



# Global Talent Trends

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2024

HR Virginia 2024 Conference

A business of Marsh McLennan





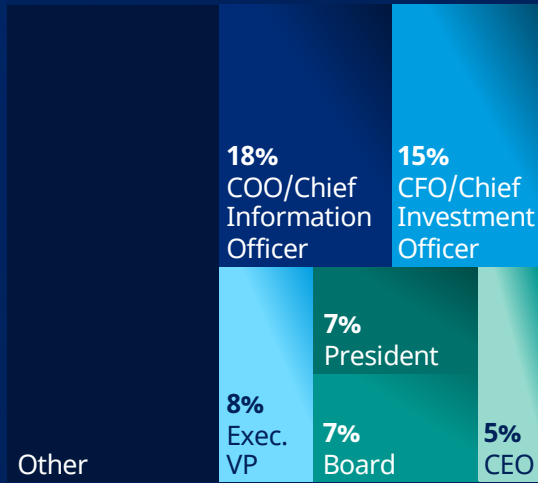
## Who am I?

Advising organizations by helping them enhance their **employee experience & total rewards strategy** through **data-driven insights** and **technology**

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# GTT: Insights from 12,200+ voices around the world

**845**  
C-Suite Executives



On average, they predict

**15%** growth in 2024

Biggest risk

**Tech disruption**

**1,920**  
HR Leaders



**1 in 2** say their top workforce challenges in 2024 will be:



Rising labor costs



New work models



Skills shortages

**9,449**  
Employees



**84**  
Investors

**3 in 10**

employees plan to **leave their job** in the next 12 months

This average holds across **16 industries**:

- Automotive
- Chemicals
- Construction
- Transportation & Logistics
- Energy
- Financial Services
- Consumer Goods
- Higher Education
- Insurance
- Life Sciences
- Manufacturing
- Technology
- Retail
- Media & Communications
- Professional Services
- Healthcare

And **17 geographies**:

- Australia
- Brazil
- Canada
- France
- Hong Kong
- India
- Japan
- Germany
- Mexico
- Middle East
- South Africa
- Italy
- UK
- US
- Southeast Asia

\*Singapore **40%** ↑

\*China **20%** ↓



The **World of Work** changed more from 2020-2024  
than it did from 1970-2020



## We need unprecedented agility to succeed

Constant cycle of churn and burn slows growth and devalues the workforce

Widespread skills scarcity is turning talent models inwards

**Just 36%**

of executives rate their organizational agility as high

**Less than half**

of executives are confident they can meet customer demand with their current talent model

**Only 27%**

of executives strongly agree that their workforce models are sufficiently agile to pivot talent from one area to another

**We're on the cusp of a human/  
machine teaming revolution**

**People at the heart  
of transformation**

**We can create a more  
intuitive, simplified  
and customized  
work experience**

**Delivering  
agility**

**Only 1 in 3** feel they have the talent  
model to capture growth in 2024

**Prioritizing  
sustainability**

**20%** are planning a RIF  
while also increasing their  
hiring budgets

**Unlocking  
potential**

**1 in 4 people** don't  
want to work  
anymore



Drive  
**human-centric  
productivity**

Engage in targeted work  
design and strategic  
workforce planning

Leverage skills assessment  
and capacity insights

Build skills-powered  
organizations



Anchor to  
**trust & equity**

Segment the workforce and  
realign the deal

Tackle the underlying  
causes of pay, health and  
career inequity

Build a culture of trust and  
transparency



Boost the **corporate  
immune system**

Drive a risk mindset with  
scenario planning

Prioritize worker health  
and safety

Enhance the timeliness and  
impact of data-drive  
insights



Cultivate a  
**digital-first  
culture**

Design human-centric  
work environments

Realign functions around  
a winning EX

Cultivate a culture of  
human/machine teaming  
and inspire digital-first  
working

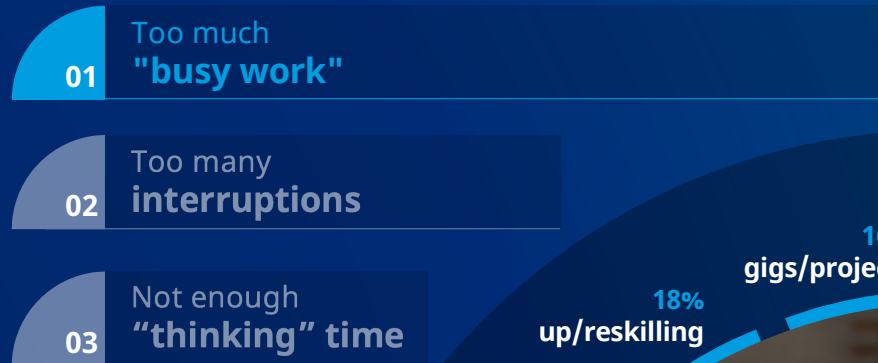
# 98% of companies are planning a transformation in 2024, with the primary driver being an increase in **workforce productivity**

## What HR says has proven to **improve productivity**

- 1 Training and up/reskilling
- 2 Process optimization and workflow management
- 3 Simplified org structures
- 4 Workforce monitoring and feedback
- 5 Health and well-being initiatives
- 6 Work redesign efforts
- 7 Cyber security to prevent disruption

**AI is expected to increase productivity by between 21 and 35% (40% of execs believe it will be 30%+)**

## What employees say **depletes productivity**



*Unlocking workforce productivity requires intentional, human-centric work design*



Executives' #1 near-term risk: Failure to adopt AI and automation



Drive human-centric productivity



Anchor to trust & equity



Boost the corporate immune system



Cultivate a digital-first culture



# How are leading organizations responding?

By taking a holistic view of productivity as they embrace industry and workforce transitions and mitigate the associated risks with new work models and rapid transformation

Improving productivity by using generative AI to:



## Moving to more agile work models and skills-powered processes can unlock potential

**98%**  
of companies are planning work redesign in 2024

### Top 3 work design changes planned for 2024

- 1 Redesign career models/pathways
- 2 Deconstruct jobs into tasks for reconfiguration
- 3 Quantify ROI associated with work design

- ✓ Increase productivity
- ✓ Gain insights into changing skill demands for work
- ✓ Have more flexibility to add or redeploy resources

Executives in high-growth companies are 2x more likely to have a skills-ready and adaptable pipeline of talent  
**But 55% companies have a “know-it-all” rather than a “learn-it-all” culture**



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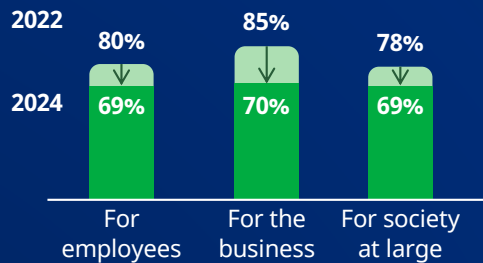


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As we've embraced more **relatable organizations**, trust has become an intangible asset with outsized value

### Trust built during the pandemic period is starting to erode

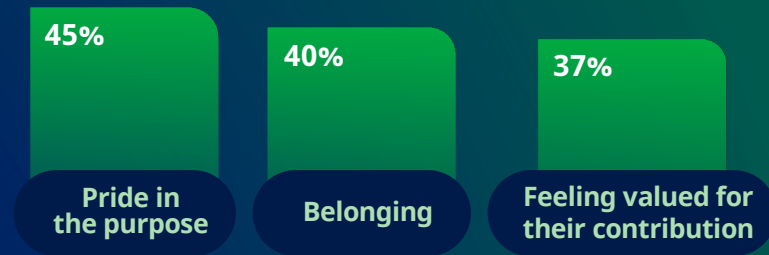
Employees trust in their organization to do the right thing:



### What corporate behaviors do employees say erode trust?

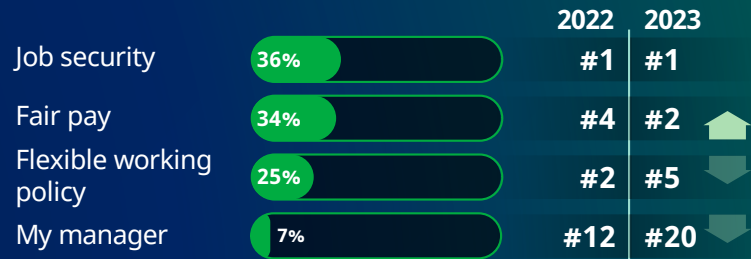
- 1 Broken promises
- 3 Frequent org changes
- 4 Unfair/unequal treatment
- 2 Not delivering on sustainability

### People believe that their sense of thriving is driven by 3 things



Thriving = intent to stay = high growth

### What delivers commitment to stay?



Executives' #1 long-term risk: Insufficient sustainability reporting

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# How are leading organizations responding?

## Building brands that attract

What do employees expect from their employers?



99% of employees expect their employers to **uphold sustainability standards**

## Cultivating cultures where people thrive

With equitable pay and equitable opportunities

In your organization are:	Thriving	Non-thriving
Pay ranges transparent?	42%	28%
Job and project opportunities open to everyone?	38%	26%
People promoted quickly enough?	21%	13%
Pay/promotion decisions made fairly?	39%	18%



**We're making progress...but not fast enough**



Only **1 in 3** executives are fully confident that they will **deliver on their DEI commitments** this year

Only 36% of executives are confident they can **narrow the pay gap**



74% of employees report that they've witnessed **ageism**



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# Top priority for business and HR leaders: Guarding against business models and talent processes becoming brittle

## Risk priorities are changing, but resilient organizations are thinking differently



### Proactively managing **cyber risks**

1.4x more likely to invest in Gen AI and LLM to boost productivity  
3x more likely to be constantly reviewing new information and updating cyber-risk program accordingly



### Prioritizing climate risk with a **people lens**

1.25x more likely to say climate change will decrease worker productivity



### Prioritizing 2024 tech investment in tools that enhance the **employee experience**

1.15x more likely to have enhanced employee comms tool, AI powered internal talent marketplace, tech to enhance employee health and well-being

## 8 out of 10 employees are at risk of burnout in 2024



**Blind spot: Only half of employers design work with well-being in mind**



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**Tech risks dominate, but People risks are persistently hard to quantify**

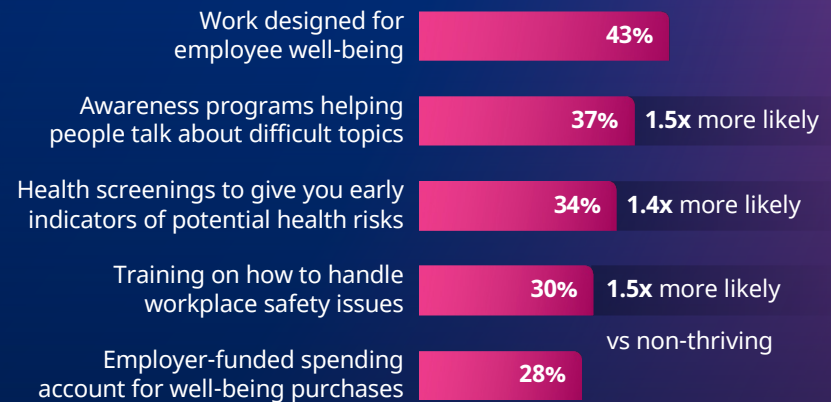
## How are leading organizations responding?

66% of executives say that more actively measuring human capital risks (e.g., early warning signs of burnout, health outcomes, etc.) will have a significant impact on their business performance



### Employers are meeting employees' well-being priorities, but more can be done

Employees who are thriving are more likely to work for a company that offers:



Only **1 in 2 companies** are currently delivering the above well-being asks within their organization

### Executives believe workforce analytics in these areas would improve decision making

Flex work impact on productivity | Workplace safety interventions | Health risk prevalence | Progress on skills gaps



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# A Holistic View of Total Rewards is Critical

Economic volatility requires that employers drive sustainable designs by optimizing their design on a holistic set of offerings and identifying where in their portfolio they should:

- ▶ **Invest**
- ▶ **Remix**
- ▶ **Reduce**



Drive  
human-centric  
productivity



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# It's 2024 outside of work, what year does it feel like inside?



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# Digital ≠ Technology



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# Technology transition vs. Digital transformation

What kind of **CHANGE** are  
you looking for?



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# Digital Equation for Success

## Purpose

Rethinking how to better **design and deliver services** starts with **purpose**.  
How do we exceed the **expectations of the workforce** and meet the needs of the business?



**35%**

Mindset → Vision

- **Vision and understanding** of digital HR and the right **roles & responsibilities** to deliver on it
- Coordinated and aligned approach to **prioritize, plan** for and **make progress** on digital initiatives
- **“Go-begin” mindset** to drive continuous improvement and sustained adoption
- Stakeholder buy-in and the capabilities needed to **manage organizational change**

**30%**

People → Audience

- **Voice of the customer** informs **what** problems to solve **when**
- **Employee feedback** and **co-creation** inform **how** to solve problems
- Experiences are **personalized** to meet **unique audience** needs
- Organizations can **easily communicate** with the entire workforce or targeted segments of it

**25%**

Process → Journey

- Experiences are **frictionless** – the right person, product, channel and time
- Design focuses on end-to-end, **cross-functional journeys**
- Processes are **efficient, effective** and **deliver value** to the business
- **Workforce is empowered** through digital direct access to knowledge and services

**10%**

Technology → Solution

- **Digital experience architecture** is intentionally designed to be personalized and intuitive
- **Tech ecosystem** is fully rationalized to support a frictionless workforce experience
- **HR is empowered to design** and configure digital **solutions**
- **People data** has clear ownership and integrity and is available for use and/or analysis where it is needed



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# The Digital Mindset CHANGE needed

Eliminate  
Human

Enhance and  
Leverage  
Human

Digital isn't about eliminating  
the human element

It's about enhancing and  
leveraging



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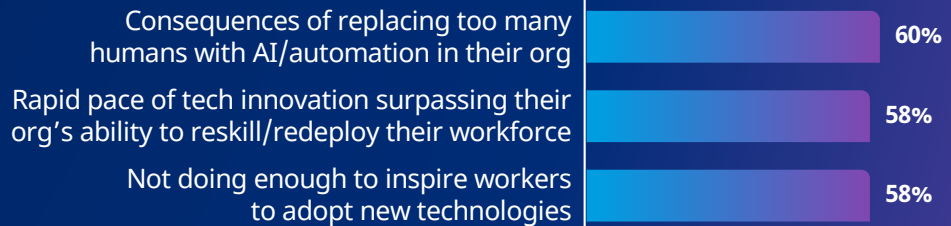
1 in 2 executives believe that **without AI**, their organization will not survive beyond 2030



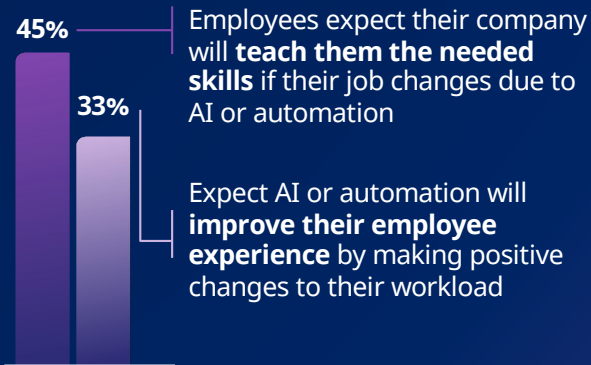
**67%** of organizations adopt new tech without transforming the way they work

They are moving fast to adapt, but being digital is **more than just tech adoption**

Executives worry about:



Employee expectations



Concerns about the future of work

31% of employees are concerned about the rise of AI and its impact on humanity



28% are concerned about job uncertainty due to new technologies such as AI

**23% of companies have no mitigation in place to address risks associated with AI adoption**



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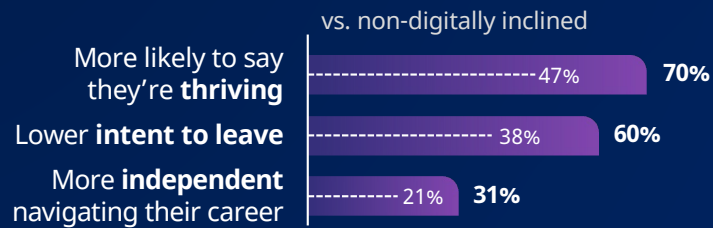


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# How are leading organizations responding?

96% of orgs are planning to redesign the HR function.

## Digitally savvy employees:



## Cultivate a digital-first culture:

	High-growth org	Low growth org
Digital competence	41%	18%
Network centrality	42%	21%
Data fitness	44%	32%
Outcome thinking	45%	36%
Simplicity	43%	36%



Helping workers benefit from the digital dividend is key to sustaining momentum for transformation



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**Good  
vs.  
Great**

**Thank you!**

**Questions?**



**Mercer**

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