



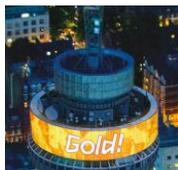
Company Name	Point of contact for narrative	Business Benefits	Business Metrics demonstrating value
BT Group Plc	Sally Ward +44 1394 386389	Enabling retention of our people	See below

Attracting and retaining a productive, high-quality talent pool

BT facilitates agile working and promotes it where it is appropriate for the needs of our customers, the business and our people. We equip our employees to work flexibly in both time and place. Agile working is a major element in our transformational workplace strategy and is one of the things which make our business a great place to work.

Our multi-talented workforce would view being desk-bound from nine to five as an antiquated arrangement and they demand a more flexible approach to how, when and where work they carry out their work. Our people are more mobile than the previous generation and they often work in teams that are dispersed, sometimes across continents. Having the technology and the policies to support a flexible lifestyle is a major factor in attracting the very best people to BT.

We harness the power of communications technology to give every one of our people remote access to their e-mail and over 50,000 of them have remote access via our internal systems. The use of technology, such as teleconferencing and videoconferencing, is not only more convenient for our people but also improves business efficiency. A study of a random sample of 10,000 BT employees by University of Bradford calculated that, in the year ending March 2012, 1,040,000 face to face meetings were eliminated each with a mean travel saving of 197 miles. At the same time, BT staff made 5,200,000 conference calls. This is significantly higher than the 3,600,000 calls made when a similar survey was conducted in 2008 and paints a very positive trend as BT continually enhances its business efficiency. As part of these savings, we have cut our accommodation needs by some 48% which has meant a significant reduction in both energy consumption and carbon emissions. Reducing physical office space has yielded global savings of £100 million per annum. The annual net saving per home-based employee has been estimated at 1.4 tonnes of CO₂e by the [SMART 2020](#) study.



Attracting talent is important but so is retaining it. Juggling home and work responsibilities is a major challenge for many of our people and we seek to create an environment where everyone feels they can achieve their best. We therefore aim to support any employee who has a need for flexible working whether as a short term adjustment or a longer term requirement. Having agility embedded in our culture means that our people rarely need to make a formal request to consider flexible working because potential issues are addressed at an early stage with line managers and employees almost always agreeing a mutually beneficial agreement. Allowing short term flexible working helps us to retain talent in the business and can have a positive influence over longer term productivity and employee engagement. It allows us to support its employees during difficult personal times.

Caring responsibilities can be a major barrier to retaining our talented people and that can relate to childcare, elder care and other circumstances. We have developed a specific “Family and You” portal to provide advice for our people and to guide them through the various options we make available to them. These flexible working options contribute to our extremely high return to work rate for staff on maternity leave producing tangible cost savings in recruitment and training. Caring is by no means the only reason our people seek to adopt more agile working patterns and we have developed a number of additional tools to support them as part of a mutually agreed career and/or life plan. Talent is not the prerogative of the young and many of our most valuable people are mature in years. Losing scarce skills and experience in a precipitant manner can be damaging to the business and we therefore offer a range of flexible retirement options easing our peoples’ path into full retirement. The options available include: Wind down (part-time or job share); step down (moving to a lower grade); time out (phased sabbaticals); helping hands (secondments either full or part time) and ease down (a gradual reduction of hours or responsibilities).

We take pride in our record of both attracting and retaining people with disabilities, whose talents are so often overlooked by employers. Agile working, whether through the use of technology or flexibility in working patterns is often the key to overcoming the barriers to this group achieving the dignity of productive employment.

Homeworking can be the optimal arrangement for both individuals and the business and over 8,000 of our employees are registered homeworkers, with many more thousands having varying work-patterns from occasional home working to term-time working. Flexible working can help to enhance employee wellbeing and engagement which, in turn, improve business performance.

At BT we take a catholic view of the term “talent”. We have a rich diversity of people from a wide range of backgrounds and we seek to create a meritocracy in which everyone can flourish and prosper. That open mindedness extends to the way that we see our people meeting the needs of our customers and agile working is an essential tool in our ability to succeed as a business.

