THE TALENT LABS

Talent Optimisation Insight Report

Navigating the business challenges of 2024 and beyond

2024

Contents

Introduction

Most people anticipated an interesting and challenging 2024 for business, and it certainly feels that way for many organisations. Trend predictions for this year suggested that significant challenges would heavily impact the people and talent teams. Those organisations that adapt and embrace change will thrive in the midst of uncertainty.

Amid economic uncertainty, geopolitical challenges, advancing technology, rapidly shifting skill requirements, and extensive business transformations, it was clear that this year would be tough and complex for those responsible for delivering people strategies.
As we approach the halfway point of 2024, we wanted to understand which factors were most impacting organisations' people priorities and how they were responding to these challenges.

To achieve this, we surveyed 120 HR leaders from a wide variety of sectors to gain a macro view and conducted qualitative interviews to uncover the lived experiences of business and people leaders. Additionally, we partnered with the talent management and change experts at Right Management to gain their insights on how organisations can continue to navigate this complexity.

From our research, it is clear that organisations across all sectors and sizes are experiencing significant levels of change and transformation. This current business environment requires HR teams to adopt a 360-talent approach to support their company through change and thrive in the future.

As a result, organisations consistently prioritise talent management, skills development, and leadership, all anchored in creating an exceptional employee experience. A cohesive talent strategy is essential, focusing on key skills across various recruitment, retention, development, talent management, and succession planning. Effective leadership steers the business through change, ensuring employees are motivated and aligned with organisational goals.

Through our findings, we highlight some of the initiatives and capabilities required to optimise your talent strategy and navigate the current fast-changing business environment. The research highlighted the growing importance of data, technology and AI, however, it is yet to be a core competence for talent teams.

We would like to thank all those who took part in our research, for sharing their valuable insights and perspectives. Our thanks also go to Right Management for supporting this initiative and adding their valuable expertise.

Ted Miller

Managing Director,
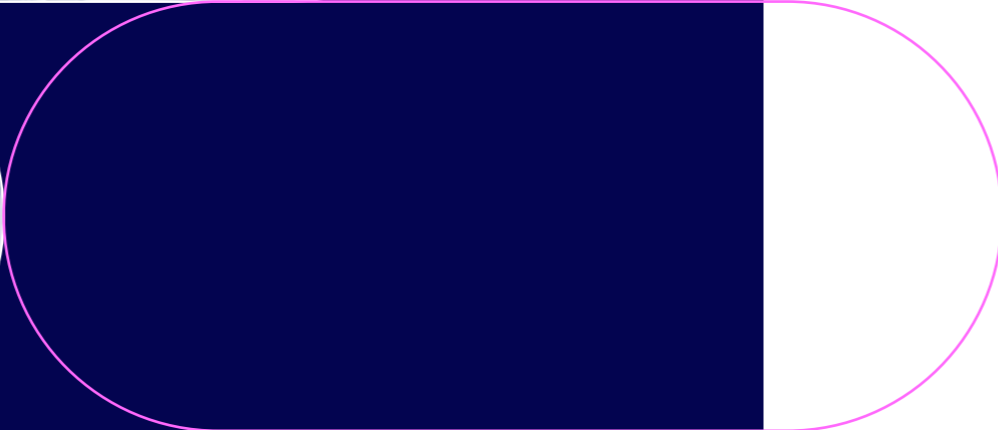Talent Management
& Development Labs

THE
TALENT
LABS

In partnership with

Talent Solutions
Right Management
ManpowerGroup®

# Which external factors are driving talent strategies in 2024?

External driver impacts

Which external driver is having the biggest impact on your business and people requirements?

Respondents were asked what the top three external factors have the biggest impact on their business and people. Three-quarters of respondents in total (combined 72%) cited the following:

- Economic climate (25%)

- Business growth change or transformation (25%)

- Skills and talent scarcity (22%)

Less likely to be having an impact are customer expectations (3%), the regulatory environment and political uncertainty (4% each). Somewhat surprising was 'Technology developments' (2%) having the least impact.

Factor	Percentage
Business growth, change or transformation	25%
Economic climate	25%
Skills and talent scarcity	22%
Cost reduction	14%
Competition	6%
Regulatory environment	4%
Political uncertainty	4%
Customer expectations	3%
Technological developments	2%
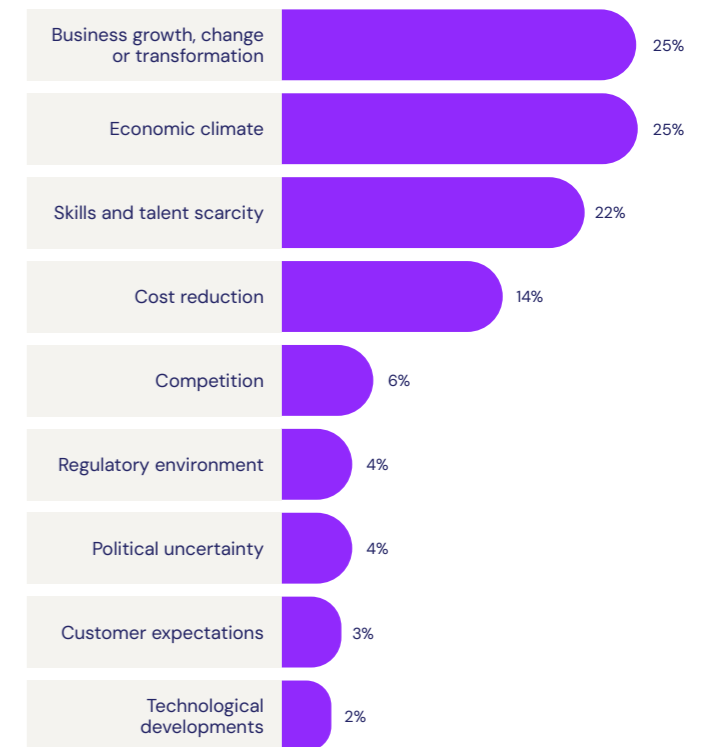
The economic climate

The pressure on organisations from the turbulent economic climate is apparent throughout the quantitative survey and qualitative interviews.

Our findings are supported by Mercer's 2024 Global Talent Trends Report. Inflation, currency, and capital concerns were the most likely influencers of the C-suite's three-year business plans. Economic volatility is shaping the strategies of executives, which include doubling down on AI investment (43%), reskilling (40%) and digital transformation (39%).

"One of our challenges is rising costs in terms of inflationary pressure and how we can try and absorb some of that, so we're not passing too much on to the consumer. But also, how can we look at ourselves to see if we are doing stuff as efficiently as possible, or if not, where can we improve? People, data, and information play a key role in making sure that we're getting the most from our people, and that we're set up in the most effective ways to help support them."

Doug Tilston
Head of People Analytics

reckitt

"Right now, there are pressures on student recruitment both within the UK and internationally, which leads to pressure in terms of the money we have available. Political pressures are coming from several angles in terms of free speech and immigration policy, impacting international students, where a significant proportion of our income comes in. Keeping student numbers up is important for us, and the current situation leads to financial pressures, which is a significant driver of change in the sector right now."

Richard Sanderson
L & D Manager

The University of NOTTINGHAM

Busines change, growth and transformation

As organisations strive to adapt, the process of change and transformation can negatively affect employees and business leaders.

- 77% of HR leaders say their employees are feeling fatigued.

- 82% of HR leaders believe their managers are ill-equipped to lead change.

Mercer's 2024 Global Talent Trends Report found that one-third of workers (32%) feel overwhelmed by too many technology tools. It highlighted that the people side of digital transformation can be harder to get right than the technology side, illustrated by the fact that one in six HR leaders report the failure of their recent HR digital transformation initiatives.

67% of organisations adopt new technology without transforming how they work, and nearly three in five worry that the rapid pace of technology innovation surpasses their ability to reskill and redeploy their workforce.

"Business change is an area that is underfunded and under-valued. It's one of the most important because you can't deliver a technology project or solution by switching it on. A technology solution is successful when the change has been realised, the product has been adopted, and you can realise the benefits of the business change work."

Vicky Higgin
Chief Digital & Information Officer

CityFibre

We asked Lorraine Mills, Principal Consultant at Right Management, what she hears from clients about how change impacts people priorities. Two core drivers emerged: 1) Transformation stacking and 2) Change fatigue.

"Transformation stacking is something we hear about a lot. Research has shown that the volume of large-scale change in organisations has increased five-fold over the last decade. So, companies are trying to deliver multiple transformations at once, and their people are under increased pressure to deliver, adapt and keep up. Clients are talking to us about support with developing the capability, resourcefulness, and readiness of their organisations to take on more change and continue to deliver successfully.This is compounded by 'change fatigue' across most organisations. We're now seeing that it's about continuous change so there is no beginning and end. People's understanding of change at work has generally been built around something big changing and then a steady state before the next change. The environment has shifted, and the change approach hasn't caught up. Organisations now have to continuously improve and adapt to external challenges, optimising how the business is structured, and how people work. This has created change fatigue because we are delivering change in the same way without recognising this new environment. It has become a revolving door of change programmes for our employees, making employees less supportive of change and have less trust in what they are being told by their leadership."

Skills and talent scarcity

The world of work is changing, and organisations and the skills that may have once been the mainstay of success, no longer meet the demands of the future. The World Economic Forum's Future Jobs Report 2023 indicates that 44% of workers' skills will be disrupted in the next five years. Furthermore, six in ten workers will require training before 2027, but only half of workers are seen to have access to adequate training opportunities. Organisations face an imminent threat to their success without a systematic approach to skills.

Lee Edwards, HR Director for Employee Experience at Veolia, described an example of how they are preparing for this:

> "By 2030, the green skill transition is expected to create around 30 million jobs, so during a time of growing talent scarcity, that's quite significant. We've recently launched a very ambitious business strategy called 'Green Up' and we're going to need the right talent to deliver this in key growth areas such as hazardous waste, water treatment and local decarbonised energy loops. All of these will require different skills in the workforce in the future.
>
> To deliver our strategy, we have to work with a level of agility and flexibility to constantly adapt to the varying and ever-changing needs of the business, our environment and our people. We're taking a rigorous approach to our workforce planning and looking at how we categorise green skills, understand the scope of change and map how these skills will shape the future of our business in line with our business strategy for the long term and the here and now."

Lee Edwards
HR Director
for Employee
Experience

VEOLIA

Tammy Palmer, Head of People at Health Data Research UK describes the challenge of a scarcity of technical skills in the market and how they have adapted through a focus on developing talent:

> "I'm afraid Brexit's had a massive impact on the workforce demographic that we would traditionally be looking for. We've noticed that over the last few years we've lost lots of researchers… they're either not coming to the UK because it's not attractive anymore or they're leaving the UK. We're not bringing in the kind of technical skills that we used to from the EU. However, we work as part of a wide community, a really big health ecosystem. So actually, for us, it's about training those people to go out into that health ecosystem. People recognise where they come from which builds our reputation as an employer that develops really talented people. We're seeing that at work in the volume of applications that we get through from highly skilled people, which is actually really quite phenomenal. We have these wonderful young, really enthusiastic, really talented people. We've lost a couple to places like Google DeepMind. I don't mind. I'm pretty thrilled that a small research organisation like us can take people through a data journey and spit them out on the other side being employees that are talented enough to get into something like Google DeepMind."

Tammy Palmer
Head of People

HDRUK
Health Data Research UK

Tammy Bristow, Group HR Director at MPAC Automation describes the challenge of this is in a rapidly growing business:

> "We're struggling with the skills that we need in the business and being able to grow the skills at the rate required. The industry needs to keep up with technological advancements, and we need to make machines that are better, quicker, faster, and more sustainable than our competitors. So, we're doing many things to try to attract new people into the industry and upskill our people.
>
> Our immediate focus is how we're developing the younger talent coming into the industry. So, we are looking at how we use apprentices and graduates to support the intake, to bridge the skills gap. We are supporting the development of existing staff, because I think today people want to work for organisations that support skills development, especially in the industry that we're working in. I think it's really important that they can see the opportunity for them to grow their careers."

Tammy Bristow
Group HR
Director

Mpac
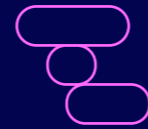
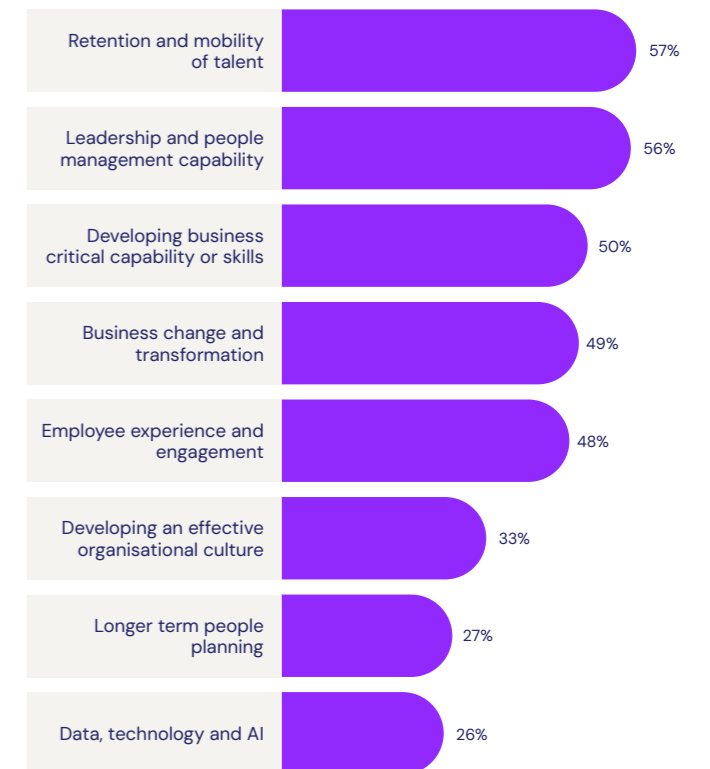# How is this context shaping current and future people strategy?

The talent trends shaping strategy

Which of these talent trends are shaping your current people strategy?

Against the backdrop of the external economic climate and demand for business change/transformation, respondents were asked which themes are shaping the organisation's current people strategy:

- Talent management– in terms of retention, mobility of talent (57%) and employee experience and engagement (48%)

- Capability and skills– specifically leadership and people management (56%) and developing business-critical skills/capability (50%)

- Change and transformation (49%)

Despite the dominance of technology/AI as a topic, it has yet to significantly influence how organisations shape their people strategy (26%).

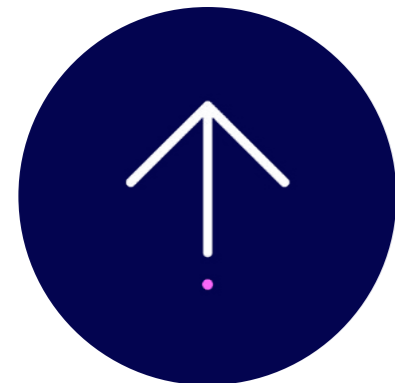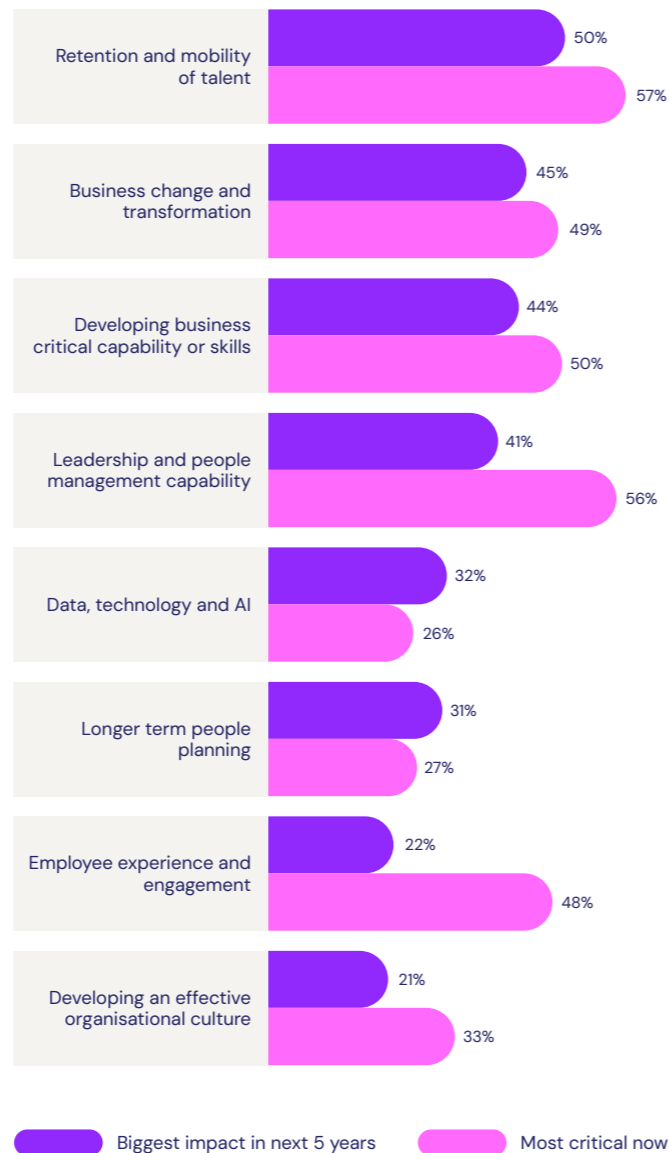| Talent trend	%
Retention and mobility of talent	57%
Leadership and people management capability	56%
Developing business critical capability or skills	50%
Business change and transformation	49%
Employee experience and engagement	48%
Developing an effective organisational culture	33%
Longer term people planning	27%
Data, technology and AI	26%

The talent trends shaping strategy

Which do you believe will have the biggest impact on the evolution of your people strategy over the next five years?

Respondents were asked which trends will become more important in the next five years reinforce the top four areas they currently focus on in their people strategy.

The results demonstrate that optimising talent management and development in a constantly changing environment is central to most organisations' people strategies.

Whilst 'Employee Experience and Engagement' culture are not seen as having the largest impact on the evolution of those strategies, they are core components and intrinsically linked to the top four areas.

'Data, technology and AI' rises in importance, playing a bigger role in shaping and implementing an effective people strategy.

Retention and mobility of talent — 50% / 57%

Business change and transformation — 45% / 49%

Developing business critical capability or skills — 44% / 50%

Leadership and people management capability — 41% / 56%

Data, technology and AI — 32% / 26%

Longer term people planning — 31% / 27%

Employee experience and engagement — 22% / 48%

Developing an effective organisational culture — 21% / 33%

Legend: ● Biggest impact in next 5 years ● Most critical now

Talent Management and employee experience insights

Priority initiatives from survey respondents to optimise the employee experience:

- Enhancing employee engagement through open dialogue, listening to staff and objectives and key results (OKR) implementation.

- Creating a positive employee experience through inclusive recruitment, flexible working arrangements, and wellbeing strategies.

- Aligning performance management with talent management and embedding a learning and growth culture.

- Implementing updated performance management linked closely with talent management and internal mobility.

It is essential to clearly communicate your value proposition both externally and internally.

"We're in a period of consolidation, where we need to retain our talent and focus on the candidate experience. So, one of top our priorities will be the value proposition for colleagues. How do we manage people from being a candidate before application through to joining the organisation? What's the most positive way, and what are all the touch points, or the moments that matter, along that journey, so we can reflect them in our people priorities?"

Charlotte Potter
Group Head of
Talent & Culture

Mortgage Advice Bureau

Talent Management and employee experience insights

Priority initiatives from survey respondents to manage talent more effectively:

With the end-to-end talent lifecycle being a key area of focus, respondents surveyed emphasised:

- Strategic hiring to match critical skills and maintain company culture during periods of rapid growth.

- Management and development of talent pathways.

- Focusing on internal mobility, robust succession planning, and career progression.

- Diversifying internal talent experiences to nurture future leaders and mobilising high-potential talent.

- Retaining and developing high-potential talent through leadership development initiatives.

- Upskilling, reskilling and cross-skilling to fill specific gaps in an organisation's capability.

Effective experience and career growth are key to recruitment and retention.

"How can we get the best possible talent into Reckitt and ensure that we remain attractive to them. And equally once they're in, because it's a very fast-paced company in terms of very delivery focused, then we've got to make sure that they feel supported and that they have opportunities to grow up the company."

Doug Tilston
Head of People
Analytics

reckitt

Organisations need to cater to diverse demographics and evolving talent needs.

"The needs and expectations of our workforce will look completely different in the future. 46% of our workforce are aged 50 or over and have been with the business for over 10 years. In some areas, we'll soon have five generations working within the business. So, we're starting to look at what a multi-generational workforce needs. We need to understand how we can best support each generation to provide an offering that meets their needs - and that can't be a one-size-fits-all approach."

Lee Edwards
HR Director
for Employee
Experience

VEOLIA

Organisations are sourcing diverse talent and retaining them through career development and flexibility.

"One of our big focuses is on creating the scientific leaders of the future. Our Black internship programme was aimed at addressing an appalling under representation of Black health data scientists in the UK, We wanted to do something about that with a genuine internship opportunity, and then supporting those individuals into careers. We've also recruited more and more people with a wide range of disabilities, and we've got a huge amount of working parents and single parents, people with caring responsibilities. We've got a whole host of people with some real challenges who are amazing employees and delivering great work for us because we're able to support them in a in a really grown-up way."

Tammy Palmer
Head of People

HDRUK
Health Data Research UK

Capability and skills insights

Priority initiatives to build capability and skills:

- Developing leadership capabilities and building leadership pipelines for future skills needs.
- Succession planning to ensure continuity and development of leadership talent.
- Building hiring manager capability and frontline management to support growth and employee engagement.

- Implement skills boot camps, upskilling programmes and talent pathways.
- Longer-term people planning, leadership development and talent management.
- Invest in training and development programmes to upskill existing employees and bridge skill gaps.
- Using people analytics to better inform strategic workforce planning
- Using competency assessments for skills development and talent pooling.

Identifying transferable skills and knowledge bridges the capability gap quicker.

"We are moving from being an IT function in a build company to now becoming an IT function in a technology company. And that brings with it development opportunities. Developers, product owners and business analysts have very transferable skills, so it doesn't matter if you're developing code in a telco company for a fibre network, or you're working in a bank, a consultancy, or an energy organisation. It is fundamentally the same thing".

Vicky Higgin
Chief Digital & Information Officer
CityFibre

Identifying transferable skills and knowledge bridges the capability gap quicker.

"We use our suppliers to help develop specialist knowledge; we get some really great support from them. We've also got some fantastic engineers who've been with us for 20-30 years and who know the products and our industry inside out. They are really effective mentors and coaches for other people in the business to help build those skills as well."

Tammy Bristow
Group HR Director
Mpac

Broader skills development needs long-term planning and embedding

"Organisations need to be clear on the core capabilities to deliver their strategic vision and the performance required to get there. They should focus on strategic workforce planning, being very clear about the skills they need. Where are these in the organisation today, which can be developed, which or how much needs to be brought in?"

Lorraine Mills
Principal Consultant
Talent Solutions Right Management ManpowerGroup

Continuous learning is key to success

"We're trying to encourage a culture where learning is something people do all the time. Where it's much more agile and able to meet the needs that they're facing on a day-to-day basis. It's about that whole picture of learning all the time, as and when you need to, and then reflecting on that learning so that you're embedding it and starting to change behaviours."

Richard Sanderson
L & D Manager
The University of Nottingham

Leadership capability is critical to supporting business change

According to McKinsey & Company, with the current pace of change in the business world, leadership development is as vital as ever – developing the skills necessary to lead and inspire in an age of rapid technological advancements, shifting workforce priorities, a fluctuating and unpredictable economy and significant social change.

"Our research has also shown that 1 in 4 companies say their leaders aren't ready to lead change. Clients are asking us to assess current and future leaders against their values to help develop, promote, and recruit leaders who align well with the organisation's values and will continue to influence the culture in the right direction. Teaching them how to engage, communicate, role model and coach is critical."
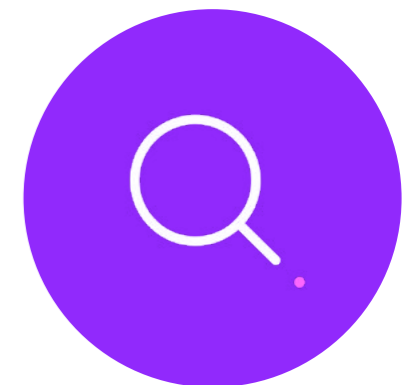
Lorraine Mills
Principal Consultant
Talent Solutions Right Management ManpowerGroup

Change and Transformation Insights

Priority initiatives for effective change and transformation:

- Aligning talent practices with vision, strategy and transformation goals.

- Ensure strong leadership and sponsorship.

- Build a strong change team with the necessary capabilities for success.

- Increase internal mobility and build management skills to accelerate growth.

- Long-term people planning and building capabilities for the future to ensure readiness and preparedness.

- Measure the success of the change initiatives.

The context for organisations and their people needs to be embedded in the approach to talent.

"These are areas we are working with clients on regularly because we need to weave in that mindset, adaptability and resilience to your broader people, strategy and talent approach. I think it's inseparable, actually. If you're beginning to think about these things as part of a change programme you've got a hill to climb, you're not in the best position. Your competition probably is in a better place."

Lorraine Mills
Principal
Consultant

Talent Solutions
Right Management
ManpowerGroup

Connecting employees to purpose, strategy and vision is key to transformation.

"One of the things we've focused on over the last four years has been connecting our people to our purpose of ecological transformation. This isn't just about reaching our engineers, our chemists, our technicians, but also everybody working in frontline roles or in corporate roles to feel really motivated by our purpose and understand how they contribute to ecological transformation."

Lee Edwards
HR Director
for Employee
Experience

VEOLIA

Change is a constant and must become an organisational capability

"Successful organisations are focusing on change as a core capability. They are making it a strategic advantage they can leverage and be ready for the changes before they happen, whilst maintaining match-fitness as they go through change. They are involved and engaging their people in the process. Really listening and paying attention to their employee communications. They have abandoned top-down or authoritarian approaches to change. They genuinely encourage collaboration at all levels to drive continuous improvement, tailoring their engagement to the various personas impacted and who can support by involvement".

Lorraine Mills
Principal
Consultant

Talent Solutions
Right Management
ManpowerGroup

Capability to deliver
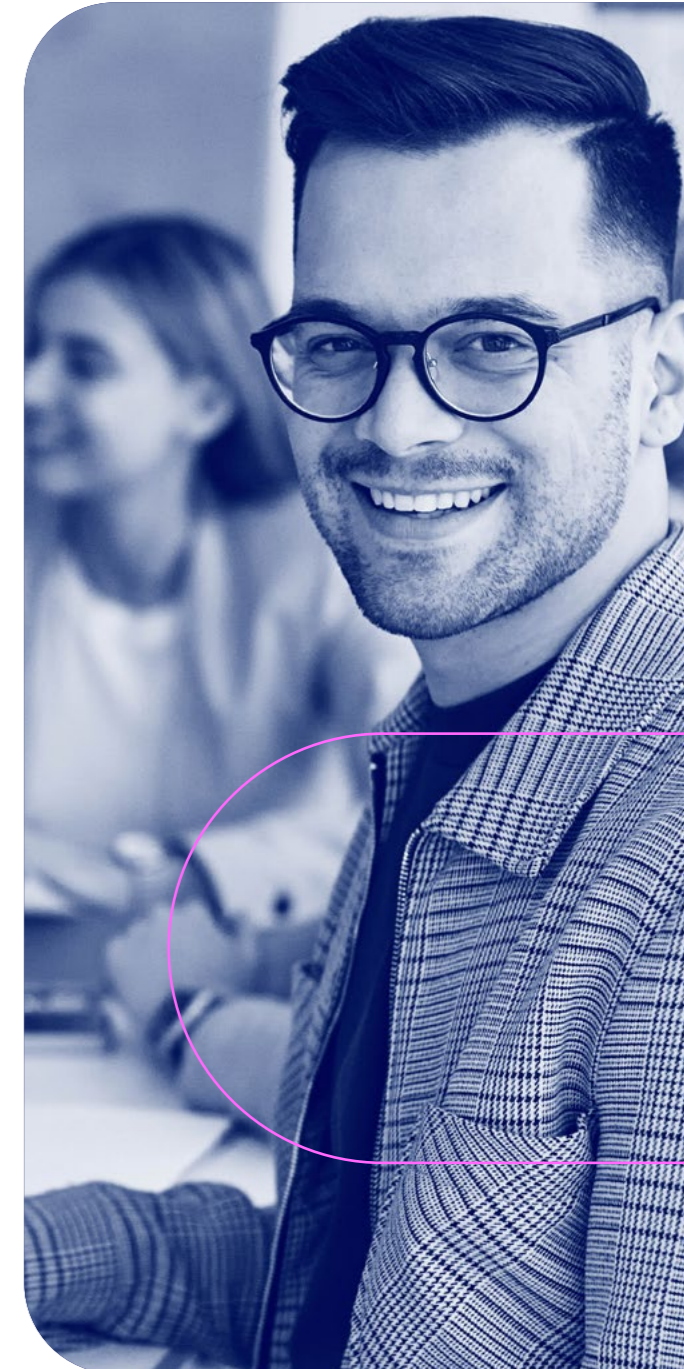
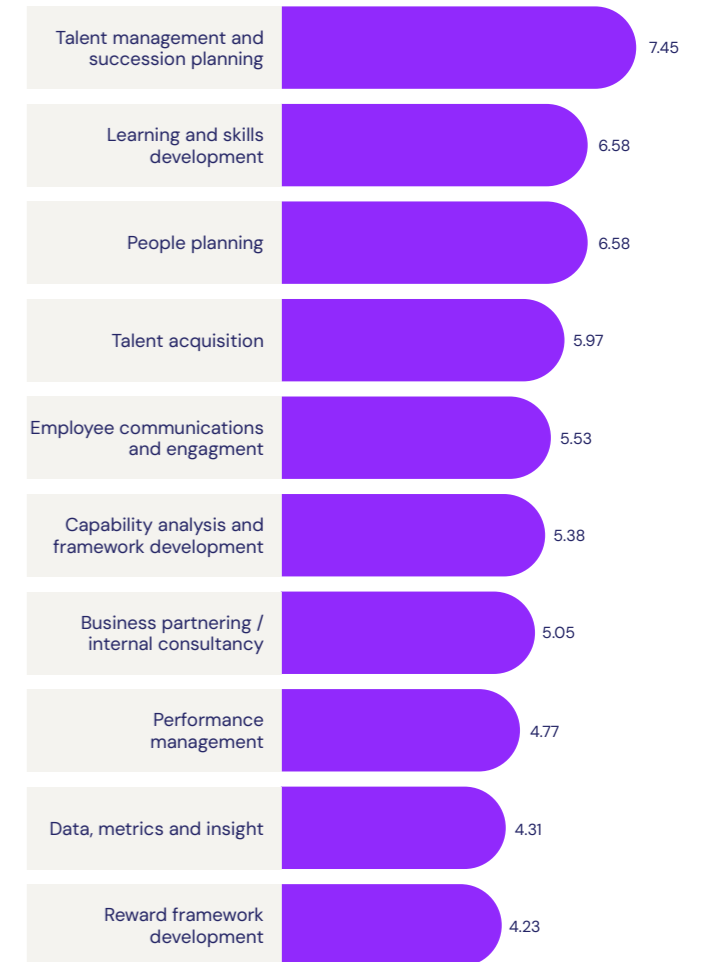## Where should HR teams be prioritising investment in their own capabilities?

What capabilities are most critical to the delivery of your current people strategy?

Our respondents were asked to rank ten capabilities in order of importance, one to ten. Based on an average score for each, the three capabilities considered most critical to the delivery of their organisation's current people strategy are 'Talent management and succession planning', 'Learning and skills development' and 'People planning'.

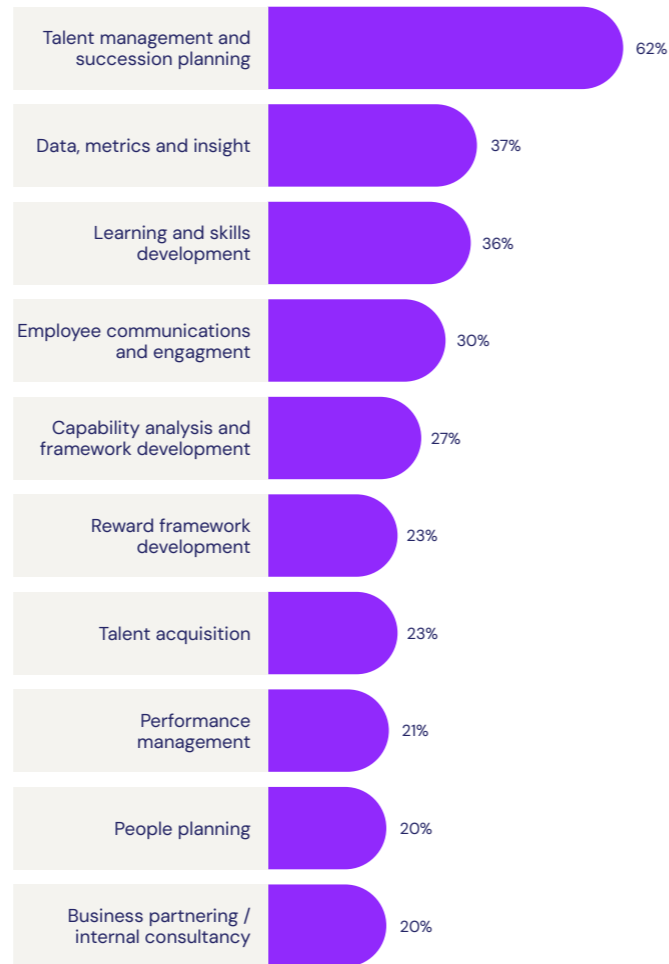| Capability	Score
Talent management and succession planning	7.45
Learning and skills development	6.58
People planning	6.58
Talent acquisition	5.97
Employee communications and engagment	5.53
Capability analysis and framework development	5.38
Business partnering / internal consultancy	5.05
Performance management	4.77
Data, metrics and insight	4.31
Reward framework development	4.23

Capability importance

Which capabilities do you see rising in importance when you think about your future people strategy requirements?

Respondents were asked to select the top three capabilities that are important for their future strategy. 'Talent management and succession planning' ranked highest with' 'Data, metrics and insight' and 'Learning and skills development' a close 2nd and 3rd.

| Capability	%
Talent management and succession planning	62%
Data, metrics and insight	37%
Learning and skills development	36%
Employee communications and engagment	30%
Capability analysis and framework development	27%
Reward framework development	23%
Talent acquisition	23%
Performance management	21%
People planning	20%
Business partnering / internal consultancy	20%

Capability prioritisation

Where should HR teams be prioitising investment in their own capabilities?

Lorraine Mills, Principal Consultant at Right Management summarised three focus areas for HR development as:

"Change management and data analytics capability from a technical perspective are definite areas of focus for me. The other is more about how the HR or people function work together. It is critical that the specialisms and partners across HR work as one function around one strategy. They must join the dots between processes like recruitment, talent, performance and learning to deliver more effectively."

Lee Edwards, HR Director for Employee Experience, Veolia, described the broad approach needed to deliver for the business:

"I always tell my teams to be bold, curious and focused. Be bold by standing up and challenging the status quo, be curious to understand the business and think innovatively, and be focused to make delivery happen effectively and accelerate change. This approach is needed to support our people strategy now, and we will continue to dial it up and work flexibly to deliver on changing priorities for the future."
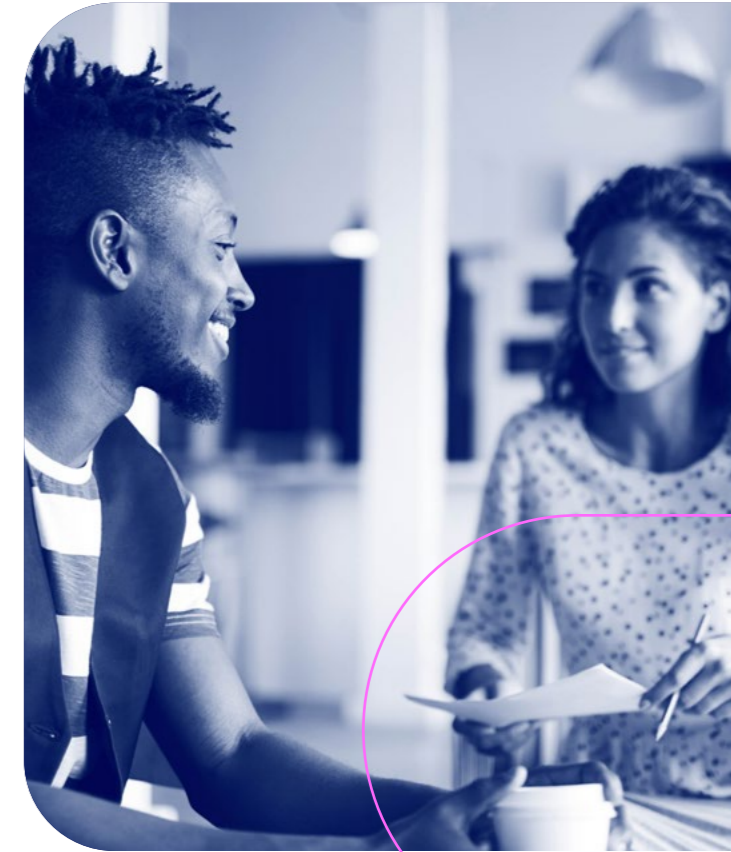
Key takeaways

Takeaway 1

Change is impacting people priorities for the majority of organisations, and a significant proportion see it increasing in impact over the next five years.

Lorraine Mills, Principal Consultant, Right Management states, *"Organisations must adapt to the reality of continuous change. Those that do are 4.5 times more likely to outperform their competition and 6.5 times better at retaining talent. It is a source of real competitive advantage"*.
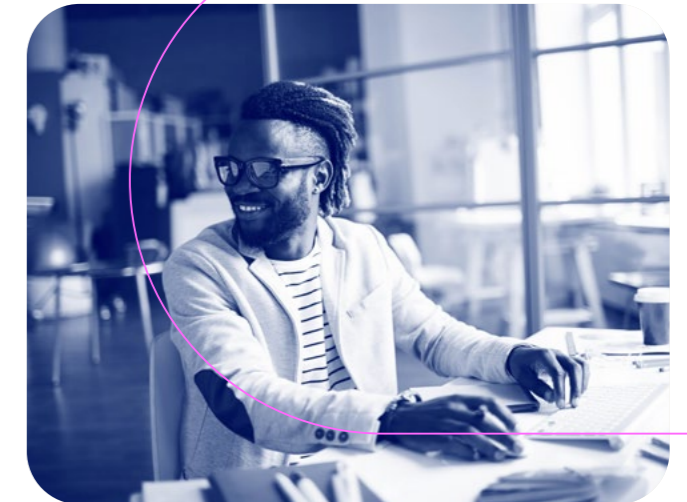
Takeaway 2

Talent management and succession planning are key people strategy and HR capability priorities, both now and for the foreseeable future.

"We will definitely be investing more in creating a talent pipeline for future roles and retaining our best talent through talent management and development programmes, coaching and mentoring" Charlotte Potter, Group Head of Talent & Culture, Mortgage Advice Bureau

Takeaway 6

Attracting and effectively supporting a wider diversity of talent supports business performance and talent retention.

We've got a whole host of people with some real challenges who are amazing employees and delivering great work for us because we're able to support them in a in a really grown-up way." Tammy Palmer, Head of People, Health Data Research UK

Takeaway 3

Longer term and more strategic people planning is needed for developing business critical skills.

"We're taking a rigorous approach to our workforce planning and are looking at how we categorise green skills, understand the scope of change and map how these skills will shape the future of our business in line with our business strategy." Lee Edwards, HR Director for Employee Experience, Veolia

Takeaway 4

Leadership capability is critical to successfully navigating the organisation through change, inspiring and engaging your talent, and driving performance.

"It's a challenge for us at the moment around how do we support management growth and leadership growth in the business...how do we take those really skilled engineers and give them the skills they need to develop those leadership and management skills for the future." Tammy Bristow, HR Director, MPAC
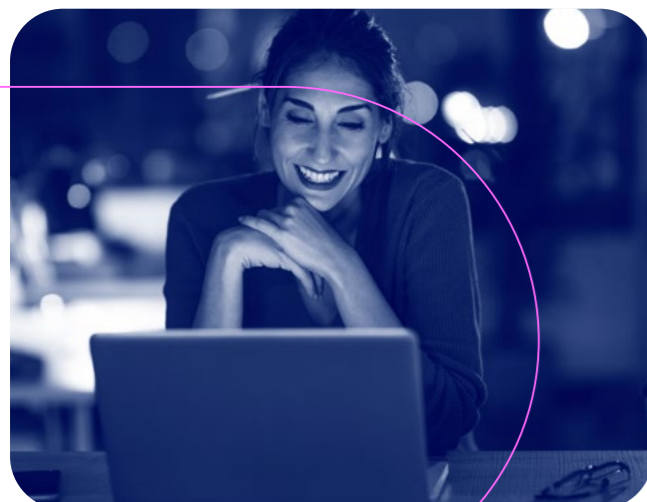
Takeaway 7

Continuous learning environments build future skills and capability

"We're trying to encourage a culture where learning is something that people are doing all of the time. Where it's much more agile and able to meet the needs that they're facing on a day-to-day basis." Richard Sanderson, Learning and Development Manager at the University of Nottingham.

Takeaway 8

Identifying transferable skills and knowledge supports both talent acquisition and development.

"Developers, product owners and business analysts have very transferable skills, so it doesn't matter if you're developing code in a telco company for a fibre network, or you're working in a bank, a consultancy, or an energy organisation. It is fundamentally the same thing". Victoria Higgin, Chief Digital & Information Officer, CityFibre

Takeaway 5

Employee experience and culture are critical to talent development and retention.

"We are continually keeping an eye on the market and benchmarking our roles. We are looking at where we can help develop people because it's not all about money, it's how satisfied are you in your role. How do you feel about your work life balance, the environment you work and how do you feel about the development opportunities?" Vicky Higgin, Chief Digital & Information Officer, City Fibre

Takeaway 9

Developing skills with data and metrics is important for talent teams' success:

"The team has spent a lot of time building dashboards, centralising information, helping synthesise it... what we're transitioning towards now is more of a focus on deriving insights and specifically things that people can take action on." Doug Tilston, Head of People Analytics, Reckitt

Takeaway 10

Organisations are thinking more flexibly about their talent approach.

"We work as part of a wide community, a really big health ecosystem. So actually, for us, it's about training those people to go out into that health ecosystem... People recognise where they come from which builds our reputation as an employer that develops really talented people." Tammy Palmer, Head of People at Health Data Research UK

Conclusion

There is clearly a challenging environment across all business sectors currently. The pressure of business change, the economic landscape and talent scarcity is a reality that HR teams are having to respond to. The strong focus of people strategy on talent management and skills is in response to these challenges and will continue to be the core focus for the foreseeable future. This is in context of rapid and continuous change for a lot of organisations. The organisations that will remain successful will have HR teams that are:

Dialling up their strategic role

To have oversight and influence on change across the organisation and lead more strategic, longer term people planning. This will give organisations the structure and direction to invest in the right capability and talent, whilst also having the flexibility to adapt to changes more readily.

Joining the dots between their talent processes

Making sure that the connection between talent acquisition, management and development is effective and efficient with processes that engage both their people managers and talent from the frontline to the executive.

Investing in their own capability

Developing their own skills to lead the people agenda , deliver effective talent solutions, role model the behaviours and culture needed and take that meaningful role in shaping the change landscape – keeping people investment at the forefront of it.

Often the HR function overlooks or doesn't invest proper time in their own development. There are too many demands from the business that need delivering, and with ever increasing cycles of change this is likely to be more challenging now than ever before. However, it has never been more important to build the capability of the function that will navigate organisations through these challenging times and remain competitive. To find, manage, develop and retain talent, you need the most talented and capable HR team.

Methodology

- Using a combination of quantitative and qualitative methodologies – a survey followed up by a number of interviews – we have canvassed the views of a cross-section of talent acquisition professionals, with our findings including:

1. The external factors driving the biggest impact on their business and people requirements.

2. The talent trends shaping their current and future people strategies.

3. How those trends are shaping their priority initiatives, to help them tackle the challenges they're facing.

4. And how those initiatives are informing the capabilities needed within their teams to deliver their current and future people strategies.

- Interviews enabled us to take a deep dive into some of the emerging themes, while supporting desk-based research has been used to validate the findings and provide further examples of best practice.

- Organisations that participated were given a guarantee of confidentiality and anonymity with regard to the final report.

- Findings are based on primary contact with relevant members of the HR team from the sampled organisations.

Sources

Mercer, '2024 Global Talent Trends'

EY Global CEO Outlook (January 2024)

Gartner, 'Top 5 Priorities for HR Leaders in 2024'

McKinsey and Company, 'Leadership Development Trends for 2024'
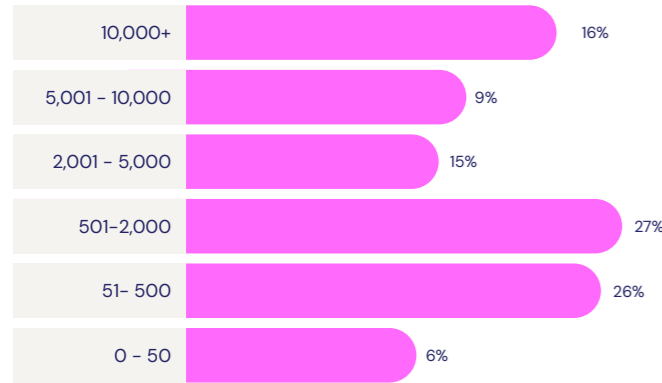
World Economic Forum Future of Jobs Report 2023

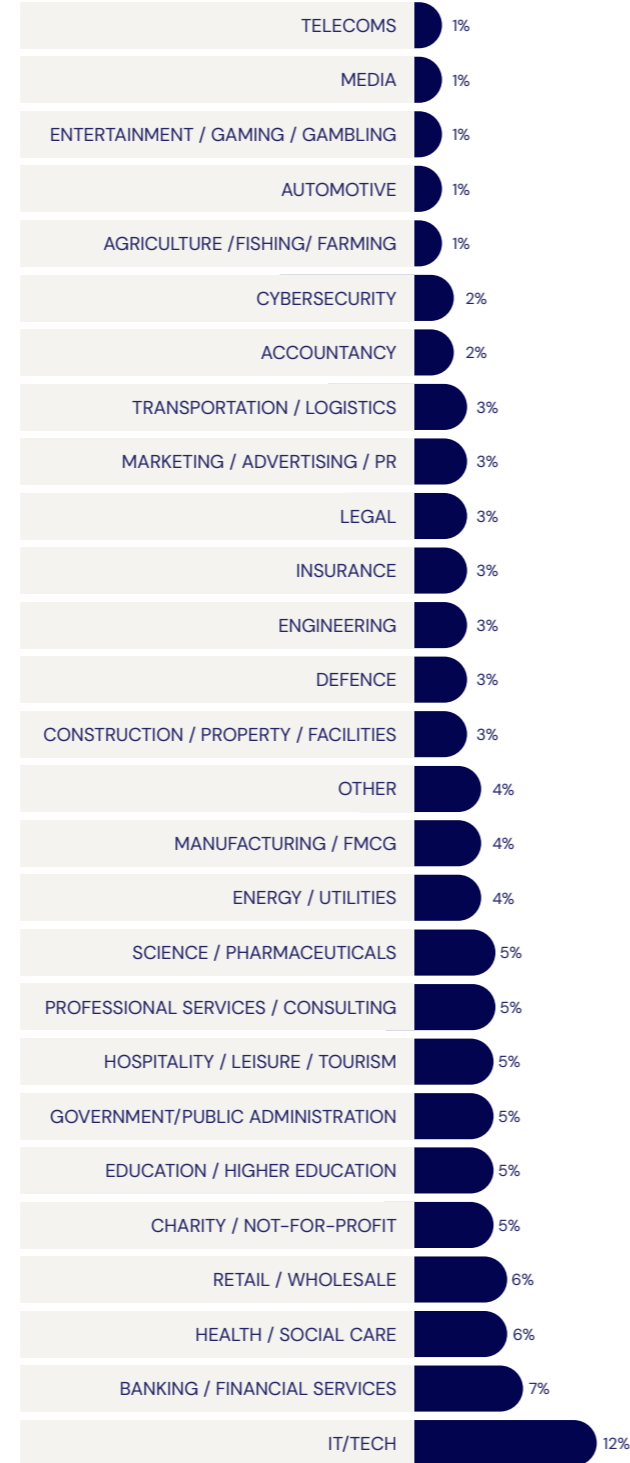Right Management, 'Organisational Change: People, priorities and pitfalls'

The people we heard from

Company Size

10,000+	16%
5,001 – 10,000	9%
2,001 – 5,000	15%
501–2,000	27%
51– 500	26%
0 - 50	6%

Industry

TELECOMS	1%
MEDIA	1%
ENTERTAINMENT / GAMING / GAMBLING	1%
AUTOMOTIVE	1%
AGRICULTURE /FISHING/ FARMING	1%
CYBERSECURITY	2%
ACCOUNTANCY	2%
TRANSPORTATION / LOGISTICS	3%
MARKETING / ADVERTISING / PR	3%
LEGAL	3%
INSURANCE	3%
ENGINEERING	3%
DEFENCE	3%
CONSTRUCTION / PROPERTY / FACILITIES	3%
OTHER	4%
MANUFACTURING / FMCG	4%
ENERGY / UTILITIES	4%
SCIENCE / PHARMACEUTICALS	5%
PROFESSIONAL SERVICES / CONSULTING	5%
HOSPITALITY / LEISURE / TOURISM	5%
GOVERNMENT/PUBLIC ADMINISTRATION	5%
EDUCATION / HIGHER EDUCATION	5%
CHARITY / NOT-FOR-PROFIT	5%
RETAIL / WHOLESALE	6%
HEALTH / SOCIAL CARE	6%
BANKING / FINANCIAL SERVICES	7%
IT/TECH	12%

With special thanks to...

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THE TALENT LABS

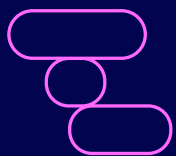TALENT ACQUISITION LAB
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