



THE FTSE 100 INNOVATION

INDEX

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**No-one has
a monopoly on
good ideas**

Kevin O'Leary

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Meet the changemakers

Change is hard. The bigger the business, the harder it can be to innovate and implement change.

Big businesses are facing the scary ultimatum of 'innovate or die', realising they need to be facilitating the change, not responding to it. And who knows the changes your company needs to see better than the people working in it every single day?

The problem is, the way that most businesses communicate and engage with their employees is perfectly suitable for a world that no longer exists.

Failing to keep up with employees' changing habits and expectations means ultimately failing to stay innovative and ahead of the curve.

We studied the FTSE 100 to discover how some of the world's best and biggest businesses are embracing innovation and listening to employee ideas.

We found three key trends:

1. Innovation

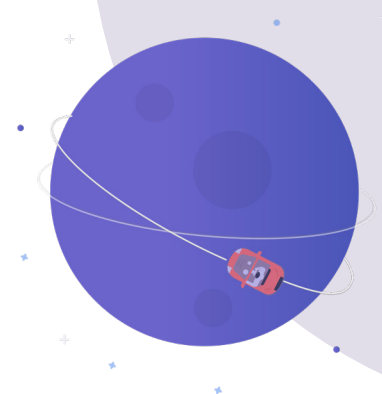
Innovation is on the increase – average mentions of 'innovation' across the FTSE 100 have increased by 33% from 2016-18

2. Employee engagement

Employee engagement has never been more of a focus – mentions are up by 41% over the last three years

3. Listening leaders

Listening leaders are emerging worldwide – and for good reason, as there is a direct correlation between a company's CEO Approval Rating and its Employee NPS®



Contents

4	Executive summary
6	Innovation
13	Employee engagement
19	Listening leaders
25	Methodology
27	Data



Executive summary

Innovation may seem like a buzzword, but it won't disappear any time soon. Companies around the world are realising that, unless they keep up with the changing pace of their industry and wider developments in technology and culture, they'll soon be left behind.

Our work with some of the world's biggest businesses has given us unique insights into the challenges they face to remain relevant and innovative in an ever-evolving world; where a rival company can appear overnight with the advent of digital, technological and social tools accessible by anyone.

A company's biggest and often most under-utilised asset is its employees, so it's no surprise that the most successful companies are now being led by teams aware of the importance of listening to their people.

From implementing employee ideas campaigns to creating direct channels of communication between leaders and employees, there has been a surge in top-down initiatives to engage employees in the heart of business matters.

Sounds simple, but how do you go about consistently engaging a large and often disparate workforce?

We've seen firsthand some amazing examples of companies doing just this, and the stories here show that anyone can drive employee-led innovation.

Nobody knows your business better than your employees. Our research has shown that 4 in 5 employees have ideas to improve their business, but over a third currently feel ignored. Are you listening?



WILL READ
CEO and Founder, Sideways 6

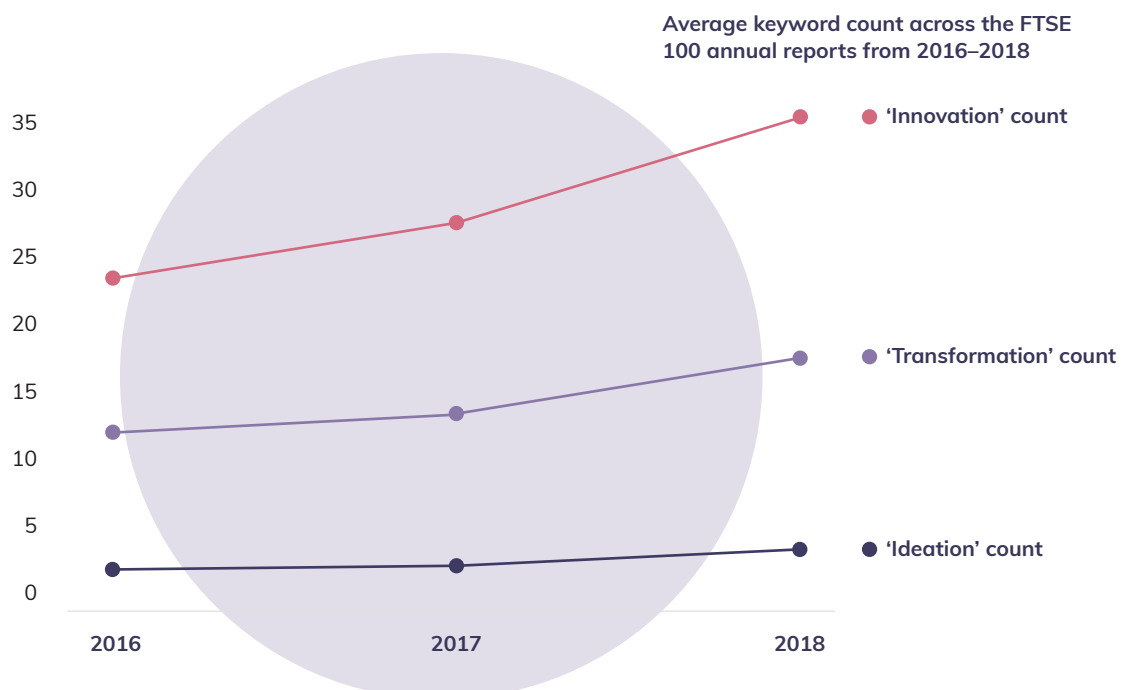
Findings

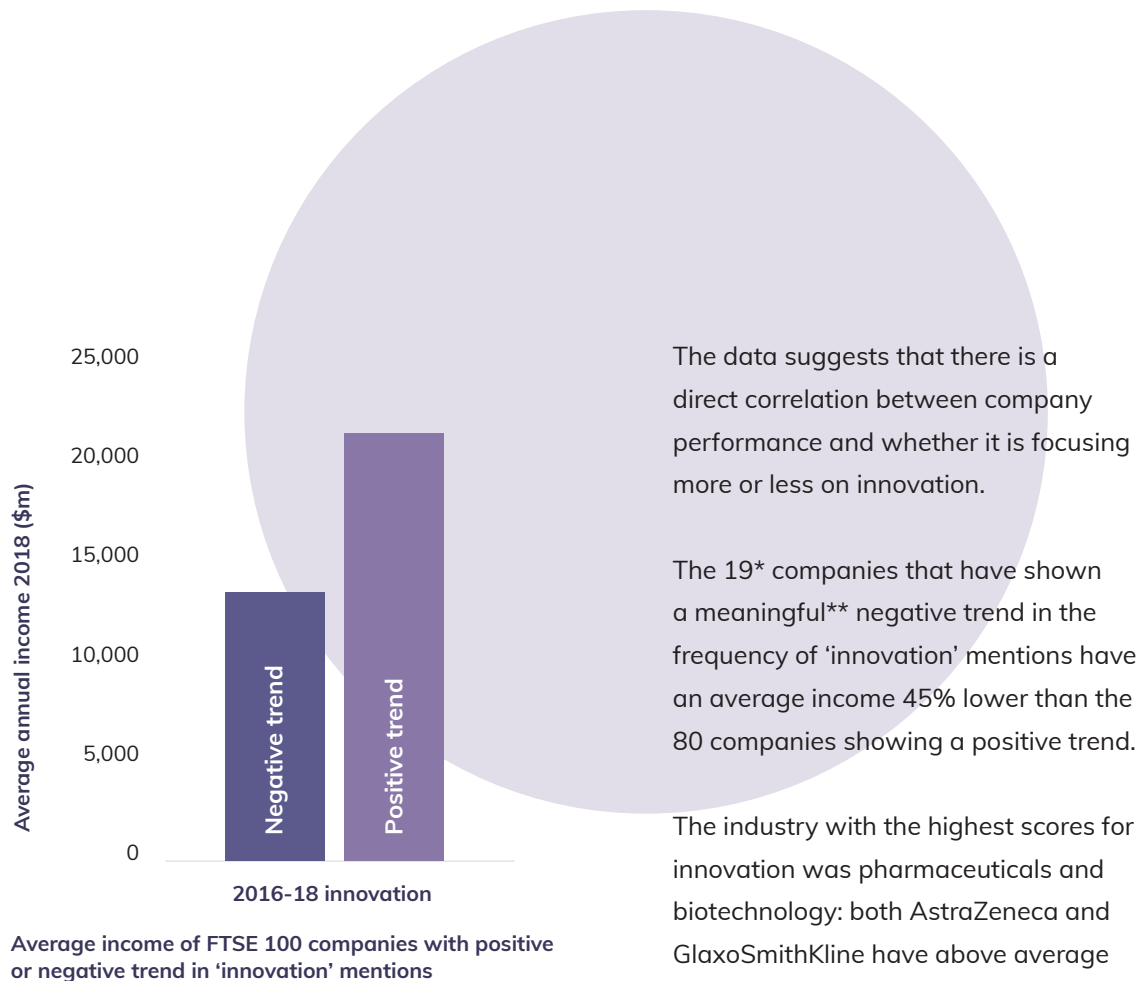


Innovation is on the rise

There's an increasing trend in innovation across all industries, with no sign of it waning any time soon. The average increase in counts of innovation across the index from 2016 to 2018 was 33.34%, and only one company failed to mention innovation in their 2018 report.

In this era of 'innovate or die', the biggest businesses are sourcing ideas from everywhere to stay ahead of the curve and avoid the fate of their long-forgotten predecessors. Blockbuster, anyone?





AstraZeneca

AstraZeneca's mission is to provide life-changing medicines to patients in need. By 2025, their aim is to not only double the number of medicines delivered, but also their revenue.

To help with this mission, the senior executive team went in search of a way to flatten the organisation, drive innovation, and place the company's future in the hands of its employees.

Recognising the creative potential of their 64,000 employees across 120 countries, the team augmented their strategic process with a crowdsourcing event, aptly named AZ2025, aiming to make every voice count.

The AZ2025 campaign was an open invitation to every employee to have their say, and they did just that.

Over the course of three weeks, more than 77,000 ideas, comments and likes were contributed from employees in 70 countries, many of which will go on to influence what AstraZeneca looks like in years to come.

Crowdsourcing and ideation have become part of AstraZeneca's DNA, and sustainable crowdsourcing campaigns remain an ongoing focus in their innovation strategy.

Astrazeneca's high scores for all Glassdoor criteria attest to the idea that employees who are listened to are more engaged and ultimately happier. Their constant reference to ideas, innovation and transformation show that a forward-thinking business is a desirable one.



Innovation rank
4th

Approve of CEO
91%

Ideation rank
2nd

Experian

The value placed on innovation and ideation is palpable at Experian.

Scoring above average for every criteria measuring innovation, transformation and ideation, they are rewarded by revenue almost a third higher than the industry average within the FTSE 100.

Experian's employee engagement statistics are also enviable, and the CEO has a staggering approval rate of 90% – one of the highest across the Index.

According to Experian, creating a culture of innovation allows them to develop new products that meet the changing needs and practices of consumers and clients.

The proof appears to be very much in the proverbial pudding, with happy employees and a healthy, forward-thinking company.



By listening to our people and actively encouraging new ideas, we continue to develop Experian as an outstanding place to work with a high-performance culture.



Rentokil Initial



We believe our innovation pipeline is unrivalled and the opening of the Power Centre, our home for innovation, science and training, has further strengthened the expertise of our people and ensures we are ideally placed to deliver the best service for our customers, today and in the future.

There are two significant elements of Rentokil Initial's culture:

1. People

An emphasis is placed on 'down to earth' people, fostering a culture of honest communication and hard work, and a place in which individuals can contribute their ideas and experiences to help drive the business forward.

2. Innovation

To stay ahead of the curve when it comes to the latest developments across their industry and technology more generally, they have built an innovation pipeline to set the business apart from competitors.

Rentokil Initial unsurprisingly ranked 2nd for innovation over the last year – at the heart of their innovation strategy is their recently-opened Power Centre, home to the company's innovation pipeline.

Providing greater resources and capabilities for innovation ensures that the company remain at the forefront of their competitive industry.



Rio Tinto



Some of the best people in the industry work at Rio Tinto, and we want to make sure this tradition continues. We do this by fostering a culture where every voice is heard, every idea is encouraged and everyone is supported.

Recognised in Boston Consulting Group's **The Most Innovative Companies 2019** list, it's no surprise to see Rio Tinto involving employees in finding new and innovative ways of thinking.

In 2018, a number of initiatives were launched by Rio Tinto in an attempt to engage employees on important business issues, including the future prospects and vision of the company in what is undeniably a rapidly changing world.

They launched brand campaigns in Australia, Canada and Mongolia and, significantly, established a 'Pioneer Lab' concept. This initiative aims to serve as an incubator for any new, innovative employee ideas designed to tackle the biggest issues, challenges and opportunities the business faces.

Ideation rank
4th

Approve of CEO
77%

Employee NPS®
64%



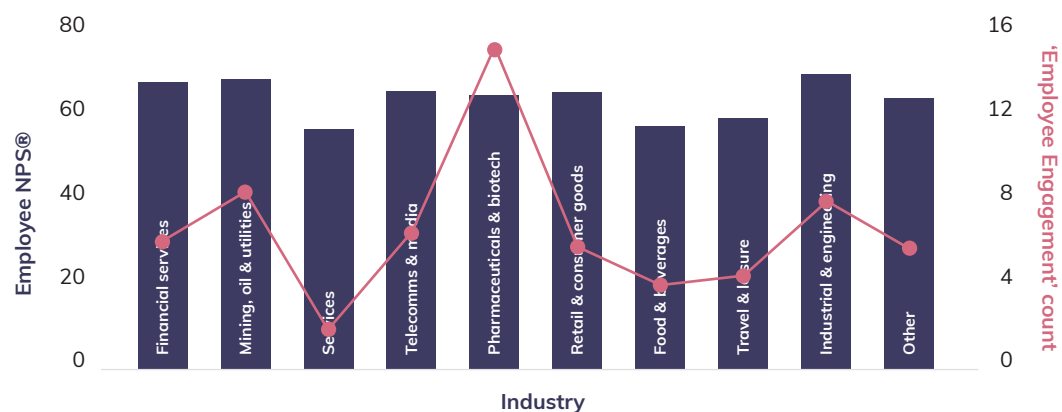
Employee engagement is in focus

Employee engagement followed the same trend as innovation, with mentions of the term increasing by 41% across the FTSE 100 on average from 2016-18.

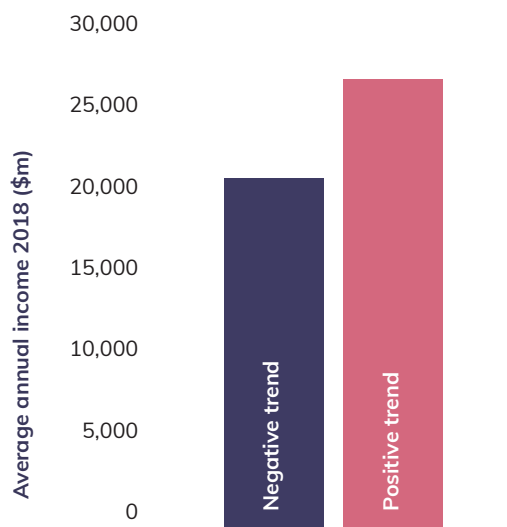
There's an identifiable correlation between how much attention is paid to employee engagement in annual reports and whether employees would recommend their company to a friend (employee NPS®). Employees, it would seem, are conscious of whether their employer really values them.

Research shows that 82% of employees have ideas to improve their business, but a third feel as though their voices aren't heard. The result? They leave, costing up to £30,000 to replace (HR Review).

Large companies incorporated in England and Wales are also obliged to disclose how they're involving employees in company decisions, so it's no surprise that the best of the biggest are making employee engagement a priority.

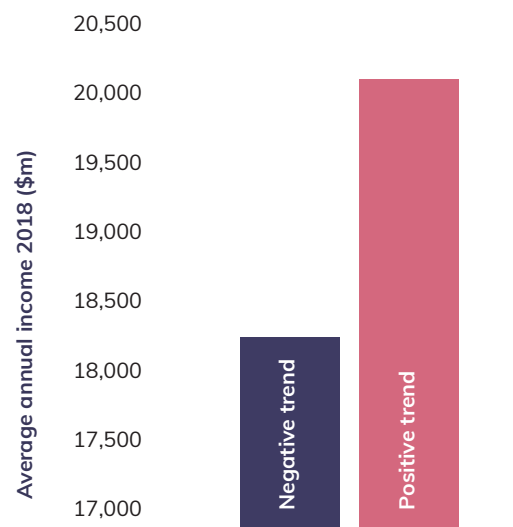


Average Employee NPS® per industry (2019) correlated against counts of keyword 'Employee Engagement' across FTSE 100 reports (2018)



Average income of FTSE 100 companies with 5 or more mention of 'employee engagement' (positive trend) and less than 5 mention of 'employee engagement' (negative trend)

We can argue that this trend affects performance, too. In 2018, the 53 companies with five or more mentions of the term 'employee engagement' had, on average, a turnover 27% higher than the 47 with less than five mentions.



Average income of FTSE 100 companies with positive (1+) or negative (0) trend in 'employee engagement' mentions

The 18* companies that have shown a meaningful** negative trend in the frequency of 'employee engagement' have an average income that is lower than the 81 companies showing a positive trend.

Happy employees equal a happy company. So the idiom goes, but how are these established businesses engaging their workforces? Let's find out.

Rolls-Royce Holdings



Our innovation strategy helps our people contribute great winning ideas and our online innovation portal continues to be successful.

Rolls-Royce Holdings' commitment to innovation is evidenced through their partnerships with 31 University Technology Centres and seven Advanced Manufacturing Centres, as well as their documented mission to establish a single technology organisation to oversee all current and future technologies.

Most significant, however, is Rolls-Royce Holdings' inclusion of employees in driving innovation within the business.

Employees are recognised as an invaluable asset, and an innovation portal was created as a means of allowing them to share their ideas and experience.

This innovation portal connects employees around the world and, during the past year, had more than 24,000 users contributing and engaging with innovations for the future.

Giving employees a voice no doubt contributes significantly to both their enviable employee engagement rank within the Index, and their success in technological advances and innovations.



Anglo American



Our people are critical to all that we do. We create inclusive and diverse working environments that encourage and support a high-performance culture and innovative thinking.

Globally diversified mining company Anglo American have earned their spot as another sparkling example of companies successfully engaging employees through innovation.

Significantly, their focus on innovation has been growing exponentially over the last few years – Anglo American's 'innovation' count rose from 32 to 111 (+71.17%) from 2016-18, one of the steepest increases across this Index.

Employee engagement scores are also enviable – 98% of employees approve of CEO Mark Cutifani, and 82% would recommend the company as an employer.

These high scores support a telling premise: those companies that are innovating and listening to employees' ideas to improve their business are simultaneously engaging them in a truly meaningful way, creating a positive, desirable culture.



Johnson Matthey



An engaged workforce is a key driver of performance.

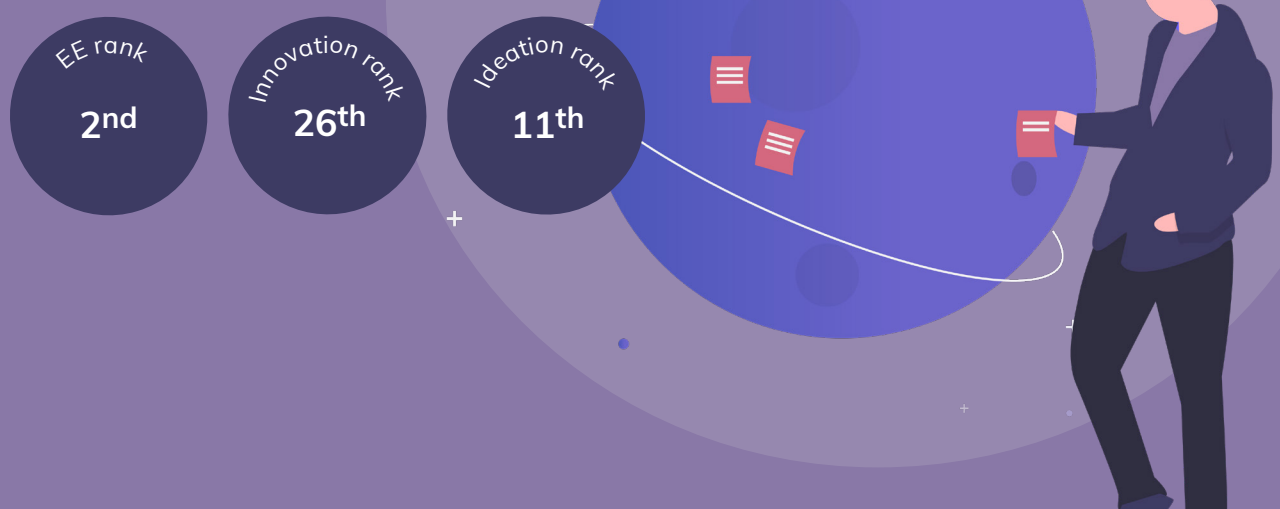
One of Johnson Matthey's six 2025 goals is focused around employee engagement. To engage their colleagues around innovation in particular, and to encourage contributions to the future of the business, Johnson Matthey launched an open innovation platform, IdeasLab.

This initiative allowed anyone, from anywhere in the business, to submit ideas around either a predefined grand challenge or an independent innovation.

The result? 115 ideas were gathered from around the business, addressing themes including sustainable cities and other specific strategic business issues.

The top teams were awarded personal coaching from London Business School, and went on to pitch their ideas to a senior panel; three winning ideas were selected and are being evaluated at the final stage.

Significantly, everybody at Johnson Matthey had the opportunity to present their ideas and have their voices heard, and the commitment to engaging employees can also be seen to positively affect their success in innovation.



Direct Line Group

Happy and engaged employees are a cornerstone of Direct Line Group's success. This is at least in part due to the implementation of their *Idea Lab*, an initiative encouraging employees to think up solutions to improve the customer experience and wider business efficiency.

Empowering employees in this way has led to the generation of some amazing business-transforming ideas, including:

- Giving drivers tool kits when returning vehicles to customers, just in case any further minor damage arises on the delivery which can be instantly fixed
- Improving efficiency and reliability with extra vehicle checks for their *Green Flag* business
- Improving customer experience by using dedicated social media pages to alert customers to fraud trends

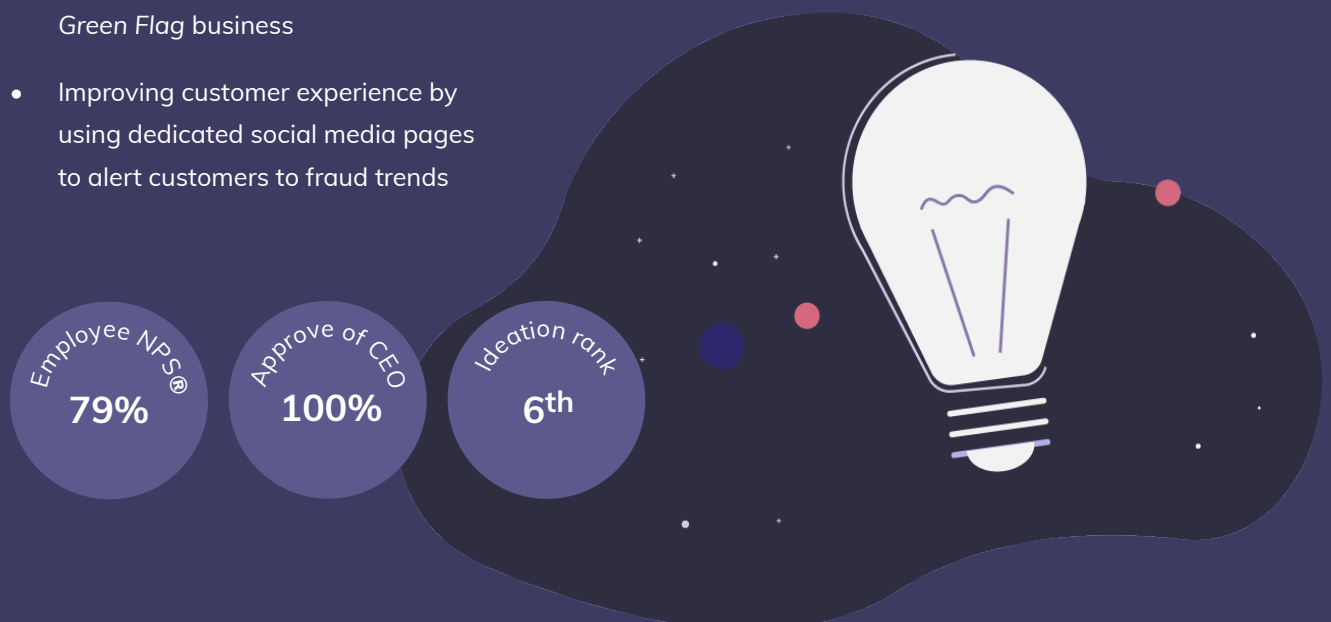
In 2018, Direct Line Group celebrated 3 years of successful innovation from over 5,900 ideas! The impact:

£3.25m saved for the business

£137,000 awarded to employees

£27,300 donated to charity

These figures just go to show that a culture of innovation and a belief in the power of employee ideas can reap astronomical wonders for both the business and the people within it.



Meet the listening leaders

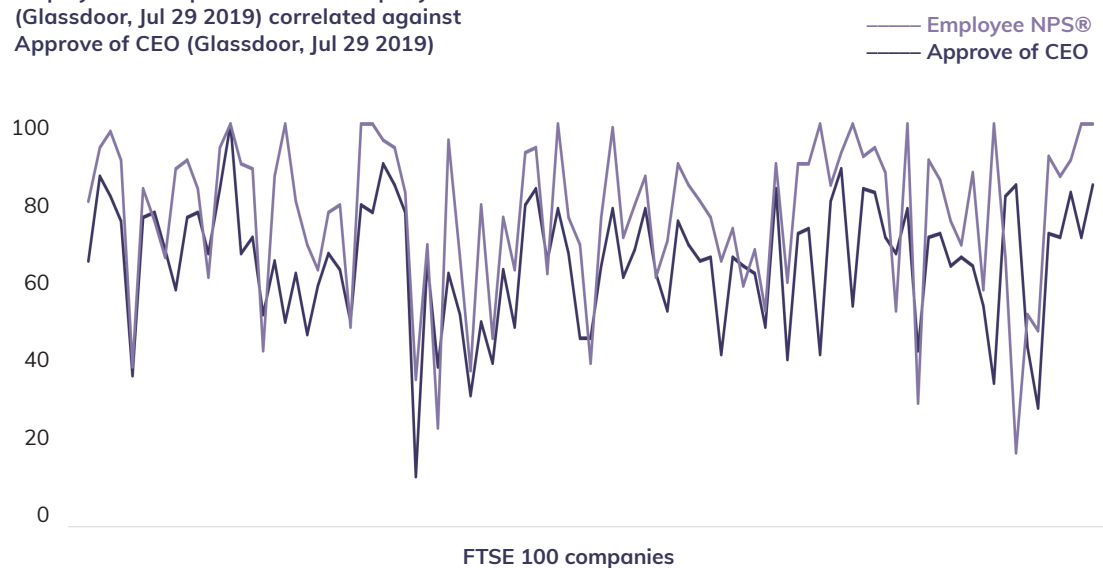
How many of the most influential business leaders are listening to their employees, and what effect is this having on business performance?

Leaders who make actively listening to the ideas and insights of their employees a key part of their strategy are reaping benefits for their company, the employees and their own performance, too.

The data supports this, too, with a correlation between employees who would recommend their company and those who approve of the CEO.

If a business' leader is integral to the happiness of its people, it's no wonder that CEOs and their C-suite counterparts across the world are beginning to actively and effectively listen to their employees.

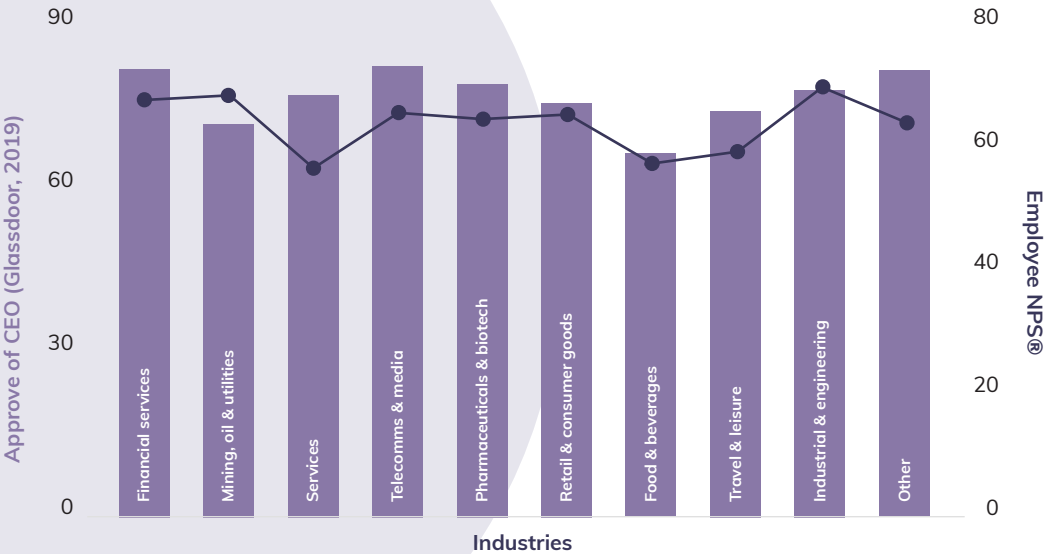
Employee NPS® per FTSE 100 company
(Glassdoor, Jul 29 2019) correlated against
Approve of CEO (Glassdoor, Jul 29 2019)



The 52 companies whose CEO approval rate was 80 or above reported a significantly higher average revenue for 2018 (\$29,657m) than the 41* whose approval rating for the CEO was below 80 (\$16,659.25m).

There are many great examples of these initiatives, ranging from Marks & Spencer's 'Suggest to Steve' campaign to a number of business-changing examples included here, beginning with GSK.

Average Employee NPS® per industry (Glassdoor, 2019) correlated against Approve of CEO (Glassdoor, 2019)



*Seven companies were excluded from this analysis as data for Approve of CEO could not be attained from Glassdoor

GSK

With the arrival of CEO Emma Walmsley came new goals for GlaxoSmithKline, including innovation as a long-term priority and a determination to ensure that every employee felt like part of the business. **Introducing: Let's Talk.**

The *Let's Talk* initiative aimed to:

- allow employees to connect with the CEO in an ambitious attempt at listening leadership;
- create a space in which employees could give feedback and get involved with the business areas and topics that mattered to them most, and;
- create a culture of shared ownership in which everyone worked together to support the business priorities

This ambitious attempt to create a culture of conversations saw 35,000 employees engage with the initiative through the #LetsTalk hashtag and, when surveyed after the campaign, 87% of employees said they were proud to work for GSK.



Our new Let's Talk programme encourages employees to discuss key issues and share views and ideas on strengthening GSK. Leaders across the business have hosted conversations with their teams on a range of topics.



United Utilities



New ideas can come from many sources, which is why we encourage it across our business at all levels, from our annual CEO Challenge before implementation on a larger scale.

Innovation runs through the core of United Utilities, beginning with their recent Innovation Lab aimed at drawing new ideas from around the globe.

The Lab works with partners and suppliers over a 10-week programme, offering mentoring from senior business leaders and providing access to test, develop and demonstrate their innovations in real customer environments. The result is to enable rapid prototyping of breakthrough technologies on a much larger scale.

Significantly, United Utilities are also aware of the potential for innovation that already exists within their business.

CEO Steve Mogford consequently developed the 'CEO Challenge', an annual initiative asking graduates to develop innovative solutions to business problems.

The success of this challenge ultimately lies in its recognition of employees as an invaluable asset, and in the decision of its leader to really listen to them.



Antofogasta

Antofogasta's CEO, Iván Arriagada, credits much of the company's recent progress not only to their focus on costs, but also on creating a culture of continuous innovation.

At the heart of this culture is the development of three key initiatives to drive innovation: to seek new ideas from employees and contractors; to invest in large-scale strategic development; and to accelerate the adoption of digital solutions across the business.

Listening to employees and their ideas has been a theme across the examples in this Index, and Antofogasta's incredible scores on both Glassdoor and in terms of ideation and innovation help prove that there's merit behind this approach to engaging employees.



Our workforce has been a continual source of ideas for running our operation more efficiently, maximising uptime and improving reliability.

Since 2017 we've received more than 200 ideas from employees and external parties of which 49 progressed to become innovation proposals and 16 are either being implemented or assessed in detail.



Severn Trent

With higher than average counts of all criteria across the entire index (not just the utilities industry), Severn Trent stands out as a pioneer of engaging employees across the entire business.

The leadership team knew that the solutions to many of their business concerns could lie in the company's 5,000+ deskless, frontline workforce. The challenge was to find them.

They created a collaborative group on Microsoft Yammer called Bright Sparks, targeting specific areas of the front-line to help recruit employees to contribute their wealth of ideas.

With over 1,500 ideas, comments and interactions in two months, the campaign led to ten shortlisted ideas, three of which have now been accepted into the company's innovation portfolio with resources committed to bring them to life!

It's no surprise that Severn Trent's CEO, Liv Garfield, was recognised as one of Glassdoor's top UK chief executives this year, no doubt in part for her commitment to bringing the best out of employees and encouraging open communication around ways to improve the business.



Severn Trent is its people. They're the ones on the front line, the ones who talk to customers, the ones who innovate and implement the bright ideas that help us deliver a service you would choose to have. We encourage all our people, across all roles and age ranges, to be creative and put forward their ideas.

EE rank

10th

Approve of CEO

94%

Ideation rank

2nd



Appendix



Methodology

As our key focus is to understand how (and how often) companies are explicitly addressing the themes of innovation, ideation, transformation and employee engagement, we have analysed annual reports of the FTSE 100 Index companies (as listed on July 29, 2019) spanning the last three years as our primary resource.

This has provided a comprehensive and up-to-date basis from which to consider the amount of interest surrounding these key themes.

Our commitment to championing innovation through employee ideas helped define the parameters of our semantic analysis. We analysed all 300 reports for the following words as an indicator of where and how often the companies talk about employees and their ideas in relation to innovation and transformation:



INNOVATE – We have included all counts of “innovat” so as to include: innovate, innovator, innovates, innovated, innovatory, innovators, innovating, innovation, innovative, innovations, innovatively, innovational, innovativeness.

IDEATE – We included all counts of “idea” so as to include: idea, ideas, ideate, ideates, ideated, ideative, ideation, ideating, ideations, ideational, ideationally. We excluded any count of ‘ideal’ or derivatives where the suffix follows the letter ‘l’.

TRANSFORM – We included all counts of “transform” which encompassed: transform, transforms, transformed, transforming, transformative, transformable, transformation, transformations. We removed counts of transformer and transformers.

EMPLOYEE ENGAGEMENT – We included all counts of “employee engagement” where only the two words appeared together.

As a measure of employee engagement and associated considerations, we also recorded data from Glassdoor (taken on July 29, 2019) for each company where enough data had been provided, including:

- Reviews
- Recommend to a friend (Employee NPS®)
- Approve of CEO

We presented the appendix in alphabetical order rather than ranking by innovation, but have included the following symbols on each case study:



The ranks corresponds to the frequency of keyword mentions within each company’s 2018 annual report, with rank 1 corresponding to the most mentions. ‘EE’ refers to employee engagement.

Company	Revenue (\$m)	Employees	Innovation				Ideation				Transformation				Employee engagement				Glassdoor (Jul 29, 2019)		
	2018	2018	2018 count	2018 rank (1-60)	2017 count	2016 count	2018 count	2018 rank (1-15)	2017 count	2016 count	2018 count	2018 rank (1-38)	2017 count	2016 count	2018 count	2018 rank (1-24)	2017 count	2016 count	Employee Rating (/5)	Employee NPS® (/5)	CEO Approval (/100)
3i	1,878.80	240	1	57	0	4	0	15	0	0	4	34	5	1	1	23	1	1	3.6	72	100
Admiral Group	1,684.60	10,199	9	50	8	3	4	11	0	2	2	36	0	6	0	24	0	0	3.5	72	91
Anglo American plc	27,600.00	64,000	111	3	79	32	1	14	1	2	23	18	10	9	0	24	5	0	3.9	82	98
Antofagasta	4,733.10	5,611	71	12	26	25	13	3	4	1	8	30	2	0	1	23	1	0	3.7	100	100
Ashtead Group	4,948.60	15,621	1	57	3	0	1	14	0	0	2	36	2	2	1	23	0	0	N/A	N/A	N/A
Associated British Foods	20,830.60	137,014	31	33	29	39	1	14	0	2	13	25	8	1	1	23	0	0	3.9	79	100
AstraZeneca	22,090.00	64,600	109	4	80	81	14	2	5	3	43	10	38	31	5	19	1	3	3.8	76	91
Auto Trader Group	474.20	802	32	32	10	15	5	10	3	1	1	37	2	3	8	16	4	5	4.2	84	94
Aviva	23,767.00	31,703	20	40	25	31	4	11	5	6	20	21	18	42	23	3	9	8	3.5	66	81
BAE Systems	22,461.00	78,000	32	32	23	20	0	15	0	1	8	30	8	6	12	12	5	1	3.6	66	63
Barclays	28,222.90	83,500	47	23	27	37	3	12	2	3	11	27	10	14	5	19	5	3	3.8	78	83
Barratt Developments	6,509.30	6,293	27	36	8	8	4	11	1	1	0	38	3	2	16	10	12	9	4.4	79	99
Berkeley Group Holdings	3,610.20	2,617	40	27	10	11	1	14	2	2	9	29	1	1	0	24	0	1	2.6	33	39
BHP	43,638.00	27,161	8	51	5	7	1	14	3	4	4	34	3	4	6	18	5	9	N/A	N/A	N/A
BP	298,756.00	73,700	26	37	24	20	4	11	4	7	16	23	11	10	5	19	5	3	3.4	69	80
British American Tobacco	32,704.10	95,239	52	21	28	35	4	11	3	3	43	10	28	2	3	21	6	3	3.9	80	100
British Land	1,207.10	293	12	47	10	12	1	14	0	2	6	32	3	8	4	20	6	1	4.1	84	92
BT Group	32,129.90	105,800	31	33	43	60	2	13	5	8	78	4	75	73	4	20	6	6	3.6	68	77
Bunzl	12,123.70	18,846	18	41	13	5	5	10	3	1	0	38	0	0	4	20	3	3	3	43	66
Burberry	3,632.30	9,862	39	28	25	21	5	10	1	0	32	13	8	4	11	13	8	0	3.3	51	80
Carnival Corporation & plc	18,881.00	40,093	8	51	5	6	0	15	0	0	2	36	0	0	0	24	0	0	3.6	65	88
Centrica	39,658.30	31,780	44	25	39	46	5	10	3	5	36	12	18	12	20	6	18	16	3	40	25
Coca-Cola HBC	6,657.10	28,884	61	16	57	6	10	5	12	0	13	25	5	3	19	7	23	9	3.3	51	100
Compass Group	31,031.00	595,841	17	42	13	8	3	12	1	0	4	34	2	0	1	23	3	2	3.4	63	69
CRH plc	31,644.60	89,831	27	36	28	22	0	15	1	0	0	38	3	8	1	23	0	0	3.2	62	72
Croda International	1,851.90	4,580	158	1	130	117	1	14	1	3	5	33	4	1	4	20	0	0	3.3	66	81
DCC plc	20,331.20	11,000	14	45	6	1	0	15	0	0	0	38	0	0	1	23	0	0	2.8	43	100
Diageo	24,612.20	29,917	26	37	36	39	0	15	0	1	4	34	5	5	5	19	5	7	3.8	79	87
Direct Line Group	4,125.40	11,229	10	49	6	7	9	6	2	5	16	23	9	5	9	15	13	10	4	79	100
easyJet	7,875.60	13,104	16	43	15	9	1	14	2	0	4	34	2	0	7	17	2	3	4.1	84	90
Evraz	12,836.00	68,379	6	53	4	3	11	4	11	10	27	16	24	19	11	13	11	12	2.8	30	49
Experian	4,861.00	17,200	69	13	36	25	7	8	2	4	23	18	14	8	7	17	7	7	3.6	68	90
Ferguson plc	20,752.00	34,056	17	42	6	0	0	15	0	0	4	34	14	0	0	24	1	0	N/A	N/A	N/A

Company	Revenue (\$m)	Employees	Innovation				Ideation				Transformation				Employee engagement				Glassdoor (Jul 29, 2019)		
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Fresnillo plc	2,243.40	5,161	7	52	8	9	0	15	1	3	3	35	7	3	2	22	0	0	3.7	85	19
GlaxoSmithKline	41,155.20	95,851	104	6	107	71	4	11	2	3	21	20	25	13	16	10	16	1	3.8	77	84
Glencore	219,754.00	158,000	5	54	4	0	0	15	1	0	13	25	6	5	0	24	0	0	3.7	73	92
Halma	1,616.90	6,759	83	9	99	118	8	7	0	1	7	31	5	1	5	19	4	2	3.6	77	91
Hargreaves Lansdown	597.7	1499	9	50	8	6	3	12	1	1	2	36	0	0	2	22	2	3	3.8	73	86
Hikma Pharmaceuticals	2,070.00	8,413	15	44	40	10	6	9	10	3	3	35	9	4	25	1	6	2	2.6	42	61
Hiscox	2,581.00	3,300	12	47	11	16	4	11	7	4	5	33	6	3	5	19	2	2	4.1	83	94
HSBC	53,800.00	235,217	11	48	10	7	4	11	3	3	9	29	23	19	11	13	1	1	3.6	72	88
Imperial Brands	40,758.60	33,300	26	37	9	6	0	15	0	1	10	28	6	0	0	24	1	0	3.4	63	62
Informa	3,164.00	9,832	23	38	35	20	9	6	12	9	10	28	9	7	0	24	0	0	3	54	71
InterContinental Hotels Group	1,051.00	35,330	22	39	15	9	1	14	0	2	8	30	11	7	8	16	7	9	3.7	76	90
International Airlines Group	28,828.60	63531	47	23	27	19	2	13	5	5	40	11	35	32	0	24	1	0	2.4	13	37
Intertek	3,740.40	44,720	107	5	54	54	5	10	0	0	8	30	2	2	1	23	0	0	2.7	38	40
ITV plc	4,287.60	6281	13	46	3	4	4	11	1	1	3	35	0	0	1	23	15	9	3.8	81	85
Johnson Matthey	14,347.80	14,795	42	26	19	59	4	11	10	11	11	27	3	1	24	2	7	2	3	53	67
Just Eat	1,057.60	3,290	11	48	18	14	1	14	0	2	7	31	1	0	4	20	1	2	3.3	68	54
Kingfisher plc	15,603.00	79,000	17	42	10	4	10	5	7	2	247	1	238	203	2	22	1	3	3.2	50	54
Land Securities	1,010.80	578	52	21	25	11	8	7	3	0	12	26	5	17	6	18	3	4	4.1	78	100
Legal & General	16,361.40	8,770	18	41	22	13	2	13	3	0	9	29	6	4	10	14	8	7	3.7	67	74
Lloyds Banking Group	29,498.10	64,928	28	35	17	12	1	14	1	6	73	6	55	32	2	22	3	12	3.5	65	77
London Stock Exchange Group	2,850.90	4,405	57	18	43	43	1	14	1	1	10	28	11	11	6	18	2	1	3.2	60	64
Marks & Spencer	13,856.80	80,097	9	50	27	33	2	13	9	13	94	2	12	27	5	19	16	7	3.5	65	76
Melrose Industries	11,490.20	62,350	18	41	15	11	3	12	0	1	13	25	21	13	3	21	4	3	N/A	N/A	N/A
Micro Focus	4,919.20	4,663	31	33	41	32	2	13	1	2	28	15	12	11	0	24	0	0	3	47	70
Mondi	8,836.60	26,100	88	8	69	82	4	11	2	3	13	25	8	7	10	14	3	2	3.1	59	89
Morrisons	23,681.50	103,630	7	52	11	3	3	12	1	2	1	37	1	1	0	24	0	0	3.1	45	53
National Grid plc	19,940.00	22,576	75	10	36	43	4	11	3	4	15	24	9	11	18	8	15	18	3.4	68	62
Next plc	5,230.40	43,928	8	51	3	3	5	10	1	0	1	37	1	0	2	22	0	0	3.4	55	59
NMC Health	2,057.00	19557	6	53	16	2	1	14	1	0	9	29	10	6	3	21	4	2	N/A	N/A	N/A
Ocado	2,134.90	13,452	45	24	76	57	0	15	1	0	9	29	3	1	4	20	0	0	3.4	66	70
Paddy Power Betfair	2,501.50	7,901	20	40	18	13	5	10	3	1	3	35	2	2	11	13	4	3	3.6	67	77
Pearson plc	5,513.40	24,322	67	14	38	15	4	11	3	6	79	3	73	39	13	11	13	16	3.1	53	44
Persimmon plc	4,990.80	4,809	3	56	3	0	3	12	0	0	0	38	0	0	11	13	0	0	4.4	83	91

Company	Revenue (\$m)	Employees	Innovation				Ideation				Transformation				Employee engagement				Glassdoor (Jul 29, 2019)		
	2018	2018	2018 count	2018 rank (1-60)	2017 count	2016 count	2018 count	2018 rank (1-15)	2017 count	2016 count	2018 count	2018 rank (1-38)	2017 count	2016 count	2018 count	2018 rank (1-24)	2017 count	2016 count	Employee Rating (/5)	Employee NPS® (/5)	CEO Approval (/100)
Phoenix Group	3,403.70	2034	0	60	2	3	0	15	0	0	12	26	4	2	8	16	13	8	3.7	85	100
Prudential Group	33,290.30	28,206	34	30	26	21	0	15	6	3	45	9	19	7	6	18	8	3	3.1	50	64
Reckitt Benckiser	16,820.70	42,400	100	7	2	77	3	12	0	9	20	21	0	2	2	22	0	0	3.3	69	67
RELX	10,004.10	32,100	33	31	30	28	1	14	1	2	2	36	5	6	3	21	1	1	3.8	80	93
Rentokil Initial	3,301.30	39,480	136	2	96	53	4	11	6	2	7	31	9	1	0	24	0	4	4.4	87	94
Rightmove	357.6	495	44	25	49	31	2	13	1	1	2	36	0	0	21	5	8	9	3.7	63	96
Rio Tinto Group	40,522.00	47,458	35	29	57	61	11	4	1	0	12	26	4	5	5	19	9	6	3.5	64	77
Rolls-Royce Holdings	21,002.90	54,500	48	22	38	15	3	12	2	2	25	17	40	94	22	4	21	10	4.1	90	96
Royal Bank of Scotland Group	17,895.70	67,600	69	13	62	21	2	13	1	3	18	22	88	75	17	9	27	22	3.7	72	89
Royal Dutch Shell	388,379.00	79,000	15	44	26	10	0	15	0	0	7	31	10	3	5	19	8	4	4	73	90
RSA Insurance Group	9,371.10	12,646	10	49	11	6	3	12	0	2	5	33	18	45	1	23	2	5	3	44	31
Sage Group	2,465.00	13,660	63	15	27	23	2	13	3	5	23	18	71	97	1	23	1	0	3.5	66	87
Sainsbury's	38,733.00	179,900	18	41	15	15	1	14	11	0	7	31	2	5	0	24	0	1	3.5	65	60
Schroders	3,507.00	4,872	22	39	27	18	1	14	1	1	1	37	0	3	2	22	1	1	3.6	70	85
Scottish Mortgage Investment Trust	37,638.00	/	4	55	3	5	3	12	0	2	4	34	2	1	0	24	0	0	N/A	N/A	N/A
Segro	492.7	308	8	51	3	2	6	9	2	1	0	38	2	2	8	16	5	1	3.5	36	100
Severn Trent	2,360.00	6,580	48	22	37	23	14	2	2	6	12	26	8	12	16	10	11	3	4.1	85	94
Smith & Nephew	4,904.00	16681	60	17	94	81	1	14	2	2	30	14	19	10	5	19	3	0	3	48	70
Smith, D.S.	7,698.00	27,097	61	16	45	38	4	11	2	9	0	38	8	0	5	19	8	4	3.4	63	81
Smiths Group	4,290.30	21,700	104	6	67	50	5	10	3	0	8	30	4	11	2	22	9	10	3.4	78	76
Smurfit Kappa	10,567.10	46,025	57	18	46	41	4	11	4	3	12	26	0	0	8	16	6	7	3.5	68	78
Spirax-Sacro Engineering	1,540.00	7,403	16	43	22	20	1	14	0	0	3	35	3	4	9	15	1	0	N/A	N/A	N/A
SSE plc	9,789.90	20,370	29	34	12	25	0	15	0	0	16	23	15	12	12	12	5	6	3	47	41
St. James' Place plc	22.6	2,302	8	51	4	0	0	15	2	0	10	28	6	4	8	16	5	1	3.8	82	67
Standard Chartered	14,789.00	85,402	56	19	32	23	1	14	2	2	27	16	12	12	8	16	12	5	3.6	64	80
Standard Life Aberdeen	2,845.50	8319	55	20	41	0	7	8	6	0	68	7	24	0	8	16	7	0	3.1	51	50
Taylor Wimpey	5,450.70	5442	13	46	6	7	3	12	1	1	0	38	2	1	7	17	8	1	4.3	89	93
Tesco	85,340.20	464,505	9	50	16	1	2	13	2	0	23	18	21	16	3	21	1	1	3.5	67	70
TUI Group	23,061.80	61,184	5	54	3	8	1	14	1	3	22	19	3	11	3	21	1	3	3.7	72	87
Unilever	60,220.50	158,000	73	11	68	66	7	8	5	7	47	8	23	26	2	22	0	0	3.9	84	94
United Utilities	2,428.20	5,267	83	9	50	19	9	6	4	2	5	33	8	8	9	15	8	7	4.1	78	84
Vodafone Group	51,578.80	104,000	15	44	14	11	76	1	45	1	36	12	22	11	5	19	7	6	3.8	74	90
Whitbread	2,736.20	35,514	39	28	35	41	0	15	0	3	23	18	6	4	2	22	4	5	2.9	41	47
WPP plc	20,833.30	133,903	13	46	7	42	9	6	1	23	75	5	16	36	5	19	4	2	3.2	55	100

Ideas from anywhere

**Sideways 6 is for the changemakers.
Those who believe in the power of ideas
to build better businesses.**

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IDEA BEER

Free beer!

Did you know that drinking beer helps boost creativity?

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That's because when alcohol hits a part of your brain called the cerebral cortex, it frees you from the distractions that normally occupy it, making you more creative.

As your blood-alcohol level reaches around 0.07 (so roughly two drinks' worth) your brain is able to make deeper connections and come up with better, more original ideas.

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Email us at beer@sideways6.com and we'll send you your very own six-pack of inspiration (really!). Have a great day and please drink innovate responsibly.





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