', where women have only been allowed in for the first time 18 years ago. This event was just the beginning of our journey to support and empower women working for the ECB.

This session will be of interest to anyone interested in developing people but with a particular lens on female talent. It will cover why this was important to us, what our aspirations were, what we did, what the impact was and the lessons learnt along the way.



Rosie joined ECB in October 2014 as the People Director, after a short stint as the HR Director for Wasps Rugby team. She was lucky enough to encounter a blank canvas and be part of a Senior Management team that is as equally passionate about creating a great culture. Within that time, the ECB has gone from being featured in the Times Top 100 companies to work for with a strong set of people values, launching a Development Academy and an Internal Communications function. In addition, she has worked to adapt the culture with a number of organisational design projects that support the strategic framework 'Cricket Unleashed'.

Rosie started out her HR career working in music for EMI Records and then moved to BMG, where she worked as part of the team who worked on the merger with Sony Music. Rosie then moved into TV and worked at Channel 5 in the set up of two new channels that expanded their portfolio. Working at Channel 4, saw Rosie run the HR Operations team for almost 6 years. During her time there, Rosie worked on many large scale organisational design projects including the purchase of EMAP TV, the outsourcing of Transmission and the acquisition of the UKTV Advertising Sales team, bringing in significant additional revenue.





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As a trained Executive coach, Rosie is passionate about developing people and has introduced a culture of personal development to the ECB including the launch of an internal training centre, high performance programme and RISE, a programme specifically focused on female talent.

6. From business partner to trusted advisor

Speaker: Karen Terry Weymouth, Change Director, BT Group

BT is one of the world's leading communications services companies. Our purpose is to use the power of communication to make a better world.

We serve the needs of customers in the UK and in 180 countries worldwide and have a workforce of 106,000 people. Our main activities are the provision of fixed-line services, broadband, mobile and TV products and services as well as networked IT services.

In the UK, we are a leading communications services provider selling products and services to consumers, small and medium sized enterprises and the public sector. Globally, we supply managed networked IT services to multinational corporations, domestic businesses and national and local government organisations.

As a global organisation in a VUCA (volatile, uncertain, complex and ambiguous) environment, we have a massive transformation agenda. Internal Communications plays a vital role in enabling our senior leadership to successfully deliver this transformation agenda and build the advocacy of our people. To achieve this we've had to re-invent BT's IC function and build the capability needed to enable our business partners to shift from being writers to Trusted Advisors.

This session will be of interest to anyone interested in the shift from traditional business partnering to becoming trusted advisors, or those interested in the role of Internal Communications in delivering transformational change. It will cover why we needed to change, the approach we've taken, what the impact was and what we learned along the way.



Karen joined BT Group HR in 2010 as Change Director, having spent three years building an internal change consultancy within Openreach.

Karen has led a pan-BT organisation design and culture change initiative - 'Space to Lead' - building clear leadership accountabilities and empowerment by implementing a simplified organisation; a programme to develop a 10-year understanding of strategic workforce demand and supply challenges based on technological and social trends and future skills availability; and transformed BT's Internal Communications to build a pan-BT IC function and the communications capability required to support BT's transformation and growth agenda.


Prior to joining BT, Karen was a management consultant with EY and Capgemini Consulting, leading transformational change with large, complex organisations including Kellogg's, Motorola, DWP and HMRC. At BT and as a consultant, she's built strong relationships, working with senior leaders as a trusted advisor and coach on all aspects of organisational change.

Karen is motivated by making a difference and passionate about developing capability, delivering a great employee experience and building high performance teams.

7. The neuroscience of stress and sleep-deprivation

Speaker: Professor Geoff Bird, University of Oxford

Geoff is a cognitive neuroscientist, which means he is both a psychologist and a neuroscientist. As an active research scientist, he is extremely interested in the factors that allow us to perform to the best of our abilities at work, and conversely those factors that result in reduced performance and wellbeing. As





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a result of his research, he has developed a keen interest in the neuroscience of stress and sleep deprivation.

Although most of us know stress is a bad thing, and would like to reduce levels of stress in our organisations, it is surprising how few people actually know what stress is. Geoff will provide a scientific definition of stress, and highlight how this definition allows us to understand the implications of stress outside the workplace for workplace performance, and the difference between pressure and stress. It will also become clear why the amount of work someone has to do has little relationship with the amount of stress they feel. This is important, as most leaders assume that workload is the thing that they should modulate in order to reduce stress in their organisation.

The session will move on to look at the relationship between stress and sleep deprivation, and how and why both factors severely impact our performance and behaviour at work. While designed to highlight the seriousness of stress and sleep deprivation, the session will provide a positive message by highlighting ways in which stress can be reduced in the workplace, and better sleep achieved despite the pressures of modern life and work patterns.



Professor Geoff Bird is a Professor of Cognitive Neuroscience at the University of Oxford and a Senior Lecturer at the Institute of Psychiatry, King's College London. He also holds a Research Fellowship at the Institute of Cognitive Neuroscience at University College London. Geoff has focused throughout his career on understanding the neuroscience of performance, both of individuals and of groups.

He is an expert on social interaction, and his research covers how the brain enables us to learn from others, feel empathy for them, and influence how they feel and think. A key focus of his present research is how people can make better decisions, both individually and in groups. As a result of this interest Geoff has completed a WABC-accredited Business Coaching course focusing on the neuroscience of leadership and performance.

Professor Bird served as a Science Policy Advisor to the UK Government throughout 2008 and is one of the Principals of the Centre for Educational Neuroscience – an organisation dedicated to enriching education through the application of findings from neuroscience. He contributes his expertise in the neuroscience of learning and reward to the centre in order to increase the efficiency with which people learn, and how best to motivate that learning. He is frequently consulted by blue chip companies and the media to explain the relevance of neuroscience to society and business. He has recently been voted one of the UK's 'Most Influential HR Thinkers' by HR magazine.

