

## How have people professionals developed their skills post-pandemic?



- 61%** Upskilled or reskilled
- 34%** Upskilled in response to an immediate business need
- 39%** Haven't needed to adapt their skill set in the last year

## How do people professionals perceive their own wellbeing?



Positive career expectations were associated with better mental (67%) and physical (61%) health.

- 55%** Mental health is either good or very good
- 52%** Physical health is either good or very good
- 3 in 10** Mental and physical health is negatively impacted by their work

## What is the perceived strategic value of the profession?



Perceptions of strategic impact vary significantly by business size and sector.

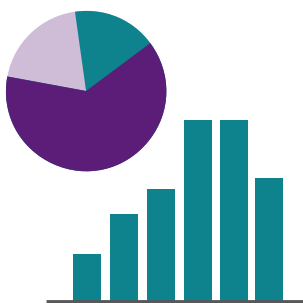
- 75%** Work collaboratively to meet business needs
- 73%** Contribute strategically to organisational performance
- 57%** Feel their success is recognised by business leaders

## What are the most prominent HR operating models in a hybrid world?



- 47%** Do not outsource any HR function
- 31%** A single HR team that includes generalists, specialists and administration all together
- 30%** A business partnering model with specialists and shared services

## How is the profession using people data and analytics?



- 39%** People data is managed by the people function
- 39%** Provide regular data reports for the business
- 29%** People data is used regularly by the organisation to inform decision-making
- 8%** Have no plans to use people data and analytics

## How are organisations trying to improve employee experience?



- 51%** Collect exit data from leavers
- 50%** Focus on company culture and values
- 41%** Make employee experience part of the core people strategy

Total number of UK respondents = 1,496