

## Top three external drivers of change

- 1 Labour market and skills
- 2 Automation, advanced technologies and AI
- 3 Brexit

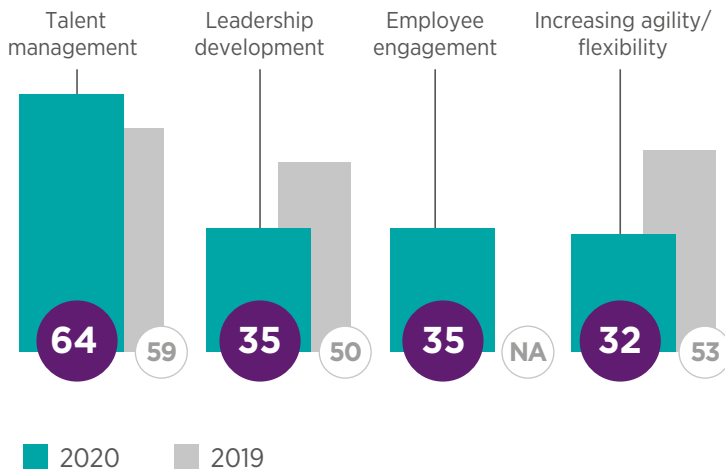


## What's constraining HR?

- 1 Lack of time available to line managers for people management
- 2 Inadequate systems and technology
- 3 Ineffective devolution of HR to line managers



## Top organisation priorities over the next 2 years (%)

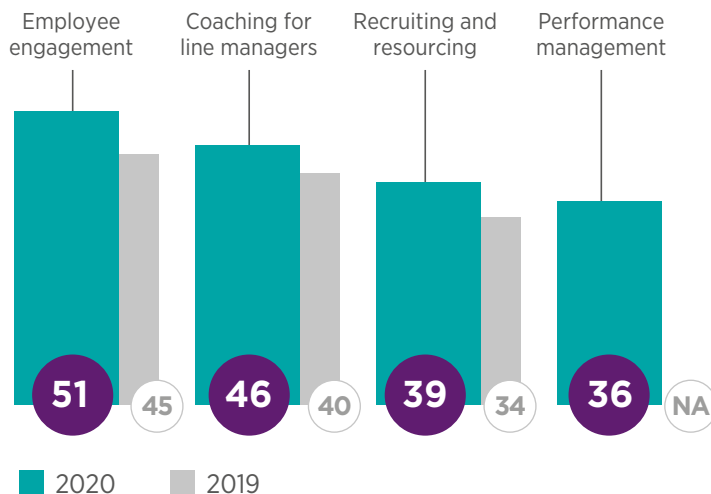


## Knowledge requirement for HR professionals

- 1 People analytics and technology
- 2 Legislation and regulation
- 3 Leadership development
- 4 Culture and behaviour
- 5 Transformational change



## Top HR priorities over the next 2 years (%)



## HR adding value



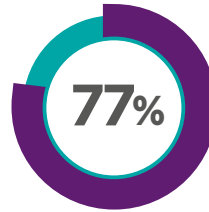
## Skills shortage and retention

- 83%** Experienced skills shortage in the past year
- 37%** Experienced an increase in voluntary employee turnover



## Remote working

### Key drivers of remote working



Employee commute times



Strategy for attracting and retaining talent

## Factors contributing to voluntary turnover

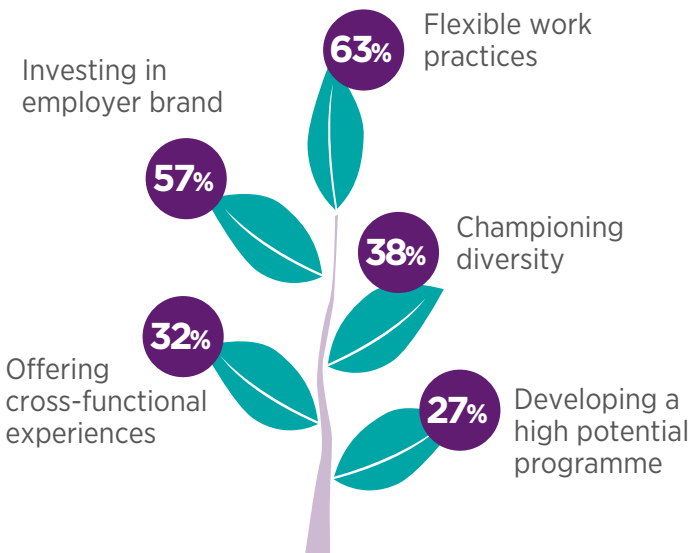
Better career opportunities elsewhere	<b>62%</b>
Enhanced reward package elsewhere	<b>55%</b>
Work-life balance conflict	<b>39%</b>
Ineffective management/leadership	<b>32%</b>
Feeling undervalued	<b>31%</b>
Location	<b>29%</b>

## Strategies for sourcing talent

- 1 Upskilling employees
- 2 Offering flexible working
- 3 Augmenting activities with new technologies



## Growing the talent pipeline



## Factors supporting remote working

Organisation technology



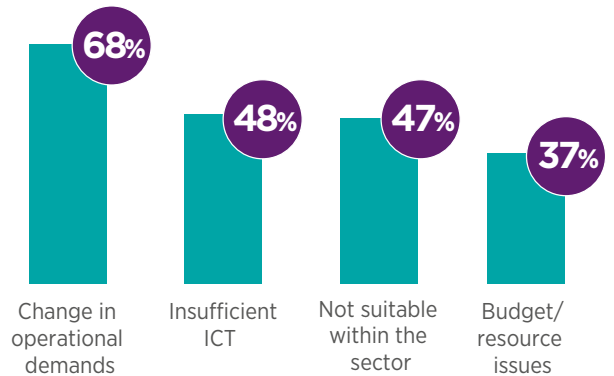
Managers are supported to manage remote working



HR provides guidance to employees and managers on remote working



## Operational barriers to remote working



## Attitudinal barriers to remote working

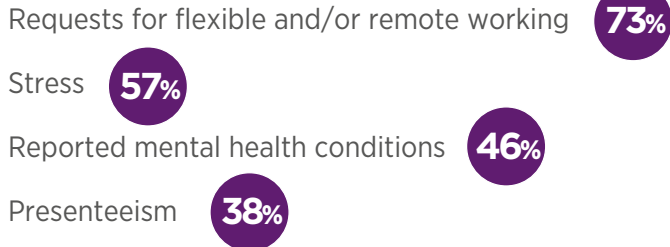
- 69%** Lack of visible support from senior leaders
- 69%** Lack of buy in from line managers
- 51%** Perceived negative outcomes eg lack of promotion or negative co-worker attitudes



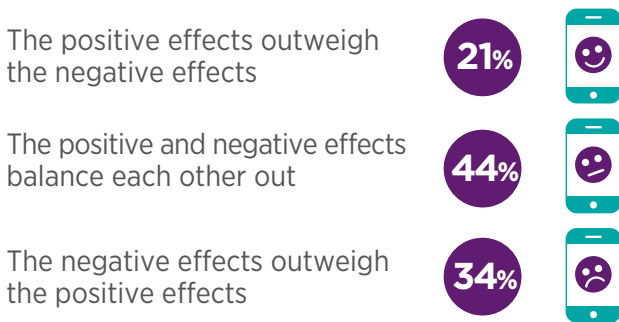
## Well-being at work



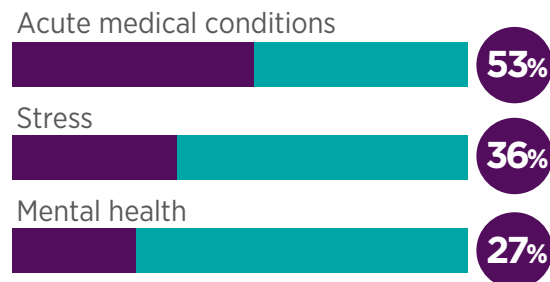
### Increases in well-being indicators



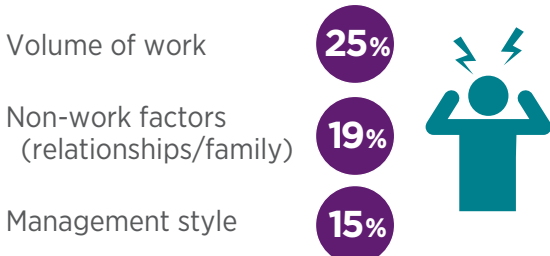
### Impact of smartphone use on employee well-being



### Factors contributing to absenteeism



### Top factors contributing to stress related absence



### Initiatives to develop a well-being culture



## Diversity and inclusion

### Promoting a more inclusive workplace



### Calculate the gender pay gap

