

|| HUMAN
|||| TO
|| HYBRID

The insight edge in employee benefits

How data can transform
employee benefits to
deliver future engagement

CAPITA

Contents

- 4 Foreword

- 6 A new identity for benefits

- 8 Room for improvement:
The data report to date

- 16 All data, no insight?
The challenges of data
within benefits

- 20 The data-driven dream:
A brighter future for benefits

- 24 The next level of data

- 28 The data dilemma: Ethics
and consent

- 34 The Capita People
Solutions perspective

- 36 Conclusion

- 38 About Capita People
Solutions

- 39 About Human to Hybrid

Foreword

Business leaders have long been striving to unlock the power of data, trying to create genuinely 'data-driven' organisations that use analytics and insight to drive performance.

They already have a huge amount of data at their fingertips, and very soon they'll have a lot more. Analysts predict that, by 2025, the amount of data in the world will double **every 12 hours**¹, driven by the Internet of Things (IoT), Artificial Intelligence (AI) and Machine Learning technologies.

Of course, **collecting** data is the easy part. Accessing, sorting and analysing it to get meaningful and actionable insight is much more challenging and many organisations struggle to do it successfully, held back by outdated systems, issues with integration, lack of skills and resources, and the sheer scale and complexity of the task.

It's vital to get this process right because data's potential to have a positive impact on organisations is enormous, whether in measuring, evaluating and optimising employee experiences or improving operational performance across all areas of the employee lifecycle. HR practitioners can – and should – use data to attract high-quality skills into the organisation, to engage, motivate and retain existing talent, and to drive performance, learning and productivity.

This is possible because the breadth and depth of data available to them is evolving rapidly.

Established data points around employees' recruitment, retention, training and satisfaction can now be complemented by far richer, more personal information about their preferences, performance and personal aspirations.

Mining this rich seam of data gives employers a rounded picture of their staff, with a far greater understanding of people's circumstances, drivers, needs and ambitions, which in turn helps them create a relevant and engaging employee experience.

Of course, with great power comes great responsibility, and it's imperative that organisations act ethically and transparently; they must access, protect and share data appropriately, based on a strict code of practice, legal compliance and employee consent. They take a big risk if they fail to handle data properly.

Data, and how organisations use it, will become even more important in the future, when humans work in a fully digitised environment alongside AI and automation. It will be one of three strategic levers — along with digital and people — that leaders must manage effectively if they are to find success in the hybrid workplace.

Our **Human to Hybrid** study² explored the transition to this new world of work, revealing that it is now the most pressing challenge facing UK organisations.

It also revealed that, of the three strategic levers in the **Human to Hybrid** journey, organisations have made the least progress in data. 45% of business leaders report that, compared to only 27% who claim to have made the most progress in this area. And, disappointingly, the research calls out HR as the business function that is currently the worst at collecting and analysing data and using it to drive better outcomes.

In this paper, we look at data's role within employee benefits and rewards, areas in which it can deliver significant transformation. Business and HR leaders sometimes regard benefits as little more than a tick-box exercise that offers only a diminishing opportunity for return on investment or competitive differentiation; but if they adopted a data-driven approach, they could deliver far more relevant, personalised benefits to their people and, in doing so, improve outcomes for both

organisation and employee. They could also improve their talent acquisition strategies, retain and engage their employees better, and protect people's wellbeing. However, our research shows that they have a long way to go to achieve such a data-driven approach.

Currently only 6% of business leaders feel that their organisation does a good job of using data relating to employee benefits, trailing every other organisational function.

This fact isn't lost on benefits professionals — 89% admit that they could improve their use of data.

Organisations must address this situation if they are to meet the challenges of the future and be able to attract and retain high-quality talent, and then develop it into a hybrid workforce. Business and HR leaders need to have the skills, tools, partners and processes in place to make better use of data, turn it into insight quickly and easily, and make informed, real-time decisions that lead to better employee experiences, better performance and better business outcomes.

HR departments can't continue to lag behind the rest of the business when it comes to understanding and using

data, especially when HR leaders need to take up more strategic positions at the heart of their organisations and lead them through the transition to a hybrid workforce.

I hope that this paper, as part of our wider **Human to Hybrid** series, will help you to better understand how workforce dynamics are changing and how new technologies such as AI and automation will allow you to re-evaluate how you resource work and deploy human talent effectively. We aim to equip you with the insight and direction you need to approach workforce and digital transformation in an informed and strategic way, and to provide you with a platform for establishing the highly-skilled, engaged and agile workforce your organisation will need to succeed.

At Capita, we have the breadth of services and knowledge to take a holistic view of these changing dynamics. Our experience and expertise spans business strategy and leadership, digital enablement and the entire employee lifecycle, which gives us a unique understanding of this hugely complex Human to Hybrid challenge.

Data has been described as the world's most valuable resource — even more valuable than oil³ — and there's no denying it's essential to providing improved employee experiences, driving better workforce strategies and, ultimately, delivering better business outcomes. It's time to put that resource to work in your organisation and make sure you're prepared for the journey from human to hybrid.



Gareth Pickles,
Managing Director,
Capita Employee Solutions

¹ IDC, 'Data Age 2025: The Digitization of the World, From Edge to Core', November 2018

² Capita People Solutions, 'Human to Hybrid: The next workforce frontier', 2019

³ The Economist, 'The world's most valuable resource is no longer oil, but data', May 2017

A new identity for benefits

Workforce data has long been touted as a potential game-changer for HR departments across all sectors. This is particularly true within benefits and rewards provision, where data and insight can provide employers with a unique opportunity to build a more rounded, picture of their employees. They can use data around benefits uptake and engagement to understand people's drivers, aspirations, personal circumstances and interests.

This is hugely advantageous as organisations seek to offer staff more tailored benefits and rewards packages that relate to everyone's personal requirements and preferences. This shift is part of a wider objective for employers to provide a more personalised and relatable employee experience across the board, to drive better engagement, retention and performance.

However, as we revealed in our previous white paper⁴, business and HR leaders feel that benefits should be delivering more, not only to employees but also to the business; helping to improve talent acquisition, employee retention and, ultimately, productivity and performance.

Business leaders identify data as one of the three strategic levers — alongside digital and people — that they must manage and prioritise over the next five years as part of the transition from a human workforce to a hybrid one⁵. This is where people will work in a technologically-optimised environment alongside AI and robots and organisations will make resourcing decisions based on the relative skills and strengths of both people and technology.

For HR professionals, these levers are the three areas of priority for preparing workers for the future world of work, and for building the workforce their organisations need to compete and win in the future.

This paper assesses the impact that data is currently having within benefits provision and how organisations can use it to deliver benefits and rewards packages that differentiate them in an ever more dynamic, competitive jobs market.

It also identifies how organisations can use benefits data more effectively to engage workers (both existing and prospective) throughout the employee lifecycle, from recruitment to retirement.

Our research confirms that organisations have a significant opportunity to use data to improve staff engagement levels around employee benefits, and, in doing so, to make benefits a strategic differentiator to attract, retain and motivate high-quality talent in a fiercely competitive labour market.

Most HR and benefits leaders are acutely aware of this opportunity and they are actively looking to adopt a more data-driven approach in their benefits strategies.

However, the research reveals that most HR and benefits professionals are also dissatisfied with their current use of employee benefits data.

Too often they are struggling to turn it into actionable insight, held back by outdated technology, fragmented and disparate data, a lack of skills and expertise inside the business, and a shortage of reliable partners outside it.

Despite this, they are in no doubt that data will play a huge role in transforming benefits provision over the next five years. New technologies such as AI and the IoT will enable employers to collect, monitor and, most importantly, analyse huge amounts of data about their workforce securely and ethically, and provide the insight they need to create genuinely individual benefits packages.

Research methodology

Capita Employee Solutions undertook comprehensive, independent research among benefits professionals, business leaders and employees, which consisted of interviews with:

- More than 200 benefits and HR professionals within organisations in the UK
- 500 business leaders (board directors, senior directors and heads of departments)
- Interviews with 2,031 employees

All respondents worked for organisations in the UK with more than 100 employees and came from a representative sample of industries and job roles / functions.

All research was conducted by Insight Avenue in November / December 2018 and January 2019.

⁴ Capita People Solutions, 'The digital opportunity: re-imagining the employee experience in benefits', 2019

⁵ Capita People Solutions, 'Human to Hybrid: The next workforce frontier', 2019

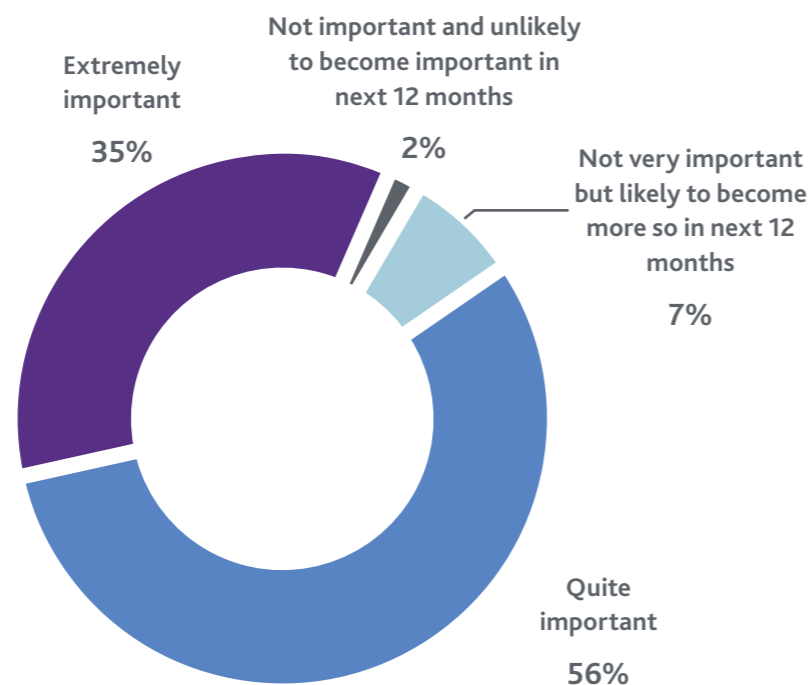
Room for improvement: The data report to date

HR and benefits leaders are in no doubt about the role that data must play in optimising benefits provision for their workforces.

91% believe that data is important in improving benefits and rewards provision within their organisations, and 84% believe that greater insight will give their organisation a competitive edge in rewards and benefits.

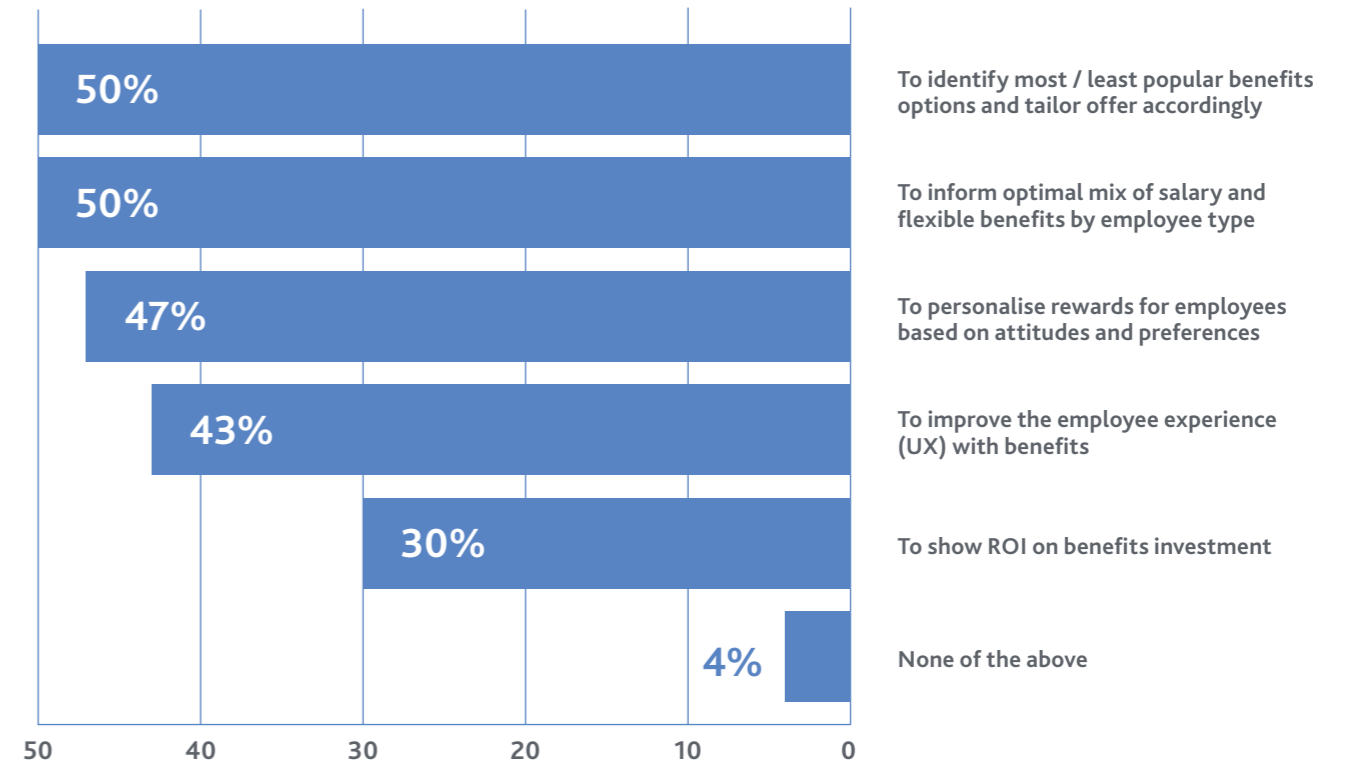
Importance of data and insight in improving rewards / benefits provision

How important do you see data and insight being in improving rewards / benefits provision within your organisation right now?



Current use of data within benefits / rewards provision

How is data currently used within benefits / rewards provision in your organisation?

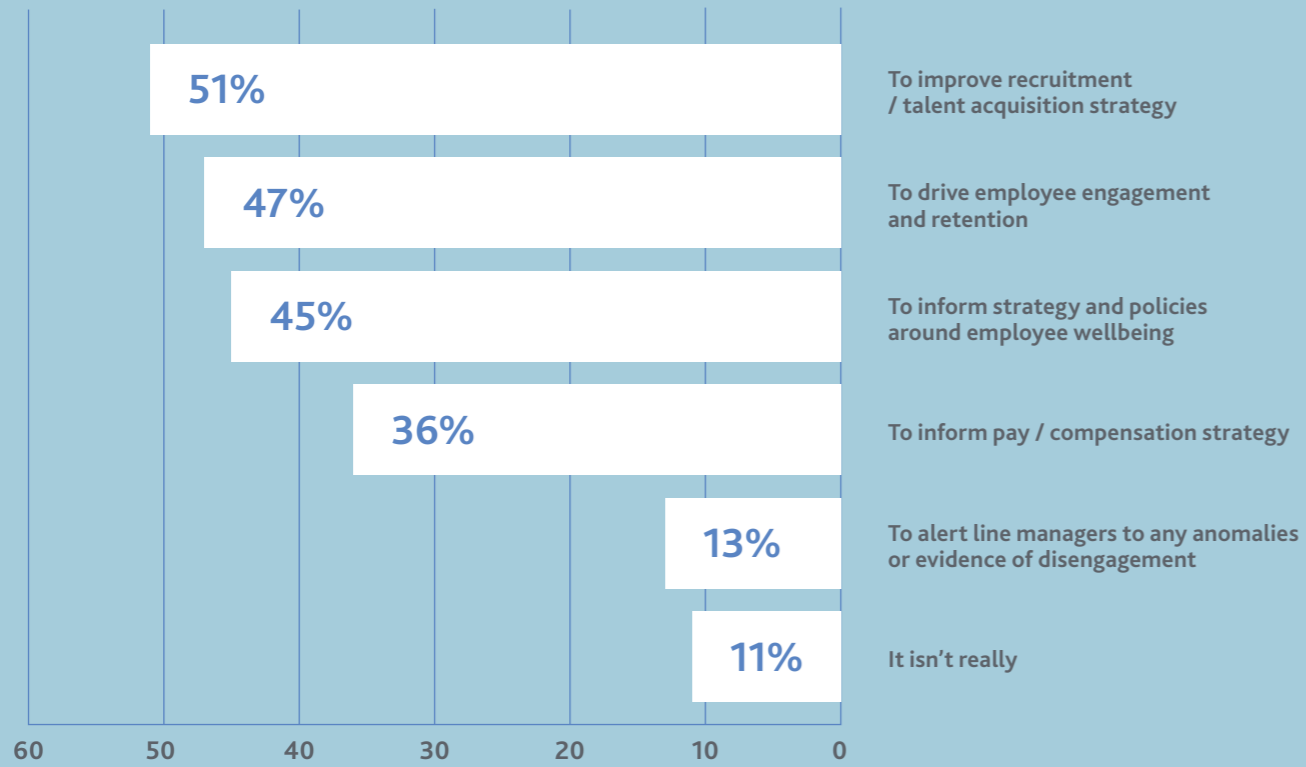


A majority of employers surveyed are already using some level of employee and workforce data within their benefits provision. Half (50%) use data to monitor the popularity and uptake of specific options, and to help them to create the best mix of salary and flexible benefits for different employees. Others use it to personalise rewards based on their employees' attitudes and preferences and to improve the employee experience of benefits.

96% of UK organisations are already using data to inform and optimise their benefits strategy. But only 30% use it to show a return on their investment in benefits.

Current use of benefits data across other parts of HR and the wider business

How is benefits data being used across other parts of HR and the wider business?

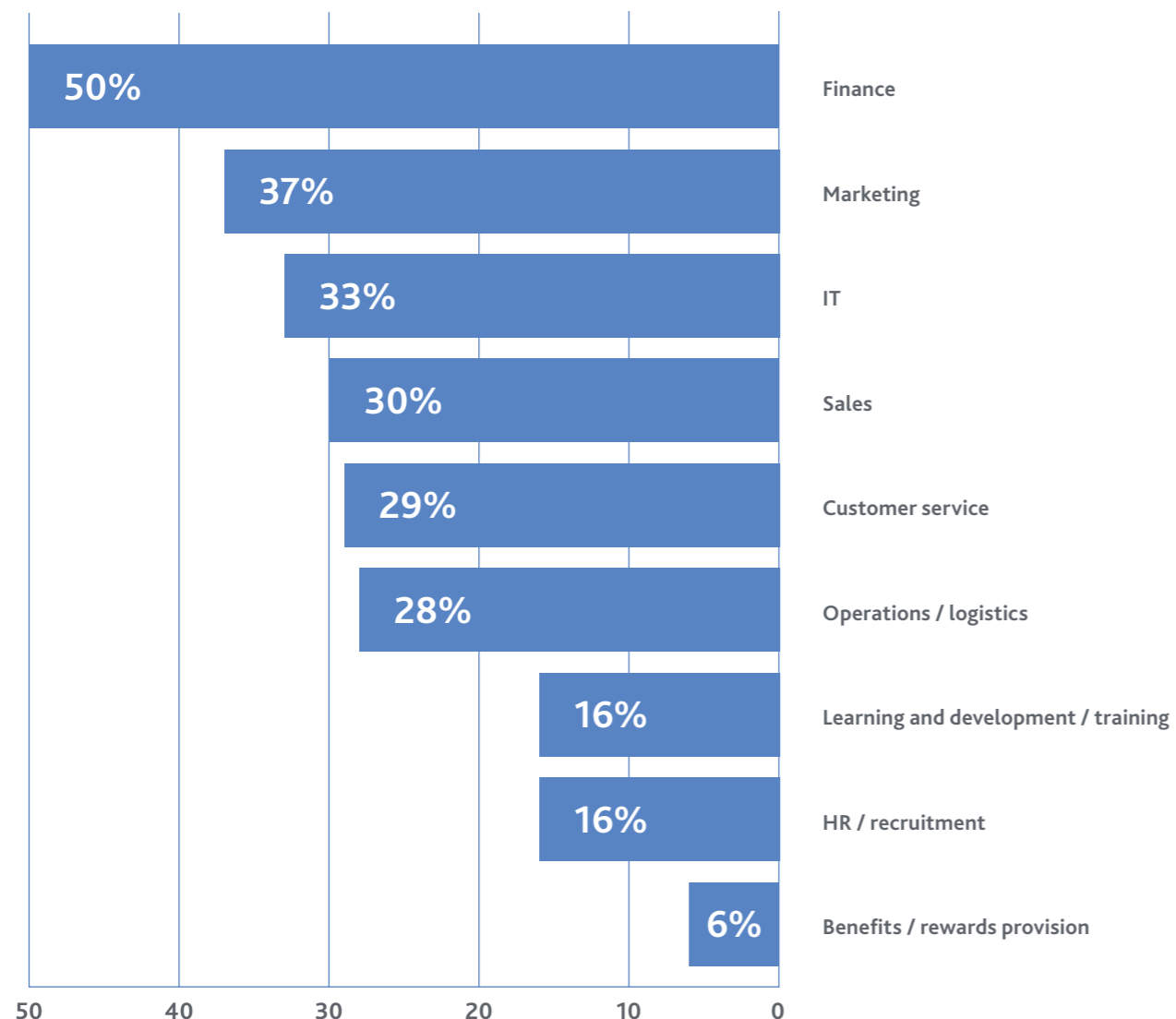


Beyond this, organisations also use benefits data to improve their talent acquisition and retention strategies and to inform HR policies on compensation and wellbeing.



Business leaders: Areas where your organisation is best at collecting, analysing and using data to drive business outcomes

In which areas of your business do you think your organisation is best at collecting, analysing and using data to drive business outcomes?



But despite the widespread use of data within benefits provision and across the wider HR function, most HR and benefits leaders acknowledge that they have a long way to go before they can really claim to have a fully data-driven and data-optimised benefits programme in place.

Currently, only 11% of them describe their use of data and insight in supporting benefits provision as 'excellent'. The clear majority (82%) regard it as 'adequate' or 'good', but with room for improvement. Likewise, only 13% claim that their organisation is 'very effective' when it comes to integrating benefits data into other parts of HR and the wider business.

As a result, two thirds (66%) of HR and benefits leaders worry that their organisation is lagging behind its competitors in how it uses data and insight to provide employee benefits.

Senior business leaders agree that organisations should be making better use of data and insight within benefits. In our **Human to Hybrid** white paper⁶, we revealed that they identified data as one of the three strategic levers in the transition to a hybrid workforce — alongside digital and people. Interestingly, across these three strategic priorities, they reported that their organisations have made least progress in their use of data.

In fact, they cited benefits and rewards provision as the area in which their organisations were least effective in using data and insight to drive business outcomes.

The level of data organisations already have within the employee benefits infrastructure represents an immediate opportunity for better targeting and personalisation of benefits. AI and machine learning will deliver exponentially on this but benefits managers need to embrace the incredible opportunity they have right now.

⁶ Capita People Solutions, 'Human to Hybrid: The next workforce frontier', 2019

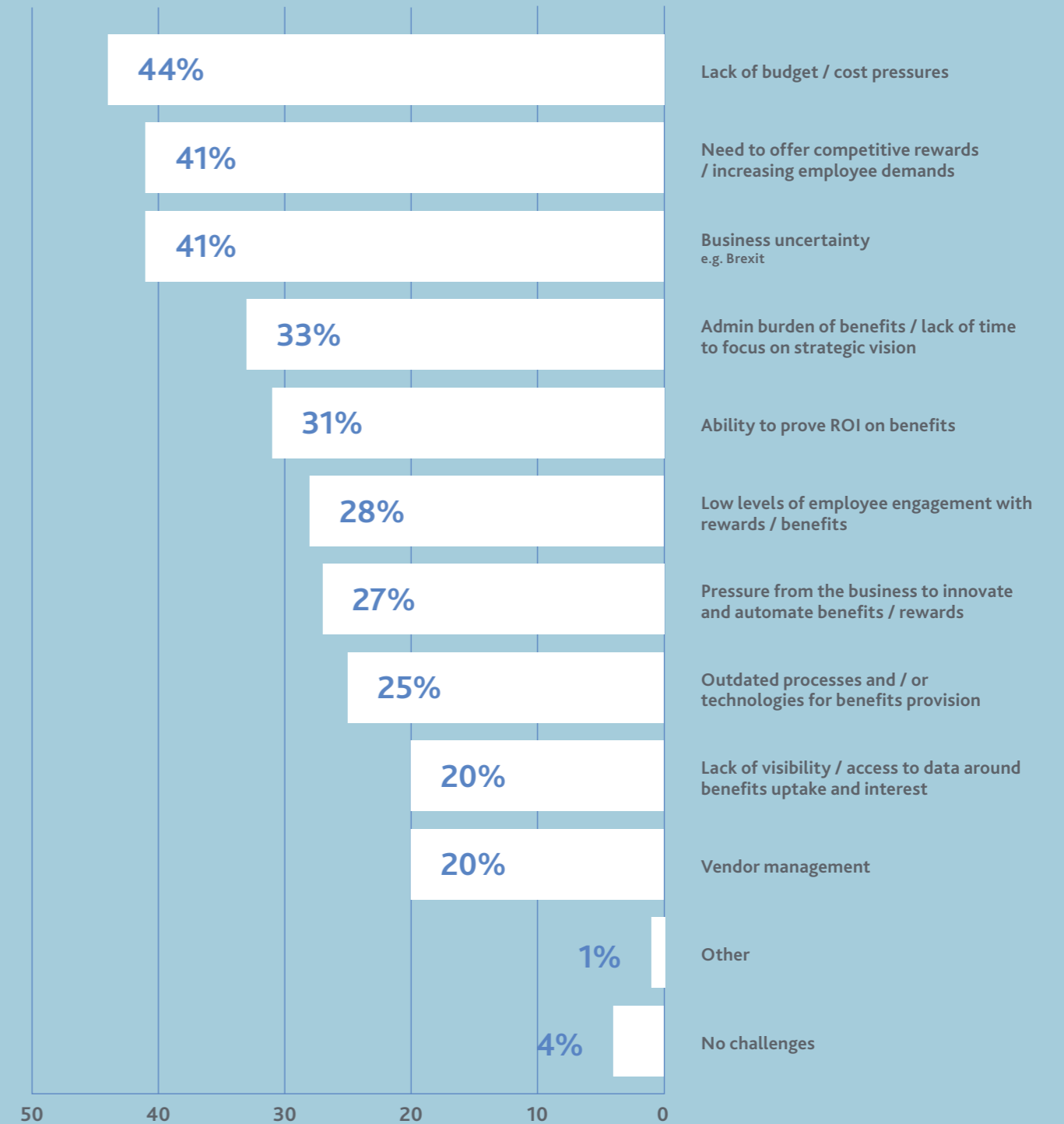
All data, no insight? The challenges of data within benefits

Organisations currently face a range of challenges in improving their benefits provision. Benefits professionals see budgetary constraints as the biggest barrier, but they also report significant challenges around communication, measurement, administration and innovation.

A third (31%) of benefits leaders say that they struggle to prove the ROI on benefits provision, 20% report that they do not have access to the data they need, and 28% say they struggle with low levels of engagement around benefits provision.

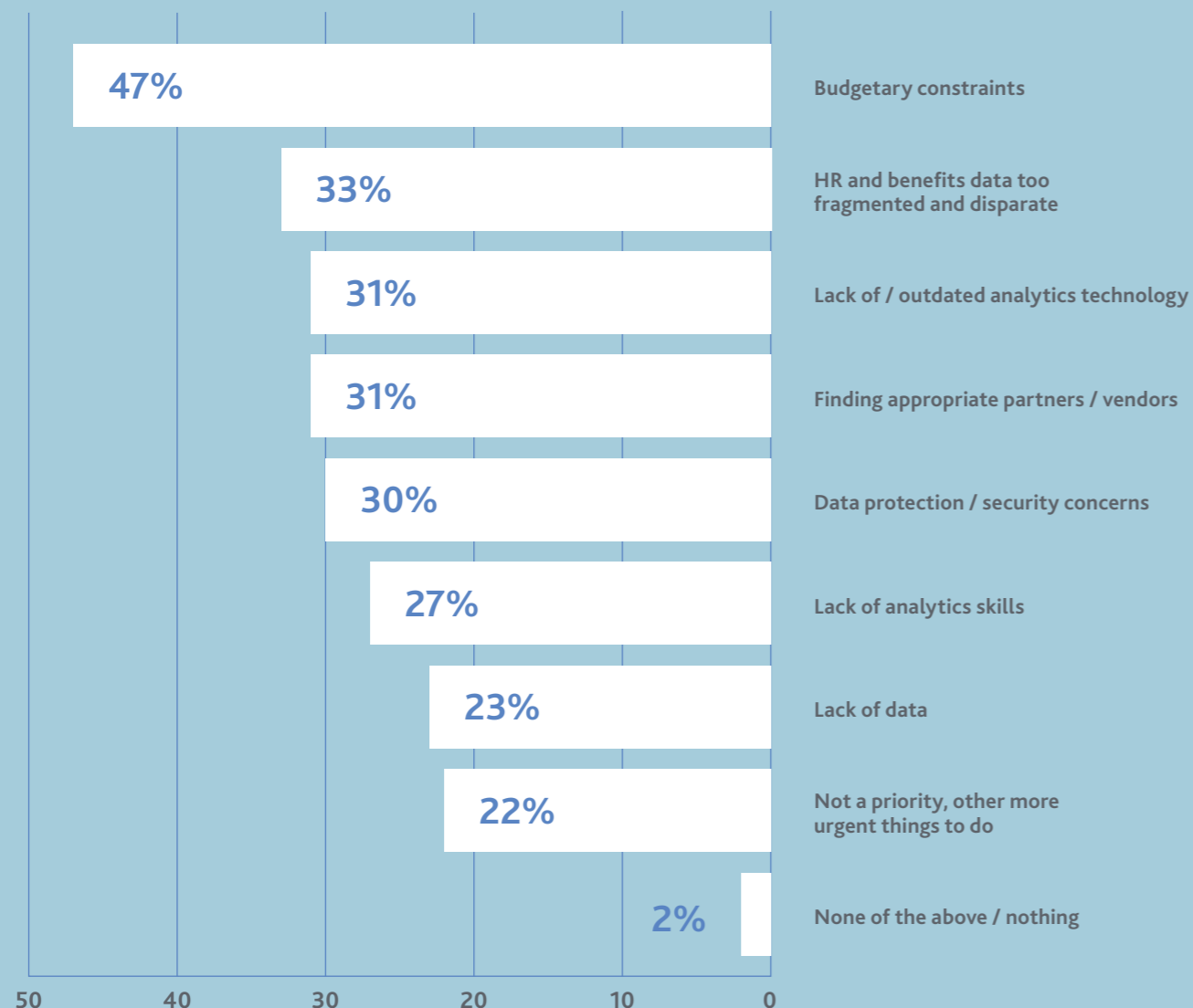
The biggest challenges with benefits / rewards today

What are your organisation's biggest challenges with benefits / rewards provision right now?



Challenges in turning data into insight to inform rewards / benefits provision

What are the challenges in turning data into insight to inform rewards / benefits provision in your organisation right now?



Interestingly, many of the most significant challenges facing benefits leaders today are directly related to data, but even more challenges could undoubtedly be addressed and overcome through better use of data and insight.

In line with most sectors and business functions today, benefits professionals are having significant problems converting the masses of workforce data they have at their disposal into meaningful insight to help them to improve their organisations' employee benefits provision.

Three quarters (76%) of benefits and HR leaders report that they face challenges in turning data into actionable insight.

Almost half (47%) are dealing with budgetary constraints that limit their effective use of data and their ability to gain real insights into employee patterns and behaviours around benefits.

However, it isn't just inadequate budgets that are preventing organisations from using data within benefits more strategically. A third (33%) have fragmented and disparate data and 31% use outdated analytics technology (if they have analytics tools at all).

Beyond this, our research reveals that benefits professionals are held back by a lack of analytical skills within their teams and departments, difficulties in finding appropriate partners and technology vendors, and ongoing concerns about data protection and security.

Tech and skills emerge as the big barriers in the way of better insight around benefits data. HR leaders may need to look beyond the benefits team to ensure they are measuring, and maximising, the return on their employee benefits investment.



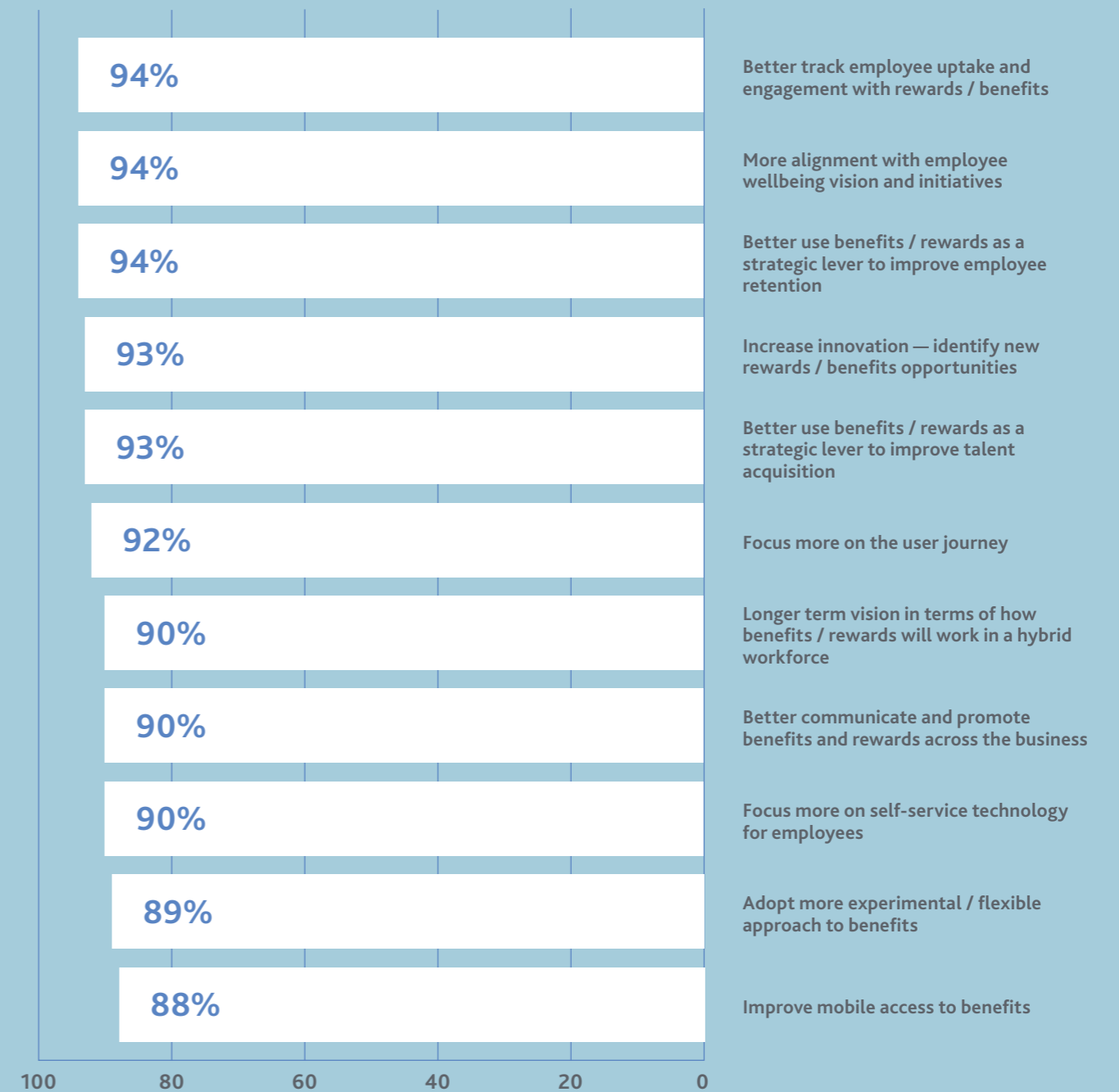
The data-driven dream: A brighter future for benefits

Benefits professionals are in no doubt about how benefits and rewards provision can and should be improved within their organisation, and how benefits can be used within their overall workforce strategies. Indeed, the clear majority believe that benefits provision can significantly improve talent acquisition, employee engagement, retention and wellbeing.

How benefits / rewards provision could be improved

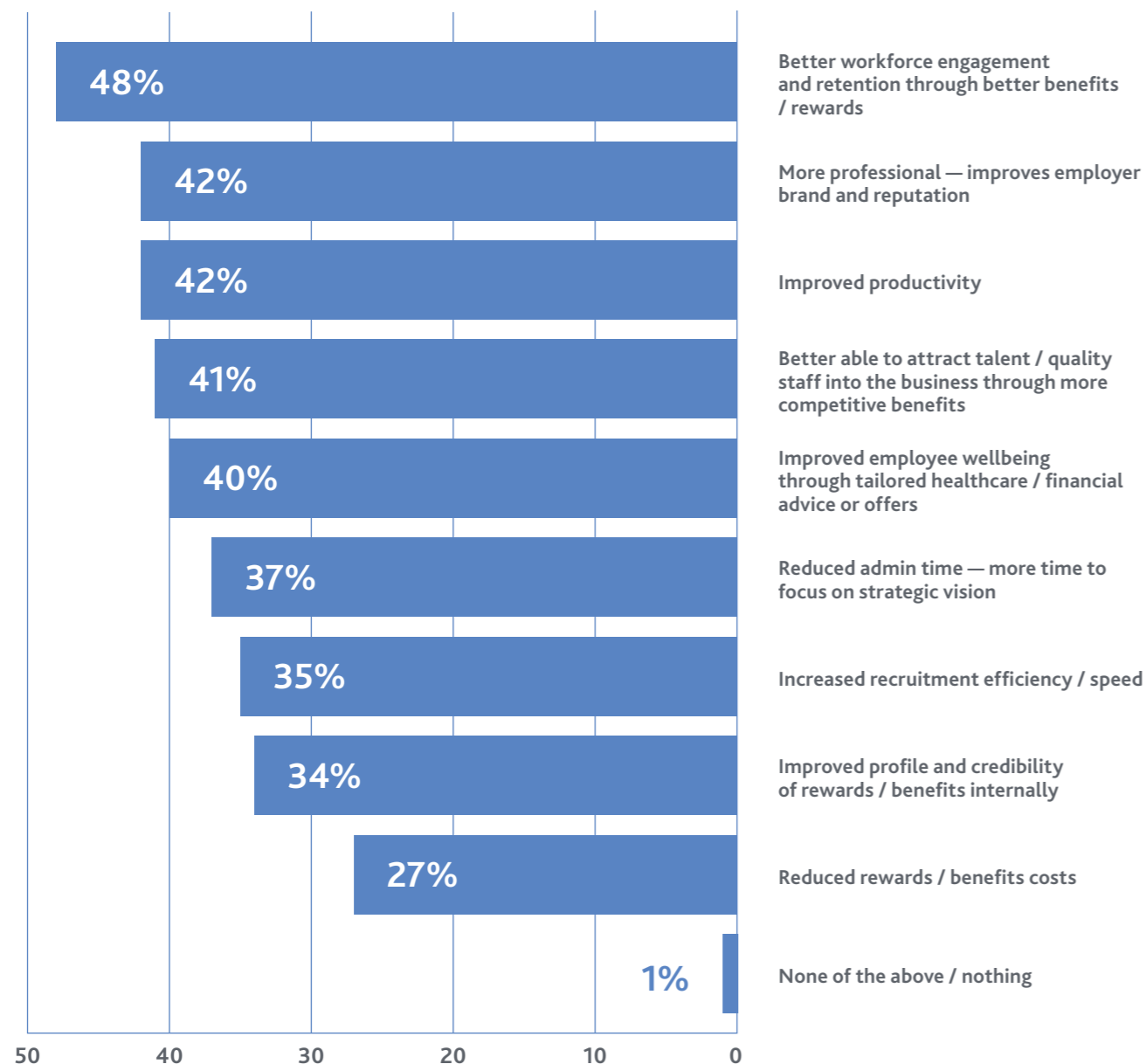
In which of the following ways do you think the rewards / benefits provision in your organisation can be improved?

■ saying "yes, definitely" or "yes, probably"



How data-driven rewards / benefits provision can deliver better outcomes for the business

In which ways do you think data-driven rewards / benefits provision can deliver better outcomes for your business?



As we saw in our previous paper⁷, which explored the role of digital — the first strategic lever on the **Human to Hybrid** journey — in benefits provision, HR leaders, and senior business leaders in general, feel that they should be using benefits more strategically to deliver better business outcomes for both employees and employers.

Despite the significant challenges that organisations are facing in accessing, analysing and using data within benefits, HR leaders have no doubt that using data and insight effectively is critical to transforming benefits into a strategic lever within their future workforce strategies.

Virtually all (99%) benefits professionals believe that data-driven benefits and rewards can deliver better outcomes for organisations.

Our research found that some of the key advantages of this approach are improved workforce engagement and retention (48%), enhanced employer brand (42%), increased ability to attract high quality talent into the business (41%), and less administration (37%).

The link between benefits provision and talent acquisition, employee engagement, retention and wellbeing is clear. The big question for organisations is how they will harness the power of the data before them to create a better connection with employees by understanding what really matters to them in their lives, both within and beyond work. That insight will drive the case for investment in benefits and rewards, which, in turn, will deliver better outcomes for organisations.

⁷ Capita People Solutions, 'The digital opportunity: Re-imagining the employee experience in benefits', 2019

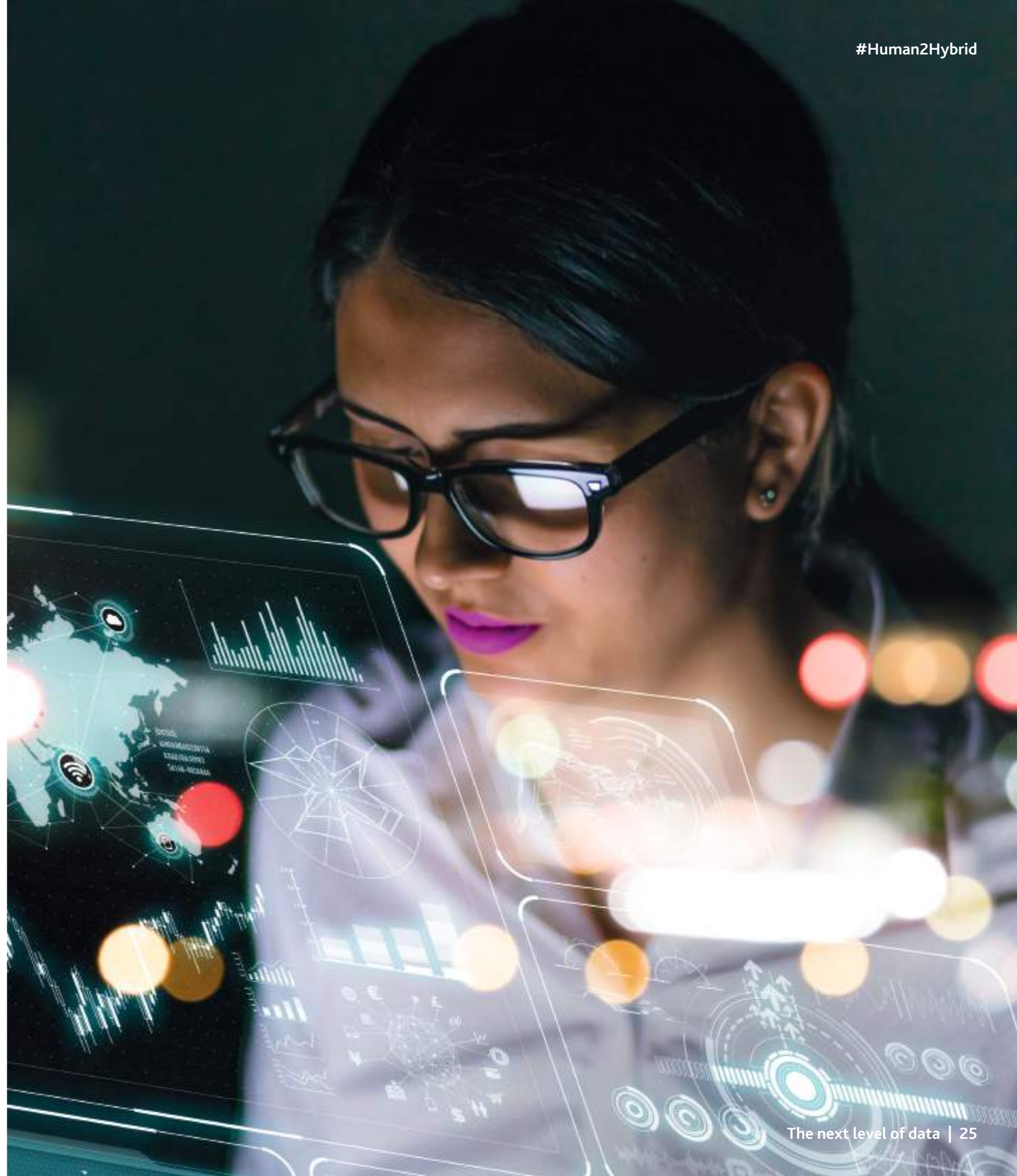
The next level of data

The types and volumes of employee data available to organisations today can provide benefits professionals with useful insight to inform their decisions and enable them to deliver more targeted and personalised employee experiences. However, the wide-scale implementation of new technologies such as AI, Machine Learning and the IoT will completely transform the quality and quantity of this data.

Rather than simply collecting data on the uptake of benefits and levels of engagement around them, our research shows that organisations will increasingly collect data on people's career aspirations and motivations, working patterns and behaviours, and lifestyle behaviours such as banking and shopping habits.

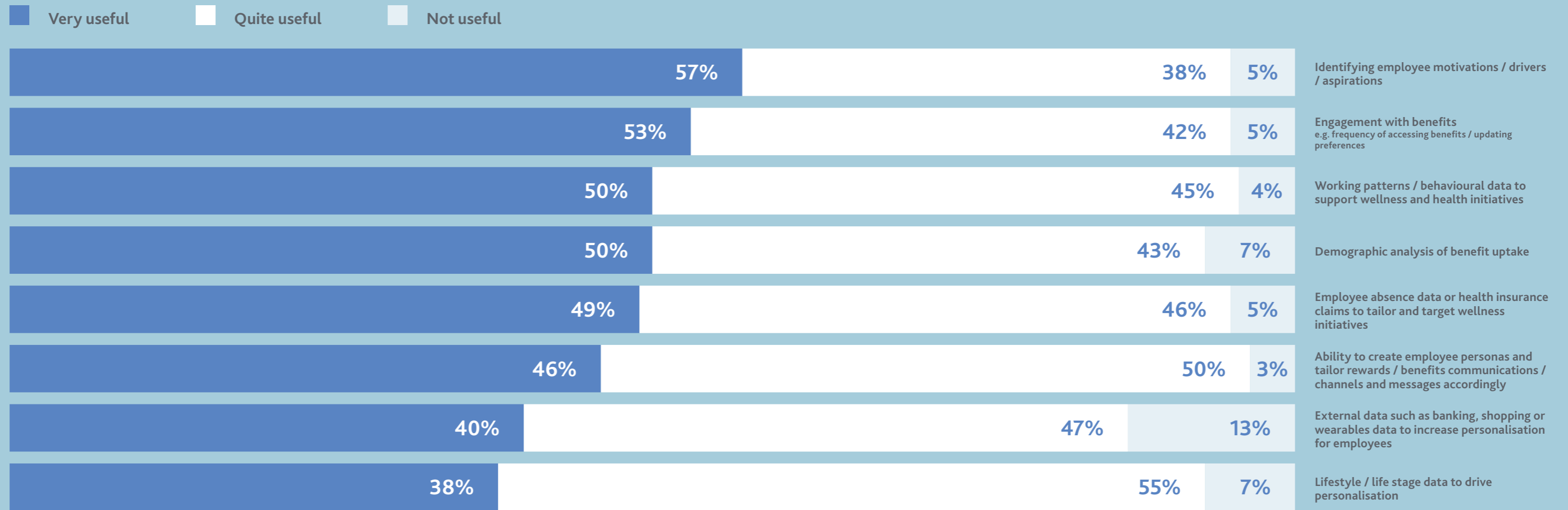
95% of benefits professionals believe that having insight into employees' motivations and aspirations would help them to improve their benefits provision, while 87% feel that having insight into people's behaviour outside work, such as their banking and shopping habits, plus data from wearable technology, would also be useful.

Our research shows that having access to richer, more 'personal' data would also help organisations to deliver enhanced experiences across areas of the employee lifecycle beyond benefits. 95% of benefits leaders say that having insight into employees' absence data, health insurance claims, and working patterns and behaviours would help employers to offer more targeted and tailored wellbeing initiatives. Having access to data from wearable technology, for example, takes employee health benefits to a different level if the data can pick up early signs of conditions that need proper medical attention.



Usefulness of different types of data / insights in improving rewards / benefits provision over next five years

How useful do you see the following types of data / insights being in improving rewards / benefits provision in your organisation over the next five years?*



Evidently, new technologies are set to create a whole new wave of data sets around benefits that will enable organisations to offer their people far more personalised and relevant packages, as well as a more tailored and targeted experience across the whole employee lifecycle.

71% of benefits leaders predict that hyper-personalisation, driven by AI, will characterise benefits provision over the next five years.

Our previous white paper⁸ revealed that people will increasingly come to expect their employers to provide the same level of personalised experiences that they receive from consumer brands such as Amazon. This 'consumerisation of benefits' represents a huge challenge for employers competing with these consumer brands for potential and existing employees' attention.

To deliver this level of personalised experience, employers must gain real insight into each employee by gathering rich data. They can then develop benefits packages that are most relevant and compelling to each person and deliver them through the most appropriate channels.

For the future we'd question why employee benefits sit with the employer rather than with the employee as a portable benefits portfolio for them to take where they

want and access when they like. Right now employers can focus on the user experience to get people fully engaged with benefits and enjoying them to the full.

86% of benefits leaders believe that data and digital competency go hand in hand when it comes to rewards and benefits. **If your benefits platform offers the three Ss (Seamlessness, Speed and a Sense of control) people will want to use it regularly and your engagement and take-up rates will increase.**

⁸ Capita People Solutions, 'The digital opportunity: Re-imagining the employee experience in benefits', 2019

*Figures may sometimes sum to 99% or 101% due to rounding.

The data dilemma: Ethics and consent

Business and HR leaders fully recognise that having access to a wider, richer level of data on and insight into their employees will bring them and their people significant advantages.

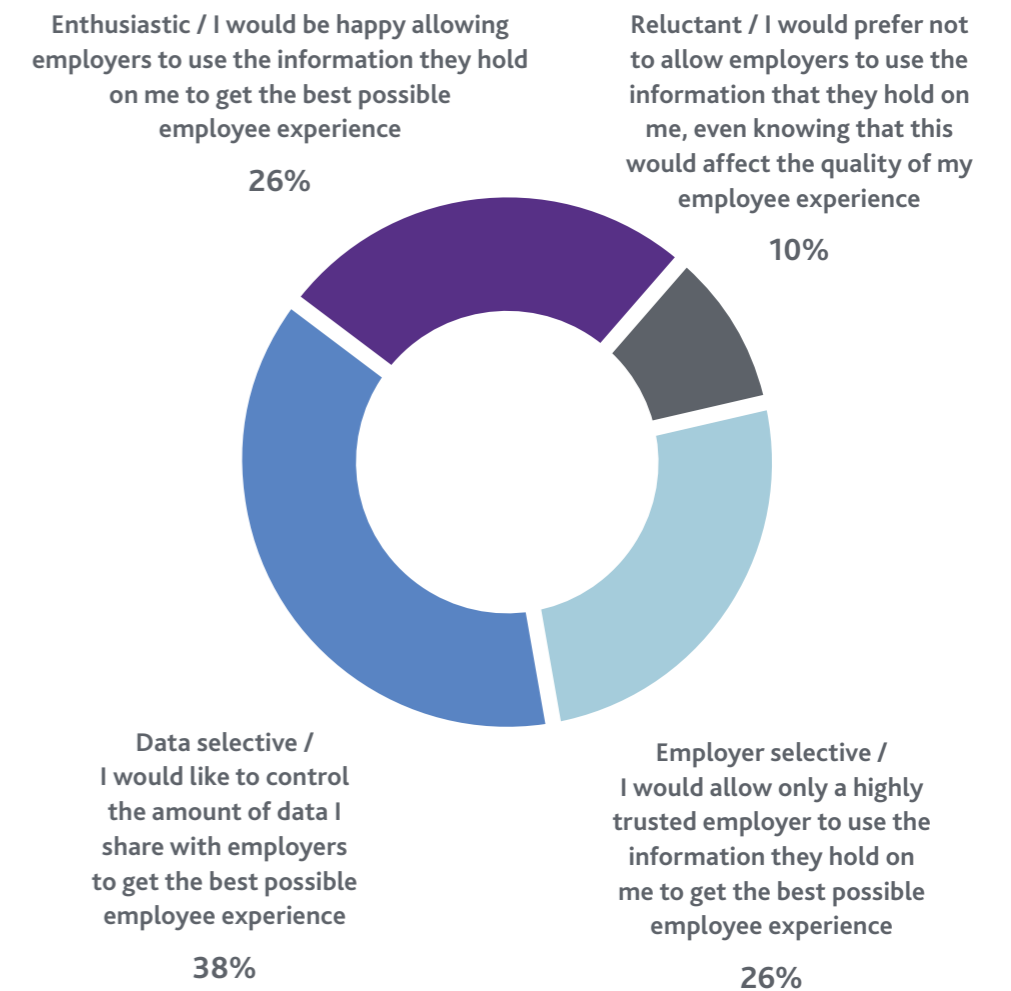
But they are also acutely aware of the risks they run when they collect and use more employee data.

88% of benefits leaders agree that they need to carefully consider the legal and ethical restrictions around greater use of data in rewards and benefits.

Our research among UK employees reinforces the need to approach data and insight with caution. People are split on the extent to which they would want their employers to use their personal data but the majority express concern and say they would want to retain some control over the type of data they share.

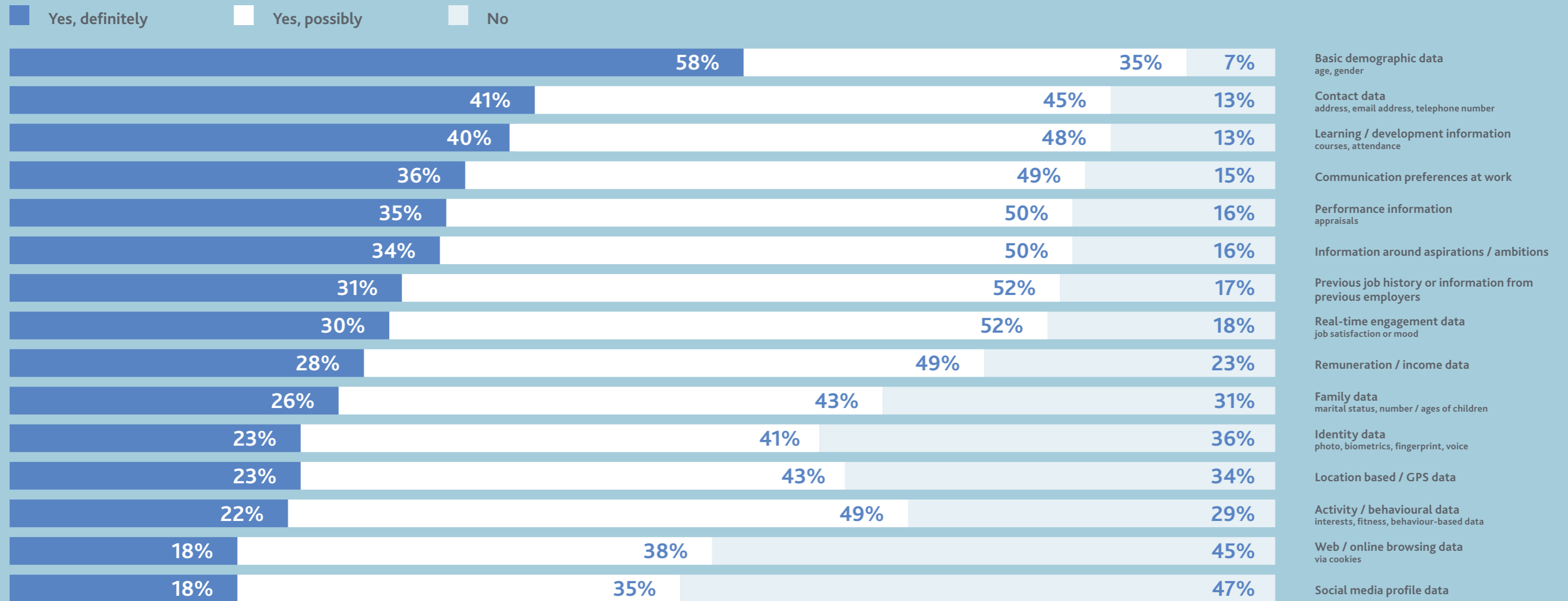
Employees: Attitude to allowing employer to use data and algorithms in order to get a great employee experience

Which of the following best describes your approach / attitude to allowing your employer to use data and algorithms to get a great employee experience?



Employees: Types of data employees are happy for employers to use to provide great employee experience

What types of data would you be happy for your employer to use to get a great employee experience, including tailored benefits, personalised learning and career development opportunities?*



As you would expect, people are happy for their employers to use data and insight relating to their 'work-related' behaviours and experiences, including learning and development records, performance information, job history and career ambitions. But they are much more sceptical about employers using 'newer'

forms of data, or those that could be considered as non-work-related, such as GPS, biometrics, personal interests, internet browsing and social media profiles.

Only 18% of employees are completely comfortable with their employer using insight from their

social media profiles to create a great employee experience, including tailored benefits.

However, despite their reservations about the use of personal data, **92% of employees can recognise at least one area in which their employers**

could make better use of data to improve their experience within a hybrid workforce. This includes delivering a more personalised experience, identifying and sharing new career opportunities within the organisation, and identifying emerging skills gaps and providing learning opportunities in good time.

The Capita People Solutions perspective



Dr Tirath Virdee,
Director of Artificial Intelligence,
Capita People Solutions

Data has huge potential to improve employees' experience and transform their relationship with their employers. The sheer volume of data that is being generated now and in the future, along with the multitude of different benefits and providers, requires a serious and joined-up approach.

When organisations use AI and Machine Learning more widely and more effectively, they'll gain access to almost limitless relevant data on their existing and prospective workforce, and an opportunity to engage people at an unprecedented level. Add to this the rise of Blockchain technology and its ability to create for people a verifiable and unhackable Digital Identity, and it's easy to see how HR and strategic workforce planning are likely to change beyond all recognition over the coming years.

Our research, however, reveals that organisations and HR departments are struggling to derive value from the data that they have already and, in some instances, simply to access and integrate it. This is hampering their efforts to attract and retain employees, drive performance, and, significantly, move towards a hybrid resourcing model.

A major barrier here is legacy management issues, particularly a poor understanding of the evolving data landscape. Many senior stakeholders simply don't have the skills or vision needed for a data-led approach to workforce transformation. They have limited long-term strategy around data and give little thought to how and where it can support their wider workforce and organisational objectives. So many business and HR leaders are looking for a quick fix, to start using data in some capacity within the HR department. That makes for an admirable 'getting started' plan but they haven't really explored where the long-term strategic value lies.

Turning data into actionable insight is also a challenge. Data reporting on the uptake of benefits or employee retention is easy but it's only the first step in helping HR leaders to optimise their benefits provision or engagement initiatives. **There has to be more of a focus on genuine analytics, to sift through the data and pull out the genuinely useful insights that can inform decisions and drive better outcomes.** This requires HR teams to have a higher level of skill and understanding when it comes to data, and technologies and platforms that allow them to integrate data from different systems and departments.

There are three steps you can take to improve the value of your organisation's benefits data:

1. Integrate and store all the relevant data
2. Think strategically about how your data analytics aligns with employees' user experience
3. Ensure you're using the most appropriate data analytics models to gain the best insights.

In some instances, HR leaders are suffering from analysis paralysis. They have become totally overwhelmed by the noise surrounding data and insight, particularly around new technologies such as AI and Machine Learning. They need to take a step back from this and recognise the 'easy wins', putting the basic infrastructure, processes and skills in place to utilise the workforce data they already have. They can easily start to reap the benefits of data-driven insight without having to jump straight to the very latest AI solutions.

Of course, AI will increasingly take on a more important role in HR, mining new sources of data and providing much richer, deeper insight for HR practitioners. Within just a few years, it will be used to identify employees who are starting to have performance issues, recognising potential reasons for this and offering appropriate help and support. It will be used to predict when people are about to start looking for another job and deliver engagement initiatives to address their concerns and persuade them to stay. And within benefits, it will be used to ensure people are served the most relevant packages based on their own personal circumstances, interests and drivers.

Chatbots will be able to answer almost all generic and mundane questions related to policies, benefits, pensions, insurance, healthcare, and everything else besides. This will leave HR free to do the human things: sorting out grievances, enhancing talent and nurturing people.

This is the future of work and something that you will need to be thinking seriously about as we shift from a human workforce to a hybrid one over the next few years. Right now, however, you can use established analytics approaches and tools that have been around for years to get greater insight from the data you already have. It's not in the realms of 'Big Data', where volumes are increasing exponentially, and everything is moving in real-time. **Within the world of benefits, data is probably only being updated or changed once a month and it has a manageable, finite number of points that you can capture and analyse.**

There are signs, however, that some HR leaders are starting to implement a real-time/any-time approach to benefits that offers a much greater scope for applying AI. This allows their organisations to have a more dynamic model for their benefits programmes.

HR leaders need to take a far more proactive and dynamic approach to data, engaging their teams around its use and demonstrating the value it can bring to the workforce and to them personally, by empowering them to become more informed, strategic operators within the organisation. They also need to have world-class analytics skills within their departments, and equip their people with the tools and platforms they need to turn data into meaningful insight.

This is the key to creating a more personalised, compelling employee experience within benefits and, in turn, to enabling organisations to use their benefits and rewards provision as an engagement tool and a strategic lever to attract, retain and motivate their people.

Conclusion

As organisations prepare for huge shifts within their workforce structures and resourcing models over the next few years, they must make the most of every opportunity to attract, retain and engage the high-quality talent they'll need to thrive within a hybrid environment.

Without doubt, benefits are a largely untapped opportunity for employers to differentiate themselves and drive their advantage within a fiercely competitive employment market.

Data is crucial to realising this future vision of benefits, and HR and benefits leaders need to ensure they have the skills, tools and time to turn it into actionable insight that can inform their benefits strategies. They must take a considered, measured approach to this, maintaining data security and privacy, building trust with employees, and recognising and respecting the value of all employee data.

Benefits teams that can effectively exploit their data, and marry this with first-rate digital delivery, can transform their benefits provision, providing employees with more personalised and engaging experiences and positioning benefits at the heart of their hybrid workforce strategies.

Those that use data to create personalised benefits that meet the growing expectations of employees **and** relate to what really matters to them will realise the full potential of benefits to connect with employees and, ultimately, deliver value.



About Capita People Solutions

The world of work is changing rapidly, disrupting established systems and presenting new and complex challenges. For organisations to stay competitive and market-relevant, it's now more important than ever to realise the potential of a highly motivated, engaged and productive workforce. That's where we can help.

We're the people experts

As part of Capita People Solutions, our combined services benefit one in four of the UK's population. Serving more than 6,500 customers, we're the trusted partner of leading organisations and UK government. Our award-winning products, services and solutions cover the full employee lifecycle, which means we're able to solve any HR challenge you face.

Improve the productivity, agility and performance of your workforce by leveraging the know-how, expertise and experience of ours.

How we can help you

Consultancy — Expert advice across the entire HR landscape.

Operations — Combine world-class HR services across the employee lifecycle.

Digital enablement — Revolutionise and future-proof your HR processes through connected technologies.

Analytics — Unlock the power of data to improve productivity, efficiencies and engagement.

Offering the most comprehensive range of employee engagement services in the market, Capita Employee Solutions is uniquely positioned to assist organisations in delivering pensions administration, employee benefits consultancy, HR payroll, talent management and cutting-edge technology. We manage employee benefits for more than 1 million people, administer 4.8 million members' pensions and provide 3 million payslips a year.

Find out more at capitaemployeesolutions.co.uk

About Human to Hybrid

Human to Hybrid is the transition to the future of work where we exist in a fully optimised digital environment. It is framed around the idea that there are key drivers that will improve employee experiences enabling HR to recruit, train and retain talent with enhanced outcomes across the employee lifecycle.

Throughout 2019, we will be publishing a series of reports and strategic papers to help businesses and HR leaders to plan and manage the shift from a Human to a Hybrid workforce.

The reports will outline the steps organisations need to take in order to prepare and build a workforce that can compete and thrive in the future economy, a workforce that is built around highly skilled and motivated people, but supported, enabled and empowered by technology, digital and data.

We will explore the primary role of digital in delivering seamless and personalised experiences for both employees and candidates throughout the employee lifecycle. We will examine how data can deliver meaningful, actionable insights — enabling organisations to track, benchmark and optimise their workforce strategies and make more informed, real-time decisions that drive better talent acquisition and retention on the journey to a hybrid workforce.

Finally, we will look at people, assessing how organisations can best prepare their people, both current and prospective, for the shift to a hybrid workforce, providing them with the skills, learning capabilities, leadership, agility and mindset to thrive in a hybrid workforce.

Find out more at capitapeoplesolutions.co.uk

#Human2Hybrid

CAPITA

capitapeoplesolutions.co.uk

[#Human2Hybrid](#)

