


# The Human Difference

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



**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?
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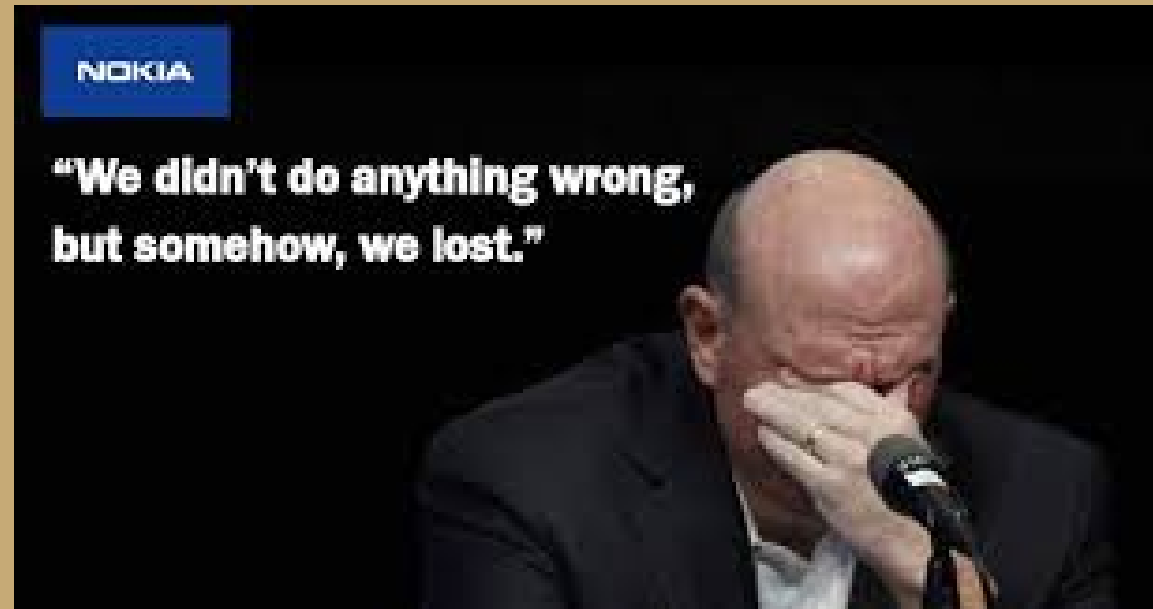


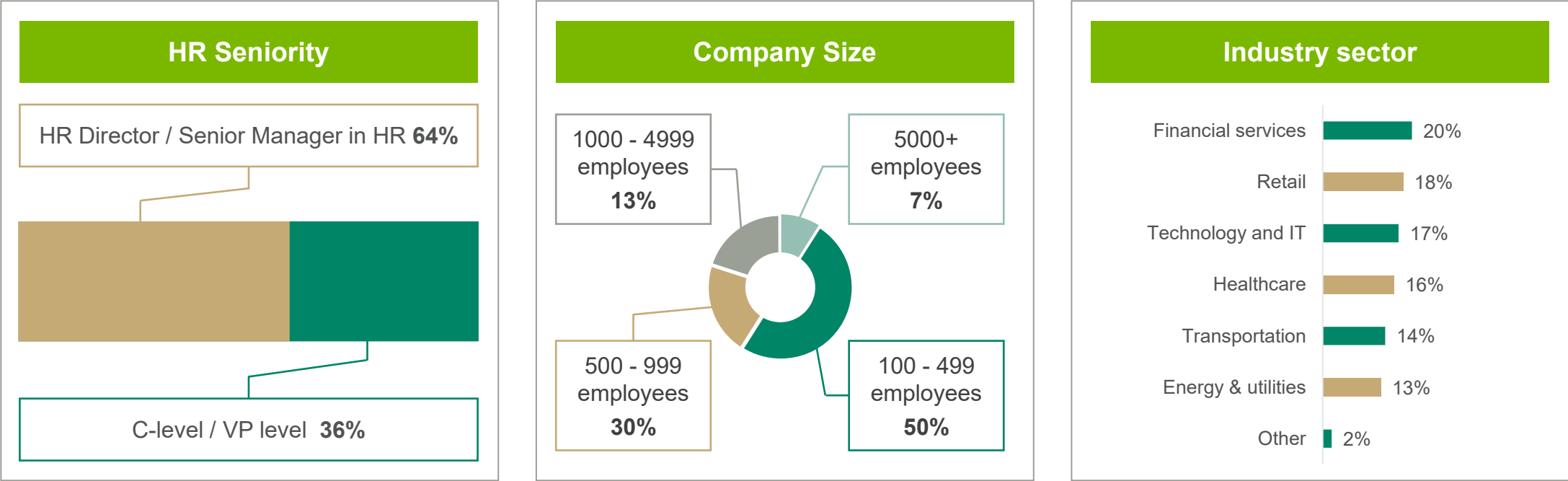
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**Human to Hybrid** is the transition to the future of work where we exist in a fully optimised digital environment. Framed around the idea that there are key drivers that will improve employee experiences enabling HR to recruit, train and retain talent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

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## UK organisations with 100+ employees



# H2H is **the** strategic challenge for organisations

|| HUMAN  
||| TO  
|| HYBRID



72%

This infographic features a vertical bar chart on the left with a teal base and a grey top. To its right is a teal horizontal bar. The percentage '72%' is displayed in large teal font, followed by the text 'of business leaders said it's their biggest challenge over the next five years' in a smaller grey font.

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



93%

This infographic features a vertical bar chart on the left with a tan base and a grey top. To its right is a tan horizontal bar. The percentage '93%' is displayed in large tan font, followed by the text 'of business leaders said they need to start proactively managing this shift over the next 12 months' in a smaller grey font.

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



51%

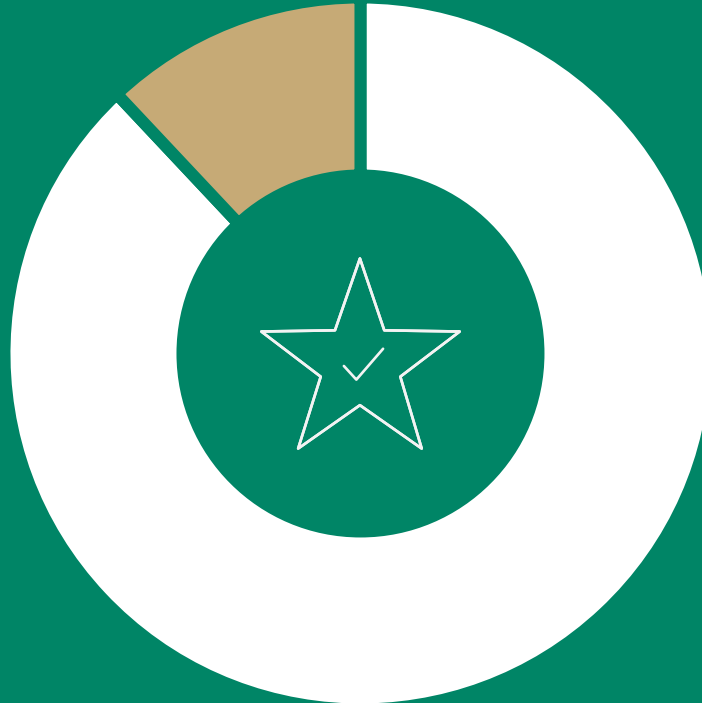
This infographic features a vertical bar chart on the left with a lime green base and a grey top. To its right is a lime green horizontal bar. The percentage '51%' is displayed in large lime green font, followed by the text 'of employees will leave if organisations don't manage the transition to a hybrid workforce properly' in a smaller grey font.

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

# 3 strategic levers

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|| HUMAN  
||| TO  
|| HYBRID



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88%

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

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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

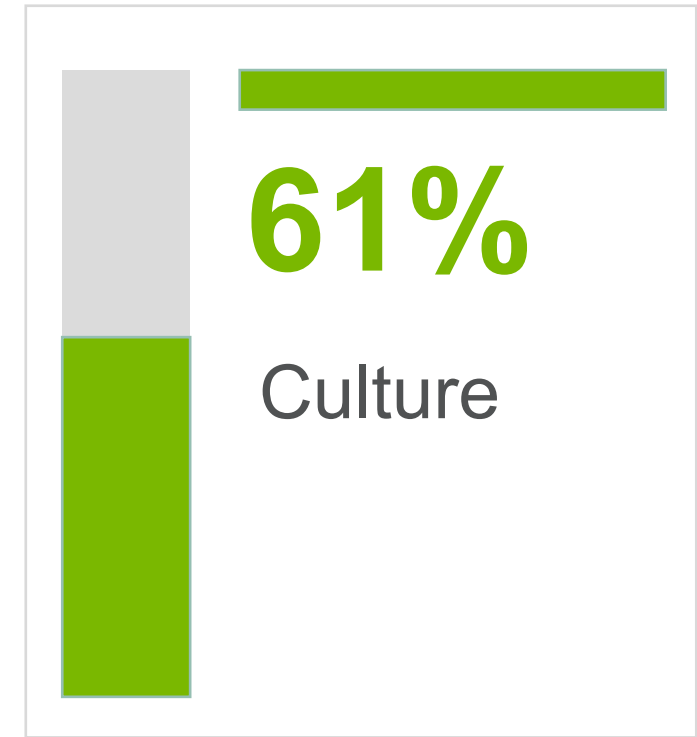
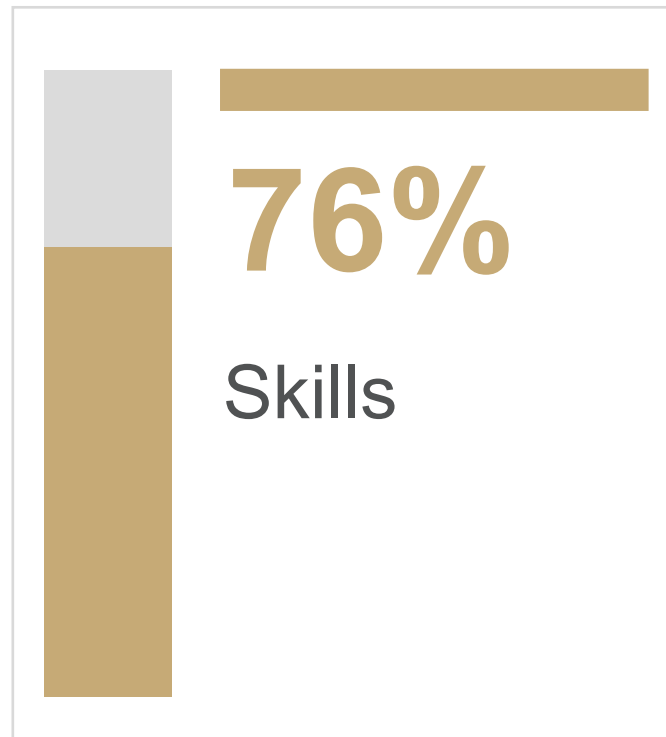
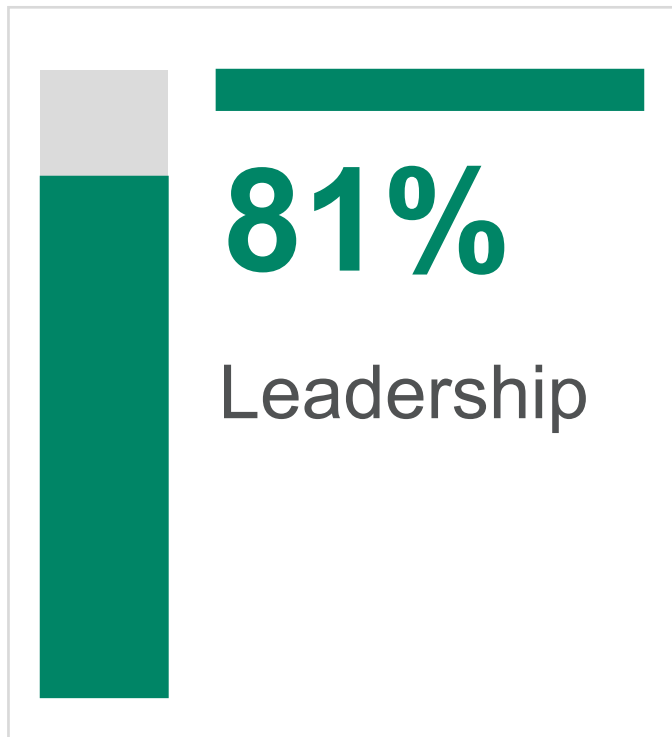
**91%**

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

# What organisations need to do now

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The three factors that need addressing first are:



# Wellbeing concerns in a hybrid workforce

% saying “significant concern” or “moderate concern”

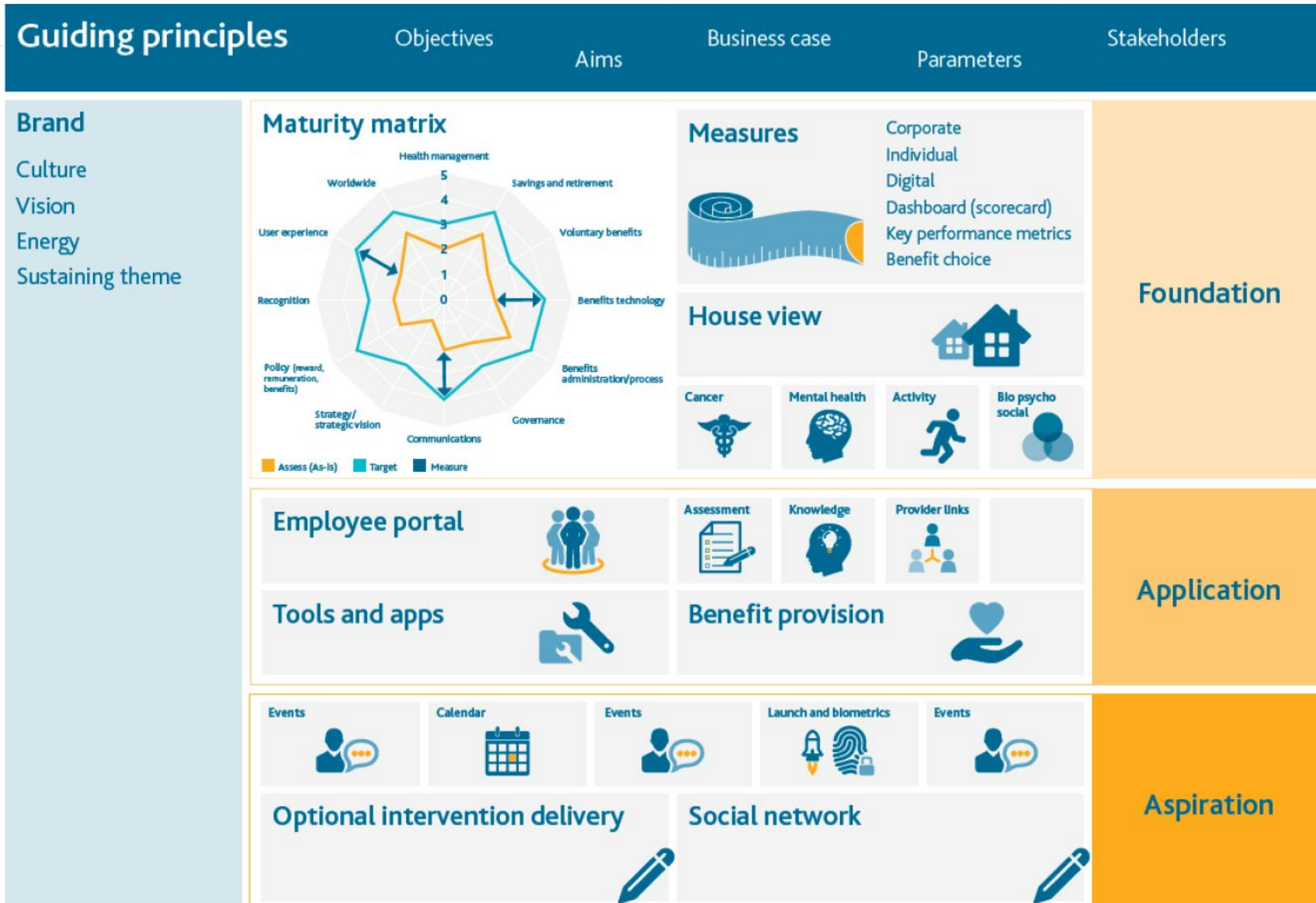


# Other factors within organisation that are compromising employee wellbeing today

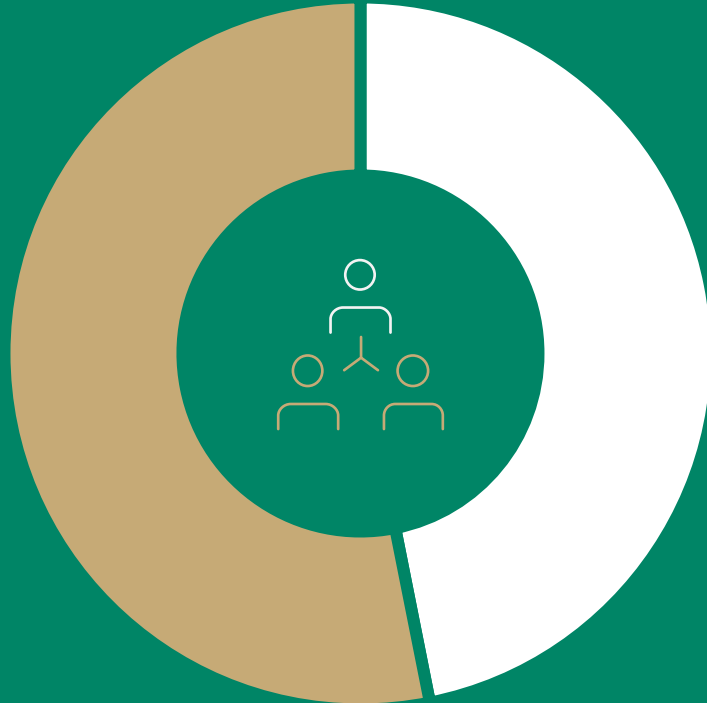


**Q4.** What factors within your organisation do you see compromising employee wellbeing today? Base: 359

# The six wellness imperatives for HR in a hybrid workplace



# Clear ownership of the employee wellbeing strategy



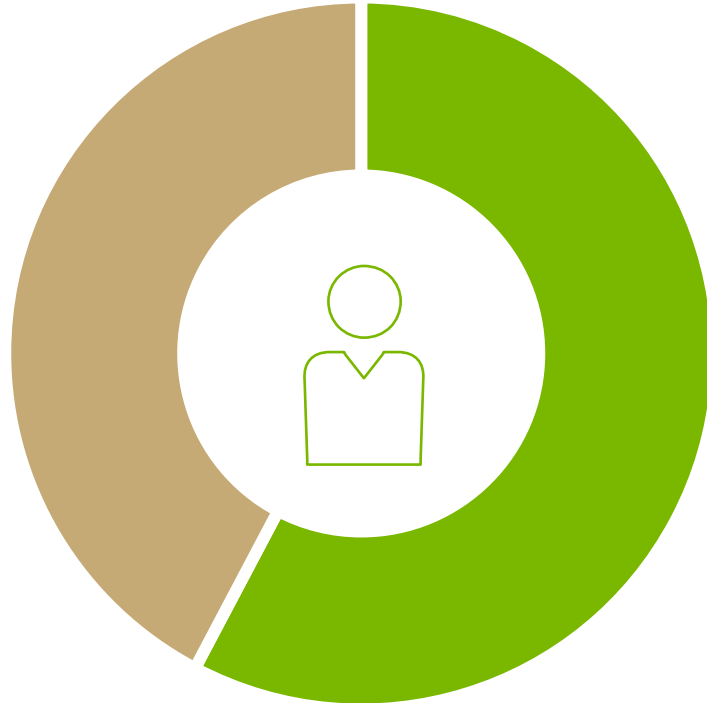
45%

**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

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56%

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

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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

|| HUMAN  
||| TO  
|| HYBRID

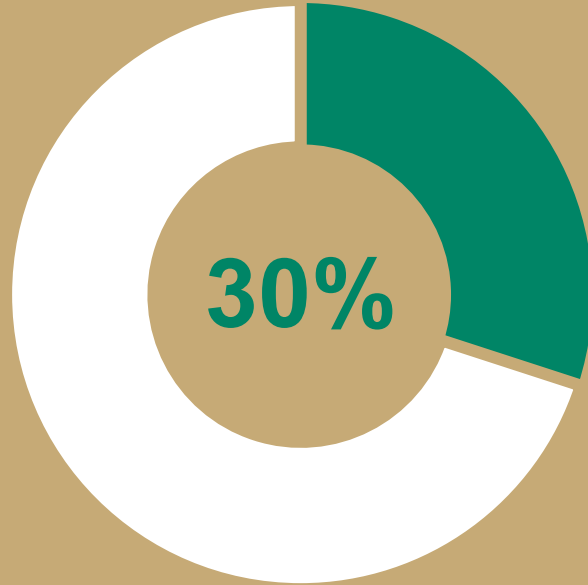


81%

**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**

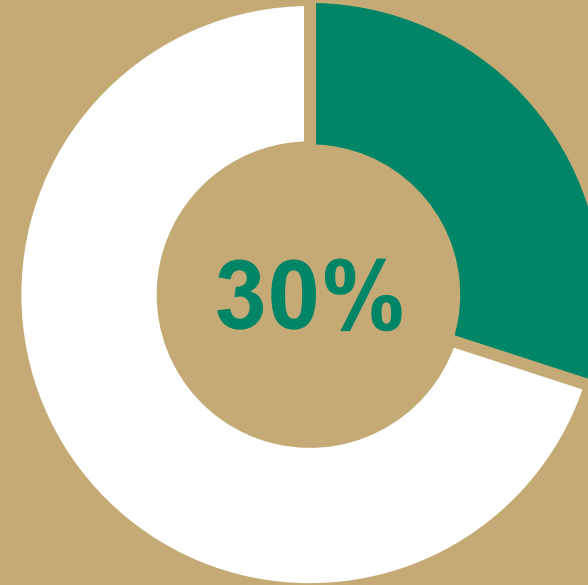
But 45% say their organisation's approach is inconsistent and siloed creating a barrier to improving employees' wellbeing

# Wellbeing throughout the employee lifecycle



of HR leaders are most likely to consider wellbeing during recruitment

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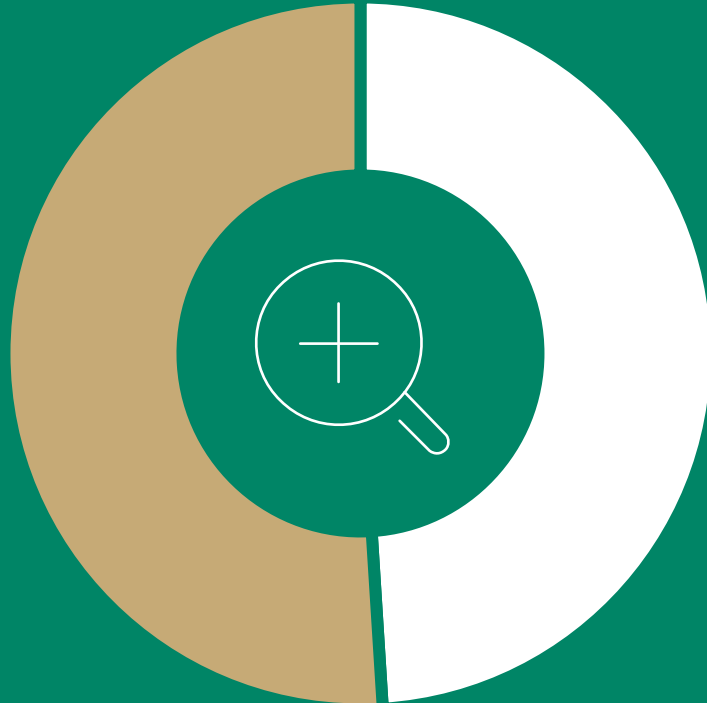
are least likely to consider wellbeing during the exit process

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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

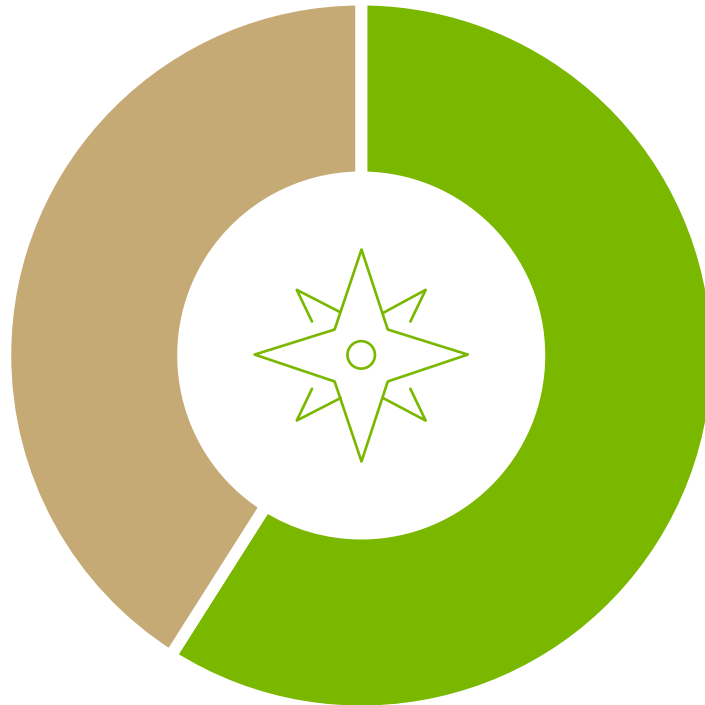
|| HUMAN  
||| TO  
|| HYBRID



# 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



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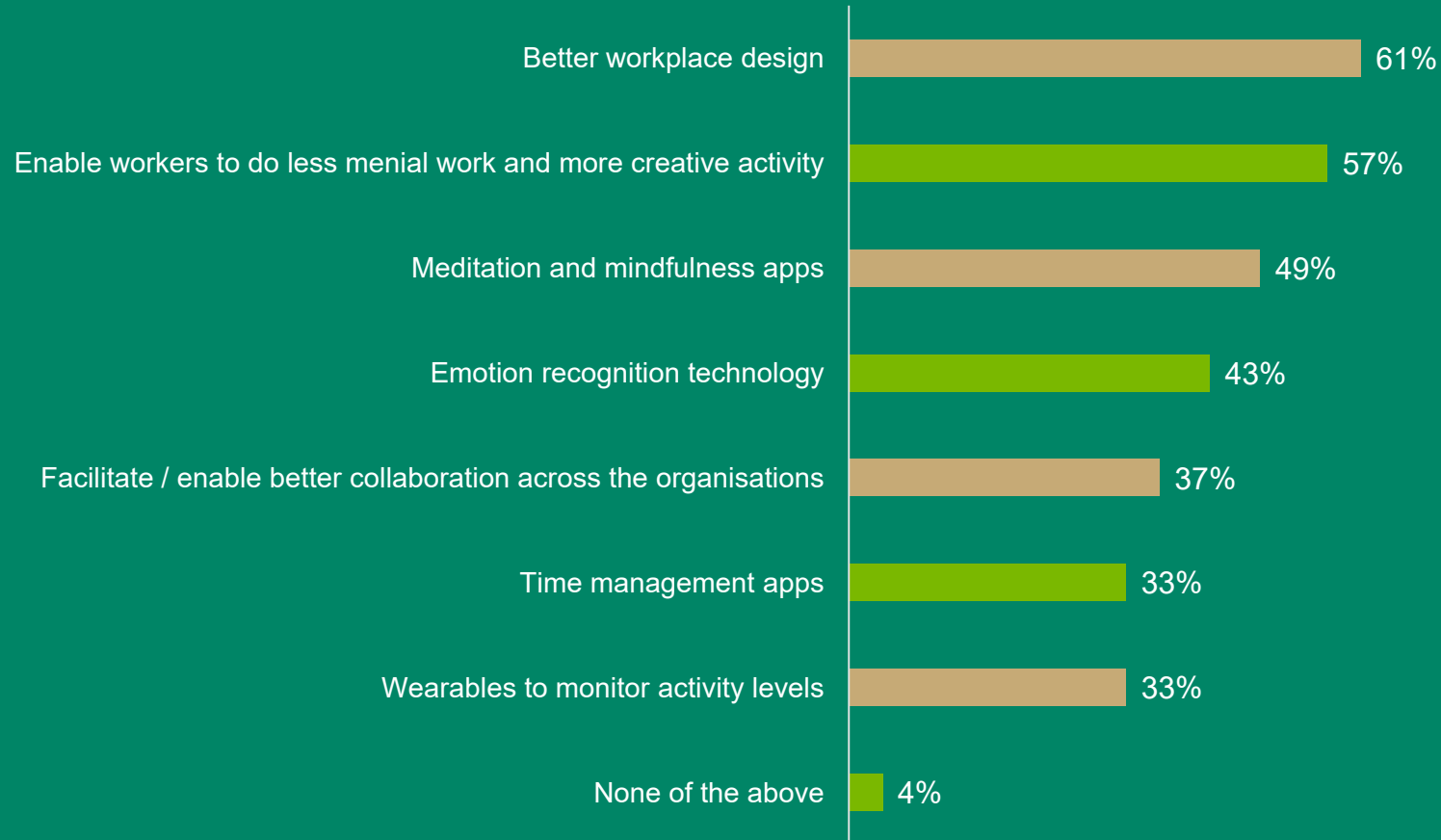
59%

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

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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



**Q13.** In which ways do you think AI and technology can help to address wellbeing concerns in a hybrid workforce? Base: 359

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



**Q18.** In what ways do you think your rewards / benefits strategy and provision needs to evolve in a hybrid workforce? Base: 359

# Final word – Tirath Virdee, our AI guy

## Employee Lifecycle

Knowledge mining, voice and text analytics – automate CV selection and cross reference with social and professional media

## On-boarding, Training, Internal communications and support

Chatbots and tutor bots will answer almost all generic and mundane questions related to policies, benefits, pensions, insurance, healthcare, and everything else besides.

## Eliminating Repetitive Administrative Tasks

AI-powered personal assistants that perform administrative tasks like scheduling, rescheduling, and cancelling meetings.

## Marketing, Sales and Customer Support Activities

Chatbots learn from real marketers, salespeople, and customer service reps and are eventually able to answer questions as accurately as a knowledgeable person.

Voice and Speech analytics are made possible by the use of Natural Language Processing (NLP) and various technologies around speech recognition. Business Data and Analytics

## Fighting Fraud and Improving Security

Chatbots are already mining behaviours to predict events