CAPITA

HUMAN
TO
HYBRID

The Human Difference

How to attract, develop and
engage the workforce of the future

The next 15 minutes

Transitioning to the future: managing the shift from a human to hybrid, tech-enabled workforce

- What will working in a fully optimised digital environment look like?

- What are the key drivers that will improve employee experiences?

- Taking a strategic approach to wellbeing and aligning this with the organisation's wider business strategy and values

- How will wellbeing and benefits strategies support the journey to a hybrid workforce?

If we don't adapt…

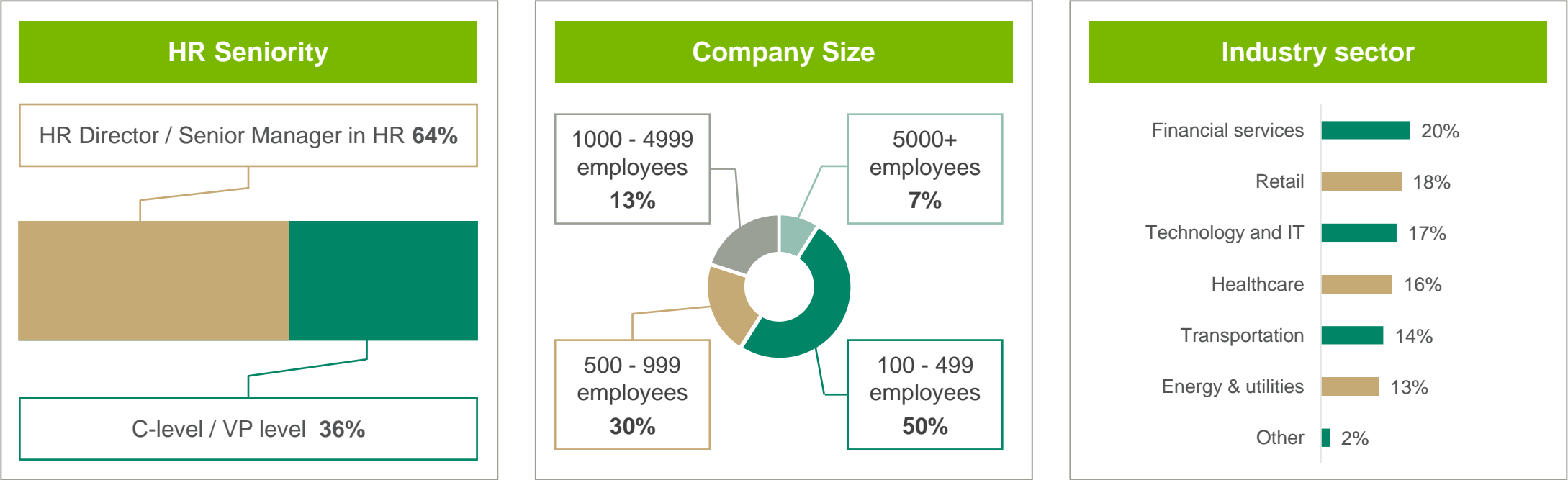Photo source: Google Images | Credit: brandminds.ro/why-did-nokia-fail

Human to Hybrid is the transition to the future of work where we exist in a fully optimised digital environment. Framed around the idea that there are key drivers that will improve employee experiences enabling HR to recruit, train and retain talent with enhanced outcomes across the employee lifecycle.

#Human2Hybrid

Research approach

UK organisations with 100+ employees

HR Seniority

HR Director / Senior Manager in HR **64%**

C-level / VP level **36%**

Company Size

1000 - 4999 employees **13%**

5000+ employees **7%**

500 - 999 employees **30%**

100 - 499 employees **50%**

Industry sector

Financial services	20%
Retail	18%
Technology and IT	17%
Healthcare	16%
Transportation	14%
Energy & utilities	13%
Other	2%

H2H is **the** strategic challenge for organisations

72%

of business leaders said it's their biggest challenge over the next five years

93%

of business leaders said they need to start proactively managing this shift over the next 12 months

51%

of employees will leave if organisations don't manage the transition to a hybrid workforce properly

3 strategic levers
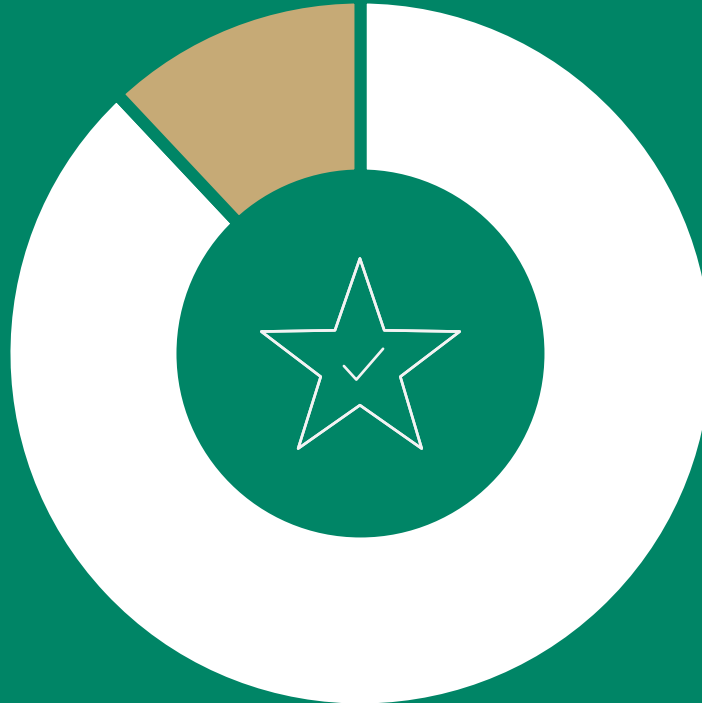
88%

of business leaders believe that they need to focus on DIGITAL, DATA and PEOPLE in the transition from a human to hybrid workforce

These levers are set to deliver better experiences and outcomes for employees, which in turn will drive better performances and outcomes for businesses

What will working in a **fully optimised** digital environment look like?

44%

or more of the tasks in jobs held by workers with less than a bachelor's degree are automatable

11

of the top 25 fastest growing occupations are health-care related, where human skills are essential

There are

5

generations – from Baby Boomers to Generation Z – sharing the workplace but they all have very different expectations

70%

of workers displaced by technology will move to a role outside their current industry

25%

increase in non-employment working (gig economy) since 2010

23%

of the UK population lacks basic digital skills at a time when 90% of new jobs require them

50%

of the subject knowledge acquired during the first year of a four-year technical degree is outdated by the time a student graduates

91%

of UK organisations struggled to find an employee with the correct skills profile

What organisations need to do now

The three factors that need addressing first are:

81%
Leadership

76%
Skills

61%
Culture
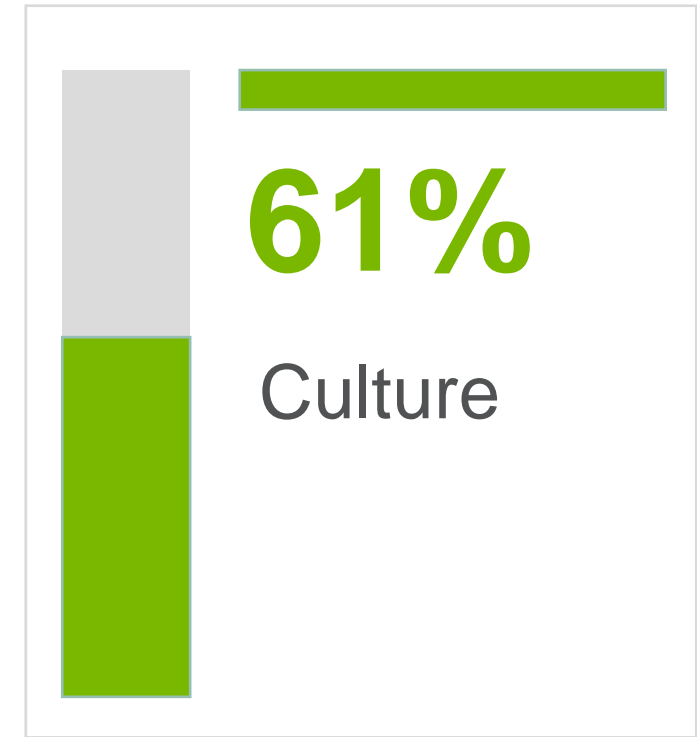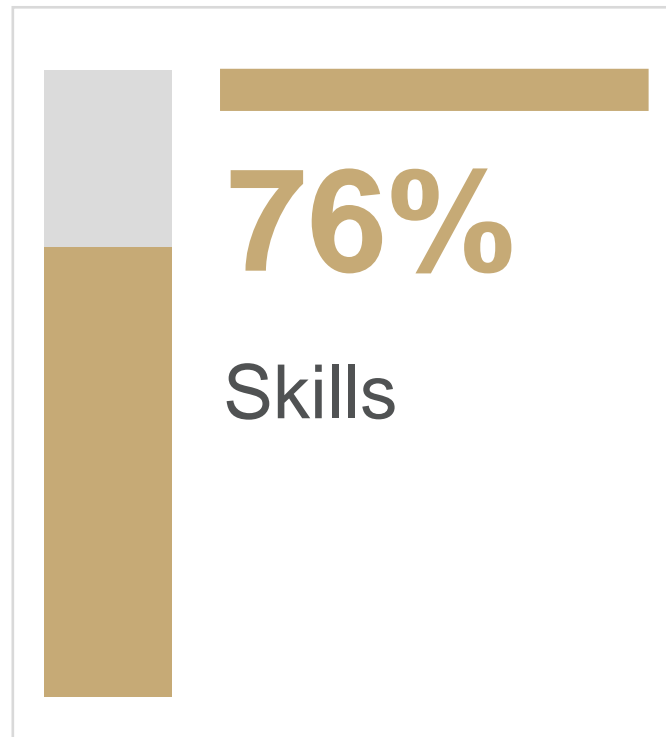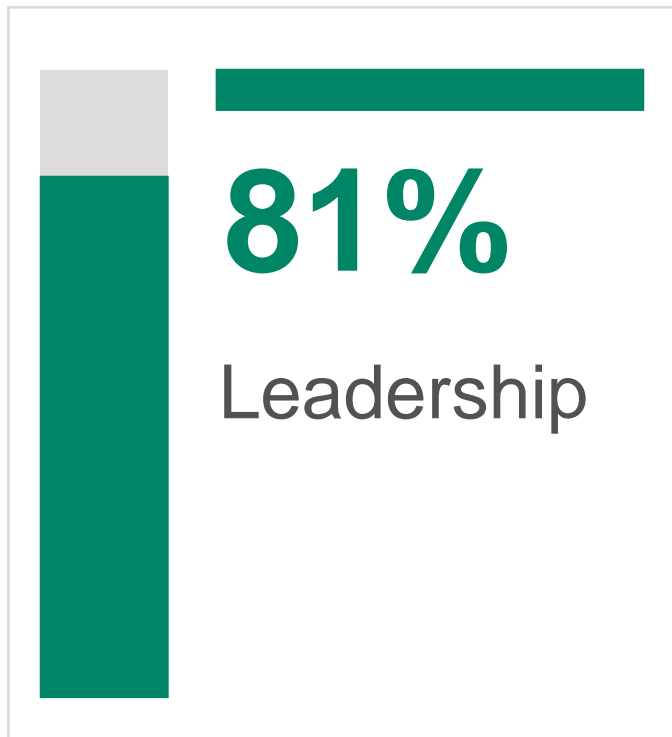
Wellbeing concerns in a hybrid workforce

% saying "significant concern" or "moderate concern"

Concern	%
Pressure on employees to upskill / reskill	85%
Technology addiction / digital burnout	85%
Competition in keeping / finding employment	84%
Job uncertainty / insecurity due to automation	84%
Greater monitoring of behaviours / performance through technology	84%
Flexible working fatigue (e.g. difficulty establishing routines, needing to work with others in different timezones)	83%
Increasing workloads / productivity pressures	82%
Lack of / no line manager support	79%
Loneliness / lack of face-to-face contact	79%
Employee identity / purpose	79%

Other factors within organisation that are compromising employee wellbeing today

Appreciation not given very often

Having a gym membership is not enough when you are not given a second to even breathe in the office

Redundancies and changes of working hours

Unhealthy food in cafeteria and office meetings

No career development opportunities

Employees not paid according to capabilities and experience

No importance given to mental fitness

Work / life balance

Dull workplace with monotonous work

Mental torture and bullying at work

No proper training is being provided

Flexibility is not encouraged

Provision for upskilling not available

What factors within your organisation do you see compromising employee wellbeing today?

The **six wellness imperatives** for HR in a hybrid workplace

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Guiding principles | Objectives | Aims | Business case | Parameters | Stakeholders

Brand

Culture
Vision
Energy
Sustaining theme

Maturity matrix

Health management
Savings and retirement
Worldwide
Voluntary benefits
User experience
Benefits technology
Recognition
Benefits administration/process
Policy (reward, remuneration, benefits)
Governance
Strategy/strategic vision
Communications

Assess (As-Is) — Target — Measure
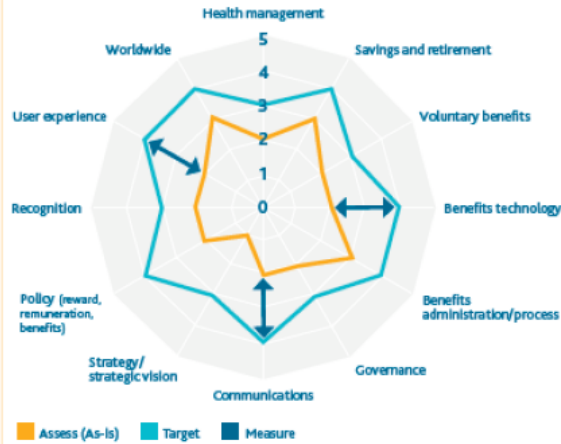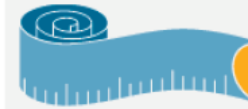
Measures
- Corporate
- Individual
- Digital
- Dashboard (scorecard)
- Key performance metrics
- Benefit choice

House view

Cancer | Mental health | Activity | Bio psycho social

Foundation

Employee portal

Assessment | Knowledge | Provider links

Tools and apps

Benefit provision

Application

Events | Calendar | Events | Launch and biometrics | Events

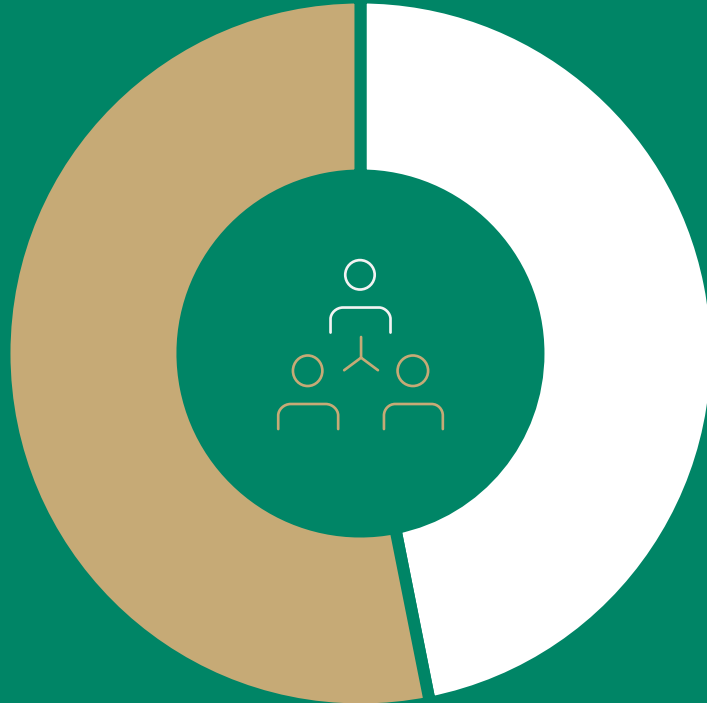**Optional intervention delivery**

Social network

Aspiration

Clear ownership of the employee wellbeing strategy

45%

of HR and benefits leaders say lack of ownership is one of the three biggest barriers to improving wellbeing in their organisation

For clear strategies to be a success, someone – whether it's the HR department or a specialist team – must take control and responsibility

The critical role of the line manager

56%
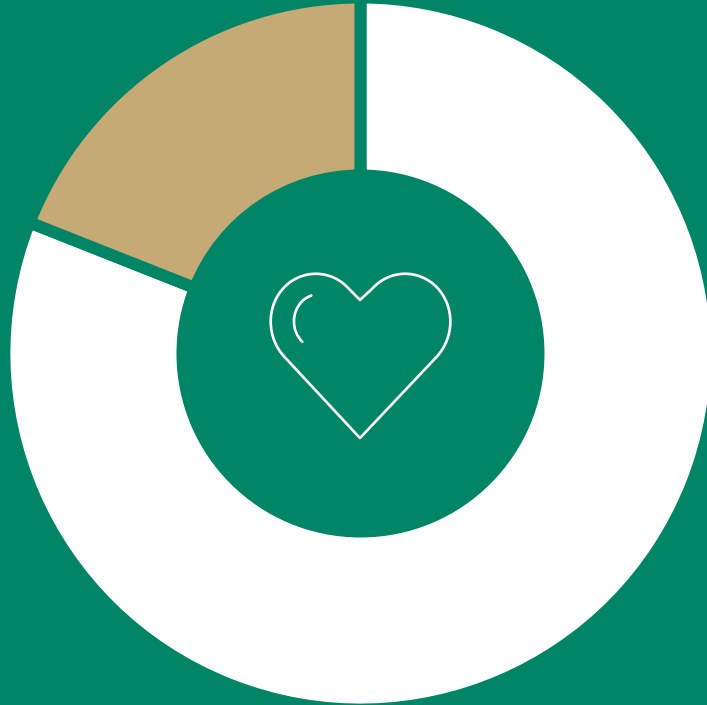
of HR and benefits leaders say lack of mental health training across their organisation is a challenge

With day-to-day responsibility for their team members' welfare, line managers have a crucial role to play in identifying signs that people are struggling. Our research

# Taking a holistic approach to workplace wellness

81%

of HR leaders recognise that considering all aspects of employees' lives – inside and outside work – and supporting their physical, mental and emotional wellbeing is vital

But 45% say their organisation's approach is inconsistent
and siloed creating a barrier to improving employees' wellbeing

Wellbeing throughout the employee lifecycle

30%

&

30%
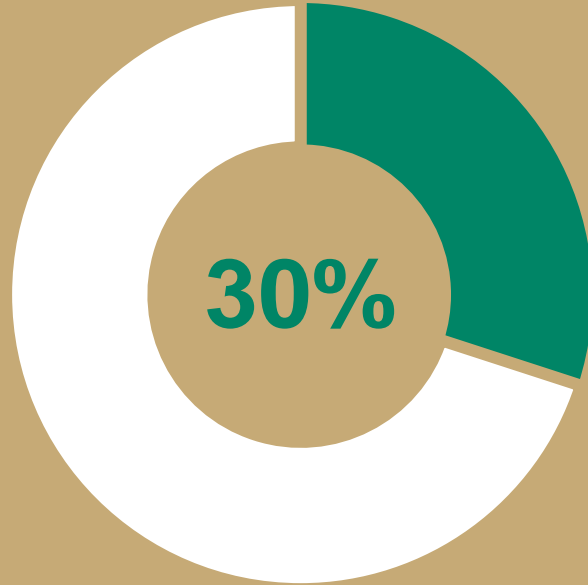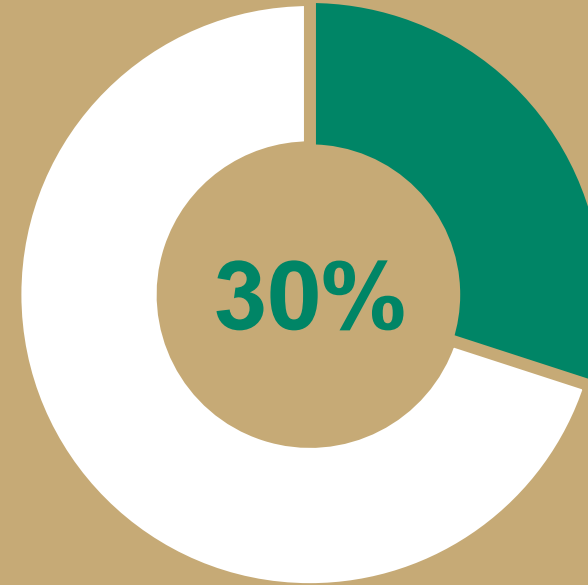
of HR leaders are most likely to consider wellbeing during recruitment

are lease likely to consider wellbeing during the exist process

Our research reveals that employers don't consistently consider wellbeing right across the employee lifecycle, focusing on it most when people join and least when they leave. This will have to change in the hybrid workplace, when employers will rely more on temporary workers and will have to persuade them to keep coming back.

Transparency about the future
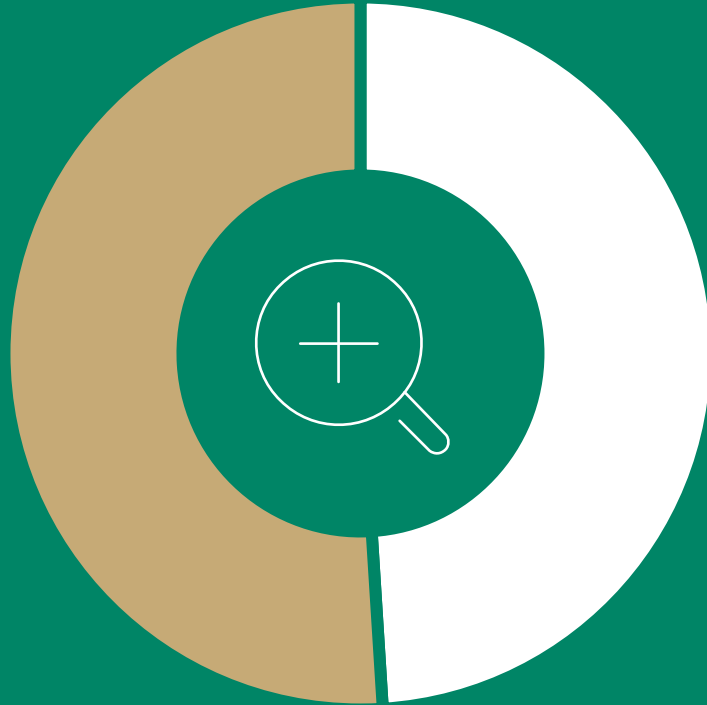
49%

of HR leaders say a lack of transparency about the future and employees' role in it is one of the biggest barriers to improving wellbeing

People want to know what their employers' plans for moving to a hybrid workforce are, why they're doing it, and to be involved in planning for it – they tell us that this is the best way to tackle their anxieties about the future

Purpose and impact at work
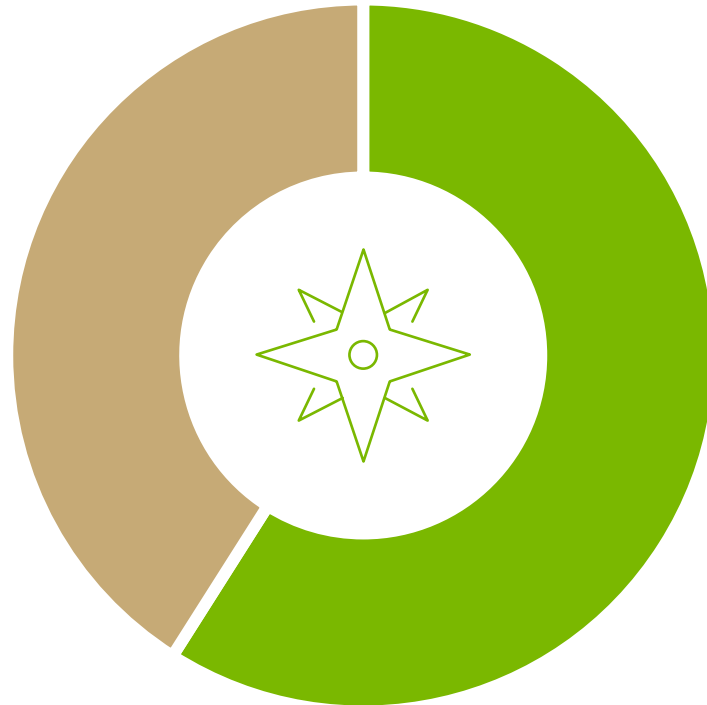
59%

of HR and benefits leaders predict purpose and meaning will become much more important to people

As the nature of work transforms in the future, employers will need to create a strong and inclusive culture that supports as well as challenges and incentivises them

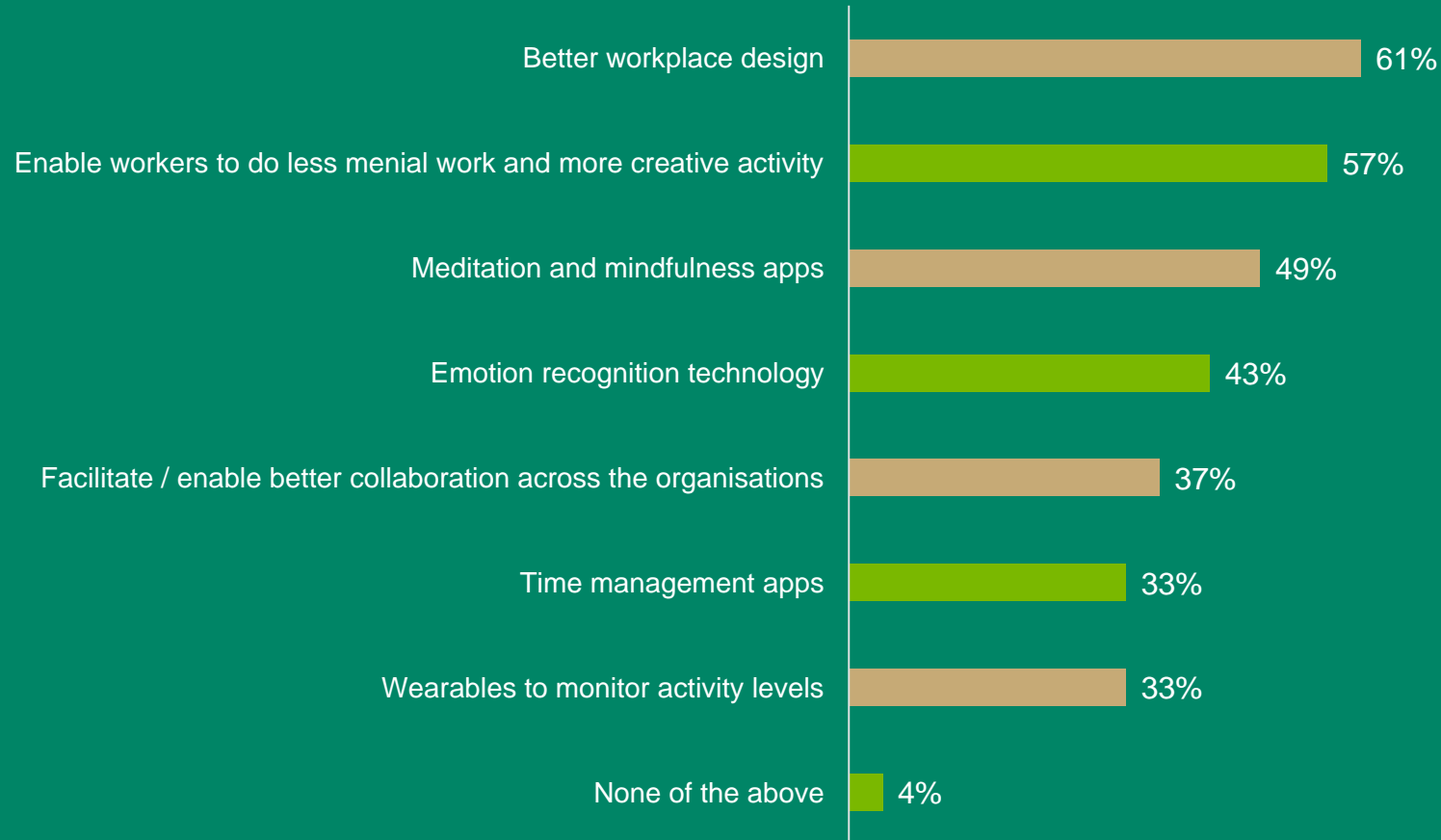# Ways in which AI / tech can help address wellbeing concerns

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Category	Percentage
Better workplace design	61%
Enable workers to do less menial work and more creative activity	57%
Meditation and mindfulness apps	49%
Emotion recognition technology	43%
Facilitate / enable better collaboration across the organisations	37%
Time management apps	33%
Wearables to monitor activity levels	33%
None of the above	4%

In which ways do you think AI and technology can help to address wellbeing concerns in a hybrid workforce?

Ways rewards / benefits strategy and provision needs to evolve in a hybrid workforce

Category	Percentage
Simpler and easier to engage with	54%
More personalisation of individual benefits	49%
Better alignment of employee benefits and the company mission, vision, and core values	40%
More dynamic – offerings to evolve alongside working patterns and worker preferences	36%
More inclusive – to cover all types of employees from contractors through to full time employees	24%
None of the above / doesn't need to evolve	5%

In what ways do you think your rewards / benefits strategy and provision needs to evolve in a hybrid workforce?

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- Hire-to-Retire Employee Lifecycle
- On-boarding, Training, Internal communications and Support
- Administrative Tasks
- Marketing, Sales and Customer Support Activities
- Onboarding and Training
- Business Data and Analytics

Fighting Fraud and Improving Security