ABOUT MORTIMER SPINKS

Mortimer Spinks are the leading innovators in technology recruitment. Our business consultants, organised into specialist technology teams, are experts in what they do.

Being part of the Harvey Nash Group, we offer the stability, infrastructure and quality of a major plc. Our clients benefit from access to our unique portfolio of services, including technology skills in Vietnam, recruitment solutions from managed service provision, contractor payrolling, and business process outsourcing.

We work with the most innovative companies in the world. The majority of our customers are defined as entrepreneurial technology organisations, where technology is core to the growth of their businesses.

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ABOUT COMPUTERWEEKLY

ComputerWeekly.com is the leading provider of news, analysis, opinion, information and services for the UK IT community.

As well as being an advocate for UK IT professionals, we also champion the role of technology in improving organisations in all sectors of business and public life. On the web, on mobile and through face-to-face events, ComputerWeekly aims to help senior IT professionals to:

• make better IT strategy and technology purchasing decisions
• improve their knowledge and skills, and develop their careers
• connect with the people and information they need to be successful in their jobs

www.computerweekly.com
HELLO,

Welcome to the fourth year of our annual Technology Industry Survey, produced as always with our friends at ComputerWeekly.com. Thank you to those of you who took part in our survey – there are a lot of people to thank as yet again our survey has grown in size, this time by 30%. This year 3,408 technology professionals shared their views on everything from how cautious they are with their personal data to how they feel about their current employer and what really keeps them happy at work.

As opposed to last year’s slightly muted reaction to privacy and security threats, the outlook in 2015 is one not quite of anxiety but certainly concern. People’s behaviours are starting to change and so are their employer’s. Here are a few highlights.

START-UPS: THE EMPLOYER OF CHOICE
Start-ups are the most popular answer to “Where do you most want to work?” with more than half of those working in the industry having been involved in a start-up at some point during their career. Start-ups have become the subject matter for serialised American TV, Hollywood movies and more news stories than you have time to read. They are starting to feed into the culture, structure and strategy of technology businesses and teams across the industry.

AN INESCAPABLE TRUTH
We work in an imbalanced industry and we have a collective responsibility to change it. Women in technology is an issue for men and women; the industry is running at somewhere between 12% and 14% female (in this survey 12.7%) and we need large-scale collaboration to effect change. A third of women working in our industry came into it from other areas of business; how often do we talk about cross-training as a solution to our talent and gender diversity issues?

AN “ONLINE TIPPING POINT”
For the first time we’ve reached a threshold where the majority of us are doing the majority of our day-to-day activities online – whether that is shopping, banking or socialising.

INNOVATION NEEDS TO BE THE NEW NORMAL
This year we went one step further in our analysis of the impact of innovation and did some comparisons between people who have no time for it and those who have 20% or more. The differences are startling. Time for innovation affects how happy employees are, their sentiment towards their employer, their length or tenure and their belief in the business. All of these factors have a major impact on the overall performance of any business.

I hope you enjoy this year’s survey and it helps you gain further insight into this unique industry of ours.

Best regards

James Hallahan
Managing Director
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Technology professionals may not have been surprised at the lengths the US and UK government go to, to monitor the activities of businesses and individuals when they browse the internet or send an email. But it’s clear that Edward Snowden’s revelations, which disclosed the scale and intrusiveness of government surveillance for the first time, are causing unease even among those who understand security and work with IT every day.

In the latest Mortimer Spinks and Computer Weekly Technology Survey, nearly 25% of IT professionals say they have concerns about government surveillance and 10% have actively changed their online habits as a result of the Snowden leaks.

It is often argued that if you have nothing to hide, you have nothing to fear. But everyone has something to hide, and for legitimate reasons.

Most people have private or embarrassing photographs, diaries or personal documents they don’t want to share with the world on Facebook. And most businesses hold information on their servers that they don’t want to fall into the hands of competitors, including product designs, price lists and strategy documents.

Governments have used surveillance technology to steal products, or to eavesdrop on a foreign company’s negotiating positions, with a view to passing information on to their own national industrial champions.

State-sponsored hacking groups in China are among the most active, but Russian-backed hackers were reputed to have hacked into the White House at the time of writing.

Documents leaked by Snowden show that the National Security Agency has hacked into the computer networks of Brazil’s biggest oil company, Petrobas.

And that GCHQ, its UK equivalent, is actively collecting network traffic from energy companies, financial organisations and airlines.

It is maybe no surprise then that over 30% of IT professionals say their companies have changed their approach to security, with 10% making extensive changes.

Cloud computing suppliers, for instance, are responding to their customers’ concerns that data held in US datacentres, may be
vulnerable to US government snooping, by building new data centres in Europe.

Hacking groups are another concern for IT professionals. No one wants their commercial documents stolen or their intimate pictures shared over the internet, and recent hacking attacks have heightened their concerns.

The posting of hundreds of hacked pictures of stars like Jennifer Lawrence, on the 4Chan image sharing website, attracted headlines around the world, and shocked many IT professionals.

Nearly a quarter admitted that the leaks had changed their perception of online security, and 16% said it had affected their views significantly.

One of the tools regularly deployed by hackers and other criminals to avoid detection are digital currencies, like Bitcoin.

That was the currency of choice for people visiting the online drugs market, Silk Road, which was shut down by the FBI this year.

The ability for people to use crypto-currencies anonymously, without the risk of transactions being tracked, makes them an obvious candidate for people buying narcotics.

But within the next 10 years, a third of IT professionals believe that Bitcoin and similar currencies will become a realistic mainstream alternative to traditional currencies. Nearly 10% believe they already are.

One thing is clear. There is a need for simple technologies that will make it possible for businesses and individuals to protect their privacy against state and criminal intrusion.

Email encryption packages exist, but they are difficult to use. Services like TOR (The Onion Router) can help people browse the internet without leaving a trail, but they are slow, and hardly intuitive.

There is an urgent need, too, for reform and proper oversight of surveillance laws, and to ensure that they are used only under the jurisdiction of a court, for legitimate investigations – not fishing expeditions.

As senior former NSA officials, such as Bill Binney, a former director, points out, mass surveillance is actually counter productive in the fight against terrorism.

The NSA had intelligence on the 9/11 bombers, but failed to spot the critical information that could have prevented the attacks among the vast haystacks of data it was sweeping up from the internet.

Targeted surveillance, based on intelligence, and properly constituted legal oversight are far more effective, but unpopular with intelligence agencies who want to have it all – just in case.

It is telling that out of nearly 1,500 complaints heard by the Investigatory Powers Tribunal, which regulates surveillance in the UK, only 10 have ever been upheld.

As businesses and consumers, we should feel nervous about governments and state-sponsored hackers looking over our shoulders, even when we do have nothing to hide.

Bill Goodwin is a Commissioning Editor at Computer Weekly.
SNAPSHOT

3,408 RESPONSES

33 AVERAGE AGE

WAS IT YOUR YEAR?

It was a great year to be a Software Engineer: 0% of them received a pay cut with just under a third of them receiving pay increases of more than 10%. And it was a tough year to be a Project Manager: 40% of Project Managers work more than 10 hours per week, and they had the highest number of pay cuts of any discipline.

A quarter of technology professionals check their email as soon as they wake up and just before they go to bed.

Three-quarters of tech professionals have had a pay increase in the last 12 months.

WHERE ARE YOU BASED?

[Map showing distribution of respondents across different regions in the UK, including England, Scotland, Wales, Northern Ireland, and regions within England like Greater London, West Midlands, and Southeast England.]

**HOW OLD ARE YOU?**

56% of technology professionals have been involved in a start-up in their career.

55% of the technology industry believe Bitcoin and other cryptocurrencies will become a mainstream alternative to traditional currencies.

55% of the technology industry believe Bitcoin and other cryptocurrencies will become a mainstream alternative to traditional currencies.

£46,619 average salary of participants

£403.93 average contract daily rate

50% of the technology industry plan on leaving their current job in the next 12 months

I WORK IN:

- Software Engineering
- Web Developing
- CTO/CIO
- Project Management
- Development Management/Team Leadership
- Testing
- Support Engineering
- Infrastructure Management/Team Leadership
- MD/CEO
- Programme Management
- Helpdesk
- Business Analysis
- Architecture
- Design/UX/UI
- Founder/Owner
- Entrepreneur
- Digital Marketing
- Database Engineering
- Database Administarting
- SEO
- Training
TECHNOLOGY LEADERSHIP CHEAT SHEET

THINGS TO WORRY ABOUT:

• Half of your technology team is planning on leaving within the next 12 months, and most of them are planning on moving to a start-up. Just to repeat that, half or your technology team is planning on leaving within the next 12 months, and most of them are planning on moving to a start-up.
• 31% of your team have felt let down by your business in the last two weeks
• 31% of your team haven’t felt surprised for the better by your business for at least 12 months
• 72% of your team feel that to progress their careers they need to move to a new role outside your business
• 77% of your team will answer the phone to a head-hunter and listen to what they have to say
• More than a quarter (27%) are actively pursuing new opportunities right now

THINGS TO HELP OUT:

• More than any other factor, keeping your staff comes down to the culture of the team or business they work in
• The three most important factors to keeping employees happy and productive at work have stayed the same for the last four years and don’t, theoretically, cost any money:
  1. Make sure your staff are surrounded by good people
  2. Make sure they are working on interesting and challenging projects, or, if this isn’t possible, rotate the project teams to keep it challenging
  3. Ensure there is open, honest and regular internal communication in the technology department
• If you don’t allow your team time for innovation you should start to do so, as it will make your team happier, more likely to stay and more likely to feel they can progress in your business
• Start-ups are the destination of choice for people thinking about leaving: they are doing this for the culture and the varied nature of tech jobs – try to emulate this feeling to increase retention and productivity
TECHNOLOGY
“DON’T BE EVIL” IS ONE THING, BEING GOOD IS QUITE ANOTHER...

Fig 4. Are these organisations good for the world?

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Linux</td>
<td>89%</td>
<td>92%</td>
<td>88%</td>
<td>92%</td>
</tr>
<tr>
<td>Google</td>
<td>88%</td>
<td>87%</td>
<td>88%</td>
<td>93%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>86%</td>
<td>86%</td>
<td>85%</td>
<td>85%</td>
</tr>
<tr>
<td>Microsoft</td>
<td>75%</td>
<td>76%</td>
<td>78%</td>
<td>80%</td>
</tr>
<tr>
<td>Samsung</td>
<td>74%</td>
<td>77%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apple</td>
<td>74%</td>
<td>74%</td>
<td>73%</td>
<td>77%</td>
</tr>
<tr>
<td>Twitter</td>
<td>68%</td>
<td>60%</td>
<td>67%</td>
<td>59%</td>
</tr>
<tr>
<td>WikiLeaks</td>
<td>64%</td>
<td>60%</td>
<td>61%</td>
<td>59%</td>
</tr>
<tr>
<td>GCHQ / NSA</td>
<td>54%</td>
<td>59%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facebook</td>
<td>52%</td>
<td>52%</td>
<td>55%</td>
<td>53%</td>
</tr>
<tr>
<td>Hacking organisations like “Anonymous”</td>
<td>45%</td>
<td>41%</td>
<td>41%</td>
<td>30%</td>
</tr>
</tbody>
</table>

A look back over the last four years’ data on how the technology industry views some of the biggest technology organisations/movements in the world shows there has been very little change in this time. This is especially interesting considering the changes that have taken place over this period: new CEOs, products, strategies and acquisitions. Is people’s loyalty to these brands set in stone?

Fig 5. Are these social media sites good for the world?

Is the world of social media ripe for disruption? Figure 5 shows us that over the last four years the three biggest social media platforms have stagnated; is this a vote of no-confidence from the technology industry or have they become so engrained in our lives that we think of them just as we think of phone calls or emails? LinkedIn is the most favoured social media site by some margin, perhaps due to it being more explicitly useful to technology professionals than either Facebook or Twitter.
IF IT’S NOT TRANSPARENT, DOES THAT MEAN SOCIAL MEDIA IS A BIT OPAQUE?

As you can see from Figure 5, the three biggest social media sites are stagnating. People are uncertain as to whether or not they are good for the world. The level of trust people have in these businesses is often driven by transparency, especially when it comes to their personal data. These sites, in many ways, have an intimate relationship with their users, and uncertainty about what happens to their information is a key factor affecting the esteem in which users hold them.

Fig 6 Do you feel you fully understand the privacy/ownership agreements on the social media sites that you use?

Figure 6 shows us that 52% of technology professionals feel that they fully understand the privacy/ownership agreements on the social media sites that they use. Coincidentally, 52% is the exact same proportion of people who believe Facebook is good for the world. However, this coincidence does raise an interesting question: would clearer privacy/ownership agreements on social media sites increase people’s confidence in these businesses?

Is the lack of transparency and complicated, often incredibly long-winded, agreements you have to agree to the cause of this stagnation in social media?
IF COMPUTERS ARE BICYCLES FOR OUR MINDS, THEN THE BICYCLE MAKER IS KING

Fig 7

Do you feel people who don’t work in the Technology Industry fully understand the privacy/ownership agreements on the social media sites that they use?

Yes No

90% 10%

Do you feel you fully understand the privacy/ownership agreements on the social media sites that you use?

Yes No

52% 48%

Do you feel you have a full grasp of the potential risks of sharing content online?

Yes No

73% 27%

Do you feel people who don’t work in tech have a full grasp of the potential risks of sharing content online?

Yes No

89% 11%
As our lives become increasingly online, the premium on technological knowledge is going to increase. Figure 7 shows us that, certainly from the technology professional’s point of view, there is a knowledge chasm between people who work in technology and people who do not. When we asked whether or not they felt people who don’t work in technology fully understood both social media agreements and the potential risks of sharing content online, only 10% of them did.

Maybe the lack of understanding that people who do not work in technology have about what they do online is not a concern. However, the world is becoming not just more technology focused, but also crucially more dependent on what technology can do. Will we reach a point where certain fundamental activities are impossible to do offline? If we do, how acute could this knowledge gap become? One thing is for sure: as more and more of the world operates partly or wholly online, those who have the ability to build and destroy this world will hold the power.

Fig 8. To what extent has the recent 4chan/celebrity photo scandal altered your perception of online privacy?

![Pie chart showing the extent to which the scandal altered perceptions.](chart.png)

In late 2014 there was a heavily reported scandal about celebrities’ pictures being posted online against their will. *The Independent*, among other media, was quoted as saying that this was caused by a breach of Apple’s cloud services suite iCloud, although Apple at the time denied this. We asked participants whether this scandal has altered their perception of online privacy. As shown in Figure 8, just under a quarter of people working in technology said it had altered their perception of privacy online.

This story sparked serious debate as to people’s online privacy: the public were confused and outraged as to how these private pictures, which the victims thought were stored on their private devices, could have been found and made public. Interestingly, the sentiment shown in Figure 8 suggests that the people who work in the technology industry did not share this same level of shock. This serves to further reinforce the point made earlier that the technology knowledge gap between those involved in technology and those who are not could start to have a real impact on society.
IT MAY BE VIRTUAL
BUT IT’S STILL MY
PERSONAL SPACE,
AND BY SPACE I MEAN
DATA

The leaking of information about the National Security Agency’s PRISM mass electronic surveillance programme proved hugely controversial and provoked huge debate across the world’s media. Over the last two years we have asked participants whether the release of information on PRISM was a surprise and if they have altered their online behaviours as a result.

Fig 9. Has the release of information on PRISM and the extent of internet monitoring by governments made you more cautious about what you say or do online?

Figure 9 shows the last two years’ results to the question “Has the release of information on PRISM and the extent of internet monitoring by governments made you more cautious about what you say or do online?” A third of technology professionals have altered their behaviours and a quarter (24%) are concerned about this information. When you compare this with last year, you can see that there has been an almost 50% increase in the number of people who have altered their behaviours. If this trend continues, it would suggest that this time next year almost half the industry will have altered their online behaviours as a result of the release of information about internet monitoring.

The pace of technological advancement has gone beyond anything we’ve seen before. With this have come great things, revolutionary changes that will impact the way we all live for evermore. Alongside these revolutionary changes, questions inevitably have to be asked as to the morality and governance of the internet as a whole.
Figure 10 shows the last two years’ results to the question “Is government/institutional regulation of the internet a good thing?” Interestingly, you can see that over the last 12 months people’s opinions have changed. Last year 75% of the industry had clear opinions one way or the other on how they felt about regulation of the internet. This year that number has dropped to 61% with the joint most popular answer being “I don’t know”.

The PRISM scandal may not have altered everyone’s behaviours but it seems to have opened up debate on the regulation, morality and responsibility of the internet. One thing is for sure: when almost 40% of the industry is uncertain as to how they feel about institutional regulation of the internet, the debate will, rightly, continue.
IT’S NOT JUST OUR PERSONAL DATA WE’RE WORRIED ABOUT

While a third of technology professionals may have altered their behaviours following the release of information about government-run mass surveillance programmes, what about companies? We asked participants to what extent they had noticed their employers becoming more cautious with how they manage their data.

Fig 11. In light of released information about government surveillance, to what extent have you noticed your employer becoming more cautious with how they manage their data?

You can see from Figure 11 that 57% of participants said they had noticed no real change in the way their employers manage their data, but 43% had. If we accept that a third of technology professionals have changed their behaviours on an individual basis and 43% of companies have become more cautious, we begin to get a clear picture of the impact that this “leak” has had on the technology industry as a whole.

Interestingly, some sectors have reacted to this recent surveillance leak more than others. Technology professionals working in Financial Services and Technology noted a higher than average change in behaviours by their employers, with 47% and 48% respectively citing a more cautious approach to how they manage data. Meanwhile, in the Retail and Broadcast Media sectors only 37% and 38% respectively noted any change in behaviours by their employers.

This observation could be down to the fact that Technology and Financial Services businesses are quicker to react to potential data breaches, or that they are held to tighter legal agreements when it comes to their users’ data. The most likely explanation is, of course, a mixture of lots of things, but crucially in Technology and Financial Services businesses the data is often a fundamental part of the businesses’ operations and, in many cases, a key component to their products.
HOW REALISTIC ARE CRYPTOCURRENCIES?

Fig 12. In your opinion, will “cryptocurrencies” like Bitcoin become a realistic mainstream alternative to traditional regulated currencies?

Figure 12 shows us the changing opinions on whether or not cryptocurrencies such as Bitcoin will become a realistic alternative to traditional, regulated currencies. Over the last 12 months, you can see that the number of people who believe this will happen has increased to 55%.

Despite obvious and public scepticism about the future of cryptocurrencies, the opinions of the people who work in the technology industry certainly seem to be that they are not only here for now but that they also have a future.

ONE MORE THING...

There is always a “next big thing”: the speed of technological advancement is always increasing and with this come new ideas, products and pieces of tech. Every year we ask every participant “What’s the next big thing in tech?” and the most common answers can be seen in Figure 13.

Fig 13. Trends in tech

You can see that some things come up every year: wearable technology has come up every year since we started doing this survey, as has Big Data. This year is the first time we had consistent mention of quantum computing. By all accounts this appears to be in its commercial infancy currently, but it will present a genuine step change in technological advancement when it becomes a reality.
Following on from the constant theme around security and privacy, you can see that for the first year in four years “cyber security” has become a consistent trend – perhaps not much of a surprise given some of the incidents of the last 12 months. Drones have made their first appearance this year with frequent mention of both commercial and personal use. The standout trends of the last two years have been wearable tech and the internet of things, mentioned more times this year than last.

Regardless of how long it takes personal drones, quantum computers or a totally interconnected home to become commonplace, one thing is for sure: there will be more “next big things” next year.
PEOPLE
12%... AN INESCAPABLE TRUTH

After three years of working with the women in the technology space, whether it be in schools, running meet-ups, carrying out surveys, hosting roundtable discussions or working with the boards of businesses on diversity, we have managed to build up an amazing community of women in the industry. This year, the industry average of women working in technology teams was 12%, last year it was just under 15% (14.6%) and in 2012 it was just over 15% (15.7%). For us to talk about how we engage and increase the number of women in technology, it makes sense to look at the women who have managed to join the industry and find out how they did so.

Fig 14. How many years have you been working in technology? (Women only)

![Graph showing the number of years women have been working in technology]

There is a positive finding to be seen in Figure 14: a quarter of the women currently working in technology jobs have been in them for 0–4 years. 14% of the women working in the industry have joined it in the last two years.

Fig 15. Where were you before you began your career in tech? (Women only)

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Studying, school or uni</td>
<td>56%</td>
</tr>
<tr>
<td>Marketing</td>
<td>8%</td>
</tr>
<tr>
<td>Finance</td>
<td>7%</td>
</tr>
<tr>
<td>Operations</td>
<td>6%</td>
</tr>
<tr>
<td>Sales</td>
<td>6%</td>
</tr>
<tr>
<td>Consulting</td>
<td>4%</td>
</tr>
<tr>
<td>HR</td>
<td>3%</td>
</tr>
</tbody>
</table>
Although at first glance it looks as if only one conclusion can be drawn from Figure 15, there is more to this than meets the eye. Yes, one finding is that the overwhelming majority (66%) of the women in the industry came into it straight from either school or university. It is worth pointing out, however, that 80% of men working in the industry also came straight from school or university.

The interesting thing to note here is that this means that a third of the women in the industry came into it from a different area of business. If a third (33%) of the women working in the industry came into it from a different area of business, or in other words cross-trained into technology, could this be an immediate solution that would begin to address gender imbalance?

“Women in technology” is high on the agenda for the 12% of the technology industry who are women; well, it is certainly much higher on the agenda than for men.

Fig 16. In your job, when was the last time you heard or had a conversation about gender diversity in technology?

Figure 16 shows women’s answers to “When was the last time you heard or had a conversation about gender diversity in technology?”, and we can see there is a gap. A third (33%) of women have had a conversation about gender diversity in technology in the last week, whereas less than half that number of men have (16%).

The main message here runs hand in hand with our philosophy about women in technology: the issue is not just for women, and needs to be aimed at and shared with men. To effect genuine change in the industry, we have to work collaboratively. To help the 12% grow, we need 100% of the industry working together.
A FUNDAMENTAL SHIFT FROM IMPROVEMENT TO DEPENDENCE?

Technology has become intertwined with our personal lives to such an extent that the one or two days a year when your phone battery runs out by lunchtime, you get an idea of quite how dependent you’ve become on it. It has been the case for many years that companies are entirely dependent on being online, but what about people?

For the last two years we have asked people to tell us what proportion of certain day-to-day activities take place online.

Fig 17. What percentage of your retail transactions take place online?

Figure 17 shows us that over the last 12 months technologists have carried out a higher proportion of their retail transactions online than in the last 12. For the first time, this year we found that the majority of people working in technology do the majority of their shopping online.

Fig 18. What percentage of your financial activities take place online?

Figure 18 shows that there has been a similar trend in financial activities. For the first time, the majority of people working in technology do the majority of their financial transactions online.
Figure 18 shows us that more than half (55%) of the technology industry carries out more than 80% of their financial transactions online, which is an increase on last year when just under half did so (48%). The Banking and Financial Services industries were early adopters of moving their services online, the benefit of which is shown by the high levels of engagement with these services. Over the last two years the number of people who don’t carry out any of their financial activities online has dropped by 50% from 6% to 3%.

Figure 19 shows us that the trend continues. Over the last 12 months more of technology professionals’ social interactions have taken place online than ever before, further evidence of a greater proportion of our lives becoming online. The difference here is, unlike financial activities or retail transactions, the majority (54%) of our social interactions still take place offline. This is exactly where retail transactions were last year. It looks highly likely that this time next year we will have crossed the threshold into the majority of our social interactions taking place online.

Professional interactions are another area of communication that has just crossed over the online tipping point during the last 12 months. Figure 20 shows that more than half (52%) of the industry carry out the majority of their professional interactions through online channels, up from 47% last year.

Last year we talked about how close we, as an industry, were to reaching an online tipping point where the majority of someone’s transactions and interactions – professional, retail, personal and financial – were done through online channels. This year we can see that when it comes to retail transactions, financial activities and professional interactions, we have crossed that threshold where the majority of the people in the industry conduct the majority of these transactions and interactions online.

And we haven’t even touched on email....
IS EMAIL IN 2015 WHAT SMOKING WAS IN 1964?

There are many ways of looking at the still relatively recent but mass adoption of mobile emails. On the one hand it allows work to be done in almost any situation and communication is possible from anywhere (with reception) at any time. On the other hand there are arguments that suggest it is diminishing the quality of time we are spending doing other things.

Fig 21. What is the longest period of time in the last 30 days that you have not checked your e-mail for?

<table>
<thead>
<tr>
<th>Time Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 hours of less</td>
<td>22%</td>
</tr>
<tr>
<td>Half a day</td>
<td>33%</td>
</tr>
<tr>
<td>A day</td>
<td>21%</td>
</tr>
<tr>
<td>2 days</td>
<td>13%</td>
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<td>2-4 days</td>
<td>6%</td>
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<td>2%</td>
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<td>More than 2 weeks</td>
<td>1%</td>
</tr>
<tr>
<td>More than 3 weeks</td>
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<tr>
<td>30 days</td>
<td>0%</td>
</tr>
<tr>
<td>I don’t have e-mail</td>
<td>0%</td>
</tr>
</tbody>
</table>

In Figure 21 you can see that the vast majority (76%) of the technology industry haven’t gone more than a day in the last 30 without checking their emails, and more than half (55%) don’t spend more than half a day without checking them.

Fig 22

During the working week at what point on an average day do you stop checking your e-mails?

- As soon as I leave the office: 30%
- Before I leave the house: 24%
- On my journey to work: 20%
- Not until I start work: 25%

How soon after waking up do you check your e-mails?

- As soon as I wake up: 26%
- Before I leave the house: 20%
- On my journey to work: 25%
- Not until I start work: 29%
Figure 22 shows us that just over a quarter (26%) of technology professionals check their emails as soon as they wake up and just under a quarter (24%) do the same just before they go to sleep. Three-quarters of the industry will have checked through their emails before they arrive at work. 69% of people who work in technology will continue checking their emails throughout the evening after they’ve left work.

**Fig 23. Do you check your e-mails in the following scenarios?**

- Watching TV: 62%
- In meetings: 46%
- Eating: 36%
- In the bathroom: 31%
- Having a conversation: 18%
- In the gym: 11%
- In the cinema/theatre/at a concert: 8%
- Driving: 8%
- Attending a religious ceremony: 5%

Figure 23, unlike the others, shows us that it’s not just the amount of time each day we spend connected to others via email, but the extent to which email has started to intrude on social and professional situations. 62% of the industry checks their email while watching TV, and just under half (46%) will do so while in meetings. More than a third (36%) of technology professionals check their emails while eating and just under a fifth of us (18%) check them while having a conversation.

When you take in both the number of our waking hours we spend connected to others via email and the situations in which email now exists, it is fair to say that email is acting as a disrupting force to the offline world. When you compare how much of our life is moving online with the amount of time we spend checking our emails, it would appear there are few activities that help us escape our desire to be connected.
JOBS
A quick snapshot of the technology industry: According to Figure 24 30% of you work in the Technology sector, 14% in Financial Services, 11% in Business/Professional Services and 10% in Retail. 64% of you are employed on a permanent basis and 36% are contractors. 17% of you are Software Engineers and according to Figure 25 12% are Web Developers. 6% of you are CTOs, Development Managers or Project Managers. If you are employed on a permanent basis, you are likely to be earning £46,619 a year, the average salary of participants, but the remuneration stretches from less than £10,000 a year to more than £250,000, both responses gaining 1% of responses. If you are a contractor, the average daily rate is £403.93 a day although 4% of you are earning more than £1,000 a day.

### Fig 24. In which sector is your current employer engaged?

<table>
<thead>
<tr>
<th>Sector</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology / telecom</td>
<td>30%</td>
</tr>
<tr>
<td>Financial Services</td>
<td>14%</td>
</tr>
<tr>
<td>Business / professional services</td>
<td>11%</td>
</tr>
<tr>
<td>Retail / Leisure</td>
<td>10%</td>
</tr>
<tr>
<td>Broadcast / media</td>
<td>8%</td>
</tr>
<tr>
<td>Advertising / PR</td>
<td>4%</td>
</tr>
<tr>
<td>Government</td>
<td>4%</td>
</tr>
<tr>
<td>Education</td>
<td>4%</td>
</tr>
<tr>
<td>Healthcare</td>
<td>3%</td>
</tr>
<tr>
<td>Construction / engineering</td>
<td>2%</td>
</tr>
<tr>
<td>Charity / non profit</td>
<td>2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>2%</td>
</tr>
<tr>
<td>Energy</td>
<td>2%</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>2%</td>
</tr>
<tr>
<td>Utilities</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Fig 25. What category does your job fall into?

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software Engineering</td>
<td>17%</td>
</tr>
<tr>
<td>Web Developing</td>
<td>12%</td>
</tr>
<tr>
<td>Development Management</td>
<td>6%</td>
</tr>
<tr>
<td>Team Leadership</td>
<td>6%</td>
</tr>
<tr>
<td>Project Management</td>
<td>6%</td>
</tr>
<tr>
<td>CTO/CIO</td>
<td>6%</td>
</tr>
<tr>
<td>Support Engineering</td>
<td>5%</td>
</tr>
<tr>
<td>Infrastructure Management</td>
<td>5%</td>
</tr>
<tr>
<td>Team Leadership</td>
<td>5%</td>
</tr>
<tr>
<td>Design/UX/UI</td>
<td>4%</td>
</tr>
<tr>
<td>Digital Marketing</td>
<td>4%</td>
</tr>
<tr>
<td>Testing</td>
<td>4%</td>
</tr>
<tr>
<td>Founder/Owner</td>
<td>4%</td>
</tr>
<tr>
<td>Programme Management</td>
<td>4%</td>
</tr>
<tr>
<td>Business Analysis</td>
<td>3%</td>
</tr>
<tr>
<td>Architecture</td>
<td>3%</td>
</tr>
<tr>
<td>Helpdesk</td>
<td>3%</td>
</tr>
<tr>
<td>Entrepreneur</td>
<td>3%</td>
</tr>
<tr>
<td>MD/CEO</td>
<td>3%</td>
</tr>
<tr>
<td>Database Engineering</td>
<td>2%</td>
</tr>
<tr>
<td>Database Adminitrating</td>
<td>2%</td>
</tr>
<tr>
<td>SEO</td>
<td>2%</td>
</tr>
<tr>
<td>Training</td>
<td>2%</td>
</tr>
</tbody>
</table>
Fig 26. Are you employed on a permanent or contract basis?

- Permanent: 64%
- Contract: 36%

Fig 27. What is your current basic salary?

- £15,000 – 19,999: 3%
- £20,000 – 24,999: 6%
- £25,000 – 29,999: 7%
- £30,000 – 34,999: 8%
- £35,000 – 39,999: 9%
- £40,000 – 44,999: 11%
- £45,000 – 49,999: 10%
- £50,000 – 59,999: 12%
- £60,000 – 69,999: 9%
- £70,000 – 79,999: 6%
- £80,000 – 89,999: 4%
- £90,000 – 100,000: 6%
- £100,000 – 150,000: 6%
- £150,000 – 200,000: 1%
- £200,000 – 250,000: 1%
- £250,000+: 1%

Fig 28. If you are a contractor what is your daily rate?

- £0-£99 per day: 5%
- £100-£199 per day: 7%
- £200-£299 per day: 12%
- £300-£399 per day: 20%
- £400-£499 per day: 23%
- £500-£599 per day: 12%
- £600-£699 per day: 6%
- £700-£799 per day: 5%
- £800-£899 per day: 3%
- £900-£999 per day: 3%
- £1000+ per day: 4%
THE SUN’S SHINING, AND HAY’S BEING MADE

Over the last four years of running our research into the technology industry, we have seen that businesses are investing in their technology teams and the trend has always been that more technology professionals are receiving pay rises than pay cuts. This year is no different in that sense; what is different is the extent to which people are seeing their remuneration increase.

Fig 29. For permanent employees: how has your basic salary changed?

Fig 30. For contractors: how has your daily rate changed?

Over the last three years people have been consistently getting increases in their remuneration. This year 64% of the industry’s permanent employees received a pay increase, and according to figure 29, 23% of their increases were for 10% or more. Over the last three years the proportion of permanent employees getting increases has continued to rise from 57% in 2013 through to 64% in 2015.

The contractor market has followed suit with more people increasing their daily rates than ever before; 48% of contractors increased their daily rate, 22% of them by more than 10%.
Figure 31 shows us the sector that has invested the most heavily in its technology teams compared to the least. This gives us a picture of how fierce the competition is to both keep your best people and to try and keep up with their market value. You can see their value is increasing and the government is clearly trying to keep up with this, having given more than half its technology staff some sort of pay rise in the last 12 months. However, when you are competing with Broadcast Media, which has given more than three-quarters (76%) of its staff pay rises, it does beg the question how can you compete, especially with public sector spending cuts?

Technology is a unique industry in that it’s not just continued investment but the amount of investment that businesses are putting into their people that is increasing year on year. In another three years will we see three-quarters of the industry getting pay rises every year?

Figure 32 shows you how happy people are in their current roles; you can see that according to Figure 32 a staggering 80% of people rate themselves as either quite or very happy in their current role. However, it is worth pointing out that the vast majority (57%) answered “Quite happy” rather than “Very happy” (23%). Technology is an industry where nothing seems impossible, where skills are at a premium and business performance is measured against the ultra-success stories of the last decade. The nervousness technology professionals have to ticking “Very happy” could be that there are other businesses and other individuals out there doing things they want to be doing. The youth of the industry may have created a culture of always being on the lookout for the next big thing.
Sometimes It Doesn’t Matter How Green Your Grass Is...

Technology is an industry that, in part due to its youth, always has something on the horizon: you just need to look back at Figure 13 to remind yourself that, no matter what, every year there is a new “next big thing”. People working in technology appear to be as fickle as the speed that new ideas and pieces of technology are announced.

We have established that the technology industry is investing in its people: the majority of people working in the industry have had a pay rise in the last 12 months. However, when asked how long they have worked with their current employer and how long they plan on staying, the results are alarming.

Fig 33. How long have you worked at your current employer?

Last year we were shocked to learn that 36% of the industry had moved jobs in the last 12 months, so this year you can imagine how we felt when we learned that 48% of the industry had started a new job in the last 12 months.

When you consider the business impact this must have had, 48% growth in some businesses and probably huge technology staff shortages in others, the statistic becomes increasingly alarming. The extraordinary growth from the year before does inevitably raise the question as to what employers can do to retain their staff.

This incredible movement goes some of the way to explaining why there has been such a huge amount of pay rises over the last year. A possible cause is the technology skills shortage in the UK. We simply do not have enough people to do the number of jobs that need doing. This inevitably leads to increased levels of offshore and outsourced solutions.
Fig 34. How long do you plan on staying in your current company?

The incredible flow of individuals from one technology job to another is one thing, quite another is their plans to move. Figure 34 shows us that the next 12 months don’t appear to be getting any better, with 50% of the industry intending on moving jobs. Last year 45% intended on moving jobs and 48% did; this year 50% intend to, so how many will?

The problem that these statistics raises for employers is how can they stop this flow? When technology skills are at the premium they are at, employers’ hands are forced into paying at least market rate in order to both hold on to and hire new team members. When this number of people are planning on moving, what can they do to keep them?

When asked “In order to progress your career is your next job likely to be inside or outside your current company?”, the majority (72%) said “outside”.

Fig 35. In order to progress your career is your next job likely to be inside or outside your current company?

72% of people working in technology believe that in order to progress their careers they need to move to a new company. What is it about staying in the same company that makes them believe they will not be able to progress?

Interestingly, over the last four years of running this survey, the numbers of people planning on moving jobs in the next 12 months has steadily risen. At the same time as this, so has where people aspire to work.
Fig 36. If you were to move jobs which of the following sorts of businesses would you prefer to work in?

- Tech based start-up: 55%
- Tech department of non-tech business: 43%
- Technology supplier: 39%
- Global eCommerce companies: 38%
- Proven Digital design/development agency: 34%
- Pure tech SME: 33%
- Public sector technology teams: 30%

When we started doing this survey in 2012 working in start-ups was the least popular response to “Where do you most want to work?” but in the last four years it has flown up to be the most popular destination for those working in technology. Over the last four years the majority of people working in the technology industry have had pay rises, so has this continued financial backing left the industry feeling secure enough to invest some of their time in businesses with no track record?
Fig 37.

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Being surrounded by good people</td>
<td>Up 78%</td>
<td>75%</td>
<td>72%</td>
<td>74%</td>
</tr>
<tr>
<td>Interesting / challenging projects</td>
<td>Down 75%</td>
<td>77%</td>
<td>74%</td>
<td>81%</td>
</tr>
<tr>
<td>Open, honest and regular internal communications within the IT department</td>
<td>Same 63%</td>
<td>64%</td>
<td>65%</td>
<td>71%</td>
</tr>
<tr>
<td>Excellent pay and rewards</td>
<td>Same 60%</td>
<td>56%</td>
<td>51%</td>
<td>60%</td>
</tr>
<tr>
<td>Being part of a company that has an interesting product or service</td>
<td>Same 54%</td>
<td>52%</td>
<td>42%</td>
<td>39%</td>
</tr>
<tr>
<td>Up-to-date software and hardware</td>
<td>Same 51%</td>
<td>49%</td>
<td>52%</td>
<td>50%</td>
</tr>
<tr>
<td>Flexible working time</td>
<td>Same 51%</td>
<td>48%</td>
<td>41%</td>
<td>50%</td>
</tr>
<tr>
<td>A career development programme with good career prospects</td>
<td>Same 45%</td>
<td>48%</td>
<td>49%</td>
<td>51%</td>
</tr>
<tr>
<td>Strong role models elsewhere in the IT team by which people can learn from</td>
<td>Same 47%</td>
<td>44%</td>
<td>47%</td>
<td>49%</td>
</tr>
<tr>
<td>A fun environment</td>
<td>Same 45%</td>
<td>42%</td>
<td>43%</td>
<td>37%</td>
</tr>
<tr>
<td>Ability to work from home</td>
<td>Same 37%</td>
<td>34%</td>
<td>30%</td>
<td>36%</td>
</tr>
<tr>
<td>An inspirational C-level technology leader with a strong, positive ‘personal brand’</td>
<td>Same 33%</td>
<td>30%</td>
<td>34%</td>
<td>38%</td>
</tr>
<tr>
<td>No need to wear a suit</td>
<td>Up 24%</td>
<td>19%</td>
<td>19%</td>
<td>22%</td>
</tr>
<tr>
<td>Having time set aside on a regular basis to pursue personal technology projects</td>
<td>Up 23%</td>
<td>22%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Strong emphasis on formal training</td>
<td>down 18%</td>
<td>22%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>Physically interesting work environment (designer interiors etc)</td>
<td>Same 16%</td>
<td>14%</td>
<td>11%</td>
<td>10%</td>
</tr>
<tr>
<td>Regular team building activities / away days</td>
<td>Same 16%</td>
<td>13%</td>
<td>15%</td>
<td>12%</td>
</tr>
</tbody>
</table>

For four years in a row the top three most important factors for keeping technology professionals happy and productive at work have been the same. This year the top two changed positions, but for four years in a row excellent pay and rewards has not been one of them.

The three are: being surrounded by good people, interesting and challenging projects, and open, honest and regular internal communication within the IT department. There is comfort to be drawn from the fact that the top three most important factors for keeping technology teams happy and motivated are cultural. The top two factors this year can both be explained by the fact that people who work in technology are always on the lookout for ways to improve their skills, part of the reason perhaps that 50% of them are planning to leave for pastures new in the next 12 months. “Being surrounded by good people” and “Interesting and challenging projects” can both be put down to a real appetite for improvement among people who work in technology. People working in technology want to be constantly learning and by being put on challenging projects and offered the chance to work with good people they are going to get the chance to do this.

The real comfort comes from the fact that the three most important factors are all influenced by great leadership and, theoretically, shouldn’t involve any financial costs.
FLEXIBLE WORKING IS ALL WELL AND GOOD...

65% of technology professionals believe that if they deliver the work required, their employer is truly flexible on the hours that they work. In relative terms this is a new trend, and looking back over the last two years you can see that the data is relatively consistent – last year it was 61%.

Fig 38. Do you agree with this statement “if I deliver the work required my company is truly flexible on the hours that I work”

Interestingly, while almost two-thirds (65%) of the industry believe they have genuine flexibility in the hours that they work, almost all of the industry is working more than their contractual hours. Just less than three-quarters (73%) of the industry work more than their contractual hours, with more than a fifth (21%) working 10 hours or more. This year’s data can be seen in Figure 39.

Fig 39. How many hours per week do you work above (or below) your contractual hours?

- 10 hours above: 21%
- 5 - 10 hours above: 21%
- 3 – 5 hours above: 15%
- 0 – 3 hours above: 16%
- I work my contractual hours: 24%
- 0 – 3 hours below: 1%
- 3 – 5 hours below: 1%
- 5 -10 hours below: 0%
- 10 hours or more below: 1%
The household names in tech, the giants, the superstars, all started at one point or another as a group of people with an idea. Start-ups have become the subject matter for serialised American TV, Hollywood movies and more news stories than you have time to read. The technology industry has given birth to the youngest billionaire, the earliest flotation and the most disruptive businesses in history. All of these began their lives being described by themselves and others as “start-ups”.

It may or may not surprise you to learn that more people working in the technology industry than not (56%) have been involved in a start-up during their careers.

By its very nature a start-up can be anything from two people having an idea and meeting a couple of times a week to try and make it a success, to 30 people or more with millions of pounds of funding in the bank and permanent offices. To try and understand a little more as to the scale of this involvement in start-ups, we asked people who answered “yes” to “Have you ever worked in a start-up?” how many they have worked in.

By its very nature a start-up can be anything from two people having an idea and meeting a couple of times a week to try and make it a success, to 30 people or more with millions of pounds of funding in the bank and permanent offices. To try and understand a little more as to the scale of this involvement in start-ups, we asked people who answered “yes” to “Have you ever worked in a start-up?” how many they have worked in.
You can see from Figure 41 that the majority of people who have worked in a start-up at some point have probably been involved with two to three. Could it be that once you have worked in that environment you want to go back? It is widely acknowledged that in a start-up you are likely to have a say and an input into much more than just your own personal set of responsibilities. The environment is very collaborative with everyone helping each other wherever their skills are best suited. It is also very likely that people are going to be doing very varied types of work as they may not have an expert in every different area they need people in.

We saw earlier how the most important factors for keeping technology professionals happy and productive at work were being surrounded by good people, working on interesting, challenging projects and having open and honest communication within the technology team. Start-ups are built around these three factors, which is why such a high proportion of people have worked in one (or more likely two).

Figure 42 shows us technology professionals’ views on the most important factors leading to the success and failure of start-ups. Perhaps the most striking factor is that 37% of people believe that the single most important factor to the success of a start-up business is the people – 15% more than thought the product was more important. Does this mean that you can have unbelievable levels of funding, a great product and world-class technology, but without the right people your business won’t succeed?

The answers to “Why do you believe most start-ups fail?” show that 30% of participants believe it comes down to leadership above anything else. Once again the premium is put on the human element of the business. More than half of the industry believe that the failure of most start-ups is down to either leadership or people.

Could this be why so many people have worked in start-ups? If the majority of the industry believes that the most important factors to the success or failure of a start-up are the human beings involved in the business, then it follows that they would join one where they felt the leadership and teams were good enough.

One thing is for sure: the percentage of start-ups that succeed is low, and the percentage that succeeds like the real success stories of the industry is, of course, even lower. However, you can see why they are both the destination of choice for people’s next career move (Figure 36) and such a common investment of people in the industry’s time. Start-up businesses come down to people, the people leading them and the people working in them; funding, tech, offices and everything else are secondary (or even tertiary), so you can see why they have such magnetism.
SURPRISES AND DISAPPOINTMENTS DO NOT A CULTURE MAKE

We have established that half of the industry, half of the team you work in and half of the technology department in your business are planning on leaving for pastures new in the next 12 months. We have established that the majority of them are probably hoping to get an opportunity to work in a start-up and we’ve learned that they probably want to make this move because they get challenging projects, the chance to work with great people and constant communication with the business. However, to what extent are they getting some or all of this where they are?

Fig 43

When was the last time you felt let down by your current employer? Within the last:

- 24 hours: 3%
- Week: 4%
- 2 weeks: 9%
- Month: 16%
- 6 months: 15%
- 12 months: 6%
- That’s never happened: 32%

When was the last time you heard of something in your business that surprised you for the better? Within the last:

- 24 hours: 5%
- Week: 16%
- 2 weeks: 12%
- Month: 19%
- 6 months: 16%
- 12 months: 11%
- That’s never happened: 20%

The findings shown in Figure 43 send, broadly, a positive message to employer satisfaction. Over the last four years we’ve found that, in general, technology professionals feel let down by their current employer more often than they are surprised for the better by them. This year, however, the outlook is more positive. People are, across the board, surprised for the better by their employer more than they feel let down by them. While this is a positive message for employers to take away, it doesn’t help us answer the question as to why half of the industry is planning on leaving.

Fig 44

- None: 22%
- 0-5%: 20%
- 5-10%: 20%
- 10-20%: 17%
- 20-30%: 8%
- 30%+: 13%
Figure 44 shows us the amount of time people working in technology are allowed for innovation in their average working week. The results in themselves just give us a snapshot of the industry, and there has been no significant change from when we asked the questions last year.

Interestingly, participants who have worked in a start-up before are more likely to work in a business that allows time for innovation. The more time a business allows for innovation the higher the number of people who have worked in start-ups before, as shown in Figure 45.

Fig 45. Have you ever worked in a start up? / How much time does your business allow you to spend on “innovation” (i.e. working on things that may change the way your business works where no strict guidelines are set about how the project should be managed or what the outcome should be)?

What does Figure 45 tell us? It could be argued that people who have worked in start-ups before will look to work in companies where they have a culture that encourages innovation. It would then follow that to attract people who have start-up experience employers need to allow time for innovation to help create the culture that half of the industry search for.
TIME FOR INNOVATION, THE BEST DECISION YOU CAN MAKE

We have established that the best way of attracting the half of people in tech who have some kind of start-up history may be to allow time in your employees’ week for innovation. How big of an impact does this have on a business? How much does allowing time for innovation change its employees’ attitudes towards it?

Fig 46. How innovation affects people’s happiness in their current role

Figure 46 shows us that there is a significant difference in how happy employees are depending on how much time they have for innovation. In the survey we defined “time for innovation” as time to work on things that may change the way their business works, where no strict guidelines are set about how the project should be managed or what the outcome should be. When they are allowed 20% or more of their time for innovation 91% are either quite (53%) or very happy (38%), while of those people who are allowed no time for innovation a total of 56% described themselves as either quite happy (49%) or very happy (7%). The contrary can be seen when it comes to employees who describe themselves as unhappy: just 8% of those allowed 20% or more of their time for innovation are either quite (6%) or very unhappy (2%). For those employees allowed no time for innovation just under half (44%) are either quite (32%) or very unhappy (12%).

Fig 47. How time for innovation affects how often employees feel surprised for the better by the employer.
Fig 48. How time for innovation affects how often employees feel let down by their employer

The story continues in Figures 47 and 48. There is a real correlation between how often employees feel positively surprised or let down by their employers and how much time they are allowed for innovation.

Almost half (48%) of people who are allowed 20% or more of their time for innovation say they have never felt let down by their current employer. Interestingly (and eerily coincidentally), the exact same figure (48%) of people who aren’t allowed time for innovation said they’ve never felt surprised for the better by their current employer.

But how much of an impact can innovation time have? Feeling let down, and positively surprised, is one thing, but what about the half of the industry who are planning on moving in the next 12 months, an issue that we’ve already discussed?

Fig 49. How time for innovation affects whether employees believe they can progress inside their current company

The percentages indicate:
- No time allowed for innovation: 17% will leave, 83% will stay
- 20% or more time allowed for innovation: 9% will leave, 91% will stay
Fig 50. How long do you plan on staying with your current employer?

Figures 49 and 50 show us that the effect of innovation on employees is profound. It changes employees’ belief that they can progress in their company. And it lengthens the time they intend to stay. Some of the differences between having 20% time for innovation and not are dramatic.

Only 11% of employees allowed no time for innovation believe they can progress inside their current company, while that number goes up to 40% for employees allowed 20% or more time for innovation.

Perhaps the most shocking fact of all, 75% of employees allowed no time for innovation are planning to leave their current employer within 12 months. Less than half this number (37%) of people allowed 20% or more time for innovation are planning to leave within 12 months.

This stark comparison between the innovation-less and the innovation-full shows us the impact that this time can have. Of course you could argue that companies that allow this kind of time for innovation are the sorts of businesses that also have better pay, benefits, offices, etc and there is a point in there that is worth making. However, even if you only get half the returns shown in this survey, trusting, or even better encouraging, your technology teams to take 20% (or more) of their time to innovate will be more than worth it – it will potentially revolutionise your business.
Wireless power and connectivity everywhere

Practical applications of Big Data analysis

In the internet world, Big Data and ways to manage and process gigantic amounts of data are a big issue. At a more general level, it is possible to foresee a broader offer of intelligent gadgets, a combination of industrial design and IT. Human prosthetics and body and organ artificial replacements may become bigger and more affordable, as well as technology to assist disabled and impaired people.

3D printers will surprise us with amazing and affordable solutions.

Cognitive computing

Reduction of wholesale cost of computer chips – most setup costs now absorbed in previous company budgets

Virtual reality

Personalisation

Citymapper, Uber

RFID-based touchless payments and touchless smart screens. Robotic Nano Architecture that is programmed to build itself. Augmented Reality in Action.

Flexible OLED

Alignment of devices – handheld, tab, desktop.

Who knows? The reception to Google Glass has been somewhat lukewarm but I think augmented reality will become increasingly prevalent.

Wearables

Cloud development, for example reduction in desktop pcs/gaming platforms in favour of streaming applications.

Robotics

3D printing

JS Frameworks

Time travel

I think cryptocurrencies are the next big step for people and will change a lot of things around us

Quantum computing/communications
It’s all about experience. Applications that are platform independent.

Data visualisation. Making use of Big Data

2nd gen smart TV and content

IWatch

Driverless cars

4k graphics resolution

Big Data, AngularJS, elastic search, mobile, Scala, security

Don’t know when it will happen, but when Artificial Intelligence comes along and machines have the ability to understand and help you without having to use people all the time to get the best out of them, this will truly revolutionise IT.

Services based on data from connected objects especially humans (i.e. ehealth man2machine) Health Tech has moved to the mainstream now, so I expect that to be the next thing that serious consumer money is spent on. Creative device and software technologies are currently the bubbling item and I expect this to be the next business to consumer trend. In terms of early adopter? Lifestyle items are now back in the focus of innovation.

1. Proximity and location awareness platforms.

2. Presence and reality.

3. Technology receding.

Not really the next big thing, but data science is certainly one of the things to keep an eye on in the future as large data sets are becoming more and more important to predict or understand online activity (shopping, personal interests, customers complaints, monitoring competitor companies, etc.)

True convergence of devices, not the haphazard way it currently happens.

The teaching of programming in schools.

Battery technology

Microeconomies like the Steam Workshop will spread into everything

Passive voice control, a system that understands the nature and fluency of language.

Machine Learning will grow big in business and even non-tech...

To set up a device in metro cities that will absorb most of the carbon monooxide from the atmosphere.