



Around the World in 90 days

The Journey of a Talent Revolution at Regus

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The background of the slide is a blurred photograph of a city street scene. In the foreground, a person in a blue shirt and dark pants is walking from left to right, their figure out of focus. In the background, another person is walking away from the camera. The scene is set on a paved sidewalk with a metal railing in the distance. The lighting is bright, suggesting a sunny day, with a warm glow in the upper right portion of the image.

Play Video

The Regus Network



10,000 employees

2,500 business centre locations

850 cities

100+ countries

2.1 million members

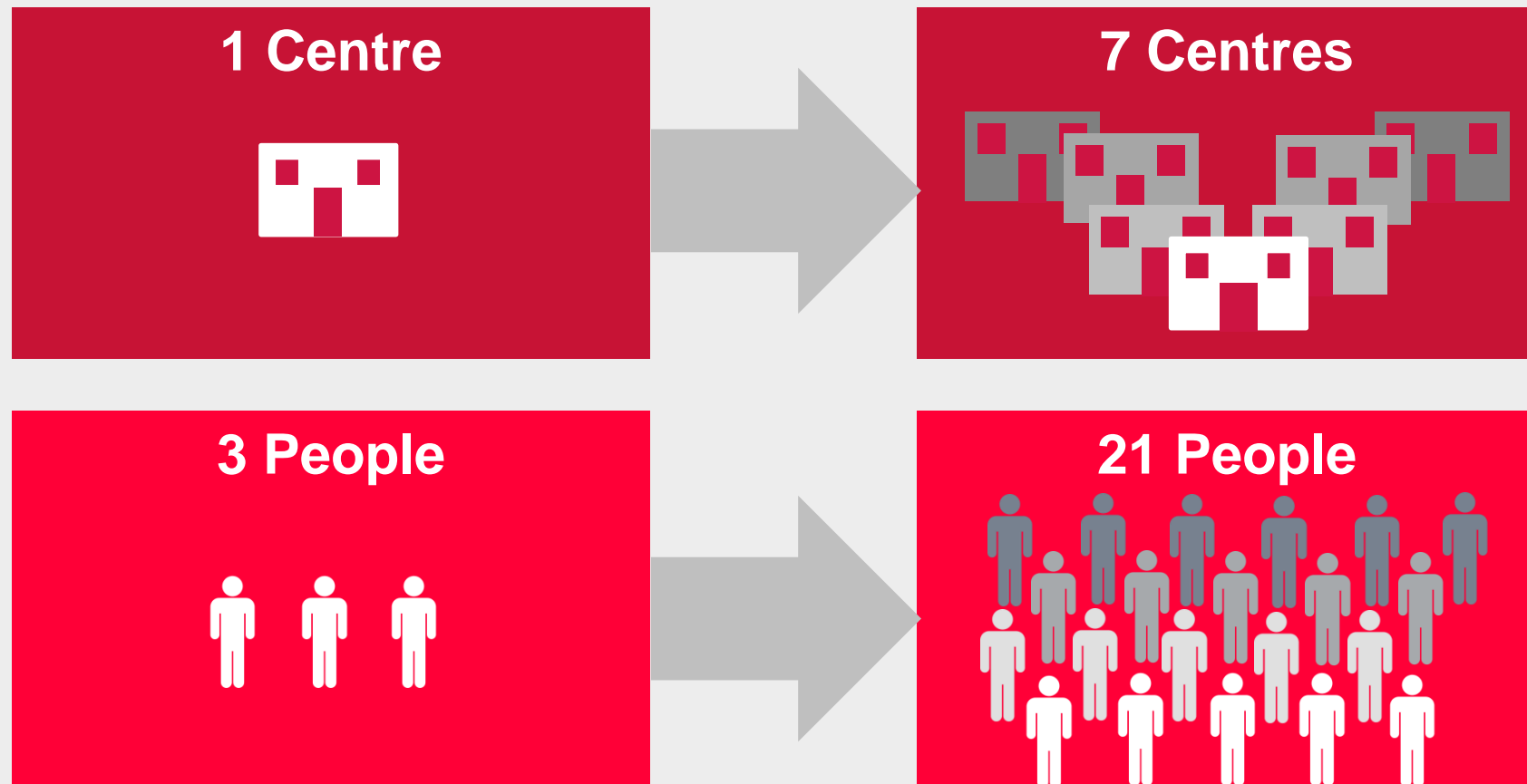
1 million phone calls answered for customers daily

2 billion items of post managed for customers each year



Hyper Growth

- Regus had been operating opening one new centre per week
- In 2013 & 2014 the business grew to open one new centre per day



Phase 1: Building the Baseline



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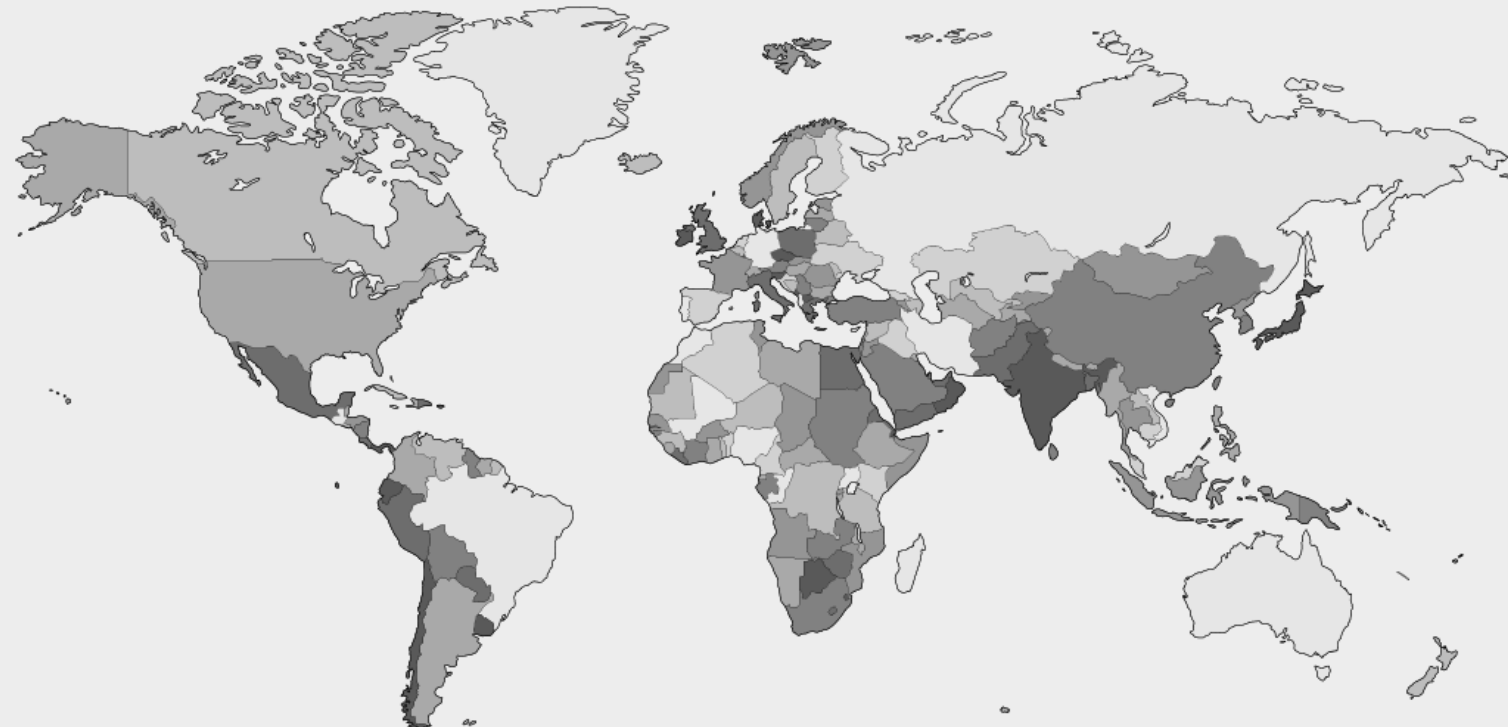


From nothing to something:

- Design and begin ATS implementation (within 90 days)
- Introduce role-fit assessment for front-office roles
- Consistent recruitment communications and a global careers website
- Global job board aggregator integrated

Phase 1: Building the Baseline

- Q1 – Live in 2 countries
- Q3 – Live in 70 countries
- Q4 – Live in 100 countries
- 14 languages



Phase 1: One Size Fits All



**Consistent
'Look & Feel'
for
Recruitment
Comms**

**Global ATS
(online
recruitment
system)**

**Embedded
role-fit
assessments**

**Devolved
Recruitment
responsibility
to Business
Centre Teams**

Phase 2: Embedding & Enhancing



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Planned to do:

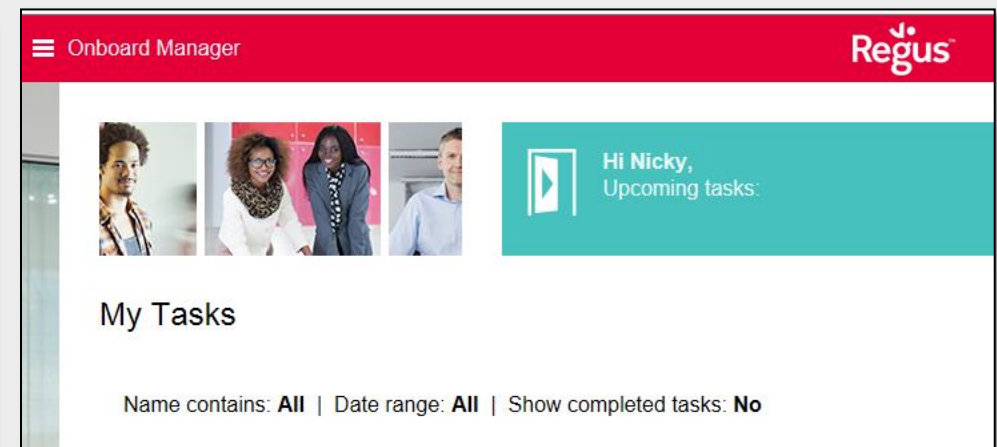
- Utilise Year 1 data to form insights and drive continuous improvements
- Add additional roles (Corporate & Sales Teams) and assessments (Senior Management)
- Utilise additional technology components to integrate with the ATS (Agency Portal, Onboarding & Background Checking)

Phase 2: Embedding & Enhancing

What else emerged:

Internally

- Regus growth in emerging markets
- Internal structure changes leading to differing job remits
- Continuing the digital journey 'post offer'

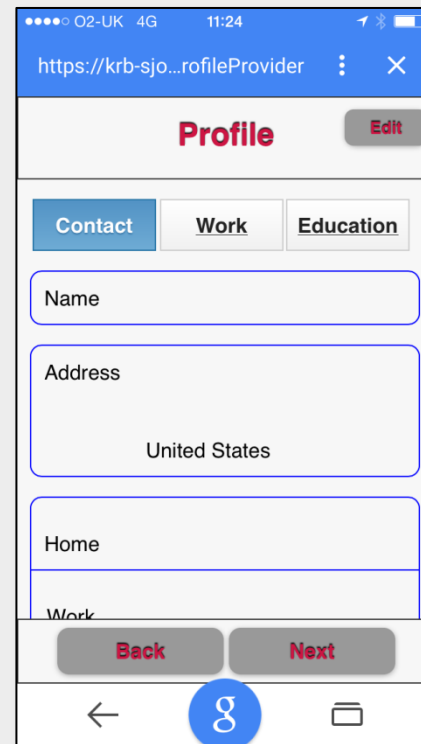
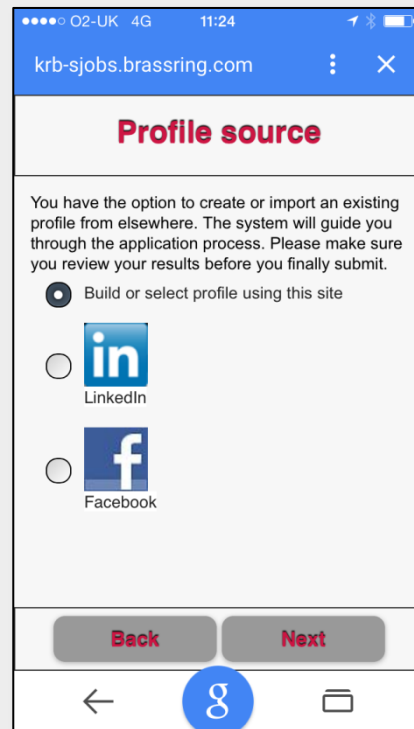
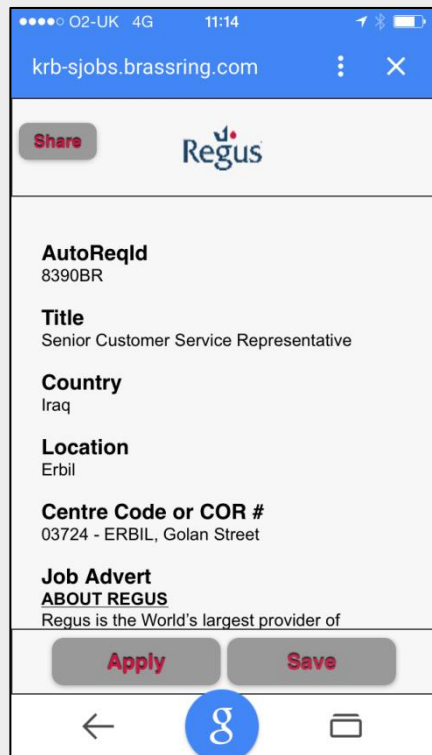


Phase 2: Embedding & Enhancing

What else emerged:

Externally

- Standardisation vs. local needs
- Differing candidate needs across regions



Phase 2: One Framework, Fit for All



**'Agency Manager'
enabled**

**'Mobile Apply'
enabled**

**Consistent
'Look & Feel'
for
Recruitment
Comms**

**Global ATS
(online
recruitment
system**

**Embedded
role-fit
assessments**

**Devolved
Recruitment
responsibility
to Business
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**Additional
'Assessments'
added**

**'Onboarding Portal'
for new hires**

Phase 3: Science, Data, Insights



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Science:

- Took a whole person approach to improve consistency and predictability



Phase 3: Science, Data, Insights



Data:

- Phase 0: Collected in advance, validated
- Phase 1: Monitored post deployment and then developed
- Phase 2: Additional roles
- Phase 3: Changes to roles

Phase 3: Science, Data, Insights

Insights:

- Informing critical business decisions on allocation of responsibilities within certain populations (e.g. Selling / General Managers)
- And investment of funding (e.g. Learning Needs Analysis in Sales)
- And potential to inform succession planning (e.g. Country Managers/Area Director work)

In summary we now know more about the what's important from a 'whole person' perspective for 80% of Regus' workforce



Phase 4: Future State

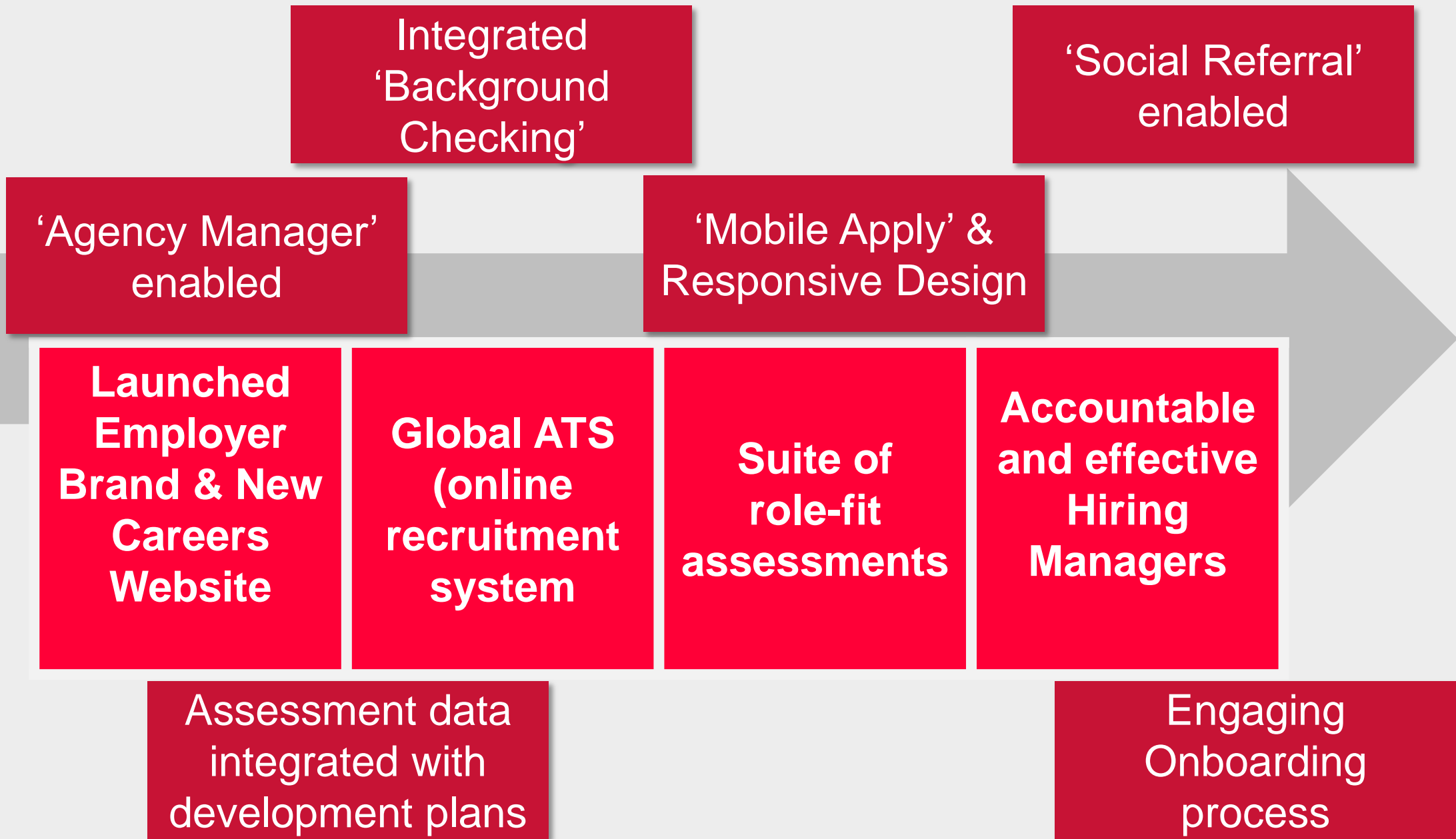


Results



- +125,000 applications
- +2,800 hires
- +800 job boards integrated
- 91% of Hiring Managers opened a vacancy without issue
- Enabled 721 new centre openings

Phase 4: Future State



Phase 4: Future State

- Led by effective technology solutions
- Driven by data analysis and scientific insights
- Providing a great experience for candidates
- Providing outcomes that support business objectives

“A company should limit its growth based on its ability to attract enough of the right people.”

-James C Collins, Good to Great

Thank You

Regus™



The background of the slide is a blurred photograph of a city street scene. It shows people walking on a sidewalk, with tall buildings and a bright sky in the background. The image is intentionally out of focus to create a sense of motion and a busy urban environment.

Questions