



# Bupa Digital Transformation:

## *Turning Digital Inside Out*

**Nigel Sullivan**

Chief People Officer  
Interim Chief Information Officer  
March 2019

# We live in a digital world



**3.2 billion**  
people use the  
internet

Bupa has  
**27.4 million**  
customers



Bupa employs  
more than  
**70,000**  
people

# Digital on the outside

We are providing our customers with a simple and standard user experience and services they need and want to consume digitally



Online appointments



Personal Health Records



Policy information



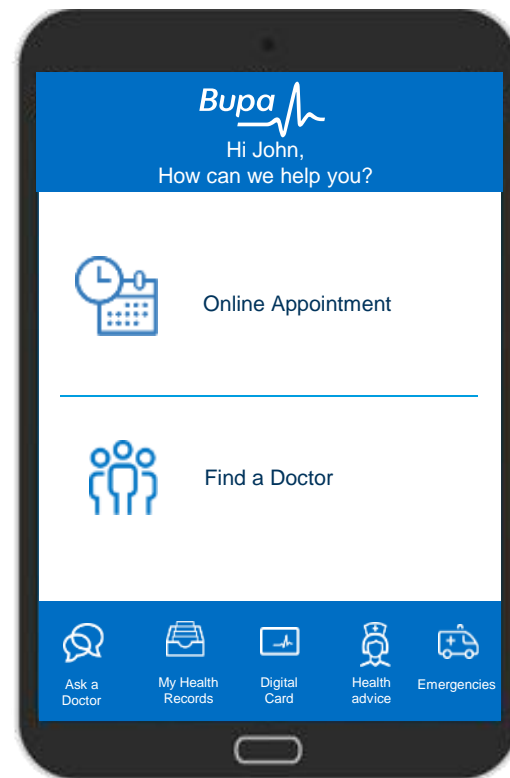
Video consulting



Claims



Health prevention & wearables



# To align, we are changing to digital on the inside

We are providing our people with a simple and standard user experience and services they need and want to consume digitally



Applying for jobs



Setting goals and giving feedback



Finding policies and information



Completing training



Applying for leave



Feedback and engagement



# Bupa's People Strategy; *Digital is our most common enabler*

- Core elements of our strategy
- Delivered through BAU and key projects
- Focus areas for all MUs
- Consistent focus regardless of changing priorities

## Listen, understand and respond to our people

- We listen to our people to get insight into what will make the biggest impact in improving their ability to make a difference for customers and their experience at Bupa
- We test our people products with our people to ensure it meets their needs
- We support our people, their managers and Bupa as a whole to take action on what has been said
- Our people feel free to speak up
- Our people are true customer champions

## Enable all our people to be themselves and be their best

- We promote and embed our values and the Bupa code as part of our DNA
- We promote a diverse and inclusive culture and workplace
- We champion the physical and mental health and wellbeing of our people
- We advocate Bupa's products and services for our people
- We recognise, value and celebrate the great things our people do
- We reward fairly, in line with market conditions and having our customers' outcomes in mind

## Attract and grow diverse talent and enable fulfilling careers

- Our workforce planning ensures we have the right people in the right roles with the right skills
- We understand the skills and capabilities that are needed, and attract and develop diverse talent which keeps us fit for the future
- We hire great people and have robust talent and succession processes
- Our people access modern and relevant learning that enables them to do their job, develop themselves and grow their careers

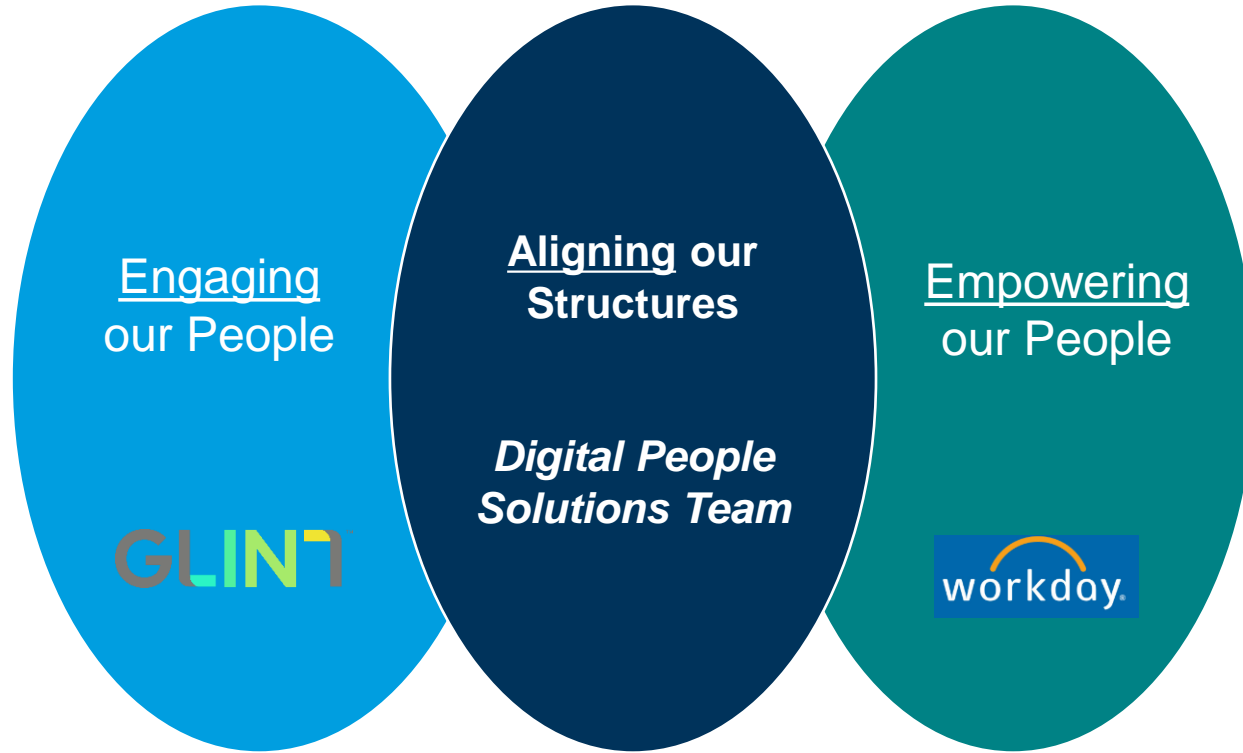
## Develop and empower great leaders and managers

- Our leaders and people managers create the culture and environment to inspire our people
- We have capable and confident people managers that know what is expected of them
- We support our people managers to operate safely by managing people-related risk
- Our people managers engage and support our people to deliver great customer and business outcomes
- Our people know that their manager cares for them

## Make it simpler and easier to work here

- Our people offering is clear, engaging and digital
- We give our people the right tools, resources and development to deliver a great service
- Our people processes are simple, digital and seamless and our people have the information and services they need at their fingertips
- We take a human centred design approach to improvement, ensuring we're designing with our people and our customers in mind

# Digital Transformation Examples



# Empowering our People: *Our Workday Journey*

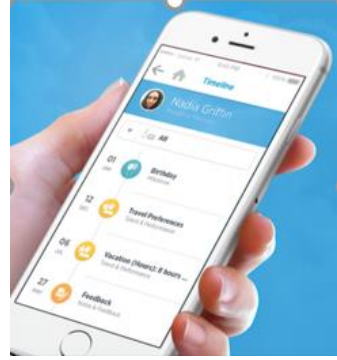
*A challenging technical and organisational change*

*3 year implementation journey*

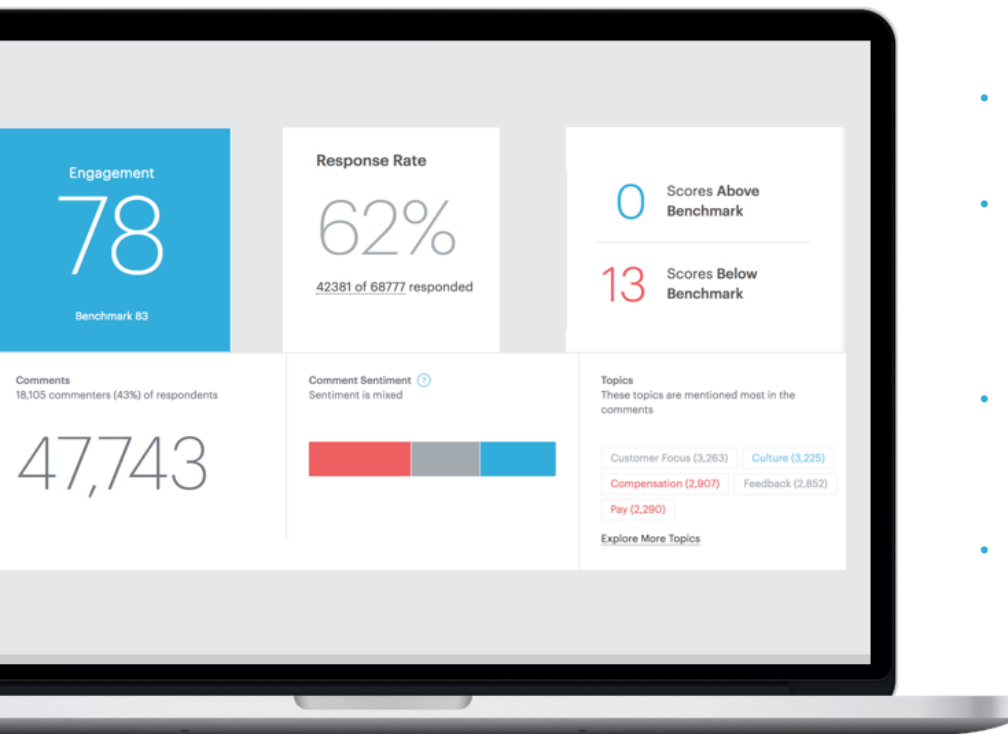
*27,000 Active employees*

*People change was more challenging than the technical change*

*160,000 logins per  
month, including 30,000  
mobile*



# Engaging with our People: *A transformational change with Glint*



- 42,000 responses, across 25 countries
- Delivered a **step change** in our **understanding** of how our People are feeling, but more importantly; **how we can address** areas for improvement
- Helped position our People team as a critical driver Bupa's **wider organisational strategy**
- A perfect example of **Digital driving and enabling** true organisation change and impact



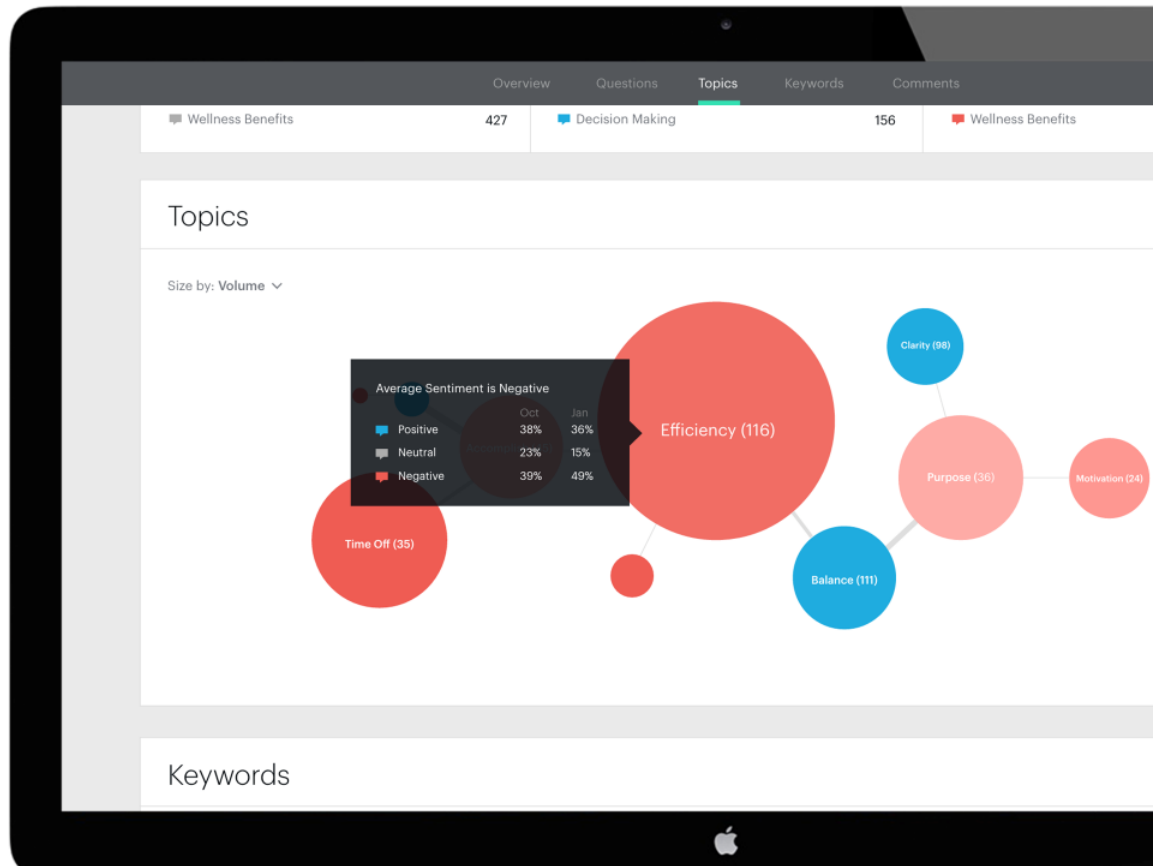
# Glint delivers actionable insights on Bupa People we never thought possible



## Narrative Intelligence™

### Contextual analysis and recommendations

Glint's award-winning natural language processing (NLP) engine connects the dots between what your employees say, how they feel about it, and how it relates to engagement and other outcomes. The result? True understanding that leads to effective action.



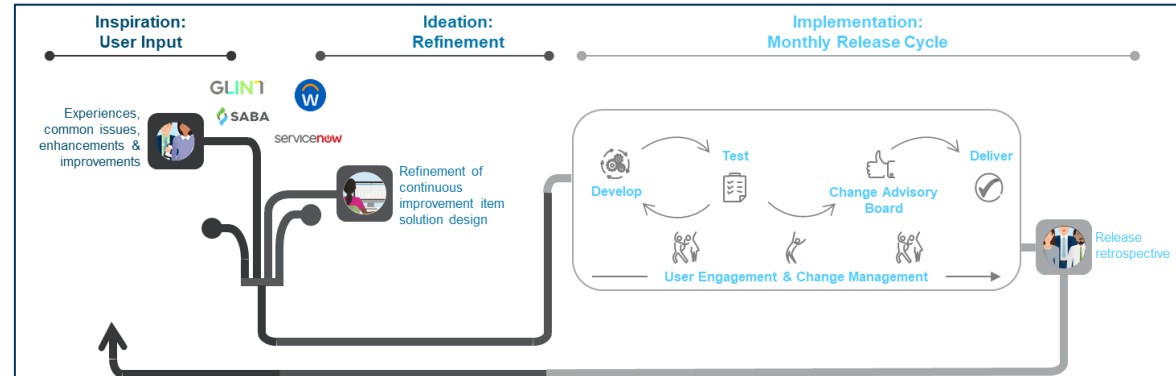
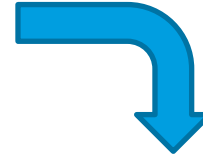
# Embedding Digital; *future proofing our organisation structure*



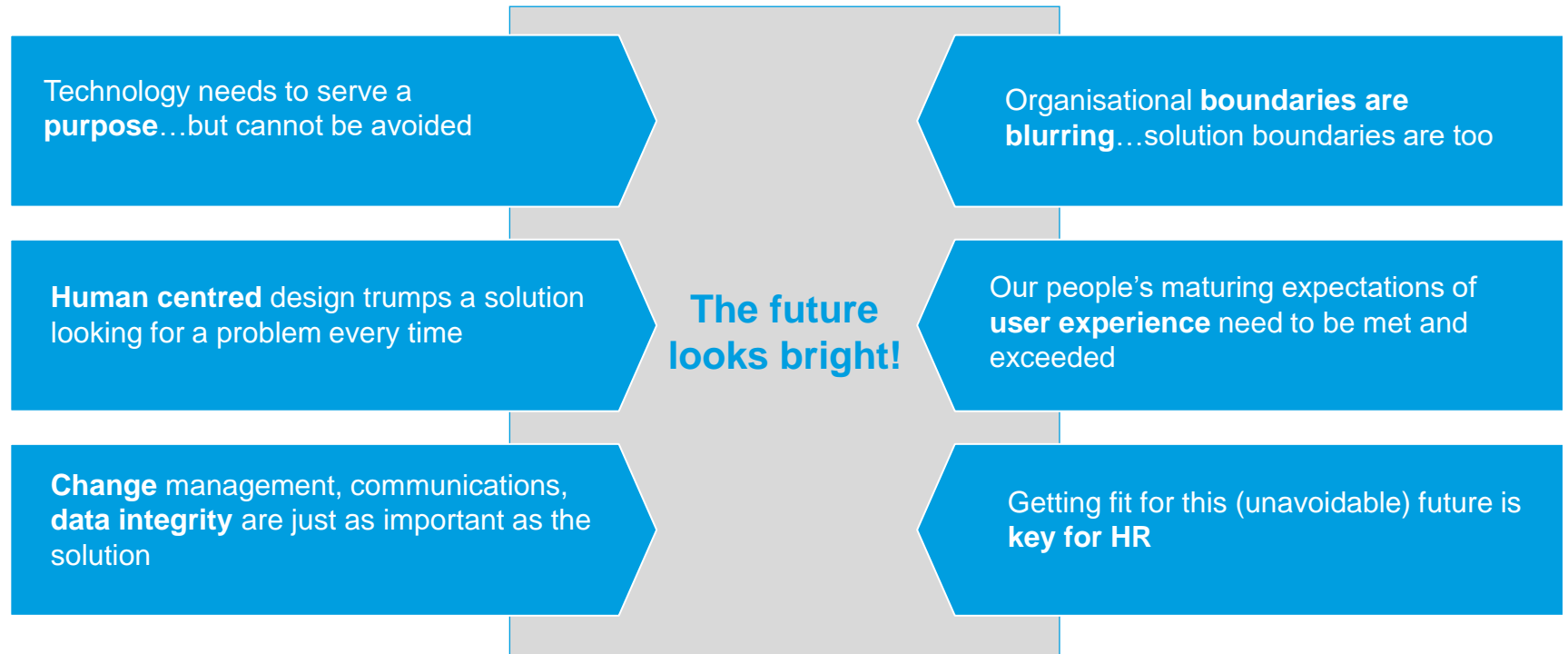
# Constant change has become our new normal .....

With continuous improvement and innovation introduced monthly

	ELA	UK	Centre	ANZ	International Markets
Across the People Lifecycle	PeopleSoft	Workday			PeopleSoft
Commence my career		Beeline (UK)		Beeline (ANZ)	
My growth and learning	Grow				
My engagement and wellbeing	People Pulse (Glint)				
My employment needs	People App	People Place			
My employment needs & manage my organisation		Service Now (UK)		Service Now (ANZ)	



# Turning Digital Inside Out: *Key Takeaways*



# Digital People Transformation

