

# People Management Insights

# 2023

EXECUTIVE SUMMARY

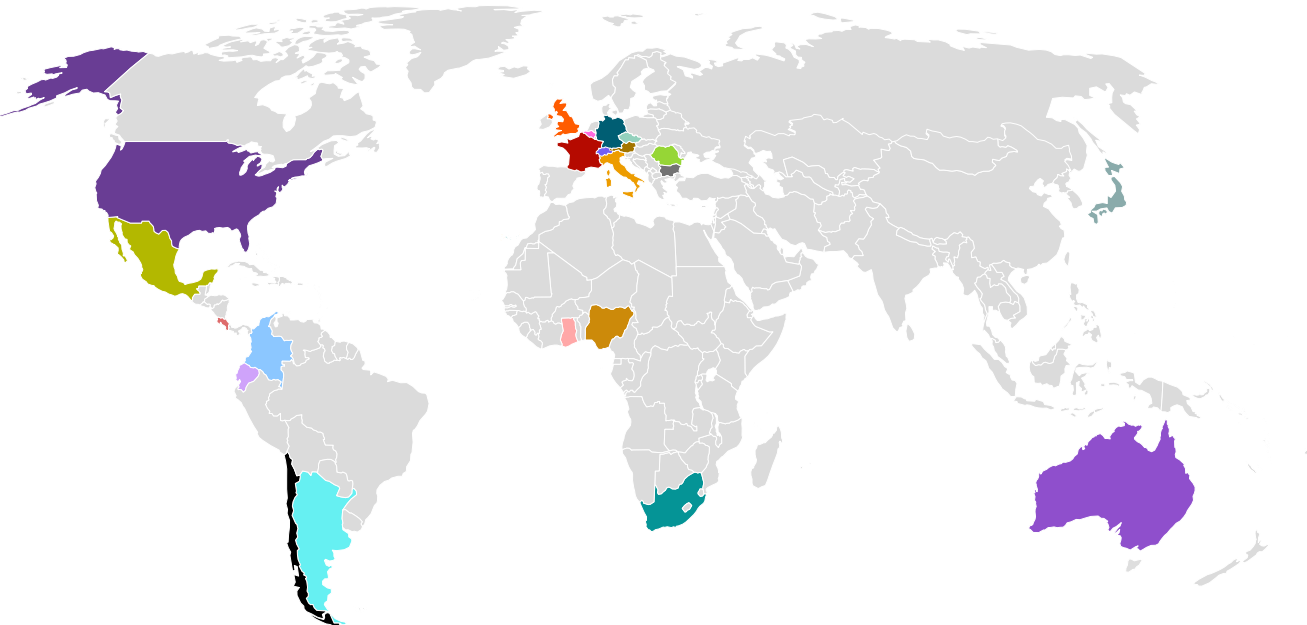
# Key Results of the Survey

What follows are the key results from our 2023 survey, organised under the headings of:

- 1 The Way We Work
- 2 Business Outlook
- 3 Culture and Wellbeing
- 4 Diversity, Equity and Inclusion
- 5 Talent Acquisition
- 6 Artificial Intelligence
- 7 Leadership

The survey received a large number of responses from HR professionals across a variety of different industries, spread across multiple continents.

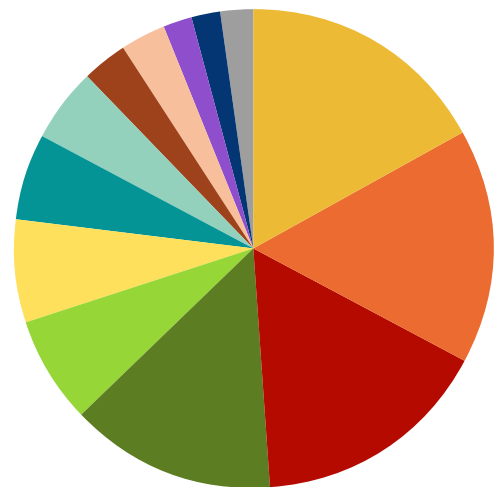
## RESPONDENT LOCATION



- Italy
- Romania
- Japan
- Austria
- Switzerland
- Germany
- Bulgaria
- Nigeria
- Argentina
- Costa Rica
- France
- UK & Northern Ireland
- Australia
- Mexico
- Belgium
- United States of America
- South Africa
- Ecuador
- Czech Republic
- Chile
- Ghana
- Colombia

RESPONDENT INDUSTRY

In this section of our report, we present a breakdown of the industries represented by our survey respondents. This overview provides a clear picture of the **professional diversity** within our participant pool, showcasing the range of sectors from which insights have been gathered. Understanding this distribution is crucial for contextualising the responses and perspectives shared in our survey.



- Manufacturing and Distribution - 17%
- Engineering, Energy and Industrial Services and Technology - 16%
- Other - 16%
- Business and Professional Services - 14%
- Healthcare and Life Sciences - 7%
- Consumer Durables and FMCG - 7%
- Financial Services - 6%
- Media, Technology and Telecommunications - 5%
- Mining and Natural Resources - 3%
- Retail - 3%
- Transport and Logistics - 2%
- Real Estate - 2%
- Government - 2%
- Legal - 0%
- Not-For-Profit - 0%

## 1. The Way We Work

While flexible work models have become more widespread in the wake of the COVID pandemic, there is still a large contingent of companies mandating some time in the office.

**38%** 

of employees are expected to be in the office **4 to 5 days a week.**

**1 in 20** 

Only an average of **1 in 20** employees is working fully remote.

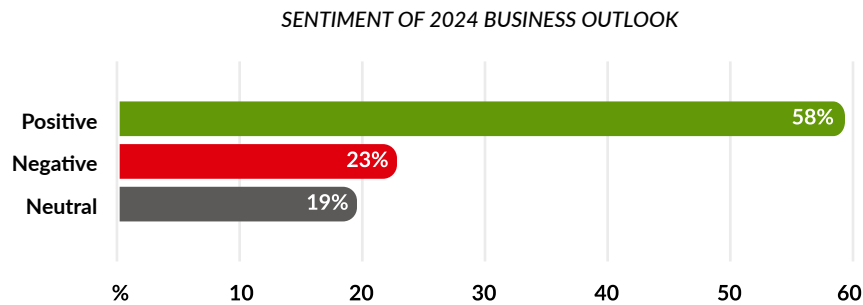
**52%** 

of survey respondents are **experiencing employee resistance** to spending time in the office.

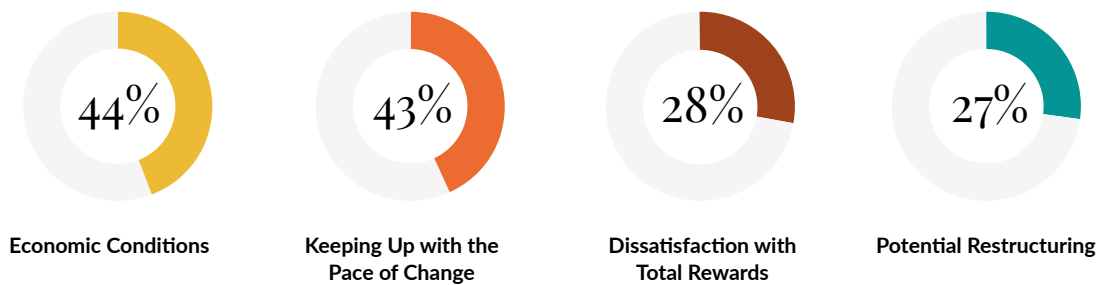
The response to this resistance is to allow for some workplace flexibility - half of HR leaders surveyed have introduced some level of flexibility.

## 2. Business Outlook

Despite a general cautiousness as a result of potential economic factors, **58% of respondents had an optimistic business outlook for 2024**. Many are predicting growth, even in more difficult economic condition - 2 in 5 HR leaders see economic conditions being a significant issue in 2024.



LOOKING FORWARD TO 2024, WHAT ARE THE 3 MOST SIGNIFICANT ISSUES THAT WILL IMPACT YOUR COMPANY'S CULTURE?



## 3. Culture and Wellbeing

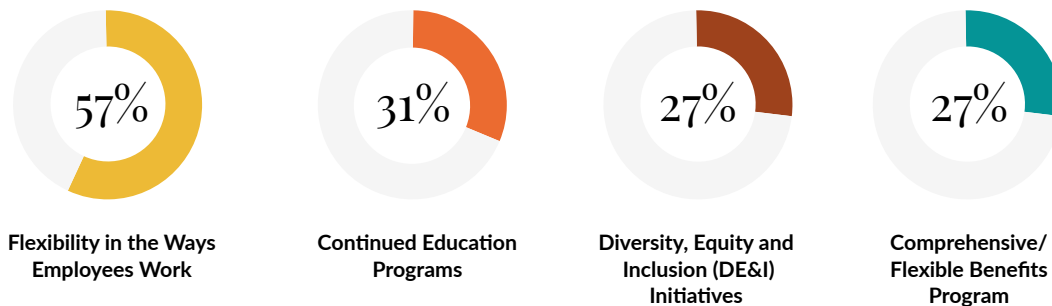
**79%**  of respondents **have experienced the trend of quiet quitting**.

**37%**  of respondents have indicated that this is **due to poor team leadership**.

**32%**  blame this trend on a **lack of connection** to the organisations purpose.

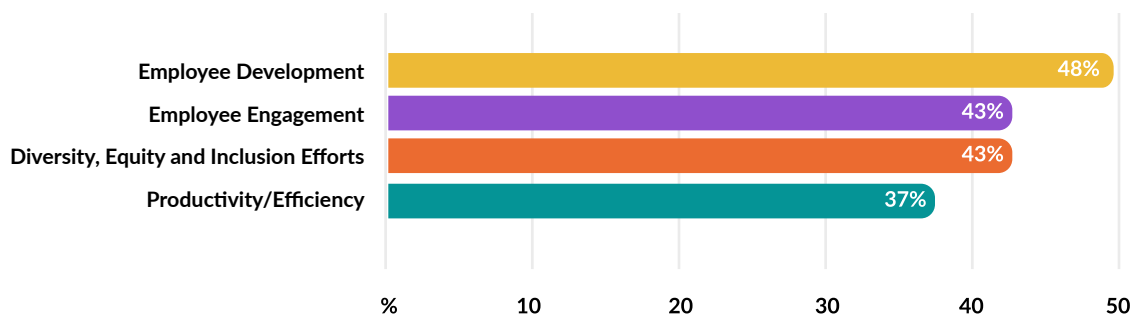
Companies seem to be prioritising flexible work models to promote employee wellness. 57% of respondents have highlighted this as a current priority.

WHAT IS YOUR ORGANISATION CURRENTLY PRIORITISING TO PROMOTE EMPLOYEE WELLNESS?



Survey respondents are celebrating a number of different wins in 2023, with the most prominent among these being **employee development, employee engagement and Diversity, Equity and Inclusion efforts.**

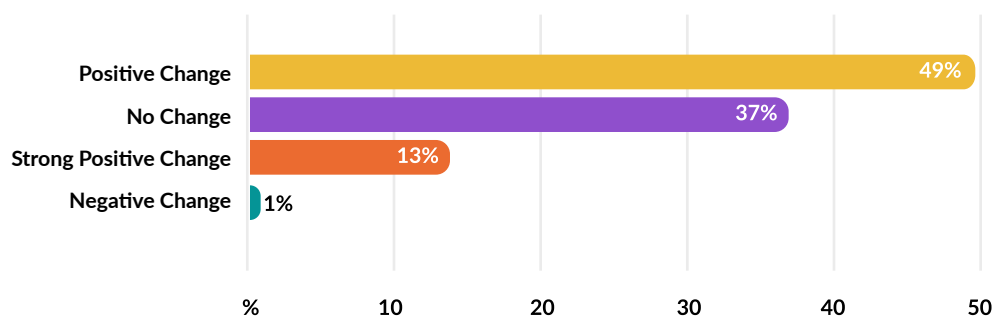
KEY WINS BEING CELEBRATED



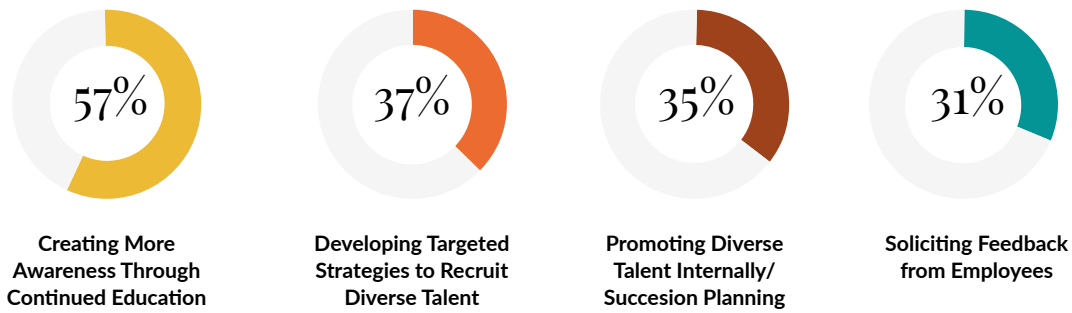
## 4. Diversity, Equity and Inclusion

**Diversity, Equity and Inclusion (DE&I) practices seem to have largely changed organisations for the better.** 62% of survey respondents have indicated that these practices have had a positive impact on their organisations, with the rest seeing no real change.

IN 2023, HOW HAVE DIVERSITY, EQUITY & INCLUSION ("DE&I") PRACTICES CHANGED AT YOUR ORGANISATION?



WHAT IS YOUR ORGANISATION PRIORITISING AS IT RELATES TO ACHIEVING YOUR DE&I GOALS?



## 5. Talent Acquisition

50% of respondents highlighted that the most important consideration among top talent when accepting offers is growth and development opportunities in the business.

Most HR leaders surveyed believe that a compelling purpose and good reputation is the highest priority when hiring and retaining top talent. Opportunity for long term financial growth is generally seen as the lowest priority.

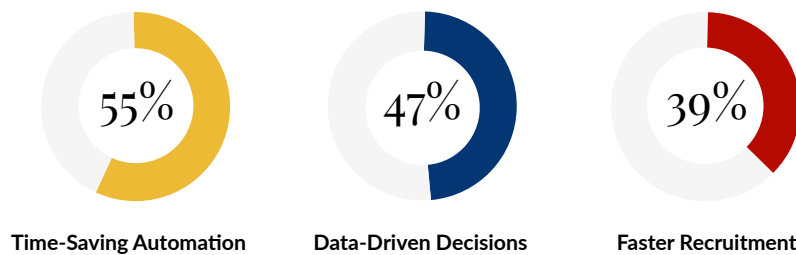
A number of different initiatives are being prioritised to develop top internal staff, but the largest by far is coaching and development.



## 6. Artificial Intelligence

With the rapid development of artificial intelligence (AI) technology, many industries are implementing AI solutions in their businesses, and the HR landscape seems to be following the same trend.

- **57% of leaders surveyed have either already adopted AI**, or are planning on implementing within the next 12 to 18 months.
- **ChatGPT** appears to be the most widely used technology currently in use, with 27% of respondents who have implemented AI technology indicating that they are using ChatGPT.
- AI technology is generally seen benefitting Talent Management in one of three ways: **saving time through automation, helping make data-driven decisions, or improving recruitment time.**



- **38% of respondents are concerned about becoming dependant on AI**, while a further 38% are worried about potential privacy concerns when implementing these technologies.

## 7. Leadership

When it comes to critical leadership competencies, HR leaders surveyed are of the opinion that **a leader who inspires is the most important in 2024 and beyond.**

