

PerspECCtive

The Search for Talent:

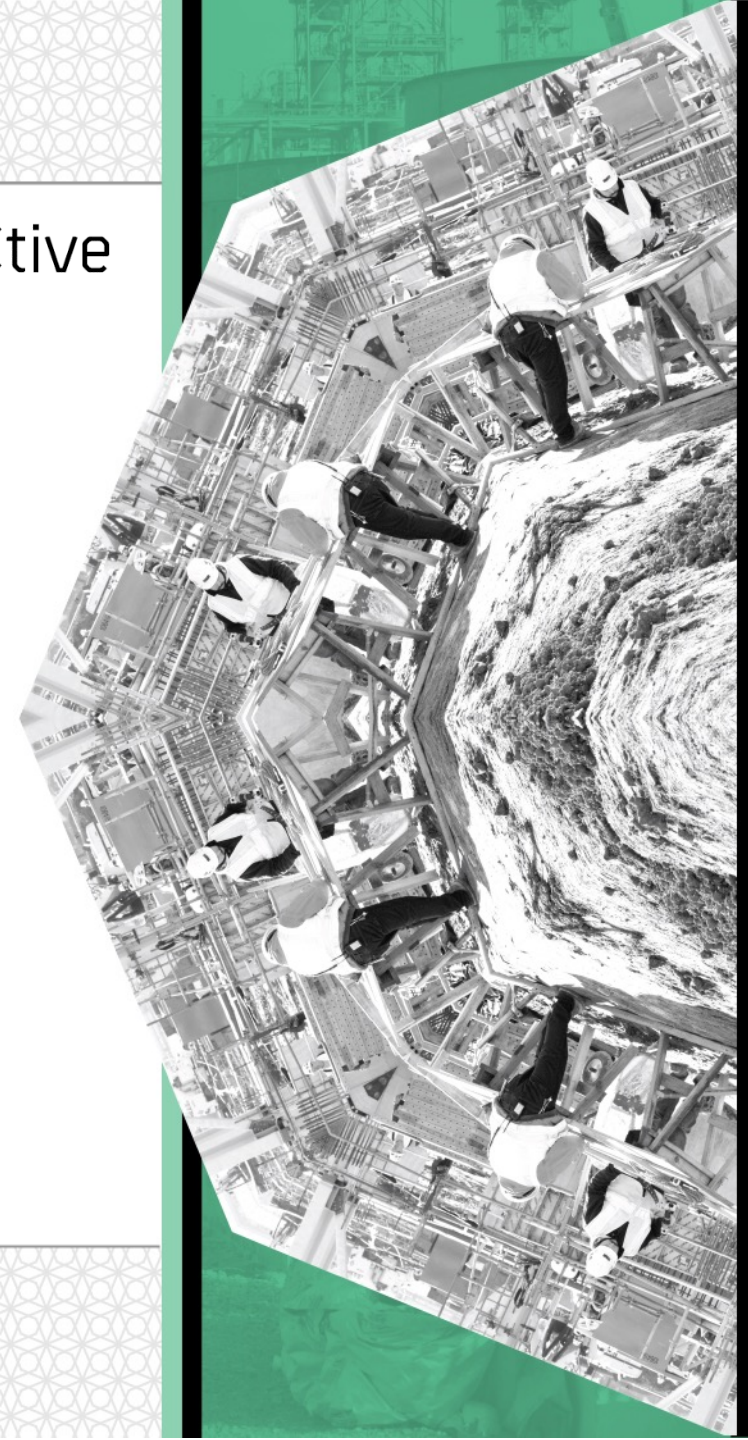
How do you engage the workforce of the future?

Future Leader Committee Co-Leads:

Cassie Case, KBR

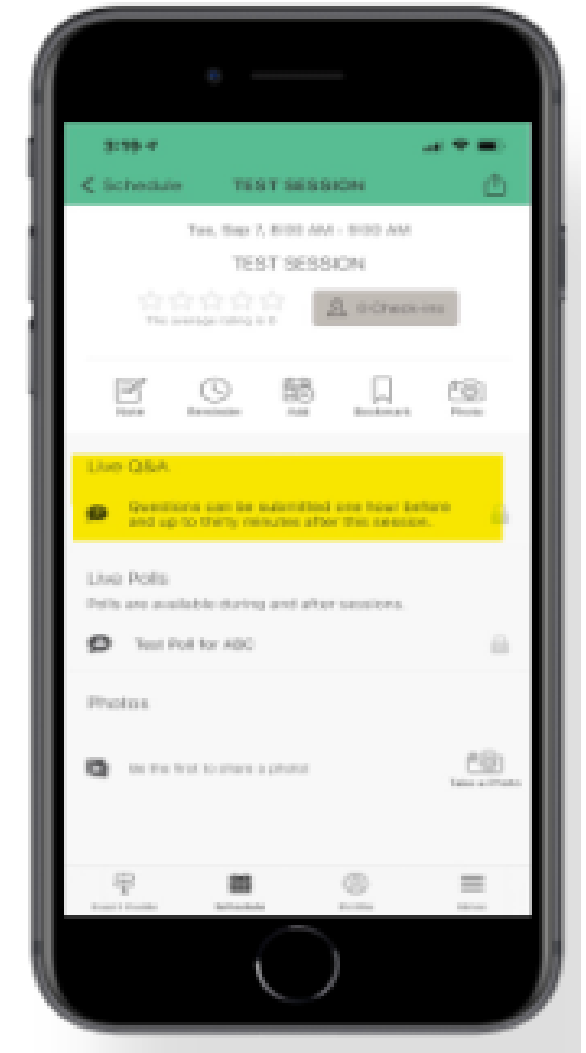
Brett Bisaga, PwC

Presented: **August 31, 2023**



Live Audience Polling and Q&A

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 - Engage with us throughout the forum session
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 - Type in live Q&A to be answered by our diverse team of experts



Our Moderator



Karen Brennan-Holton

US Power & Utilities
Workforce Transformation
Leader

Karen has over 25 years of utilities industry operations knowledge and experience. She has led, managed and executed business transformation across process, people and technology and led customer care, Work and Asset Management, Customer, Finance, HR, payroll and Workforce transformation programs at North American Utilities. She has worked at a number of North American utilities. For the past twenty years her focus has been in Change Management, Customer Care, Workforce Management, HR and Talent Management. She has worked with clients to define organizational changes and define processes to support more efficient business operations. She has supported large scale transformation efforts focusing on the impacts to the people and end users involved. In the Workforce Management space, she is well versed not only in the business solution but the technical solutions as well. Karen's projects include Infor WFM, Maximo, Oracle, Kronos, Salesforce, Workforce Software, PeopleSoft, SuccessFactors and SAP.

Karen received a Bachelor of Arts and a Bachelor of Science from the University of Pennsylvania and her MBA from Florida State University.

Excitement is swirling around Generative AI and its possibilities to transform our workplace



Employees are already experimenting with AI outside of work



Most employees believe that AI will help increase productivity at work, bring opportunities to learn new skills or create job opportunities



Employees with specialized skills are 3x more ready for skills reinvention

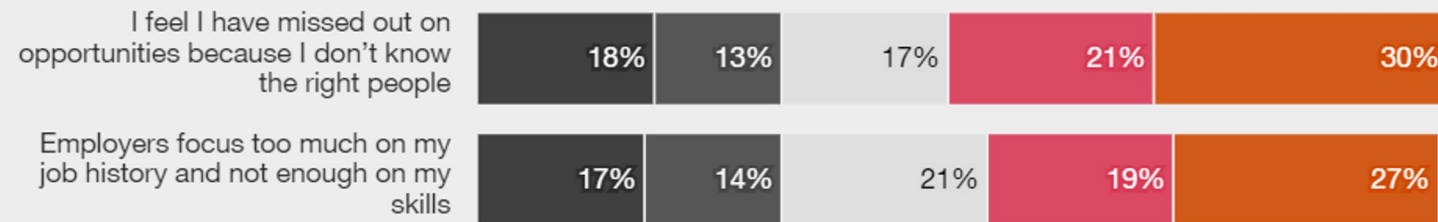
To attract and hire the right talent, leaders need to be ready to reinvent their workplace

Workers are seeking a meaningful and innovative workplace that allows for skills development

- Employees are looking for jobs that they find fulfilling at employers where they can be themselves
- Company cultures where employees feel included in the transformation plan and vision, and where innovation and ideas are encouraged, are more likely to attract top talent
- Employers should focus less on job history and more on skills as qualifiers

Question: Based on your experience, to what extent do you agree or disagree with the following statements?

■ Strongly or moderately disagree ■ Slightly disagree ■ Neither agree nor disagree ■ Slightly agree ■ Strongly or moderately agree



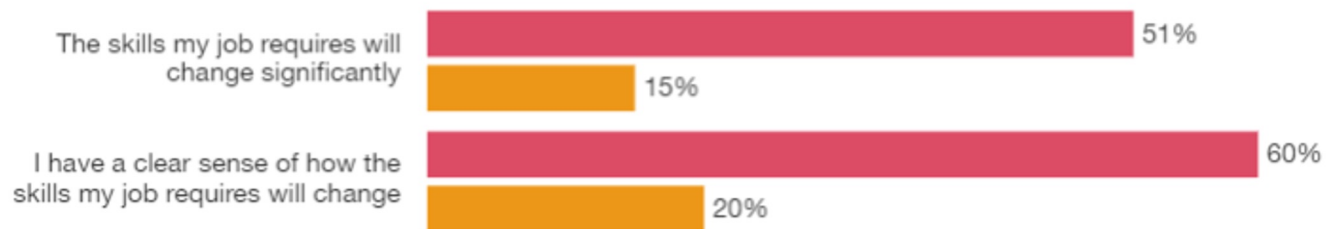
Engage your workforce by sharing the vision for the future of your organization

Question: Regarding your current role, to what extent do you agree or disagree with the following statements?

(Showing only 'moderately agree' and 'strongly agree' responses)

■ Job requires specialist training* ■ Job doesn't require specialist training**

In the next five years:

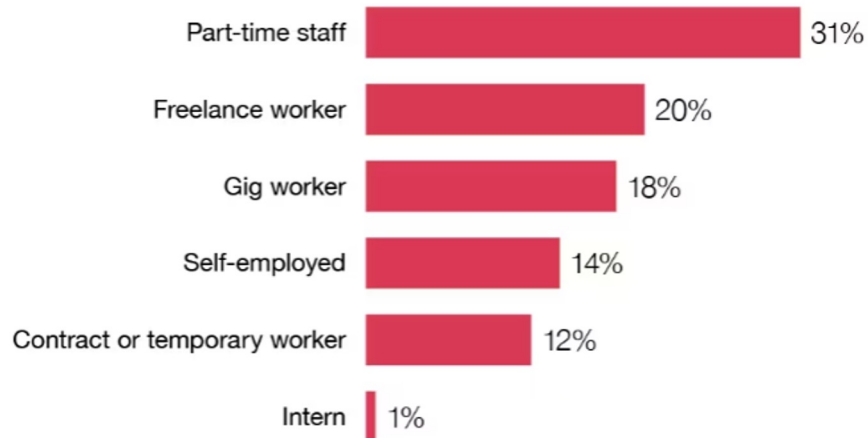


Employees are far more likely to embrace the changes ahead when we create an inclusive, inspiring vision

- Leaders should tie the capabilities needed to grow their organizations to specific business outcomes, and communicate what this means for their people
- While the majority of workers don't know how their jobs may change in the future, those without specialized skills are less likely to prioritize and learn new skills to adapt
- By creating an inspiring and inclusive message, employees will understand how the skills required for their job will change and the need to upskill and reskill themselves

Employers need to recognize the cost-of-living crisis to retain talent

One in five employees works outside their primary job



Note: Showing only respondents with more than one job (n=11,323); includes all responses that apply.

Employees are restless due to financial pressures

- 26% of respondents say they are likely to change jobs in the next year (up from 19% in 2022). For younger employees, 35% of gen Z and 31% of millennial respondents plan to change jobs
- The need to seek higher wages is a key factor in employees' willingness to look for a new job, and employers need to revisit compensation & talent strategies to retain new talent

3 critical elements to workforce reinvention

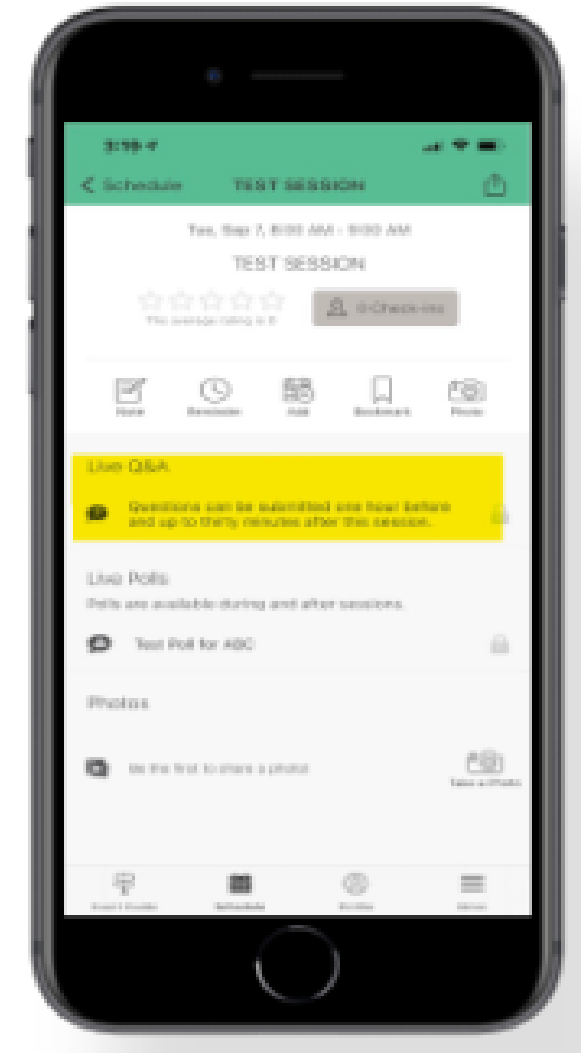
1 Engage and inspire your people - especially those lagging behind

2 Make your culture a catalyst for change

3 Understand how the cost-of-living crisis is sapping your people

Live Audience Polling and Q&A

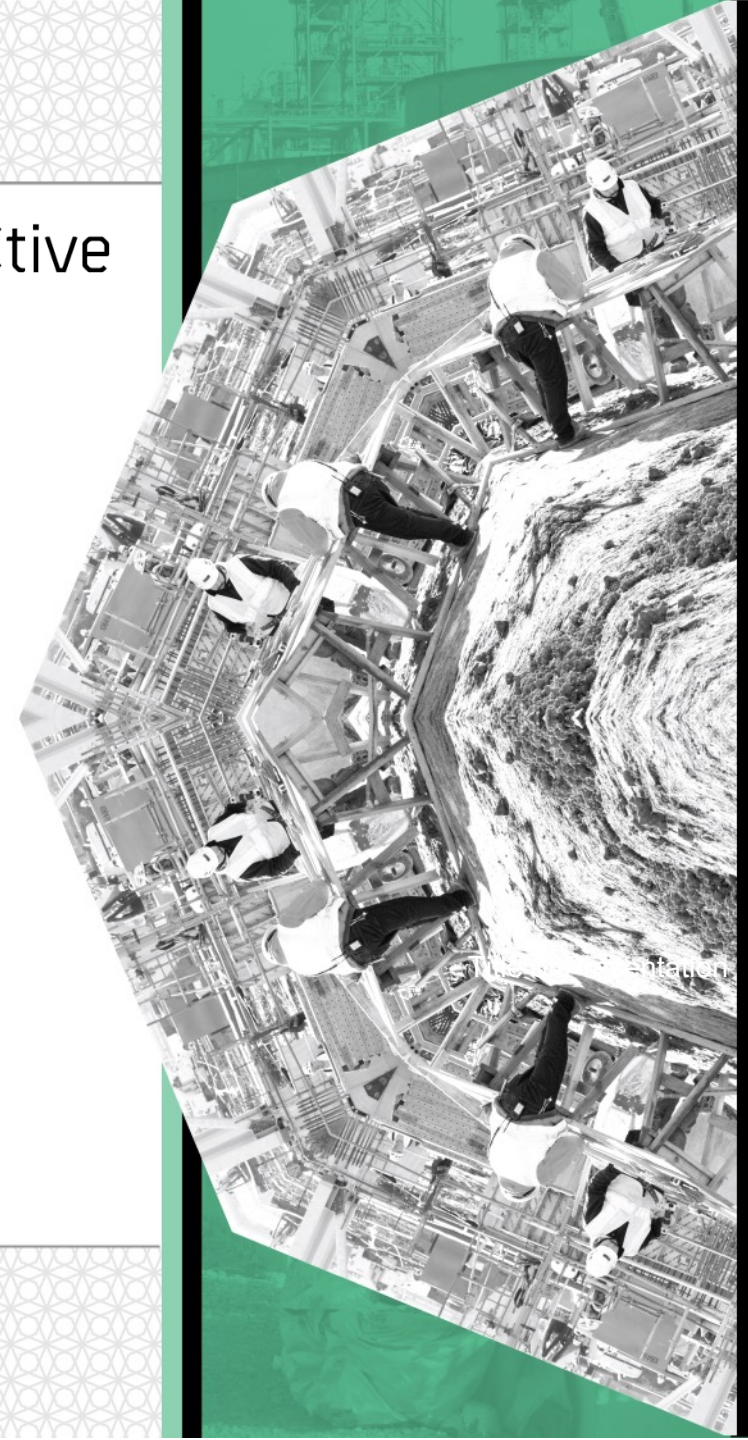
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Polling Question

What is the biggest pain point for your organization?

- A. Attraction
- B. Development
- C. Retention



Meet Our Panel



Bonnie Endicott

Vice President,
Employee
Growth & Inclusion



Jay Draeger

Vice President,
Talent Acquisition



Sharon Paul

Chief People Officer