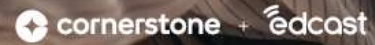


# People and workplace trends for the year ahead

EMEA Trends Report 2023.



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## Executive summary

### **Unstable, unpredictable, uncertain and unclear.**

Four words that encapsulate today's extraordinary business climate. Your people are the determining factor in how you ride these relentless, restless waves of change.

Talent leaders are the golden thread for connecting people to growth opportunities and business goals to purpose so everyone can achieve extraordinary outcomes.

In this Cornerstone report, we surface the top trends most likely to influence EMEA talent leaders in the next 12 months as you plan the future workplace and workforce.

You will find nine essential insights that can help you transform your HCM strategy, re-imagine the employee experience and drive organisational agility.



## Introduction

### **Business change is so fast paced, unpredictable and relentless there is no time to pause or be complacent.**

Strengthening economic headwinds, geo-political unrest, the cost-of-living crisis, the skills shortage and sustainability are just some of the factors forcing organisations to pivot fast to pre-empt threats.

Organisations around the world face dramatically different circumstances depending on their locations, industries, cultures and many other variables. Resilience is critical to all of them, and leading organisations are looking to this moment as an opportunity to challenge assumptions and reset the way they work.

Digital technology is the great equaliser here. Disruptive technologies like cloud, mobile, Internet of Things (IoT) and artificial intelligence (AI) are

driving organisations to rip-up existing operating models and re-plan innovative strategies to be more agile, lean and customer-centric.

No industry, geography or organisational size is immune. In the automotive sector, for example, battery electric vehicles (BEVs), autonomous driving and shared ownership are upending 120 years of traditional internal combustion engine (ICE) manufacturing. Healthcare is fast embracing trends like remote patient care and wearable devices.

*This is repeated across most industries. The pivot caused by the confluence of events including the pandemic pushed the world towards being digital and contactless. The lesson? Adapt quickly and you thrive. Adapt slowly and you risk losing momentum to competitors.*



## Power to the people

### Your people are in the crosshairs of this change.

Some 30 years ago, a company's average market capitalisation was primarily tangible assets, such as facilities or manufacturing equipment. Today, it is two-thirds intangible assets. That means people, brands and intellectual property (IP).

Skills have become the new currency in this digital age. But they are in short supply. Even though 90% of CEOs expect digital transformation to disrupt their company, only 30% believe their workforce is ready with the right skills.

Moreover, many of the skills that will be needed for our 'tomorrow' did not exist previously. According

to the World Economic Forum, the top two skills most needed by 2025 ('analytical thinking' and 'active learning strategies') were largely unknown in 2018. Roles like 'bioinformacist,' 'drone operator' and 'camera algorithm engineer' were just imagination. The Institute for the Future also speculates that '85% of jobs that will exist have not been invented yet.'

Employees' expectations have changed too. Safety, belonging and control are now the typical drivers of productivity. People want empowered career development, real-time performance feedback and continuous lifelong learning from their employer. And if you can't provide it, they'll find someone that does.

Only 30% of CEOs believe their workforce is ready with the right skills for digital transformation.



## Skills shortage is of urgent concern

### Even while job vacancies are beginning to decline, the skills gap persists.

From tech to teachers, manufacturing to services, in-demand skills remain in short supply. Projects like the World Skills Clock sound a warning bell with their estimate that 67% of the world's youth are without proper digital skills.

Put simply, you find yourself competing for a scarce resource.

Make no mistake, how we manage people and develop skills over the next five years will be entirely different from the last 20 years. The best companies are the ones that continue to reinvent themselves.

It is against this backdrop that Cornerstone presents its EMEA Trends Report for 2023. Drawing on expert guidance from customers, independent thought leaders, quantitative research and Cornerstone experts, this report surfaces the people and workplace trends coming over the horizon.

Forward-thinking organisations are already gearing themselves to embrace these trends and stay in front of change.

**It's time for action.**

### The cost of a disconnected people experience



**€115B to €180B:**  
Estimated healthcare costs of job-related burnout

**€5K:**  
Average cost of employee turnover



**€3,800:**  
Average cost of hiring a new employee

**€420B to €520B:**  
Average cost of employee disengagement per year



## Skills confidence gap

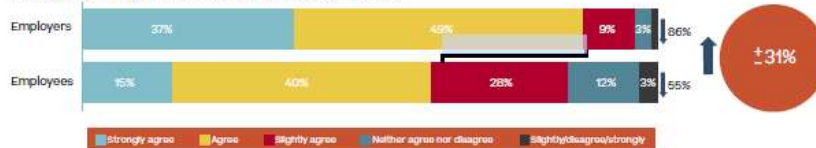
There is a growing gap between how organisations view their ability to deliver on skills development and how employees experience it. That's the headline finding from the Global Skills Analysis report conducted by the Cornerstone People Research Lab.

Not only did this skills confidence gap increase since the original 2020 report, both employer and employee confidence decreased.

Most notably in 2022, just 55% of employees said that they had confidence in their organisation's skills development as a priority.



Employer-Employee Confidence Gap (2022)



## High performing organisations

The report compares high-performing organisations (HPOs) against average performers and laggards, based on 16 categories, including employee development, diversity and inclusion, and customer satisfaction.

The Skills Confidence Gap reduces to 11% among HPOs versus laggard organisations. This reflects the greater alignment that HPOs see between their goals and those of their people.

Moreover, becoming an HPO goes hand-in-hand with developing the skills of your workforce and delivering tangible business results. For example, 96% of HPOs enable their employees to acquire skills that interest them, compared to just 61% of laggard organisations. And 80% of employees in HPOs see stretch assignments as important in advancing their career. Only 37% in laggard organisations felt this way.

The report outlines practical steps to reduce the Skills Confidence Gap

- ✓ Focus on the future skills that will make an impact.
- ✓ Integrate skills technology into other career development tools.
- ✓ Foster a learning culture that prioritises skill-building and empowers people to grow.
- ✓ Offer relevant, personalised learning content to your skill seekers.
- ✓ Adopt an internal-first hiring mindset.



High-performing organisations



Confidence gap\*

Laggard organisations



Confidence gap\*

\*The difference between how aligned people and organisations are when they rate the organisation's quality and effectiveness of skill development opportunities

## HCM trends

### Oil was the dominant currency of the 20th Century.

This century, it's data's turn to take the spotlight. Data holds the key to understanding what your customers want, maintaining an agile edge on competitors and making fast, trusted decisions on your future operating strategy.

Too often however, that data – especially HCM data – is locked away in difficult to reach siloed systems. It resides in pockets of legacy environments built up over time by individual business units and subsidiaries. This in turn makes it hard to build a complete, unified view of your people and talent processes.

This fragmented view delays HCM decision-making since your teams spend so long scrambling to connect data across different platforms. It makes it difficult to manage HR with complete, reliable, real-time data.

Your busy HR teams struggle to focus on strategic projects as they are caught up in manual, day-to-day tasks. And the employee experience is diminished because people struggle to find the assets they need to perform.



## 2023 HCM trends

### TREND ONE

## Predicting tomorrow's skills

### TREND TWO

## Tighter alignment

(between HR strategy and reality)

### TREND THREE

## Retention programs better matched to expectations

### TREND ONE

## Predicting tomorrow's skills

**AI isn't new. If you've curated music playlists or clicked on 'you might like this' online shopping recommendations, you'll know that AI breaks down vast volumes of big data into personalised insights.**

Indeed, a McKinsey study cites a 25% year-over-year increase in the adoption of AI in business processes.

Developing AI capable of cracking HR's data complexity requires a long-term, data-centric approach to technology and methodology. But the effort brings big reward.

In 2023, we foresee a significant increase in the use of AI to predict the next wave of skills needed to drive the business forward. AI can be used to analyse a variety of data sources, including job postings, training materials and employee skills profiles, to identify the skills that are in demand and likely to be important in the future. This can be especially useful for businesses that are

looking to stay ahead of the curve and ensure that they have the right talent and skills to meet the changing needs of the market.

For example, AI can help the automotive industry match needed skills in battery technology or autonomous driving to people, learning content and job roles. It can help petrochemical organisations surface the skills that already exist in house to develop new sustainable energy solutions and identify which skills need to be acquired externally. And it can help HR professionals in financial services find the skills suited to sustainable finance, cryptocurrency and similar emerging business opportunities.

This ability to make predictive and intelligent recommendations differentiates true AI from the big data functionality often mislabelled by HR vendors as 'AI.' And while complex to realise, AI for HR has the potential to be truly transformative. The future of

work requires your organisation to continuously identify and develop the skills needed to keep pace with technology and fundamental industry shifts.

Backed-up by the power of AI, HR can lead this charge and help realise the potential of your people.



Companies need AI-powered, skills-based systems that help with recruiting, internal mobility, mentoring, job assignments, and eventually rewards, recognition and pay. Organisations doing this well can outperform their competitors simply through their intelligence and agility."

**Josh Bersin,**  
The Josh Bersin Company



We chose a solution that puts skills front and centre, using the full power of AI to improve and personalise the people experience. Today, more than 20,000 employees have a clear vision of opportunities within SNCF and the skills they need to move ahead on their career path. As our people grow and adapt, so does our organisation."

**Marc Lagriffoul,**  
SNCF Voyages



TREND TWO

## Tighter alignment

(between strategy and reality)

**Two trends in 2023 will drive closer collaboration between HR strategy and events taking place at a grass roots level.**

The first relates to the transformative trends taking place in the market, such as disruptive innovation, the cost-of-living crisis and geopolitical conflict. HR and business leaders need to be working as one to ensure a co-ordinated response.

For example, HR professionals in the automotive sector may traditionally be focused on operational efficiency and maximising manufacturing production margins. However, the emphasis for senior management may have moved to talent, like finding people with the digital skills to support research or a modern dealership experience.

The second relates to the 'Skills Confidence Gap' research (see page 6). It reveals a widening chasm between employers delivering skills to employees and employees' confidence in their company's ability to develop their skills.

This demonstrates how organisations and their people see skills development as an increasingly important part of navigating their shared future, with HPOs much more aligned with their people around this imperative.

During 2023, we therefore anticipate tighter alignment between HR strategy and peoples' experience on the ground. To build a future ready workforce, HR leaders will increasingly take a skills-forward approach to

learning and talent – identifying what skill gaps exist, which skills you need and a relevant, engaging path for your people to build those skills effectively.

Forward-thinking organisations will build solutions with skills technology at the centre. This will drive learning and skilling programmes fully connected to people's needs and powerful business outcomes.



We needed to integrate our processes into a single platform that would allow us to streamline our tasks. Employees now have greater accessibility, simplicity, agility and autonomy when making queries, all through a single, centralised access."

**Cristina Hernández,**  
Head of Talent Acquisition & Employer Branding, GMV



TREND THREE

## Better retention programs

**Free pizza on a Friday and table tennis in the cafeteria no longer cut it. Employees – millennials and Gen Z especially – want more from their employer.**

Much more. They seek empowered career development, real-time performance feedback and continuous lifelong learning.

People are on a perpetual search for purpose. According to a study, 64% plan to leave because there aren't enough opportunities for skills development. It can cost €140,000 to replace a mid-level employee making €90,000 in salary and benefits. And 52% of employers struggle to fill open positions.

The EMEA trend in 2023 will be for an even greater emphasis on employee retention. 2022 research by Fosway Group reveals that employee experience is now the top lever for HR's future success (96% cite as important), closely followed by employer brand and values (95%). Only

17% describe their employee experience as 'irresistible.'

How can organisations better match retention programs to expectations?

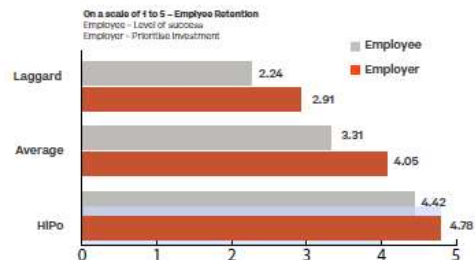
Gartner's Future of Work Reinvented: Shifting Talent and Skills report offers three recommendations:

- Sense shifts in your skills needs in real time, developing skills at the time of need and making skills decisions dynamically.
- Introduce a gig platform or an internal 'opportunity marketplace' to connect talent to work opportunities.
- Collect more information about the employee experience, measuring the employee experience and acting on these insights.

The Skills Confidence Gap (see page 6) research underscores these recommendations. High Performing Organisations (scoring high on employee development, diversity, inclusion and other factors) have the greatest success with employee retention.

**42% of millennials are likely to leave because they are not learning enough**

**52% of employees consistently cannot fill open positions**



## Peer Insights

GMV: Providing a great talent and employee experience



### CHALLENGE

GMV is a specialised technology solutions company serving the space, automotive and defence sectors. Having grown its workforce more than six-fold in 17 years, GMV's goal was to continue attracting top talent while simultaneously supporting employee growth and retention. Previously, people management activities were performed manually using various tools and systems. GMV wanted a one intuitive platform that streamlined the process.

### SOLUTION

An AI-powered people development program enables GMV to re-imagine its talent and employee experience. The organisation started with a solution to store employee data in one place and then expanded into talent acquisition and onboarding. "Employees now have greater accessibility, simplicity, agility and autonomy when making queries, all through a single, centralised access," says Cristina Hernández, Head of Talent Acquisition & Employer Branding, GMV.

### LESSONS LEARNED

GMV's intuitive HCM platform has increased visibility into employee development, with the unified view helping to identify current employees who can fill new roles. GMV is now building leadership modules to assist with team building and to create a shared vision for business success. As a result, GMV is now better positioned for growth and employee trust and loyalty.



## Content trends

### Change is coming fast and from every direction to the learning content landscape.

First, learner expectations are shifting. Modern employees want access to content on demand and in the flow of work. They want personalised content for their preferred learning modality.

Second, learning can prevent burnout. According to a study by Asana, 84% of Gen Z reports burnout along with 74% of millennials. In this situation, you need to motivate and engage employees with autonomy to control when, where and how they work. Moreover, it is critical for employers to foster clear, equitable pathways for career development.

Third, everyone now knows what your company is like to work for. Applications like Glassdoor and Blind have lifted the lid on your talent brand, creating transparent insight. Against this backdrop, employees need a culture of inclusion and belonging to improve reputation and retention.

When it comes to content trends, we make three predictions for EMEA in 2023. These are derived from our analysis of usage metrics with Cornerstone Content Anytime subscriptions.

Across EMEA, these three learning content trends are predicted to up-end people strategies in 2023.

### 2023 Content trends

#### TREND ONE

Growth in diversity, equity, inclusion and belonging (DEIB)

#### TREND TWO

Growth in health & wellbeing

#### TREND THREE

Growth in sustainability



## TREND ONE

# Growth in diversity, equity, inclusion and belonging

- This increase reflects the extent to which companies prioritise DEIB training to create inclusive workplaces and prevent DEIB-related complaints and potential legal action.
- The dramatic spike in self-directed learning year-on-year reflects a strong interest by learners to consume available DEIB content regardless of whether it is required.
- By investing in DEIB training organisations are re-imagining the people experience, satisfying compliance requirements, reducing legal activity and increasing employee retention.

7.7x increase in demand for self-directed DEIB learning content in 2022 v 2021.



We introduce and recommend innovative and tested learning solutions to our diverse employee base across our varied business entities. Content Anytime provides a lever in that direction.”

**Audrey Matton,**  
Project Officer of Solution,  
Deployment & Service Learning,  
BNP Paribas



## TREND TWO

# Growth in health and wellbeing

- Most consumption is self-directed, demonstrating that to maintain a healthy and happy workforce, it is imperative for companies to provide this training. This can impact productivity through the number of sick days taken, retention and employee net promoter score (NPS).
- The increase in self-directed consumption validates growing demand by learners.
- By investing in health and wellness training, companies can improve the bottom line through increased productivity from a healthy, satisfied workforce and higher retention.

1.4x increase in demand for self-directed health and wellbeing learning content in 2022 versus 2021. Examples include desk yoga, guided meditation, nutrition and sleep tips.





TREND THREE

## Growth in sustainability (environmental and social governance)

- By investing in sustainability content, companies are more conscious of the impact of the organisation activities and decisions on the environment.
- Sustainability learning content also helps to reduce the impact on society and motivate employees. Some 51% of 2,000 business students in a recent Yale survey said they would accept a lower salary to work for an environmentally responsible company.
- The demand for self-directed corporate responsibility / sustainability and workplace sustainability learning content is likely to overtake other learning priorities in the coming years.

**100% Increase in demand for corporate responsibility / sustainability and workplace sustainability learning content in 2022 versus 2021.**



## Peer Insights

### BNP Paribas: Content Anytime supports multinational skills-based transformation



**CHALLENGE**

BNP Paribas Group operates in 72 countries and serves nearly 33 million clients worldwide, focusing on retail banking and services, corporate institutional banking and investment solutions.

The Bank's L&D team wanted a content platform that provided timely, up-to-date modern content, was easy to plug and play, was available at a reasonable cost, and reflected the professional diversity within its organisation.

**SOLUTION**

Cornerstone Content Anytime (CCA) scales with BNP Paribas' strategy, transitions the organisation away from classroom training and is available anytime, anywhere.

"Content Anytime contributes to our employees' development by providing instant access to a diverse range of online training that is current, engaging, and informative," says Nasser Zabbar, L&D Manager, BNP Paribas Real Estate UK.

**LESSONS LEARNED**

- For BNP Paribas, CCA is an enabler for modern, blended learning. This forward-thinking platform is continuously improving the employee experience by:
- Anticipating future required skills brought about by digital transformation.
  - Understanding employee learning needs in-depth.
  - Creating personalised and relevant HR offerings.
  - Across all business entities, each L&D team is committed to continuous learning and development of their employees.



## Learning trends

### Learning is how we grow, adapt, change and evolve.

Given the acceleration of technology change and the pressing need to retrain and redeploy talent for the new world of work, development and opportunity need to go hand-in-hand. This is met by a receptive audience. According to PwC, 77% of adults would learn new skills now or completely retrain to improve their future employability.

By reorienting the organisation around skills, your HR team can better understand, develop and provision talent to dynamically meet your needs. Roles, interests and workflows become more fluid as employees enjoy more freedom, creativity and flexibility. For example, assigning projects or tasks based on interest, availability and expertise rather than a standard 'role.'

Where new learning opportunities are rapid and continuous, advancement opportunities are transparent and new work transitions are seamless. People grow and so does the organisation. Instead of building learning and development (L&D) strategies on old goals (compliance and completions), you need to build them on skills and competencies.

And remember, most people learn in their own individual way. As discussed above, curated, modern content needs to fit any learning preference with room for personalisation. So everyone can learn and thrive.

The bottom line? A complete learning experience creates a common language of success for everyone. It connects your people to the content, data and systems they (and you) need to be successful.



## 2023 Learning trends

**TREND ONE**  
Compliance & agility

**TREND TWO**  
Sharing is engaging

**TREND THREE**  
Smarter onboarding with a Capability Academy

## TREND ONE Compliance & agility

**We often think of compliance as something we must do on the way to doing the things we would rather do. However, operationalising continuous compliance has the potential to be a dramatic differentiator in the organisation.**

In 2023, we predict a pick-up in high impact learning and capability academies to address industry transformation and the needed skills and mobility of employees. Purpose-built training that aligns compliance and informal learning to where your industry is going becomes your key growth indicator.

### How does it work?

- ✓ Reduces risk of non-compliance with built-in versioning, curricula, content and audit tracking.
- ✓ Scales training by automating assignments to the right people at the right time.
- ✓ Tailors experiences and content based-on project need, career pathways and transformational goals.
- ✓ Supports growth in the flow of work for hybrid and deskless workforces.

Assesses and certifies speciality skills

Take the example of environmental, social and governance (ESG) compliance. Companies are looking closely at their ESG practices to ensure compliance not only with legislation but also with developing moral expectations.

Moreover, it recognises the shift to 'stakeholder capitalism,' with corporations now serving the interests of all stakeholders, not just shareholders.

Companies that harness ESG compliance – making it simple, fast and actionable – are skilled for any future and can target new opportunities for growth more quickly. These examples highlight just a few of these opportunities:

- **Finance professionals:** Finance professionals can mitigate risk and react faster than competitors to new opportunities like crypto and breakthrough financial instruments.
- **Life sciences:** By overcoming compliance barriers faster, biotech, pharmaceutical and life sciences professionals develop drugs faster in support of improved clinical outcomes.
- **Transport:** Flight crews qualified in latest public health and passenger flight anxiety guidelines deliver a more rewarding passenger experience.



TREND TWO

## Learning becomes democratised

**Challenges exist in providing growth experiences.**

- Organisations struggle to anticipate skills needed and align skills with talent mobility.
- Tracking learning and skills growth is frequently fragmented.
- Legacy processes make it harder to deliver personalised and hybrid work experiences.

In 2023, organisations will continue to harness the power of learning experience platforms (LXPs) to democratise teaching and learning. LXPs bring together experiential learning, content and skill building, transforming learning into a connected engine of growth, agility and mobility for people and business. This in turn drives a sense of inclusion and autonomy across your organisation, fuelling satisfaction and retention.

It enables HR leaders to collect, curate and deliver personalised and contextual content at the time of need. From new hire pre-boarding and learning in the flow of work, to reskill, career mobility and more, an LXP provides a unified, relevant and engaging learning in-app experience.

In financial services, for example, employees have autonomy in the way they learn about new innovations, like blockchain, big data analytics and wellness training. Likewise, telecommunications professionals are empowered to re-skill in new mobility technologies.



TREND THREE

## Smarter onboarding with a Capability Academy

**We learn skills by doing things, not just by studying.**

For example, a course on Java or leadership will give you background, but you don't really know how to program or lead people until you've done it.

That means you need projects, feedback, mentors, coaches and lots of stretch

assignments. No matter how good your L&D department is, nobody really learns much until managers and career coaches help you 'do' and 'learn' on the job.

How do organisations therefore develop, facilitate and support this process in a structured, directed way?



One of the big challenges was to bring in a skills ontology. AI-based tools have really changed the world for us. We can now identify what might be the next career move for an airside handler or a supervisor in a warehouse, and what skills do they have, that might be transferable elsewhere.”

**Meredith Wollard,**  
VP, Group Learning, Talent and Platforms at Deutsche Post DHL



Step forward the Capability Academy.

Josh Bersin defines a Capability Academy as, 'programs, content, experiences, assignments and credentials based on a functional area'. And we predict it to be the future of the L&D function in business.

With an Academy, you can organise learning around business-specific, critical capabilities or business-exclusive skills. And business leaders are typically the driving force behind the learning content.

A Sales Academy, for example, would be run by a senior sales executive or the enablement team(s), not an HR leader. They compile curricula, programs, simulations and ongoing events to ensure salespeople are onboarded quickly and ready to sell. They look at new hire training, product training, sales skills,

negotiation skills and various industry skills as part of a sales capability-based curricula.

Upcoming innovations such as an opportunity marketplace take the Capability Academy and over-arching growth experience to the next level. With a structured approach to acquiring skills, exploring careers, engaging in gigs and connecting with mentors and experts, employees can build a flexible path for a fulfilling career inside your organisation.

Personalised career opportunities based on employees' skills and aspirations help them make their next move and continue their professional growth. An opportunity marketplace also enables you to create innovative talent sourcing models that effectively address skills shortages.



# Peer Insights

## DPDHL: Delivers skills-first careers powered by AI



### CHALLENGE

Deutsche Post DHL Group (DPDHL) is the world's leading logistics company. With new skills increasingly vital in today's world of work, DPDHL turned to AI to help align skills with future business strategy. DPDHL needed to identify the skills currently available and surface potential skills relevant to tomorrow. A skills ontology would distinguish between desk-based and field-based roles, such as those handling and delivering parcels.

### SOLUTION

An AI-powered skills engine identifies capabilities within the organisation, matched to roles to pinpoint potential skills gaps. For example, DPDHL's learning platform helps identify the next career move for an airside handler or warehouse supervisor, using AI to pinpoint transferable skills. Once the skills are visible, the employee can then choose what they'd like to develop to extend their career with the company.

### LESSONS LEARNED

- **A structured career path:** DPDHL enables employees to keep career development in sight – from planning future roles to receiving suggestions to develop the necessary skills.
- **Millions saved on external recruitment costs:** Employees can now envisage their future at DPDHL, cementing retention. DPDHL anticipates a 10% reduction in external recruiting resources, saving millions.
- **More visibility to internal recruiters:** Recruiters have better visibility into the internal talent pools beyond received applications for a position.



# It's time to rebuild work

The pandemic and other world events have radically changed how we work, where we work and what employees expect from work. Standing at the edge

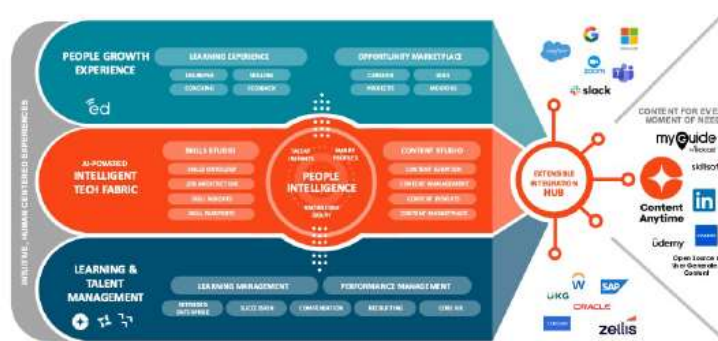
of a 5th Industrial Revolution, organisations have a once-in-a-lifetime opportunity to re-build work in a way that works for everyone.

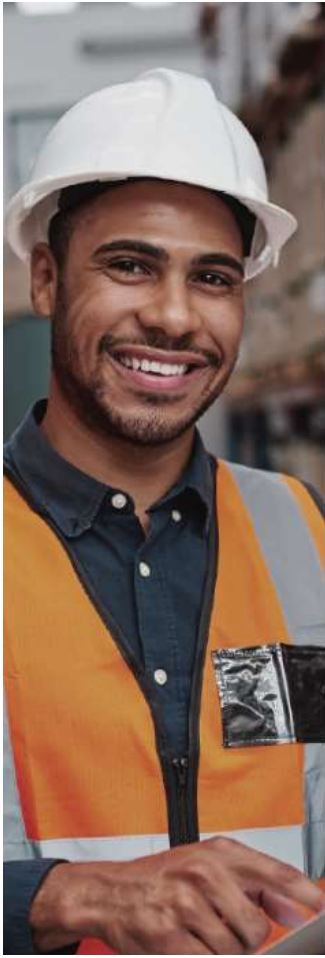
For this reason, talent leaders need a seat at the boardroom – it's critical for business success. HR leaders are the keystone to reimagining the workplace

– empowering a more connected, collaborative and future ready workforce – and ultimately driving business growth.

### Cornerstone can take you there.

Our connected experience is designed for collective growth and success.





## With Cornerstone you can:



**Deliver a holistic people experience:**  
Create an inspiring, personalised and connected experience across learning, skilling and mobility.



**Elevate insight and automation:**  
Develop more intelligent workflows and see and predict trends with AI applied across people, skills and content data.



**Integrate skills from end to end:**  
Unleash the power of skills for everyone and everything and match talent and skills supply and demand.



**Improve operational agility:**  
Build an extensible platform for the future, designed for neutrality and seamless integration with your broader technology ecosystem.

## You, me, we

With Cornerstone, best-in-class learning meets growth-centric talent tools to deliver the outcomes that matter most.

**You:** By connecting traditional talent management with collective goals, talent processes and capabilities models, your organisation works as one. Unified HR processes and knowledge create skills-forward business growth.

**Me:** Our modern, agile platform empowers individuals. Hyper-personalisation accelerates knowledge, learning and career pathways. When people prosper, so does your business.

**We:** Collective, enterprise-wide intelligence detects the skills your organisation needs for future growth so you can reach innovations faster than your competitors.

## Evolution of business impact



#### Acknowledgements

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All data in this report was compiled either via desk research from authoritative, independent sources or from Cornerstone's proprietary sources.



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