

The Future of Work

How Organizations Can Embrace Employee Passions for Greater Engagement



HRO
TODAY

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Introduction

In today's changing job market, organizations must recognize the value in the unique combination of skills and passions that employees bring. This research argues for a shift away from rigid labels and towards flexible engagement models that foster a transformative employee-employer relationship. By embracing this approach, companies can reach untapped talent pools to create a bidirectional experience that integrates skills, motivators, obstacles, and modalities. This promises a more interconnected and fulfilling work environment.

This report explores these key themes guided by the following questions:

1. **Senior leadership attitudes about flexible work models that allow employees greater control over when, where, and how they work are evolving.** Do these models lead to a more diverse workforce, and to what extent does Artificial Intelligence (AI) facilitate this approach?
2. **High visibility into employees' skills, expertise, and passions is of great importance to most organizations.** Does this visibility connect talent with company initiatives outside of traditional means such as title or experience, and has it been successful for organizations?
3. **Skills-based hiring is becoming more prevalent.** How do organizations currently engage in skills-based hiring, defined as assessing job candidates based on their skills rather than on college degrees or other, more conventional credentials? Which business units have the greatest impact and lend themselves best to skills-based hiring?
4. **Few deny the significance of employee soft skills that are needed to succeed in organizations.** But what is the perception of the importance of employee soft skills, such as communication, teamwork, adaptability, and emotional intelligence, when compared to more traditional hard skills in workforce planning?

This study was sponsored by Cielo.

Key Findings

Views About Flexible Work Models

Senior leadership will be receptive towards a flexible work model within the next five years.

Overall, 75% of senior HR leaders globally believe in high receptivity towards the model.

- While respondents in the EMEA and APAC regions felt similarly, those in North America were less enthusiastic, with only 61% very or somewhat receptive.

The most common way AI will facilitate flexible work models is adaptive learning and skill development, indicated by 56% of respondents globally.

- The second most common way is through predictive analytics for workforce planning (55%), though percentages vary greatly by region, with the highest in North America (61%) and the lowest in APAC (40%).

Insight Around Visibility into Employee Aptitudes and Abilities

High visibility into employees' skills, expertise, and passions is essential. Globally, 83% of senior HR executives consider it very important or important to have high visibility into employees' skills, expertise, and passions to connect talent with company projects or priorities regardless of location, title, or experience.

Capturing professional work skills is nearly ubiquitous across organizations, with 92% capturing the information.

- While still prevalent, capturing personal skills/passions is much less so than professional work skills, with 69% of organizations globally capturing them to some or a great extent.
- Globally, 60% use information on skills and personal interests the most for training to support skills development in areas with a company-wide gap.

Applying this information towards giving employees more access to roles they desire is only modestly successful so far. While just over half (52%) of HR leaders consider their efforts to be successful, only 11% consider it very successful and 43% are uncertain.

The Impact of Skills-Based Hiring

Skills-based hiring is core to the recruiting strategies of nearly one-half (46%) and is considered greatly effective or effective for nearly all those using it globally.

- Additionally, one-third (34%) primarily use skills-based hiring sporadically in recruiting.
- Operations and Production is the area where skills-based hiring could have the greatest impact in their organization, according to 63% of global HR leaders, followed by Information Technology.

The Importance of Soft Skills

Looking for soft skills within an organization to some extent is nearly ubiquitous. Globally, 55% look for soft skills among employees to a great extent, while 45% look to some extent.

- But while soft skills are considered important by hiring managers, below one-half (41%) feel soft skills and professional skills are of equal importance. The vast majority of those who do not consider the two skill sets equally important lean towards professional skills being more so.
- Soft skills information is used in many different ways. Globally, the most common is offering training, as nearly two-thirds (63%) of respondents globally indicated this usage. Soft skills information is also often used by the majority (57%) of respondents for promotions.



Flexible Work Models

Percentage of Work that Can Be Completed Remotely

What percentage of your organization's work product do you believe can be effectively completed remotely with current technologies and work processes today vs. your best guess for five years from now?

The global average of the percentage of work that can be completed remotely was 50%, which was very consistent across regions. But that percentage is expected to rise across all regions in five years, up to 60% globally. The greatest increase will be in APAC, up 15 percentage points to 67% of work product that will be able to be effectively completed remotely.

The average percentage of work that can be completed remotely varies across industries and job roles. The number of Americans who reported having the opportunity to work from home at least one day a week is 58%, according to a recent study by McKinsey.¹

Information Technology has one of the highest potentials for remote work, with about 75–90% of tasks suitable for remote execution.² Around 50–60% of work in Finance and Insurance can be performed remotely, while 60–70% of tasks can be done remotely in Professional Services. Job-specific data shows that 50–60% of managerial roles, 80–90% of customer support, and 60–70% of sales and marketing roles can be done remotely.³

Average Percentage of Work that Can Be Completed Remotely	Global	NA	EMEA	APAC
	%	%	%	%
Workforce today	50	50	48	52
Workforce in 5 years	60	54	60	67

Senior Leadership Receptivity Towards a Flexible Work Model

How receptive is your organization's senior leadership towards a flexible work model within the next five years?

Flexible work models refer to various arrangements that allow employees to have greater control over when, where, and how they work. These models aim to provide a balance between work and personal life while still meeting organizational goals.

Respondents characterized the receptivity of senior leadership towards a flexible work model within the next five years. Globally, 75% feel their senior leadership is either very or somewhat receptive. But HR leaders in North America feel senior leadership is less enthusiastic, with only 61% very or somewhat receptive, well below those from EMEA or APAC.

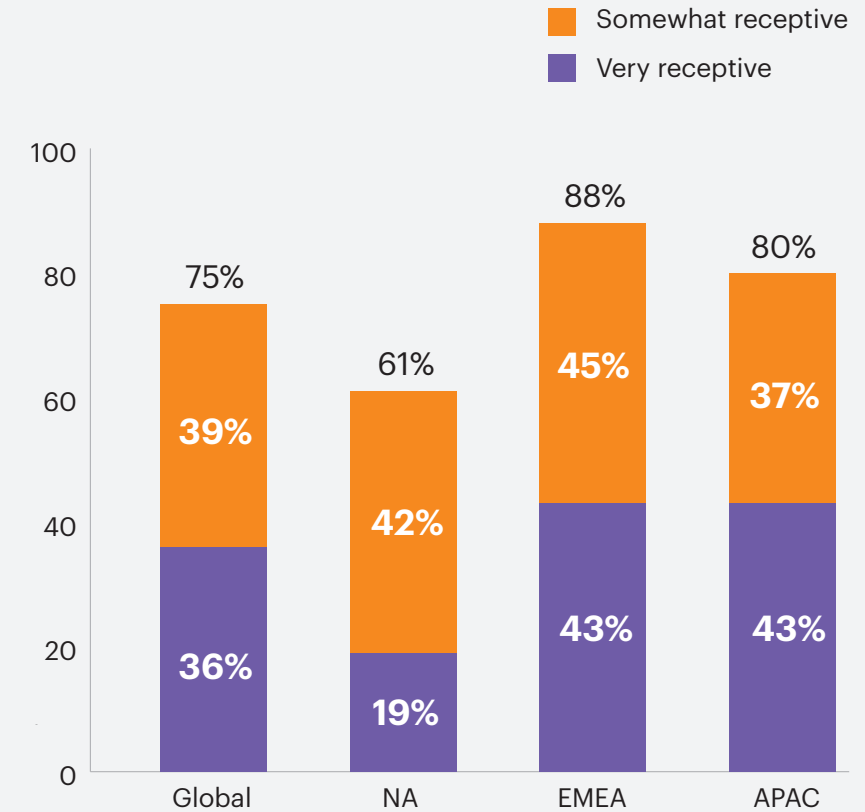
The global landscape of hybrid work is shaped by a combination of technological readiness, cultural attitudes towards work-life balance, and economic factors.

Studies show that leaders should offer team members latitude and flexibility to manage their tasks, select projects that resonate with their interests, and choose their work methods and schedules. Such autonomy enhances employees' sense of ownership and motivation, making them more inclined to craft their jobs in a manner that boosts satisfaction and productivity. This flexibility also allows employees to better balance work with personal life, leading to increased well-being.⁴

The global landscape of hybrid work is shaped by a combination of technological readiness, cultural attitudes towards work-life balance, and economic factors. While the specifics differ, the trend towards greater flexibility and hybrid work models is clear across various regions.

In the United States, 74% of U.S. companies are using or plan to implement a permanent hybrid work model.⁵ European companies have long emphasized work-life balance. The UK and Germany have seen a substantial shift towards hybrid work, driven by employee demand for flexibility and improved quality of life. While in the APAC region, most employees believe that hybrid work increases productivity and enhances their work environment.⁶

Senior Leadership Receptivity Towards a Flexible Work Model

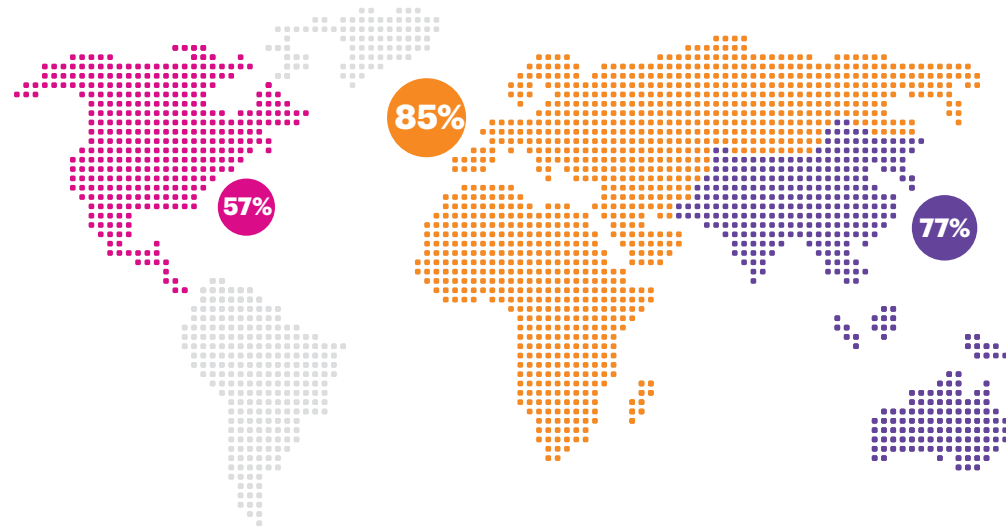


Extent Flexible Work Models Have Led to a More Diverse Workforce

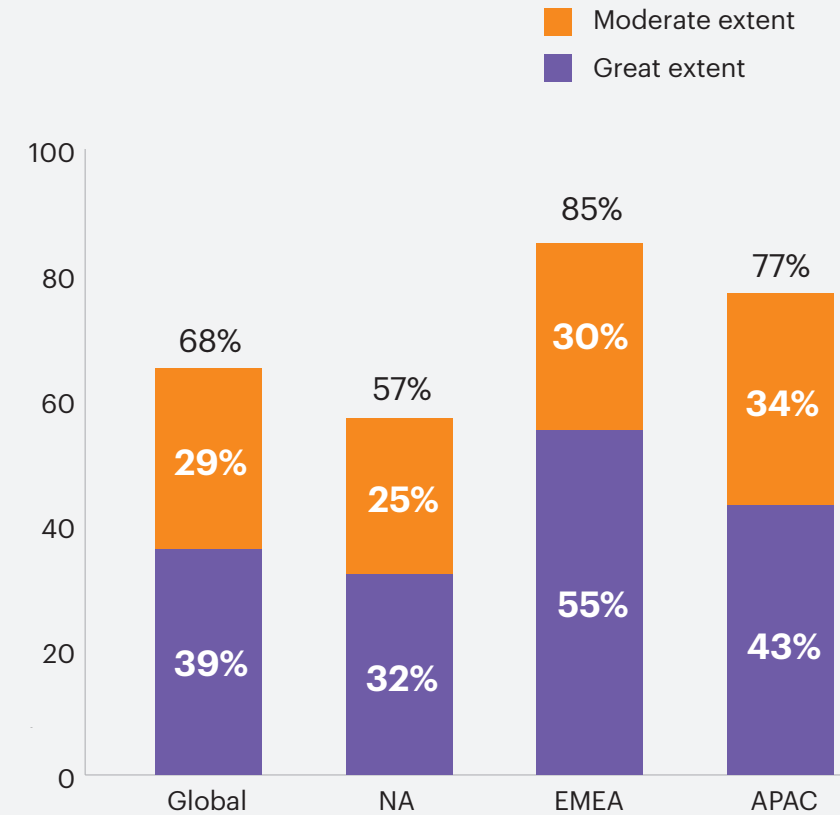
To what extent do you feel that flexible work models have enabled you to recruit a more diverse workforce?

Overall, just over two-thirds (68%) felt flexible work models have enabled their organization to recruit a more diverse workforce to a great or moderate extent. There is less enthusiasm about the impact of flexible work models in North America, with 57% indicating the models have led to a more diverse workforce to a great or moderate extent—versus 85% in EMEA and 77% in APAC.

In North America, 57% indicate the models have led to a more diverse workforce to a great or moderate extent, versus 85% in EMEA and 77% in APAC.



Extent Flexible Work Models Have Led to A More Diverse Workforce



Ways AI Will Facilitate Flexible Work Models

In what ways do you feel AI will facilitate flexible work models? Please select the top two.

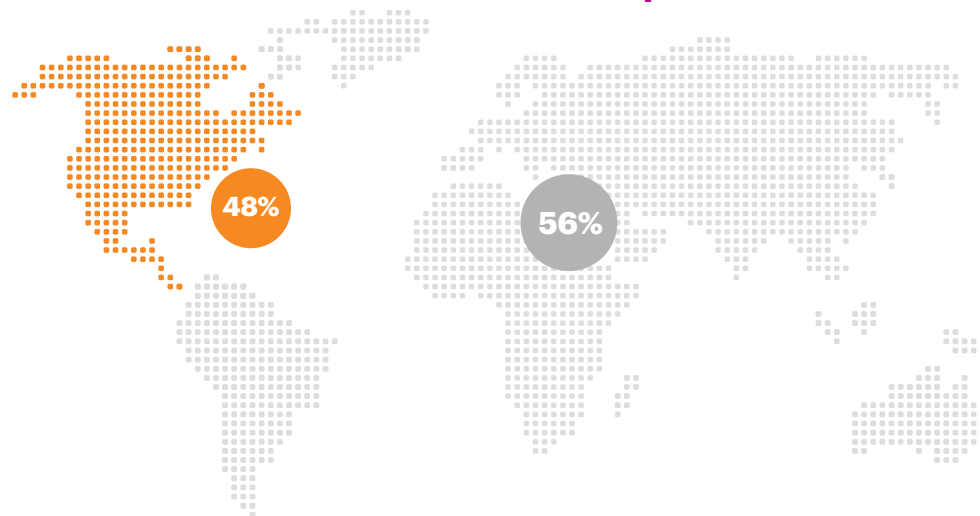
Adaptive learning and skill development is the most common way AI will facilitate flexible work models, indicated by 56% of respondents globally and 48% in North America. By analyzing current workforce skills and comparing them with future needs, predictive analytics can identify potential skill gaps.

The second most common way AI will facilitate flexible work models is through predictive analytics for workforce planning (55%). For predictive analytics, the percentages vary greatly by region, with the highest in North America (61%) and the lowest in APAC (40%).

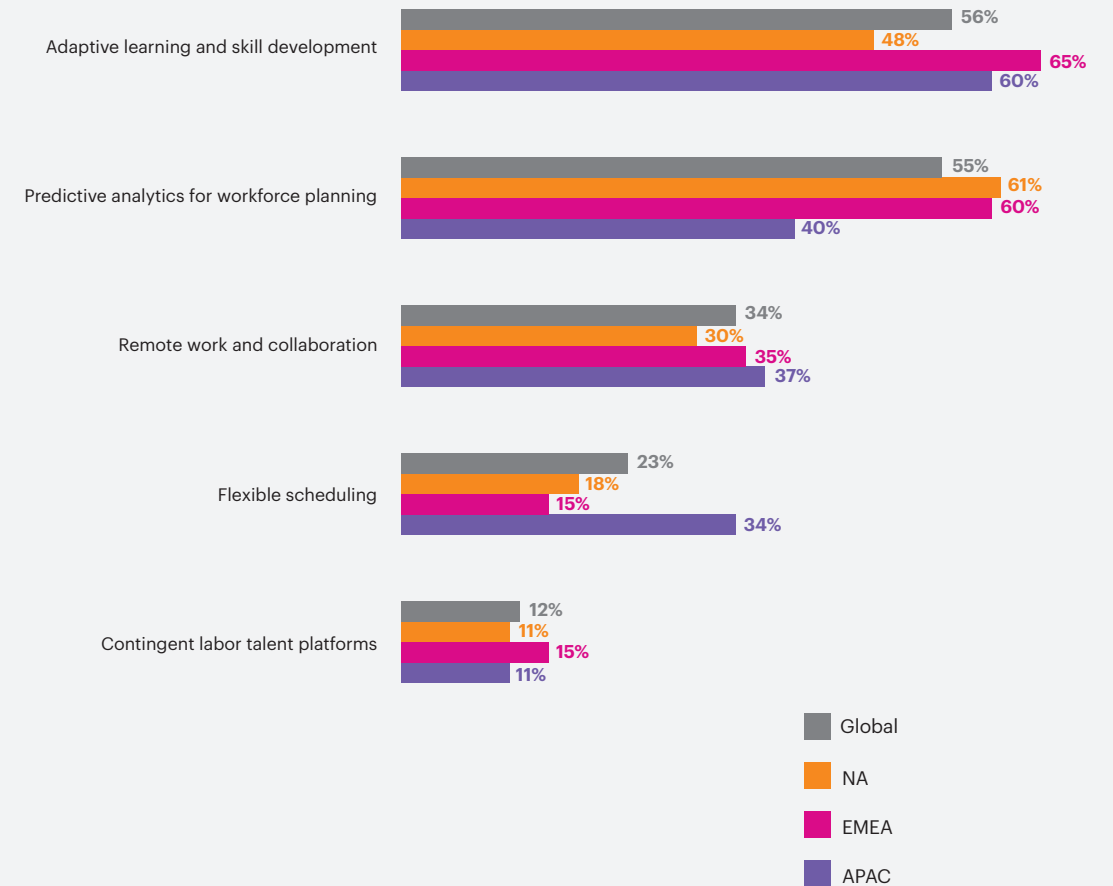
Predictive analytics for workforce planning helps HR departments anticipate which areas may require a

change in workforce capacity, enabling them to adjust schedules and staffing levels to accommodate flexible work. Predictive analytics can quantify the costs and benefits associated with implementing flexible work models, considering factors such as productivity, employee satisfaction, retention rates, and operational costs.

Adaptive learning and skill development is the most common way AI will facilitate flexible work models, indicated by 56% of respondents globally and 48% in North America.



Ways AI Will Facilitate Flexible Work Models



Employee Skillsets Insight

Importance of High Visibility into Employee Skills, Expertise, and Passions

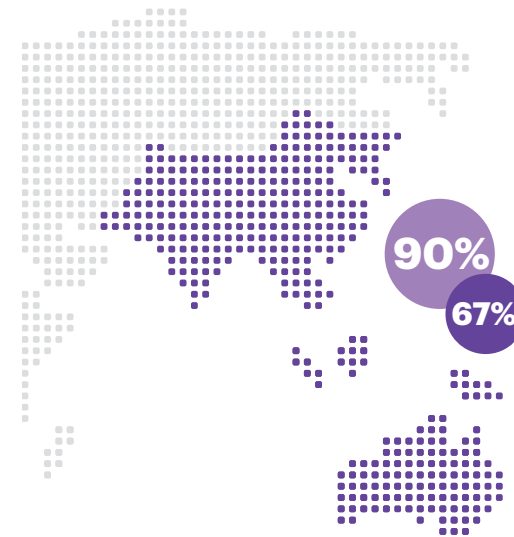
How important is it to your organization to have high visibility into your employees' skills, expertise, and passions to connect talent with company projects or priorities regardless of location, title, or experience?

Globally, 83% indicated it was very important or important to have high visibility into employees' skills, expertise, and passions to connect talent with company projects or priorities regardless of location, title, or experience.

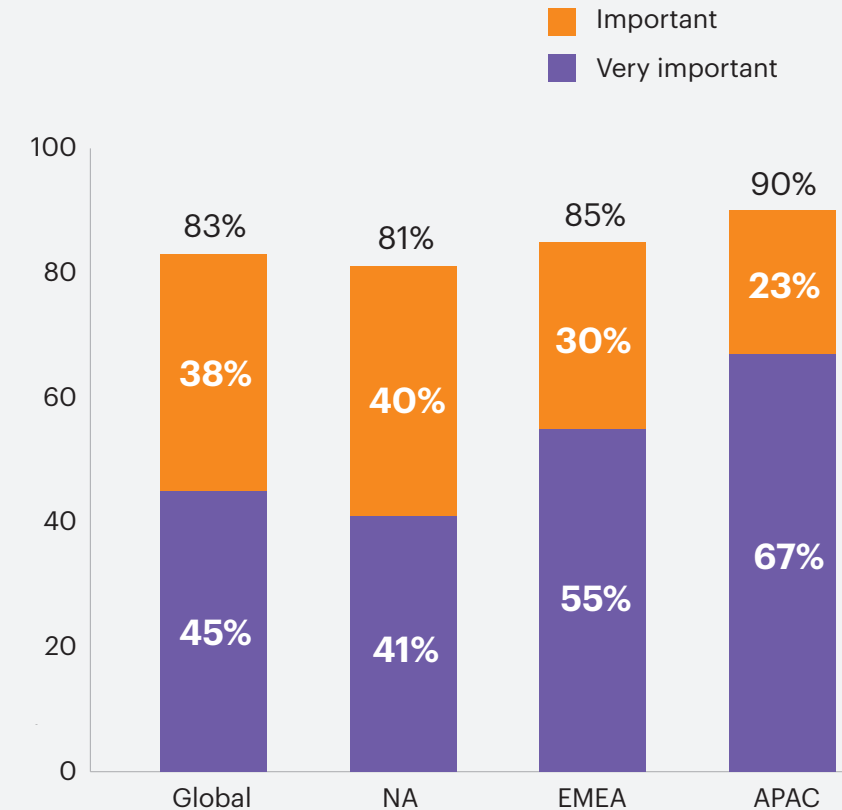
While importance is high across all regions, the APAC region has the highest level, with 90% overall with 67% considering it very important.

While importance is high across all regions, the APAC region has the highest level, with 90% overall, with 67% considering it very important.

Five separate areas were tested where high visibility can be applied, including employee engagement, productivity, skills development, company culture, and retention. Those areas all fell within the range of 83-93% very important/important by region and area.



Importance of High Visibility into Employee Skills, Expertise, and Passions



Extent Organization Captures Information about Employee Skillsets

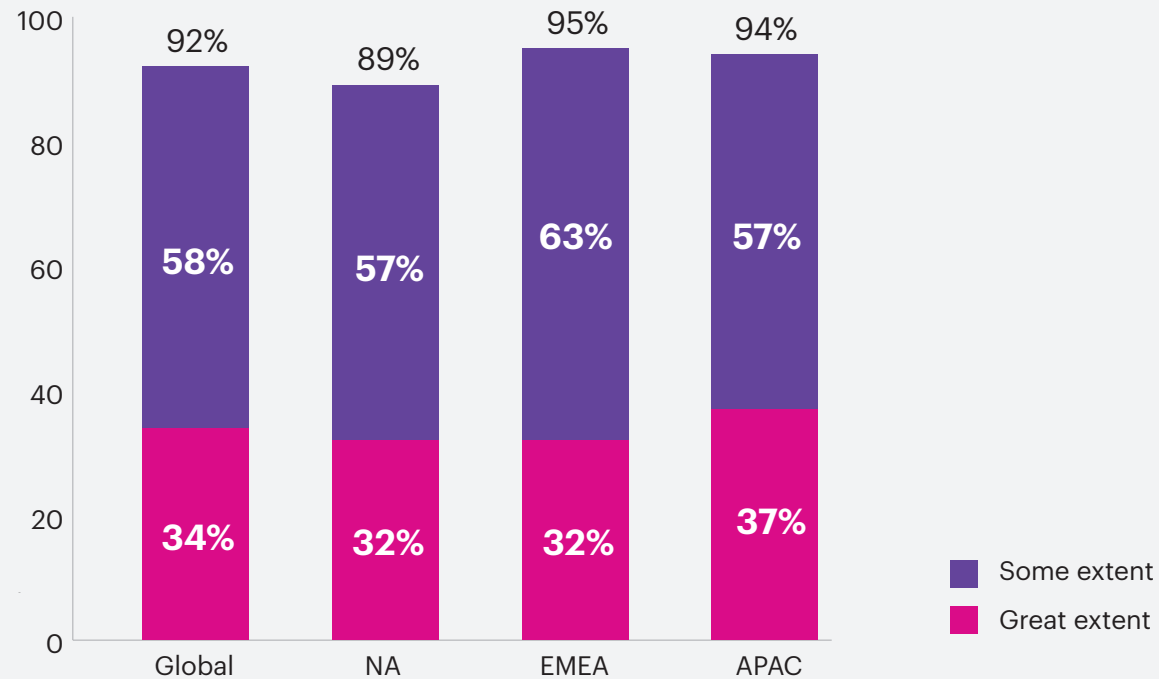
To what extent does your organization presently capture information about your employees' skillsets?

Overall, capturing professional work skills and personal skills/passions is nearly ubiquitous across organizations, with 92% capturing the information.

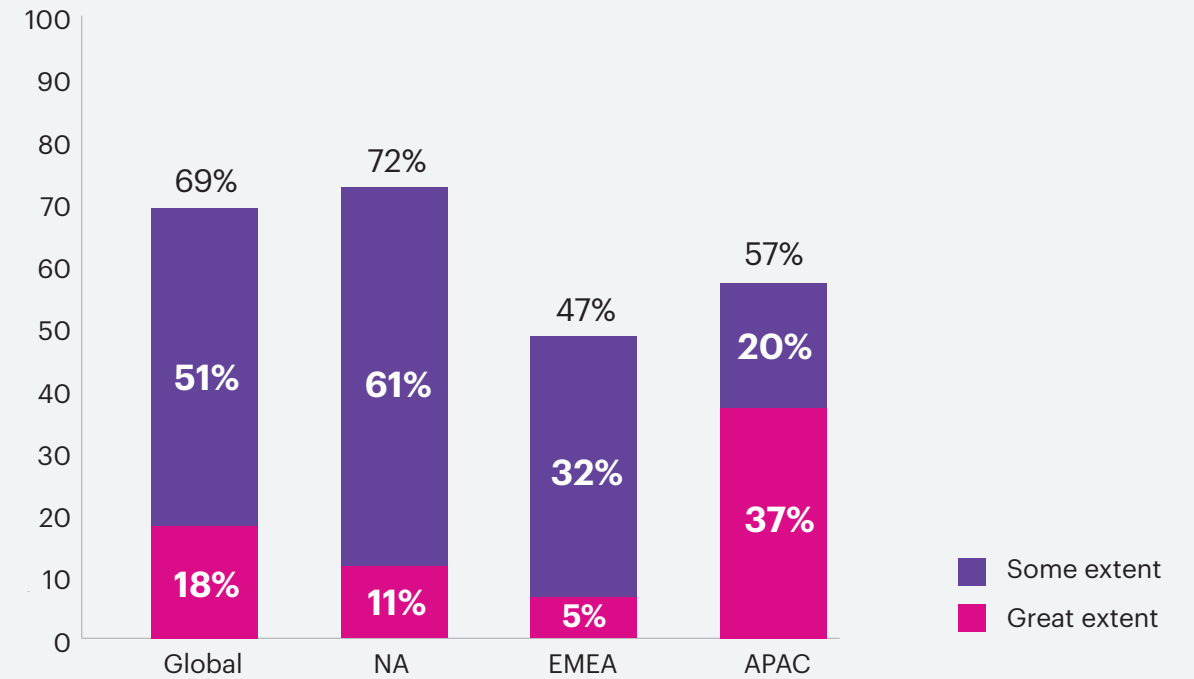
While still prevalent, capturing personal skills/passions is much less so than professional work skills, with 69% of organizations globally capturing them to some or a great extent. However, only 18% capture them to a great extent.

The percentage of organizations capturing this information varies greatly by region. In North America, 72% capture the information, the highest of the three regions, while only 47% of those in EMEA capture the information to any extent. Interestingly, 37% of those in APAC capture the information to a great extent, significantly higher than any other region.

Extent Organization Captures Professional Work Skills



Extent Organization Captures Personal Skills/Passions



How Organizations Gain Insight into Employee Interests and Skills

How do you gain insight into employee interests and skills inside and outside of work?

There is a broad array of ways organizations learn about employees inside of work. Among those who capture employee skills and interest, the most common means is through performance reviews, as indicated by 85% of respondents globally. Regular performance reviews provide a structured opportunity for managers and employees to discuss and document skills, accomplishments, and future career interests. This interaction can lead to a better understanding of employee potential outside of their current role.

The second most common way for organizations to gain insight is through an inclusive workplace culture (81%). Inclusive cultures often encourage cross-functional teams that bring together diverse individuals. These teams can uncover hidden skills and interests as employees collaborate on projects. An inclusive workplace culture creates an environment where employees feel valued and understood, allowing organizations to leverage their talents more effectively for mutual growth and success.

Among those who capture employee skills and interest, the most common means is through performance reviews, as indicated by 85% of respondents globally.

Encouraging employee-led initiatives was selected by over three-quarters (78%). When employees are encouraged to lead initiatives, they feel a sense of ownership and empowerment. Employees who take the lead on projects or initiatives often develop and showcase leadership skills, problem-solving abilities, and collaboration.

How Organizations Gain Insight into Employee Interests and Skills Inside of Work	Global	NA	EMEA	APAC
	%	%	%	%
Performance reviews	85	91	86	79
Inclusive workplace culture	81	87	76	83
Encourage employee-led initiatives	78	80	73	82
Team building activities	76	79	72	78
Flexible work policies	75	73	74	79
Casual conversations	75	82	73	71
Employee surveys	75	70	74	81
Company events and celebrations	71	75	66	73
Use of artificial intelligence	33	28	32	39

The most common method organizations use to obtain insight into employee interests and skills outside of work globally is by casual conversations, as nearly two-thirds (63%) use this method. Casual conversations are used most often in each of the three regions.

Company events and celebrations are used by 52%, the second most common means to gather understanding. Company events create relaxed settings where employees can interact more freely with colleagues and managers, providing insights into employees' interests and passions.

How Organizations Gain Insight into Employee Interests and Skills Outside of Work	Global	NA	EMEA	APAC
	%	%	%	%
Casual conversations	63	62	63	65
Company events and celebrations	52	54	43	57
Inclusive workplace culture	40	36	35	47
Flexible work policies	38	37	31	45
Encourage employee-led initiatives	37	35	37	40
Team building activities	31	43	35	48
Performance reviews	24	21	23	27
Employee surveys	24	30	28	33
Use of artificial intelligence	15	11	21	20

How Information is Being Used to Enhance Jobs and Careers

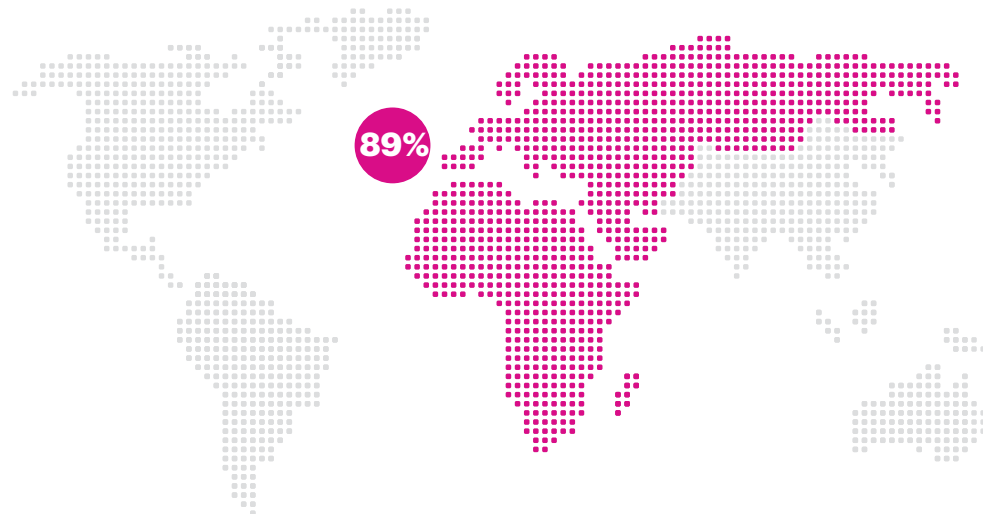
How is the information on skills and personal interests being used to enhance jobs and careers?

Study participants who obtained information on skills and personal interests were asked how the information was being used to enhance jobs and careers. Globally, 60% use it for training to support skills development in areas with a company wide gap. This percentage jumps to 89% for those in the EMEA region. Using this information for training is important because most companies worldwide—87%—are aware that they either already have a skills gap or will have one within a few years, according to a recent report by McKinsey.⁷

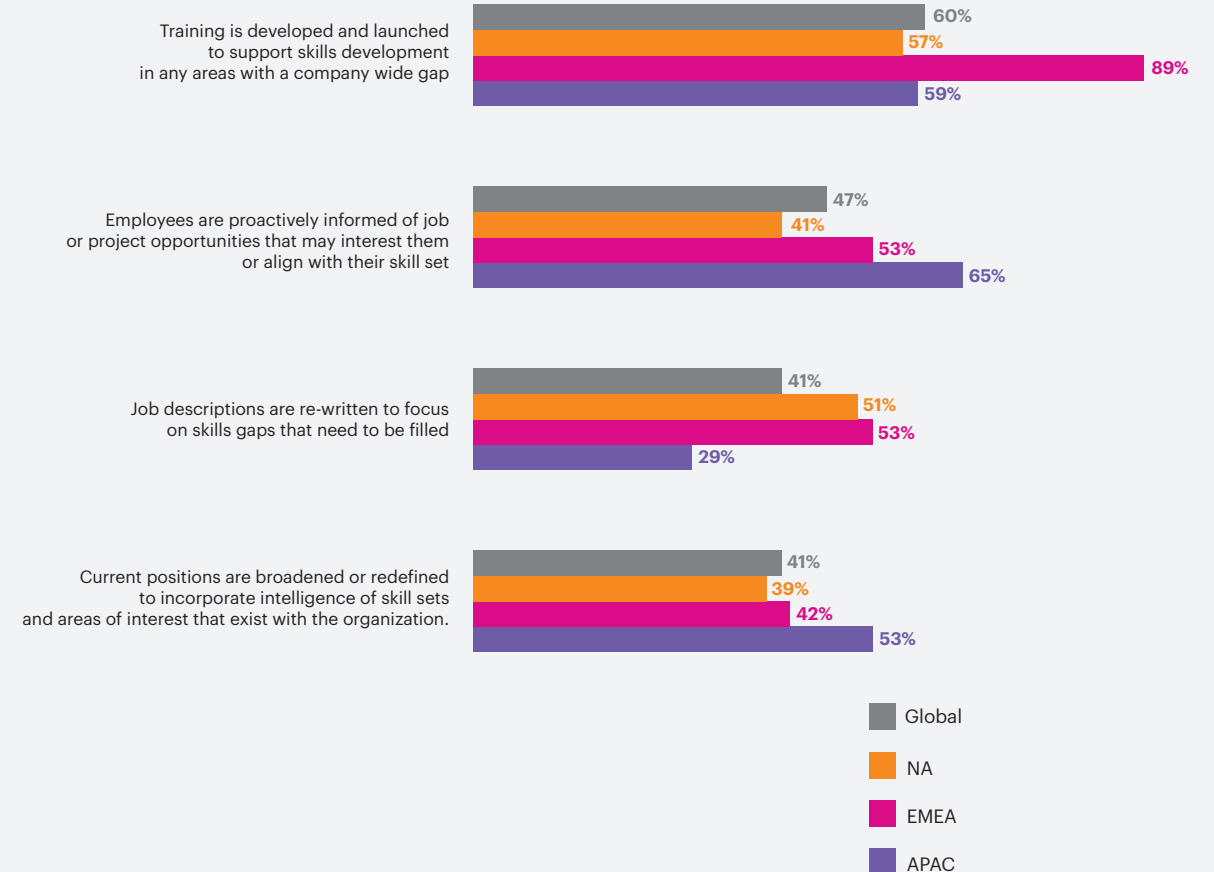
The second most frequently used application of the information is that employees are informed of

opportunities that may interest them or align with their skill set, used globally by nearly one-half (47%), with 65% in the APAC region.

Globally, 60% use it for training to support skills development in areas with a company-wide gap. This percentage jumps to 89% for those in the EMEA region.



How Information is Being Used to Enhance Jobs and Careers



Extent Skills and Personal Interests Information Has Been Successfully Applied

To what extent has information on skills and personal interests been successful in giving employees more access to the opportunities they care about most?

Respondents were asked to quantify the degree of success their organization has had in using the information about skills and personal interests to give employees more opportunities. Globally, just over half (52%) consider their efforts to be very successful or successful. This percentage is much higher in APAC than in other regions, as 83% consider themselves successful or very successful with it.

Among those who consider the information successful, only 11% consider the application of the information to be very successful globally, while 43% are uncertain. Clearly the adaptation of the information is not yet viewed by many to be highly successful.

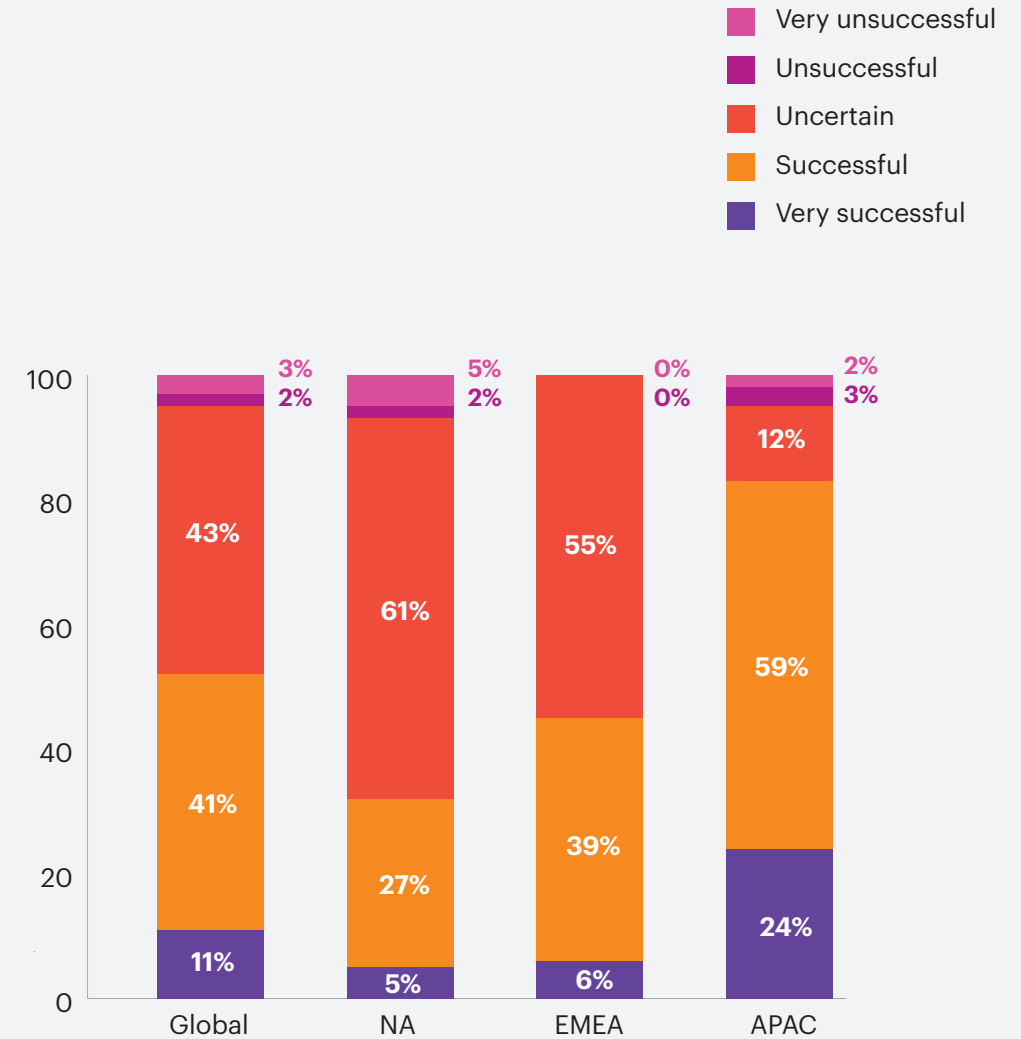
Successfully incorporating employees' skills and personal interests into their role can significantly enhance an organization's productivity, employee satisfaction, and retention. A database of employee skills, qualifications, and certifications can be maintained through HR software to provide valuable insights and identify gaps in skills across the organization. Additionally, surveys can be conducted to understand personal interests, career aspirations, and preferred roles.

Two examples of this in practice are:

- **20% Time**, where Google allows employees to spend 20% of their time working on projects they are passionate about.
- **InDays**, where LinkedIn employees can take a day each month to focus on personal projects or learning that aligns with their interests.⁸

Among those who consider the information successful, only 11% consider the application of the information to be very successful globally, while 43% are uncertain.

Extent Skills and Personal Interests Information Has Been Successfully Applied



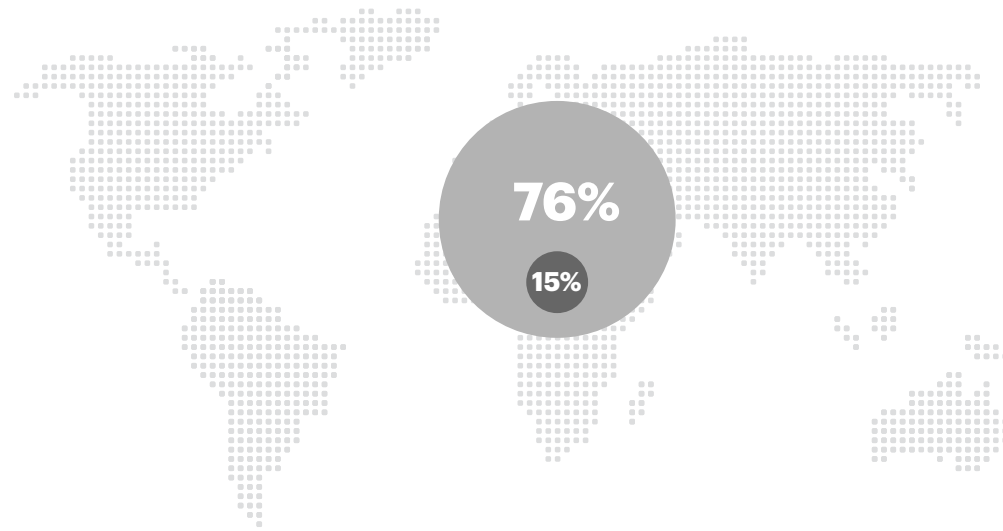
Extent Skills and Personal Interests Information Has Helped to Expand Roles

To what extent has information on skills and personal interests helped employees in general expand their roles?

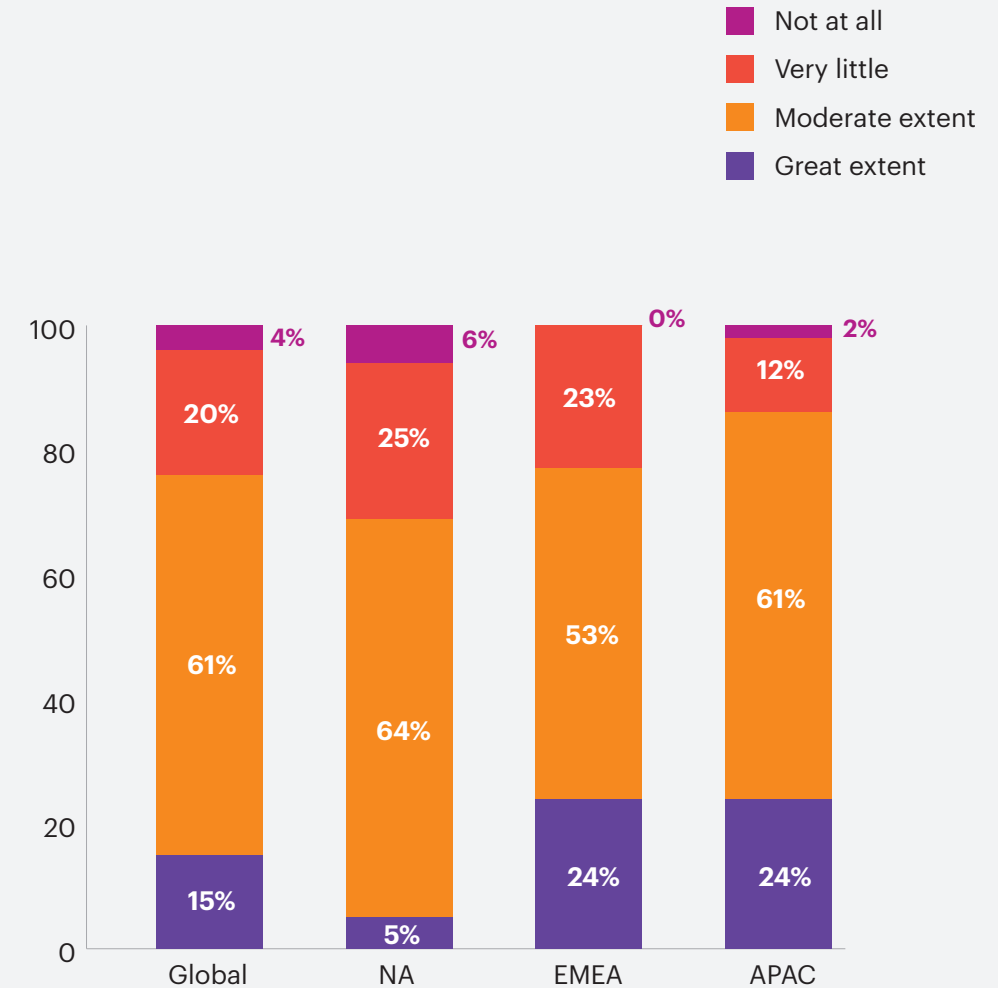
Globally, there is widespread agreement that skills and personal interests information has expanded employee roles. Just over three-quarters (76%) credit the information to a moderate or great extent, though only 15% of that consider it as helpful to a great extent.

By aligning work with employees' passions and skills, companies can create a more dynamic, productive, and satisfied workforce.

Just over three-quarters (76%) credit the information to a moderate or great extent, though only 15% of that consider it as helpful to a great extent.



Extent Skills and Personal Interests Information Has Helped to Expand Roles



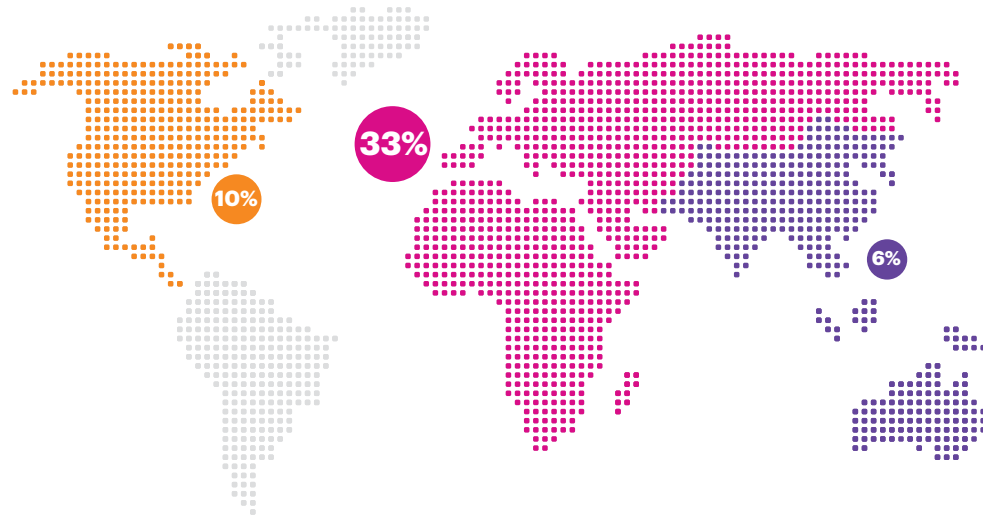
Extent Skills and Personal Interests Information Has Helped Employees in Underrepresented Groups Expand Roles

To what extent has information on skills and personal interests helped employees in underrepresented groups expand their roles?

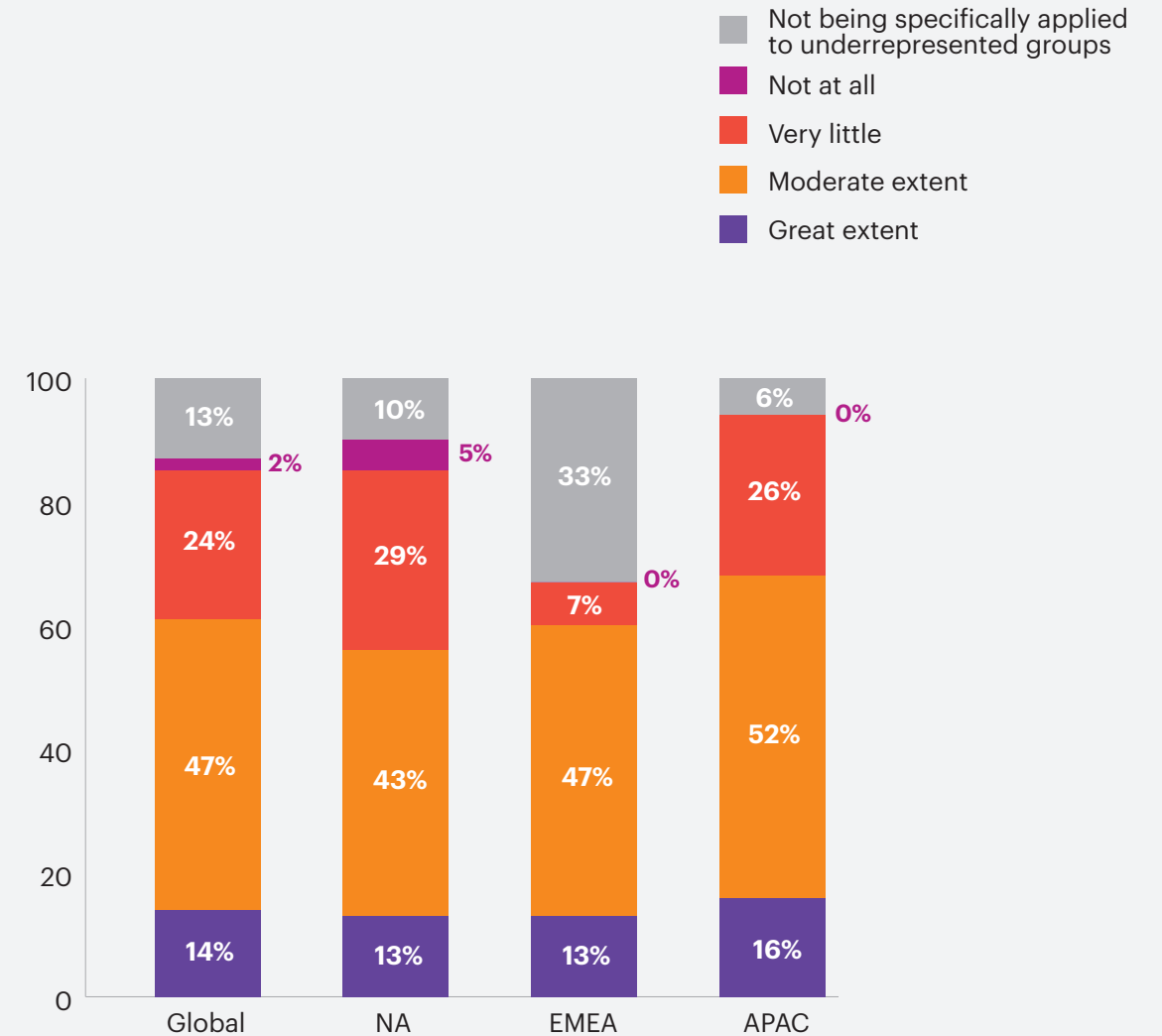
Study participants were asked the extent to which employee skills and interests information has helped employees in underrepresented groups expand their roles. Globally, 61% indicate it has helped to a great or moderate extent, though only 14% indicate a great extent.

In EMEA, one-third (33%) indicate the data on skills and personal interests has not been specifically applied to underrepresented groups, far higher than in North America (10%) or APAC (6%). There may not be as much emphasis on expanding roles for underrepresented groups in EMEA as in other regions.

In EMEA, one-third (33%) indicate the data on skills and personal interests has not been specifically applied to underrepresented groups, far higher than in North America (10%) or APAC (6%).



Extent Skills and Personal Interests Information Has Helped to Expand Roles in Underrepresented Groups



Reasons Organizations Do Not Capture Information

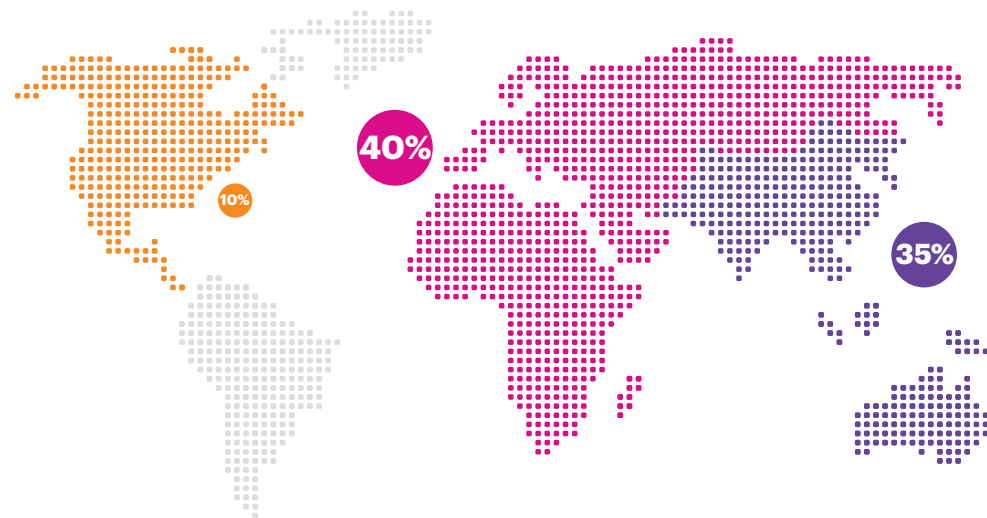
What are the reasons your organization does not capture information on skills and interests outside of current employment roles?

The senior HR executives who do not capture information on skills and interests outside of the current employment role were asked why they do not. For the largest segment globally (44%), it is because of a lack of resources to undertake the initiative.

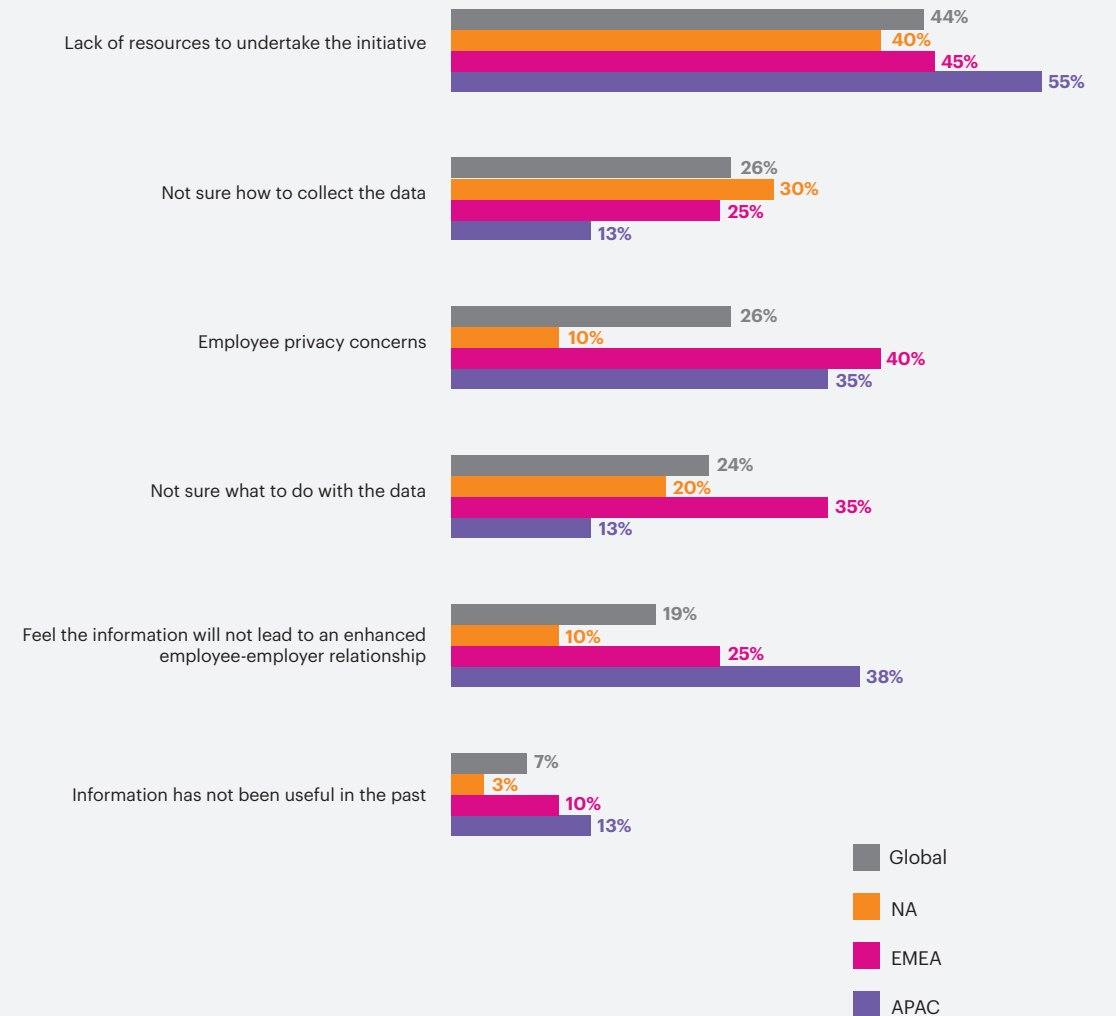
Just over one-quarter (26%) are not sure how to collect the data, with the same percentage concerned about employee privacy. Concern over employee privacy is much higher in EMEA (40%) and APAC (35%) than in North America (10%). In EMEA, the General Data Protection Regulation

(GDPR) mandates strict data protection measures, which requires employers to obtain explicit consent from employees before collecting and processing personal data, ensure data minimization, and provide transparency about data use.⁹

Concern over employee privacy is much higher in EMEA (40%) and APAC (35%) than in North America (10%).



Reasons Organizations Do Not Capture Information



Skills-Based Hiring

How Skills-Based Hiring is Engaged

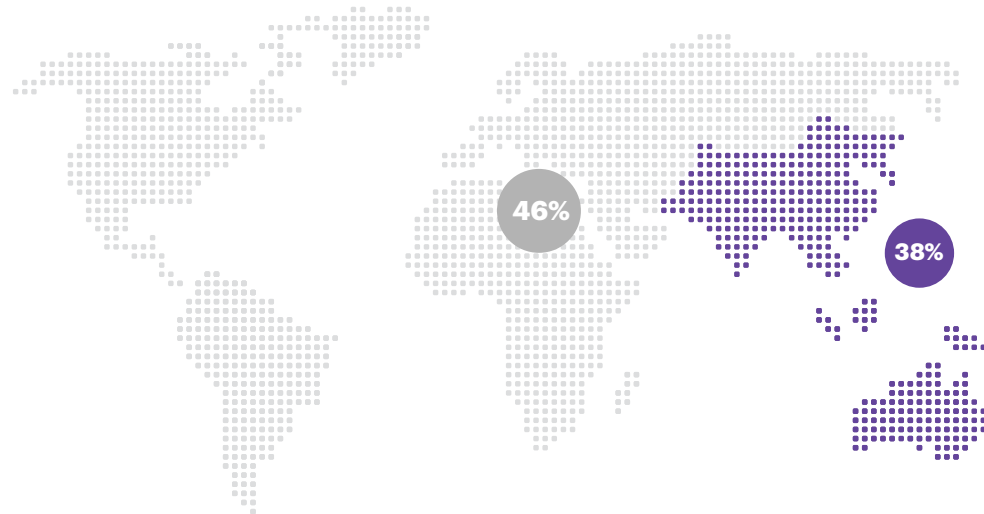
Please select the statement from the list below that best represents how your organization currently engages in skills-based hiring.

Skills-based hiring is assessing job candidates based on their skills rather than on college degrees or other, more conventional credentials.

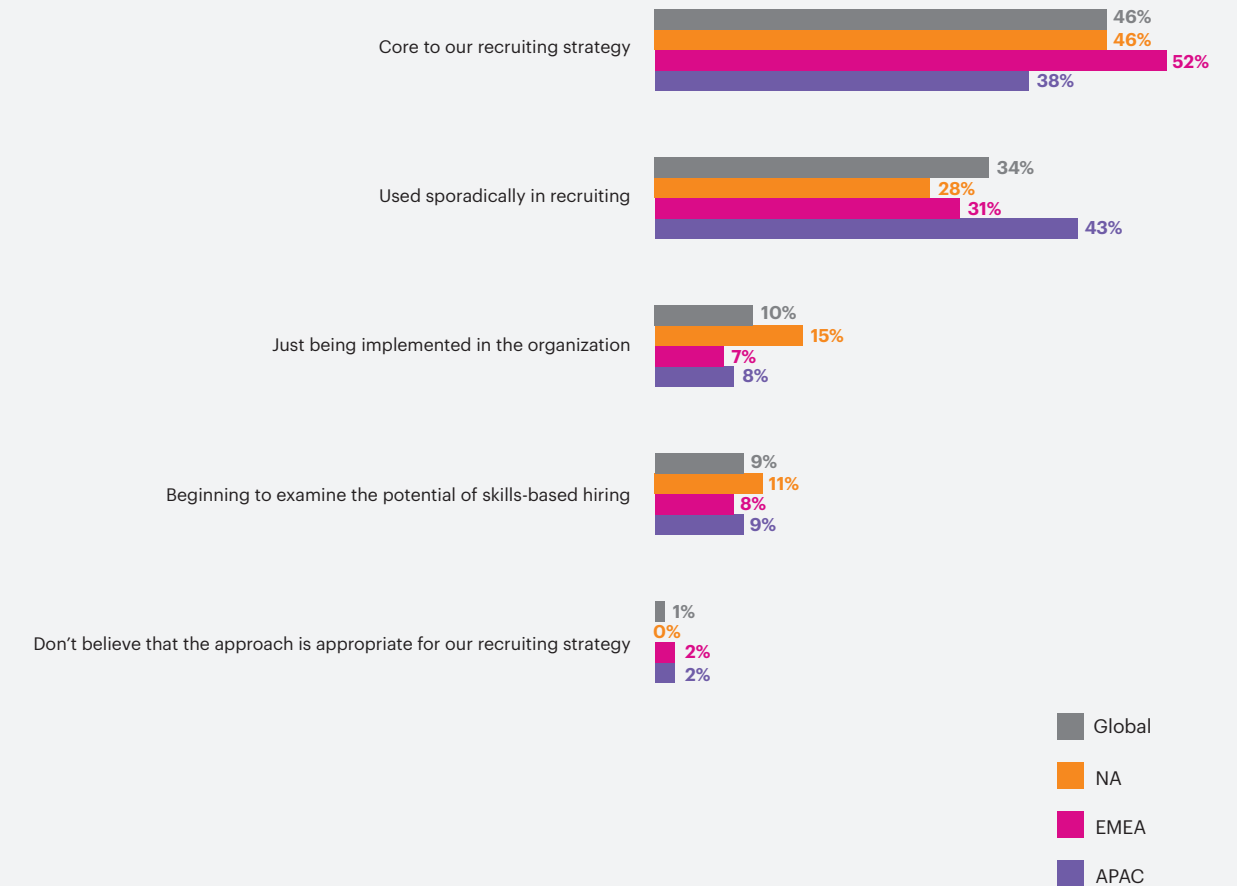
Respondents were asked to select the statement that best represented how their organization currently engages in skills-based hiring. Globally, nearly one-half (46%) feel it is core to their recruiting strategy. This falls to 38% in the APAC region. Just over one-third (34%) use skills-based hiring sporadically in recruiting, globally.

A recent report from the Society for Human Resource Management (SHRM) shows more than half of employers—56%—use pre-employment assessments to gauge job applicants’ knowledge, skills, and abilities.¹⁰

Globally, nearly one-half (46%) feel it is core to their recruiting strategy. This falls to 38% in the APAC region.



How Skills-Based Hiring is Engaged



Roles/Business Units Where Skills-Based Hiring Could Have Greatest Impact

What roles or business units do you think skills-based hiring could have the greatest impact? Select the top three.

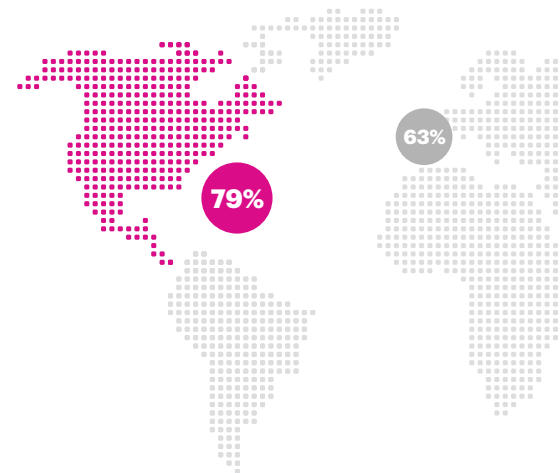
The study participants using skills-based hiring were asked to select the areas where it could have the greatest impact in their organization.

Operations and Production was cited most often, as indicated by nearly two-thirds (63%) of global respondents. This percentage rises to 79% of North American respondents. In Operations and Production roles, hands-on experience is often as important as formal education. Skills-based hiring involves assessing candidates based on their previous work experience, internships, or apprenticeships in similar operational environments, ensuring they have the practical knowledge and proficiency required for the job.

Information Technology is also an area where a high percentage (48%) feel skills-based hiring could have the greatest impact. This percentage is fairly

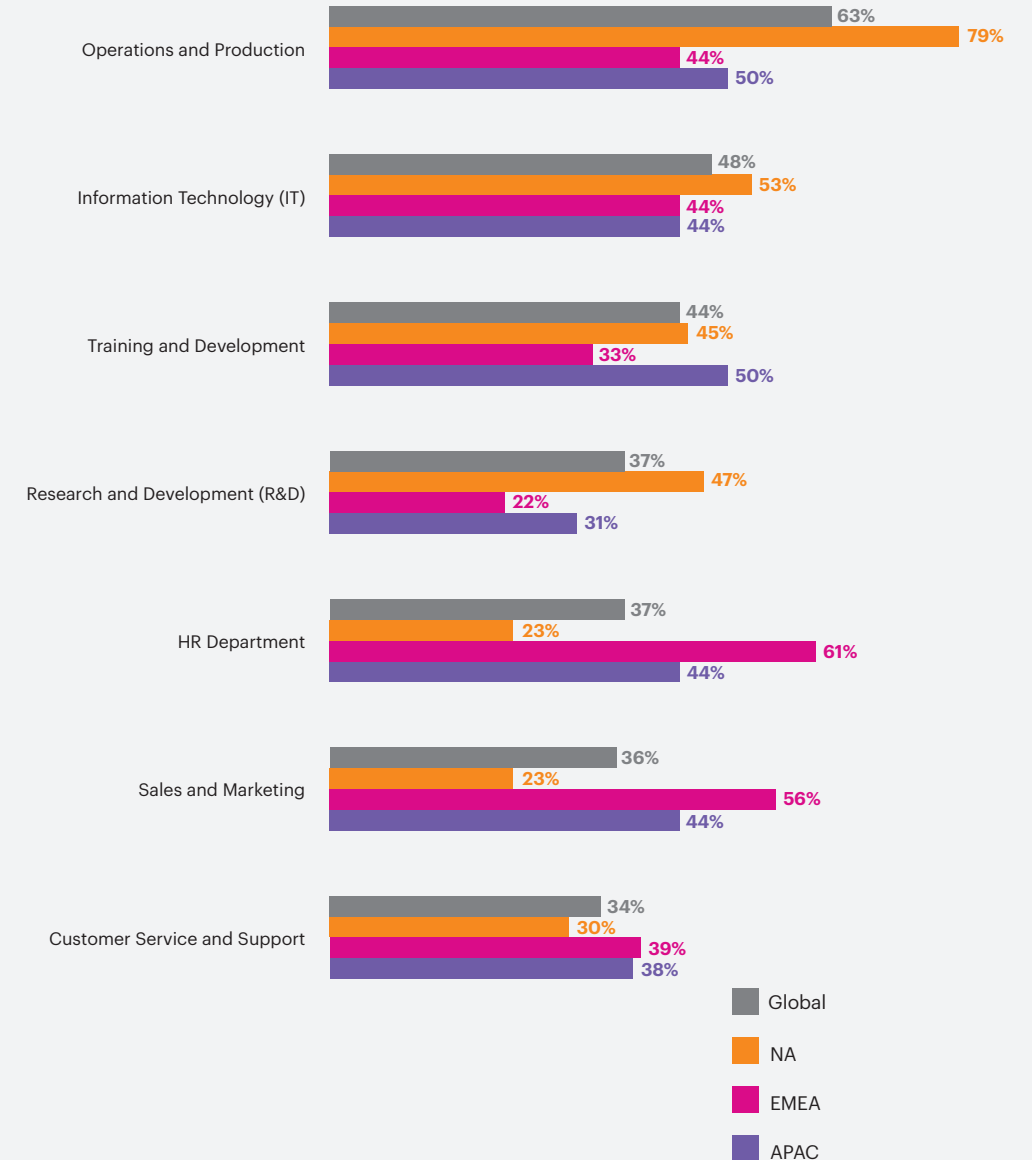
consistent across all three regions. The IT landscape is characterized by rapid technological advancements and innovation. Skills-based hiring looks for candidates who demonstrate a willingness and aptitude to learn new technologies, frameworks, and tools as they emerge.

Interestingly, only 37% of global respondents feel skills-based hiring could have a great impact in HR departments. One of challenges of recruiting is accurately assessing and validating the skills of candidates. Unlike technical roles where skills can be tested through specific tasks or assessments, HR roles often require a mix of soft skills, such as communication and conflict resolution, which are harder to measure objectively.¹¹



Operations and Production was cited most often, as indicated by nearly two-thirds (63%) of global respondents. This percentage rises to 79% of North American respondents.

Roles/Business Units Where Skills-Based Hiring Could Have Greatest Impact



Extent Skills-Based Hiring is Effective

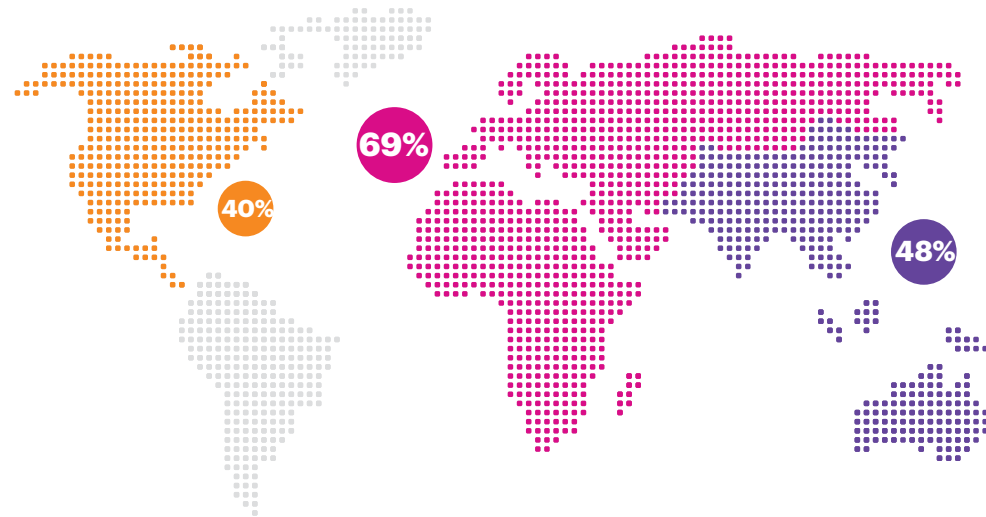
To what extent is skills-based hiring effective?

Overall, skills-based hiring is considered effective. It is considered greatly effective by 48% of respondents globally and somewhat effective by 47%. Those in the EMEA region were far more likely to consider the practice effective to a great extent, 69% versus 40% in North America and 48% in APAC.

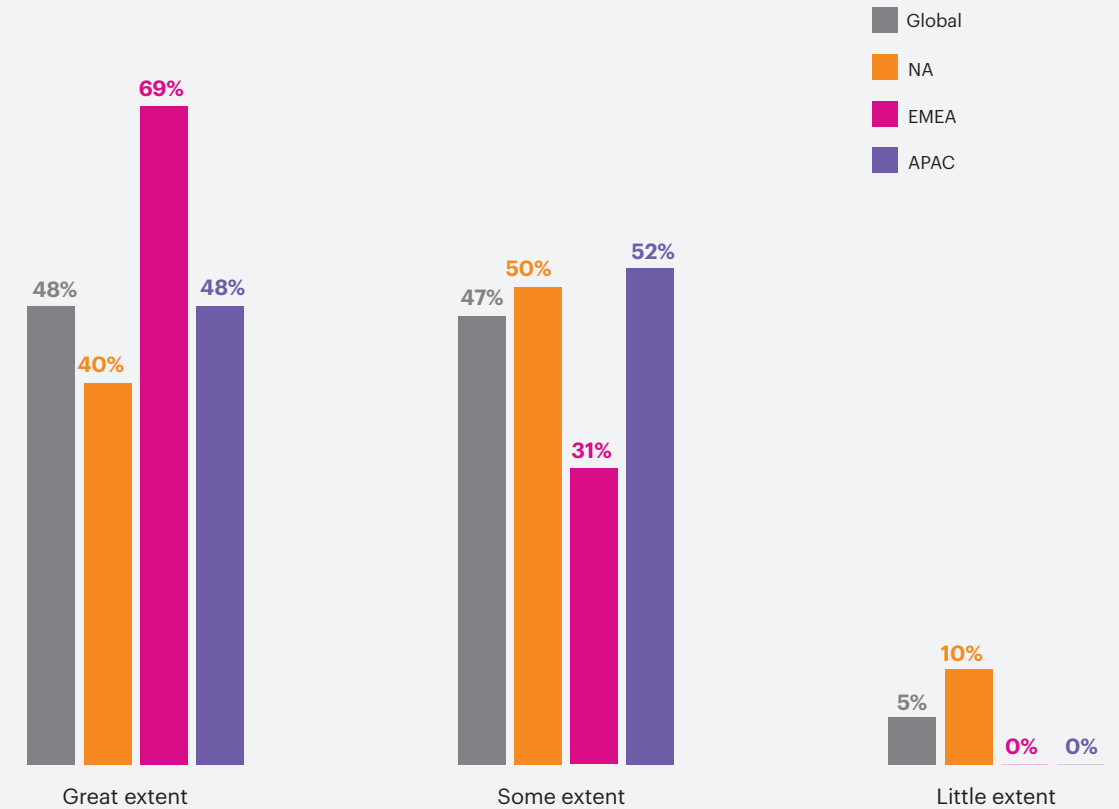
The previously cited SHRM study found that 79% of HR professionals say that scores on skills assessments are just as or more important than traditional criteria in hiring decisions. Over one-third (36%) say a job candidate who scores

highly on an assessment but does not meet the minimum years of experience is very likely to make it onto the list of final candidates.¹²

Those in the EMEA region were far more likely to consider the practice effective to a great extent, 69% versus 40% in North America and 48% in APAC.



Extent Skills-Based Hiring is Effective



Extent Skills-Based Hiring is Effective for Underrepresented Groups

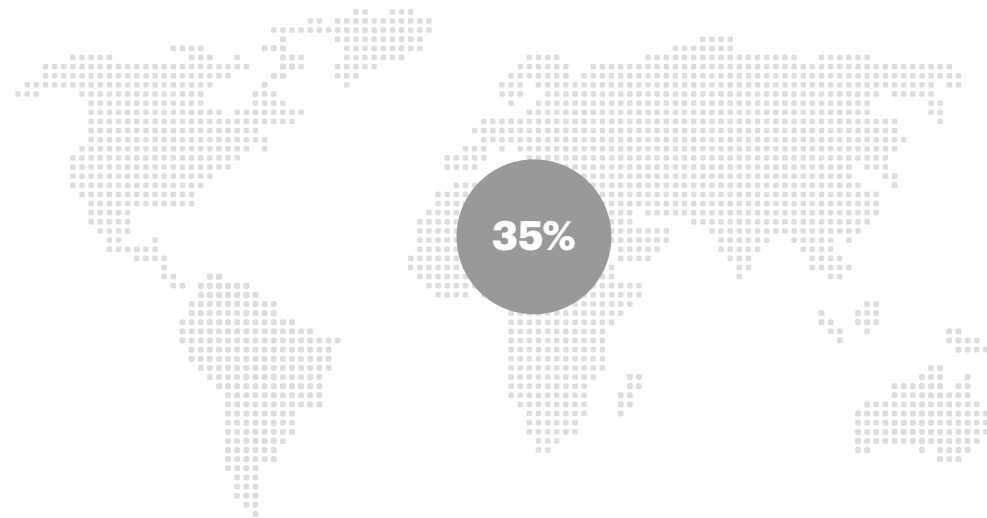
To what extent is skills-based hiring effective when hiring from underrepresented talent pools?

Skills-based hiring is seen as effective when hiring from underrepresented talent pools, but less so than in general. Globally, 35% consider it effective to a great extent, a reasonably consistent percentage across regions. As previously indicated, 48% consider it effective overall, so fewer believe it is effective for underrepresented groups than across all segments.

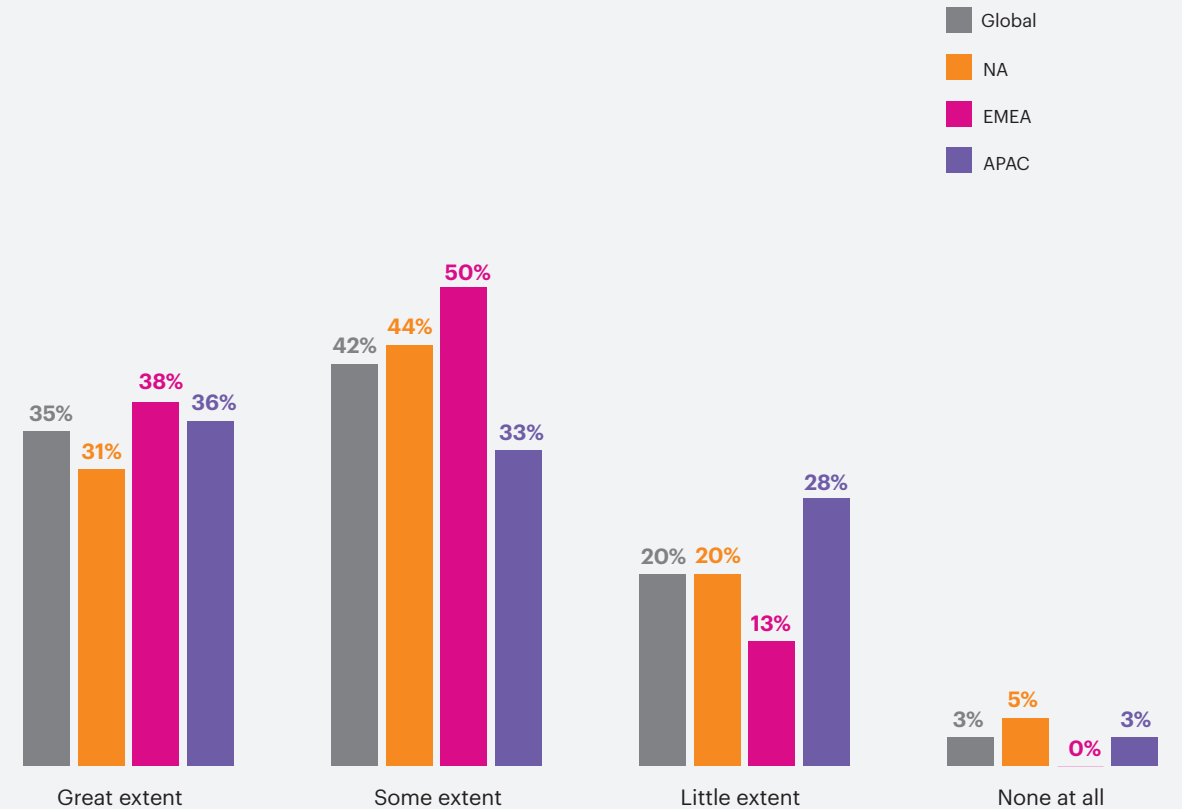
In the United States, the Biden-Harris Administration has prioritized skills-based hiring in federal jobs, opening up cybersecurity positions to individuals from diverse backgrounds who might not have

traditional degrees but have the right skills. Similarly, private sector companies such as Cisco and Merck have removed degree requirements for many roles, focusing instead on relevant skills and experience.¹³

Globally, 35% consider it effective to a great extent, a reasonably consistent percentage across regions.



Extent Skills-Based Hiring is Effective for Underrepresented Groups



Soft Skills

Extent Organizations Look for Soft Skills Among Employees

To what extent does your organization look for soft skills among employees needed to succeed in your organization?

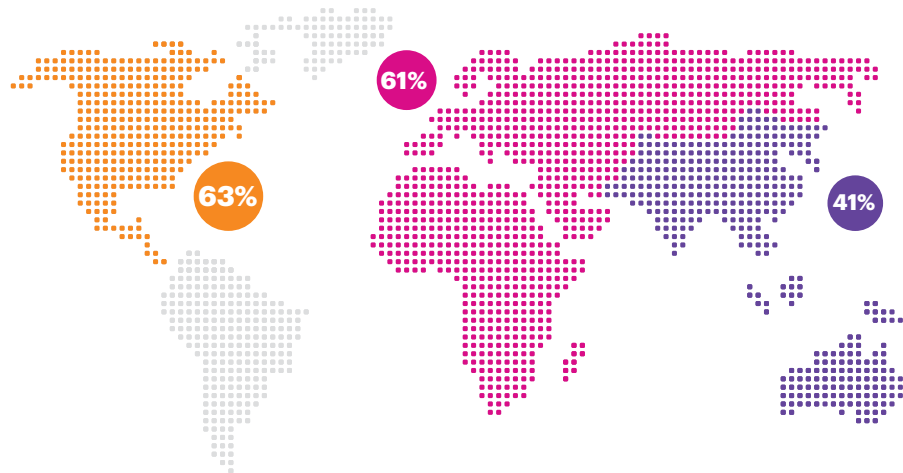
Soft skills are defined as communication, teamwork, adaptability, and emotional intelligence.

Looking for soft skills at least to some extent is ubiquitous, though the extent varies. Globally, 55% look for soft skills to a great extent, with the most in North America (63%) and the least in APAC (41%).

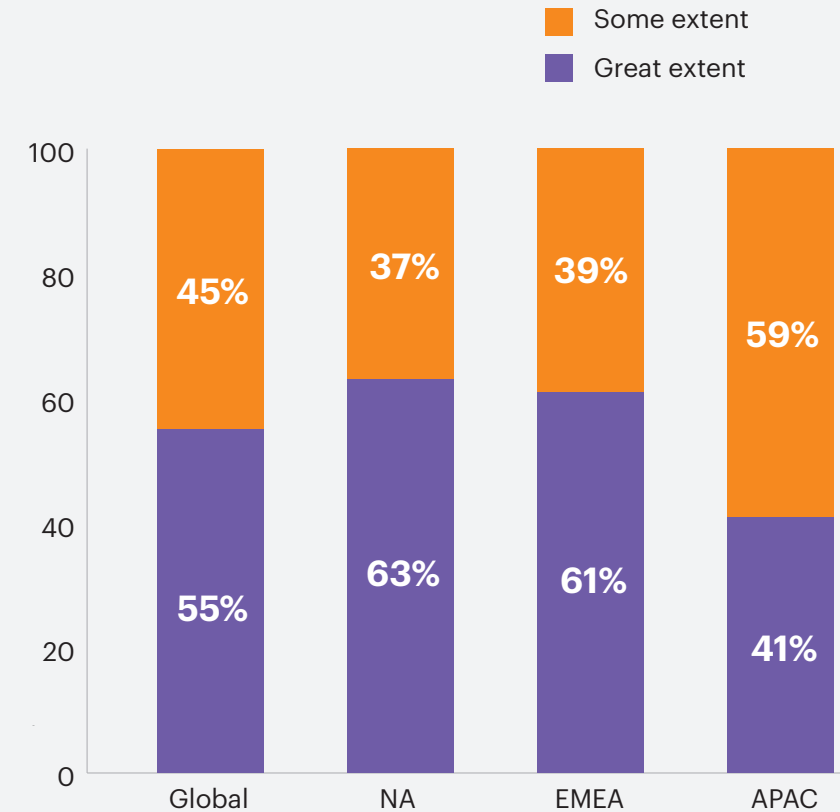
Organizations worldwide highly value soft skills among employees, recognizing their critical role in workplace success and adaptability. Soft skills are now seen as crucial differentiators for employ-

ability and career advancement in the modern job market. Among the most sought after are communication, problem-solving, leadership, and emotional intelligence.¹⁴

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Extent Organizations Look for Soft Skills Among Employees



Extent Hiring Managers Believe in Importance of Soft Skills vs. Professional Skills

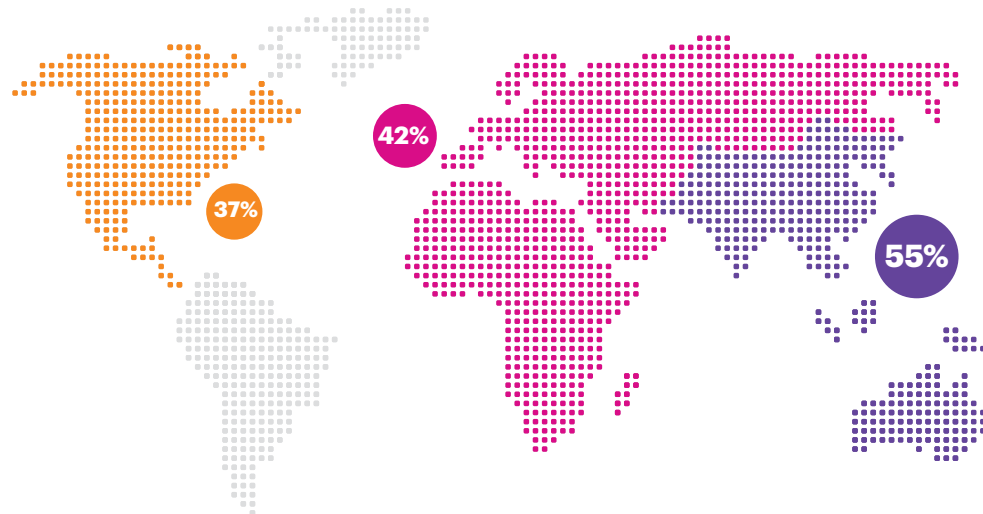
To what extent do you feel your hiring managers believe in the importance of soft skills vs. required professional skills?

Respondents were asked the extent they think their hiring managers believe in the importance of soft skills versus required professional skills. Globally, 41% feel the two skills sets are of equal importance. Among those not considering them equally important, most lean towards professional skills being more important. One-half (50%) feel professional skills are either much more or somewhat more important than soft skills.

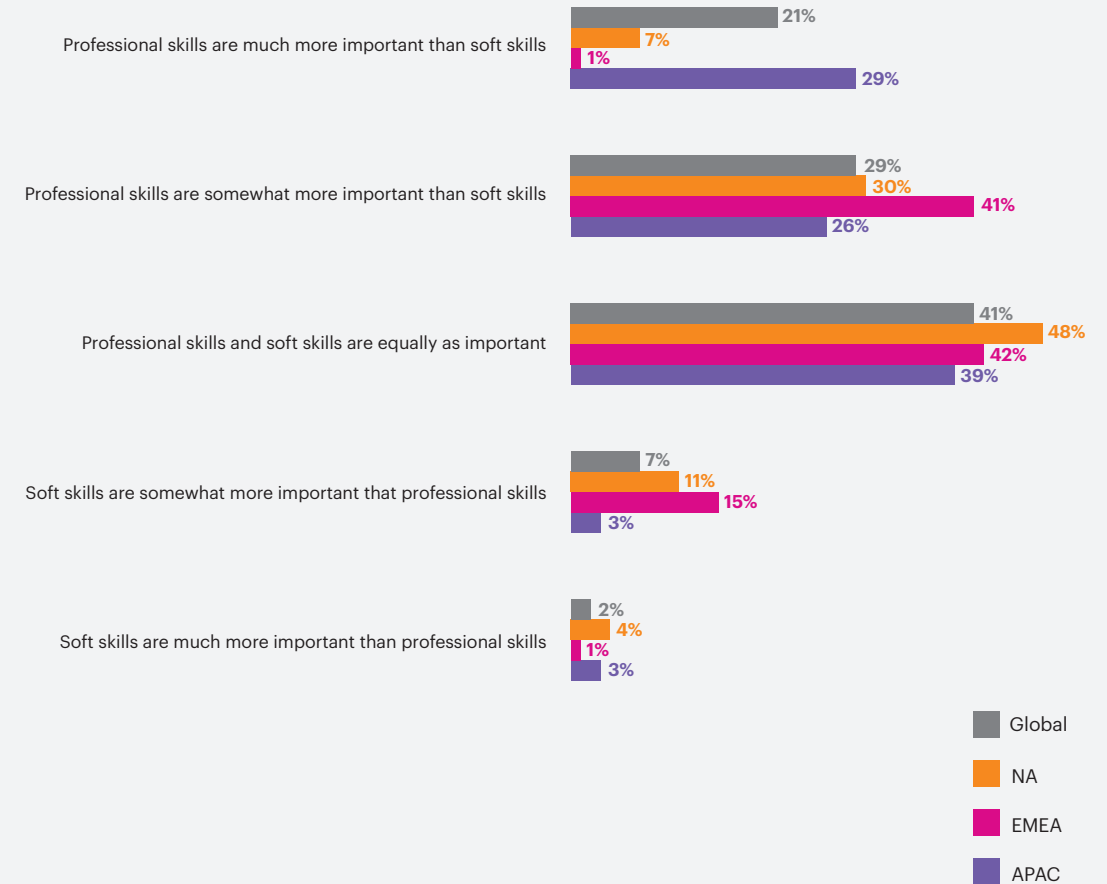
Regionally, those in APAC are even more inclined to believe professional skills are more important, as 55% lean towards professional skills importance, versus 37% in North America and 42% in EMEA.

While there is clearly a bias towards the importance of professional skills over soft skills, organizations still value both kinds of capabilities.

Regionally, 55% in APAC lean towards professional skills importance, versus 37% in North America and 42% in EMEA.



Extent Hiring Managers Believe in Importance of Soft Skills vs. Professional Skills



How Organizations Find Employee Soft Skills

How do you find soft skills among employees?

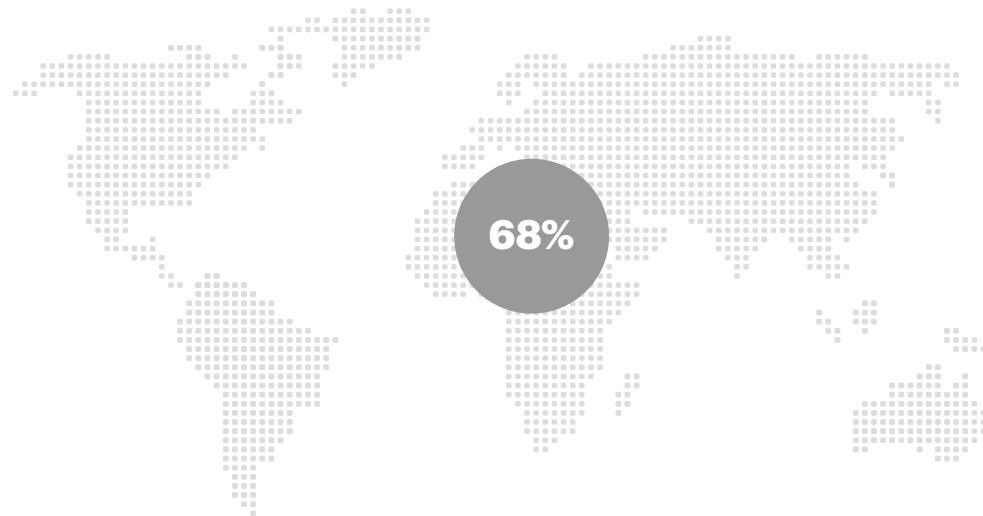
Study participants were asked to select all the ways they find soft skills among employees. The most common way is using performance management tools, as indicated by over two-thirds (68%) of respondents globally.

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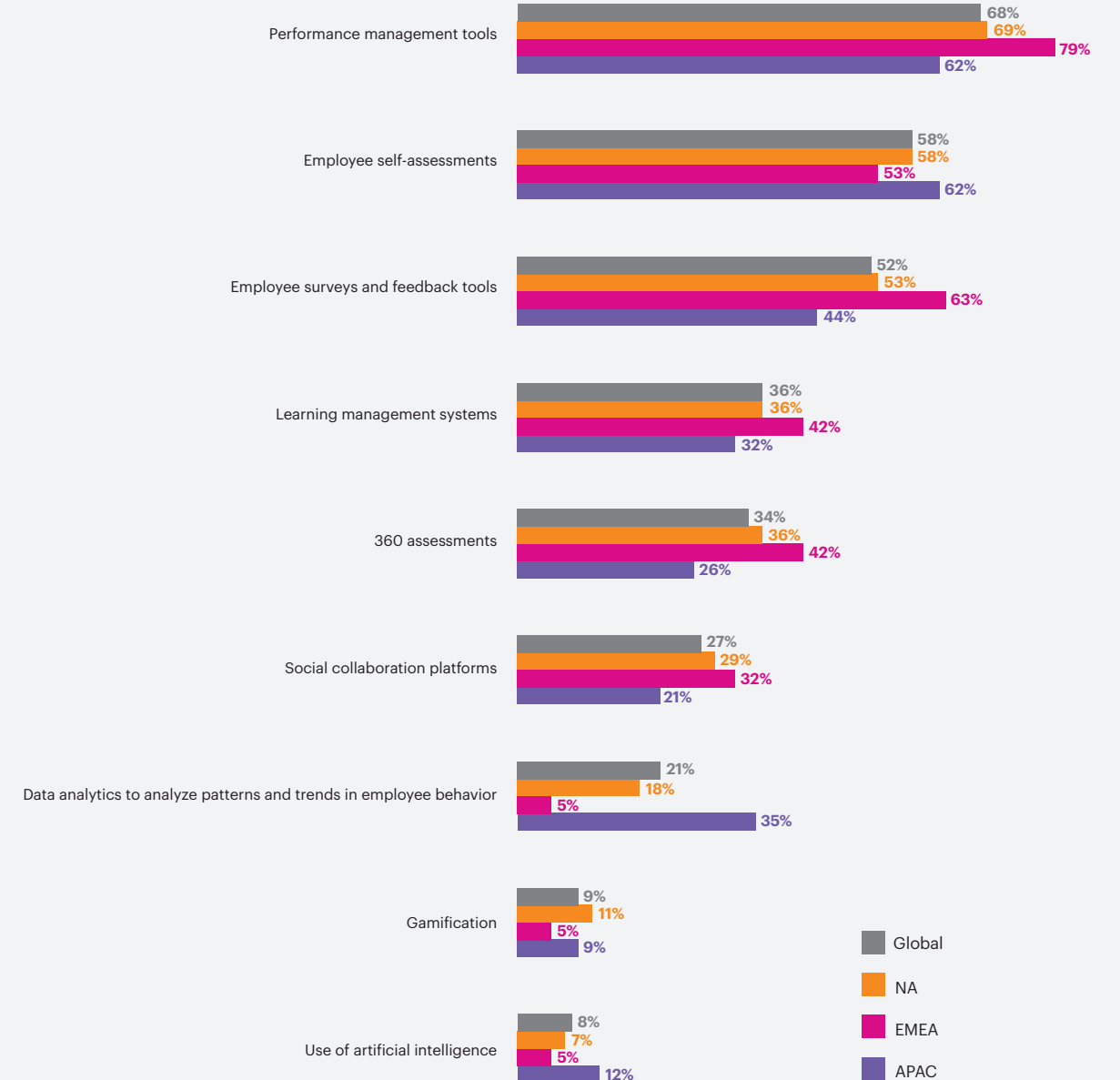
The second most used area is employee self-assessments, as indicated by 58% of respondents globally. This percentage is fairly consistent across regions and is just above the one-half (52%) who use employee surveys and feedback tools.

Artificial intelligence is not yet commonly utilized, but it will grow exponentially in the years to come.

Organizations worldwide use a wide combination of assessments, interviews, tests, and analytics to identify and evaluate soft skills among employees. The goal of these methods is to provide a comprehensive understanding of a candidate's or employee's interpersonal abilities and potential for success in the workplace.



How Organizations Find Employee Soft Skills



How Information on Soft Skills has Been Used

How has information on soft skills been used in your organization?

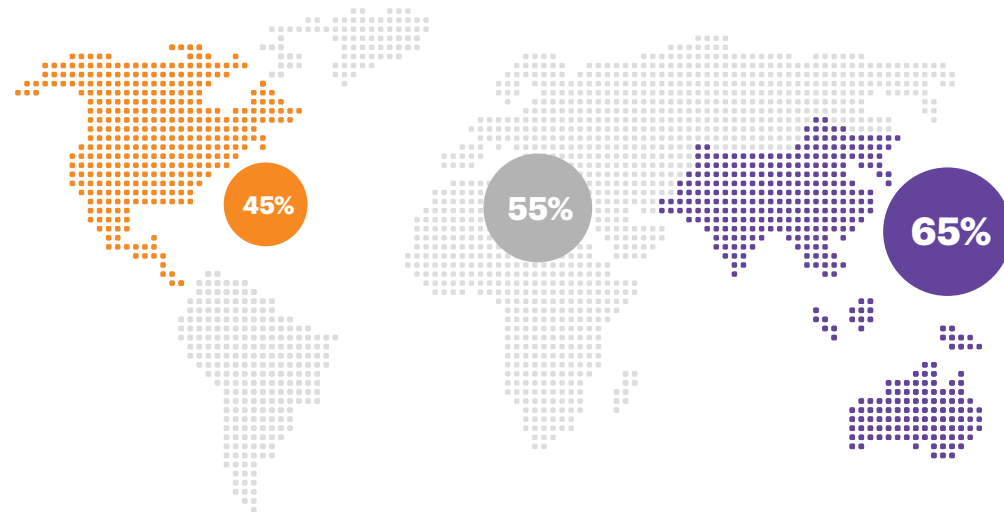
Soft skills intelligence is used in many ways. The most common is through offering training, as nearly two-thirds (63%) of respondents globally indicated this usage. Soft skills information is also often used by the majority (57%) of respondents for promotions.

Job enhancement is an area where soft skills are used by more than half (55%) of respondents globally, and 65% in the APAC region.

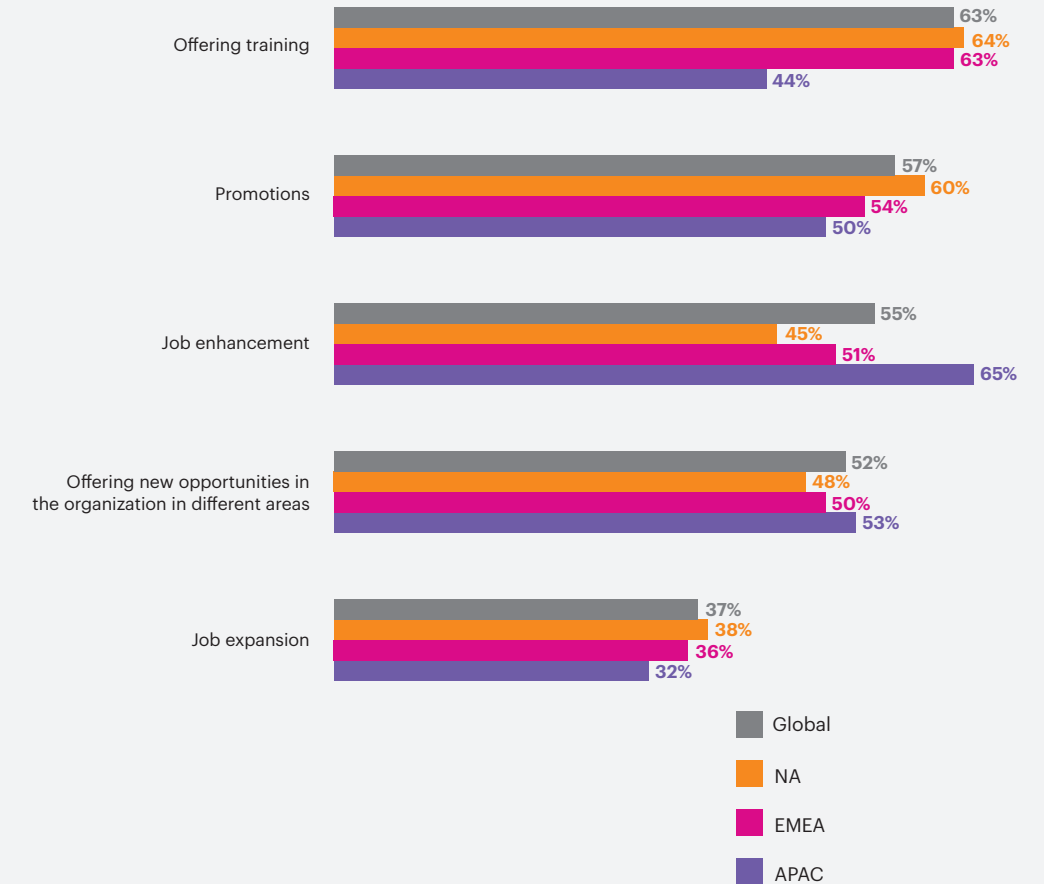
Information about soft skills has a broad array of applications in organizations. This information can be used to address skills gaps via training, as well as career advancement such as promotions, job

enhancement, and job expansion. All of this data can lead to a more productive workforce, higher levels of retention, and improved employee engagement.

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How Information on Soft Skills has Been Used



Final Thoughts

More than ever before, organizations can obtain and apply information to successfully incorporate a transformative work model that capitalizes on employee potential and establishes a more complete, albeit complex, relationship paradigm.

This paradigm can connect talent with company initiatives using insights into employee passions and relevant abilities. Further, a greater emphasis on soft skills underscores their importance in navigating the complexities of modern work environments to ensure both individual and organizational success.

Respondent Profiles

Region	
Asia Pacific (APAC)	30%
Europe, Middle East, Africa (EMEA)	32%
North America	38%

Job title	
Owner/Partner/President/CEO	16%
Chief Human Resource Officer (CHRO)	18%
SVP/VP/GM	10%
Department Head	12%
Director	19%
Manager	25%

Organization Size	
100 - 499	3%
500 - 2,999	39%
3,000 - 9,999	27%
10,000 - 24,999	15%
25,000 +	16%



End notes

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Methodology

We surveyed 303 senior HR executives, with respondents from North America, EMEA, and APAC regions. Respondents were from the HRO Today global network or from the QuestionPro Audience and were professionals who self-identified as working in Human Resources. Three-quarters (75%) of respondents held the title of Director or above, and 97% of respondents were from companies with at least 500 full-time employees. All respondents were contacted via email and completed the questionnaire between March 27 and May 10, 2024.



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