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# ANNUAL PEOPLE REPORT



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SEPTEMBER 2020 TO AUGUST 2021



ALWAYS TREAT YOUR  
EMPLOYEES EXACTLY AS YOU  
WANT THEM TO TREAT  
YOUR BEST CUSTOMERS

— STEPHEN R. COVEY



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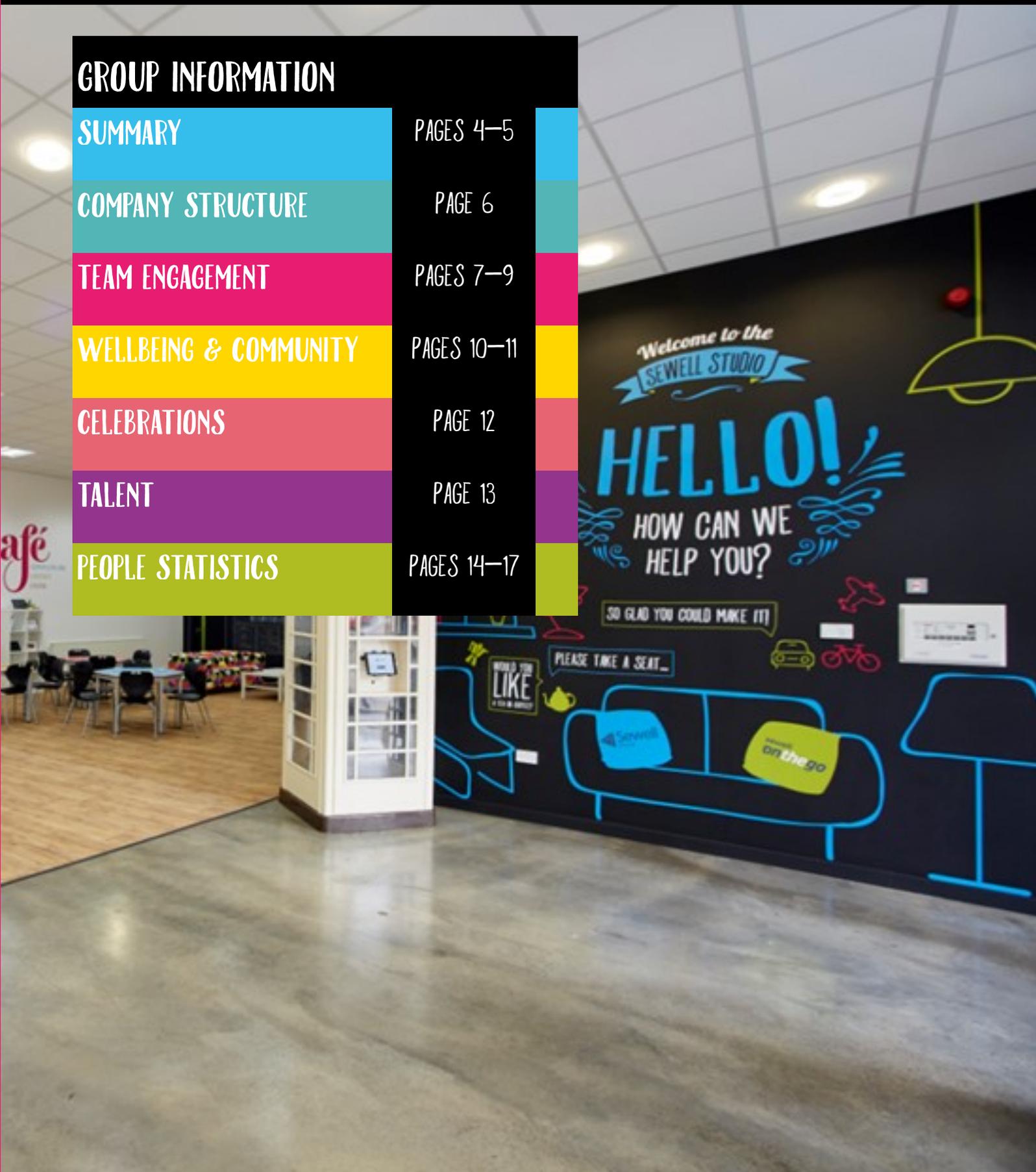
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# EXECUTIVE SUMMARY



This yearbook includes information for the period of September 2020 to August 2021, covering statistics for the full collection of Group companies, including investment businesses.

The yearbook is split into two halves, Group headline overview pages, followed by individual business unit pages. The content and format of the report has again been refreshed alongside with the commentary and includes (where appropriate and available) year-on-year, benchmarks, and averages. People engagement and talent projects such as our annual Convention have not been included in detail as they were reported on at the time, with key people projects being highlighted within each report relevant to the business unit.

2021 continues to be a challenging year in our history. The Coronavirus pandemic (COVID-19) has resulted in two further lockdowns and continues to be prevalent in our local areas with a new variant entering into the mix. We continue to follow the Government guidance for COVID, have a workforce affected daily by team illness, absence and isolation and a supply chain also impacted for the same reason, as well as Brexit.

We have had changes in core leadership across the business, from Director retirement to moving on 'to pastures new', making way for current and emerging leaders to develop their roles.

The business has experienced extended shielding for some of its team members and experienced the largest numbers of wellbeing, welfare, and health challenges for a number of years.

Our operational delivery across all business units has been positive, with some business units achieving very healthy workload growth during the period with a good 'order book' of work for the forthcoming period. Our core scope has developed in both Retail and Estates, with the additional focus on more property within Retail and the acquisition of Parallel Data Intelligence late 2020 and at the time of this report, the pending investment transaction in Community Ventures Partnership. This has seen our Estates group of business overtake the staff numbers in Retail for the first time since Retail doubled its sites in 2007/2008.

Continuing to engage, motivate and care for a naturally disparate workforce continues to be a core focus and challenge for the business, with COVID still restricting our ability to have large scale engagement activities, and internal communications and our 'Culture Network' has been refreshed to support this.

We are proud to say that whilst this period has had its challenges, we have kept the health, safety, and wellbeing of our people, plus the service delivery for our customers at the heart of our business at all times. Key points to highlight from a people perspective are detailed on the following page.

- Continuing to share our news of 3 Star 'World-Class' Best Companies status, along with our highest levels of engagement, with a 2022 consistent accreditation achievement also pending
- Being 1 of only 18 businesses to receive a Queens Award for Enterprise, for promoting Opportunity in April 2021
- Refreshing our Culture Network
- Transitioned all business units onto our new Office365 environment
- Delivering our first virtual Sewell Convention Week
- Refreshed our Learning & Development Strategy for 2022 launch
- Refreshed and relaunched our Reward Strategy with a new Employee Value Proposition (EVP) and new online SharePoint self-service 'People Hub'
- Continued our PRINT journey and deeper team understanding across the business
- Moved towards fully paperless onboarding of new starters in both Retail and Estates
- Refreshed and relaunched new-look employee handbooks for each business unit, representing the diverse cultures of our teams
- Supported the business (legal & compliance) and our people (physical & mental wellbeing) during the continued Coronavirus pandemic

The above is not an exhaustive list, more insight is shared within the pages of the report. Group pages will be made available on our website to share our activities with the public to support the engagement of new talent. Business unit pages will initially be shared internally.

# GROUP STRUCTURE

We're a multi-disciplined Group of companies operating across the Yorkshire region. As a 3-Star 'World-Class' Company To Work for, and Sunday Times Top 100 for consecutive years, we strive to be 'a great place to work so we can be a great, innovative company to deal with'. In whatever we do, we aim to create value for our communities and prove that a local family business can deliver world class services.

Below provides a short overview of the core businesses within our Group, and gives clarity on the people from those teams that are included within the report information.



Sewell Group has a central Professional Services Team (PST), who provide services to all members of the Sewell family across Marketing & Communications, Finance, People (HR), Safety, Environmental & Compliance and Technology. At the time of this report the PST team employed 23 people in total.



Sewell Construction are based in Hull, covering the whole of Yorkshire, and at the time of this report, employed 79 people. The team is made up of a mix of levels within the industry and a close to half of the team are trade/operative based.



Sewell Facilities Management (FM) are based in both East and North Yorkshire (Hull & York), and at the time of this report, employed 83 people. The team is made up of an industry mix, one third are trade/maintenance based, one third are cleaners working in both regions, and the final third are our Hull-based Office and Front of House teams.



Illingworth & Gregory (I&G) joined the Sewell family in 2017, are based in Elland, Huddersfield. They have a team of 29, split 40:60, between their Office and operational/trade teams.



Shared Agenda Solutions Limited is an independent business that Sewell Group share-hold a percentage of. At the time of this report, the Team employs 20 people, working nationally.



Parallel Data Intelligence joined Sewell in 2020, sitting within our Shared Agenda Solutions business, but operating independently. At the time of this report, the Team employs 4 people, working nationally.



Sewell on the go are based in Hull & East Yorkshire and at the time of this report had a collection of 13 petrol filling stations with convenience stores and 3 Subway outlets. At the time of this report the team was 236 strong, with a Salaried team of 24, 186 Store-based and 26 in Subway.

# ENGAGEMENT

## SEWELL CONVENTION 2021

January 2021 saw our 15th Sewell Convention, and whilst COVID created a difference challenge for us in sharing all of our key messages, our newly embraced hybrid working approach allowed this to still go ahead. And with that flexibility gave us the opportunity to launch via Team in a spectacular way, with special guest René Carayol MBE.

Our week hosted 17 events; our Estates Team Brief, individual team briefs, 5 CPD sessions, including Jamie Peacock MBE, Rachael Alexander & Coyle Health and a Director's Q&A. In Sewell onthego we created a library of short video updates, from sales and business, to Health & Safety and people/engagement. These were shared to our retail team through our onthego 'People Hub', CPL, for viewing at a time that best suited their working hours/shifts.

Our CPD sessions during the week gave wellbeing and leadership hints and tips, as well as some key new learnings about social value and the recent business joining the Group, Parallel Data Intelligence.

184 of our people attended virtual sessions, hitting 86% attendance.

The week itself could not close in its usual style with the Sewell Star Awards due to COVID, this was deferred to a later date.

17 EVENTS

10 VIDEOS

950 HOURS

TRAINING =

126 FTE

DAYS

TOTAL

£35,000

INVESTMENT



## BUSINESS UPDATES

Our hybrid approach to business updates have continued throughout 2021. Summer saw the face-to-face team briefs return for much of the business utilising local COVID-safe venues,

**PROVIDING OVER 300 HOURS OF INFORMATION SHARING WITH OUR TEAM.**

Autumn is set to see a fresh round Q3 Estates update video calls.

The retail team have maximised the reach of the CPL People Hub by sharing regular videos from the Leadership Team along with Group newsletters to keep their team updated.

# CULTURE NETWORK

Our internal culture network team have supported and coordinated a number of activities during the past year. In January 2021 the team merged with our 2020 Leadership Challengers (talent development programme cohort) linking in to their wellbeing focus and have also welcomed a number of new team members.

The group now consists of; Gracie, Brandon & Ellie in Professional Services, Jack D & Bethany in Construction, Elliot and Jayne in FM, Ben from I&G, Will, Emily & Zac from Sewell onthego and Aiden & Cameron in Shared Agenda.

During this period the team have helped to coordinate:

- Celebrated the run up to Christmas with weekly engagement activities across the Group, from encouraging wellbeing walks, counting steps, sharing positive animal photos and Bingo.
- Hosted a Macmillan World’s Biggest Coffee morning
- The Big Fat Sewell Quiz of the Year, hosted virtually as part of Sewell Convention Week.
- Coordinated the creation and distribution of Wellbeing boxes for all of our people to champion support available for mental health at Sewell and raise awareness during Mental Health Awareness Week.
- ‘Wear Blue’ for Men’s Health Awareness Week, raising over £230, and coordinating some linked men’s health awareness sessions with Andy’s Man Club and Rachael Alexander.
- Raised suicide awareness for our people, including making online training available with Talk Suicide.
- Promoted World Smile Day, including giving away tickets to see the Hull Vigil

# EMPLOYEE FEEDBACK

This period once again has seen plenty of feedback and discussion with our people. Our timeline for staff feedback means that we take a bi-annual approach to Best Companies feedback, and during the gaps conduct our own internal Pulse Surveys.

April/May 2021 saw us launch a refreshed internal Pulse Survey utilising MS Forms. The survey was split into two parts, one consistent set of questions for all of our teams, plus a second smaller set of business unit specific focus areas. Overall our Group engagement score reached 83% in comparison to 65% average engagement as noted in a UK L&D Report from 2019.

We achieved an 68% return rate matching our prior Best Companies Pulse survey response rate. High level feedback for all business units was shared around our team, with the below results achieved.

GROUP	ESTATES	RETAIL	CONSTRUCTION	FM	I&G	PST	SHARED AGENDA
68% RETURNS	68% RETURNS	67% RETURNS	64% RETURNS	56% RETURNS	68% RETURNS	95% RETURNS	100% RETURNS
83% ENGAGED	83% ENGAGED	82% ENGAGED	83% ENGAGED	77% ENGAGED	70% ENGAGED	82% ENGAGED	95% ENGAGED

As highlighted earlier in business updates, we’ve also had regular feedback sessions and Q&A’s with our people to answer burning questions and share key information.



EMPLOYEE ENGAGEMENT IS AN  
INVESTMENT WE MAKE FOR THE  
PRIVILEGE OF STAYING IN BUSINESS

— IAN HUTCHINSON



# WELLBEING & COMMUNITY

The past year has seen us continue our focus on the wellbeing of our people and broaden our support within our local communities.

Our wellbeing offer for our people has developed over recent years and has now blended into our Employee Value Proposition (EVP) for the Group. In addition to the refreshed wellbeing offer, we have also increased our per-head annual volunteer days from 2 per person to 5. Our refreshed EVP is available [\[HERE\]](#).

Our Culture Network Team have been the main force behind our wellbeing initiatives this year with more details highlighted on [page 8](#) of this report.

Within the Group we've raised awareness on the support available to our people through our BHSF Employee Assistance Programme and the extended offer of funded counselling. Within Retail we have also launched [GroceryAid](#), a financial, emotional and physical support offer for our team, targeted for those who have worked in the retail industry.



From a community perspective, aside from our Corporate Social Responsibility (CSR), we have also made commitments and launched programmes further embedding our approach to Social Mobility since signing up to the [Social Mobility Pledge](#) in 2019.



Our relationship with CatZero, a local charity committed to supporting children, young people, families and adults in our community with employment experiences moved to a new level in 2021. In August we welcomed 13 interns for month-long paid placements to support their career experiences and employability in the local market.

During their time with us, the 13 worked across our Estates businesses; from trade to admin, HR to Comms and maintenance to Site Management, they joined all of our teams.

Alongside the core work experience we also delivered activity days of focused learning, including spending time with the coach at Hull KR and seeing all aspects of a construction scheme, visiting 3 of our lives sites in one day.

This experience led to direct employment with Sewell for one individual and a HR position with local Goodwin Trust for our CatZero HR intern.

July 2021 saw the Group pledge our support by signing up to the Armed Forces Covenant, providing support, advice and promoting opportunities for those in our community who have served.

This relationship encourages us to promote being an Armed Forces-friendly organisation as well as provide support, advice and the employment of veterans, service leavers, Armed Forces family members.

In addition, supporting any of our team who may be members of the reserves and those volunteering in military related organisations.

As part of our commitment, we have also partnered with Forces Families Jobs and the Career Transition Partnership, specifically promoting new roles and opportunities within our Group to the Armed Forces community.



**ARMED FORCES  
COVENANT**

# OUR QUEEN'S AWARD



In April 2021 Sewell were recognised as one of only 18 businesses across the country in the Queen's Awards for Enterprise for Promoting Opportunity – the most prestigious accolade for UK businesses.

The award celebrates our contribution to the region through employing local people and investing in developing talent, as well as giving back to communities and supporting the regional economy, through commissioning the local supply chain.

The heart of our vision and strategy is delivering value for the communities we serve, creating opportunities for people to be involved in projects, supporting communities, charity groups and pioneering initiatives to support people who need it.

Over the last two decades, this has included initiatives such as;

- Adopting a "look local first" approach to its supply chain across projects resulting in, on average, 80% local labour to benefit the local economy
- The Sewell Skills Academy, which provided employability skills alongside a taster of the construction industry for over 1,400 young people, including those not in education, employment or training (NEETs) – this has since developed into the Tommy Coyle Academy providing a free gym facility for over 1000 young people in East Hull
- Humber-based charity CatZero – which has been supporting young people and families from across the region since 2009 – with news of a new partnership project coming soon
- Abilities in Facilities – in partnership with Mencap, offering paid employment and training for over 30 individuals with learning disabilities

Over £30,000 donated to local charity and community groups every year through our 13 Sewell on the go retail stores, with long term partnerships with organisations including Hull 4 Heroes, the Coyle Foundation, Fit Mums, Dove House and Hull Animal Welfare Trust. Many of our senior team also sit on charity board.

As a group, we've spent over 10 years in the Sunday Times Top 100 Companies to Work For, two of which were in the top 10. We invest in staff training and development every year to grow our own talent, and many of our senior leadership team started out as trainees and worked their way to the top of the company.

Mr James Dick, OBE, The Lord-Lieutenant of the East Riding of Yorkshire, added his congratulations: "Sewell Group is a company I have worked with on many initiatives over the years. It is a company that has always championed its people; from becoming the first in the area to gain Investors in People status in the 90s and then going on to appear in the prestigious Sunday Times Top 100 Best places to work list, this latest accolade comes as no surprise.

"The Queen's Awards for Enterprise are the highest honour for British businesses and I am delighted that the Sewell Group have been recognised for being a force for good."

205 organisations nationally have been recognised with a prestigious Queen's Award for Enterprise (now in its 55th year) across four categories – with Sewell Group amongst only 18 for promoting opportunity through social mobility.



# CELEBRATIONS

We like to celebrate the milestones of our people with them, and make the little things count, and this last year we've had some great reasons!



WE'VE SENT 470  
'THANK YOU' GIFTS



CELEBRATED 3  
WEDDINGS



SHARED OVER 250  
'WOW' GIFTS



CONGRATULATED 49  
'BIG' BIRTHDAYS



RECOGNISED 305  
YEARS OF SERVICE

10 X 10 YEARS, 7 X 15 YEARS &  
5 X 20 YEARS SERVICE AWARDS



WELCOMED 15  
NEW BABIES

... here's to many more!

# TALENT



## 1 REFRESHED LEARNING & DEVELOPMENT STRATEGY

## A NEW EMPLOYEE VALUE PROPOSITION (EVP)

## 1 NEW ESTATES PEOPLE HUB & PHASE 2 LAUNCH

of our Sewell onthego CPL People Hub

## WE'RE MOVING TO PAPERLESS ONBOARDING

## GATE-WAY ROLES

Our Graduate, Apprentice & Trainee Engagement pathway supports career development and work experience alongside welcoming new starters & developing existing team members in growth roles.

THIS PAST YEAR HAS SEEN:

6 GRADUATES, 6 APPRENTICES & 5 TRAINEES JOIN US, AS WELL AS 5 MANAGER AND 5 SUPERVISOR INTERNAL PROGRESSIONS

13 'NEETS' FROM CATZERO JOINED US FOR A MONTH LONG PAID INTERNSHIP resulting in 1 offer of employment

## TRAINING HOURS

17335 hours of training logged  
(12,751 Estates & 4584 Sewell onthego)

## TOTAL 2167 DAYS TRAINING

Up 32.5% on 2020

## TRAINING SPEND

6675 courses completed (3116 across Estates, 3559 in Sewell onthego)  
Nearly doubling our 2020 numbers

## TOTAL £324,208 INVESTMENT

(over £100k more than in 2020)

## £38,500 LEVY FUNDING USED

More than doubling our 2020 levy usage

## BY OUR OWN TALENTED PEOPLE

## 6691 HOURS OF TRAINING

was delivered, treble our 2020 delivery

## INVESTING OVER £100,000

back into the business, double what we did in 2020

## INSIGHTS

## 43 PRINT PROFILES COMPLETED

with over 105 hours of time & training committed

## AN £11,000 INDUCTION INVESTMENT

# PEOPLE STATISTICS

## AVE EMPLOYED

77 Construction (69, 2020)  
85 FM (80, 2020)  
30 I&G (27, 2020)  
26 PST (17, 2020)  
23 SAS & Parallel (19, 2020)  
236 Onthego (238, 2020)

TOTAL AVERAGE: 476 PEOPLE  
(454 IN 2020)

## NEW STARTERS

18 Construction  
22 FM  
7 I&G  
8 PST  
8 SAS & Parallel  
138 Onthego

TOTAL 201 PEOPLE  
(UP FROM 144 IN 2020)

## AVE RETENTION

86% Construction (91, 2020)  
82% FM (83, 2020)  
86% I&G (93, 2020)  
84% PST (86, 2020)  
89% SAS & Parallel (100, 2020)  
64% Onthego (69, 2020)

TOTAL 73%, DOWN 4% ON 2020  
(MATCHING 2019 RETENTION)

## LEAVERS

13 Construction  
19 FM  
5 I&G  
5 PST  
3 SAS & Parallel  
134 Onthego

TOTAL 179 PEOPLE  
(UP FROM 138 IN 2020)

## GENDER SPLIT\*

73 M | 6 F - Construction  
43 M | 39 F - FM  
27 M | 2 F - I&G  
11 M | 14 F - PST  
11 M | 13 F - SAS & Parallel  
67 M | 174 F - onthego

51.7% FEMALE VS 48.3% MALE

\*at 31 August 2021

## LEAVER STATS

29 terminations, 5 retirements, 5 health related, 4 TUPE transfers, 12 GATE-way (work experience), 3 role redundancies & 121 voluntary leavers.

## 'IN-YEAR' LEAVERS

(EXCLUDING WORK EXPERIENCE/INTERNS)

TOTAL 101, UP FROM 75 IN 2020  
& 98 IN 2019.

In previous year we have seen a consistent and steady set of numbers for the Group, with this year showing more of a boost in growth, increased staff numbers from 454 to 476. This 4.9% increase sits within the Estates businesses, all showing new team members to support the overarching growth plan.

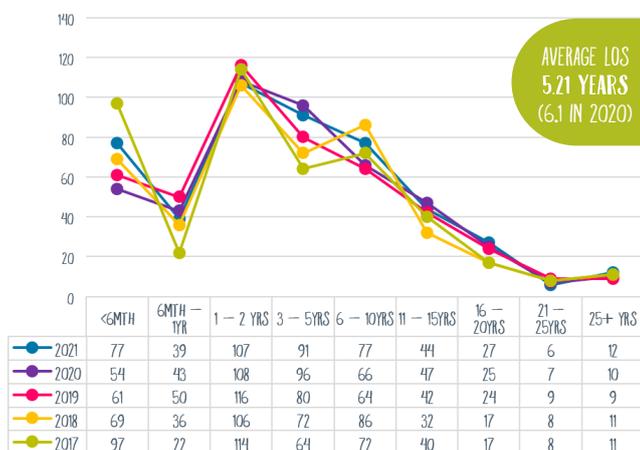
The period has been a challenge for all areas of the Group in terms of resourcing, both finding and keeping talent for the business. CIPD Resourcing & Talent Planning Survey (RTPS), conducted May 2021, reported that during summer 2021, there was around 4.7% (1.6 million) unemployed, whilst in August there was also 1.66 million active live job adverts in the UK, demonstrating the competition in the market in recruitment. It has been key during this time to review our recruitment approaches in both Estates and Onthego and act quickly to capture the talent. Alongside this we have reviewed our reward strategy, developing a new Employee Value Proposition to support talent acquisition and also refreshed our L&D strategy to retain our people more strongly.

This report brings Parallel data into the mix within the Shared Agenda numbers. As the business and team sustainably grows, these numbers may be split from Shared Agenda for clarity and analysis.

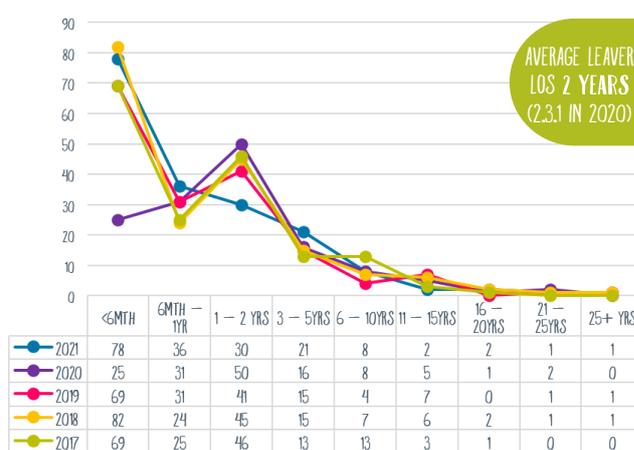
The above resourcing challenges have seen an increase in our 'in-year' leavers, excluding those departing from paid work experience and/or internships. Whilst this has increased on last year, it remains consistent to the data for 2019, not resulting in an area of concern, but still a natural target to improve and reduce being 56% of total leavers.

The CIPD RTPS also shared that one fifth of businesses have made compulsory redundancies, many more reducing working hours and holding/decreasing recruitment as a result of the pandemic and Brexit. This period has been a challenge for Group, but with a close eye on wellbeing and safety, we made a choice to focus on delivery, seeking sustainable opportunities to grow and to continue to invest in and respect our talent. The outcome is a Queen's Award for Enterprise for promoting opportunity (see page 11), at the time of this report, a pending business acquisition in Community Ventures Partnership, an investment of over £100,000 in our retail estate and a positive outlook for the remainder of the financial year. We're tremendously proud of our team in supporting these achievements.

## GROUP LENGTH OF SERVICE



## LEAVER LENGTH OF SERVICE



When reviewing the length of service (LOS) data, we continue to have a consistent trend linking into the overall positive retention we have as a Group. The 2021 data sits very solidly in the centre of the table (blue line), showing a couple of shifts reflecting the details in the previous page. Our increase in new team members shows in the under 6 months group, and as the line continues, we can see some growth in LOS as people move from one bracket to the next, i.e. the decrease in 3-5 years and an increase in 6-10 years.

This year marks the highest <6 months service since 2018 but also the lowest 6 months to 1 years-service since 2019.

Whilst this is primarily linked to the timing of our new starters and the report, these two brackets (24.16% of the team) collectively fluctuate between mid-90's to 120 over the years. This shows a solid commitment to recruiting talent, but with stronger retention in the past 3 years, would relate some of these numbers being growth roles in Estates versus replacing leavers.

A UK L&D report from 2019 gave a <6 month benchmark of 5% (decreasing from 7% in 2018) and 12% for 6 months - 1 year (9.4% in 2018) versus 16% under 6 months and a further 8% 6 months to 1 year for Sewell in this period. This measures that our new team members sit out of kilter with some employment averages, but we more than recover from this at the top end of retention with over 20% of our team having above 10 years-service versus 15% as a benchmark.

Our new team members have reduced our average length of service, as have some retirements from the business. This now sits at 5.21 years versus last years 6.1 years average service, which for a business with a 68% front line and operational team in a mixture of challenging industries, remains a positive statistic.

There continues to be a focus on retention within the Group as well as growing our teams with new talent, with onus in the past year on refreshing L&D and Reward strategies. We continue to approach goodbye meetings with our voluntary leavers (67.5%) to help influence our culture and review our 'offer' for our people.

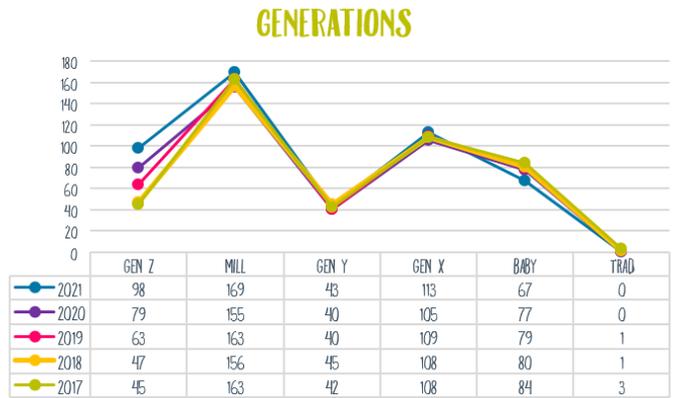
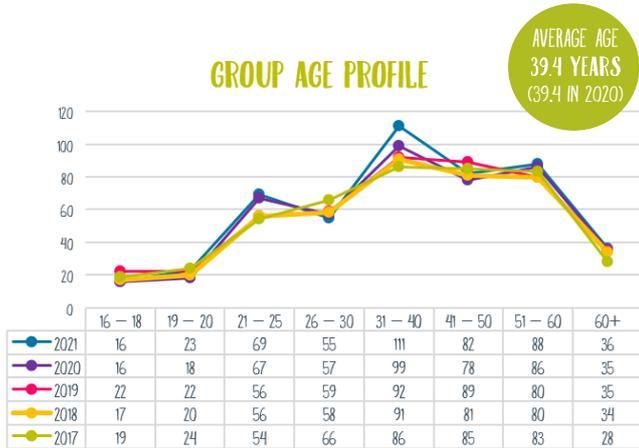
## GROUP ANNUAL RETENTION



“THE MAGIC FORMULA THAT SUCCESSFUL BUSINESSES HAVE DISCOVERED IS TO TREAT CUSTOMERS LIKE GUESTS AND EMPLOYEES LIKE PEOPLE”

— TOM PETERS

# DEMOGRAPHICS



Age and generation demographics are interesting sources of information. Not only do these create a picture of the trend of a business, it can also demonstrate the nuances of a business’s culture based on the makeup of its people. The following pages provide more detail on the different generations and their attributes.

The UK sits 3<sup>rd</sup> in the World for attracting global talent with for top 10 universities and the most leading MBA institutions in Europe. With a workforce of 32 million, many UK employers will need to ensure strategies for growth, change, talent development and engagement are focused towards their existing demographics, as well as the new talent entering the ever-competitive employment market.

Whilst Onthego remains steady in its people numbers, Estates continues to grow, with both experiencing challenges for talent and resource. Our pool of under 18’s remains low with nearly 90% of this group sitting in Subway. This collective historically held a heavy number of trade apprentices in Estates, however in recent years these have been entering the marketplace as college leavers versus school leavers.

Over the 5-year landscape, the growing number of graduates joining Estates has increased our 21-25 age bracket and the growth in our office, support and professional services areas, coupled with healthy retention has also resulted in growth and a maturity boost our 31-40 group.

A CIPD ‘Nutshell’ Newsletter (Article 85, March 2019) shared that 75.3% of people in the UK over the age of 50 are currently in work, and with the state pension increasing all the time, our mature workers are here to stay. Our team of over 50 makes up over 27% of our business, 50:50 Estates and Onthego, with the growth demonstrated in the charts being equally distributed across the Estates businesses.

The blend of the two halves of our Group gives diversity to our culture from both industry and a demographic perspective. This creates a more open, flexible and diverse undercurrent to our personality which remains a competitive advantage for the Group versus other businesses and competitors.

This is our 6<sup>th</sup> year reporting on demographics, and the topic remains a key aspect of most HR and business-related people achievements and challenges. Our balance shows that whilst we’re welcoming people in all age groups, we retain a healthy level of workforce knowledge and maturity. An important aspect to raise is how we’re working with our new talent as well as nurturing our existing team. Knowledge sharing down and upskilling upwards is key to succession planning and talent & resource retention in the future, and the balance of our age diversity keeps our average age this year at a consistent 39 years, energetic at heart and knowledgeable in mind.

Converting this into a comparison on generational demographics shows demonstrates the overall steady state of the growing Group. This is the second year of holding no traditionalists in our midst as this working age group (76-99), primarily in Onthego, naturally decreases. Our GenZ and millennial groups continue to grow as the business does, with the Baby Boomers starting to leave us for pastures new (retirement or other), resulting in a slow decline in numbers, splitting 2021 out from the historic trend. 2026 onwards is when we will see the Alpha generation feature in our demographics.

## GENERATIONS EXPLAINED:

**TRADITIONALISTS** were born between 1922 and 1945 and are sometimes referred to as the silent generation. Characteristics of a traditionalist workplace include strict adherence to rules and directives and a strong respect for authority. Traditionalists are hardworking and loyal to a company and its heritage, believing that role and responsibility takes precedence over personal needs, having a work/life balance that is weighted more heavily towards work.

**BABY BOOMERS** were Born between 1946 and 1964, this generation used to be the majority generational group in the workplace due to their sheer numbers and representation, however as years progress and our business grows, whilst Boomers may occupy management and executive positions in businesses their numbers are becoming overshadowed by Millennials. Workplace characteristics promoted by the boomers include valuing hard work, demonstrated by long hours on the job. Members of this generation could be considered to be workaholics, particularly by younger generations who value work-life balance. Boomers place value on education and require a high-quality work product. The characteristics of a boomer-driven workplace include an emphasis on teamwork, with regular face-to-face meetings.

**GENERATION X (GENX)** was born during the years 1965 to 1976. This generation can be a little sceptical of authority and tend to not respect hierarchy, status or title when challenged or out of their comfort zone. GenX'ers seek a positive work-life balance and prefer an informal, fun workplace. Typical characteristics of the a GenX workplace would focus on independence and self-sufficiency, individual projects and minimal supervision. They're not interested in spending hours in meetings, instead the Xer demands high productivity and prefers to complete tasks as quickly as possible to free up more personal time.

**GENERATION Y (GENY)** and millennials blend a wider age range, and were born between 1977 and 1996. Their generational expectations link to what year they joined adulthood, however GenY individuals are generally classed as those born between 1977 and 1982. They are optimistic, confident, community-minded and fully committed to moral and ethical principles. This generation expects full communication, speedy decision-making and requires information to be available immediately.

As mentioned, GenY and **MILLENNIALS** span a wider age range, mainly being those born 1983 - 1996. Now well-established within companies, these are the most diverse collection of all and are also becoming the most prevalent; one in three is a minority, according to research Millennials are tech focused, they choose email over face-to-face communications, like to multitask and enjoy the variety of managing multiple responsibilities. For a lot of them, they believe that work is a means to an end, and often prioritise lifestyle over extra work efforts to fulfil themselves. Dynamic leaders sit here, often walking a fine line between leadership and management.

As with GenY and Millennials, there is a cross over between Millennials and **GENERATION Z (GENZ)**. Millennials remember playing solitaire, coming home to dial-up internet and using AOL. GenZ were born in the mid-90's, and as a teenager were immersed into a world overrun with technology. What was taken as amazing and inspiring inventions for others, are now taken as a given for these. This blends into overall employment expectations, they want progression and financial growth quickly, to match their personal pace, and when technology or growth doesn't happen quick enough, they'll worry. The main differences between the two are that GenZ'ers; they process information quicker than other generations and live in a world of social and technological updating. Avid multi-taskers, they can shift between multiple tasks with ease, even whilst there are a number of distractions in the background. GenZ is also full of early starters and a political understanding from a younger age than any other generation. They may opt-out of higher education and immerse themselves in a business environment quicker than GenY or Millennials. They're fast-paced, high-energy do-ers, and will thrive in an environment of trust, independence and consistent change and learning opportunities.

The 'next generation', also known as the **ALPHA GENERATION** are those born entirely in the 21st Century, starting in 2010, when the first iPad was released, Instagram was created and 'app' was the word of the year. There are more than 2.5m Gen Alphas born globally every week, when all born (2025) there will be nearly two billion. They start school next year and will be the most formally educated, technologically supplied, and globally the wealthiest generation ever.

# SEWELL STAR AWARDS



“It was such a surprise to receive the award and a real honour to be recognised by colleagues for the hard work that I have been putting in to try and get my career off to the best start possible.

It definitely wouldn't have been possible to get to where I am today without the amazing support of some amazing people across Sewell Group”

— **SOPHIE LEE, SHARED AGENDA**

“It was great to receive the award of most talented newcomer at the Star Awards. It was even better finding out that my fellow colleagues had voted for me and given praise on how well I had developed since joining in 2019. It gave me a real boost of confidence for the coming year”

— **JACK DONKIN, SEWELL CONSTRUCTION**