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HR DIRECTORS' BRIEFING

NAVIGATING CHANGE

In an Uncertain World

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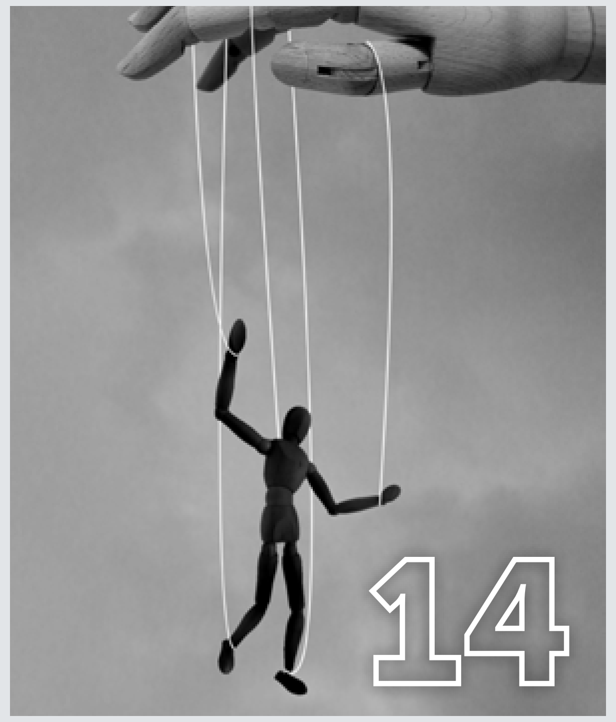

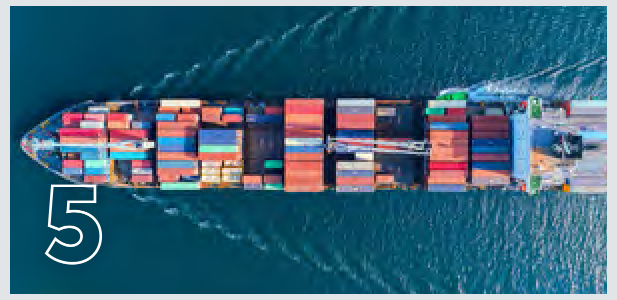

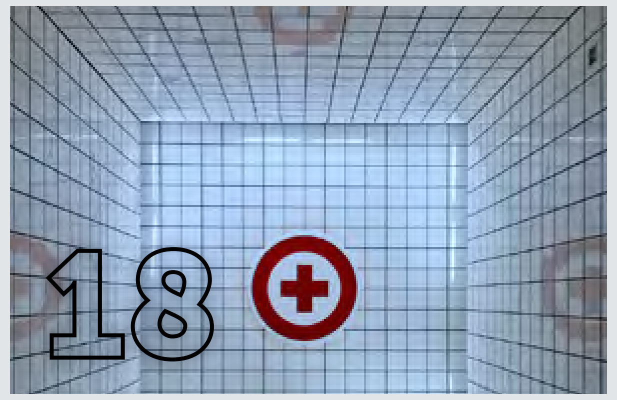

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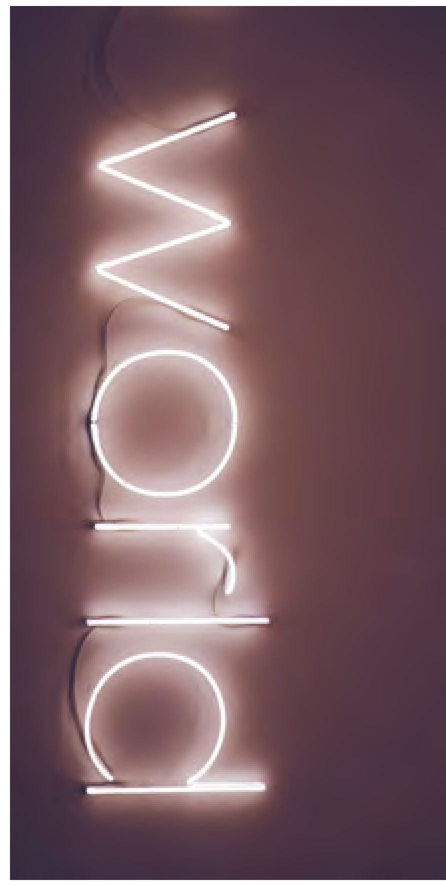
INTRODUCTION

This HR Director's Briefing Paper offers senior HR leaders an accessible compendium of the trends and influences that will shape their activities in 2024 and beyond. In this paper, eight expert contributors – including business leaders, academics, HR practitioners and more – provide their analysis of the complex challenges that businesses will need to navigate in the coming years.

Collectively, these articles outline an uncertain future and extensive change which businesses will need to navigate and prepare for – whether that's the emergence of a low growth world, the AI-driven technological revolution, or a changing legislative environment and social agenda requiring companies to do more around topics such as pay transparency or employee wellbeing.

This document aims to help you make sense of these upcoming challenges and changes; whilst reading the briefing, we invite you to consider how you are preparing your organisation and its people for the coming months and years. We will also expand further on these topics in the 2024 CRF and PARC programmes, which are both outlined at the end of the document.

Steven Toft,
Business Writer and
Associate, PARC



ECONOMIC **OUTLOOK**

Are We Prepared for a **Low Growth** World?

What are the implications of a low growth world? It's not a subject that has had much discussion; although the advanced economies have endured 15 years of low GDP growth, government forecasters and economic commentators spent much of the period after the 2008 financial crisis assuming that there would be a return to the growth rates of the late 20th Century. After all, that had been what happened in the past. Recessions, even deep ones, were followed by a near-equivalent bounce-back, so the thinking and planning in most advanced economies simply returned to where it had been as if the pre-recession growth trend had continued.

Synchronised stagnation

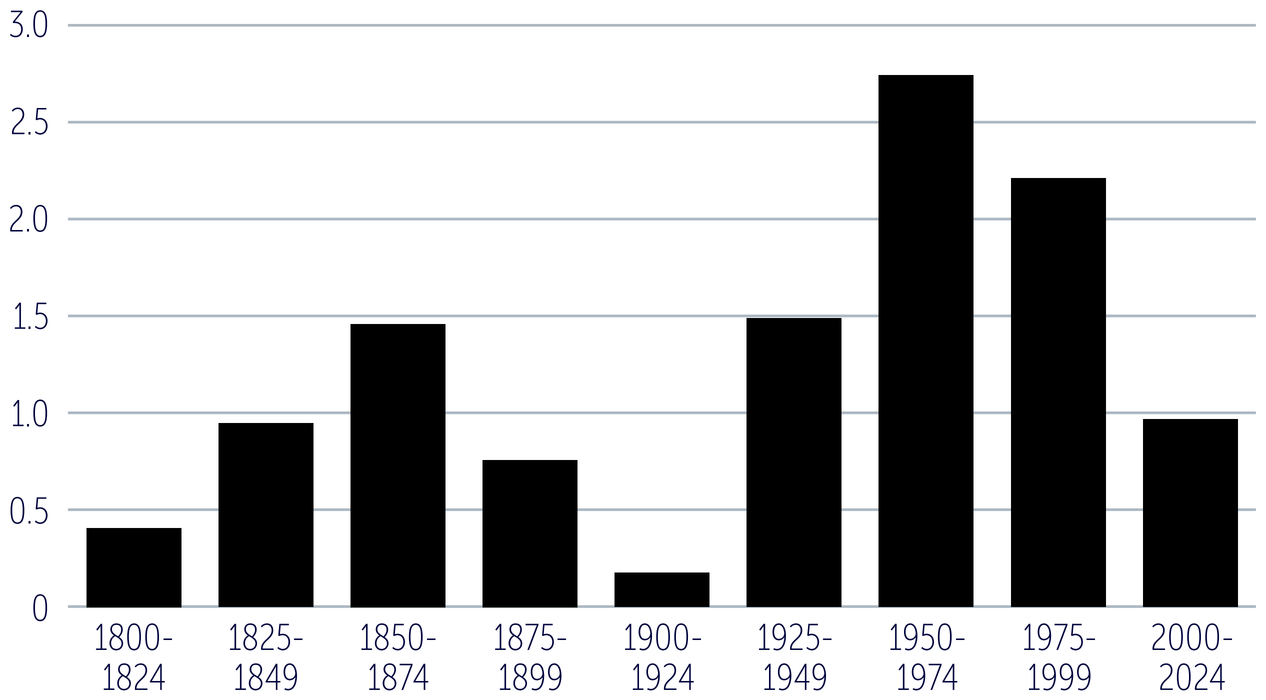
This didn't happen after 2008. No major advanced economy managed to sustain growth rates of even 2%. Many flatlined. By 2019, it was clear that low growth was set in. *The Financial Times* came up with the term 'synchronised stagnation' to describe the malaise. It was the same story after Covid. The 'Roaring Twenties' predicted by some commentators did not materialise. After a brief recovery, there was a return to the pattern of the 2010s. Even before the Russian invasion of Ukraine there were signs that any recovery was running out of steam. Both the OECD and the IMF have remarked on the slowdown and forecast continuing low growth into the middle of the decade.

The Bank of England's long-term economic data enable us to put the late twentieth century into its historical context. Economic growth barely existed until around 250 years ago when humans learnt how to use fossil fuels for industrial energy and mass production. Using the UK as an example, we can see that the second half of the twentieth century saw a rate of economic growth unprecedented even in the industrial era. It was an extraordinary period within an extraordinary period.

The quarter century since looks much more like those of the 19th Century. The gains of the early 2000s were wiped out by the financial crisis and growth has been sluggish ever since. The Covid pandemic made things that bit worse but, even without it, the numbers would still have been dire.

AVERAGE REAL UK GDP PER CAPITA GROWTH

Sources: Bank of England and Office for Budget Responsibility



Tailwinds have become headwinds

For the advanced economies, the story since 2008 has been one of low productivity growth and consequently, low GDP growth. Some economists argue that the late twentieth century was a blip and what we are now seeing is a return to historically normal levels of economic growth. The high water mark of the postwar period was a product of the technological leaps during WW2, combining with pent up demand and a demographic sweet spot. A second boost came in the 1990s with what economist Charles Goodhart described as *"the largest ever positive supply shock"*, as China and the former Eastern Bloc countries brought an increase in workers, resources and markets into the world trade system.

But many of the factors that boosted growth in the past have now been thrown into reverse. As the UK's Office for Budget Responsibility said, the tailwinds have now become headwinds.

> *"Fiscal tailwinds from a post-World War II baby boom, global economic integration, and easing of Cold War tensions have switched to headwinds in the first part of this century. Public finances are now under growing pressure from ageing populations, disappointing economic growth, a warming planet, and rising geopolitical tensions. Amidst these pressures, many governments have struggled to rebuild their fiscal resilience during the increasingly brief interludes between global crises."*

The headwinds are set to get stronger as populations age and environmental pressures intensify during the 2020s. Both factors make a leap in GDP growth much less likely. Shrinking working-age populations mean that there is less spare capacity in the economy. As Chris Dillow the former chief economist at *Investors' Chronicle* put it:

> *"It's not 2010 any more. There aren't the unemployed real resources to permit a significant fiscal expansion."*

There is mounting evidence that global heating is hitting productivity. A *Financial Times* report in July 2023 noted that increased heat is disrupting economies and often stopping people from working. Factories, warehouses and transport infrastructure are not designed to operate in such high temperatures. Droughts, fires and floods are also taking a toll, diverting resources away from more productive activity.

Green growth is not a short-term fix...

Policy makers are hoping that climate change might offer an opportunity to boost GDP, due to the massive investment required for the transition to Net Zero. 'Green growth' might be a long time coming though. Almost all of our economic growth over the past 250 years has been based on fossil fuels. The transition to a carbon neutral economy implies doing the industrial revolution all over again.

Unlike previous industrial revolutions, the green transition will not enable us to go faster, build bigger and produce more. It will, at least at first, only enable us to do what we are already doing but without burning the planet. In time, reduced energy costs might lead to a productivity boost. Projections from the International Energy Agency, the European Commission and the UK's climate Change Committee show break even points during the mid 2030s as operating costs fall and the investment starts to pay off.

The Resolution Foundation thinktank's Economy 2030 Inquiry concluded that, while the Net Zero transition is clearly necessary, it cannot be relied upon to boost growth in the short-term.

> *"The net zero transition's main macroeconomic effect in the short term is neither to significantly increase or reduce the level of GDP, but instead to change its composition. In the short term the transition is best seen as a significant invest-to-save process, as we pay in the coming years for the new infrastructure needed to allow us to heat our homes and travel without burning hydrocarbons. This will not be a major boost to growth in the short term because it involves replacing large parts of our capital stock rather than adding to it. In the longer term that infrastructure will be cheaper to run and if net zero-driven technological change leads to abundant, secure, and cheap electricity generation that would provide a major boost to growth. But an economic strategy cannot come down to counting on the latter materialising during the 2020s. Overall, net zero cannot be relied upon to deliver an economic silver bullet."*

...And neither is AI

Might Artificial Intelligence provide the productivity boost to return us to 2% per capita GDP growth? It's possible but the so called 'Fourth Industrial Revolution' has been promised for some time. Recent technological shifts have had little overall macroeconomic effect. Although we have seen the adoption of smartphones and mobile internet technology over the last 15 years, the impact on employment and productivity has been negligible. A report by McKinsey Global Institute warned that productivity gains from technology are by no means guaranteed and will require significant investment. It is difficult to predict the longer-term effects that AI might have but so far there is no evidence to suggest that a productivity big bang is a few months or even a few years away.

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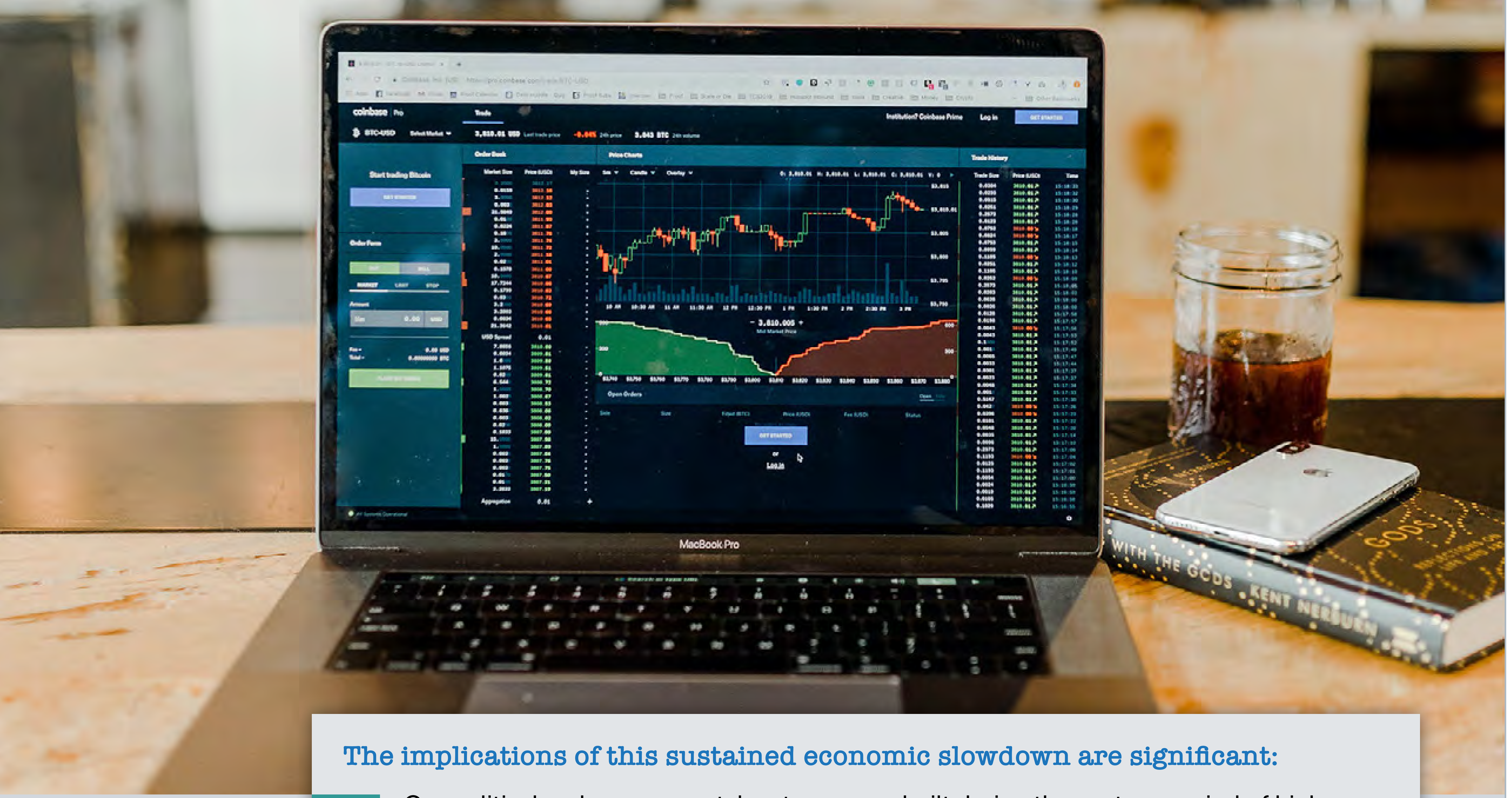
PARC members can participate in our **Global Economic Outlook for 2024** on 19th October 2023.

The **PARC Programme for 2024** incorporates multiple opportunities for review and commentary on the economic and geopolitical context.

Our **Global Economic Outlook for 2025** event will take place on 13th November 2024.



The implications of this sustained economic slowdown are significant:

1. Our political and governmental systems were built during the postwar period of high growth. Government spending plans assume a certain level of economic growth without which tax revenues flatline, and borrowing increases. Over the coming decade, the rise in healthcare spending is forecast to outstrip economic growth in almost all advanced economies and many of the emerging ones too. The need to find resources to decarbonise economies will only add to the pressure, as both the skills and materials will be scarce and therefore expensive.

2. Low growth means we are already having to adjust our assumptions about what we expect from the state, whether children are materially better off than their parents, at what age we retire, and how much help we are likely to get if we become ill.

3. Lower economic growth also means that living standards will continue to stagnate. When the pie is growing, everybody gets a bigger slice. If the pie stops growing, arguments about distribution become more immediate. Public concern about inequality does not rise when inequality rises but when living standards stop rising. In a stagnating economy, outrage over corporate profits and executive pay is likely to intensify.

4. Under such circumstances, increased state intervention is more likely as governments seek to find ways of securing their supplies, raising extra tax and controlling the direction of their economies. As Giles Wilkes points out in his piece on Industrial Strategy, governments will be forced to make tough choices. Politicians will put increasing pressure on business executives to invest and to 'solve' the low productivity problem. The level of intervention and direction will vary but, as Giles says, governments' desire *"to make work more productive and well-remunerated"* is likely to see some significant interventions.

Our assumptions as business executives, consumers and citizens are still very much shaped by a world in which 2% per capita GDP growth was normal – and where we burned fossil fuels without a second thought. In the 2020s we are finally seeing the widespread realisation that these assumptions no longer hold.

THE *RETURN* OF **INDUSTRIAL STRATEGY**

Giles Wilkes, Specialist Partner at Flint Global & Senior Fellow at the Institute for Government

Consciously **Strategic** or Blithely **Unaware?**

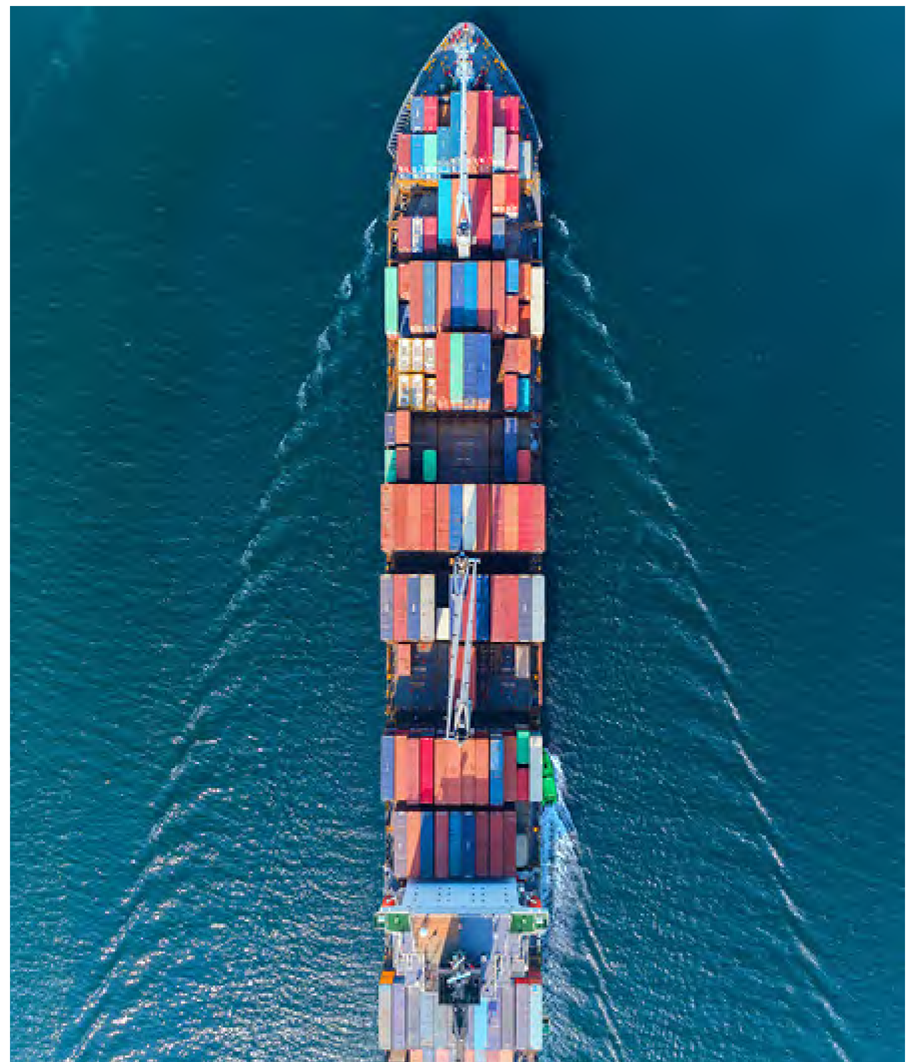
You cannot pick up a serious newspaper nowadays without reading about the return of industrial strategy.

But it never went away.

The truth is that it hasn't really made a comeback – because it never went away in the first place. Governments are always operating an industrial policy because they influence the economy in all sorts of ways: through investment incentives, tax rates, regional policy, skills provision, trade deals, science spending and more. ***The real distinction is between those that are consciously strategic about how they deploy these tools and others who tend to be more blithely unaware and fatalistic.***

More and more countries have moved into the consciously strategic camp. Perhaps this can be dated back to Brexit and the protectionist presidency of Donald Trump, which in retrospect marked the high tide for globalisation. Relying on China to manufacture everything is no longer seen as a safe strategy, and even countries as *laissez faire* as the UK began to write law that would provide the state with sweeping powers to call on in the case of problematic takeovers.

Then the pandemic struck, and the phrase 'resilience' began to enter the political lexicon. Even before the recovery began, governments were beginning to put together supply chain strategies, having been shocked by shortages of medical equipment. The recovery then immediately revealed shortages in all sorts of other essential markets, bottlenecks at ports and a surprisingly tight labour market – before an energy crisis was triggered by Putin's invasion of Ukraine. The need to supply Ukraine with weaponry has brought a new and urgent focus on the West's manufacturing capabilities.



The argument has been won

Taken all together, it is hard to envisage a set of circumstances more amenable to the central proposition behind industrial strategy: that governments have a powerful and positive role to play in shaping the economy. At a political level the argument has been won – for now. Business should expect industrial strategy to be a board-level topic for the foreseeable future.

The challenges are in the delivery

But winning the argument is the easy part. Actually delivering a good industrial strategy is much harder. The sceptics have had the better of it for a good reason: there are many more ways it can go wrong than right. In the UK in particular, we have spent so much time debating the pros and cons of having an industrial strategy – including an inglorious past fifteen years where we have created and scrapped at least four – that we have seldom reached the point where we realise just how tricky it is to deliver. Phrases like 'supply chain resilience' are easy to put in a speech but much harder to make a reality. To give just one example: an in-depth study by The *Financial Times* found that the HIMARS rocket system – ultimately manufactured by Lockheed Martin – relies on a complex and fragile network of companies spanning 141 different US cities. How do you make that more resilient?

Essentially, if I were asked (in a much longer piece) to attempt to describe the differences between the strategies of the UK, France, Germany and the USA, the answer would boil down to their varying responses to the almost impossible complexity of the task. This in turn depends on their political circumstances and industrial policy heritage.

The US pell-mell approach reflects its politics

Taking the US first, the key point is that it is unique. As the world's biggest economy, it can and must cover a wider swathe of industrial sectors, no matter what overall objective it means to achieve. No other national economy, apart from China, can think this way. The politics of the US also means it operates differently. The Bidenomics blizzard of tax allowances and subsidies reflects the President's lack of confidence that the next administration will carry on his climate change policy. Hence an approach that embeds 'decarbonisation' into corporate America's plans. The benefit is that it generates immediate results – a huge increase in manufacturing. The downside is that a lot of money will be wasted, benefit mainly company shareholders or damagingly shift industrial production away from America's allies to its heartlands.

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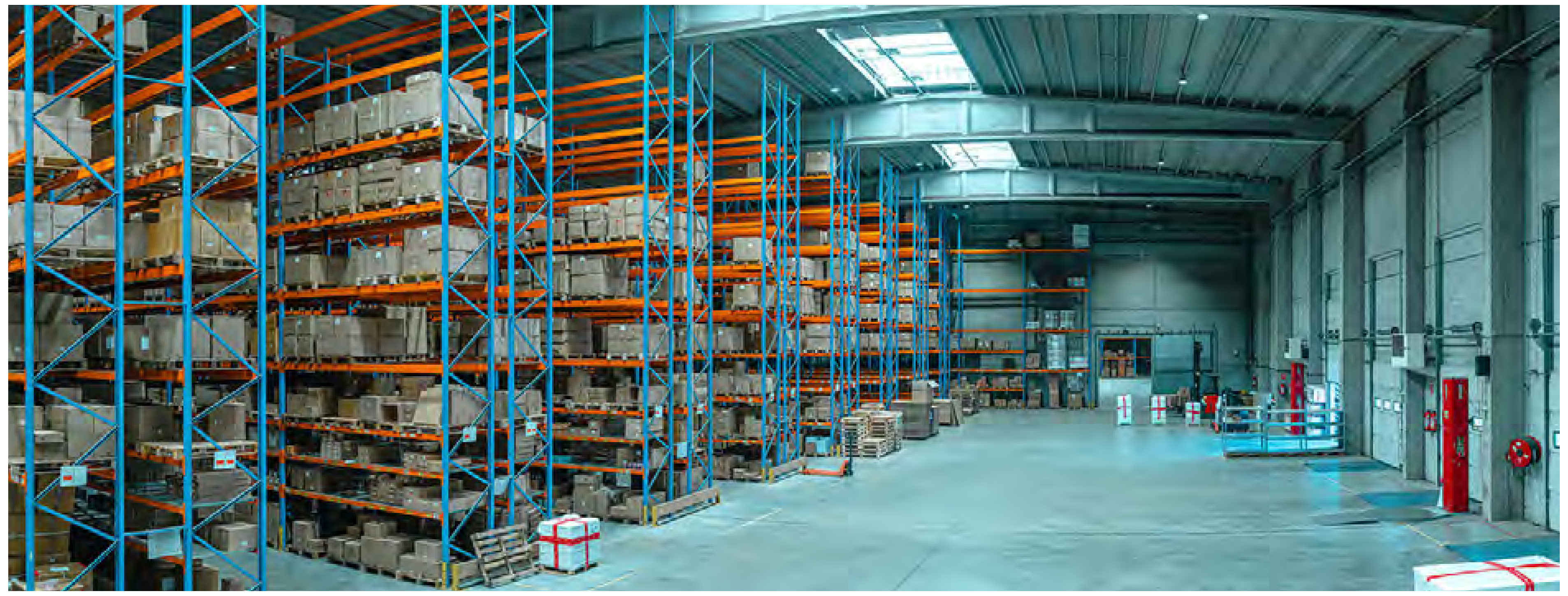
Giles Wilkes will be discussing these themes and more when he joins PARC members at our **Industrial Strategy in the 21st Century** event on Thursday 22nd February 2024.

View the PARC 2024 Programme **here**.



As does the UK and its tentative approach

If the US risks wasting money, the UK risks wasting time.

Britain sits at the other end of the spectrum. Its inability to commit to a strategy is a consequence of a dozen years of political turmoil and a government that has never fully resolved the contradictions between its free-trading and protectionist, anti-European instincts. Being caught between an urge to intervene and an aversion to making choices, the government has left its industrial landscape festooned with various funding pots into which companies must bid with no certainty of actual success. Some of its funds have outlasted half a dozen business ministers. It is difficult to hold to a strategy in this way.

Where the UK does manage to spend money quickly, it does so in a curiously indifferent way, as if it was embarrassed about being caught making a choice. A recent OECD analysis finds that it devotes by far the greatest proportion of its industrial support budget to unguided tax allowances, a significant chunk of which are simply a fiscal reward to a company for being small.

European economies may be better placed

In political terms, the big European economies may have the best chance of striking a sensible balance, because the need for government intervention has long been accepted across most of politics. Germany has pushed *Industry 4.0,* aka the Fourth Industrial Revolution, with considerable success – it is a global outlier in maintaining steady levels of employment in manufacturing. Like other north European success stories such as the Netherlands, Germany also manages to be both pro-industry and pro-market at the same time, a reflection of its export-led model of growth.

France has enjoyed less success, but this does not appear to have daunted its self-confidence, which is more often based upon the promotion of national champions and greater scepticism towards free markets. Its France 2030 plan claims to have been based on *"exhaustive analysis of growth markets throughout the world and a comprehensive evaluation of France's role in the globalisation of each of these markets".* From this it has generated 34 different sectors for support, from batteries and charging stations to data and cloud computing, via wood and heavy-lift airships.

What should we expect going forward?

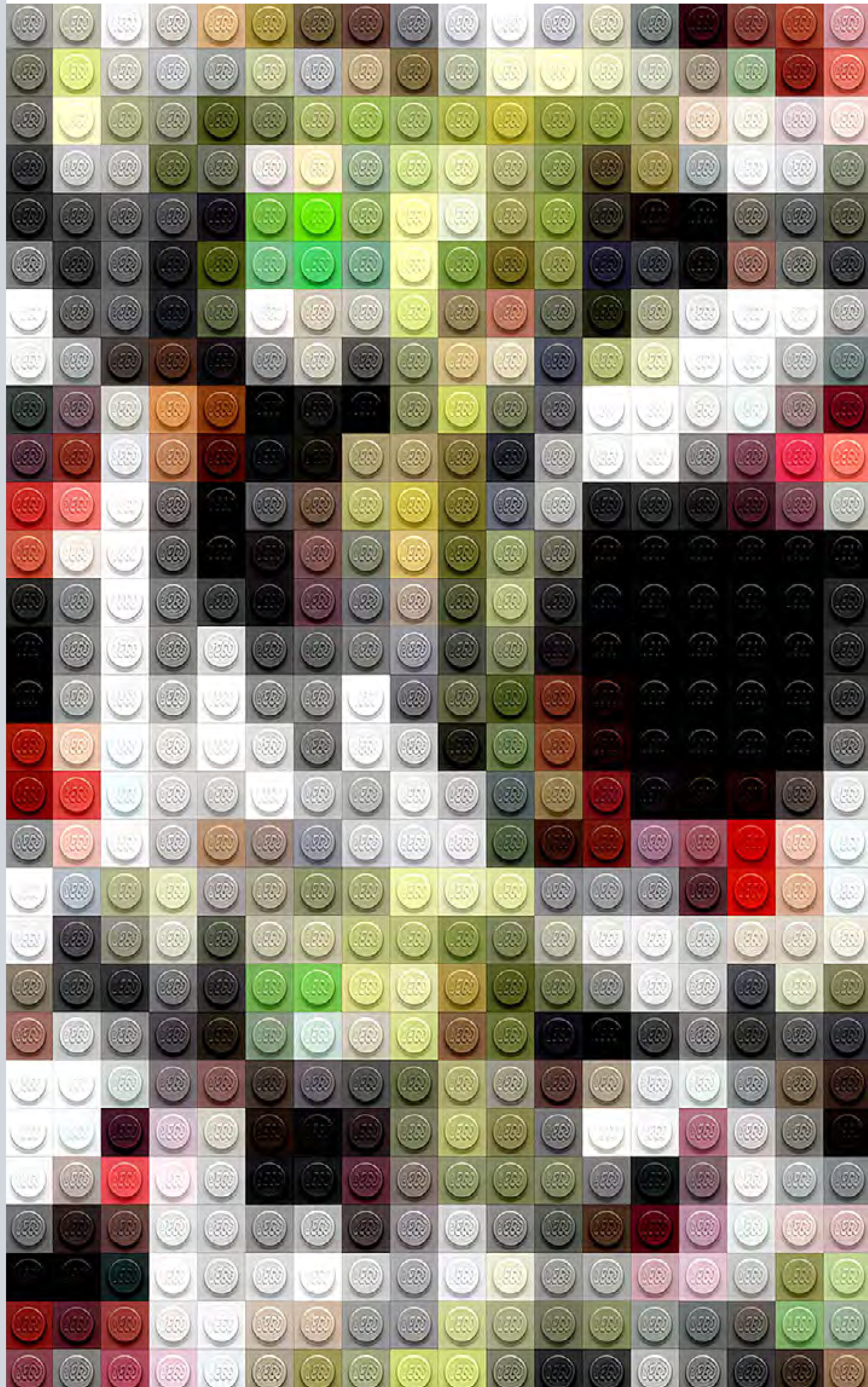
1. Do not expect the interest in industrial strategy to slacken. The deeper global and environmental forces motivating it are not going away.

2. The sharp alteration in the macro environment ought to act as a useful reinforcement. A country or a company facing shortages is one forced to make choices – and invest in its future capacity. It also changes the narrative around government intervention. The problem is tight labour markets, so the solution is no longer to create more jobs – it is to make work more productive and well-remunerated.

3. Governments are on a learning curve. Even the ones producing thousand-page supply chain analyses are really stumbling around in the dark. Within the overall strategy, expect many course corrections. This is not a 'fire-and-forget' policy.

4. Expect a growing role for regional and local tiers of government. For all the current mania for high tech sectors like artificial intelligence, much of industrial strategy – the climate side above all – is bluntly physical in its nature. This produces arguments about land use and planning, which in turn means the involvement of local authorities.

5. Governments have gained a taste for applying a protectionist twist to their schemes of support. In my view they will soon realise that this does not actually help their own economy, but merely shift resources from consumers to producers. But some lessons can only be learned the hard way.



HOW **AI** COULD *IMPROVE* **HR**

A Nuanced Perspective on the Risks and Benefits of **Work-Related AI**

I am a natural pessimist. However, compared to the dominant apocalyptic fear-mongering and alarmist predictions about how AI will automate, annihilate and even destroy humanity, I am most certainly a cheerful optimist.

That said, I feel equally uncomfortable with the overhyped utopian propaganda sold to us by the very tech firms interested in commercialising AI, or any related services. Indeed, the prospect of generative AI or any other technology making us *"fitter, happier, more productive"* seems little more than a footnote to Radiohead's prophetic song, OK Computer.

In a world more fixated on storytelling or style than on data or substance, a nuanced, moderate perspective rarely captures people's attention. However, it seems that we have rational reasons to see AI's potential for improving HR, and consequently, work in general.

The three big opportunities I see are:

1. Becoming more data-driven

The most exciting aspect of AI is its ability to identify hidden patterns in large datasets. Assuming organisations can amass (and clean up) the required data, the currently wide and nearly commoditised access to AI will enable them to derive more accurate insights about the invisible forces underpinning the key social and performance dynamics in their organisations.

Benefits will include understanding the connection between input (what individuals and teams do) and output (value created for the organisation), and challenging the power or status dynamics *("I am more important than you, so my opinion prevails")* with actual evidence *("here are the facts")*. Incidentally, AI should make it easier to distinguish between confidence (how good people think they are) and competence (how good they actually are).

2. Improving fairness and meritocracy

A natural extension of point 1 is that AI has the potential to reduce the gap between people's career success and their actual merit. Despite clear advances in meritocracy over the past century, we still live in a world in which nepotism, privilege and impressions matter more than talent, effort and merit. All style and no substance will get you further than the reverse. AI can – and should – become a critical tool to enable HR to understand and identify human potential in a much more accurate and predictive way, which will also enable organisations to look for talent in neglected places, shifting focus from performance to potential, from hard skills to soft skills, and from credentials to predictive signals of future achievements. This would not just enhance meritocracy, but also diversity and inclusion: unlike humans, AI can be trained to focus on relevant signals of potential while ignoring irrelevant signals (e.g., gender, race, age, social class, etc.), something humans will never be able to do. However, these tools are only good as the data they are trained with – organisations need to be mindful of AI potentially replicating biases in existing data.

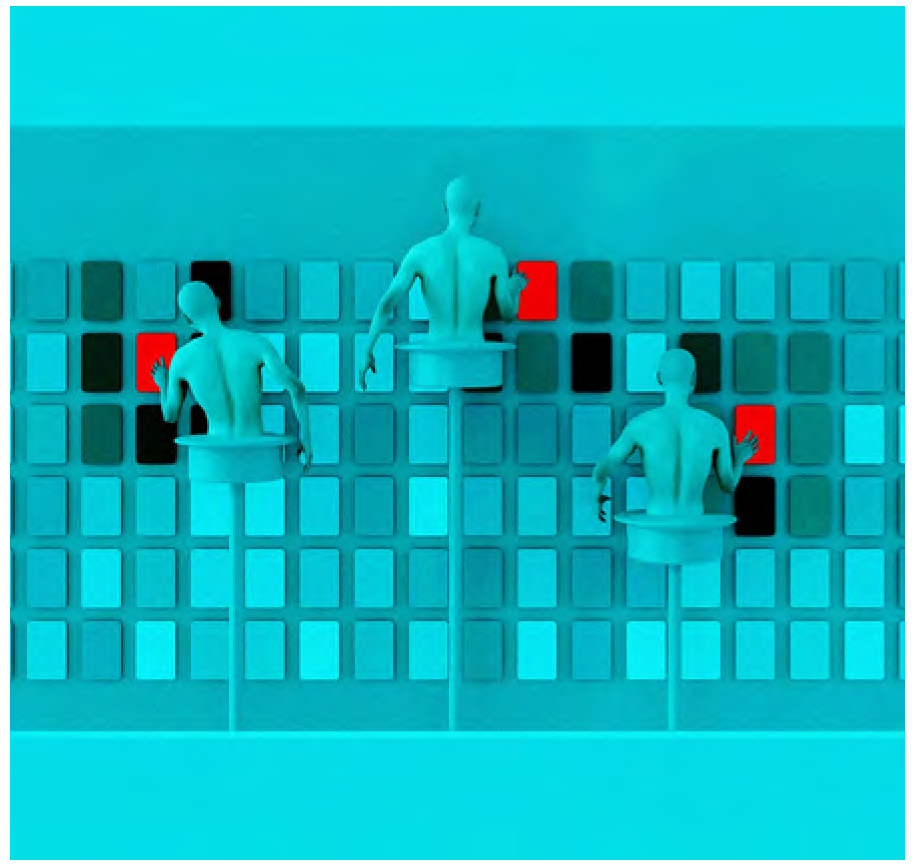
Tomas Chamorro-Premuzic PhD, Professor of Business Psychology at Columbia and UCL & Chief Innovation Officer at ManpowerGroup

3. Rehumanising work

AI-driven productivity improvements will free up humans for more creative or intellectually fulfilling endeavours. However, to achieve this fulfilment we must also create the conditions for humans to thrive. This requires rehumanising work so that our ever-growing dependence on technology and machines does not translate into a sanitised or sterile experience of work. The more we rely on AI, the more we need to recover the human aspects of work that make work more than that.

In an age where most institutions, including religion, education and politics, have lost their capacity to provide meaning, there's tremendous pressure on work to be a source of fulfilment, meaning and purpose: as AI takes care of many transactional and predictable tasks to enhance productivity, there will be space (and demand) for HR to reconnect humans on a humane level. The winning cultures of tomorrow will embrace AI while simultaneously recovering the rich rituals that always made work an intrinsic part of our human experience and existence.

The above opportunities are just that – opportunities and possibilities that are not guaranteed to actually come to fruition. In general, what we are up against is no different from the historical obstacles HR leaders have faced when they have tried, without much success, to upgrade the culture, processes or talent of their organisation – way before AI entered the picture. Those obstacles are: first, that the *status quo* has very little incentive to disrupt itself (as they say in America, it would be like the 'Turkey voting for Thanksgiving'); second, that the above aspirations have an ROI that requires



a longer timeframe than the personal interests of those who ought to sponsor such initiatives; and third, that the natural inertia in humans is to resist change and stick to our habits – indeed, everybody likes change, until they have to do it.

However, there is still reason for cautious optimism, given the real opportunity to use data to increase fairness and accuracy. From a practical point of view, HR leaders should find it easier to 'influence upwards' (i.e. to board, CEO or CFO level) when they have data that shows the value and impact of talent and diversity and inclusion. Learning-wise, there is an opportunity to build insights and know-how, and capacity to upgrade HR into a data-driven engine which connects human activity to business value.

Admittedly, there will be stubborn barriers and resistance we can safely expect from those who feel threatened rather than enthused by AI. HR needs to mitigate this by driving the overall conversation, and boosting learning and readiness so that the skills are there for organisations to leverage AI and make the AI age the human-AI age.

CRF will be exploring **Applications and Implications of Emerging Technology** at our International Conference in October 2024.

View the CRF 2024 Programme **here**.

crf learning

CRF Learning's On Demand Short Course **Artificial Intelligence: Implications and Applications** provides the knowledge and skills to integrate AI into your HR workflows.

View the CRF Learning Programmes and Courses **here**.

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Furat Ashraf,
Partner, Bird & Bird

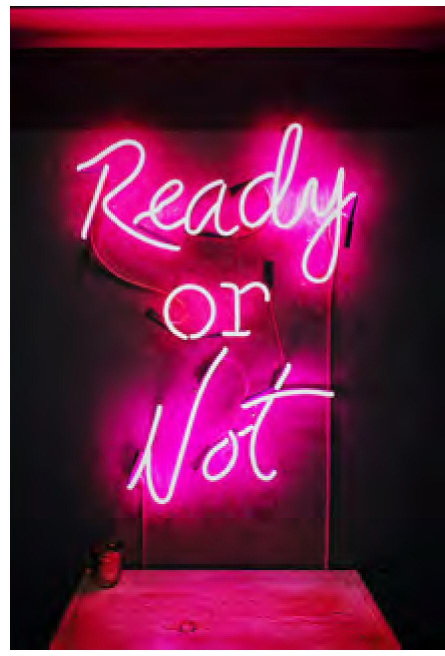
EMBRACING GENERATIVE **AI**

Policy Considerations for HR Professionals

The dawn of the ChatGPT era has accelerated the introduction of generative AI tools in the workplace. Whilst this undoubtedly creates a raft of risks, opportunities and challenges from an HR perspective – including role changes, the creation of new jobs and the automation of others – it is unlikely that significant changes to employment legislation will be made to specifically address this technological shift in the short term. With generative AI tools being developed at speed, organisations should not wait for the law to play 'catch-up' before assessing the impact of such tools on their workforce and determining how they should be used and regulated internally.

Generative AI will transform the workforce through automating some jobs, as well as creating new roles and changing others. In his article, How AI Could Improve HR, Tomas Chamorro-Premuzic outlines some of the broader impacts of generative AI tools on the workforce – including rehumanising work and increasing meritocracy. From an employment perspective, we highlight two further trends that employers who are embracing the use of generative AI tools should be particularly mindful of in the current climate:

1. **Collective action:** there have already been significantly publicised instances of collective action protesting the use of AI in certain industries, often linked to fears of AI-driven job reduction. Perhaps most notably, in May 2023, the Writers Guild of America, comprising two unions representing writers in film, television, radio and online media in America went on strike, demanding amongst other things assurances that AI would not replace them. Organisations should be alert to the possibilities of collective action influenced by the deployment of generative AI within the workplace, and should look to maintain open and transparent communications with employees about their planned use of AI.
2. **An ethical workplace:** Employee expectations of their employer with respect to company culture, values and ethics remain high and the importance of this from a talent attraction and retention perspective cannot be overstated. Some of the most widely cited concerns with generative AI tools relate to the scope for discrimination and bias. Such tools can inadvertently amplify societal biases due to biased training data or algorithmic design, which in turn can lead to discriminatory outputs. Multiple former employees of Big Tech have gone public about their concerns about transparency, fairness, equality and autonomy, amongst other issues. With an increased focus on an ethical workplace, it is crucial for organisations to conduct an open and transparent ethics assessment before introducing generative AI tools in the workplace, particularly where these are deemed high risk.



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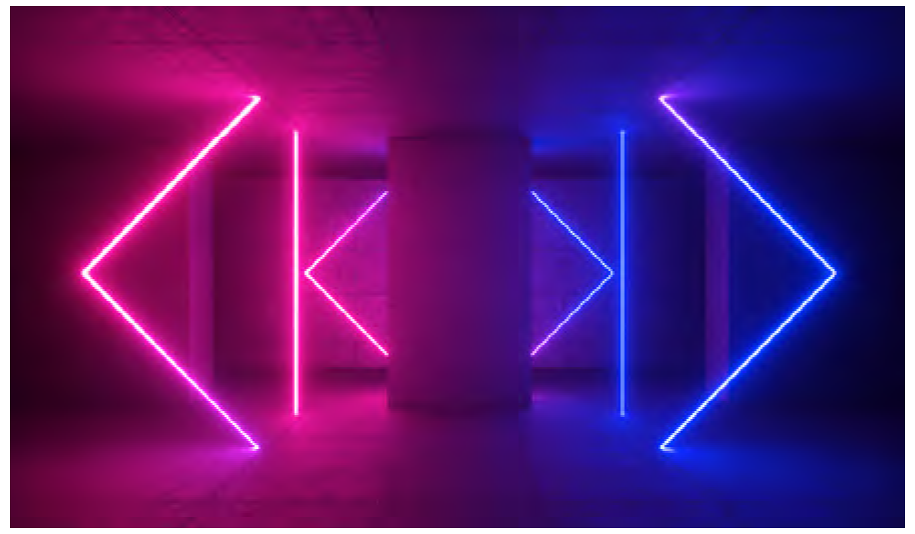


Regulating the use of generative AI tools in the workplace

There have been a range of responses from employers to the generative AI revolution, largely driven by the approach of their industry and/or competitors, the availability of existing in-house tools and potential concerns relating to confidential information, intellectual property and data privacy.

Some organisations have imposed a total ban on the use of these tools, usually citing confidentiality as their primary concern. Others have sought to allow employees to use such tools but within careful limits, restricting both the tools that are permitted and the ways they can be used. For example, one popular restriction used by a number of large tech organisations who are particularly conscious about sensitive data loss is to limit the volume of information that employees are able to input into a generative AI tool. Another example could be sensitivity around factors such as the accuracy or bias of specific tools. However, many businesses are still yet to consider any formal policy, despite knowing employees are already highly likely to be using these tools in their day-to-day work.

From a policy and governance perspective, if employees are permitted or encouraged to use generative AI tools in the workplace, some of the key questions that organisations should be asking are outlined opposite.

Are employees clear on the permitted use cases?

Organisations need to be comfortable with how much, if at all, they allow or encourage the use of generative AI tools by employees to perform everyday functions. Employers should give thought to the potential opportunities and balance these against the risks of using such tools. This involves making clear the permitted use cases, ideally on a role-specific basis, and any uses that are especially high risk or prohibited. For example, a marketing agency may allow employees to generate text or image-based content using a generative AI tool. However, it must pay due consideration to quality control and how it ensures that the output generated and put into the public domain is appropriate for use and free from bias.

Which particular tools are employees permitted to use?

Full autonomy is likely to be problematic as free AI tools are now being developed at speed and without consistent monitoring of output quality. Employers should consider prohibiting employees from using high risk technologies, such as tools that lack any sort of data security infrastructure, or that might grant the developer the ability to license the data inputted into it. They should only permit employees to use tools that have been carefully vetted, following a rigorous analysis of the tool's terms and conditions of use, the quality of its outputs and its security credentials.

What level of training and/or supervision is required?

Based on the permitted use cases, management will need to consider carefully what level of autonomy employees should be given and whether this should vary depending on their seniority and capacity to review the relevant outputs. It is prudent to consider training where the use of any particular tools is likely to be high risk or widespread, with a focus on the importance of responsible use, as well as transparency, safeguarding of confidential information and accountability.

How and to whom should employees report any concerns regarding bias and/or inaccuracy?

Employers should consider establishing separate reporting procedures and responsible persons for any concerns employees have with the way generative AI tools are used, or the outputs they create. In an era of employee activism, it is important for organisations to encourage informal and regular reporting to mitigate against the risk of employees using more public or formal channels to report their concerns.

What are the consequences of unauthorised use or misuse of AI tools by employees?

It should be made very clear to employees what the consequences will be of misusing (or using in any unauthorised way) the tools that have been made available. Example of this could include inputting confidential information into an AI tool, or using an AI tool to purposefully create inappropriate or harmful content. Due to the potential risks, employees should understand that any breach of company policy or guidelines may give rise to disciplinary action up to and including dismissal.

Rob Briner, Professor of Organisational Psychology, School of Business and Management, Queen Mary University of London & Associate Research Director, CRF

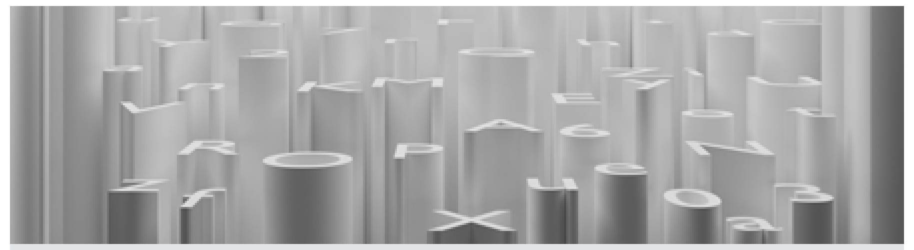
ADDRESSING COMMON *MISCONCEPTIONS* OF **EVIDENCE-BASED HR**

At CRF we are very familiar with the idea of Evidence-Based HR (EBHR). Our first report on the topic *Evidence-Based HR from Fads to Facts?* was published in 2011 and our second, *Strong Foundations: Evidence-Based HR*, came out just a few months ago.

Discussions with CRF members and the wider HR community have revealed that there is an increasing awareness of EBHR and that many HR practitioners are already working to some extent in ways which are consistent with EBHR. However, relatively few practitioners and HR functions currently work with an explicit model or formal definition. Without this understanding, HR practitioners will not be able to fully realise the benefits of using EBHR to make better-informed decisions (even if they have heard of EBHR and have some sense of what it might mean!).

Another consequence of this partial understanding is that misconceptions can easily arise; some of which act as deterrents to the adoption of EBHR. They are misconceptions which in various ways make EBHR sound unattractive.

What are the most common misconceptions? And what is the reality of EBHR?



MISCONCEPTION 1:

EBHR simply means using evidence

All HR practitioners always use evidence. This is not the issue. The problem is whether we are making *optimal use* of evidence. Evidence-based practice has evolved precisely to help practitioners in many fields do this. Its three principles are:

1. Use *multiple sources and types of evidence* – including professional expertise, organisational data, stakeholder perspectives and scientific findings. Using multiple sources of evidence increases our chances of building an accurate and more nuanced understanding of what's going on and what we can do about it.
2. Adopt an *explicit and structured approach to gathering and using evidence*. Always start with a detailed diagnosis of the HR-relevant business issue or challenge. Once the issue is well understood, you can then apply the same structured approach to selecting an intervention which is most likely to work.
3. Focus on *the most trustworthy or reliable evidence* rather than all the evidence. Much of the available evidence may be unreliable or biased and including it in our decision making is unhelpful.

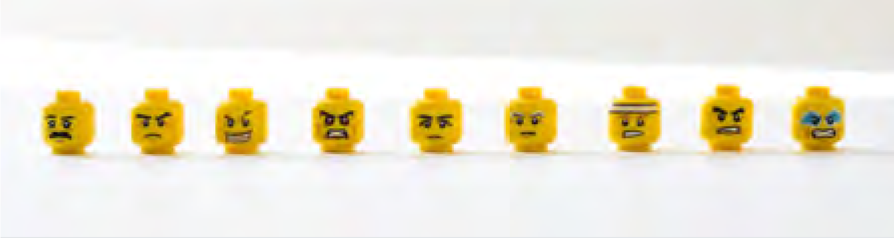
So, yes, we always use evidence – but EBHR is not the same as simply using evidence. It's a specific approach designed to optimise our use of evidence.

MISCONCEPTION 2:

It's all about 'hard' data

To make well-informed decisions we need *different types* of evidence from *multiple sources*. Examples of this could be practitioners' own professional expertise and the views of stakeholders – including ethical perspectives. The strength and value of EBHR lies in combining types and sources of data.

In addition, the question we are trying to answer largely determines the type of data we need to answer it. Some questions are best answered using hard quantitative data but others can only be answered using qualitative information.



MISCONCEPTION 3:

EBHR is the same as people analytics

People analytics usually makes use of one type of data (quantitative) collected from one source (within the organisation). Such data and analyses are certainly a key part of EBHR but represent only one type and one source. In other words, people analytics is *a part* of EBHR, but not the same as EBHR.

In fact, it could be argued that people analytics would be much more useful if it was conducted within a EBHR framework.

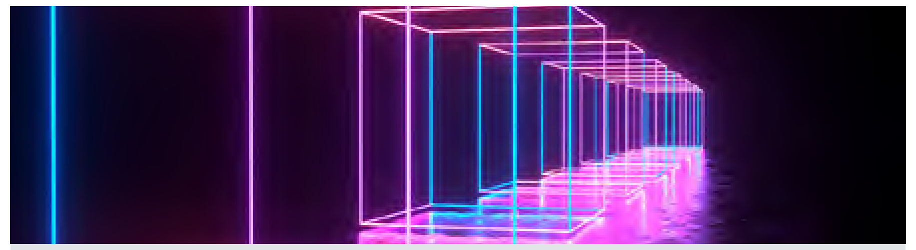
MISCONCEPTION 4:

EBHR takes too much time

How much time is it worth investing in making a better-informed decision? Suppose you're planning to spend a really big chunk of your budget on a leadership development programme or a bundle of wellbeing initiatives. If you believe HR may be able to resolve an important business issue, shouldn't you and your team be *reasonably* confident that you've identified the right issue and chosen the practices or interventions that are most likely to help?

Making better-informed decisions using EBHR *does* take time. However, investing this time means that HR is much more likely to be effective in actually helping the organisation achieve its objectives.

If you are concerned that EBHR is taking too much time then there's a fairly easy solution. Decide how much time you want to or are able to invest in the process – which is usually related to the importance of the issue. Then, just stop when you run out of time and make your decision. Remember that, crucially, the goal of EBHR is to make a better-informed, not perfect, decision.



MISCONCEPTION 5:

EBHR stops us from innovating and experimenting

People often tell me that one thing that puts them off EBHR is that it will stop them innovating and experimenting. But, of course, all innovations and experiments are themselves based on existing evidence. We can only innovate on the basis of a good understanding of what has already been tried, what works and what doesn't, and why. Similarly, experiments are only effective if they are guided by knowledge of the effects of previous interventions and why trying something new is likely to work.

MISCONCEPTION 6:

EBHR is just too hard

Sometimes, when we compare what we're doing now with full-blown comprehensive examples of EBHR it can be daunting or even overwhelming. We may, for example, be aware that we can't easily access all the sources of evidence or we don't have the right capabilities within our team to pull the evidence together and thoroughly evaluate its trustworthiness.

But, as already mentioned, EBHR is not about making perfect HR decisions but making *better-informed* decisions. This may mean only accessing some sources of evidence or needing to improve our ability to evaluate evidence. Even so, we will still be more likely to get the outcomes we want if we follow the principles of EBHR outlined above as much as we are able to right now.

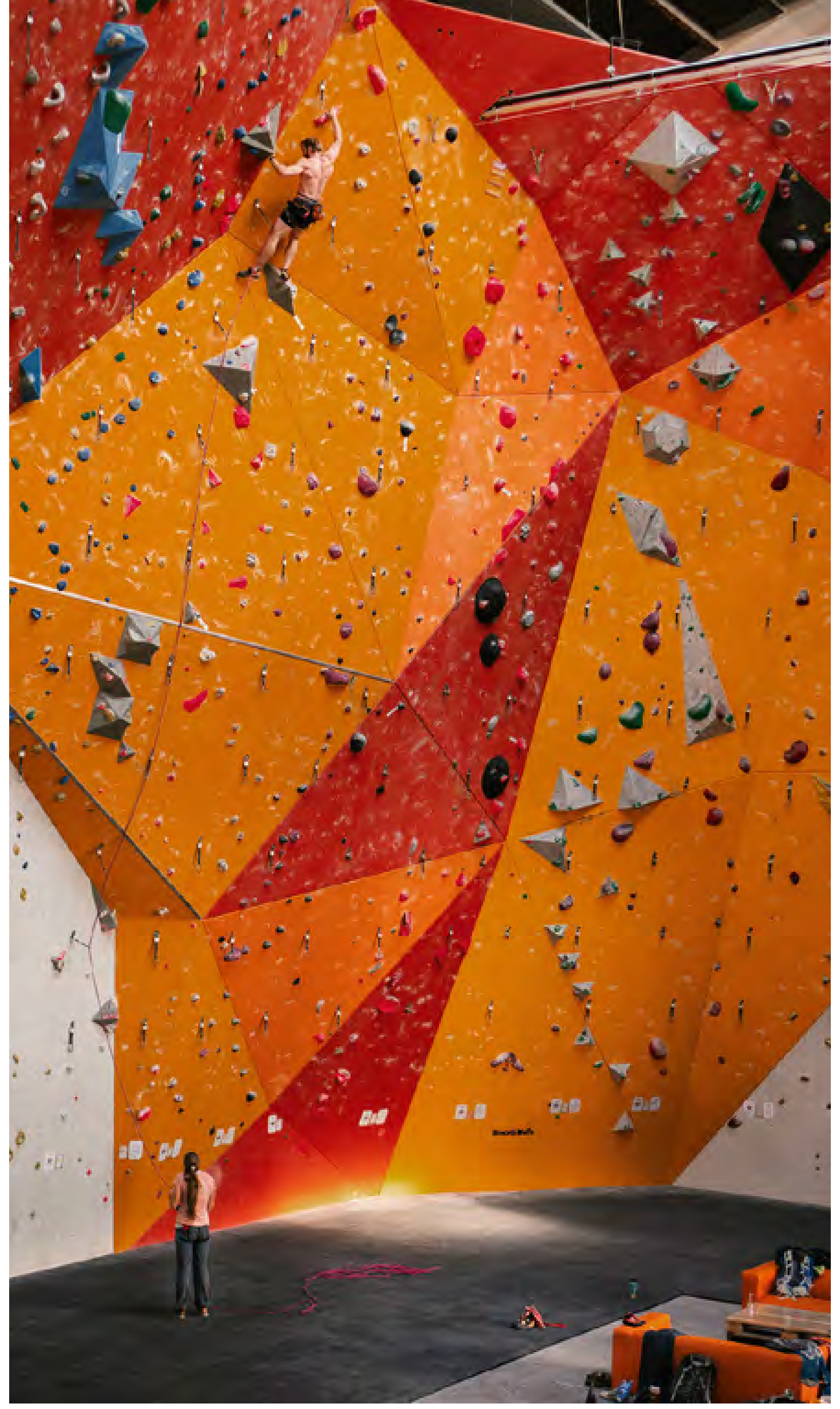
Every time we try to follow these principles we will slowly but surely get better at making better-informed decisions.

Alan Giles OBE, Chairman of The Remuneration Consultants Group and Non-Executive Director of Murray Income Trust plc

REMUNERATION COMMITTEE *EFFECTIVENESS*

In the Wider **Stakeholder Environment**

In the last decade the role of the Remuneration Committee has become wider, more complex and in many cases more adversarial. Criticism of the Committee's decisions has become more widespread, both within and outside the organisation.



In recent months, I have met a dozen or more RemCo Chairs in my role as Chair of The Remuneration Consultants Group. The role of the Remuneration Committee has always been a difficult one, which leads to occasional friction with executive directors, complexity in understanding and responding to the views of shareholders, and sometimes a lack of support from the Board Chair. But two principal external factors have come together to stretch the RemCo agenda still further.

Firstly, growing concerns about societal inequality, and in particular the relativity of executive pay to the rest of the company's workforce, is a lens which the Committee must now apply to most of its work. The 2018 revisions to the UK Corporate Governance Code formalised the requirement to review workforce remuneration and related policies – and take these into account when setting the policy for executive director remuneration. This was quickly followed by the twin pressures of Covid, and subsequently spiralling inflation and the cost of living crisis. Understandable concern about the plight of lower paid employees has intensified the febrile debate about executive pay.

RemCo Chairs are also aware that this broadened remit not only adds considerable complexity to decision making, but it risks the Committee and its members interfering with executive decisions. Executives – particularly CEOs and HRDs – can feel that their toes have been trodden on. Chairs and Committee members also worry that their own independence is at risk by being drawn too much into the minutiae of organisation wide HR policies. Non-executive directors are skilled at providing constructive challenge in the boardroom, benefiting from sufficient knowledge of the organisation and its operations but with the perspective which comes from distance and a variety of diverse backgrounds. Is there a danger that the RemCo Chair becomes not just the non-executive director who is most at risk from a fracturing of their relationship with the executives, but also sees their own independence compromised?

Since 2018, Committees are required to engage with the workforce to explain how executive remuneration aligns with wider company pay policy. Some Chairs find this informative and useful, but others report facing a lack of interest or even hostility. Few feel confident in how they have struck the balance between imparting information and listening to views on the one hand, and weaving the feedback into decision making on the other.

Secondly, shareholders – in part because of pressures from their own underlying investors, the media, regulators, and governments – have become more strident in exercising their stewardship responsibilities towards the firms in which they invest. Who would have thought five years ago that companies would move so rapidly to bring executive pensions in line with the rest of the organisation, at least in terms of proportion of base salary?

Governance professionals within asset managers have become more powerful, but a shareholder base with divergent views about remuneration can add to the complexity of decision making for the Committee. Despite the growth in the size of governance teams, they themselves are now significantly busier, which makes access challenging for all but the largest companies. The sheer enormity of analysing hundreds of annual reports during the AGM season has led to greater reliance on the recommendations of proxy advisors.

RemCo Chairs feel a sense of exasperation that the proxy advisors are difficult to meet and influence, and that comments on draft reports are required on a near impossible timescale. But they are even more concerned that the growing power of a handful of proxy advisory firms is leading to a 'one size fits all' pressure upon remuneration policies. *"Let's redefine the box, not stay in the box"* was the way one RemCo Chair expressed her frustration.

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Alan Giles will be a member of the Expert Panel for PARC's **Remuneration Committee Effectiveness** event on Wednesday 25th September 2024. PARC will also be researching and writing a report on this subject.

View the PARC 2024 Programme **here**.

So where are we now?

In the last decade we have seen these pressures beginning to bear down on the 'quantum' of executive remuneration. Committees have generally taken a much tougher line on what might be seen as 'excessive' rewards, although some high-profile exceptions have caused outrage. However, in the last year or two, concerns have surfaced that these changes may have had an impact on: a) the international competitiveness of London listed firms, b) the relative attractiveness of the UK public markets as a place to raise capital, and c) the ability to attract and retain the most talented executives. No one believes that the gradual reduction in the importance of the UK equity market is solely down to the competitiveness of executive remuneration, but the lure of other geographies (particularly the United States) – and of private equity backed firms – is for some companies a real pressure.

Arguably we are at a tipping point on executive remuneration

On the one hand there is diminishing public tolerance for perceived short-termism and excess, which is leading to a focus on longer-term incentive plans and strengthened alignment with shareholders. However, some of the mechanisms involved, such as post-cessation shareholding requirements, are frequently cited by executives as unduly onerous and unfair. And one of the most stressful areas of decision making for Committee Chairs is when to use discretion to modify outcomes – which executives often feel is only ever used to their detriment.

The challenges for Remuneration Committees look profoundly different from five years ago, let alone ten. That is why PARC has set aside an event in their 2024 Programme dedicated to re-examining how the Committee can ramp up its effectiveness against this complex backdrop. We will be looking in detail at factors such as Committee composition and navigating the grey areas in the division of responsibilities between the Committee, the Board, and the Executive. We will consider the impact of the background and style of the Committee Chair and members, and the duration, frequency and timing of meetings. How does the Committee secure relevant, impartial advice and data to inform its decisions? Above all, what is a 'fair' quantum of executive reward, how can this be aligned with performance, and in what circumstances should the Committee exercise discretion?

PAY TRANSPARENCY

With Recent Global Developments, What should Employers do now to Prepare?

Equality of pay is universally recognised as a cornerstone of eliminating sex discrimination and bias in employment. But, despite equal pay laws now being in place in the majority of countries around the world, women being paid less than men for the same work continues to be one of the top global gender inequality challenges. A lack of transparency in pay systems has also been consistently identified by both the International Labour Organisation and the EU Commission as one of the key obstacles to equality of pay.

Diane Gilhooley, Partner within the Global Head of Employment, Labor and Pensions, and Global Co-Head of Environmental, Social and Governance, Eversheds Sutherland

Historically, cultures of pay secrecy, the unavailability of workforce diversity data, a lack of pay information broken down by different characteristics, unrecorded reasons for pay differences and the absence of any legal requirement to disclose pay data, have resulted in barriers to identifying pay disparities between different groups. Recent global developments, particularly in the area of gender pay, have brought the issue of pay transparency into sharp focus, with more jurisdictions implementing legislation to ensure openness on pay, both at the recruitment stage and during employment.

However, the global landscape on pay transparency obligations, including enforcement, varies significantly. This is set to change for employers and hiring activities within the EU, where a new pay transparency Directive, due to be transposed into local laws by 7 June 2026, parc

Pay Transparency will be an ongoing focus of peer2peer discussion for PARC members during 2024. Di Gilhooley will be a member of the Expert Panel for PARC's **Pay Transparency** event on Wednesday 16th October 2024.

View the PARC 2024 Programme **here**.

will require EU Member States to further strengthen equal pay between men and women by requiring certain minimum standards of transparency, with the aim of encouraging employers to take action.

Equal pay, pay transparency and discrimination: Overlapping concepts

The gender pay gap is a relatively simple indicator of differences between male and female wages and seen as a useful marker of potential inequalities. The latest United Nations figures record the global gender wage gap at around 23%, with minimal recent movement.

It is often assumed that the existence of any gender pay gap demonstrates unlawful inequality of pay. However, in reality, the gender pay gap is influenced by a number of factors, many of which may or may not be attributed to discriminatory practices. For example, women may be disproportionately represented in fields that pay lower wages, or may work fewer hours due to caring responsibilities, with a corresponding impact on pay. Invariably, therefore, identifying the reasons for pay differentials requires much closer appraisal.

The EU Pay Transparency Directive introduces a framework of obligations that includes a requirement for certain employers to prepare and publish gender pay gap reports, as well as obligations on all employers to make certain pay information available to candidates and workers. Significantly for organisations where pay information tends to be kept private, this includes an obligation to provide to workers, on request, information on the average pay levels for roles, broken down by sex. It should also be noted that, in parallel to the reporting requirements under the pay transparency Directive, a new EU corporate sustainability reporting Directive will also require some companies to report on pay equity as part of sustainability reports.

It is likely that the EU's move and recent developments in other countries, including the US, will influence other approaches globally, with wider regulation across the world expected. It is anticipated that countries without regulation will see changes in the pay transparency landscape in practice as employers seek to 'level up' their global arrangements.

Minding the gap: Planning considerations and potential challenges

Effective planning and due diligence to understand current pay practices will be critical to responding to new and developing pay transparency requirements, and avoiding any surprises later. Mapping existing and future pay transparency obligations against operating locations will be an important starting point. Beyond that mapping exercise, determining what job evaluation processes already exist, how pay is set, and analysing where any differences in pay exist and the reasons for this, will be key to planning next steps and formulating measures to be compliant and address disparities which may emerge.

Misunderstandings on what a company's pay gap or pay-related data represents can sometimes be the cause of equal pay disputes. A carefully planned communication strategy will help mitigate that risk by ensuring that information is effectively and appropriately communicated, both internally and externally, and help organisations stay ahead of the curve to respond to any challenge based on that data. It will also offer the opportunity to engage with the workforce on the measures the business plans to take to close the pay gap as part of its wider diversity and inclusion strategy.

There is no doubt however that more challenges around pay equity are likely to arise as a result of greater pay transparency. Careful early analysis of data and communication will mitigate that to some degree, but it will also be important for organisations to have in place effective processes to rapidly address any challenges or disputes.

Given the potential for challenges around pay equity, employers might consider the approach of simply paying everyone in the same or similar role the same pay, regardless of individual factors. The EU Commission has been clear that this is not what it is seeking to achieve, stating that employers are not precluded from paying employees differently *"on the basis of objective, gender-neutral and bias-free criteria such as performance and competence"*. Motivating employees, rewarding performance and attracting new talent will always demand employer discretion in setting pay. However, ensuring that there are clear justifications that are untainted by unlawful bias will minimise the risk and maintain flexibility in pay strategies.

The bigger picture: Embracing the opportunity

Equality of pay and pay transparency can be strategically challenging issues for multi-national employers to address, not only due to the different legal obligations across jurisdictions. The factors influencing compensation and benefits in different regions, the varying expectations around pay transparency and the risks that can often arise through historical practices, can all add to that challenge.

However, taking a proactive approach has numerous benefits beyond reducing legal risk. Used in the right way, pay transparency and reporting, including when extended beyond the area of gender pay, provides a unique opportunity to engage and build trust with the workforce and demonstrate an organisation's genuine commitment to making positive inroads in its diversity and inclusion journey. Organisations that embrace this opportunity are likely to realise the greatest benefits for their talent, culture and reputation.

Dr. Wolfgang Seidl, MD MA MBACP (Acc), Partner and Global Mental Health Consulting Leader, Mercer

HEALTH AND WELLBEING TRENDS POST-COVID

Workplace Culture as the Cornerstone of a Healthy and Productive Workforce

The Industrial Revolution of the late 1800s ushered in decades of gradual workforce transformation, forever changing the concept of work and the workplace. The global Covid pandemic altered these same dynamics in a mere fraction of that time. Within days, leaders threw out embedded workplace practices, embraced technology and injected empathy into workforce culture and relations. One might say the genie is out of the bottle and there is no going back to workplace practices employed pre-2020.

Employee wellbeing really does translate into high productivity

A recent study by Oxford University showed that happy employees are 13% more productive and Google's large-scale research study 'Project Aristotle' highlighted that teams with high psychological safety exceeded their targets by 17% while teams with low psychological safety fell short by up to 19%. Conversely, a survey of 15,000 employees in 15 countries showed that toxic workplace behaviour was the biggest predictor of burnout symptoms and intent to leave, predicting over 60% of global variance. In the words of Gallup CEO, Jon Clifton, *"your manager is more influential when it comes to your health than your doctor"*.

Talent shortage is now one of the biggest risks for businesses – this is why it's so important to get wellbeing right. Rather than just focusing on 'Work-Life Balance' (which is fundamentally a tug of war about 'input') organisations should consider talking about outcomes instead. We are all exhausted because of our inability to hold competing parts of *ourselves* together. We need a workplace that allows us to achieve the two overarching big goals in our lives – being able to fulfil our responsibilities at work and at home.

From siloes to a multi-stakeholder approach

Organisations are looking at the bigger picture and leaving the siloed approach to employee management behind. The 'bio-psycho-social' approach introduced by George Engel in 1977 is no longer enough. Instead, a multi-stakeholder conversation encompassing occupational health and safety, benefits, flexible working, HR, ESG, DEI and management is now essential. Accordingly, organisations are now adding the dimensions of financial, environmental, occupational, intellectual and career health to their wellbeing approaches. For example, in light of new research on the importance of social relationships in recovery from mental health conditions, organisations are re-evaluating the importance of the social dimension in mental wellbeing.

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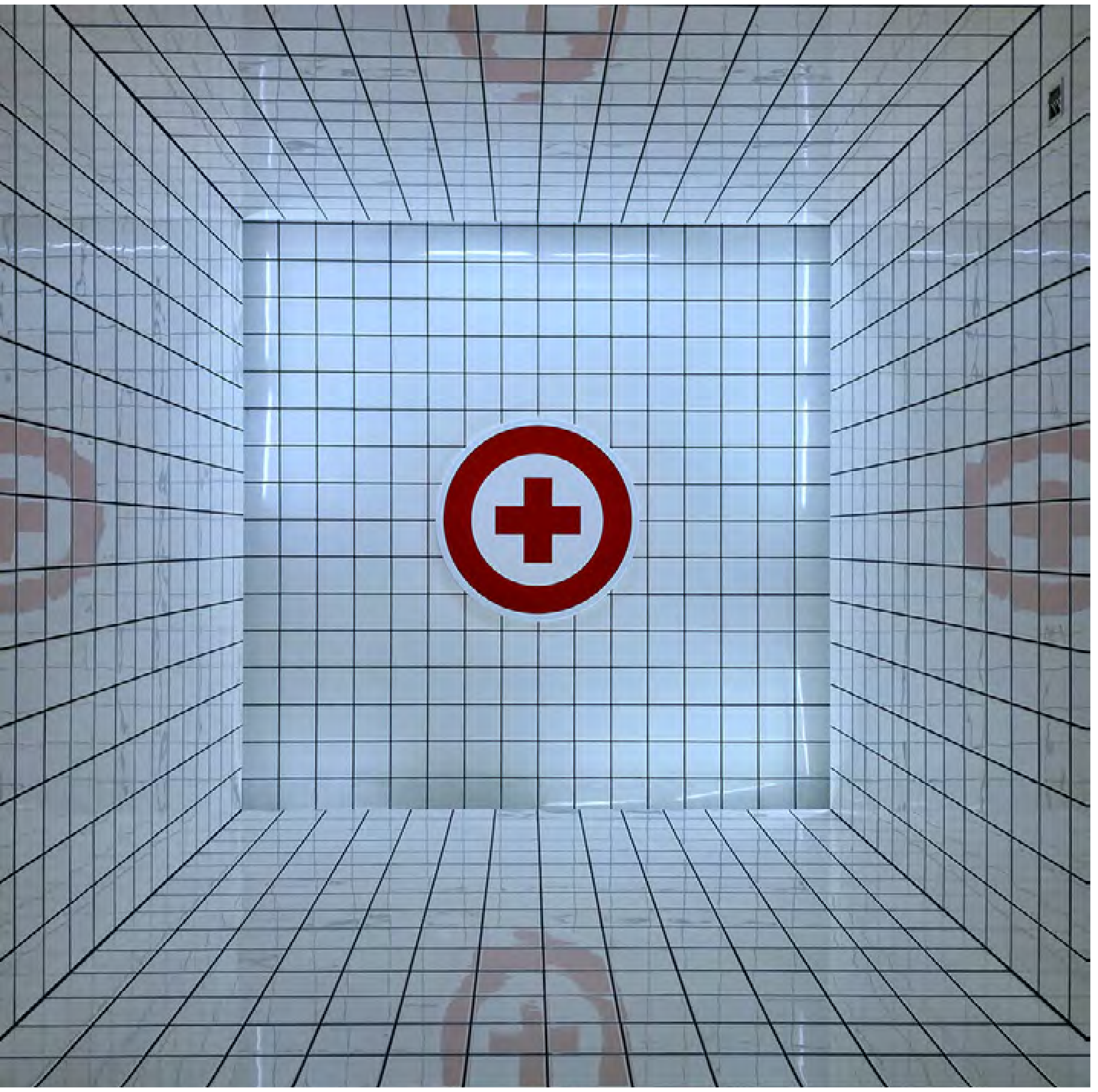
CRF will be exploring **Sustaining Employee Wellbeing** at our event in November 2024.

View the CRF 2024 Programme **here**.



Workplace culture has the biggest impact on employee wellbeing, yet organisations continue to employ counter-productive processes, such as outdated leadership practices (e.g. command and control or reward and punishment). Health and wellbeing at work is not just the function of specific initiatives by the same name, but also the by-product of a healthy workplace culture and leadership style. Safety in terms of adequate compensation, the avoidance of physical and psychological injuries, work conditions, career prospects, sense of belonging, purpose, flexibility and good management all fall under this category.

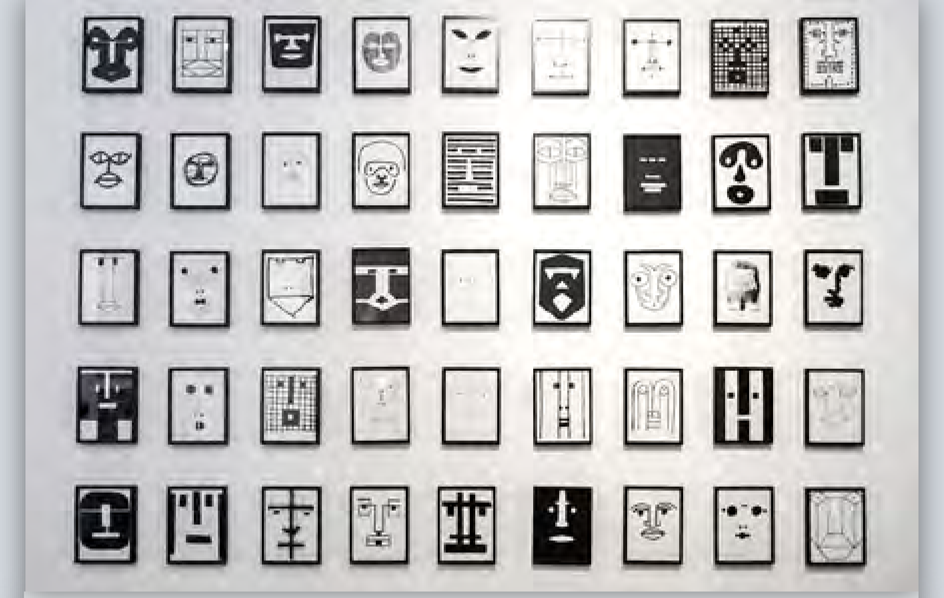
Resilience training on its own is not enough. Whilst it can be beneficial as part of the right context and a thought through people strategy, it is not the panacea for a negative culture. Being resilient does not mean the strength to respond to adverse circumstances with a stiff upper lip, but to be flexible and adaptable, including leaving and joining another organisation. Without health and wellbeing, purpose, psychological safety, trust, respect and appropriate autonomy, it is also counterproductive – especially as the most resilient people will leave the organisation and its destructive culture.

Psychological safety is the result of getting culture right

Psychological safety is one of my favourite concepts to hit management schools and the business community over the last couple of years (even though Amy Edmondson carried out this ground-breaking research in the 1990s things always seem to take a while to reach management practices).

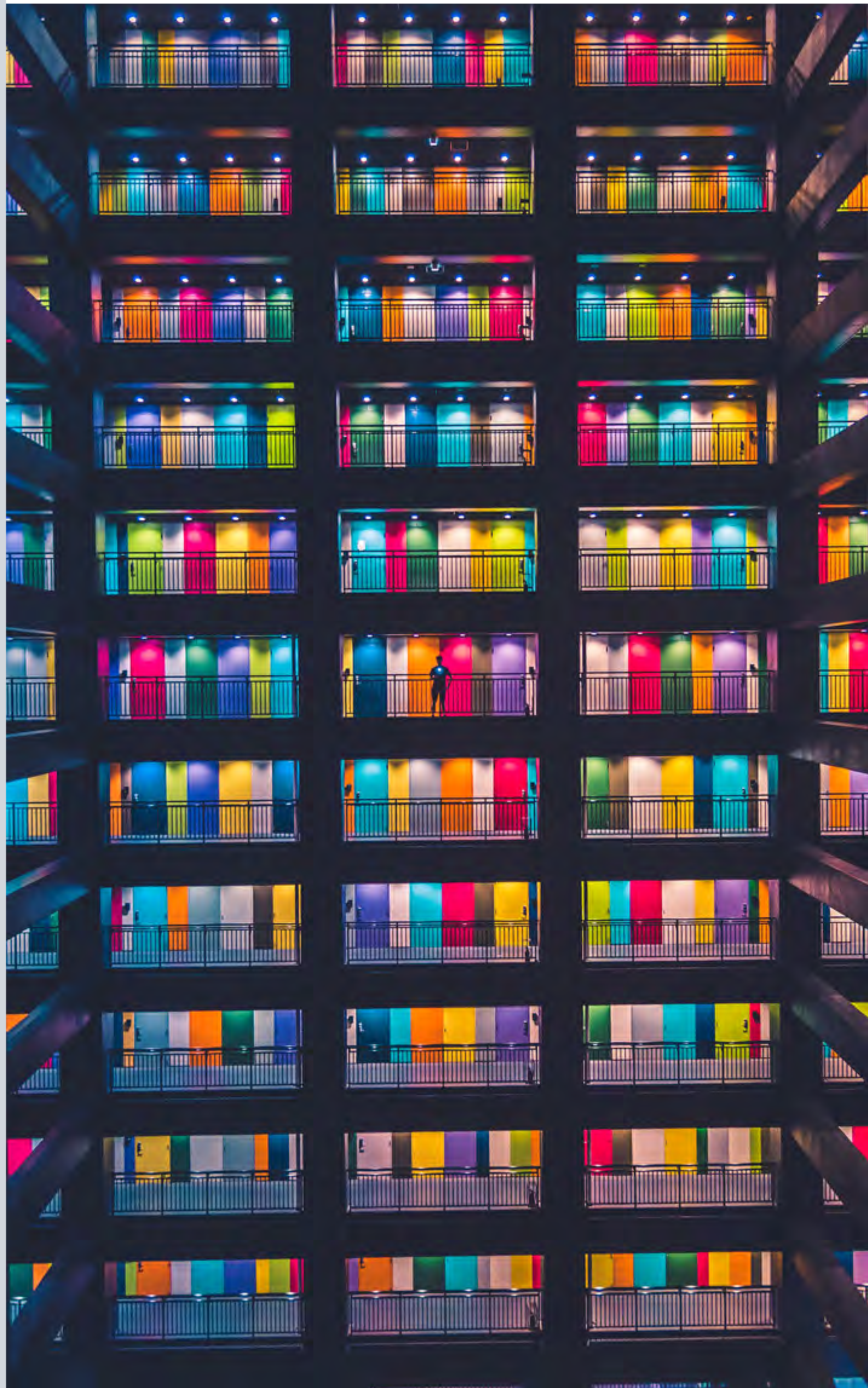
Yet, it is not a panacea, because it has turned into a talking point rather than a fully lived and implemented practice. If leaders continue to practise contradicting behaviours, such as command and control or reward and punishment leadership style, talking about psychological safety will not make a difference. Instead, leaders have to believe in the concept and not just pay lip service to what sounds like contemporary management speak. A prerequisite for, 'bring your whole self to work', is mutual respect, including respect of people's autonomy, self-reliance and ability to really contribute.

Psychological safety does not just happen. It is the result of a deliberate effort to create a constructive and productive workplace culture. We cannot avoid culture any longer; as we cannot blame all illnesses on individuals and their genes.



Eight imperatives for the near future:

1. Have a simple health and wellbeing inspired EVP, which is jargon free and understandable by everyone. Respect human beings in their entirety, not just as physical, mental, financial or AI machines.
2. There is an endless variety of factors that can influence people's lives: carer responsibilities, age, gender, where they live, industry sector, and so on. It is therefore essential for benefits to be personalised.
3. Include workplace culture in your health and wellbeing strategy and practice.
4. Productivity and healthy profits are not mutually exclusive. Be aware what healthy people with personal purpose can achieve for themselves and your organisation.
5. Relate to people as individuals but do not get caught up in ancient management techniques based on control and command or reward and punishment.
6. Leaders matter more to employees than we realise: communicate with authenticity and trustworthiness!
7. Get ahead of the curve of new ways of working and have a business case for what works in your company and for whom.
8. Make a plan for increased psychological safety and reward cooperation and teamwork.



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2024

PROGRAMME PREVIEW

EVIDENCE-BASED HR: A NEW PARADIGM

Masterclass and Research

London and Online

A SYSTEMS THINKING APPROACH TO ORGANISATIONAL CHANGE

Two-day Residential

Greater London

RESKILLING FOR SUSTAINABLE GROWTH

Masterclass and Research

London and Online

HR LEADERS' UAE NETWORK:
RESKILLING FOR SUSTAINABLE GROWTH

Research Briefing

Abu Dhabi, UAE

HR LEADERS' SWEDISH NETWORK:
RESKILLING FOR SUSTAINABLE GROWTH

Research Briefing

Stockholm, Sweden

HR LEADERS' DUTCH NETWORK:
RESKILLING FOR SUSTAINABLE GROWTH

Research Briefing

Amsterdam, The Netherlands

BUILDING CAPABILITY THROUGH LEARNING INNOVATION

Two-day Residential and Research

IMD Business School, Lausanne, Switzerland

HIGH IMPACT LEADERSHIP DEVELOPMENT

Masterclass

London and Online

HIGH IMPACT LEADERSHIP DEVELOPMENT

Masterclass

London and Online

DRIVING ORGANISATIONAL PERFORMANCE: HR'S CRITICAL ROLE

Masterclass and Research

London and Online

HR LEADERS' SWEDISH NETWORK:
DRIVING ORGANISATIONAL PERFORMANCE: HR'S CRITICAL ROLE

Research Briefing

Stockholm, Sweden

INTERNATIONAL CONFERENCE:

APPLICATIONS AND IMPLICATIONS OF EMERGING TECHNOLOGY

Valletta, Malta

HR LEADERS' DUTCH NETWORK:
DRIVING ORGANISATIONAL PERFORMANCE: HR'S CRITICAL ROLE

Research Briefing

Amsterdam, The Netherlands

HR LEADERS' UAE NETWORK:
DRIVING ORGANISATIONAL PERFORMANCE: HR'S CRITICAL ROLE

Research Briefing

Abu Dhabi, UAE

SUSTAINING EMPLOYEE WELLBEING

Masterclass and Research

London and Online

HR LEADERS' LONDON NETWORK:
END OF YEAR

Networking Dinner

London

parc 2024 PROGRAMME PREVIEW

DIGITAL = WEBCAST
F2F = FACE 2 FACE MEETING
P2P = PEER 2 PEER EXCHANGE

WED 17 JAN
DIGITAL
Look Back / Look Forward Legal Review

WED 31 JAN
P2P DIGITAL
Peer Exchange 1

THU 22 FEB
F2F + PARC SHORT PAPER
Industrial Strategy in the 21st Century – Preparing Business for the New Economy
LONDON

WED 13 MAR
P2P F2F BREAKFAST DISCUSSION
Peer Exchange 2
LONDON

WED 24 APR
F2F + PARC REPORT
Getting to Net Zero: the Role of Reward
LONDON

WED 8 MAY
DIGITAL
Legal Update

TUE 14 - WED 15 MAY
TWO-DAY RESIDENTIAL
Strategic Reward Skills Masterclass
WINDSOR

WED 29 MAY
P2P DIGITAL
Peer Exchange 3

WED 19 JUN
F2F + PARC SHORT PAPER
Reform of Executive Reward
LONDON

WED 3 JUL
F2F BREAKFAST DISCUSSION
AGM Season: Trends in Remuneration Disclosures
LONDON

WED 11 SEP
P2P F2F BREAKFAST DISCUSSION
Peer Exchange 4
LONDON

WED 25 SEP
F2F + PARC REPORT
Remuneration Committee Effectiveness
LONDON

MON 7 - WED 9 OCT
CRF INTERNATIONAL CONFERENCE
Applications and Implications of Emerging Technology
VALLETTA, MALTA

WED 16 OCT
F2F BREAKFAST DISCUSSION
Pay Transparency
LONDON

THU 31 OCT - FRI 1 NOV
TWO-DAY RESIDENTIAL
Reward Leaders' Round Table
SURREY

WED 13 NOV
DIGITAL
Global Economic Outlook for 2025 and Beyond

WED 4 DEC
F2F KEYNOTE ADDRESS & DINNER
Speaker and 2025 Programme Launch
LONDON

PARC OFF-PROGRAMME EVENTS

Reward Leader discussions are held regularly throughout the year. These take the form of small group breakfasts and may include participation of external experts.

crf learning

CRF LEARNING OPEN PROGRAMMES 2023 & 2024

CREATING A 'WIN-WIN' EMPLOYEE RELATIONS STRATEGY	INTEGRATED TALENT MANAGEMENT	IMPACT THROUGH PEOPLE ANALYTICS	BUSINESS CATALYST: REIMAGINING HR BUSINESS PARTNERING	PARC STRATEGIC REWARD SKILLS	BECOMING AN EFFECTIVE HRD	ASPIRING GROUP HRD
PROGRAMME 1-2 November 2023, Central London Plus networking dinner	PROGRAMME ONE 20-21 November 2023, Online 9 February 2024, Online PROGRAMME TWO 22-23 April 2024, Online 17 May 2024, Online	PROGRAMME ONE 5-6 December 2023, Online 6 February 2024, Online PROGRAMME TWO 9-10 December 2024, Online 20 January 2025, Online	PROGRAMME ONE 18-19 October 2023, Residential, Greater London PROGRAMME TWO 11-12 March 2024, Online PROGRAMME THREE 14-15 October 2024, Residential, Greater London	MASTERCLASS 14-15 May 2024, Windsor	PROGRAMME 8-9 May 2024, Greater London 24 June 2024, Central London	PROGRAMME 16-17 September 2024, Central London 4-5 November 2024, Central London 13-14 January 2025 Central London Plus networking dinners
£2,250 CRF members £4,500 Non-members	£1,650 CRF members £3,300 Non-members	£1,650 CRF members £3,300 Non-members	PROGRAMME ONE AND THREE £2,250 CRF members £4,500 Non-members PROGRAMME TWO £1,650 CRF members £3,300 Non-members	£2,750 CRF members £5,500 Non-members	£3,250 CRF members £6,500 Non-members	£9,500 CRF members £19,000 Non-members

CRF LEARNING ON DEMAND

HRBP SUITE	Effective Business Partnering	Integrated Talent Management: The Essentials	Building a High-Performance Culture	Workforce Analytics and Storytelling
	A Strategic Approach to Reward	Change Management: The Essentials		
CHANGE AND TRANSFORMATION SUITE	Advanced Practices in Change Management	Organisation Analysis and Diagnosis	Developing the OD Practitioner	Organisation Design for Agility
SHORT COURSES	Artificial Intelligence: Implications and Applications	Project Management	Strategic Workforce Planning	Impactful Employee Experience
	Developing Commercial Acumen	Innovation and Creativity	Building Effective Teams	Consulting Skills

FOR INDIVIDUALS

Courses completed at your own pace, in your own space

SUITE COURSES: £299 CRF members | **£349** Non-members per participant, per course

SHORT COURSES: £125 CRF members | **£149** Non-members per participant, per course

TEAM SOLUTIONS

Courses completed as part of a cohort, including scheduled webinars and assignments

Contact: learning@crforum.co.uk

BESPOKE SOLUTIONS

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