

## Creating People Advantage - Revisiting a success story

Regional results for Europe - Nordics only







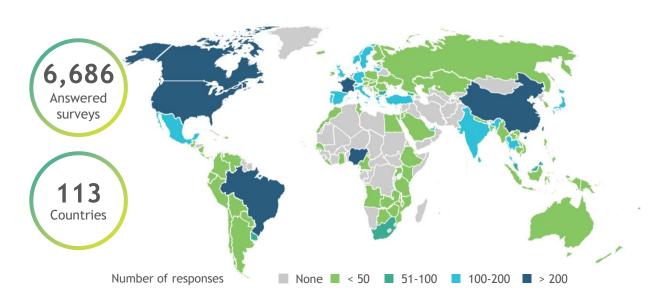
## Global overview on results

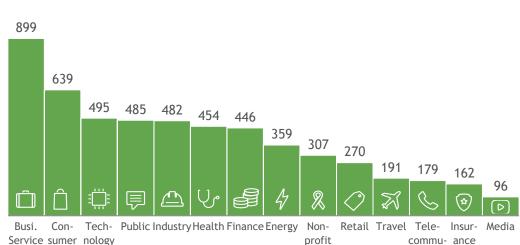
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#### Creating People Advantage—A survey of 6,686 respondents in 113 countries

Industry split

Level of Seniority





## Africa North America 21% Asia Pacific 22% Latin America 12% Europe 37%





Source: 2021 BCG/WFPMA proprietary web survey and analysis



#### 32 HR and People Management topics in nine clusters were assessed

Clusters	HR and People Managem	ent Topic	S			
People and HR strategy, planning and analytics	People and HR strategy		Strategic work	force planning	People ana	lytics and reporting
Talent acquisition	Employer branding	Talent eco	osystem management	Recruiting strategy and prod	cess	Onboarding
People development	Up- and reskilling and learning and development	Career n	nodels management	Top talent management		Staffing and placement mgmt.
Performance, rewards and engagement	Performance management	nt	Rewards and	recognition		vee engagement d well-being
Purpose, behavior, leadership and culture change	Purpose and culture activation	Change ma	nagement capabilities	Leadership behavio development		Diversity and inclusion management
Labor and employee relations	Policy management		Employee	relations	Heal	th and safety
Organizational transformation		evelop- id design	Smart work	Shared services implement.	Restructuring management	Employee journey mgmt.
Digital and IT	HR IT architectu	re and opera	ation	Digital,	, AI, cloud, and rob	otics in HR
HR operating model	HR organization and governance			aff capabilities		

Source: 2021 BCG/WFPMA proprietary web survey and analysis.

#### Ranking of 32 topics for Current Capabilities and Future Importance

58%

50%

47%

44%

43%

42%

42%

41%

36%

36%

36%

35%

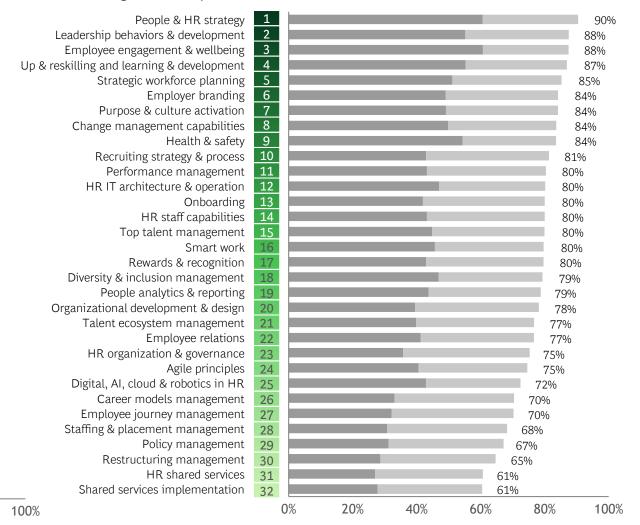
60%

80%

#### Ranking Current Capabilities

#### Health & safety Employee relations Policy management People & HR strategy Recruiting strategy & process Employee engagement & wellbeing Onboarding Employer branding Performance management Purpose & culture activation 11 HR staff capabilities 12 Up & reskilling and learning & development Rewards & recognition 14 Strategic workforce planning Leadership behaviors & development Diversity & inclusion management HR organization & governance 35% Change management capabilities 32% Top talent management 31% Organizational development & design 31% Smart work 31% People analytics & reporting Staffing & placement management Shared services implementation 30% 30% Restructuring management HR shared services 29% HR IT architecture & operation 28% 28 Talent ecosystem management 29 Agile principles 26% Employee journey management Career models management 24% 32 Digital, AI, cloud & robotics in HR 21% 20% 40%

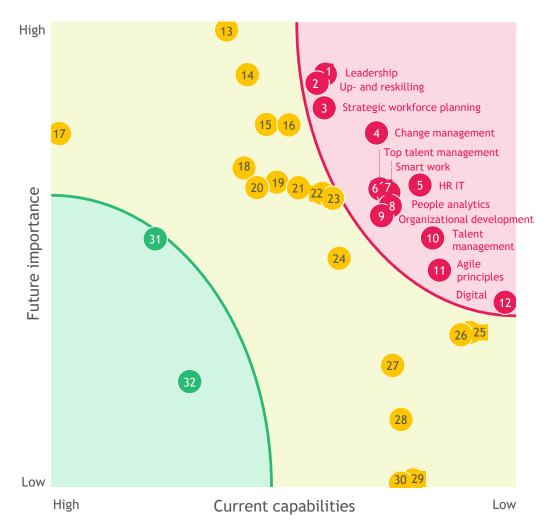
#### Ranking Future Importance



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### Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



Strong need to act

1 Leadership behaviors and development

2 Up and reskilling and learning and development

3 Strategic workforce planning

4 Change management capabilities

5 HR IT architecture and operation

6 Top talent management

7 Smart work

8 People analytics and reporting

9 Organizational development and design

10 Talent ecosystem management

11 Agile principles

12 Digital, AI, cloud and robotics in HR

Medium need to act

13 People and HR strategy

14 Employee engagement and well-being

15 Employer branding

16 Purpose and culture activation

17 Health and safety

18 Recruiting strategy and process

19 Performance management

20 Onboarding

21 HR staff capabilities

22 Rewards and recognition

23 Diversity and inclusion management

24 HR organization and governance

25 Career models management

26 Employee journey management

27 Staffing and placement management

28 Restructuring management

29 HR shared services

30 Shared services implementation

Low need to act

31 Employee relations

32 Policy management

## Regional results for Europe - Nordics only (EAPM)



#### The following slides comprise the results of the following economies

#### Which economy does your work focus on primarily?

Andorra	1
Angola	5
Argentina	6
Δustralia	12
	•••••
Austria	43
Bahrain	1
Bangladoch	2.5
	22
Belgium	62
Rolivia	5
Botswana	7
Brazil	222
DIAZIL	
Brunei	1
Rulgaria	66
Cambodia	1
Cameroon	1
Canada	2.45
Cape Verde	2
Chile	<
China (Mainland)	230
	230
Colombia	27
Costa Pica	2.5
Croatia	26
Cyprus	71
Czech Republic	11

Denmark	59
Dominican Republic	48
Ecuador	16
Egypt	4
El Salvador	
Equatorial Guinea	1
Estonia	0 =
Ethiopia	1
Fiji	0.4
Finland	44
France	204
Gambia	
Georgia	71
Germany	158
Germany Ghana	4
Cross	424
Grenada	1
Guatemala	
Haiti	
	2
Hong Kong (China)	_
Hungary	
Iceland	28
IIIUIA	145
Indonesia	5

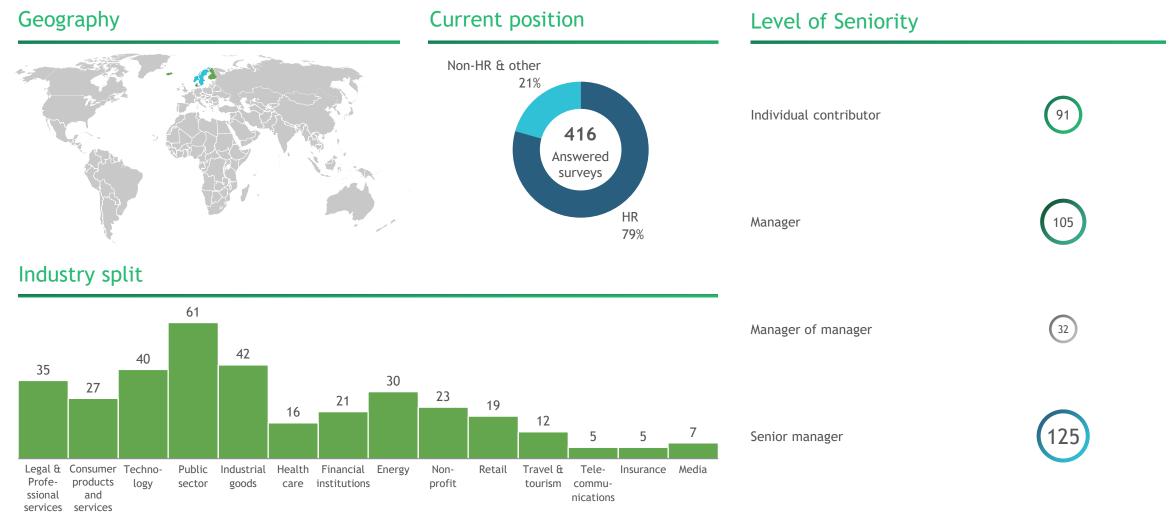
Ireland 4
Israel 42
Italy 141
Jamaica 1
lanan 106
lordan 1
Vazakhetan E
Kenya
Voron South 40
Lebanon 3
Liberia 1
Lithuania 153
Luxembourg 1
Manadania
Macedonia 46
Malawi 16
Malaysia 55
Maldives 5
Mauritius 63
Mexico 173
Morocco 17
Myanmar 1
Nepal 1

Netherlands	209
New Zealand	12
Nicaragua	5
Nigeria	
Norway	152
Panama	2.4
Papua New Guinea	4
Paraguay	11
Peru	
Philippines	3
Poland	
Portugal	117
Qatar	3
Romania	20
Russia	14
Saudi Arabia	9
Senegal	_
Serbia	3
Seychelles	3
Singapore	7
Slovakia	1
Slovenia	
South Africa	74
Spain	103

Sri Lanka	191
Swaziland	1
Sweden	132
Switzerland	63
Taiwan (China)	21
Tanzania	1
Thailand	148
Tunisia	12
Turkey	110
Uganda	7
Ukraine	1
United Arab Emirates	106
United Kingdom	121
United States	1,162
Uruguay	53
Venezuela	39
Vietnam	42
Zambia	1
Zimbabwe	5

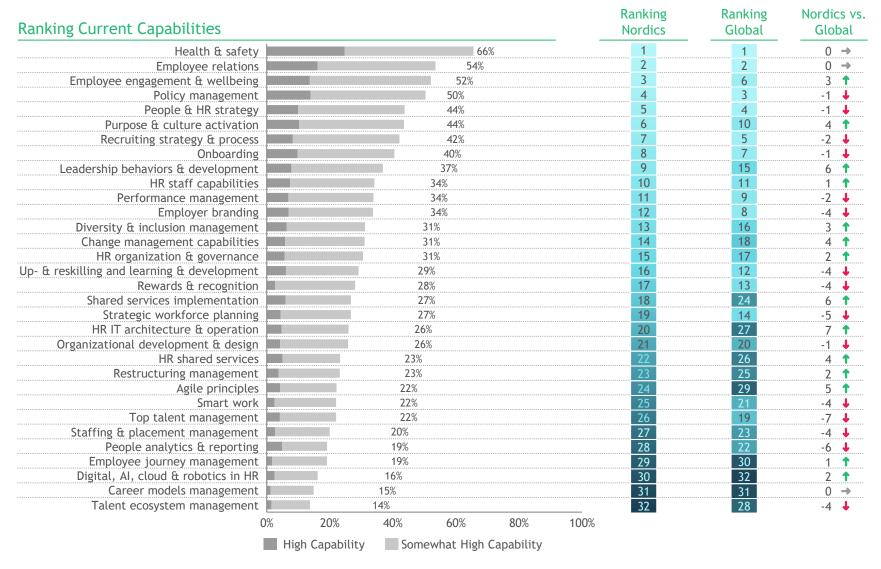
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#### Our survey drew responses from 416 Nordic participants



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#### Ranking of 32 topics for Current Capabilities

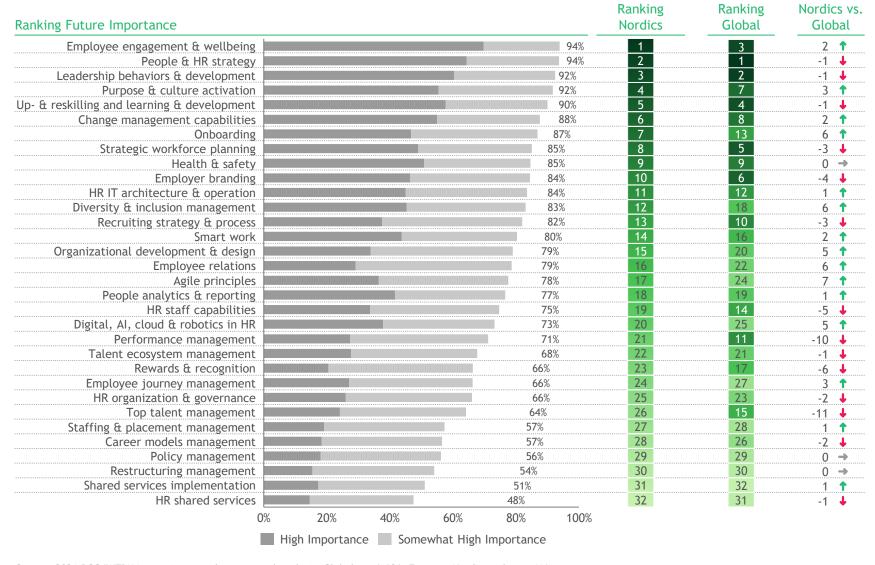


#### Key highlights

- Current HR IT
   architecture &
   operation capabilities
   ranked much <u>higher</u> by
   Nordic respondents vs.
   global average
   (+7 positions)
- Current Top talent
   management
   capabilities ranked much
   lower by Nordic
   respondents vs. global
   average
   (-7 positions)

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#### Ranking of 32 topics for Future Importance

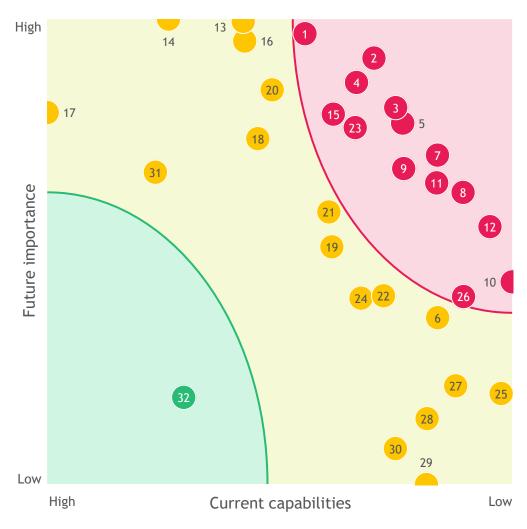


#### Key highlights

- Future importance
   of Agile principles
   ranked <u>higher</u> by Nordic
   respondents vs. global
   average
   (+7 positions)
- Future importance
   of Top talent
   management ranked
   lower by Nordic
   respondents vs. global
   average
   (-11 positions)

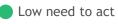
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### Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



- Strong need to act
- Leadership behaviors & development
- Up- & reskilling and learning & development
- 3 Strategic workforce planning
- 4 Change management capabilities
- 5 HR IT architecture & operation
- 7 Smart work
- 8 People analytics & reporting
- 9 Organizational development & design
- 10 Talent ecosystem management
- 11 Agile principles
- 12 Digital, AI, cloud & robotics in HR
- 15 Employer branding
- 23 Diversity & inclusion management
- 26 Employee journey management

- Medium need to act
- 6 Top talent management
- 13 People & HR strategy
- 14 Employee engagement & wellbeing
- 16 Purpose & culture activation
- 17 Health & safety
- 18 Recruiting strategy & process
- 19 Performance management
- 20 Onboarding
- 21 HR staff capabilities
- 22 Rewards & recognition
- 24 HR organization & governance
- 25 Career models management
- 27 Staffing & placement management
- 28 Restructuring management
- 29 HR shared services
- 30 Shared services implementation
- 31 Employee relations





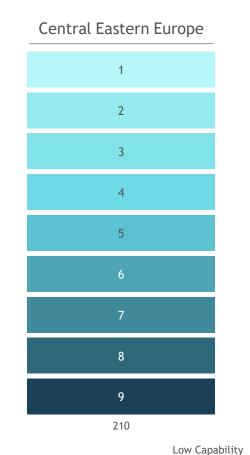
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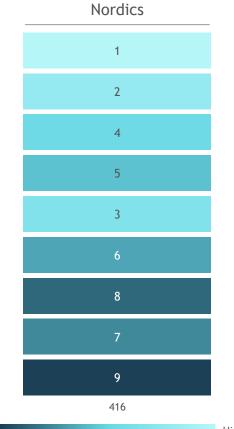
#### Cluster ranking across regions by Current Capabilities

#### **Current Capabilities**

Order by global ranking	Global
Labor & Employee relations	1
Performance rewards & engagement	2
Talent acquisition	3
People & HR strategy, planning & analytics	4
Purpose, behavior, leadership & culture change	5
HR Operating Model	6
People development	7
Organizational transformation	8
Digital and Information Technology	9
Number of responses	6,686

Europe	
1	
2	
3	
5	
4	
6	
7	
8	
9	
2,458	





#### Topic ranking across regions by Current Capabilities

#### Top & bottom five topics: Current Capabilities

Order by global ranking	Global	Europe	Central Eastern Europe	Nordics
21. Health & safety	1	1	1	1
20. Employee relations	2	2	2	2
19. Policy management	3	3	3	4
1. People & HR strategy	4	4	5	5
6. Recruiting strategy & process	5	6	4	7
5. Talent ecosystem management	28	30	25	32
22. Agile principles	29	28	27	24
27. Employee journey management	30	29	30	29
9. Career models management	31	31	26	31
29. Digital, AI, cloud & robotics in HR	32	32	32	30
Number of responses	6,686	2,458	210	416
			Low Capability	

#### Cluster ranking across regions by Future Importance

#### **Future Importance**

		Europe	Central Eastern Europe	Nordics
Order by global ranking	Global	Luiope	——————————————————————————————————————	Notuics
People & HR strategy, planning & analytics	1	2	2	2
Purpose, behavior, leadership & culture change	2	1	3	1
Performance rewards & engagement	3	4	1	5
Talent acquisition	4	3	4	3
People development	5	6	5	8
Digital and Information Technology	6	5	6	4
Labor & Employee relations	7	7	7	6
HR Operating Model	8	9	9	7
Organizational transformation	9	8	8	9
Number of responses	6,686	2,458	210	416
			Low Importance	

#### Topic ranking across regions by Future Importance

Order by global ranking	Global	Europe	Central Eastern Europe	Nordics
1. People & HR strategy	1	1	1	2
17. Leadership behaviors & dev't	2	4	2	3
14. Employee engagement & wellb.	3	2	4	1
3. Up- & reskilling and earning & dev't	4	3	3	5
2. Strategic workforce planning	5	8	9	8
11. Staffing & blacement mgmt.	28	28	27	27
9. Policy management	29	30	30	29
.6. Restructuring nanagement	30	29	29	30
	31	32	32	32
31. HR shared services				
31. HR shared services 25. Shared services mplementation	32	31	31	31

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#### Future of HR—Gap between Nordics and Global responses

HR leaders demonstrate business acumen, making decisions based on long-term considerations and the strategic needs of the organization HR is a competent, innovative and important actor in my organization that exerts considerable influence on strategic-decision making HR has dedicated teams focusing on deep expertise topics (e.g., recruiting, learning & development) Dedicated HR teams take end-to-end ownership for their respective topics (e.g., for the whole recruiting process) HR actively focuses on aligning employees' personal objectives with the wider purpose of the organization and with the interests of society and the environment We have specialized HR business partners who work closely as strategic partners with senior managers to develop the HR agenda Diversity and inclusion objectives are directly integrated into core HR processes HR has an active role in implementing agile ways of working in my organization HR continuously analyzes people data to make transparent, objective and data-based decisions about our employees HR actively forecasts future skill and capability needs and ensures a strong talent pipeline for critical positions and areas of expertise Global A high percentage of HR tasks is covered via a shared service center and convenient self-Nordics service options 10 40% 50 20% 30 Agreement

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#### Personalized experiences—Gap between Nordics and Global responses

My organization has defined clear principles on the ethical use of data provided by and gathered about its employees

HR has a good understanding of employees' individual skills, strengths and weaknesses, taking them into account in both short and long-term career planning processes

Business leaders are aware of the top priorities of employees (e.g., appreciation for work, sustainable work-life-balance) and actively work towards enabling them

We have effective ways of measuring and monitoring employee satisfaction and wellbeing, especially in light of increased remote work

HR has developed a clear concept for how to best organize remote work, actively incorporating and addressing the needs and aspirations of employees

Business leaders demonstrate genuine appreciation for employees and actively engage with them (e.g., through personalized thank you notes for work achievements or personalized emails on anniversaries)

My organization strives to design processes from an employee perspective, aiming to create experiences that are as personalized as possible

HR has implemented concrete and personalized measures to support employees in achieving their career goals, e.g., via individualized career paths or tailored training programs

The digital tools implemented by my organization offer a seamless, personalized experience and make every-day tasks easier

My organization offers personalized rewards and recognition packages to employees, taking their individual preferences into account

We have a strong HR IT system that helps to bundle and analyze employee data, thus forming a valuable basis for designing and offering personalized experiences to employees

