



HR Realities 2021

People success in a post-pandemic world

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2021 EUROPEAN HR RESEARCH

77%
of respondents
European

60% have a
Global role

313 respondents overall



60% Respondents
from Organisations
> 1000
Employees

In association with

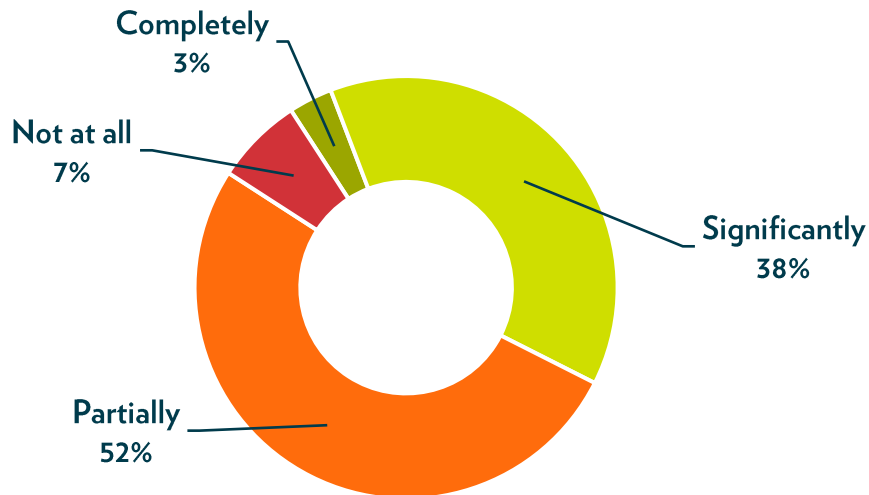


unLEASH

People success in a post pandemic world

HR Realities 2021 - HR Trends

How much did your HR strategy had to change in response to the COVID-19 crisis?



93%

of HR professionals in our survey report making changes their people strategy in response to the pandemic. With 38% making significant changes to what they do and how they do it.

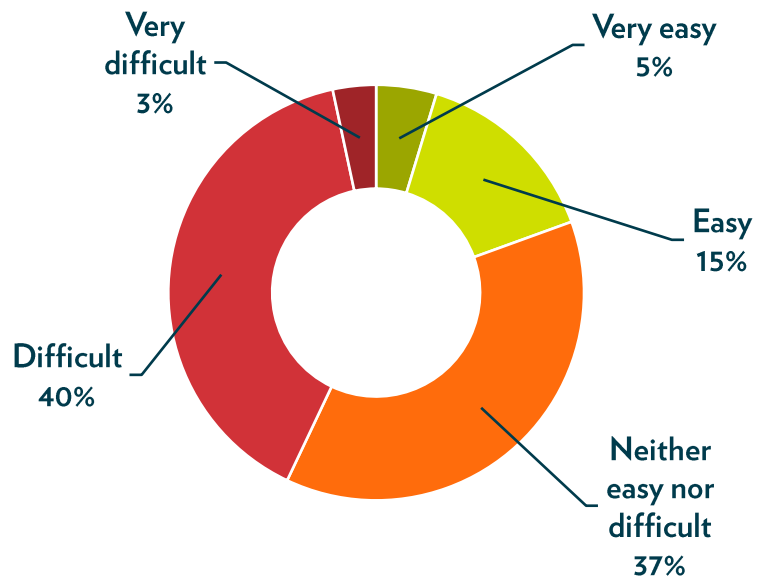
Only 7% made no changes to their people strategy as a result of the pandemic

11% say they will revert to what they used to do once the pandemic has passed

Only 20% *found it easy for their HR* *operations to cope with the* *changes COVID-19 brought to* *their organisation*

Around 4 in 10 struggled with the impact on their HR operations and found transitioning their HR team to the new realities of a 'COVID world' difficult.

How difficult has your HR operation found coping with the COVID-19 pandemic?





The Pandemic has changed work forever

81% say where, when and how people work in your organisation has changed in the wake of the pandemic. These changes have made HR teams explore how they innovate HR to better support a hybrid workforce.

The pandemic has also accelerated HR's adoption of what might have been seen as radical changes to HR policy before the pandemic, but which are now seen as essential in the new world of work.



83% have accelerated
a progressive approach
to **flexible working**



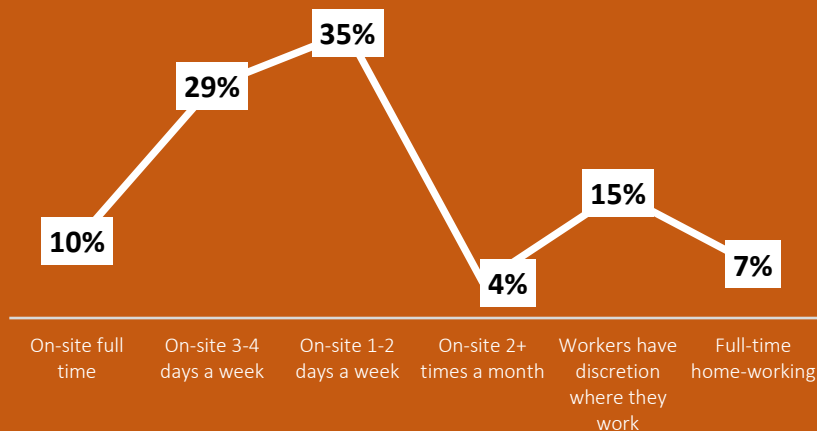
64% have accelerated
their approach to
personal wellbeing



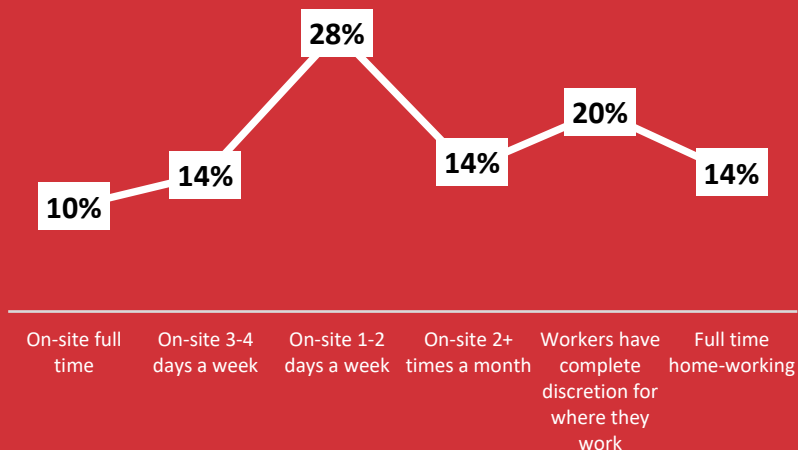
59% have accelerated
their approach to
employee
work life balance

Hybrid Workplace: Where will you be working from in the year ahead?

Where does your **ORGANISATION** expect workers to work in the year ahead?



Where do **EMPLOYEES** want to work in the year ahead?



Organisations are adopting *flexible & hybrid working* to harness increased employee engagement and productivity

When asked to rate the reasons behind their adoption of hybrid and flexible working from 1 to 5, employee engagement and productivity were most frequently rated #1. With 'productivity' most likely to appear most frequently in the top 3. Sustainability was only placed in the top 3 by less than a quarter of our survey respondents.

35%



Employee
Engagement

34%



Productivity

17%



Employee
Retention &
Attraction

6%



Business
Costs

2%



Sustainability

HR Technology

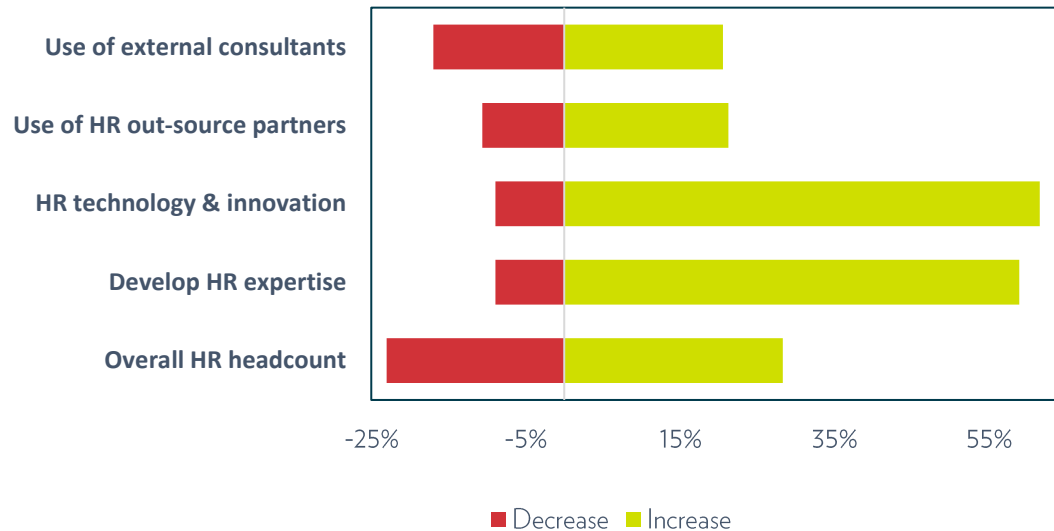
HR Realities 2021 - Priorities & Investment

Investment in HR is growing - with an emphasis on HR tech and HR skills.

For the first time since we started the survey in 2015, there is, on balance, intent to **grow HR headcount** by 5% of organisations.

In 2020, 14% were looking to reduce their HR headcount. In previous years 4-5% had reported reducing the numbers in their HR Team.

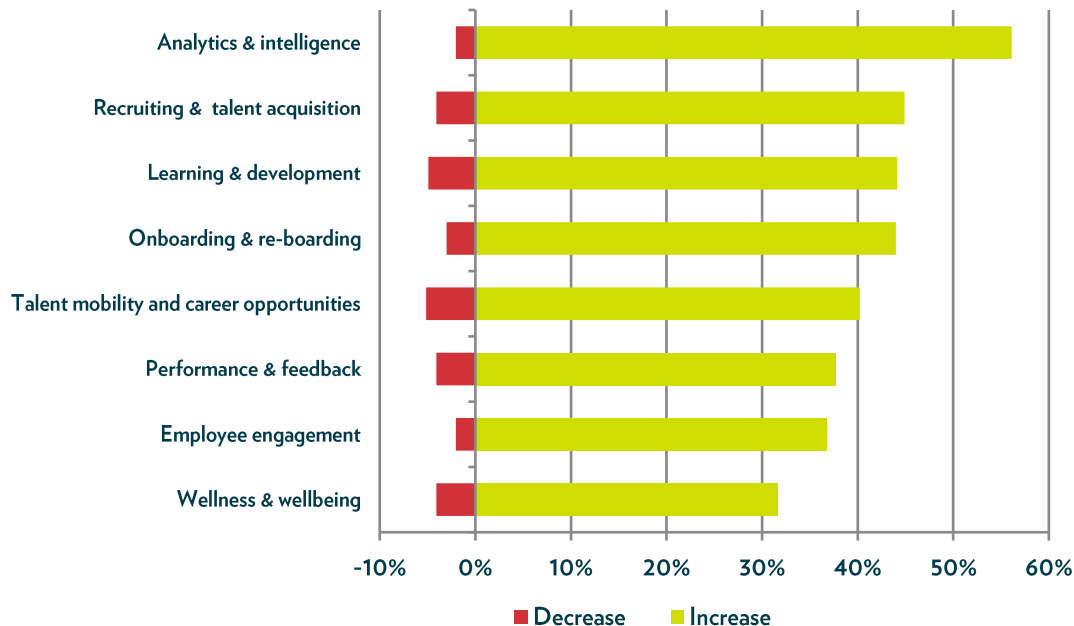
Do you expect your organisation's investment in the HR function to increase, decrease or stay the same over the year ahead?



Of the TOP 7 areas for investment, Analytics is by far the biggest focus for investment over the coming year.

Analytics, recruiting, onboarding, talent mobility and learning are all leading areas for investment

How do you expect your investment in HR systems to change over the coming year?



Top 3 Drivers for changing HR systems

When selecting HR solutions, it's the quality of the employee experience that matters, not just the quality of the user interface

Selections are not about improving traditional models for managing talent, at the heart of selections is enabling new ways of thinking about onboarding, talent mobility, diversity, equity, inclusion, and belonging - as well as employee relationship management and wellbeing.



77% Employee Experience



68% User Interface

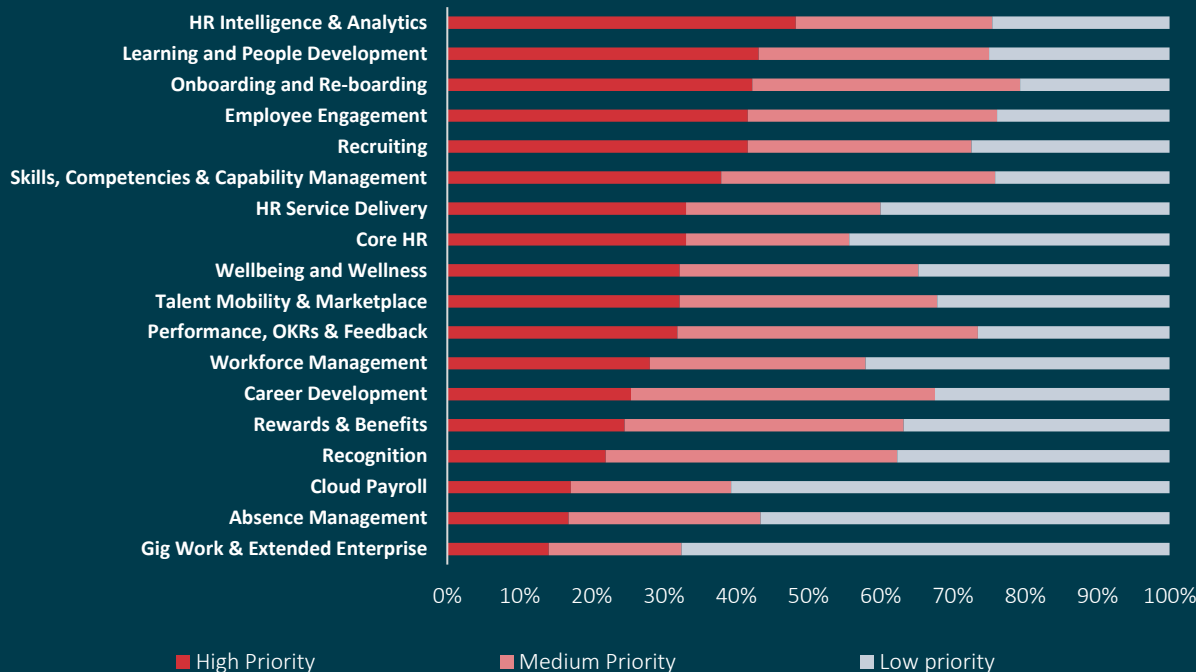


64% Enhanced Analytics

People Experience is Being Re-Imagined

In the wake of the “Great Resignation”, hybrid working, multigenerational workforce and issue of sustainability and engagement HR Teams are prioritising **onboarding, reboarding, upskilling** and **internal mobility** to enhance organisational effectiveness

Which of the following systems are your highest priority for disruption over the next 12 months?



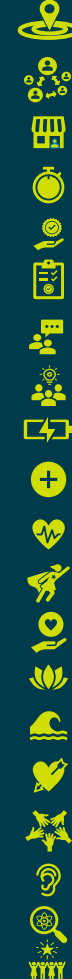
OLD FOUNDATIONS



Workforce Planning
Talent Acquisition
Succession Planning
Internal Jobs Boards
Roles and Responsibilities
Performance Management
Appraisal
Training
Onboarding
Personal Development
Employee Engagement Survey
Career Pathways & Ladders
Compensation & Benefits
Employee Assistance
Hierarchical Organisational Structures
Employer Brand
Equal Opportunities
Command & Control Leadership Style
Competency & Capability Management
HR Transaction Metrics

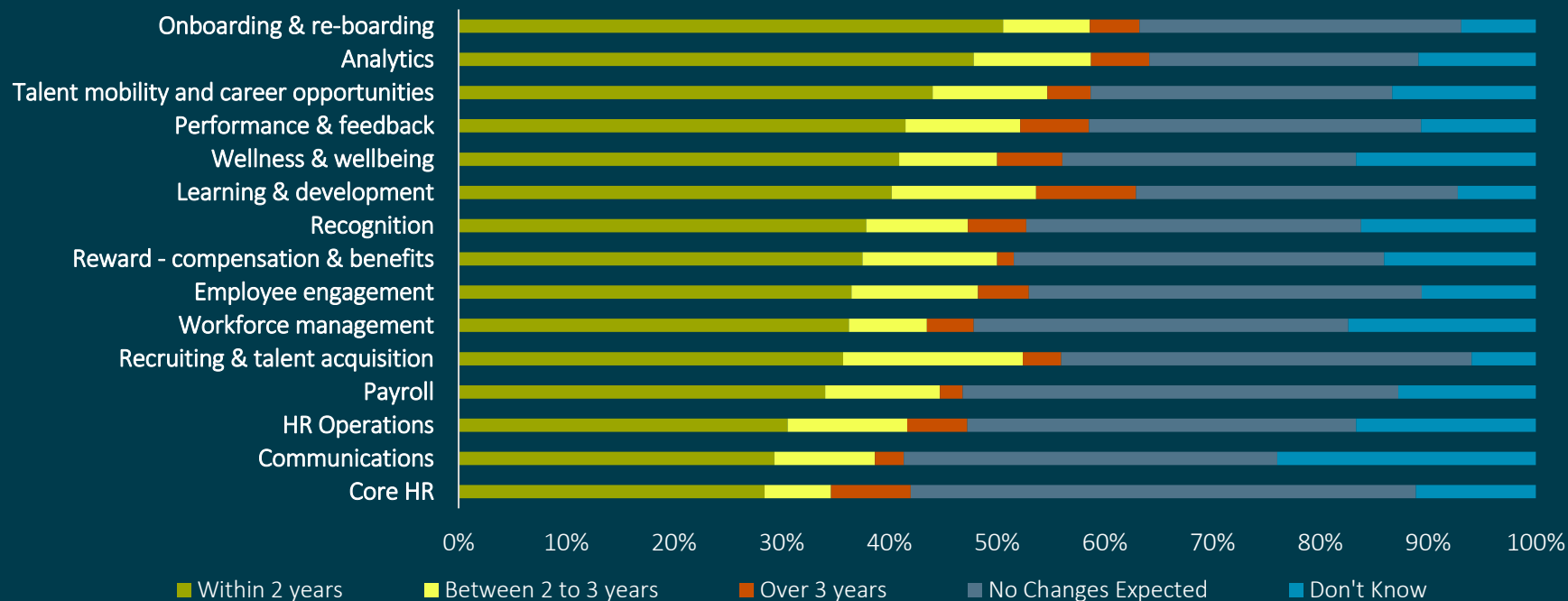


Agile Talent Allocation
Flexible Resourcing
Opportunity Marketplace
Project & Gig Marketplace
Outcomes, Skills & Projects
Getting Work Done: Teaming, Feedback, & Key Results
Continuous Mentoring
Learning through Work
Pre-Boarding & New Worker Acceleration
Reskilling & Upskilling
Employee / Worker Relationship (Intelligence + Action)
Employability & Career Bridging
Flexible Working / Incentives, Recognition & Rewards
Resilience, Sustainability, Wellness & Wellbeing
Organisational Fluidity, Teaming & Agility
Purpose, Belonging & Advocacy
Proactive Inclusion
Intelligent Listening & Adaptive Servant Leadership
Skills Inference & Total People Insight
Business Outcomes & Measures of People Success



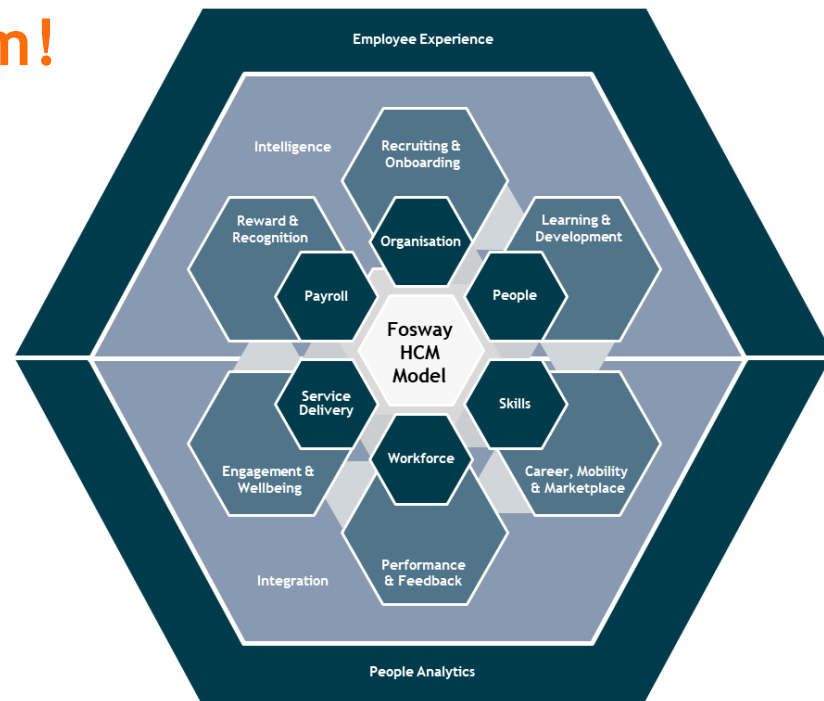
NEW DIFFERENTIATORS

When do you intend to change your HR systems in the future?



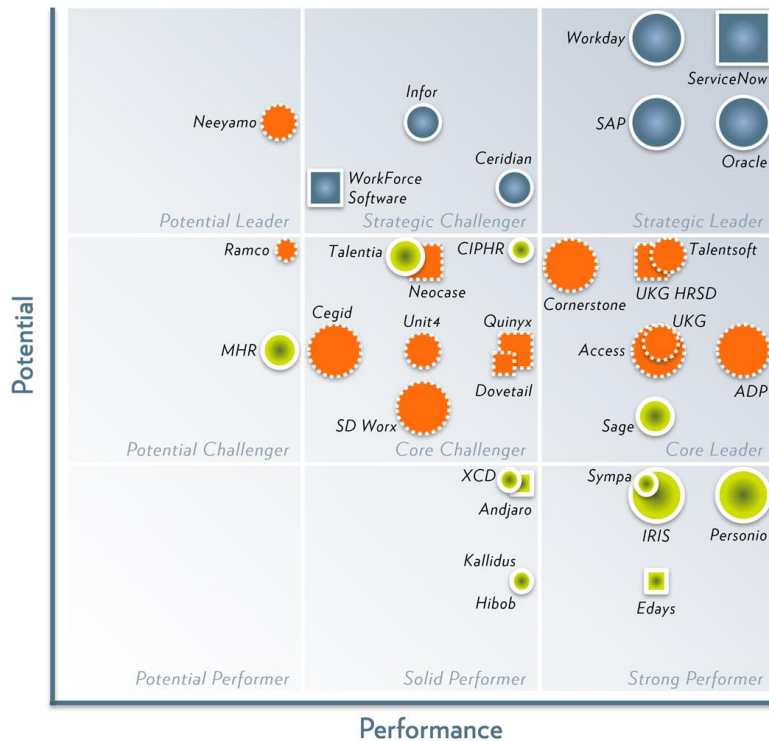
Think Ecosystem not System!

- People Operations & People Management
- Talent & People Success
- Enterprise Context
 - Integrations
 - Intelligence
 - Analytics
 - Experience



Fosway HCM Solution Model

Fosway 9-Grid™ - Cloud HR



September 2021

Key

Type

Suite

Specialist

Presence

Higher

Mid

Lower

Total Cost of Ownership

Higher

Mid

Lower

Key Headlines

People Experience

Ecosystem not System

Workforce-centric HCM

Employee Listening drives business agility

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Fosway 9-Grid™ - Talent & People Success



Talent & People Success
2021 9-Grid™ to be
announced next week

... trends and
transformational priorities

The impact of COVID:
accentuating the need for
agility/immediate outcomes

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