

# THE PEOPLE PROFESSION SURVEY



## 2020 GLOBAL RESULTS

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# THE 2020 PEOPLE PROFESSION SURVEY

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The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.



SHRM, the Society for Human Resource Management, creates better workplaces where employers and employees thrive together. As the voice of all things work, workers and the workplace, SHRM is the foremost expert, convener and thought leader on issues impacting today's evolving workplaces. With 300,000+ HR and business executive members in 165 countries, SHRM impacts the lives of more than 115 million workers and families globally. Learn more at [SHRM.org](http://SHRM.org) and on Twitter @SHRM.



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Workday is a leading provider of enterprise cloud applications for finance and human resources. Founded in 2005, Workday delivers financial management, human capital management, planning, and analytics applications designed for the world's largest companies, educational institutions, and government agencies. Organisations ranging from medium-sized businesses to Fortune 50 enterprises have selected Workday.

*The CIPD's survey of UK and Ireland was supported by Workday*

# FOREWORD NOTES



The World Federation of People Management Associations (WFPMA) is an organisation founded in 1976 to aid the development and improve the effectiveness of people management around the world. Its members are continental federations representing more than 660,000 people management professionals in over 90 national personnel associations around the world. As part of our key aim to support the development and recognition of the HR profession, the WFPMA is pleased to have initiated and participated in this survey. The survey built upon the CIPD's People Profession Survey and was jointly developed with SHRM and in close collaboration with our colleagues in AHRI. The survey looks at knowledge areas and behaviours that HR considers to be important—such as employment profiles, ways of working, beliefs and attitudes, among others. The findings provide valuable insights into the state of the profession from international perspectives. We are especially grateful to CIPD and SHRM for their expertise and planning the survey and authoring this report and look forward to extending future collaborations on research projects.

*Bob Morton, President WFPMA.*



If nothing else, this past year has demonstrated the resourcefulness, resilience, and generosity of people. As workers became involuntary home workers or exposed essential workers, economies shrank but people continued to keep systems and businesses going; all going the extra mile to support each other and their customers. At this time, people management professionals everywhere rapidly responded to support their workforce during a period of uncertainty, anxiety and fear. From workforce planning and timely accurate payroll runs, to supporting hitherto hidden conditions, and building remote consultation/ communications systems and health, safety and wellbeing protocols, the pace has been relentless. The profession has protected our people but has also ensured people and organisations continued to develop and thrive in these extraordinary times. This snapshot of the profession in early 2020, initiated by the CIPD, was only possible because of the shared vision of the WFPMA, SHRM and AHRI that this study will help us and people management professionals everywhere, to be at their best now and into the future.

*Dr Wilson Wong, Head of Insight & Futures/ Interim Head of Research, CIPD*

## FOREWORD



One of SHRM's core values is flexibility and agility, and 2020 was a test of that value for SHRM and the world as whole. While the catastrophic impact of the pandemic over the past year has overshadowed many other trends impacting the world of work, the reality is that we live in a world of accelerating change. In the last several years, the evolution of jobs due to technology, the obsolescence of jobs due to market changes and the rise of the gig worker have collided with changes in global economic alliances, greater focus on environmental impact and broader demands for diversity, equity and inclusion to create a whirlwind of change for work, workers and the workplace. And people professionals are at the epicenter of this storm of change, responding with skill and passion to help their organisations survive and thrive with flexibility and agility now and in the years ahead. SHRM is passionate about understanding what people professionals need to succeed as they support their organisations, and has been excited to partner with CIPD, AHRI and the WFPMA to continue to develop this understanding with this important glimpse into the people profession worldwide.

***Alex Alonso, Ph.D., SHRM-SCP, Chief Knowledge Officer of SHRM***



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# EXECUTIVE SUMMARY

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*The 2020 People Profession survey explores perceptions and experiences of people professionals who work in HR, organisational development and design (OD), learning and development (L&D) and other parts of the people profession. Our global sample included more than 5200 people professionals around the world. The survey was conducted online with YouGov between January and March 2020. Full demographics of each country sample can be found in the chapters for each country.*

## **People professionals find meaning from their work**

A great majority of people professionals worldwide report that they find the profession to be meaningful. The people profession is one at forefront of change. It is encouraging to know that people professionals tackle the challenges of change with the support provided by their beliefs that their career provides them with meaning and purpose. People practitioners in more strategic roles are more likely than those in more operational or tactical roles to report that the profession offers a meaningful career, that others within and outside their org experience happiness as a result of their work and that the work they do is connected to what they think is important in life. Although those in more strategic roles may be engaged in activities that have a greater impact, they are also likely to be better positioned to see the impact of their work.

## **Organisation size is one of the strongest drivers of the structure of people practice**

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## **Organisational culture varies with the size of organisations**

Organisations with less than 250 employees are more likely to be dynamic, entrepreneurial, and creative places to work where people stick their necks out and take risks or organisations with a family feel, held together by loyalty and tradition where leaders are viewed as mentors or parents. In contrast, larger organisations are more often described as a result-oriented organisation whose major concern is with getting the job done where people are competitive and goal-oriented and are held together by an emphasis on winning or as a formalised and structured place to work, where procedures govern what people do and hold people together.

## **Less experienced people professionals are more likely to be found in smaller organisations**

Globally, there is a fairly small but statistically significant difference in the proportion of survey respondents with five or fewer years of experience who are found in organisations with less than 250 employees. Given that these people professionals experience different organisational structures and cultures and they may have more restricted options for growth within their organisations it should come as no surprise that they are somewhat less likely to have positive views of the profession in terms of professional aspects like career prospects or earning potential. However, in general people professionals in smaller organisations are significantly more likely to report a high meaningful work score based on dimensions like personal meaning and happiness than those in larger organisations.

## **People professionals report largely external barriers to advancement, but a mix of internal and external variables supporting their career advancement**

Globally, a majority of people professionals attribute their career advancement to skills development, support from their managers and professional qualifications/certifications. While most barriers to advancing one's career are reported infrequently, those called out the most often are lack of opportunities with one's current employer and in the labour market and organisational politics.

## **People professionals commit to continued professional development**

Globally, nearly all people professionals report engaging in learning development activities over the past year, but the types of activities that are most frequently reported vary significantly from country to country. Likely the size of the market for professional development activities for people professionals determines the number and types of professional development activities in each country, providing a greater range of options for some people professionals than others. When it comes to directing their own professional development, nearly three-quarter of people professionals globally report that they often or very often apply their learning to the work they do, and about half often or very often identify, plan, act on, measure and share their learning.

# INTRODUCTION

In 2020, the CIPD invited the WFPMA and the largest professional bodies for HR and people development based in North America (the Society for Human Resource Management) and Australia (the Australian HR Institute) to join their ongoing assessment of the state of the people profession. Last conducted in 2018 in the UK and Europe, the CIPD's survey of career development and current practice within our profession was expanded to include Australia and parts of the Middle East, Asia, and the Americas in 2020. This program of research provides information on career and professional development for those working in the profession across the globe.

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## *What is the people profession?*

*Across the globe, our members and organisations use different terms to reflect the wide range of roles that our members assume. Professionals in our associations may work in human resources, learning and development, organisational development, organisational change and more. We have chosen the unifying term “people professionals” to reflect our shared commitment to people across the broad range of specialties in which we work.*

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The partners share a vision to build a world of work that works for all, championing better work and working lives and empowering people and workplaces by both advancing HR practices and maximizing human potential. We provide resources to support and sustain HR and people professionals in advancing that mission throughout the world. At a time of unprecedented change, we have the vision, the agility and the strength to make a real difference for our members, for businesses, for the economy and for all working people.

The 2020 People Profession survey was conducted between 24 January and 30 March 2020. Because of the timing of our survey, it provides a snapshot of a critical inflection point for people professional, just before the impacts of the COVID-19 pandemic began to be broadly felt throughout the world. Although a few of our survey countries had begun lockdowns in the last week of our data collection, the dramatic changes in the world of work and the newly critical work of people professionals had yet to be seen.

There is no question that we have seen ever-increasing demand for flexibility and agility in the world of work over the last decade, and while the COVID-19 pandemic has brought the criticality of flexibility and agility in the people profession into even sharper focus, it is also clear that change has become a constant. Beyond the pandemic, 2020 has brought us worldwide demand for equity and inclusion, Brexit in Europe, and political turmoil in the U.S.,

increased urgency over climate change, accelerating technological change and greater awareness of degree to which the global economy ties us all together.

The people profession is a critical player now and in the future to the ability of employers to develop and deploy the workforce to respond quickly, effectively and fairly to changing circumstances. As we continue to develop the people profession, there is a need to understand the profile and career paths of today's people practitioners, and the factors that are associated with career progression. Only by gathering data around the current state of the profession can we plan for the future. In addition to providing career insight for people professionals around the world, this report is intended to guide the global HR associations as they continue to develop and support the profession to champion better work and better workplaces.

# GLOBAL COMPARISON

*The first part of this report focuses on elements of the survey where we found it particularly meaningful to compare and contrast the findings between countries*

## How people professionals add value—roles and models in HR

Within the people profession there is ongoing debate over the best model for HR functions and the extent to which people professionals should be involved in the broader business strategy of the organisations they support. More recently, we've begun to reach a consensus that there is no single model for the people functions that works best for all organisations everywhere. While it is widely accepted that effective organisations must align their people strategy with their broader organisational goals, each organisation must find the model that is most effective for their needs. In addition, as the people profession continues to mature around the world, the understanding that HR practice must align with local cultural and business values, not just global “best practices” has evolved. In this report, we find some marked differences not only between countries where we might anticipate larger differences, but also in some structures and roles across countries which might be assumed to share similar cultures, but where business values may vary.

When asked which people profession area best reflected their decision-making responsibilities, the most-selected choice across all countries was Human Resources (HR) with a global average of 45%, suggesting that many people professionals across the world may function as generalists with a broad range of HR responsibilities and knowledge. Although HR was the most selected specialty area in each country, there were still some differences. Notably, the U.S. (68%), and Australia (68%) had the highest percentage of respondents saying Human Resources most accurately reflected their responsibilities. Singapore (59%), and Malaysia (59%) also had a high percentage of respondents indicating that their focus area was in Human Resources. Somewhat below the global average, respondents in Mexico (27%), India (28%), Brazil (31%), and the Kingdom of Saudi Arabia (33%) were somewhat less likely to select this people profession area.

When it came to other specialty areas, there were some interesting trends. For example, compared to a global average of 9%, Mexico (15%), India (17%), and Brazil (18%) had a higher percentage of respondents who specialized in Organisational Development (OD). More respondents in the Kingdom of Saudi Arabia (12%) indicated that they specialized in Compensation and Benefits versus a global average of 5%. More Hong Kong respondents (11%) indicated that they specialized in Talent Management than the global average of 4%. Finally, 15% of respondents from Mexico, 12% of respondents from Canada, 11% of respondents from Brazil, and 10% of respondents in the UK indicated that none of the nine people profession areas presented to them in the survey accurately reflected their decision-making responsibilities.



## GLOBAL COMPARISON

### DECISION-MAKING RESPONSIBILITIES OF PEOPLE PROFESSIONALS BY COUNTRY (1/2)

	Australia	Brazil	Canada	Hong Kong	India	Kingdom of Saudi Arabia
Organisational Development (OD)	9%	18%	5%	3%	17%	10%
Organisational Design	1%	2%	2%	3%	4%	3%
Organisational Change	4%	7%	5%	1%	2%	2%
Learning & Development (L&D)	4%	8%	5%	9%	10%	13%
Recruitment	3%	6%	11%	8%	7%	8%
Compensation and Benefits	2%	5%	4%	8%	5%	12%
Talent Management	2%	5%	4%	11%	8%	6%
Human Resource Information Systems/ People Analytics	1%	6%	10%	7%	12%	5%
Human Resources (HR)	68%	31%	41%	48%	28%	33%
Other	4%	11%	12%	2%	8%	7%

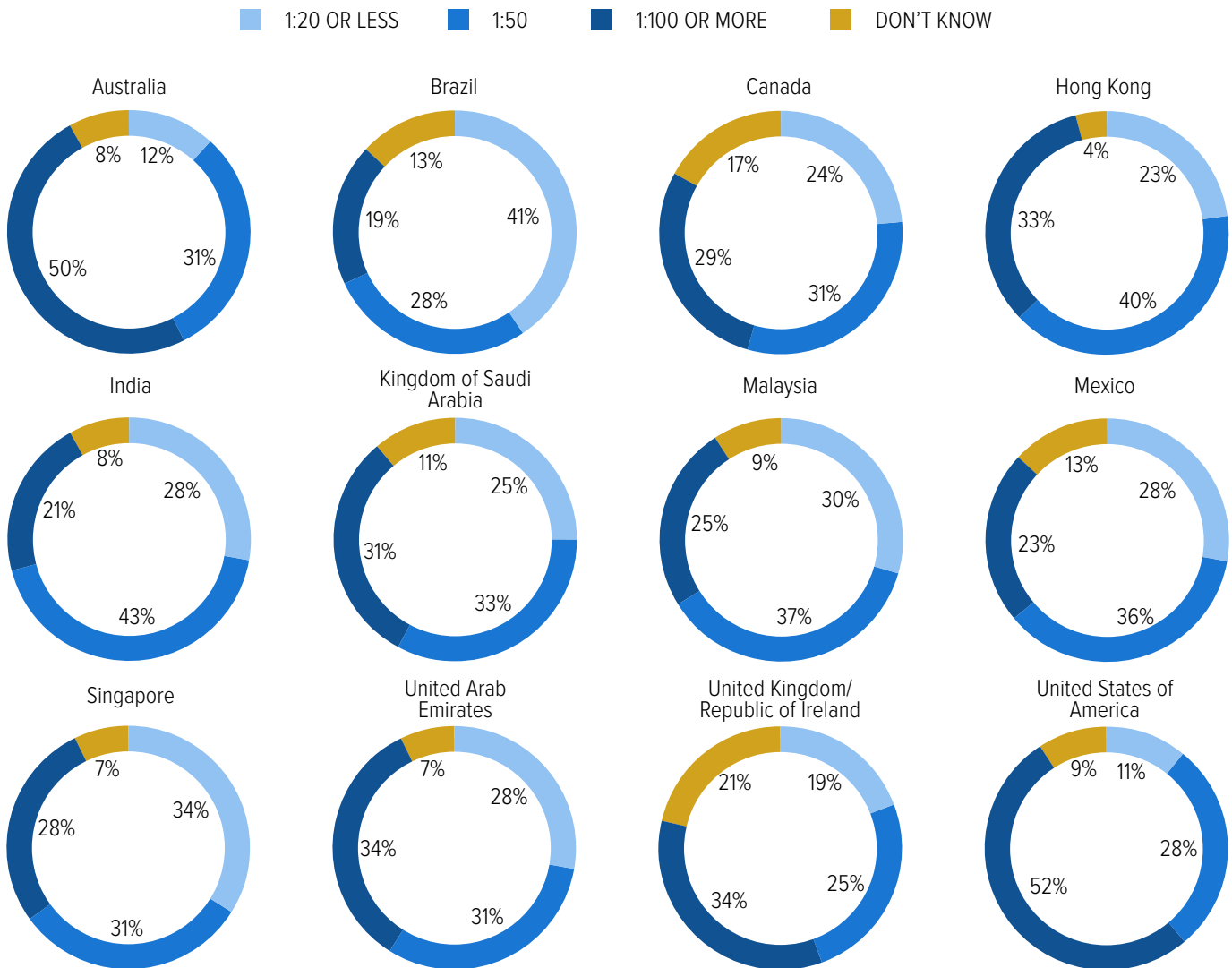
### DECISION-MAKING RESPONSIBILITIES OF PEOPLE PROFESSIONALS BY COUNTRY (2/2)

	Malaysia	Mexico	Singapore	United Arab Emirates	UK/Ireland	USA
Organisational Development (OD)	3%	15%	3%	7%	7%	3%
Organisational Design	1%	5%	1%	4%	2%	0%
Organisational Change	1%	2%	2%	3%	3%	2%
Learning & Development (L&D)	5%	10%	3%	10%	11%	3%
Recruitment	8%	7%	11%	9%	9%	7%
Compensation and Benefits	3%	5%	9%	6%	2%	7%
Talent Management	3%	2%	4%	3%	3%	4%
Human Resource Information Systems/ People Analytics	13%	12%	7%	9%	5%	3%
Human Resources (HR)	59%	27%	59%	44%	47%	68%
Other	2%	15%	3%	5%	10%	4%

These findings highlight that while many people professionals across the globe may share a common knowledge of Human Resources, there are also some interesting differences in how people professionals in different countries spend their work time. These findings may also reflect how different labour markets, economic structures and business's strategic priorities drive the demand for particular people profession specialty areas in each country.

## GLOBAL COMPARISON

Globally, the relationship between HR-to-staff ratio and organisation size is quite strong. Nearly four in ten small-to-medium enterprises (less than 250 employees) have ratio of 1:20 or less, while more than four in ten large enterprises have a ratio of 1:100 or more. Therefore, differences in HR-to-staff ratio between nations reflect differences in the size organisations captured in our national samples to a degree. Nonetheless, HR-to-staff ratio carries significant impact in the work life of an HR professional, so national variation helps us to better understand the profession across the world. Half or more of the respondents from the US (52%) and Australia (50%) reported that their HR-to-staff ratio was 1:100 or more, significantly more than the 34% of UK and UAE respondents who reported a 1:100 or higher ratio. In contrast, Brazil was significantly more likely to report a 1:20 or lower ration than any other country in our study with 41% of Brazilian respondents selecting this response. More than two in ten (21%) of UK respondents said they didn't know what the HR-to-staff-ratio was in their organisation, a significantly higher percentage than in any other nation.



One item on our survey looks at the degree to which a respondent's HR role is strategic, operational or tactical. Respondents in our survey worked in a wide variety of roles, varying both within and across countries. Some notable differences between countries include the following:

- Notably higher than the global average of 26%, 39% of respondents in India, and 41% of respondents in Brazil said that they operate at a strategic level in their role by delivering long-term value and interacting with a wide range of stakeholders.
- In Hong Kong and Australia, 35% and 41% of respondents, respectively, indicated that they have a strategic overview, but that their role is delivery-focused and contributes medium to long-term value. These were higher than the global average of 26%.

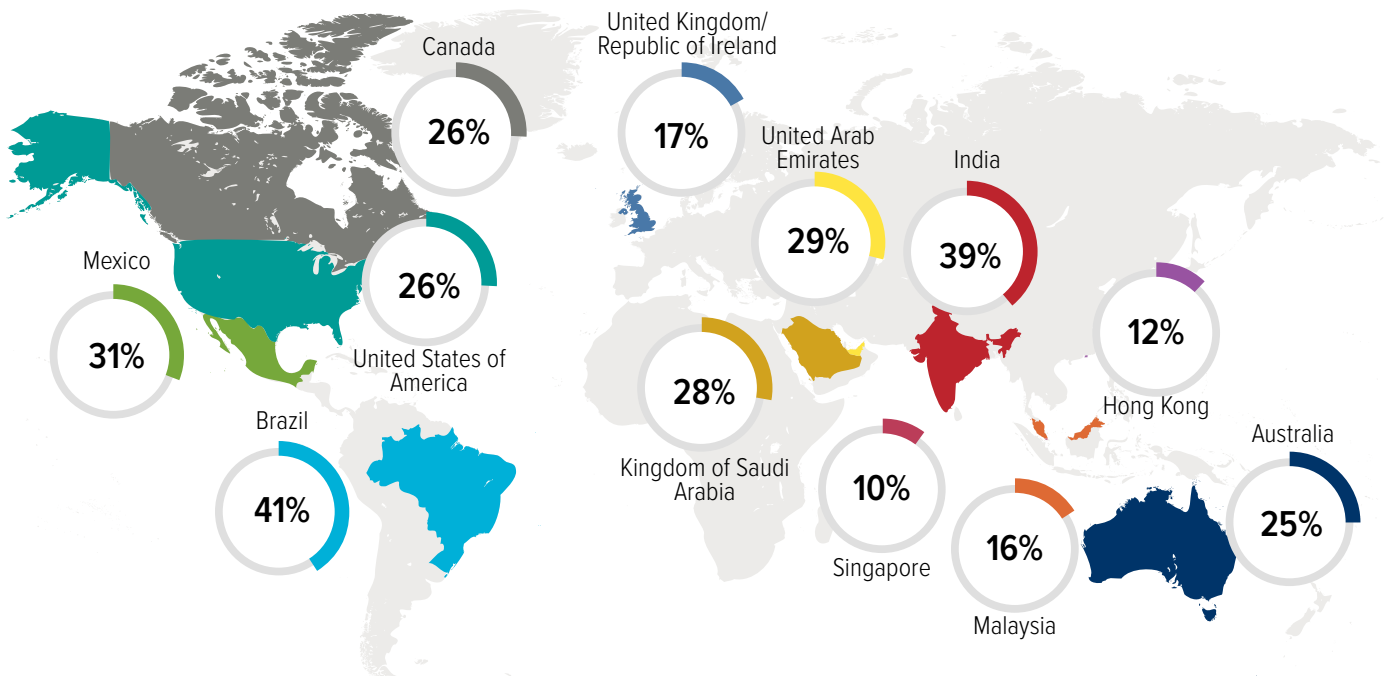
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- In Singapore (31%) and Hong Kong (32%) respondents were working operationally to deliver short to medium-term value to their organisation, influencing their colleagues and customers while still impacting a wider audience versus a global average of 23% doing this.
- In Singapore, 24% of respondents said they worked operationally, supporting day-to-day delivery of people plans, projects, and solutions versus a global average of 17%.
- Lastly, 17% of respondents in Malaysia and 15% of Mexico said their work is usually tactical and involves gathering information and delivering immediate outcomes versus a global average of 8%.

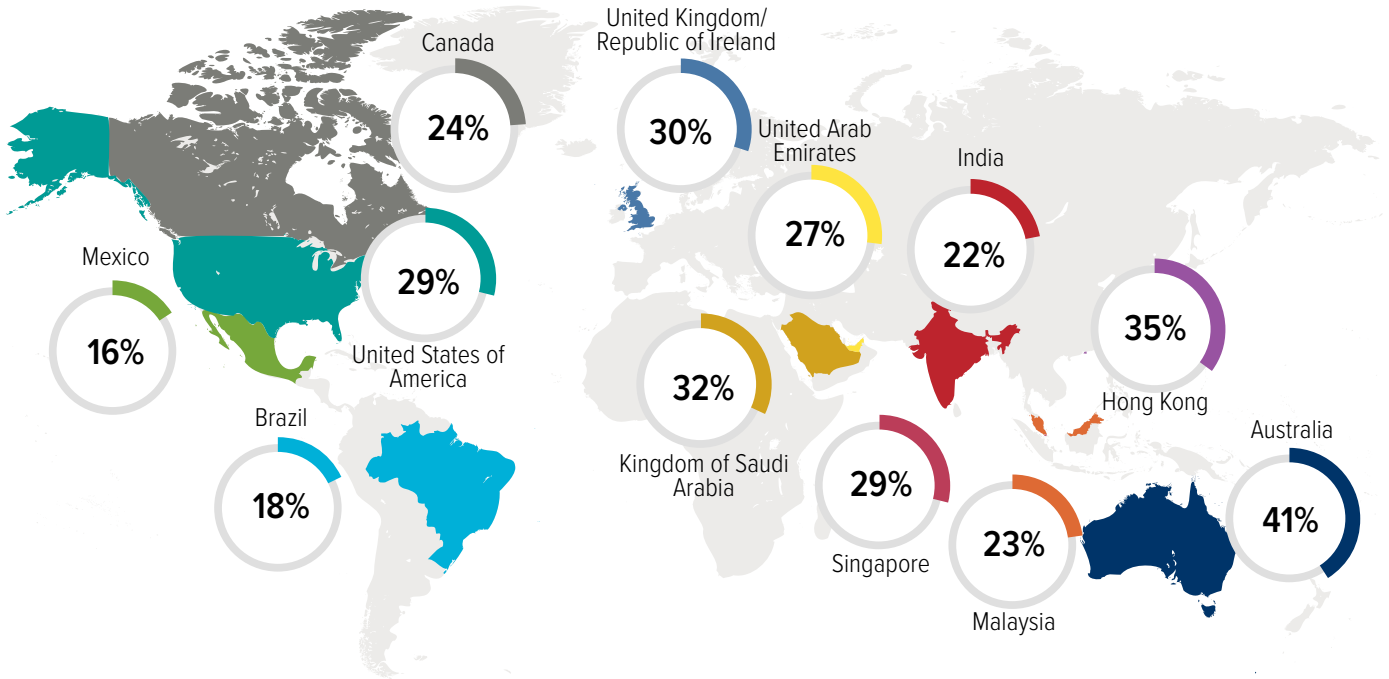
### GLOBAL PEOPLE PROFESSIONALS WHO WORK AT A STRATEGIC LEVEL TO DELIVER LONG-TERM VALUE FOR THE ORGANISATION



*The geographic boundaries and names shown on this map do not imply official endorsement or acceptance by the Society for Human Resource Management*

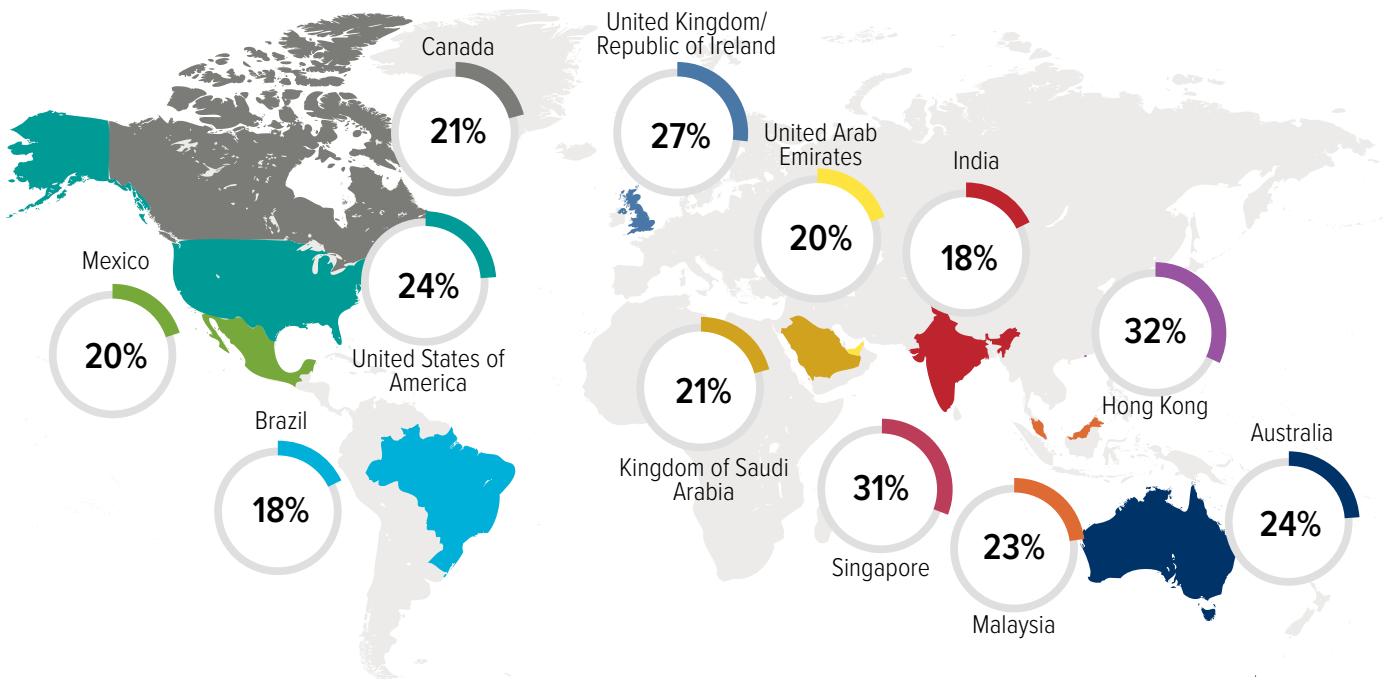
## GLOBAL COMPARISON

### GLOBAL PEOPLE PROFESSIONALS WHO WORK AT A STRATEGIC LEVEL TO DELIVER MEDIUM-TERM VALUE FOR THE ORGANISATION



*The geographic boundaries and names shown on this map do not imply official endorsement or acceptance by the Society for Human Resource Management*

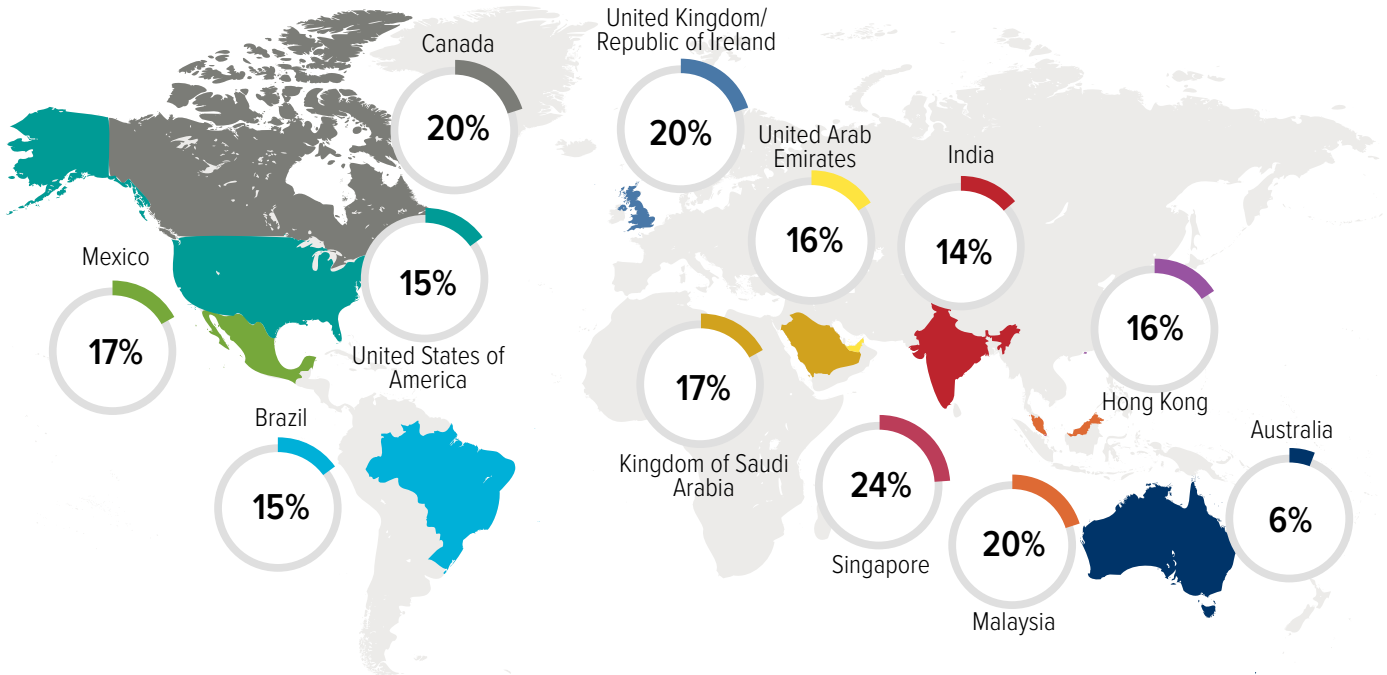
### GLOBAL PEOPLE PROFESSIONALS WHO WORK OPERATIONALLY TO DELIVER SHORT TO MEDIUM-TERM VALUE FOR THE ORGANISATION



*The geographic boundaries and names shown on this map do not imply official endorsement or acceptance by the Society for Human Resource Management*

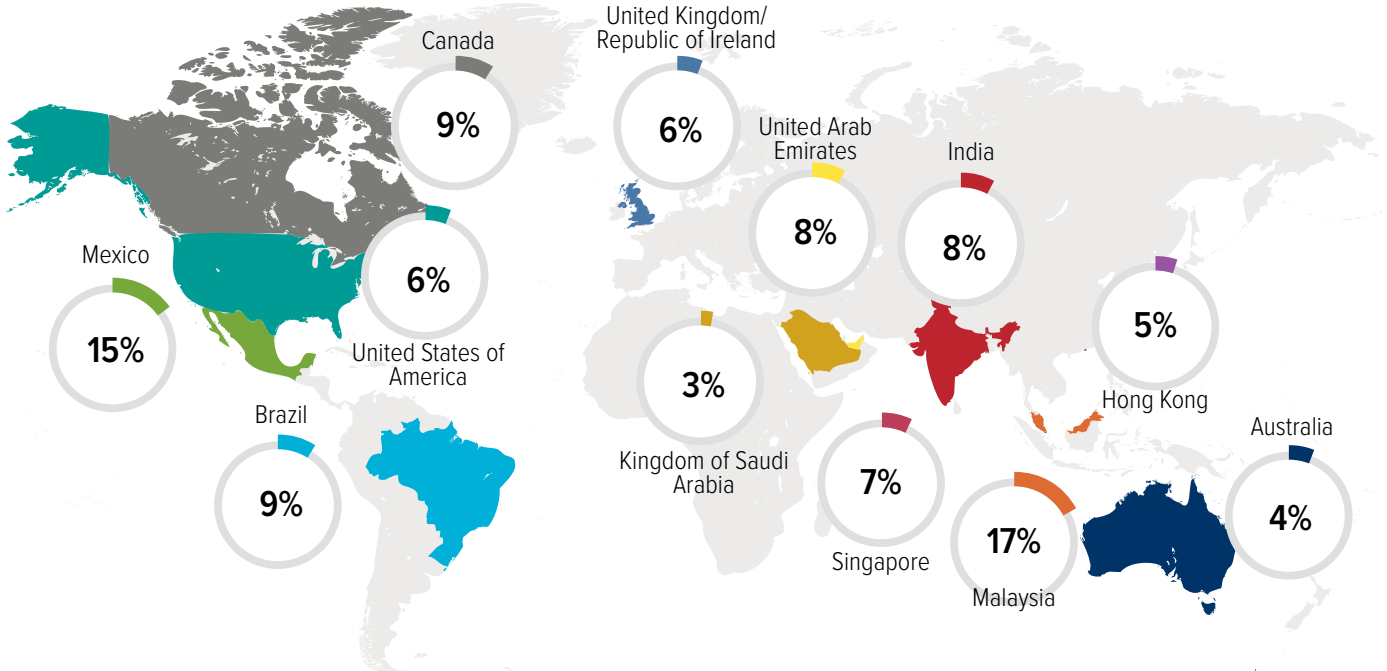
## GLOBAL COMPARISON

### GLOBAL PEOPLE PROFESSIONALS WHO WORK OPERATIONALLY, SUPPORTING DAY-TO-DAY DELIVERY



The geographic boundaries and names shown on this map do not imply official endorsement or acceptance by the Society for Human Resource Management

### GLOBAL PEOPLE PROFESSIONALS WHO TACTICALLY TO GATHER INFORMATION AND DELIVER IMMEDIATE OUTCOMES



The geographic boundaries and names shown on this map do not imply official endorsement or acceptance by the Society for Human Resource Management

These results show that people professionals across the globe are delivering value to their organisations in a variety of different ways; strategically, tactically, and operationally. Importantly, in addition to differences across countries, there was also some variability within countries as to which type of roles respondents held. This finding shows that organisations are likely to recognize that these different levels of influence and contribution each bring value in ensuring their people functions operate effectively.

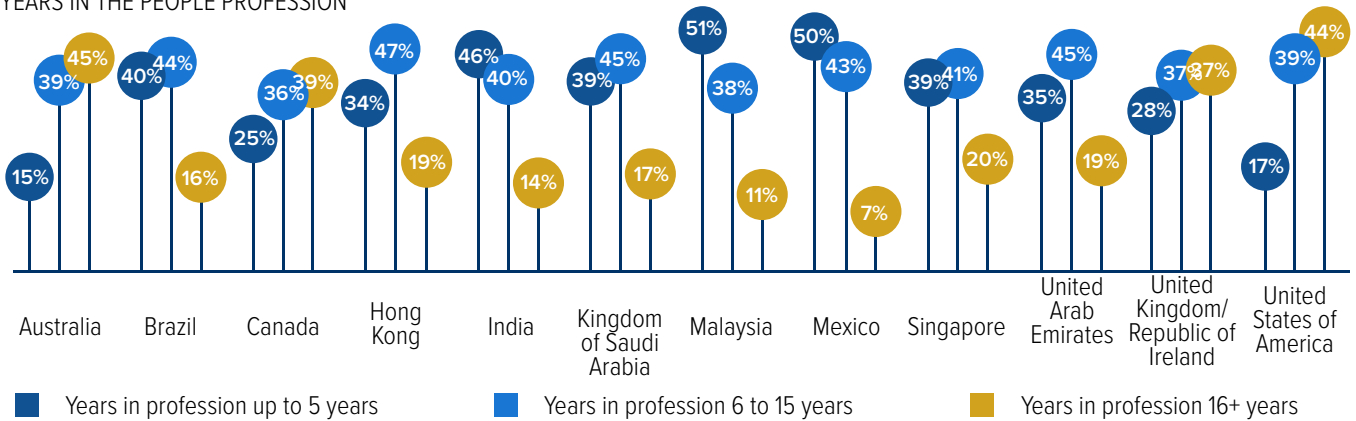
## Profession snapshot: what does the profession look like in 2020?

The people profession is growing in numbers each year. The UK's Office for National Statistics reports that between 2009 and 2019, the number of people in the profession has increased by 17%. In the U.S., the Bureau of Labor Statistics predicts that both individual contributor and manager roles in Human Resources will continue to grow more quickly than the average growth rate for all occupations between 2019 and 2029.

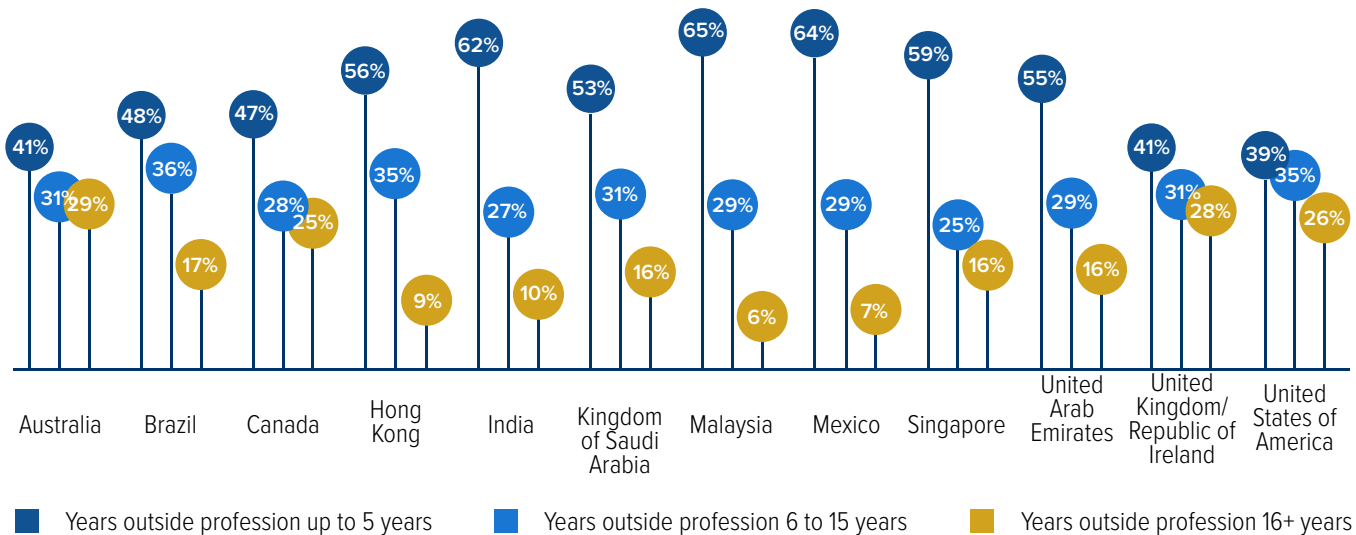
People professional respondents across these countries varied in the years of work experience they had in and outside of the people profession. For analysis, respondents were grouped into early-career (five or fewer years), mid-career (6 to 15 years), and senior-career (16+ years) levels of experience. Australia (45%), the U.S. (44%), Canada (40%), and the UK/Republic of Ireland (36%) had the greatest proportion of respondents who said they had worked in the people profession for 16+ years, all well above the global average of 26%. Interestingly, these same countries also had some of the highest percentages of respondents who said they had worked outside of the people profession for 16+ years (29%, 26%, 32%, 25%, 28%, respectively versus a global average of 19%).

- Hong Kong (47%), the United Arab Emirates (45%) and the Kingdom of Saudi Arabia (45%) had a high percentage of respondents who said they worked in the people profession for 6 to 15 years, versus a global average of 40%.
- Malaysia (51%), Mexico (50%) and India (46%) all had a high proportion of respondents who said they had worked in the people profession for five or fewer years versus the global average of 34%. These three countries also had a high percentage saying that they had only worked outside of the people profession for five or fewer years (65%, 64%, and 62%, respectively).

YEARS IN THE PEOPLE PROFESSION



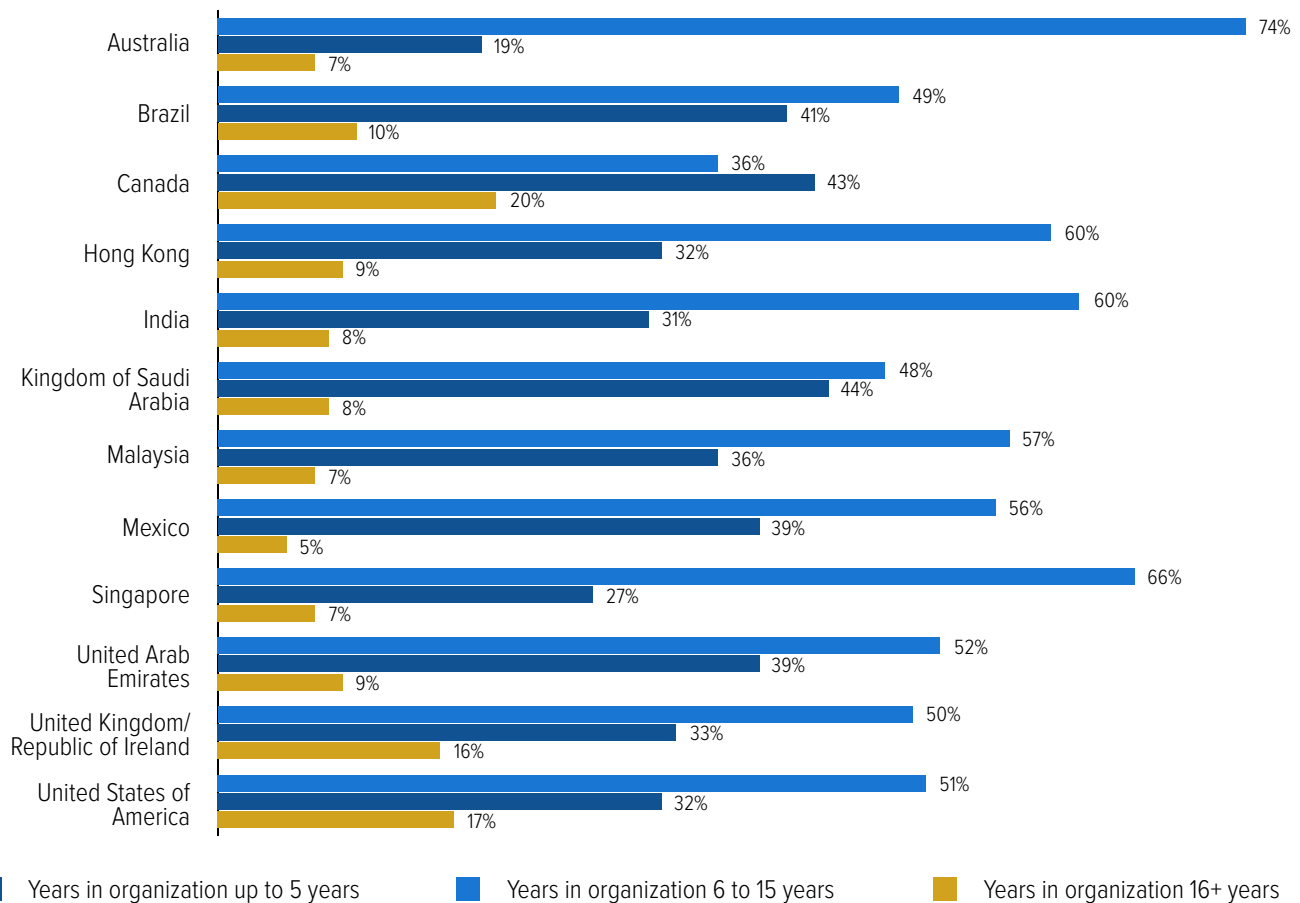
YEARS OUTSIDE OF THE PEOPLE PROFESSION



## GLOBAL COMPARISON

It is important to recognize that differences in experience across country samples may reflect not just differences in the profession in different nations, but demographics of the nation as whole. For instance, Malaysia, Mexico and India, which had the least experienced people professionals, have notably younger populations (a median age of 28 or 29) when compared to those countries that had the most experienced HR professionals (median age 38-42).

Organisational tenure also varied across the countries included in our survey. When asked how long they've been with their current organisation, the most frequent response for respondents from Singapore was one-to-two years (23%). The most frequent response for all other countries was either two-to-five years (the UK, the UAE, Malaysia, India, the US and Australia) or five-to-ten years (Saudi Arabia, Hong Kong, Mexico, Brazil, Canada). Canada, the UK and the UK had the largest proportions of respondents with fifteen-to-twenty years or more than 20 years with their current employer. Twenty percent of the Canadian sample had been with their current employer for at least 20 years. Organisational tenure, like professional experience is, of course, directly related to respondent age and thus these characteristics generally tend to align.



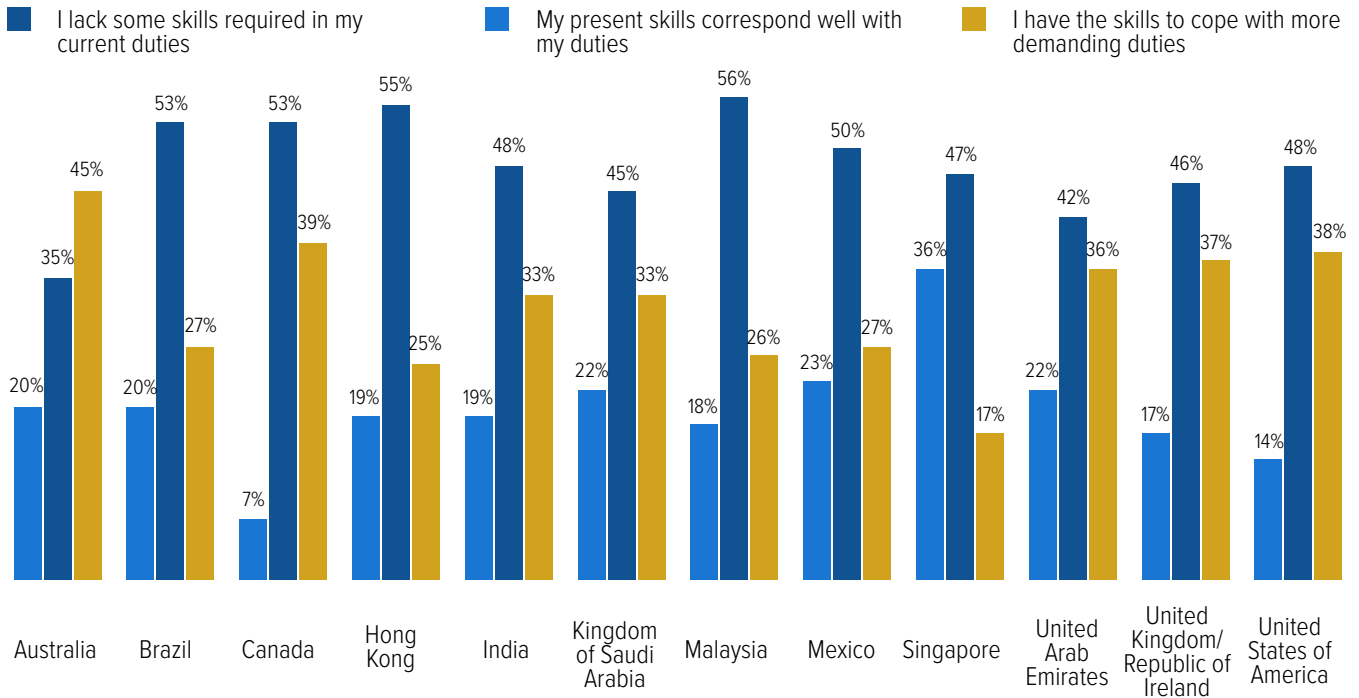
While these differences may not be strongly suggestive of trends international HR trends, they are important in contextualizing some of the markers of success in the HR careers, including number of promotions to date and expectations for future promotions that we discuss in the country chapters. Obviously, those earlier in their careers are more likely to anticipate future promotions and are likely to have been promoted fewer times to date than those who've been in the profession longer.

Respondents across the globe held different beliefs about the level of their skills in their current role.

- For example, those in Australia (45%) were significantly more likely to say that they have the skills to cope with more demanding duties than they currently do in their role in comparison with a global average of 34%. This finding suggests that some people professionals in these countries may be particularly eager for an opportunity to challenge their skills.

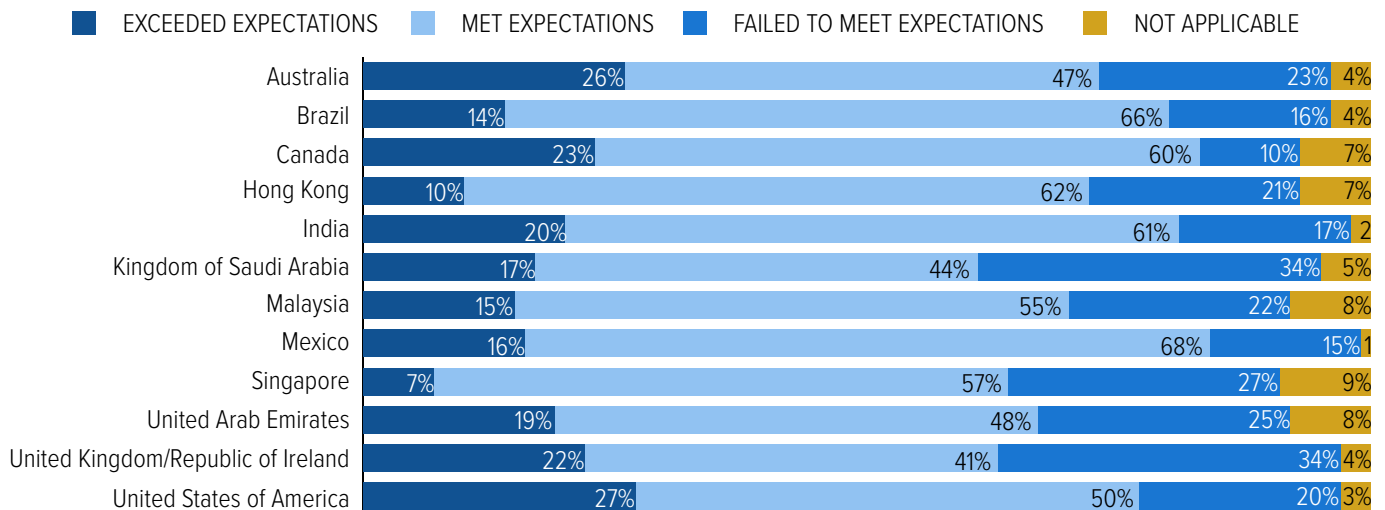
## GLOBAL COMPARISON

- Compared with a global average of 47%, a higher percentage of respondents in Hong Kong (55%) and Malaysia (56%) indicated that their present skills correspond well with their current role responsibilities
- In Singapore (36%), over a third of respondents shared that they felt they lacked some of the skills required for their current role versus a global average of 19%.



## Career progression: expectations and barriers

Given the challenges in using absolute measures of career progression in a sample this diverse, we also asked respondents if their career progression to date met, exceeded or failed to meet their expectations. Overall, a majority of respondents reported that their progression had met or exceeded their expectations in every country surveyed, led by the 86% of Mexican people professionals. Respondents from the U.S. (27%), Australia (26%) and Canada (23%) were most likely to report that their career progression had exceeded their expectations, while respondents from the UAE (34%), Kingdom of Saudi Arabia (34%) and Singapore (27%) were mostly likely to report that it fell short of their expectations.





## GLOBAL COMPARISON

Respondents who said that their career progression to date had met or exceeded their expectations were asked what has helped them achieve that success. Respondents across countries attributed their success to a wide variety of factors, including both skill and knowledge-related factors as well as relationship-related factors. Across the board, people professionals whose career progression had met or exceeded their expectations were most likely to attribute their career advancement to skills development. For all countries except Singapore, this was the mostly frequently cited reason. Manager support was the second-most frequently cited reason in most countries, although respondents from Mexico, Brazil and India cited professional qualifications/certifications as their second-most common reason.

- From a knowledge and skill perspective, respondents in the U.S. (66%) were particularly likely to indicate that their professional qualifications or certifications played a role in helping them achieve their career success compared with a global average of 53%. Respondents in the U.S. (76%) and Australia (74%) were also highly likely to attribute some of their success to skills development. These percentages were all higher than the global average of 66% for skills development.
- From a relationship-based perspective, respondents from the U.S. (43%) were more likely to highlight mentors than the global average of 29%. Additionally, 46% of respondents from India indicated that their personal network had played an important role in their career success versus a global average of 36%. As compared to a global average of 53%, support from one's managers was more influential for respondents in Singapore (60%), the UK/Republic of Ireland (62%), Malaysia (63%), the U.S. (68%), and Australia (70%). Finally, versus a global average of 18%, career sponsorship from a more senior colleague appeared to play a meaningful role for respondents in Hong Kong (26%) and India (31%).

### FACTORS THAT HAVE ENABLED CAREER SATISFACTION (1/2)

	Australia	Brazil	Canada	Hong Kong	India	Kingdom of Saudi Arabia
Professional qualifications/certifications	57%	60%	50%		56%	43%
Skills development	74%	68%	63%		67%	58%
Mentors	33%	29%	30%		34%	28%
Personal network	41%	31%	28%		46%	33%
Support from manager	70%	33%	53%		45%	35%
Career sponsorship from a more senior colleague in the organisation	24%	17%	17%		31%	23%
Other	9%	1%	1%		0%	-

### FACTORS THAT HAVE ENABLED CAREER SATISFACTION (2/2)

	Malaysia	Mexico	Singapore	United Arab Emirates	UK/Ireland	USA
Professional qualifications/certifications	42%	44%	32%	45%	53%	66%
Skills development	63%	71%	55%	51%	62%	76%
Mentors	33%	25%	33%	19%	24%	43%
Personal network	30%	29%	43%	33%	36%	41%
Support from manager	63%	43%	60%	48%	62%	68%
Career sponsorship from a more senior colleague in the organisation	13%	12%	21%	20%	14%	20%
Other	1%	0%	1%	2%	5%	4%

## GLOBAL COMPARISON

When asked what the single biggest barrier had been to advancing their career, respondents provided varied responses, even within each country. However, there were some interesting trends. For example:

- Compared to a global average of 11%, about a fifth of respondents from the Kingdom of Saudi Arabia (18%), Brazil (18%), and the United Arab Emirates (19%) identified a lack of opportunities in the labour market as a barrier to the advancement of their career.
- Interestingly, a higher percentage of Hong Kong respondents indicated that a lack of experience (12%) and personal confidence (20%) were barriers in their career advancement compared to the global averages of 6% and 14%, respectively. Respondents in the UK were also somewhat more likely to identify personal confidence as a barrier in their careers (21%).
- Compared with a global average of 10%, a slightly higher percentage of respondents in the Kingdom of Saudi Arabia (15%) and India (15%) identified the quality of their relationship with their manager and the guidance and support they were provided as a barrier to their career advancement.
- Versus a global average of 17%, more respondents in Australia (25%) identified organisational politics as a barrier in their advancement.
- Interestingly, when it came to the respondents who said they didn't feel that there have been any barriers in their career advancement, both the U.S. (20%) and Canada (22%) noticeably exceeded the global average of 12%, perhaps reflecting the large labour market in these countries compared to others in this study.

### FACTORS THAT HAVE HINDERED CAREER SATISFACTION (1/2)

	Australia	Brazil	Canada	Hong Kong	India	Kingdom of Saudi Arabia
Lack of opportunities in the labour market	5%	18%	10%	6%	12%	18%
Lack of professional qualifications/certifications	3%	7%	6%	5%	9%	7%
Lack of experience	6%	7%	6%	12%	6%	5%
Lack of opportunities with my current employer	17%	18%	16%	23%	14%	15%
Personal confidence	13%	12%	14%	20%	13%	12%
Line management	7%	10%	8%	8%	15%	15%
Organisational politics	25%	15%	14%	15%	23%	18%
Other (please specify)	10%	1%	3%	3%	1%	2%
Don't know	3%	3%	2%	1%	1%	2%
None of the above	11%	10%	22%	8%	8%	5%

### FACTORS THAT HAVE HINDERED CAREER SATISFACTION (2/2)

	Malaysia	Mexico	Singapore	United Arab Emirates	UK/Ireland	USA
Lack of opportunities in the labour market	10%	24%	7%	6%	19%	5%
Lack of professional qualifications/certifications	9%	10%	7%	5%	7%	4%
Lack of experience	8%	9%	8%	5%	3%	4%
Lack of opportunities with my current employer	17%	9%	20%	17%	18%	20%
Personal confidence	14%	8%	11%	21%	11%	11%
Line management	12%	13%	13%	8%	11%	5%
Organisational politics	21%	12%	17%	14%	20%	21%
Other (please specify)	1%	2%	2%	9%	2%	8%
Don't know	4%	1%	1%	2%	2%	2%
None of the above	4%	11%	13%	14%	8%	20%

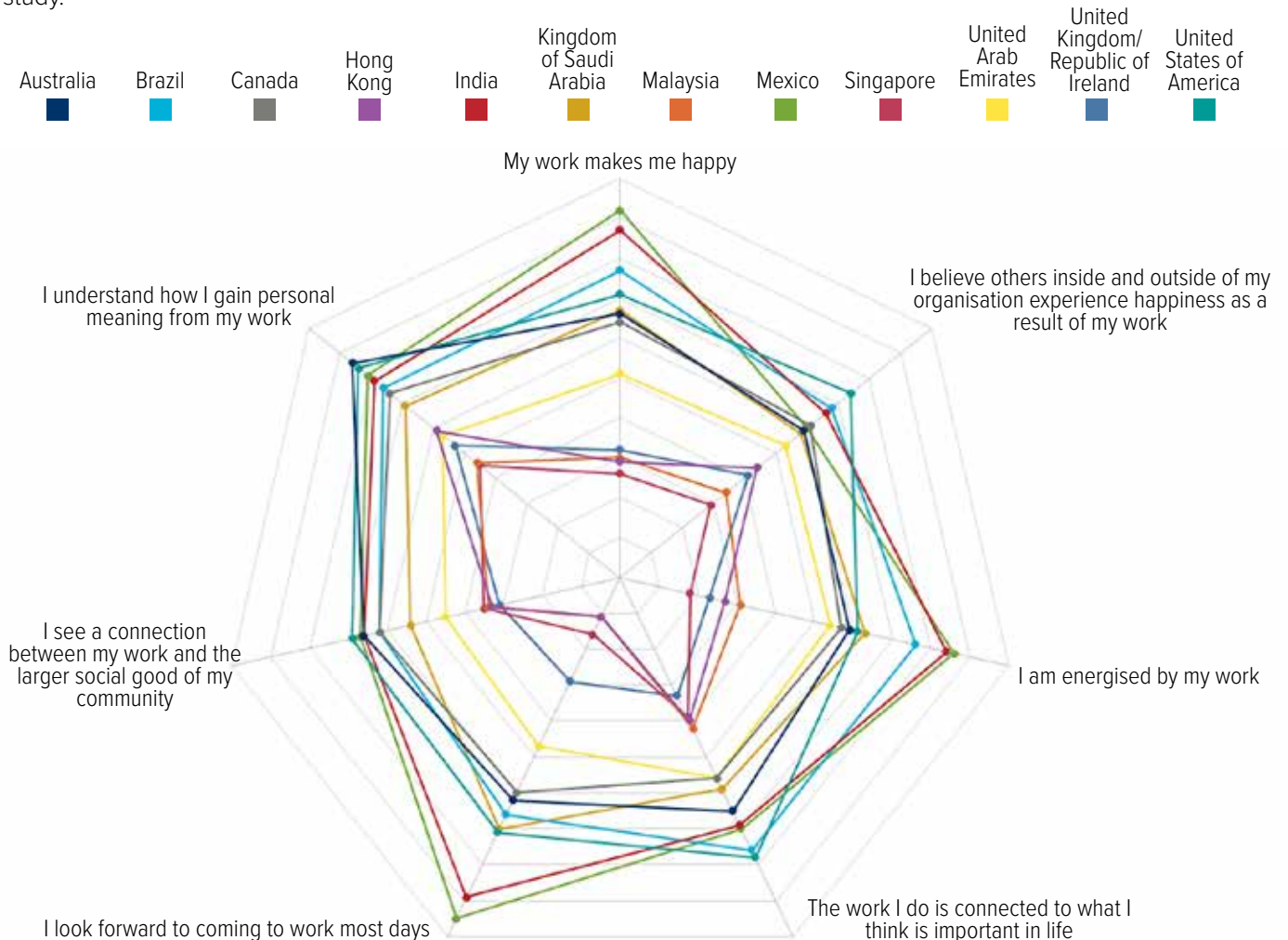
## The people profession = meaningful work

Overall, people professionals believe that the people profession is meaningful; globally, 95% of people professionals had a high meaningful work score. Our meaningful work scale is comprised of seven items:

- My work makes me happy (70% globally agree)
- I believe others inside and outside of my organisation experience happiness as a result of my work (69% globally agree)
- I am energised by my work (68% globally agree)
- The work I do is connected to what I think is important in life (70% globally agree)
- I look forward to coming to work most days (69% globally agree)
- I see a connection between my work and the larger social good of my community (67% globally agree)
- I understand how I gain personal meaning from my work (78% globally agree)

The chart below is based on the mean score for each item in each country of our study, where countries closer to the edge of the chart scored higher on that dimension.

Globally, people professionals in more strategic roles have higher mean scores on all of the items on this scale. On most items in our meaningful work scale, Hong Kong, Malaysia and Singapore have the lowest mean scores, but they also include a larger proportion of people professionals in tactical or operational roles than other regions covered in our study.



# COUNTRY RESULTS: AUSTRALIA

## KEY FINDINGS

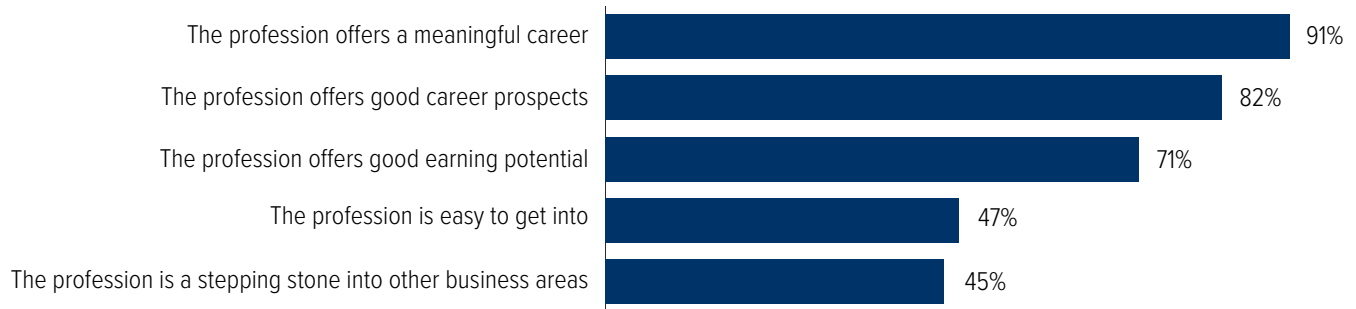
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- Australian people professionals are largely positive about the meaning they derive from their careers, with 9/10 saying the profession offers them a meaningful career as compared to 8/10 globally. The profession was rated as more meaningful by Australian people professionals who have been in the profession for more than 16 years, and for those in the not-for-profit sector
- Skills development is ranked as the most important enabler for career development in the people profession, and organisational politics is considered to be the largest barrier
- 2/3 people professionals in Australia believe they will not receive a promotion in the next 3 years – however promotional opportunities were perceived to be more likely in the public sector, and in larger organisations
- The top learning and development initiatives for HR professionals are external workshops, conferences and events, followed by peer learning and online learning
- While ¾ people professionals in Australia often apply their learnings in the work that they do, only 1/5 frequently measure their learning impact on their work, and 1/3 frequently share their learnings in communities of practice
- Almost ½ of people professionals in Australia believe they have the skills to cope with demanding duties (45%), which is 11% more than the global average
- The prevailing organisational culture in Australia is a formalised, structured place to work, where procedures govern what people do and hold people together; this structure is more common in Australia than globally



## How do people professionals feel about their career in the people profession?

While the large majority of people professionals in Australia agree that the profession offers them a meaningful career (91%) and good career prospects (82%), slightly less respondents agree that the profession offers good earning potential (71%). Further, less than half agree the profession is easy to get into (47%), or that the profession is a steppingstone into other business areas (45%).



- Those who have more years of experience in the people profession (>16 years) are more likely to agree that the people profession is easy to get into (58%) than those with 6-15 years (41%) or up to 5 years (27%).
- Those from smaller organisations (<249 employees), are more likely to suggest the people profession is a steppingstone into other business areas (54% agreement) than those in larger organisations (>250 employees; 38% agreement).

## How do people professionals feel about their promotional aspirations and career expectations?

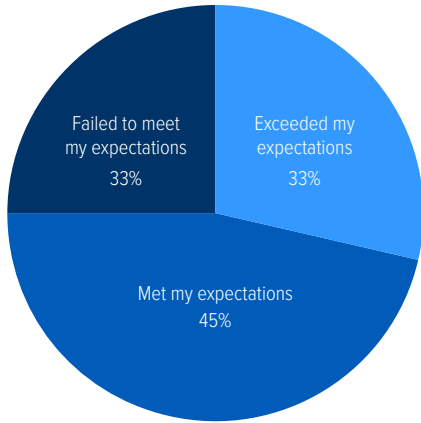
Nearly 96% of the Australian people professionals surveyed have been promoted at least once and nearly 35% have been promoted six or more times, well exceeding the global average of 23% who have seen six or more promotions. Given the seniority of the Australian people professionals who completed this survey, it's perhaps no great surprise that the majority of people professionals in Australia believe it is not likely that they will receive a promotion in the next 3 years (59%), and only 11% believe it is very likely.

Given the seniority of the Australian people professionals who completed this survey, it's perhaps no great surprise that the majority of people professionals in Australia believe it is not likely that they will receive a promotion in the next 3 years (59%), and only 11% believe it is very likely.

- Respondents felt this was a lot more likely if they were at a larger organization (above 250 employees; 48% likelihood) than smaller (below 250 employees; 31% likelihood)
- Further, it was rated as more likely for those that are currently in the public sector (52% likelihood), as opposed to those in the private sector (39%) or not for profit sectors (32%)



## AUSTRALIA



The majority of Australian people professionals feel their career has met their expectations (45%), followed by those who say their career has exceeded their expectations (28%).

Of those whose career progression has met or exceeded their expectations (N=161), the top three factors they identified as helping them to advance their career were skills development (74%), support from their manager (68%) and professional qualifications/certifications (58%). Australian people professionals as a whole identified organizational politics (i.e. navigating internal relationships and structures; 26%), lack of opportunities with their current employer (16%) and personal confidence (13%) as the greatest barriers to advancement.

## How are people professionals developing themselves through continued professional development (CPD) and learning?

As skills development was ranked as the top factor leading to career advancement, it seems that people professionals in Australia are highly motivated self-learners. Australian people professionals engage in external conferences, workshops and events (77%), learning through peers face-to-face (67%), and online learning (62%). Of all the countries in this study, Australian people professionals were the most likely to attend conferences, workshops and events and were second only to those in the U.S. in utilizing online learning. (61% Australia, 71% U.S.)

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Australia	Global Average
External conferences, workshops and events	77%	47%
Learning from peers (through face-to-face interactions or online networks)	67%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	62%	46%
On-the-job training	54%	47%
In-house development programmes	36%	31%
Coaching	30%	28%
Instructor-led training delivered off the job	29%	25%
Formal qualifications/certifications	29%	29%
Blended learning (such as combining instructor-led training with online learning)	20%	21%
Job rotation, secondment and shadowing	12%	16%
Other	5%	1%
None of the above	1%	6%

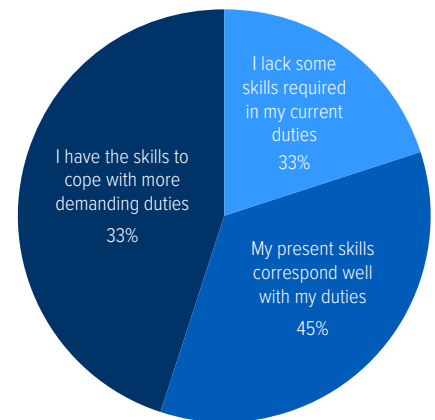
## AUSTRALIA

Almost three-quarters of people professionals in Australia believe they often or very often applied their learning in the work they do (72%), and reflected on what they've learned in the previous 6 months (66%), however few have frequently measured the impact their learning has had on their work (22%) or shared their learning in communities of practice (34%).



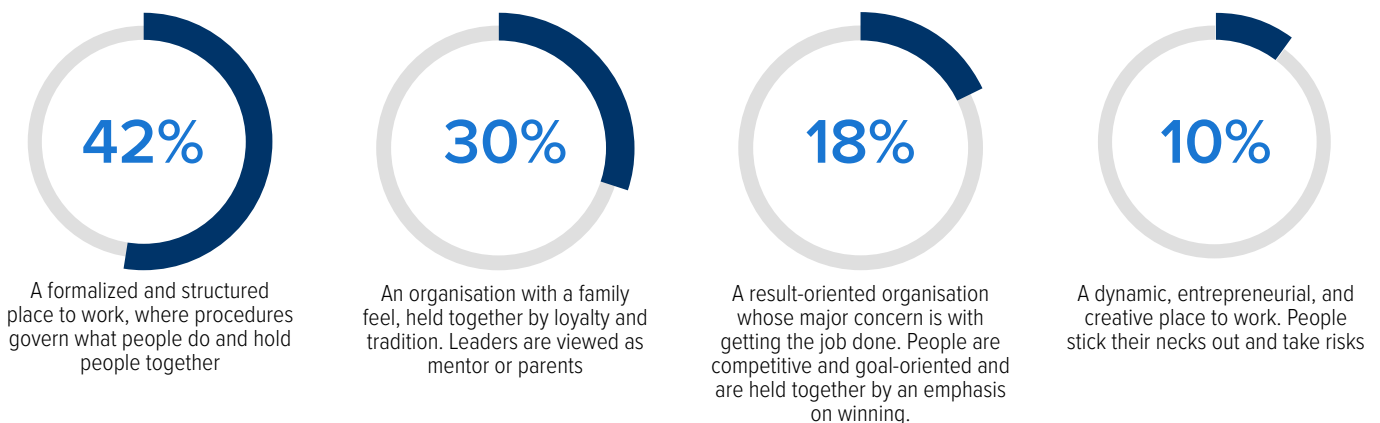
- Those who have more years of experience in the people profession (>16 years) are more likely to agree that the people profession is easy to get into (58%) than those with 6-15 years (41%) or up to 5 years (27%).
- Those from smaller organisations (<249 employees), are more likely to suggest the people profession is a steppingstone into other business areas (54% agreement) than those in larger organisations (>250 employees; 38% agreement).

Almost ½ of people professionals in Australia believe they have the skills to cope with more demanding duties (45%), which is 11% more than the global average (34%, N=5230).



## How are people functions operating?

The top prevailing organisational culture reported by Australian people professionals is one that is a formalised and structured place to work, where procedures govern what people do and hold people together (42%). Few said their culture was dynamic, entrepreneurial, and creative (10%).



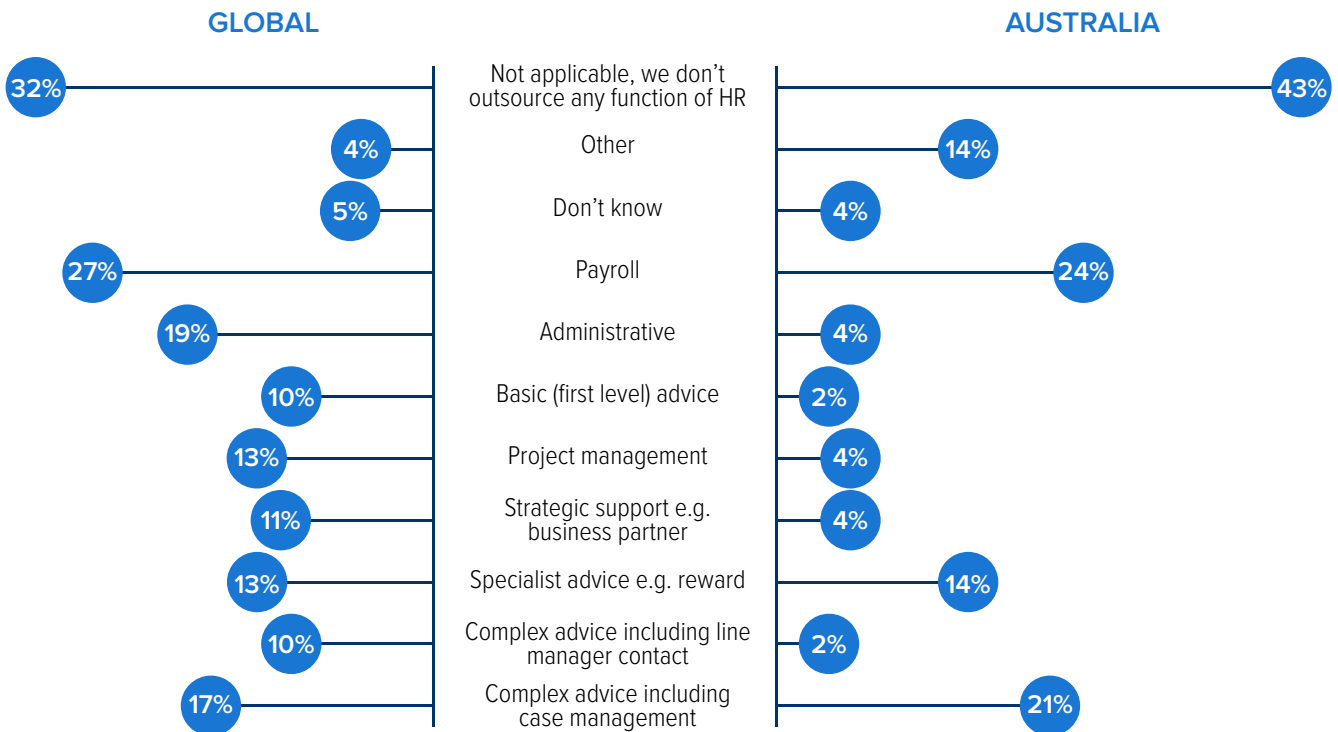
## AUSTRALIA

- Organisational culture differed by sector, where public sector respondents were much more likely to report a formalised structured culture (78%). The prevailing culture reported by private sector respondents was an organisation with a family feel (38%). Finally, not-for-profit sector respondents reported a formalised structured culture as prevailing (45%), closely followed by one with a family feel (34%).

The prevailing HR model for people professionals in Australia is a single HR team with generalists, specialists and administration together (37%), followed by a model which typically includes business partners, specialists, shared services, project leaders and corporate HR (26%).

- This prevailing model was more likely for those in the not-for-profit sector (53%) than those in public (29%) or private sectors (34%), as well as for smaller organisations below 250 employees (46%) than larger (30%).

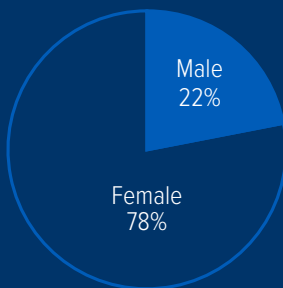
Australian organisations tend to keep core people functions in-house, with 43% of organisations not outsourcing any function of HR, compared with the global average of 32%. The most frequently outsourced functions in the Australian sample were payroll (24%), complex advice including case management (21%) and specialist advice, such as rewards. (14%)



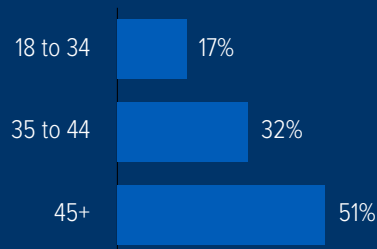


# AUSTRALIAN SAMPLE DEMOGRAPHICS:

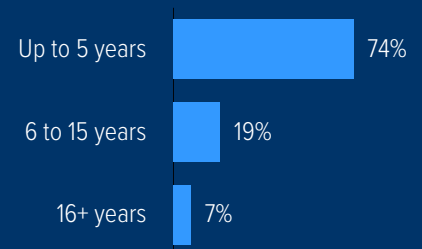
## Gender



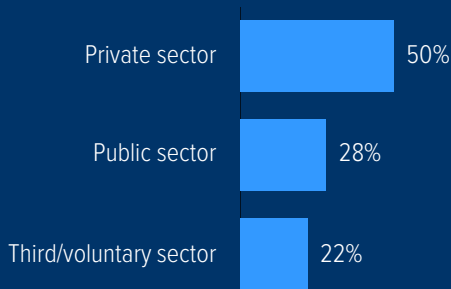
## Age



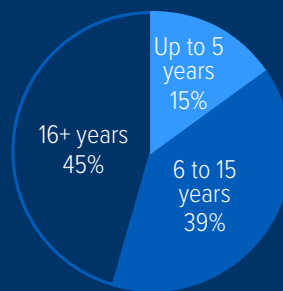
## Years in organization



## Sector



## Years in profession



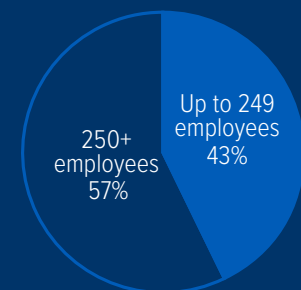
## Role type



## Industry



## Business size



# COUNTRY RESULTS: BRAZIL

## KEY FINDINGS

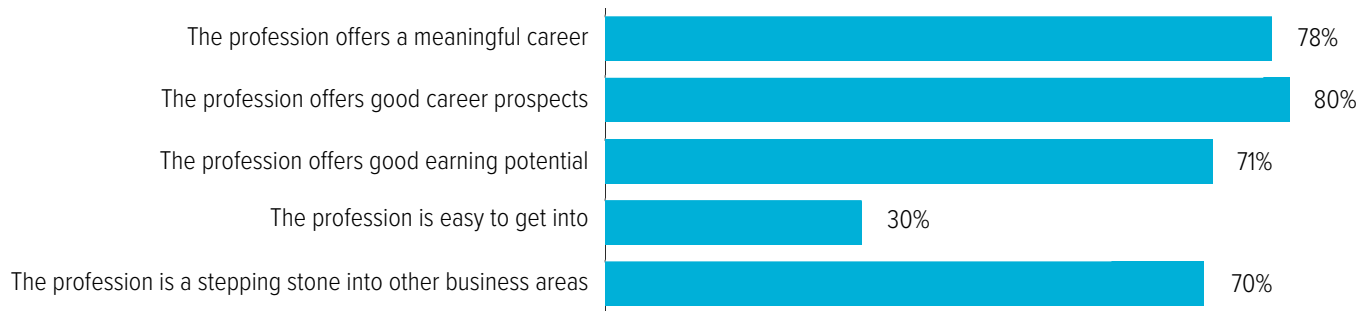
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- **Brazilian people professionals have positive professional and personal attitudes:** Professionally, beliefs around good career prospects, earning potential, entering the profession and moving beyond the profession into other areas of business emerged as positive and generally aligned with global responses. Additionally, perceptions around happiness and work meaningfulness, including work that makes professionals happy and feeling energised by work, emerged positively and generally higher than the global average. One explanation for this could be Brazil's generally even results around organisational culture, which could suggest an acceptance toward a variety of cultural organisational settings.
- **Prioritizing professional development to build skills:** The majority of Brazilian respondents reported that they had engaged in CPD activity within the last six months. Additionally, all aspects of CPD efforts were higher amongst the Brazilian sample compared with global results. These results align with Brazil's results surrounding skill levels, where more than the global average said they lack some skills both in their current role and in more demanding settings. This relationship might indicate that Brazilian people professionals are working to develop their abilities to address their self-reported skills deficiency.



## How do people professionals feel about their career in the people profession?

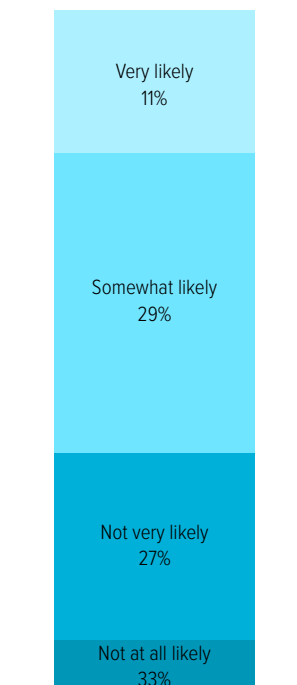
Over three-quarters of the Brazilian sample believe their career to be meaningful (78%). Beliefs around good career prospects (80%), earning potential (71%), entering the profession (30%) and moving beyond the profession into other business areas (70%) were generally aligned with global responses. This suggests Brazilian people professionals feel generally positively towards opportunities for progression within the profession.



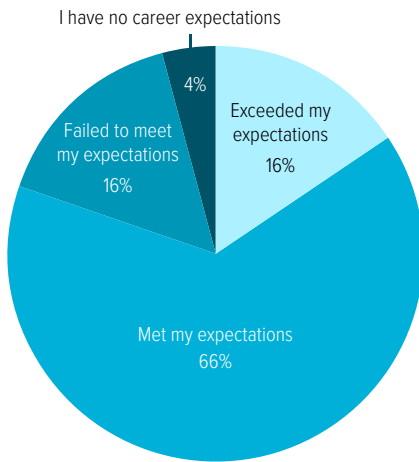
- Brazilian people professionals who had six to fifteen years at their current organisation tended to offer more positive sentiments toward the profession than both those who'd been at their organization for shorter or longer periods. Notably, 85% who'd been at their organization for six-to-fifteen years say that the people profession offers a meaningful career compared to 73% of those with up to five years and 75% of those with 16 or more years with their current organisation.
- Brazilian people professionals in larger businesses (250+ employees) felt more positive in almost all areas, with significant differences in terms of perceiving the profession as easy to get into, offering a meaningful career and offering good earning potential. These differences may be caused by the greater range of career opportunities and greater financial commitments to employee development that are typically found in larger organisations.

## How do people professionals feel about their promotional aspirations and career expectations?

Nearly 9 in 10 Brazilian people professionals surveyed have been promoted at least once but only 10% have been promoted six or more times, well below the global average of 23% who have seen six or more promotions. When predicting their future career progression, nearly three-quarters (74%) of the Brazilian sample believed that they would be promoted within the next 3 years. This finding was significantly higher for those working in larger businesses (82%) compared with smaller businesses (68%).



## BRAZIL



For the 80% of Brazilian respondents who felt that their career had either met or exceeded their expectations (N=412), skills development (68%) and professional qualifications (60%) were key enablers. On the other hand, barriers to advancing a career within the people profession included lack of opportunities within their current employment (18%), organisational politics (15%) and personal confidence (12%). Nearly 3 in 10 Brazilian people professionals with up to five years of experience in the people profession (28%) identified the lack of opportunities in the labour market as a barrier in advancing their career. This barrier was the top result for employees with this level of profession experience and was higher than those with more profession experience (six-to-fifteen years, 11%; sixteen or more years, 9%). Inversely, employees with more experience in the people profession rated organisational policies as a barrier (six-to-fifteen years, 20%; sixteen or more years, 23%) more frequently than did employees with less experience (7%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

The majority of Brazilian respondents reported that they had engaged in CPD activity within the last six months. The most common methods of learning and development over the last 12 months were on-the-job training (54%), formal qualifications and certifications (46%), learning from peers (44%) and external conferences, workshops and events (41%). As mentioned previously, it is important to consider the current context in terms of learning and development approaches. As the vast majority of people professionals are operating with less face-to-face environment due to pandemic restrictions, Brazilian people professionals may find this period to offer an opportunity to explore alternative forms of learning and development that are digitally and virtually delivered.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Brazil	Global Average
External conferences, workshops and events	41%	47%
Learning from peers (through face-to-face interactions or online networks)	44%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	39%	46%
On-the-job training	54%	47%
In-house development programmes	40%	31%
Coaching	24%	28%
Instructor-led training delivered off the job	35%	25%
Formal qualifications/certifications	46%	29%
Blended learning (such as combining instructor-led training with online learning)	29%	21%
Job rotation, secondment and shadowing	20%	16%
Other	1%	1%
None of the above	4%	6%

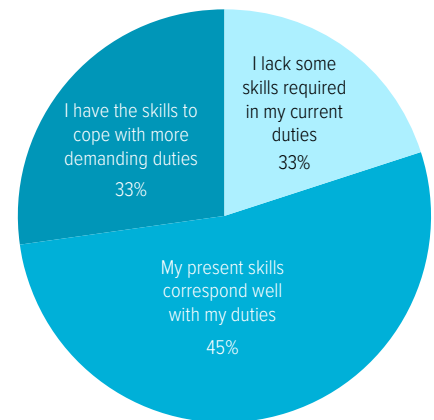
## BRAZIL

Brazilian people professionals use many ways to engage with their learning. Every aspect of CPD engagement was higher amongst the Brazilian sample compared with global efforts around professional development.



Within the Brazilian sample, 53% of people professionals believe they have the skills that match their current role, significantly higher than the global average who share that belief (27%), though fewer Brazilian people professionals believe that their skills exceed their duties than the global average.

Nearly one-quarter (23%) of Brazilian people professionals who work at organisations with less than 250 employees felt that they lacked skills needed to perform their current duties, notably more than those who work at larger organisations (14%). Similarly, employees who work for smaller organisations were less likely to say they possessed the skills required to handle more demanding duties (22%) than those from larger organisations (32%). These results may again shed light on key differences between smaller and larger businesses where the latter might have greater capabilities in terms of recruiting for specific skills and/or providing employees with skills training.



Interestingly, there were several differences across Brazilian people professionals by age and gender. Nearly one-third (32%) of people professionals between 35 to 44 years old were the most likely to report that they felt they had the necessary skills to deal with more demanding duties. In contrast, less than 1 in 5 Brazilian people professionals who were 45+ years old or older indicated they felt they had the proper skills to cope with demanding duties (19%).

Nearly one-quarter (23%) of female people professionals in the Brazilian sample said they felt like they lacked some skills required for their current duties. This was significantly higher than the 14% of male people professionals who indicated they lacked skills. Additionally, male people professionals were significantly more likely to indicate they had the proper skills for more demanding duties than were females (32% vs 24%).

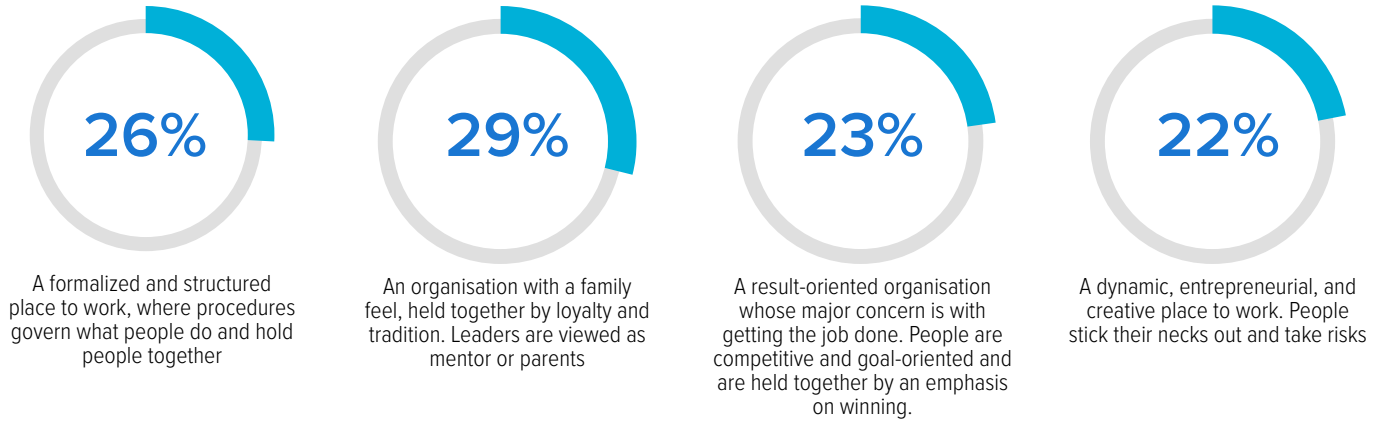
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## How are people functions operating?

The most cited organisational culture amongst Brazilian people professionals was one where there is a family feel, held together by loyalty and tradition and where leaders are viewed as mentors or parents (29%). This finding was generally found to be consistent with the global average (28%).

## BRAZIL

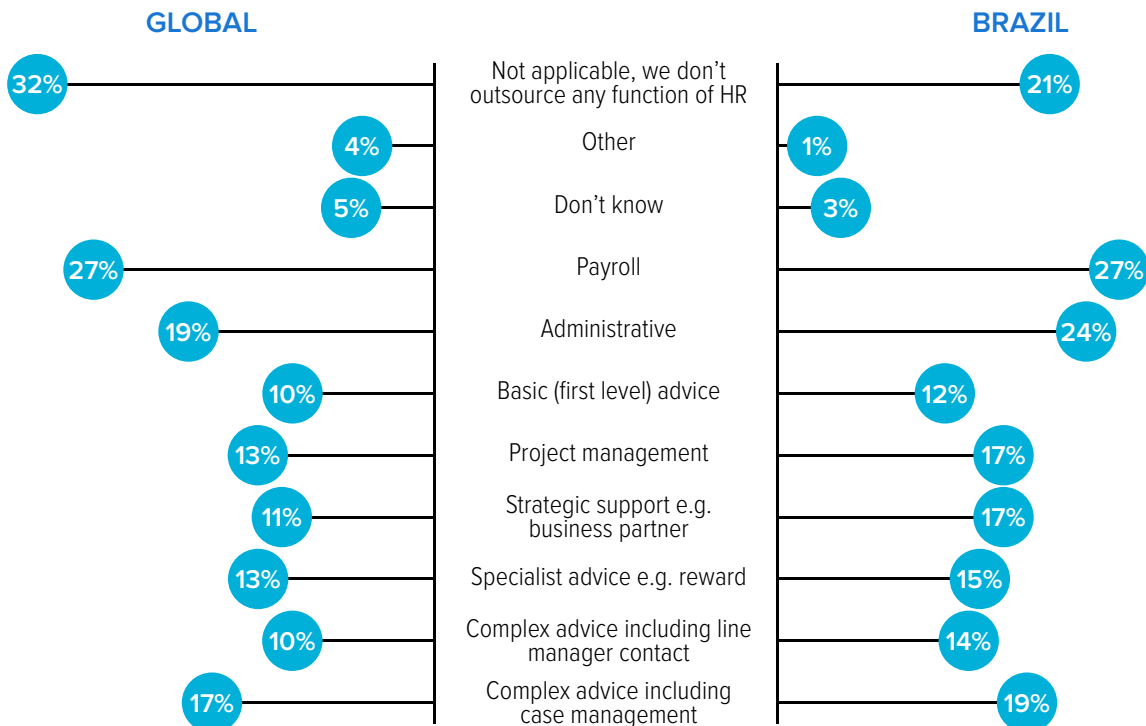
Nonetheless, Brazilian people professionals' rating of a dynamic, entrepreneurial and creative place to work (22%) was rated higher than the global average (13%) and significantly higher than 13 other countries. In general, all four culture options were more evenly selected by Brazilian people professionals than those of other nations. In their own way, Brazilian people professionals from each culture may show how working within each of their values leads to Brazil's generally positive attitude toward the profession, particularly around feelings of meaningfulness and prospects.



Brazilian HR functions are organized into a wide variety of structures. The prevailing HR model for people professionals in Brazil is a single HR team with generalists, specialists and administration together (27%), followed by a model which typically includes business partners, specialists, shared services, project leaders and corporate HR (21%).

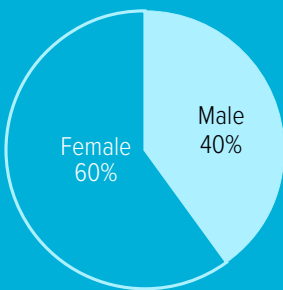
- It should come as no surprise that a small, central HR function with largely outsourced HR activity is substantially more common in organisations with less than 250 employees (17%) than larger ones (1%).

Although somewhat fewer Brazilian people professionals reported that their organisation doesn't outsource any HR function than the global average, there was no single area in which Brazilian organization were much more likely to outsource. Within the Brazilian sample, payroll was significantly more likely to be outsourced in organizations with less than 250 employees (35%) than larger ones (20%).

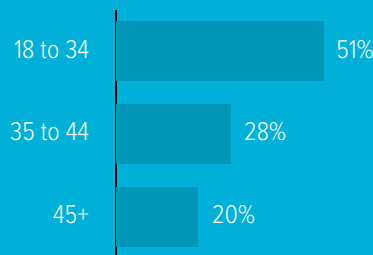


# BRAZILIAN SAMPLE DEMOGRAPHICS:

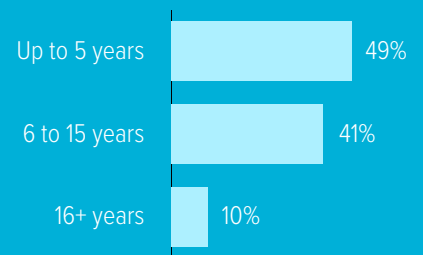
Gender



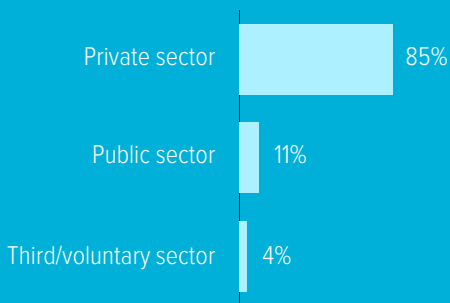
Age



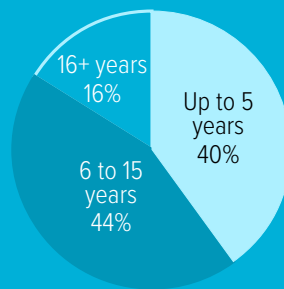
Years in organization



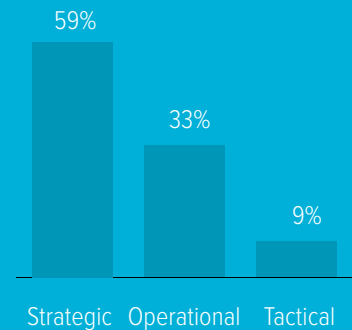
Sector



Years in profession



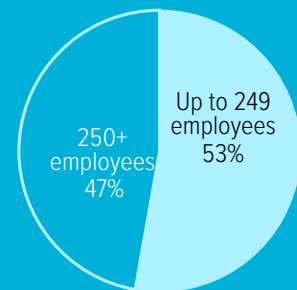
Role type



Industry



Business size



# COUNTRY RESULTS: CANADA

## KEY FINDINGS

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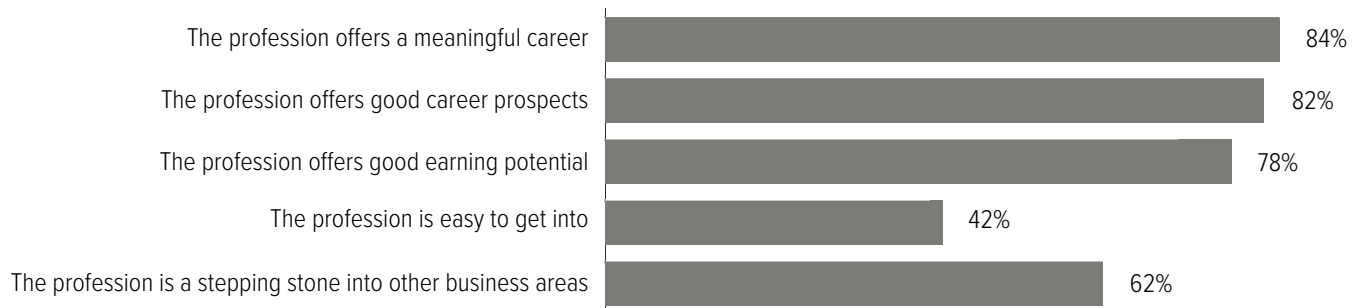
- People professionals in Canada overwhelmingly find their work to be both personally and professionally rewarding. 81% report that the work they do is personally meaningful and 74% say their work makes them happy.
- People professionals report having ample resources at their disposal and typically run into only a few barriers in their career progression. 20% report having no barriers in their progression, and slightly more men than women report facing no barriers (24% and 21%, respectively). This likely explains why most people professionals feel their promotional aspirations have been met or exceeded their expectations (83%).
- The progression of Canadian people professionals is not just a product of the resources available to them. Rather, the majority of people professionals also routinely plan for and set goals to continue their development through opportunities like on the job training and online courses.
- The prevailing organisational culture in Canada is a formalised, structured place to work, where procedures govern what people do and hold people together. People professionals in the public sector were twice as likely than private sector professionals to report that their organisational culture is formalized, structured, and governed by procedures (56% and 27%, respectively).





## How do people professionals feel about their career in the people profession?

Canadian people professionals feel strongly positive about the profession. They feel that opportunities for career advancement exist both within and outside the profession. Within the profession, most have positive attitudes towards their career and career progression with 82% agreeing that the people profession offers good career prospects and 78% agreeing that the profession offers good earning potential. Interestingly, 62% reported that the profession can be a steppingstone into other business areas, suggesting that working within the people profession can be fruitful for people who want to continue in the profession and for people who would like to move into other business areas.



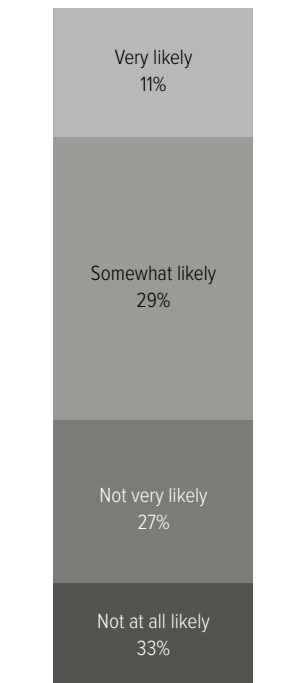
People professionals in larger companies were more likely to agree that the profession offered good career prospects (85%) than those working in smaller companies (82%). Their perception of greater opportunity within the people profession may be why they were also less likely to view the profession as a steppingstone (64%) than professionals who worked in smaller companies (67%).

## How do people professionals feel about their promotional aspirations and career expectations?

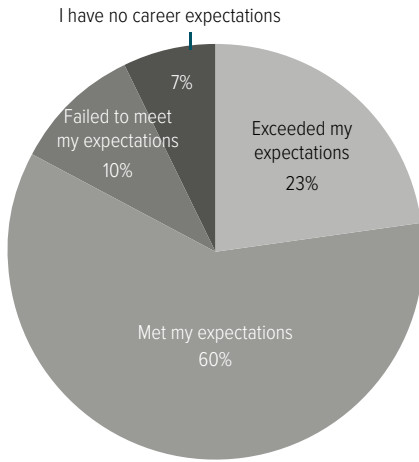
Ninety percent of Canadian people professionals surveyed have been promoted at least once and 16% have been promoted six or more times, in both cases tracking closely with the global averages of 91% and 17%, respectively. Their predictions for the future also track closely with the global average; 61% report that they will likely receive another promotion within the next 3 years, vs. 59% of the global sample.

People professionals in Canada are broadly positive about their career, with 83% reporting that their career progression has either met or exceeded their expectations. They report a number of positive factors in their corner that contribute to their successful career progression and also face relatively few barriers that prevent their success. In fact, 22% of Canadian people professionals report that they have faced no barriers in their career progression.

What has contributed to their successful career progression? Skills development (63%), support from managers (53%), and professional qualifications or certifications (50%). Canadian people professionals in larger organisations were more likely to report that professional qualifications (55%) and skills development (69%) helped achieve career advancement than those in smaller organisations (42% and 56% respectively).



## CANADA



The most frequently reported barriers to Canadian people professional's career progression include a lack of opportunities with their current employers (16%) and organisational politics (14%). At a personal level, 14% of people professionals report that their personal confidence has been the single biggest barrier to advancing their career to date. People professionals who identified as female were more likely than men to report their confidence as the biggest barrier to advancing their careers (15% and 10%, respectively). Men were also more likely to report facing no barriers to advancing their careers (24% and 21%, respectively).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

Canadian people professionals engaged in varied professional development activities during the last 12 months, although they reported notably lower levels of learning from peers and attending conferences, workshops, and events than the global average.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Canada	Global Average
External conferences, workshops and events	37%	47%
Learning from peers (through face-to-face interactions or online networks)	33%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	39%	46%
On-the-job training	43%	47%
In-house development programmes	30%	31%
Coaching	24%	28%
Instructor-led training delivered off the job	24%	25%
Formal qualifications/certifications	24%	29%
Blended learning (such as combining instructor-led training with online learning)	16%	21%
Job rotation, secondment and shadowing	13%	16%
Other	1%	1%
None of the above	10%	6%

Canadian people professionals in the private sector were around 10% more likely to report that they've received coaching, job rotation, secondment, and shadowing than those in the public sector in the last 12 months. People professionals from Canada who have been in their current organisations for 16+ years were less likely to report that they've received certain types of learning and development tools in the past 12 months. For example, they were less likely to report receiving online learning (38%), on-the-job training (36%), formal qualifications/certifications (18%) than those who've been in their current positions for 6 to 15 years (45%, 50%, and 30% respectively).

## CANADA

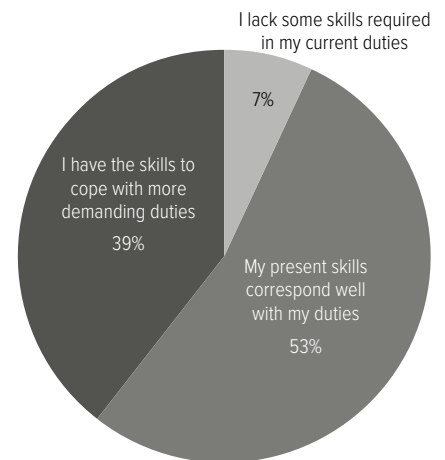
Canadian people professionals have taken a very proactive approach in continuing their professional development. They often engage in thoughtful goal setting and seek out developmental opportunities. The majority of people professionals have been proactive in taking their professional development into their own hands, identifying their own learning and developmental needs, planning on how to achieve their developmental goals, and reflecting on what they've learned.



Nonetheless, there are significant differences across the public and private sector when it comes to professional development planning. For example, professionals in the private sector were 20% more likely to report that they often/very often plan how to achieve their development goals (61% vs 41%) and act on their learning and development plan (57% vs 37%) than professionals in the public sector. People professionals in the private sector were also more likely to report that they often/very often reflected on what they learned (63% vs 45%), shared their learning in communities of practice (53% vs 29%), and measure the impact their learning has on the work they do (51% vs 29%) than those in the public sector.

There are also notable differences in approach to CPD across Canadian people professionals based on the number of years they've been in their current organisations. For example, those who have been in their current organisation the least amount of time (up to 5 years) reported that they identified their own learning and development needs (58%) and planned how to achieve their development goals (61%) at higher rates than those who have been in their current organisation for 6 to 15 years (47% and 45% respectively).

Canadian people professionals were markedly less likely than those in other countries to report that they lack some skills required in their current career. Canada has a robust and widely accepted system of HR certification, which may either ensure that more people professionals have the skills they need, provide them with confidence in their skills, or both. Unlike in some other countries, there were no relationships between skills self-appraisal and business size or sector, also arguing for the levelling effect of certification.



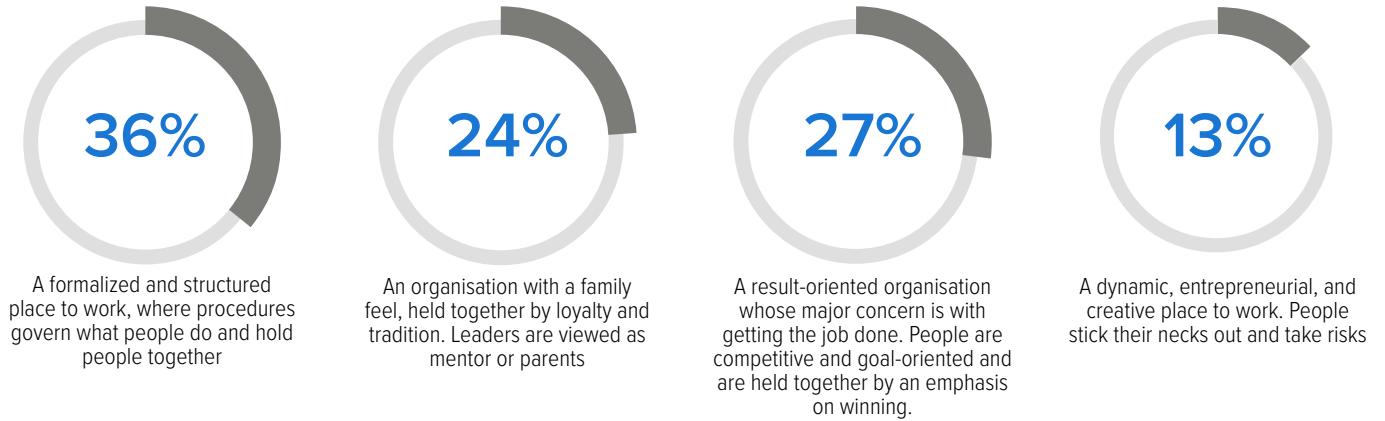
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## How are people functions operating?

The organisational culture that Canadian people professionals face is most often characterized as a formalized structure where procedures govern what people do and least likely to be a dynamic, entrepreneurial, and creative place to work.

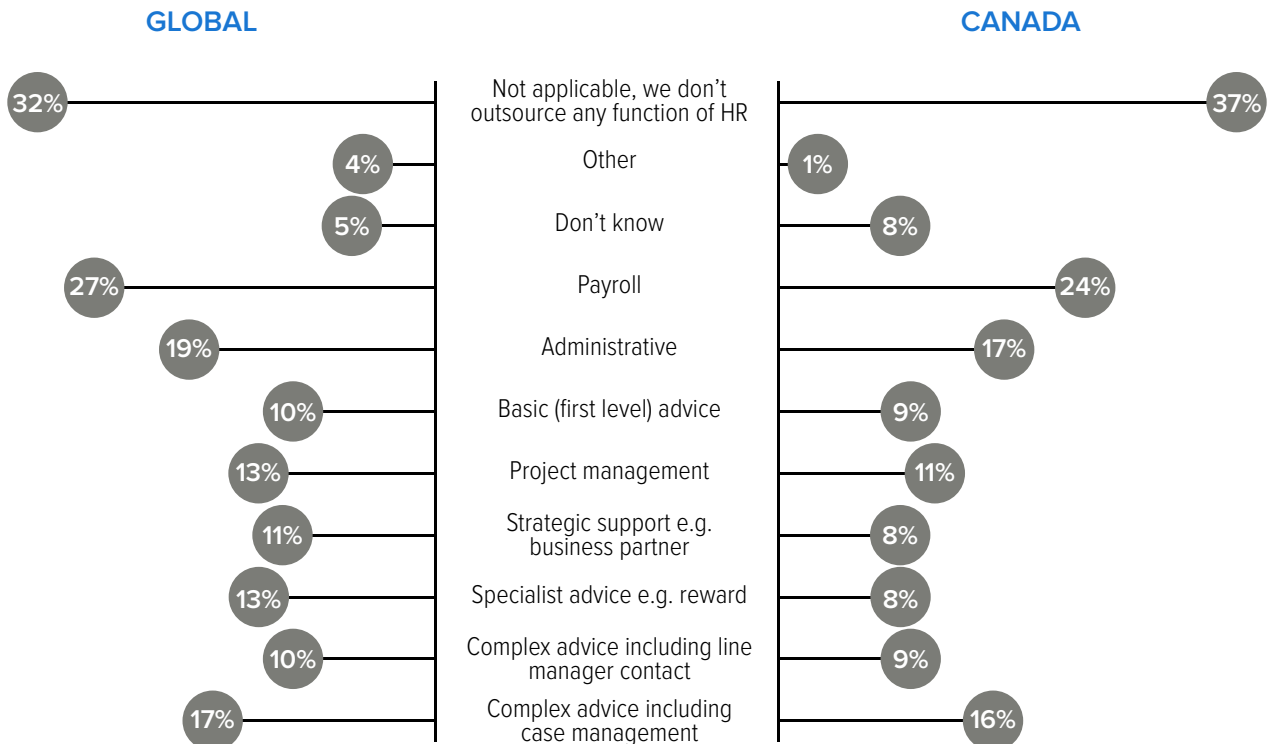
## CANADA

Canadian people professionals in the private sector were three times more likely to report having a dynamic organisational culture than those in the public sector (16% and 5%, respectively). Public sector professionals were also twice as likely than private sector professionals to report that their organisational culture is formalized, structured, and governed by procedures (56% and 27%, respectively).



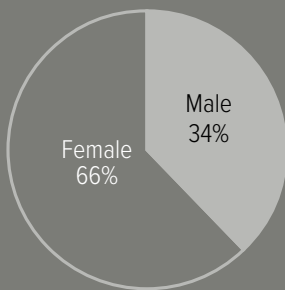
Reflecting the diversity of Canadian organisations, a wide variety of HR structures are found in Canada. Nonetheless, a single HR team with generalists, specialists and administration together was by far the most popular alternative in Canada. The distribution of HR models in reported by Canadian people professionals reflects the global averages quite closely. Unsurprisingly, a small, central HR function with largely outsourced HR activity was far more common among Canadian organisations with less than 250 employees (12%) than larger ones (3%).

Currently, most Canadian organisations do not feel the need to outsource their HR functions (37% vs. 32% global average), and if they do outsource, the two most common functions that are outsourced are payroll or administrative, as was true for the global sample.

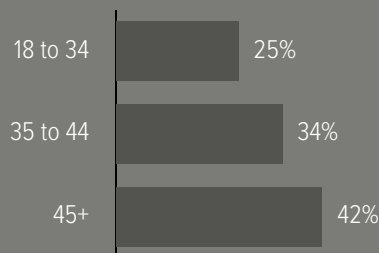


# CANADIAN SAMPLE DEMOGRAPHICS:

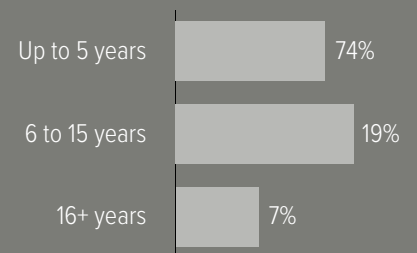
## Gender



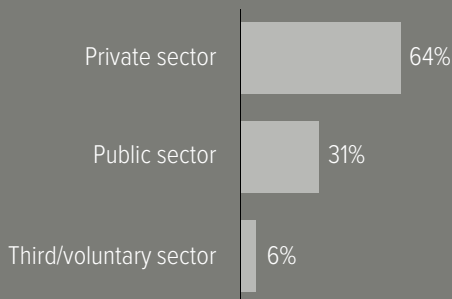
## Age



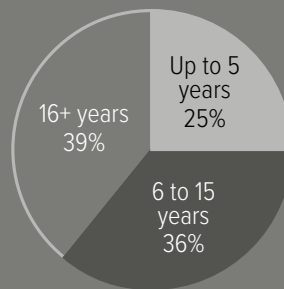
## Years in organization



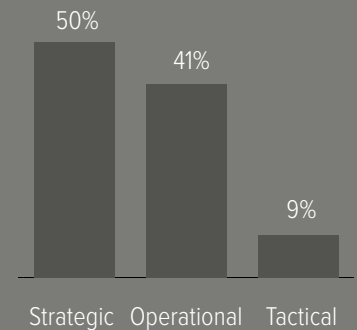
## Sector



## Years in profession



## Role type



## Industry

### Government & Education



22%

### All Other Industries



13%

### Hotels & Restaurants



2%

### Finance & Professional Services



17%

### Manufacturing & Construction



10%

### Retail Trade



5%

### Administrative Support & Other Services



9%

### Health & Childcare



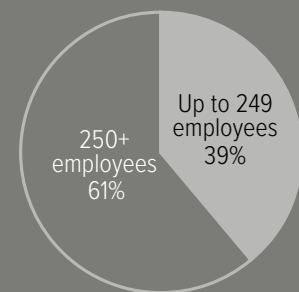
17%

### Transportation & Wholesale



5%

## Business size



# COUNTRY RESULTS: HONG KONG

## KEY FINDINGS

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- **Hong Kong professionals spend less time on their professional development:** Professionals reported significantly lower engagement with CPD in comparison with the global efforts around development. The lack of efforts taken toward professional development may also explain the negative professional perceptions around having a career in the profession, particularly towards earning potentials and future career prospects. For those who were satisfied with their career advancement, skills development was considered as a key enabler. Additionally, professional development could also help boost personal confidence which was cited as a common barrier towards progressing careers within the profession.
- **A highly structured and formalised organisational culture dominates in our Hong Kong sample:** This culture was significantly more common amongst our Hong Kong sample compared to the global average. Interestingly, half of the sample stated they keep all HR and people functions in-house- another indication of the importance of building skills and prioritising professional development being essential.



## How do people professionals feel about their career in the people profession?

When it comes to meaningful work, four-fifths of the Hong Kong sample felt that their career was a meaningful one (80%), which was aligned with the global average at 81%. Views were more negative around perceiving the profession to offer good career prospects (60%, global 77%), good potential earnings (43%, global 67%) and being a stepping stone into other business areas (47%, global 59%). Conversely, beliefs around gaining entry into the profession was more positive (45%, global 38%), suggesting there are less perceived barriers towards entering the people profession for Hong Kong professionals.



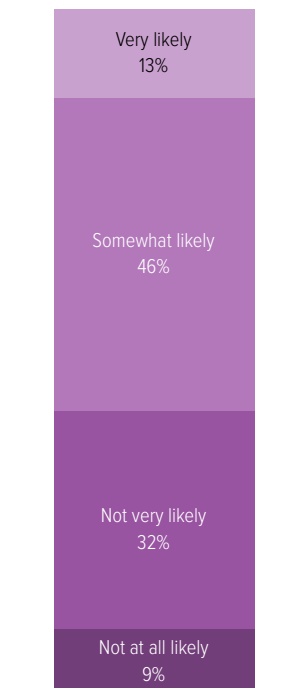
## How do people professionals feel about their promotional aspirations and career expectations?

Ninety-two percent of people professionals from Hong Kong surveyed have been promoted at least once, slightly exceeding the global average of 91%, but only 11% have been promoted six or more times, versus a global average of 17%. In terms of promotional aspirations, 59% of our Hong Kong sample believed that they would be promoted within the next 3 years, whilst 72% stated that their career had met or exceeded their career progression aspirations.

Among Hong Kong people professionals, one in five suggested their career progression to date had failed to meet their expectations (21%), in line with the global average of 22%. However, more people professionals in Hong Kong reported that their progression had met expectation than the global average, leaving a largely positive outlook.



Interestingly, skills development was found to be a significant enabler for people professionals perceiving their career progression in a positive way (70%). Other enablers for positive promotional expectations included support from line manager (55%) and professional qualifications (44%), although the latter was less significant in our Hong Kong sample compared with the global perception at 53%.



Lack of opportunity with their current employer (23%), personal confidence (20%) and organisational politics (15%) were cited as the top three barriers for career progression amongst this sample. These findings suggest that for Hong Kong professionals, there are both perceived organisational and personal barriers which impact on career advancement.

## How are people professionals developing themselves through continued professional development (CPD) and learning?

When asked about their approaches to learning, people professionals in Hong Kong reported that they most commonly took part in external conferences, workshops and events (55%), on-the-job training (45%) and online learning (40%) over the past 12 months. Instructor-led off-site training was somewhat less common in Hong Kong than the global average.

LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Hong Kong	Global Average
External conferences, workshops and events	55%	47%
Learning from peers (through face-to-face interactions or online networks)	43%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	40%	46%
On-the-job training	45%	47%
In-house development programmes	25%	31%
Coaching	28%	28%
Instructor-led training delivered off the job	17%	25%
Formal qualifications/certifications	25%	29%
Blended learning (such as combining instructor-led training with online learning)	18%	21%
Job rotation, secondment and shadowing	13%	16%
Other	1%	1%
None of the above	6%	6%

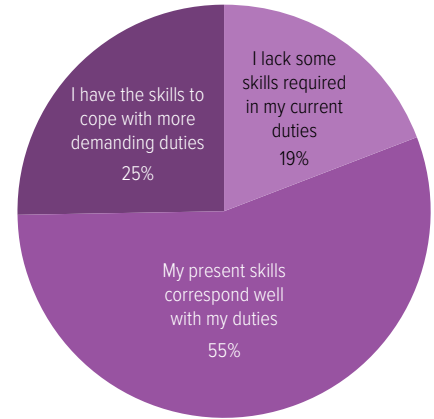
That said, Hong Kong professionals reported significantly lower engagement with CPD in comparison with the global efforts around development.





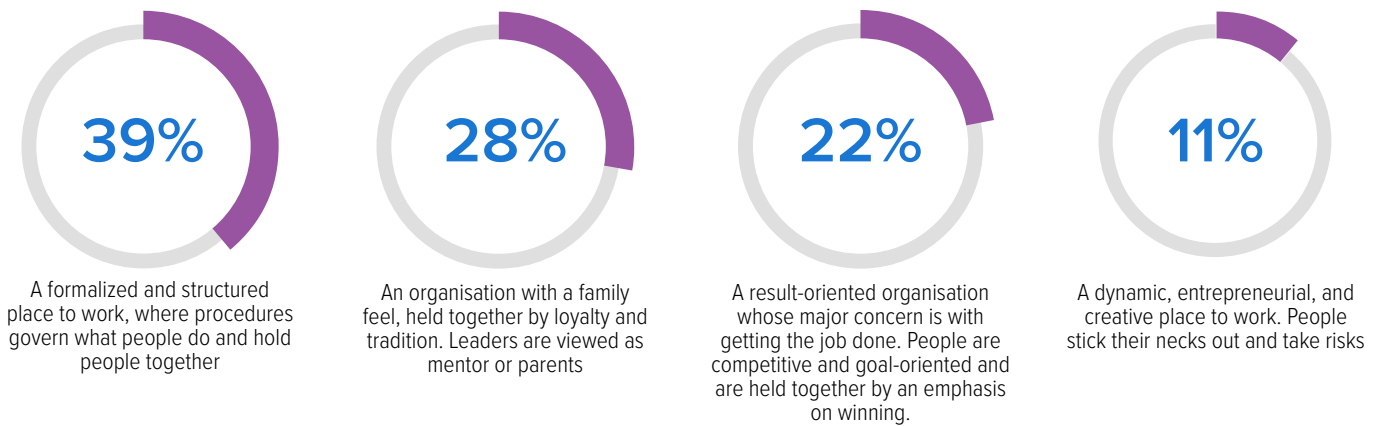
## HONG KONG

While not different from the global average, In terms of skill level, 19% of our sample also felt that they lacked relevant and necessary skills required to do their role. These findings raise important questions around professional development and should be further explored to understand the barriers, such as the lack of opportunities and investment, for regular CPD commitment from Hong Kong organisations.



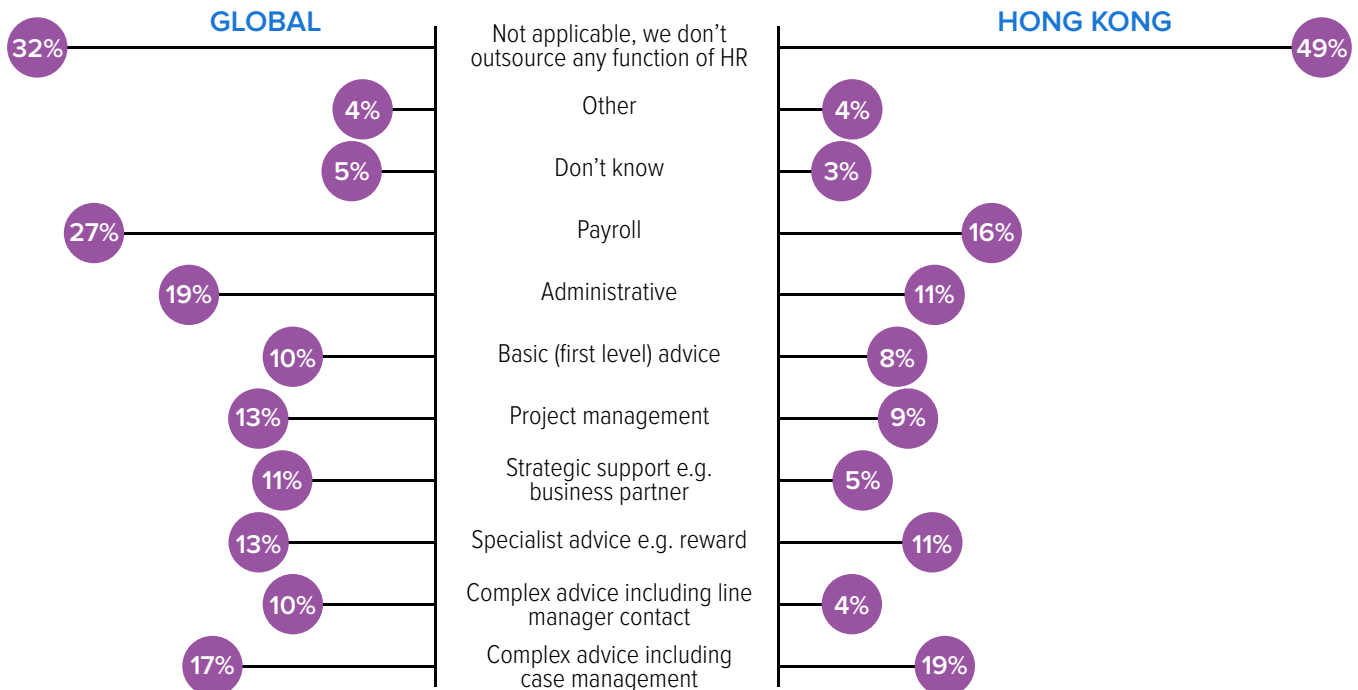
## How are people functions operating?

Culturally, Hong Kong professionals reported that the most common organisational culture was one that is highly structured with formalised procedures and policies (39%) - significantly higher than the global average who cited this type of organisational culture (33%).



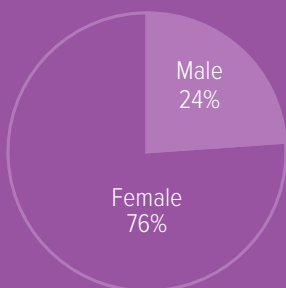
In terms of the internal structure of people functions and teams, the most commonly adopted HR model was a single HR team that included generalists, administrative and specialist professionals working alongside one another (33%).

Interestingly, half of the sample stated they do not outsource any HR functions (49%), which is significantly more than seven other countries and the overall global response (where only 32% said all people functions were kept in-house).

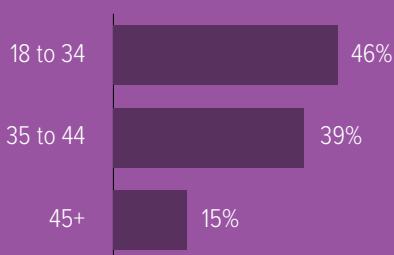


# HONG KONG SAMPLE DEMOGRAPHICS:

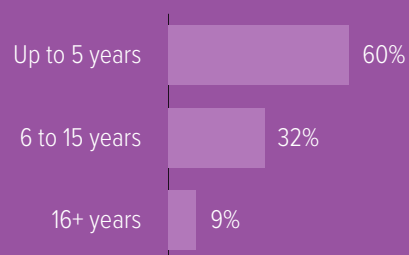
## Gender



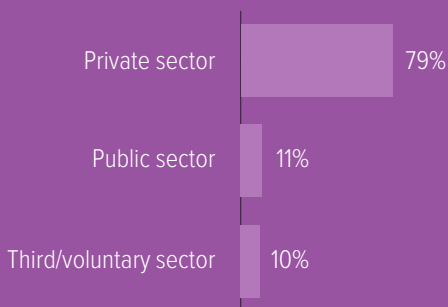
## Age



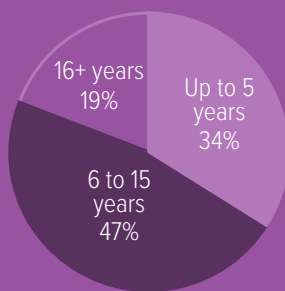
## Years in organization



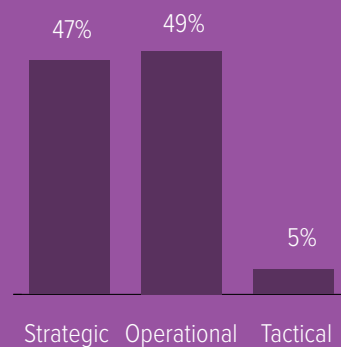
## Sector



## Years in profession



## Role type



## Industry

### Government & Education



27%

### All Other Industries



12%

### Hotels & Restaurants



3%

### Finance & Professional Services



19%

### Manufacturing & Construction



11%

### Retail Trade



3%

### Administrative Support & Other Services



13%

### Health & Childcare



10%

### Transportation & Wholesale



2%

## Business size



# COUNTRY RESULTS: INDIA

## KEY FINDINGS

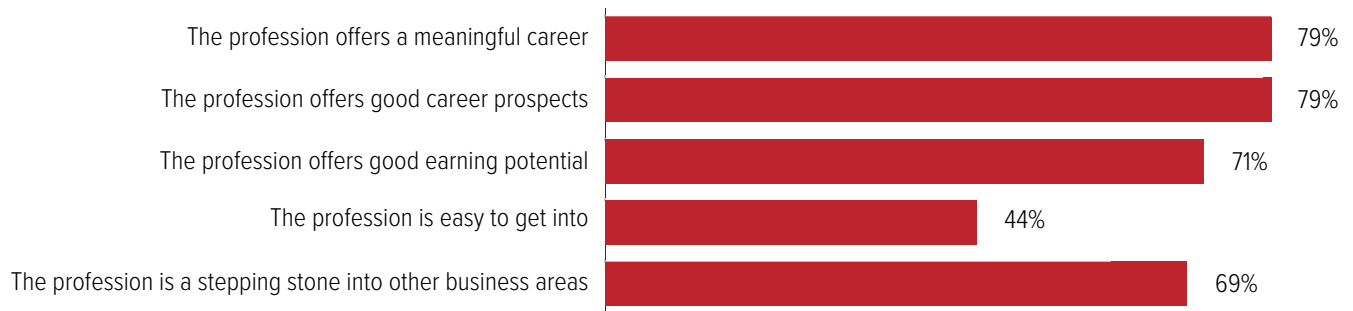
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- **A positive outlook towards a career within the profession personally and professionally:** Our India sample had an overwhelmingly positive perception of careers within the profession, both personally and professionally. The vast majority of Indian people professionals believe their career to be a meaningful one (79%). At a professional level, three quarters of the sample feel positively about their career prospects within the profession (79%). What's more, nearly 70% of respondents agree that a career in the profession provides a pathway to other business areas, which was significantly higher than the global average at 59%.
- **The people professional labour market offers job mobility and promotional opportunities:** Promotional aspirations were exceptionally positive for Indian respondents – nearly 90% believed they were likely to receive a promotion within the next three years within their current organisation (88%). Compared to the global sample, this was significantly higher (59%).
- **Barriers to career advancement centered on internal staff/management relations:** nearly a quarter reported that organisational politics, such as navigating internal relationships and structures (23%), was the single biggest barrier to career advancement in the profession. The second most cited barrier was line management, such as the quality of the relationship with managers (15%).
- **Core people function operations are commonly outsourced:** Indian organisations tend to outsource many core people functions, with only 15% stating they don't outsource any function of HR, significantly lower than the global average of 32%. The most commonly outsourced people functions include payroll (34%), administrative functions (32%), project management (26%), strategic support (25%), and complex advice (24%).

SAMPLE SIZE:  
396

## How do people professionals feel about their career in the people profession?

Nearly four fifths of Indian people professionals believe that their profession offers a meaningful career (79%). At a professional level, three quarters of the sample feel positively about their career prospects within the profession (79%). What's more, nearly 70% of respondents agree that a career in the profession provides a pathway to other business areas, which was significantly higher than the global average at 59%.

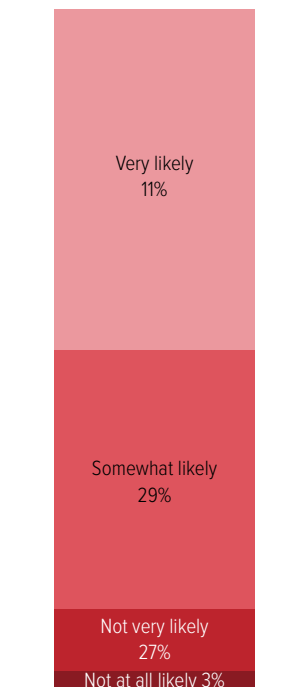


Both findings suggest that Indian respondents acknowledge the career advancement opportunities that the people profession brings, both within and outside the profession. Additionally, 44% of the India sample felt that the profession was easy to get into, which was higher than many of the regions we surveyed. This could suggest that there may be fewer barriers to entering the profession as an Indian professional. When it comes to earning potential, 71% agree that the profession offers a good income potential, which was in line with the global average at 67%.

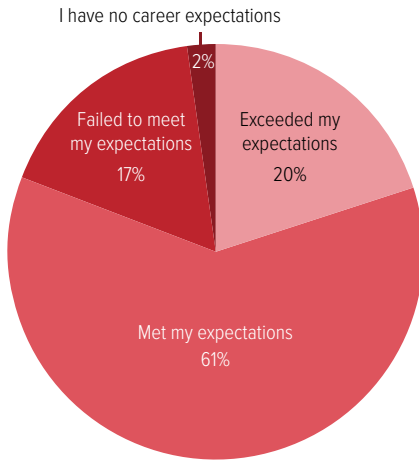
## How do people professionals feel about their promotional aspirations and career expectations?

Indian respondents have very positive perceptions when it comes to progression within their career. Almost all Indian people professionals in our sample have received at least one promotion within their career (94%). The largest share of respondents reported having between 1-5 promotions over their career (82%), at 8% higher than the global average. Thirteen percent have been promoted six or more times, slightly below the global averages of 17%.

Promotional aspirations were exceptionally positive for Indian respondents – nearly 90% believed they were likely to receive a promotion within the next three years within their current organisation (88%). Compared to the global sample, this was significantly higher (59%), suggesting a perception that the people professional labour market offers good job mobility and future promotional opportunities.



## INDIA



In addition, Indian people professionals' career expectations were extremely positive: 81% reported that their career had exceeded or met their expectations, 7% higher than the global perspective. Of these participants, the majority believed that exceeding or meeting their career expectations was due to skill development (67%), professional qualifications/certifications (56%), and their personal network (47%). In terms of barriers to career advancement, most respondents reported issues surrounding staff and management. For example, nearly a quarter reported organisational politics, such as navigating internal relationships and structures (23%), was the single biggest barrier. The second most cited barrier was line management, such as the quality of the relationship with managers (15%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

In the last 12 months, online learning (51%), on-the-job training (50%), peer learning (48%), and conferences, workshops and events (44%) were the most frequently using forms of development for Indian people professionals. Respondents from larger organisations were more likely to report that they used peer learning (54%) and conferences, workshops and events (50%) than those in smaller businesses (39% and 37% respectively). Less than 5% of respondents reported that they did not engage with any of the listed learning and development mediums.

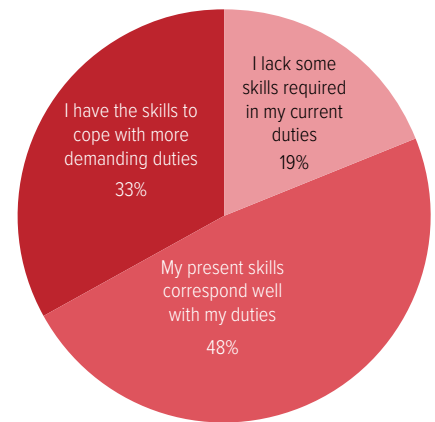
### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	India	Global Average
External conferences, workshops and events	44%	47%
Learning from peers (through face-to-face interactions or online networks)	48%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	51%	46%
On-the-job training	50%	47%
In-house development programmes	37%	31%
Coaching	25%	28%
Instructor-led training delivered off the job	25%	25%
Formal qualifications/certifications	33%	29%
Blended learning (such as combining instructor-led training with online learning)	27%	21%
Job rotation, secondment and shadowing	30%	16%
Other	1%	1%
None of the above	4%	6%

Indian people professionals demonstrate a proactive approach to their own CPD. They were 20% more likely to report that their planned how to achieve their own development goals and 19% more likely to act on their plan than the global average.



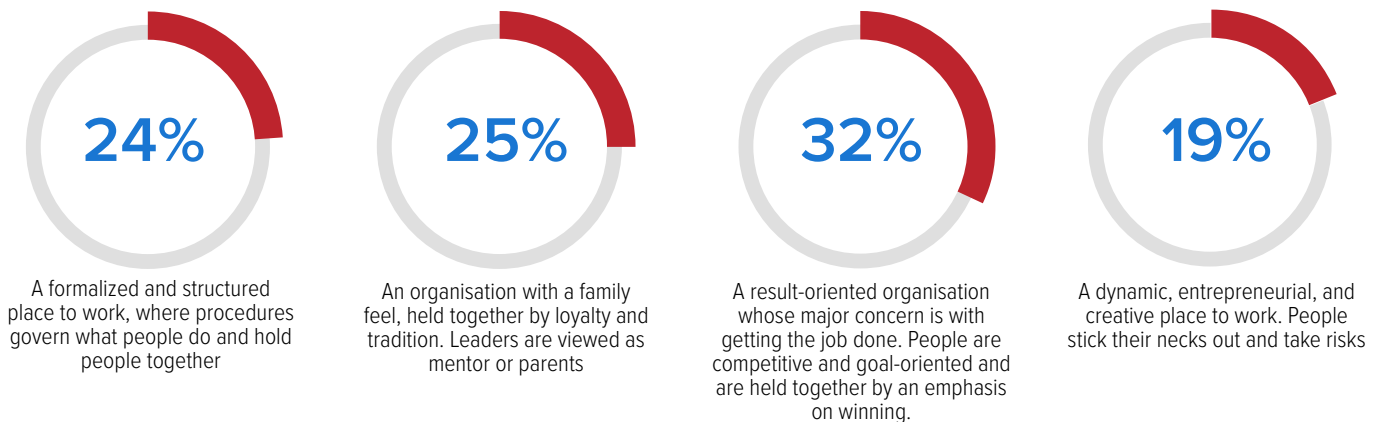
Many Indian respondents feel that their skills are being underutilized within their current role: One third believe they have the necessary skills to cope with more demanding job duties than they currently face. At the same time, nearly 1/5 of respondents reported that they lacked some of the skills required in their current role. Further, respondents employed at smaller businesses were more likely to report that they lack some skills required (25%) than those employed at larger businesses (15%). A little less than half of Indian respondents report that their present skills correspond well with their duties (48%).



These findings highlight the importance of building and utilizing skills and capability across people functions that are appropriate for the practitioner’s role. Failing to do this will result in skill deficit, skills surplus or an entire mismatch of skills, particularly for employees employed at smaller organisations.

### How are people functions operating?

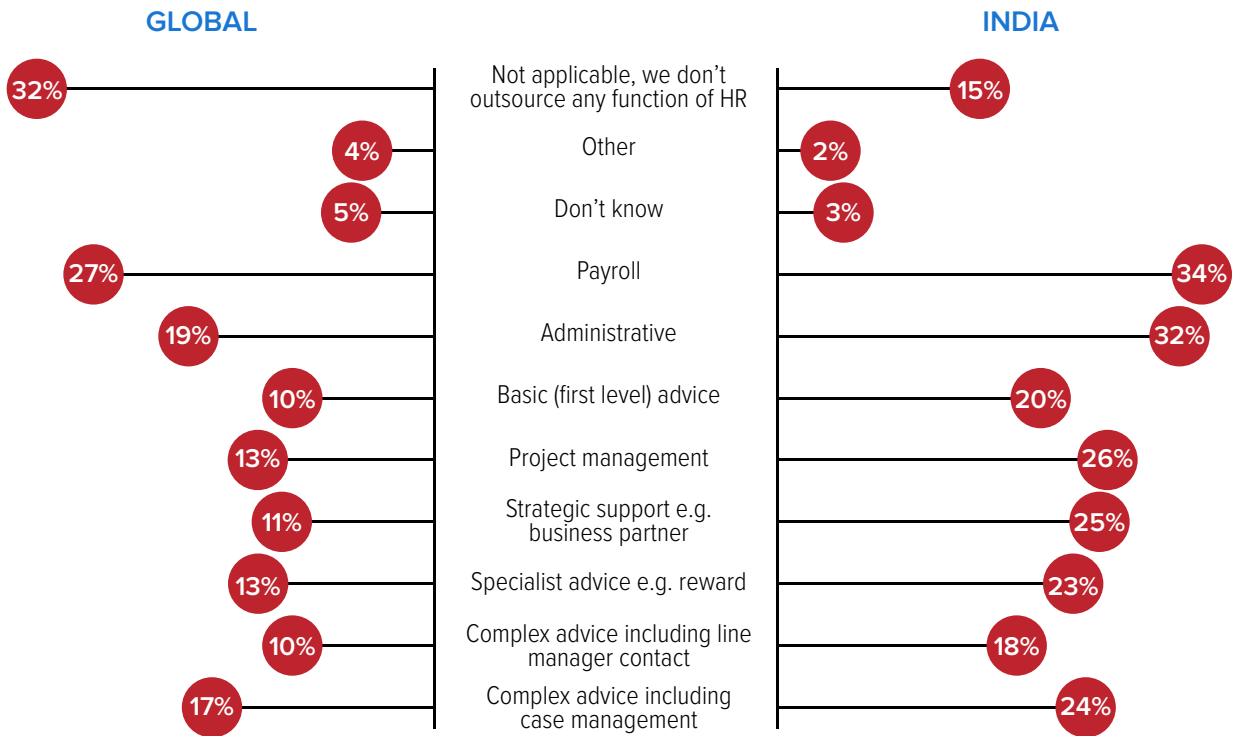
Globally, people professionals commonly operate under a highly structured, procedural-led organisational culture (33%). However, Indian people professionals most commonly operate under a result-oriented and competitive organisational culture with an emphasis on winning (32%).



## INDIA

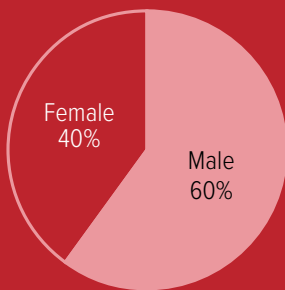
There is not one single or prevalent model for how people functions are structured across organisations in India. For example, 27% have a single HR team (comprising generalists, specialists and administrative professionals), and 22% have a corporate HR strategy team with operational teams providing all HR services across business units. These models vary across firm size too: Indian respondents employed at smaller firms are more likely to report having a single HR team (37%) than respondents in larger firms (21%). On the other hand, larger firms are more likely to report having a corporate HR strategy team aligned to business units (26%) than those in smaller firms (15%).

Our findings suggest that Indian organisations tend to outsource many core people functions, with only 15% stating they don't outsource any function of HR, significantly lower than the global average of 32%. The most commonly outsourced people functions include payroll (34%), administrative functions (32%), project management (26%), strategic support (25%), and complex advice (24%). Complex advice functions are also more frequently outsourced in larger firms (30%) compared with smaller firms (16%).

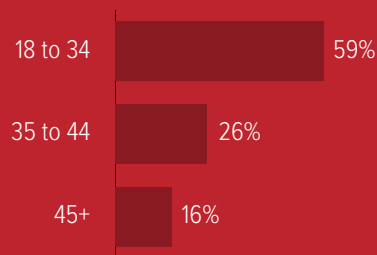


# INDIAN SAMPLE DEMOGRAPHICS:

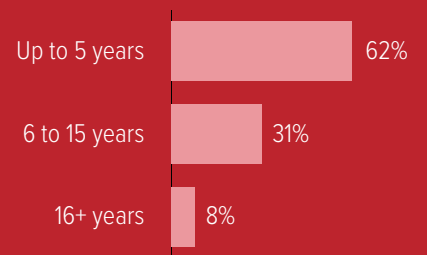
Gender



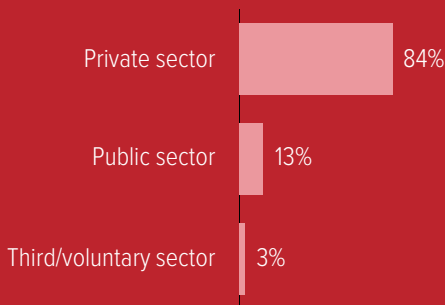
Age



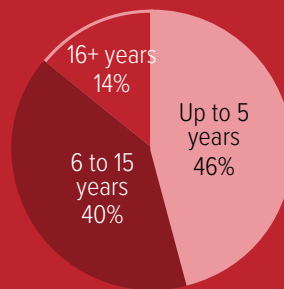
Years in organization



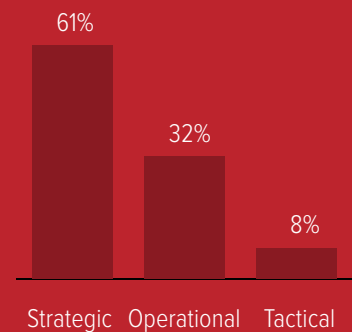
Sector



Years in profession



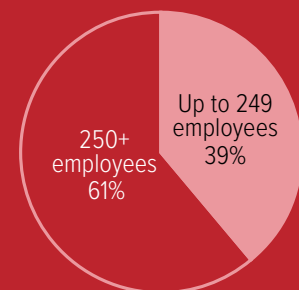
Role type



Industry



Business size





# COUNTRY RESULTS: KINGDOM OF SAUDI ARABIA

## KEY FINDINGS

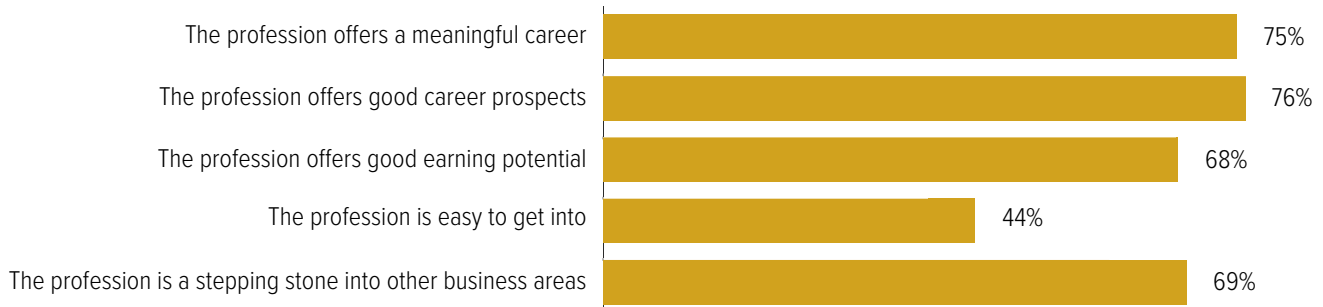
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- **Positive career advancement and opportunities:** KSA professionals had positive perceptions around career advancement opportunities within, and outside of the profession. Three quarters were positive about their career prospects (76%) and perceive their career to open doors to other areas of business (69%)- significantly higher than the global average at 59%.
- **Where there were barriers to career advancement** KSA professionals cited lack of opportunities in the labour market, organisational politics (both 18%) and a lack of opportunities within their current organisation (15%). Interestingly, 15% attributed line management relationships as a barrier to their career advancement.
- **There is not one dominate organisational culture for KSA organisations within our sample:** There was a fairly even split between different organisational cultures that KSA people professionals operate within. Although there was no dominating culture for the vast majority, the most common organisational culture was highly structured and formalised, where employees are governed by procedures and policy (32%).



## How do people professionals feel about their career in the people profession?

Three-quarters of people professionals in KSA reported that they feel the people profession offers a meaningful career, somewhat below the global average. Professionally, practitioners in KSA take a positive view on their career as a people professional. Three quarters of the sample feel positively about their career prospects within the profession (76%), 69% agree that a career in the profession provides a pathway to other business areas, which was significantly higher than the global average at 59%. Both findings suggest the presence of career advancement opportunities within, and outside of the profession.



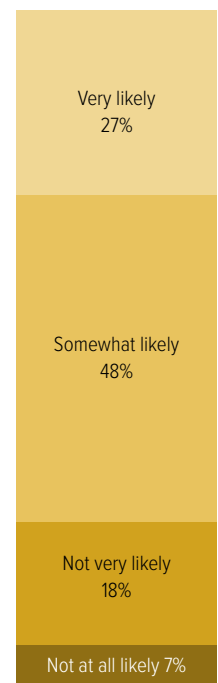
Additionally, 44% of the KSA sample felt that the profession was easy to get into, which was higher than many of the regions we surveyed. This suggests that there may be less barriers to entering the profession as a KSA professional. When it comes to earning potential, 68% agree that the profession offers a good income potential, which was in line with the global average at 67%.

- There were some observed differences between business size. KSA respondents working in larger businesses (250+ employees) were more likely to perceived that the profession offers a stepping stone into other business areas (net agree 76%, SME net agree 64%) and that the profession offers good career prospects (net agree 84%, SME net agree 71%).

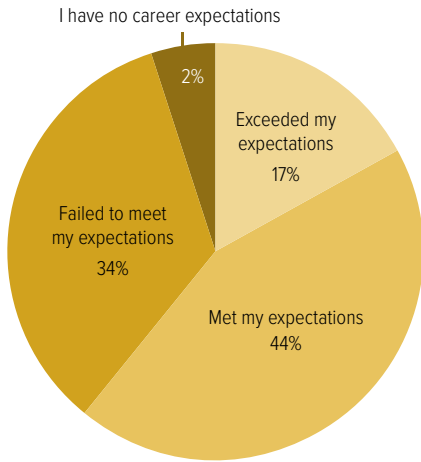
## How do people professionals feel about their promotional aspirations and career expectations?

KSA people professionals are positive towards their progression and future promotional aspirations:

The vast majority have had at least one promotion within their career (93%), with over half of the sample (56%) reporting that they had received between 3-10+ promotions over their entire career. Promotional aspirations were also viewed positively- 75% thought it likely that they would receive a promotion within the next three years within their current organisation. This finding was significantly higher than the global average at 59%. Both these findings suggesting the people profession labour market within KSA offers good job mobility and there is a positive perception around future promotional opportunities.



## KINGDOM OF SAUDI ARABIA



61% responded that their career had exceeded or met their expectations. Of these participants, the majority (58%) believed this was due to skill development or professional qualifications (43%). In terms of barriers to career advancement, nearly a fifth attributed this to lack of opportunities in the labour market, organisational politics (both 18%) or a lack of opportunities within their current organisation (15%). Interestingly, 15% attributed line management relationships as a barrier to their career advancement.

## How are people professionals developing themselves through continued professional development (CPD) and learning?

When asked about their learning approaches, KSA people professionals were most commonly engage with online learning (44%), on-the-job training (44%), learning from peers (30%) and through in-house development programmes. It should also be noted that 5% of professionals responded as failing to engage with any of the suggested L&D approaches.

Given this data is pre-COVID 19, it is likely that some mediums of learning (i.e. online and digitally enabled learning) are more heavily relied upon due to the shifting nature of work. On the other hand, learning from peers through face-to-face interactions and in-house training, mainstays of CPD in KSA, is likely to now be much less accessible.

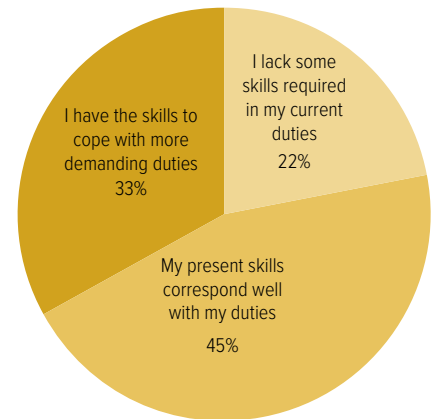
### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Saudi Arabia	Global Average
External conferences, workshops and events	28%	47%
Learning from peers (through face-to-face interactions or online networks)	30%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	43%	46%
On-the-job training	44%	47%
In-house development programmes	30%	31%
Coaching	22%	28%
Instructor-led training delivered off the job	24%	25%
Formal qualifications/certifications	28%	29%
Blended learning (such as combining instructor-led training with online learning)	27%	21%
Job rotation, secondment and shadowing	24%	16%
Other	-	1%
None of the above	5%	6%

The majority of KSA professionals were actively engaged with improving their professional development over the last six months. Over half of all KSA people professionals said they have undertaken CPD efforts with the last six months (see below). Importantly, respondents believe they practically apply their learning within the work that they do- 63% said that had applied their learning in practice and reflect on their learning.

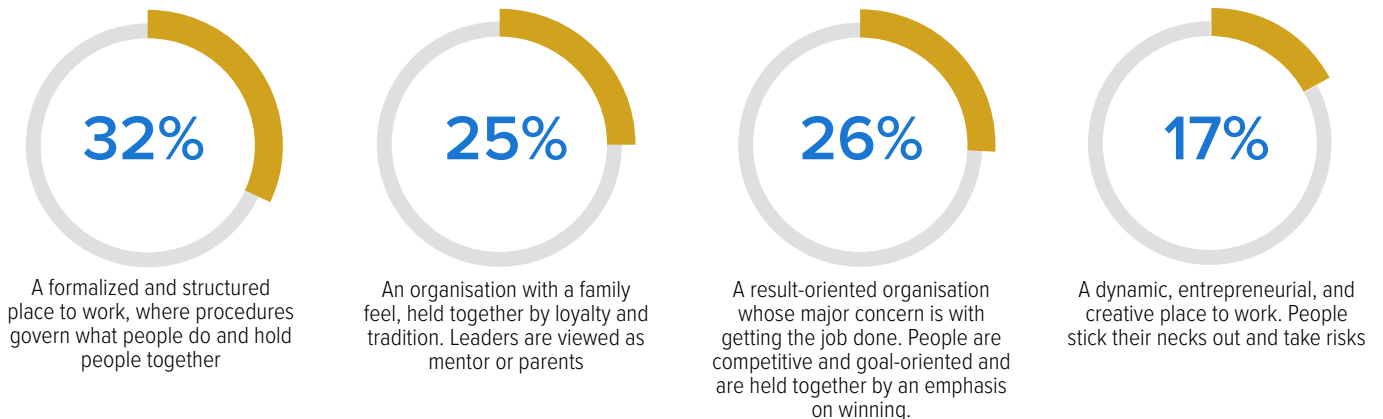


The feelings of people professionals from KSA about their skill level closely mirrored the global averages, with nearly a quarter reporting that they lack some skills required in their current duties. KSA people professionals have somewhat lower uptake of a number of categories of CPD, but with more than half of KSA people professionals reporting that they share their learning in communities of practice, people professionals from KSA who feel that they're lacking skills might take advantage of these communities to hone their skills.



## How are people functions operating?

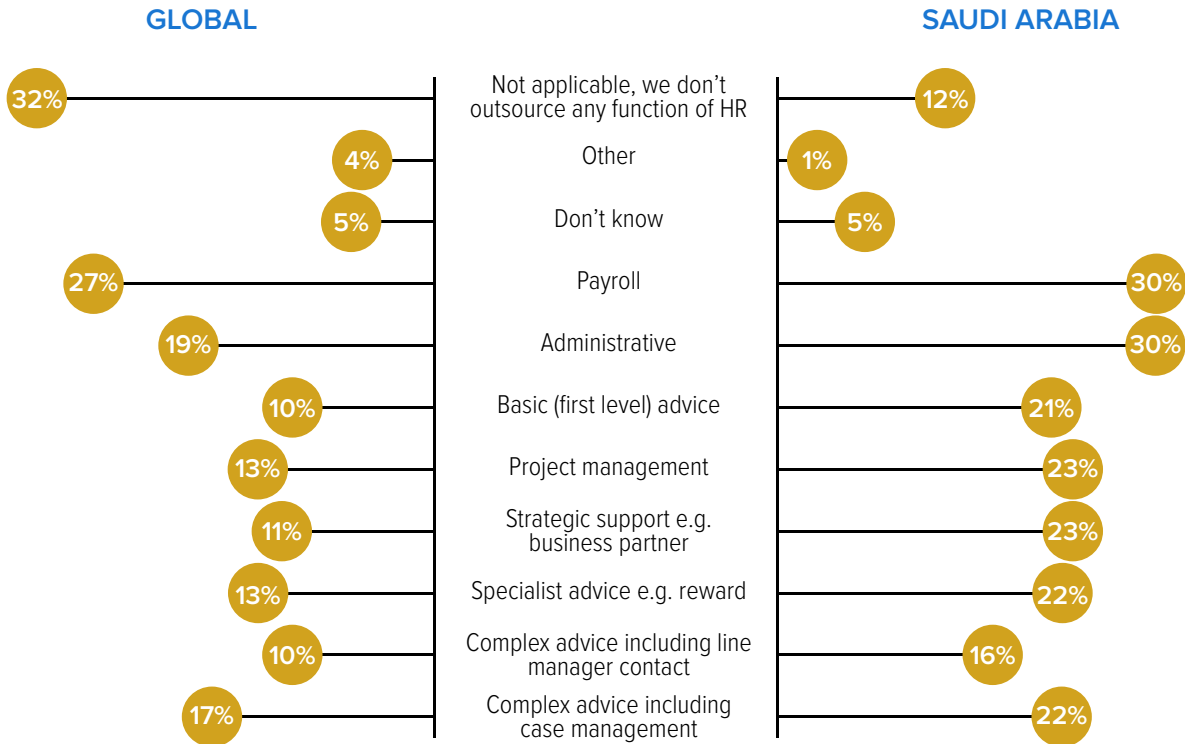
The most commonly organisational culture for people professionals operating within the KSA is one which is highly structured and formalised, where employees are governed by procedures and policy (32%). Having said that, there are other organisational cultures which many people professionals operate within, with no clear dominating culture for the majority of our KSA sample.



KINGDOM OF SAUDI ARABIA

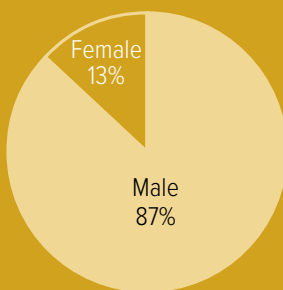
Structurally, most commonly, KSA people professionals stated that they operate within a single HR team which includes specialists, generalists and administrative professionals working alongside one another (29%). Additionally, 21% are currently operating as a people team that is aligned to business units with strategic and operational teams.

Based on this survey, KSA organisations are utilizing outsourcing more broadly than many other countries in our sample, exceeding the global averages for each outsources activity. Interestingly, just under a third of KSA organisations outsource their administrative and payroll functions (both 30%). Just under a quarter also outsource for strategic and project management support (both 23%)

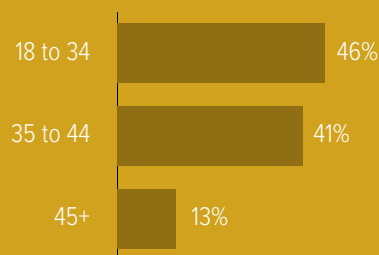


# SAUDI ARABIAN SAMPLE DEMOGRAPHICS:

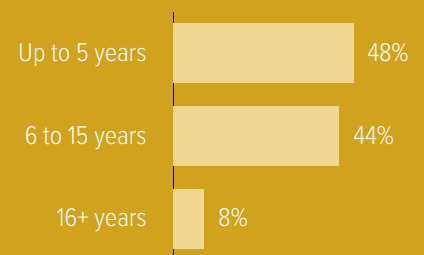
Gender



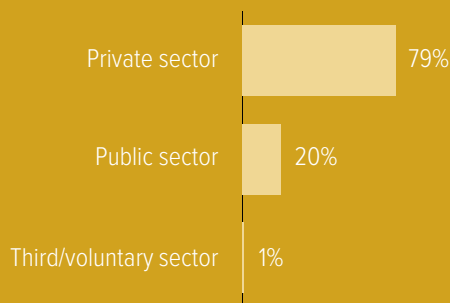
Age



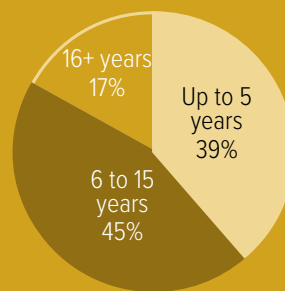
Years in organization



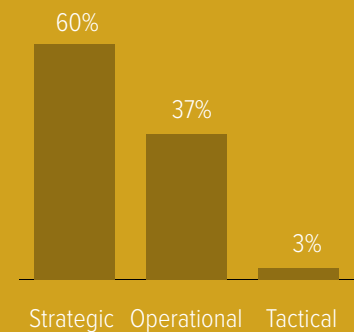
Sector



Years in profession



Role type



Industry



Business size



# COUNTRY RESULTS: MALAYSIA



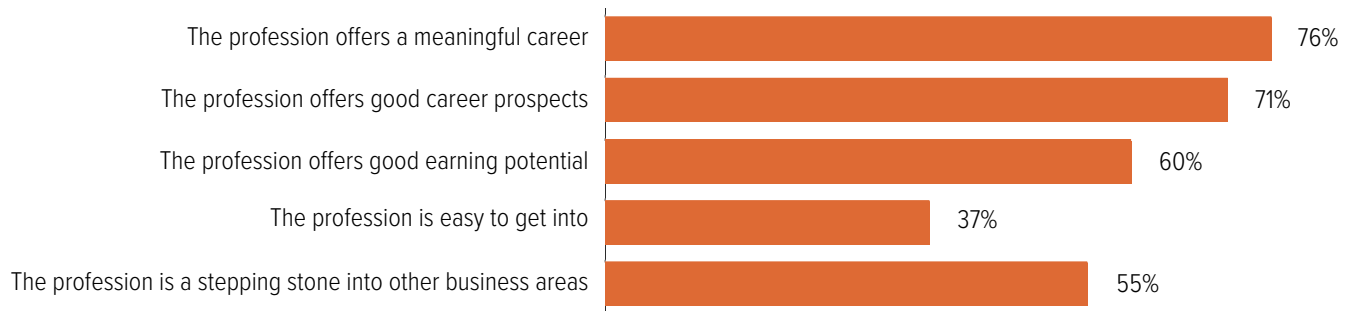
## KEY FINDINGS

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- **Positive professional attitudes:** Professionally, beliefs around good career prospects, earning potential, entering the profession and moving beyond the profession into other business areas were positive and aligned with global responses. Conversely, personal career measures, such as happiness and meaningfulness tended to be lower than the global averages. One explanation for this may be the prominent results driven and goal oriented culture that dominated within our sample.
- **Professional development and learning are prioritised:** the majority of respondents reported that they had engaged in CPD activity within the last six months. Additionally, nearly all aspects of CPD efforts were higher amongst the Malaysian sample compared with the global efforts around professional development. Interestingly, professionals' skills level was well matched to their job role- this was significantly higher than the global skill average and all other country samples.

## How do people professionals feel about their career in the people profession?

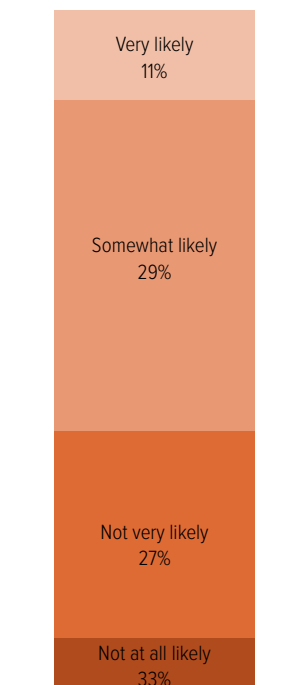
Over three quarters of the Malaysian sample believe their career to be meaningful (76%). On a personal level, perceptions around happiness and meaningfulness tended to be lower than the global averages- 58% agreed their work makes them happy (global 70%), 56% felt energised by their work (global 68%), 45% look forward to work (global 69%) and 69% said their gain personal meaning from their work (global 78%).



- Professionally, beliefs around good career prospects (71%), earning potential (60%), entering the profession (37%) and moving beyond the profession into other business areas (55%) were generally aligned with global responses. This suggests Malaysia people professionals feel positively towards opportunities for progression within the profession.
- Interestingly we noted some differences across business size. Those in smaller businesses (< 250 employees) felt more positive in almost all areas, with significant differences in terms of perceiving the profession as easy to get into and offering a meaningful career.

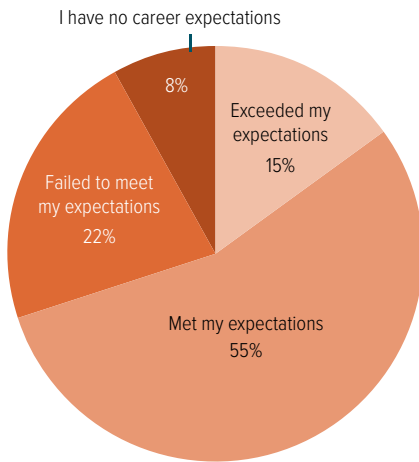
## How do people professionals feel about their promotional aspirations and career expectations?

While 8 in 10 Malaysian people professionals have been promoted at least once in their career, that is well below the global average. However, the Malaysian sample was markedly younger than the global average—two-thirds (67%) are aged 18 to 34 as compared to a global average less than four in ten (39%). In terms of future progression, 62% of the Malaysian sample believed that they would be promoted within the next 3 years. This finding was even higher for those working in larger businesses (74%) compared with smaller businesses (52%), suggesting perceived career progression to be more prosperous in larger firms.





## MALAYSIA



Where respondents felt that their career had either met or exceeded their expectations, line manager support (63%), skills development (63%) and professional qualifications (42%) were key enablers. On the other hand, barriers to advancing a career within the people profession included, organisational politics (21%), lack of opportunities within their current employment (17%) and personal confidence (14%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

The most common methods of learning and development undertaken by Malaysian people professionals over the last 12 months were on-the-job training (56%), learning from peers (42%) and external conferences, workshops and events (40%).

As mentioned previously, it is important to consider the current context in terms of learning and development approaches. Given that the vast majority of practitioners are operating within less face-to-face environment due to pandemic restrictions, people professionals will need to seek alternative forms of learning and development that are digitally and virtually delivered.

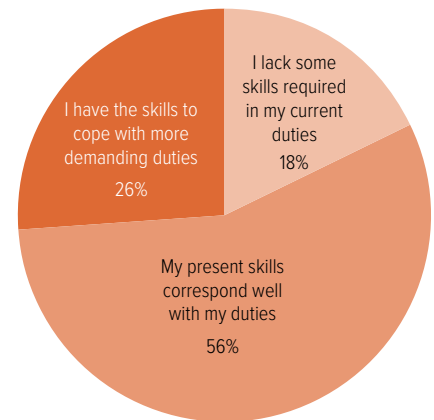
### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Malaysia	Global Average
External conferences, workshops and events	40%	47%
Learning from peers (through face-to-face interactions or online networks)	42%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	30%	46%
On-the-job training	56%	47%
In-house development programmes	37%	31%
Coaching	34%	28%
Instructor-led training delivered off the job	22%	25%
Formal qualifications/certifications	26%	29%
Blended learning (such as combining instructor-led training with online learning)	22%	21%
Job rotation, secondment and shadowing	20%	16%
Other	-	1%
None of the above	5%	6%

Positively, the majority of Malaysian respondents reported that they had engaged in CPD activity within the last six months. Additionally, nearly all aspects of CPD efforts were higher amongst the Malaysian sample compared with the global efforts around professional development.

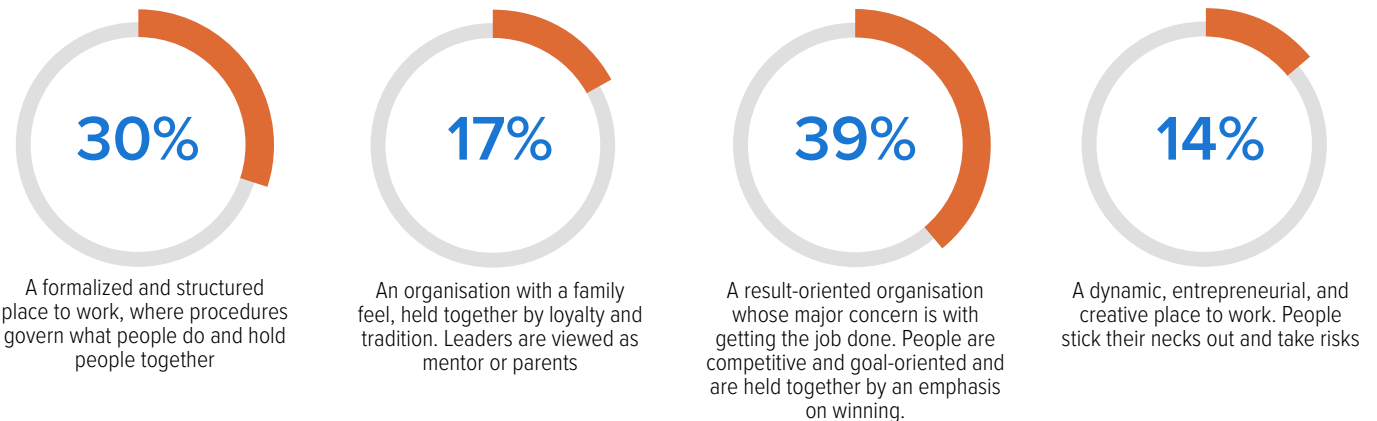


Within our Malaysian sample, our findings around skills suggests that the majority of people professionals believe they have the adequate and appropriate skills required to perform their role (56%). This was significantly higher than the global skill average at 47% and all other country samples.



### How are people functions operating?

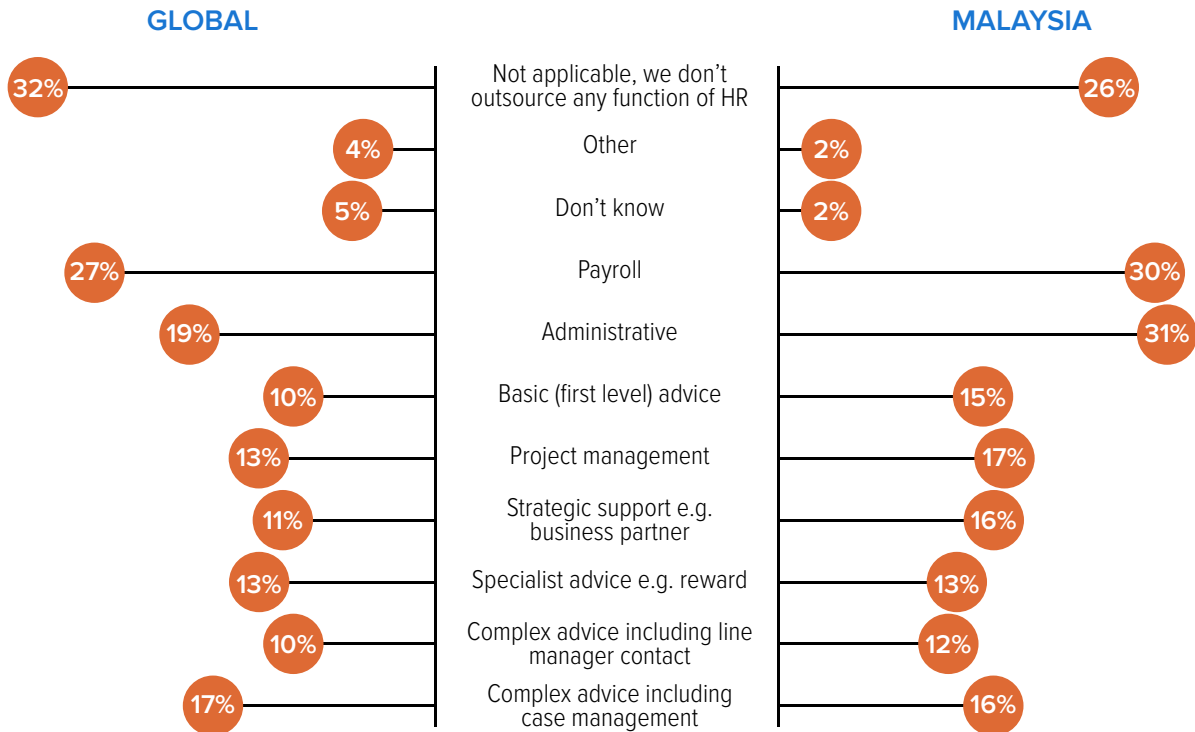
The most commonly cited organisational culture amongst Malaysian people professionals was one that was results driven and goal orientated (39%). In fact, this culture was significantly higher in Malaysia organisations in comparison with nine other countries. This suggests that this type of organisational culture is much more dominant within Malaysian organisations. Given that the culture is heavily focused on achieving results, this may shed some light as to why professionals tend to perceive personal aspects of their career as more negative, particularly feeling energised by their work and looking forward to work on a daily basis.



## MALAYSIA

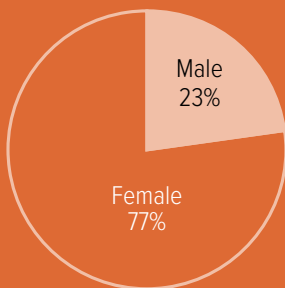
In terms of structure of the HR function, Malaysian people professionals generally reported each model at about the same level as the global averages. The key exception is a model which typically includes business partners, specialists, shared services, project leaders, and corporate HR, which was reported much less commonly by Malaysian respondents (10%) than the global average (21%). However, over 70% of the Malaysian sample was comprised of organisations with less than 250 employees, and globally this model exists primarily in large organisations.

Malaysian organisations outsource HR functions at a slightly higher rates than the global average, and were slightly less likely to report that they don't outsource any HR functions. Again, this may reflect a sample more dominated by smaller organisations than the average rather than a difference in opinion over the value of outsourcing. As in most other countries in our study, the two most common functions that are outsourced are payroll or administrative, as was true for the global sample.

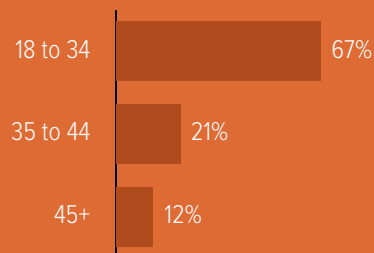


# MALAYSIAN SAMPLE DEMOGRAPHICS:

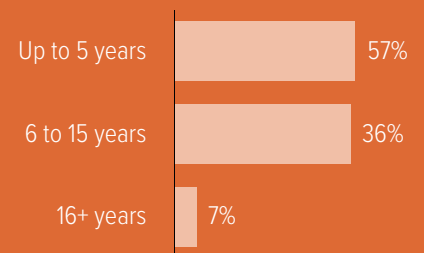
Gender



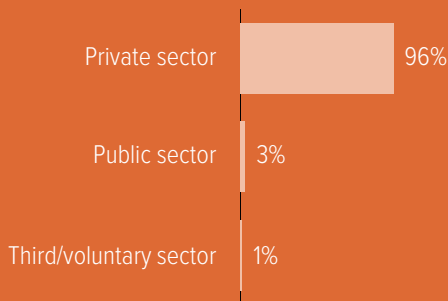
Age



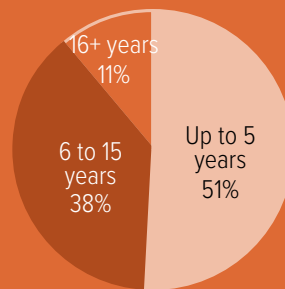
Years in organization



Sector



Years in profession



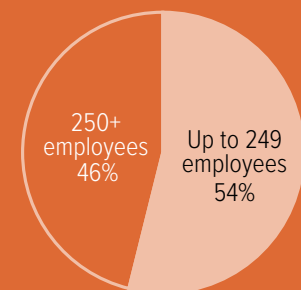
Role type



Industry



Business size



# COUNTRY RESULTS: MEXICO

## KEY FINDINGS

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- **Mexican practitioners positive towards personal and professional aspects of work:** While Mexican respondents are generally early on in their career, they are quite satisfied with their career expectations so far and are optimistic about their progression within their career. The vast majority believe their career is meaningful (79%). Eight in ten (80%) feel that the profession is a steppingstone into other areas, higher than the global average of 59%. Almost two-thirds (64%) of respondents reported it was likely they would receive a promotion in the next three years.
- **Labour market biggest barrier to career mobility:** While Mexican practitioners see an easier path into the profession (46%) compared to the global average (38%), a quarter (24%) of respondents said that a lack of opportunities in the labour market has been the biggest barrier to advancing their career to date, by far the highest rate globally.
- **Practitioners in strategic roles enjoy more mobility:** Those in long-term strategic roles see an easier path into the profession (57%) than those in operational roles (44% day-to-day operations; 45% medium-term operations) and delivery-focused (36%) and tactical roles (35%). Those in strategic roles are more likely to anticipate a promotion compared to operational and tactical roles: 77% of those with long-term strategic roles; 63% of those with delivery-focused strategic roles; 60% of those with medium-term operational roles; 59% of those with day-to-day operational roles; and only 46% of those with tactical roles.
- **Significant outsourcing:** While a largely outsourced HR/people model is relatively uncommon in Mexico, respondents report a significant amount of outsourcing of HR related tasks compared to the global sample. Only 7% stated they don't outsource any function of HR—significantly lower than the global average of 32%. Forty-three percent (compared to 19% globally) report outsourcing administrative functions, 35% (27% globally) outsource payroll and 30% (13% globally) outsource project management.



## How do people professionals feel about their career in the people profession?

Mexican respondents were optimistic about their career in the people profession. Eighty-three percent feel positively about their career prospects within the profession compared to 77% globally. Eight in ten (80%) feel that the profession is a steppingstone into other areas—meaningfully higher than the global response of 59%. Mexican respondents see an easier path into the profession (46%) compared to the global response (38%). These findings suggest a possible burgeoning people profession in Mexico compared to other parts of the world, although interestingly enough, a quarter (24%) of Mexican respondents said that lack of opportunities in the labour market has been the single biggest barrier to advancing their career to date, by far the highest rate globally.



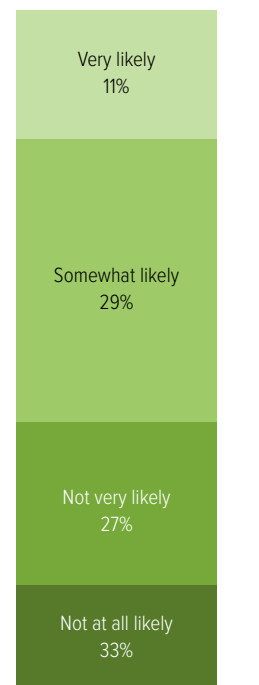
Mexican people professionals in long-term strategic roles agreeing more often (57%) than those in operational roles (44% day-to-day operations; 45% medium-term operations) and delivery-focused (36%) and tactical roles (35%) that the profession is easy to get into.

## How do people professionals feel about their promotional aspirations and career expectations?

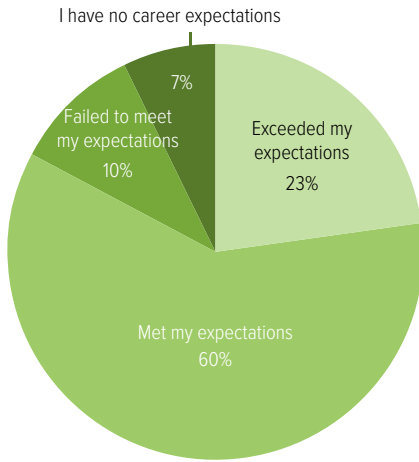
While Mexican respondents are generally early on in their career, they are quite satisfied with their career expectations so far and are optimistic about their progression within their career.

The vast majority have received at least one promotion within their career (91%), but less than half the sample (41%) have received more than two promotions. This may be a result of the dominance of young respondents in the sample, while no statistically significant differences were found across age groups, small sample size for the oldest age group limits comparisons.

Respondents are generally optimistic about their future with almost two-thirds (64%) of the sample reporting it was likely they would receive a promotion in the next three years within their current organisation. Differences exist across organisation size with 73% of those working at larger companies expecting a promotion compared to only 56% at SMEs. Respondents with more strategic roles are more likely to anticipate a promotion compared to operational and tactical roles: 77% of those with long-term strategic roles; 63% of those with delivery-focused strategic roles; 60% of those with medium-term operational roles; 59% of those with day-to-day operational roles; and only 46% of those with tactical roles.



## MEXICO



While Mexican respondents are generally early in their career (and have received fewer promotions than the global average), they are quite satisfied with their careers so far and are optimistic about their futures. Eighty-four percent responded that their career had exceeded or met their expectations, compared to 74% globally, and the highest of any country. Almost a third (32%) of respondents who have worked in the people profession for 16+ years said their career has exceeded their expectations compared to 21% globally. Of these participants, the majority believed their exceeding or meeting their career expectations was due to skill development (72%). While generally more optimistic than the global sample, nearly a quarter (24%) of Mexican respondents said their biggest barrier to career advancement can be attributed to a lack of opportunities in the labour market, which is the highest of any country.

## How are people professionals developing themselves through continued professional development (CPD) and learning?

For people professionals in Mexico on-the-job training (56%), followed by coaching (51%) and conferences, workshops and events (45%) were the most frequently used forms of development over the last 12 months. More Mexican respondents reported using on-the-job training and coaching more than any other country except Malaysia (also reported 56% on-the-job training).

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Mexico	Global Average
External conferences, workshops and events	45%	47%
Learning from peers (through face-to-face interactions or online networks)	21%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	38%	46%
On-the-job training	56%	47%
In-house development programmes	31%	31%
Coaching	51%	28%
Instructor-led training delivered off the job	30%	25%
Formal qualifications/certifications	22%	29%
Blended learning (such as combining instructor-led training with online learning)	23%	21%
Job rotation, secondment and shadowing	21%	16%
Other	0%	1%
None of the above	4%	6%

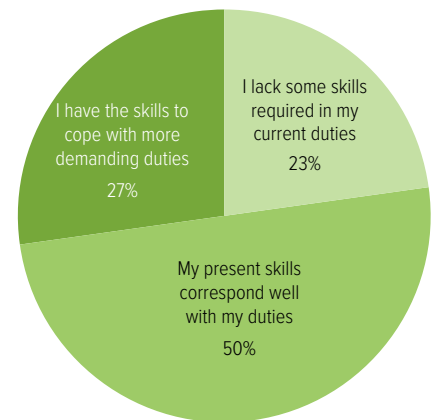
## MEXICO

Mexican people professionals are more proactive than the global averages when it comes to their own CPD. Strikingly, 90% of respondents from Mexico said that they applied their learning in the work they do, the highest of any country in this study. They were also the most likely to have identified their own learning and development needs and planned how to achieve their development goals, with 4 in 5 having done so in the last six months.



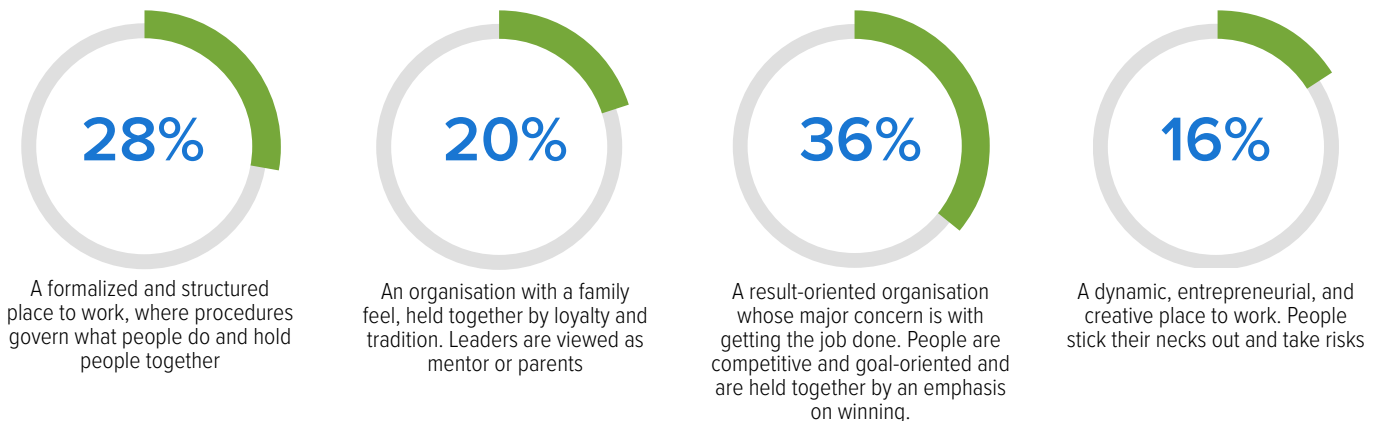
As optimistic as professionals in Mexico have been so far, nearly a quarter (23%) reported they lack some skills required for their current duties. Only the other hand, 27% feel they are overqualified for their current role and could cope with more demanding duties. Not surprisingly, the longer a respondent has been in the people profession or at their organisation, the more likely they are to report having the skills to cope with more demanding duties.

These findings highlight the importance of building and utilising skills and capability across people functions that are appropriate for the practitioner's role and maintaining that growth over the course of their career. In addition to providing developmental opportunities for workers lacking skills, effective organisations work to provide broader opportunities to those with greater skills or to better match skill sets and job duties.



## How are people functions operating?

People professionals in Mexico operate in different types of environments, but over a third (36%) reported a results oriented organisation whose major concern is with getting the job done. Another 28% reporting a formalised and structured place to work, where procedures govern what people do and hold people together.



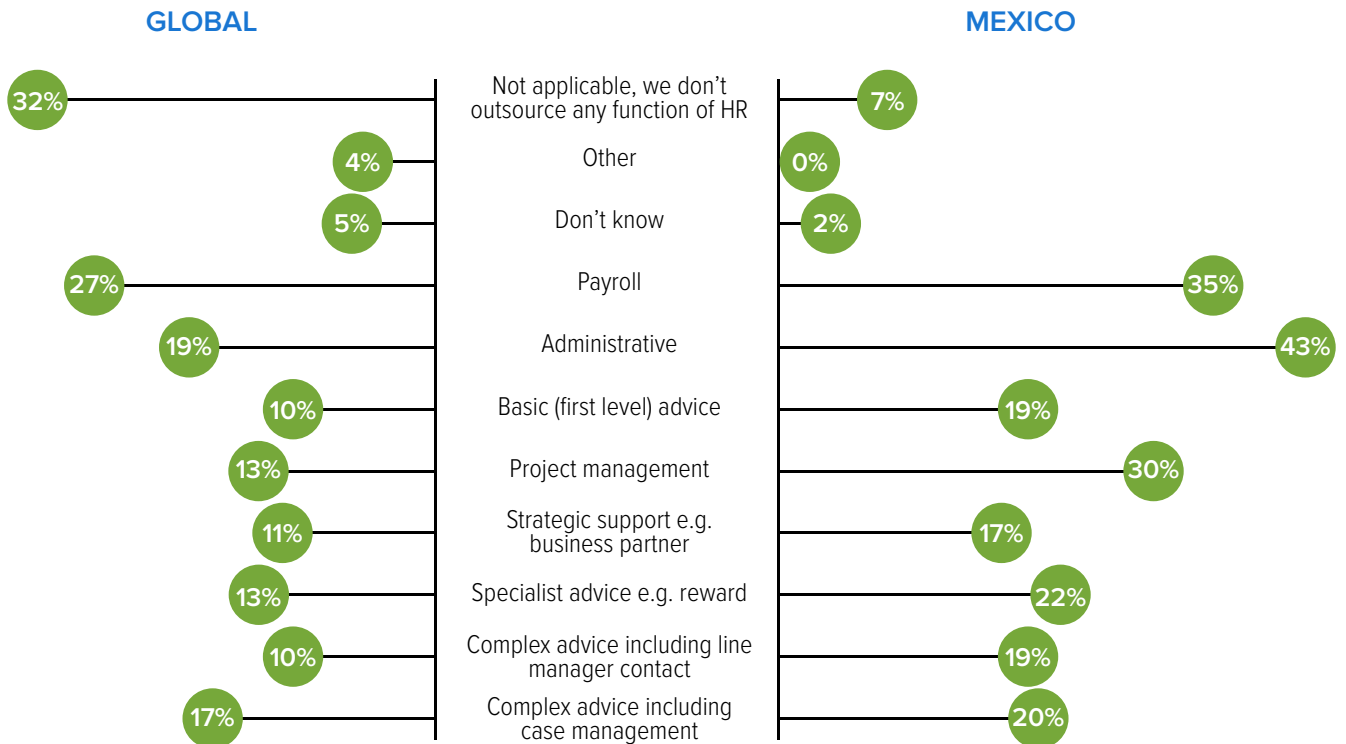


## MEXICO

The approximate ratio of HR/people department staff to employees in organisations in Mexico is slightly smaller than global averages with 28% (24% globally) reporting a 1:20 or less ratio, 36% (31% globally) reporting a 1:50 ratio, and 23% (32% globally) reporting a 1:100 ration. Larger organisations have higher HR/employee ratios with 39% reporting a 1:100 ratio compared to only 11% of SMEs.

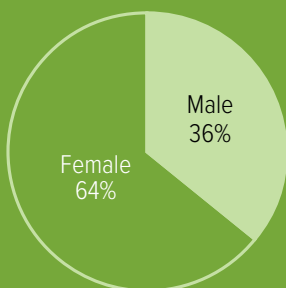
The most prevalent Organisational/HR model in Mexico is a single HR team with generalists, specialist and administration together (34%). Other HR models were employed in Mexico at rates roughly similar to the global averages. Not surprisingly, SMEs (14%) were more likely than larger organisations (8%) to have a small central HR function with largely outsourced HR activity.

While a largely outsourced HR/people model is relatively uncommon in Mexico, respondents report a significant amount of outsourcing of HR related tasks. Forty-three percent report outsourcing administrative functions, 35% outsource payroll, and 30% outsource project management. Large organisations were more likely to outsource in several categories including complex advice including line manager contact (16% SMEs; 24% larger organisations), complex advice including case management (14% SMEs; 27% larger organisations), specialist advice (19% SMEs; 26% larger organisations), and strategic support (13% SMEs; 21% larger organisations.)

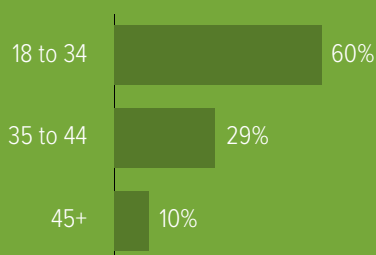


# MEXICAN SAMPLE DEMOGRAPHICS:

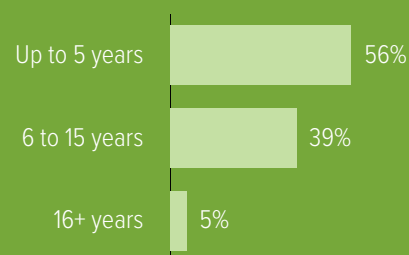
Gender



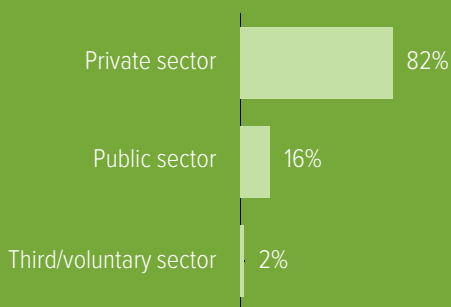
Age



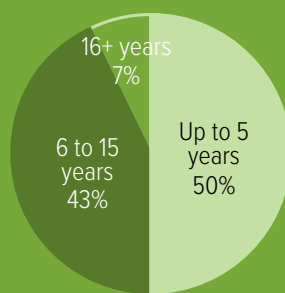
Years in organization



Sector



Years in profession



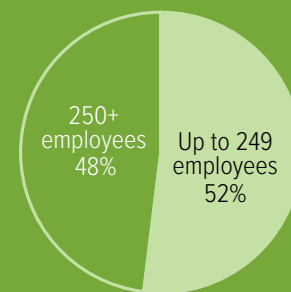
Role type



Industry



Business size



# COUNTRY RESULTS: SINGAPORE

## KEY FINDINGS

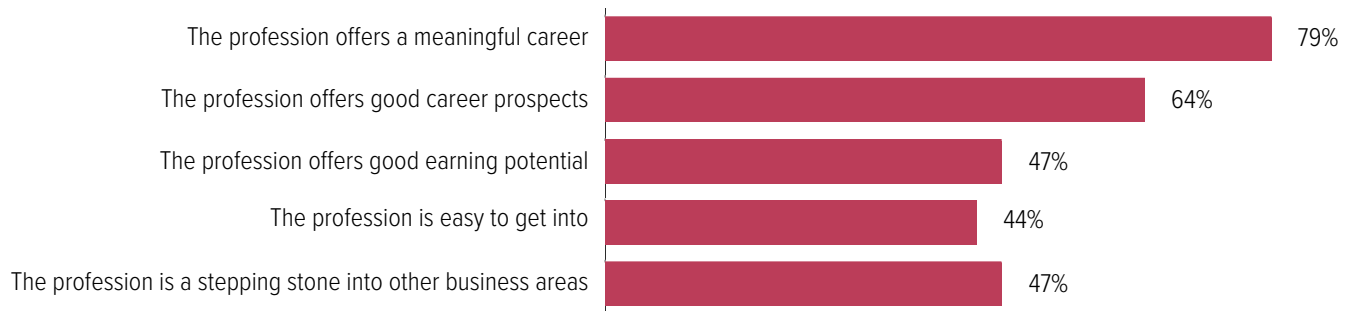
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- **Profession and personal barriers to having a career in the people profession:** Our Singapore sample tended to have less positive views on personal and professional aspects of their career. Specifically, their perceptions on; happiness and meaningfulness in relation to their work, career prospects and opportunities to progress into other business areas and earning potential.
- **Prioritising professional development to minimise skills gap:** A minority of the Singapore sample said they had engaged with CPD in one form or another, within the last six months. Singapore professionals scored significantly lower than the global average, suggesting professional development is substantially less amongst this sample. Interestingly, over a third of the Singapore sample said they lacked some skills required in their role (36%). Given our findings also indicate that 39% of the sample said they keep all HR functions in house, professional development and learning should be a prioritised amongst people practitioners.
- **The Singaporean sample is quite small in size.** Generally, small sample sizes will be less representative of the wider people professional population within these regions, and thus these findings may not be as broadly representative of the people profession as those from some other countries in this study.



## How do people professionals feel about their career in the people profession?

People professionals in Singapore had mixed feelings about their profession. Although 79% believe their careers to be meaningful and Singapore respondents had positive views towards entry into the profession, with 44% saying the profession is easy to get into, compared to the global average of 38%, other findings highlight there are some barriers to progression and entry into other business areas.

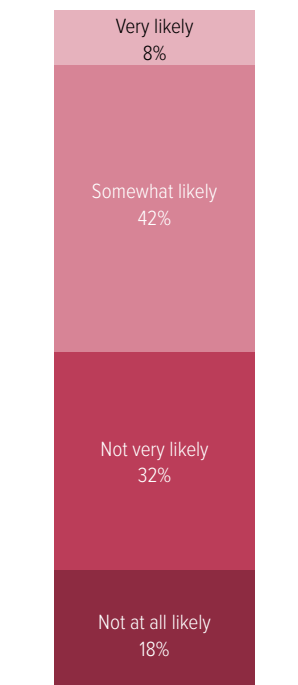


Singaporean people professionals were more pessimistic about the profession's career prospects (64% felt it offered good career prospects compared to 77% globally) and the extent to which a career in the profession acts as a stepping stone into other business areas (47% compared to 59% globally). Additionally, less than half the sample agree that the profession offers a good earning potential (47% versus 67% globally). Delving into personal aspects of meaningfulness, only about half of the sample believe their work makes them happy (53%), feel energised by their work (56%) and look forward to their work most days (49%) - all of which were significantly lower than the global average.

## How do people professionals feel about their promotional aspirations and career expectations?

Four fifths of Singaporean respondents have received at least one promotion within their career (82%) and half believe they will be promoted within the next three years (50%). When asked about future progression and career expectations, nearly one in ten cited that they had no expectations around their career progression (9%), the highest response across our entire global sample.

The Singaporean sample was notably younger than that of the other countries with similarly low expectations around being promoted in the next three years. The only countries that felt promotion was less likely were Australia and the UK/Republic of Ireland. However, nearly half (49%) of the Singaporean sample was under 35 as compared to only 25% of the UK/Ireland sample and 17% of the Australian sample.



## SINGAPORE



For the majority of the sample, line manager support (60%) and skills development (55%) were enablers for career advancement. On the other hand, lack of opportunities within their organisation (20%), organisational politics (17%) and line management (13%) were the three biggest barriers to Singaporeans advancing their career within the profession.

## How are people professionals developing themselves through continued professional development (CPD) and learning?

When people professionals from Singapore were asked about how they engage with L&D over the last year, the majority (48%) highlighted that on-the-job training was the most common form of learning. Additionally, two fifths said they gain their learning through peer learning (38%) and 37% attended external conferences and events. One tenth of respondents noted that they did not engage in any of the suggested learning approaches. This suggests that one in ten have neglected their learning and development needs over the period of a year.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	Singapore	Global Average
External conferences, workshops and events	37%	47%
Learning from peers (through face-to-face interactions or online networks)	38%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	26%	46%
On-the-job training	48%	47%
In-house development programmes	18%	31%
Coaching	17%	28%
Instructor-led training delivered off the job	11%	25%
Formal qualifications/certifications	23%	29%
Blended learning (such as combining instructor-led training with online learning)	11%	21%
Job rotation, secondment and shadowing	15%	16%
Other	1%	1%
None of the above	10%	6%

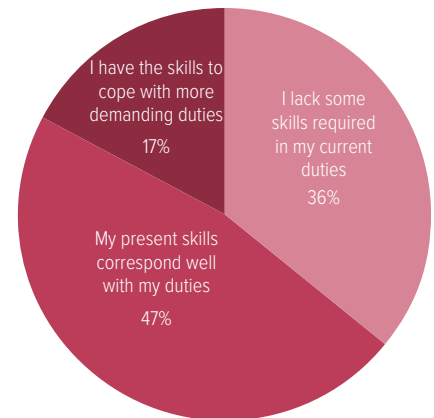
## SINGAPORE

Looking at the personal actions Singaporean people professionals engaged in around CPD, generally only a minority of the Singapore sample reported any personal CPD action within the last six months. Across all CPD statements, Singapore professionals scored significantly lower than the global average, suggesting that personal control of professional development is substantially lower amongst this sample.



The three most common ways of engaging in learning would likely have been directed by those more senior in their organizations, but they are also the types of learning activities most disrupted during the pandemic, given their face-to-face nature. People professionals from Singapore might take advantage of opportunities to engage with learning and development opportunities supported by digital and online learning platforms which are currently more accessible, and perhaps the only, available forms of learning, and which might also be well-suited to self-development versus organizationally-driven development.

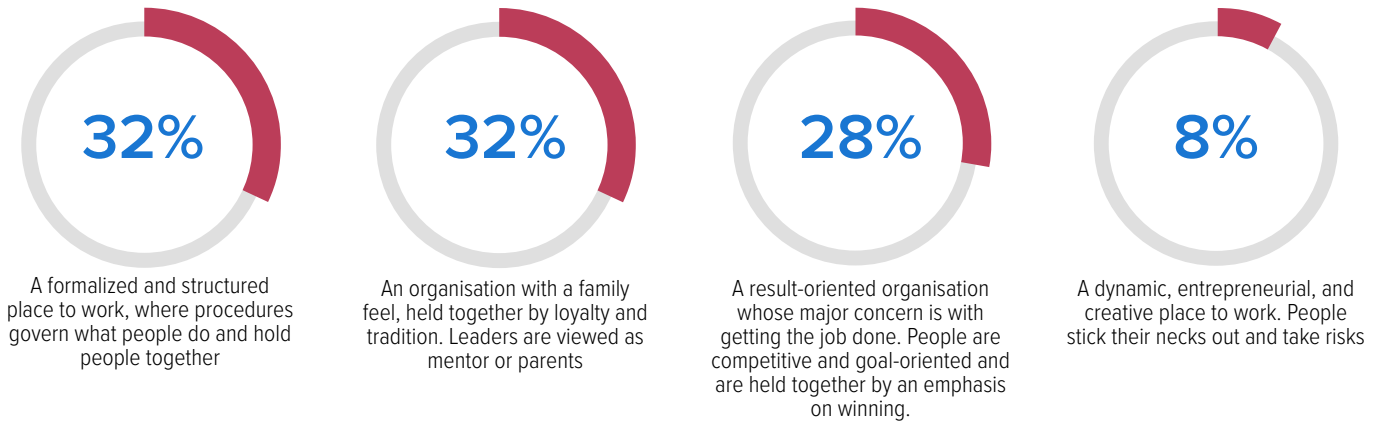
When considering skills matching, over a third of the Singapore sample lack some necessary skills required in their role (36%), notably more than the global average. On the other hand, far less (17%) felt that they were over skilled for their role, significantly less than the global average at 34%. Collectively, our findings around skills and professional development suggested that this is a future area that should be prioritised amongst Singaporean people professionals.



## How are people functions operating?

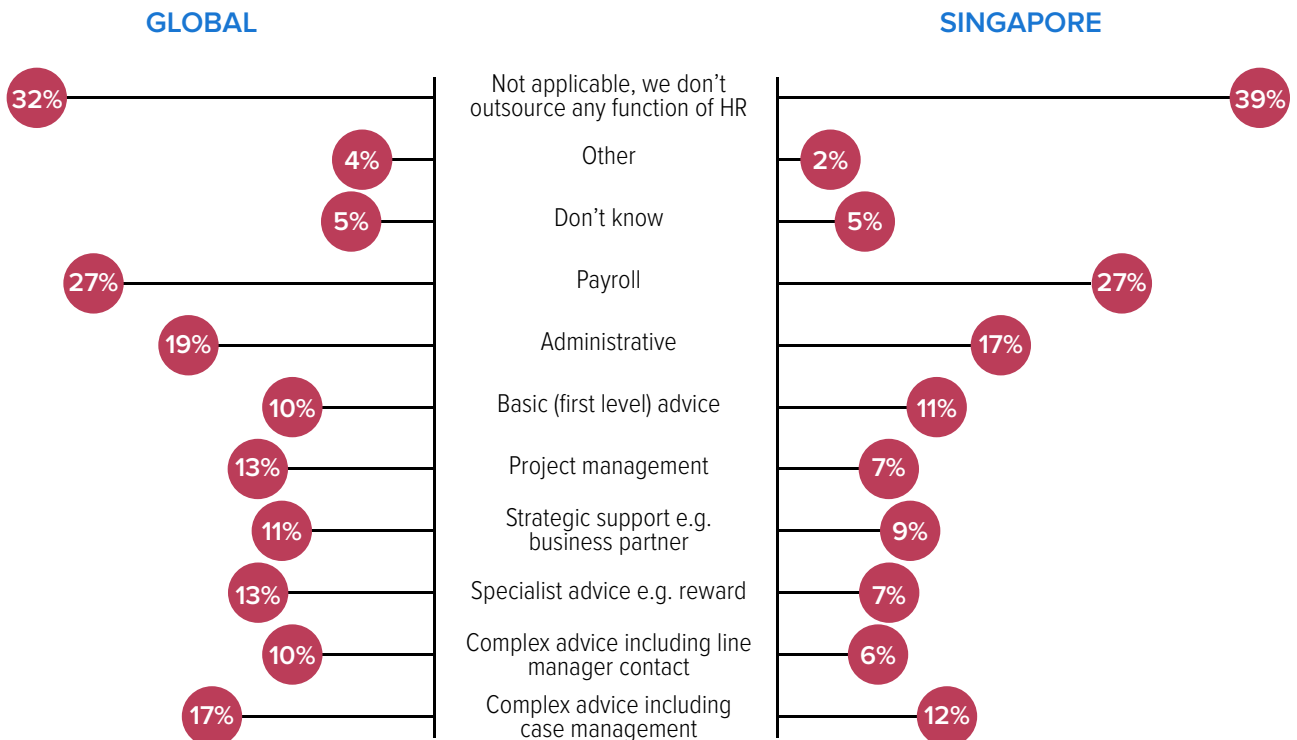
Although dynamic, entrepreneurial and creative workplace cultures were uncommon among our Singaporean respondents, the other variations on culture were nearly equally prevalent in this sample. The low percentage of dynamic culture in this sample is a bit surprising, given the high prevalence of private sector employment in the Singaporean respondents (93%), as many of the countries in this study with significantly higher levels of dynamic culture also have high private sector employment. However, broader Singaporean culture tends to be both more hierarchical and more likely to focus on the group's interests are before the individual's or the manager's needs, which may blunt the appeal of this type of business culture in Singapore.

## SINGAPORE



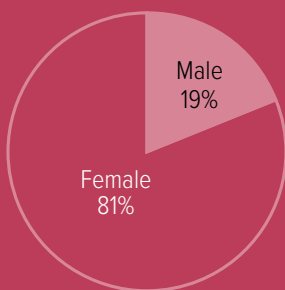
According to Singaporean respondents, people functions and teams are most commonly structured as a single HR team with generalists, specialists and administration professionals working together (39%). As detailed in the above table, organisational culture appears evenly split between a highly structured and formalised workplace (32%), a traditional family run business feel (32) and operating in a results and goal driven environment (28%).

A fairly high proportion, 39%, of the Singaporean people professionals sampled said they kept all functions of HR in house. Given the professional development and skills findings above and the absence of outsourcing HR functions, this further supports the argument for a prioritised focus on development and learning.

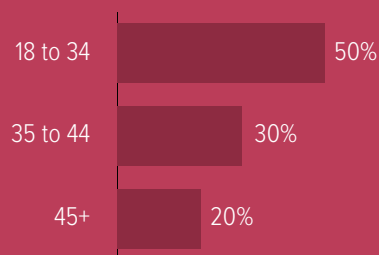


# SINGAPOREAN SAMPLE DEMOGRAPHICS:

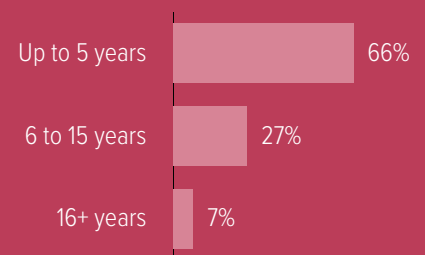
Gender



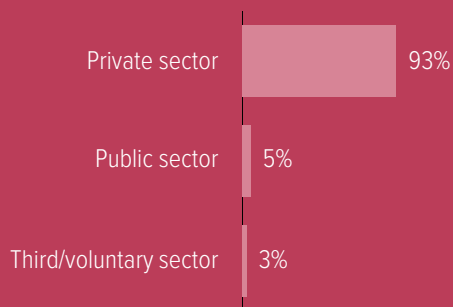
Age



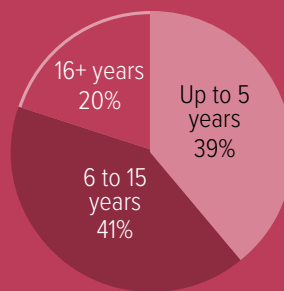
Years in organization



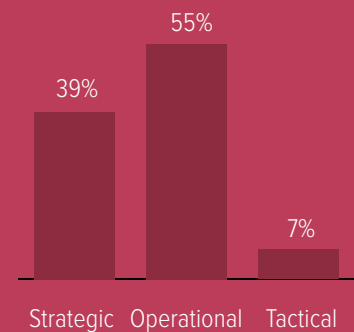
Sector



Years in profession



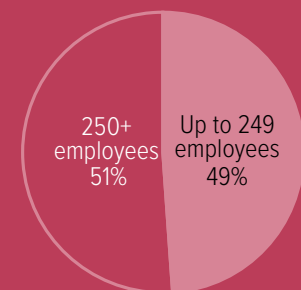
Role type



Industry



Business size





# COUNTRY RESULTS: UNITED ARAB EMIRATES

## KEY FINDINGS

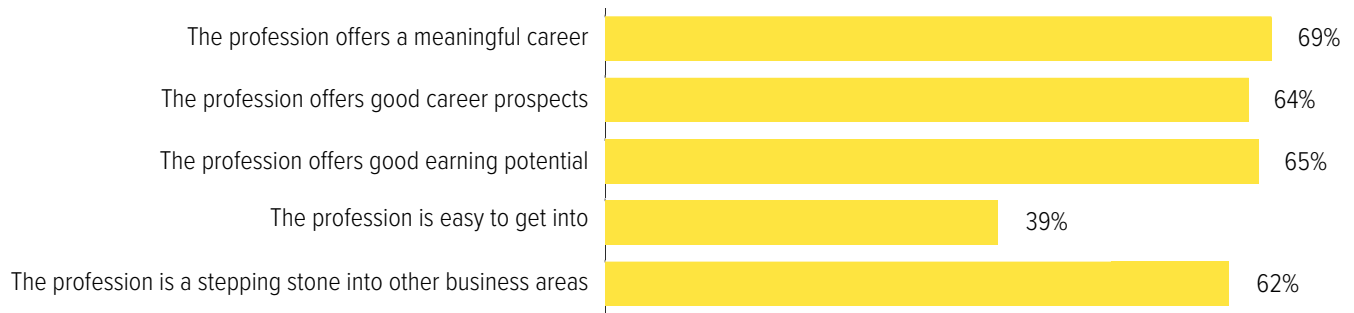
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- **A mixed picture towards a career within the profession:** UAE professionals had a more negative perception around future prospects- 64% felt that a career in the profession offered good career prospects, significantly lower than the global average at 77%. Conversely, access into the profession (39%), and out of the profession, into other business areas (62%) and earning potential were either in line or perceived more positively than the global averages.
- **Skill mismatch:** Nearly a quarter of UAE people professionals believe they lack some skills necessary to perform their job effectively (22%). On the other hand, 36% felt they had the capabilities to deal with more demanding tasks than they currently undertake, highlighting a potential loss of available resources and wasted investment in development.
- **Outsourcing of operational and strategic HR:** HR operations which are most frequently outsourced include administrative tasks (30%), payroll (24%) and strategic support (23%)- significantly higher than global outsourcing of strategic business partnering (11%). Additionally, only 22% of the sample keep all HR functions and operations in-house.



## How do people professionals feel about their career in the people profession?

People professionals from the UAE express mixed feelings about the people profession. The majority of UAE respondents believe that their career is a meaningful one (69%) and 70% say they gain personal meaning from the work that they do. However, only 64% of respondents from the UAE felt that a career in the profession offered good career prospects- significantly lower than the global average at 77%. Far less also believed that their career was a meaningful

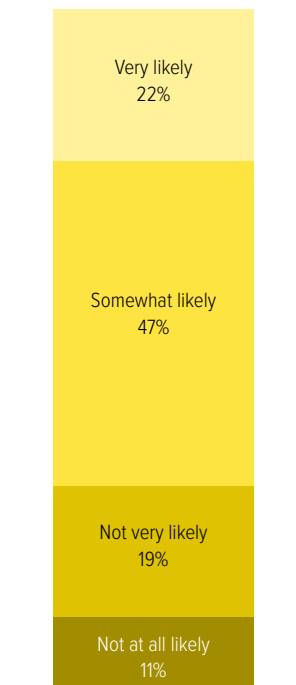


one (69%) compared with the global perspective (81%). On the other hand, access into the profession (39%), and out of the profession, into other business areas (62%) and earning potential were either in line or perceived more positively than the global averages.

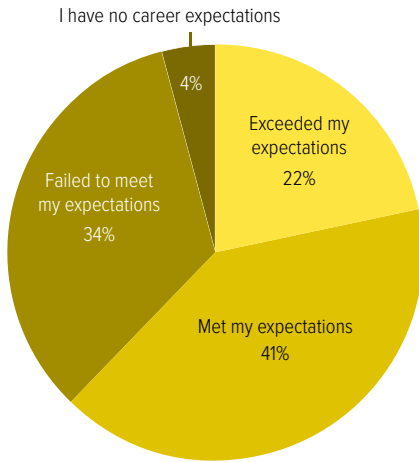
Among respondents from the UAE there were some notable differences between role specialisms and ease of access into the profession. Those practicing in a Human Resource Information Systems (HRIS) role were most likely to believe that the profession is easy to get into (57%). One explanation for this could be the demand for this specialised skill set given that people data and analytics usage is on the rise globally. There were also observed difference across business size among people professionals responding from the UAE. Only 57% of SMEs agreed that the profession offered good career prospects, whilst this rose to 73% for large businesses. A great majority of workers in the UAE come from abroad and their visa is sponsored by an employer. While it is possible for foreign workers to change employers, greater opportunities with their existing employers for those working in larger organisations may drive these disparate perceptions in the UAE.

## How do people professionals feel about their promotional aspirations and career expectations?

The vast majority of the UAE sample reported having at least one promotion over the course of their career (89%). Despite one in ten responding as having received no promotions over their career so far (11%), three fifths have received between 3-10+ promotions (59%). In terms of future promotions, 70% of the sample believed that would receive a promotion over the next 3 years, which was more positive than global promotional expectations (59%).



## UNITED ARAB EMIRATES



Interestingly, expectations around progression were higher than the met reality- 34% felt their career expectations had not been met, compared to the global average of 22%. Of those whose career progression had met or exceeded their expectations, 51% believed skills development had a part to play, whilst 48% said support from their line manager and 45% noted professional qualifications as key enablers. On the other hand, perceived barriers to advancing a career in the people profession included organisational politics (20%), lack of opportunities in the labour market (19%) and lack of opportunities with their current employer (18%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

In terms of the type of learning mediums, the top three ways UAE people professionals source their learning and development was via online learning (38%), on-the-job training (38%) and learning through their peer group (32%). Positively, none of the UAE people professionals surveyed said they did not engage with any form of learning, suggesting all of our sample sought learning and development in one form or another over the past year.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

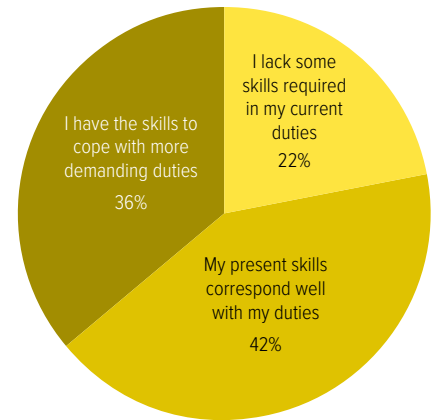
	United Arab Emirates	Global Average
External conferences, workshops and events	34%	47%
Learning from peers (through face-to-face interactions or online networks)	32%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	38%	46%
On-the-job training	38%	47%
In-house development programmes	27%	31%
Coaching	23%	28%
Instructor-led training delivered off the job	19%	25%
Formal qualifications/certifications	33%	29%
Blended learning (such as combining instructor-led training with online learning)	20%	21%
Job rotation, secondment and shadowing	18%	16%
Other	1%	1%
None of the above	5%	6%

## UNITED ARAB EMIRATES

Generally, the majority of the UAE sample have taken a personal role in their CPD over the past six months, with the highest majority saying they frequently apply their learning in practice (65%).

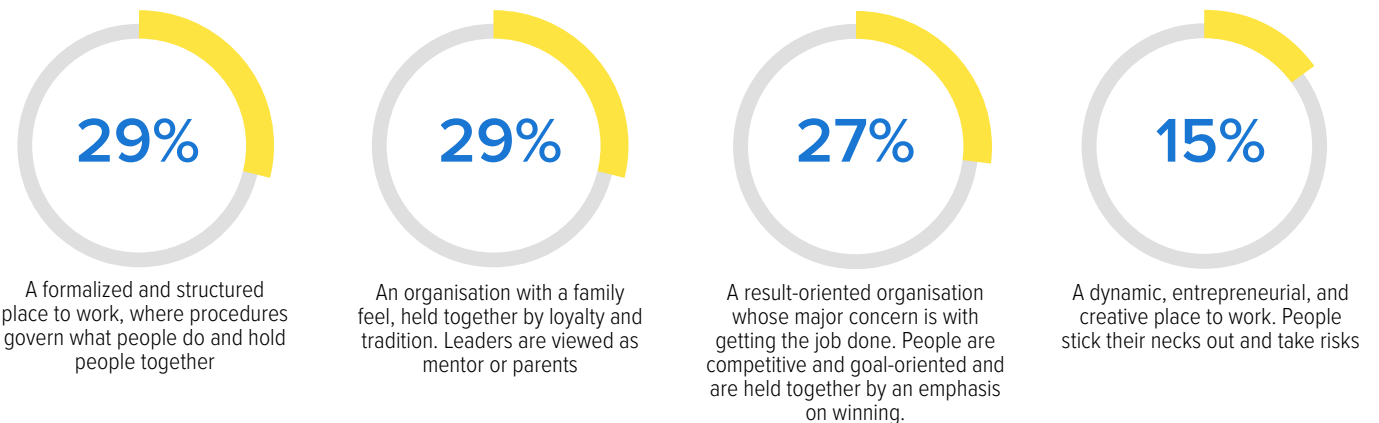


In terms of appropriate skill matching for people professionals within their current role, nearly a quarter of UAE people professionals believe they lack some skills necessary to perform their job effectively (22%). This suggests a fairly sizeable skills gap amongst our sample, though one that is not far off the global average. On the other hand, 36% felt they had the capabilities to deal with more demanding tasks than they currently undertake, highlighting a potential loss of available resources and wasted investment in development.



## How are people functions operating?

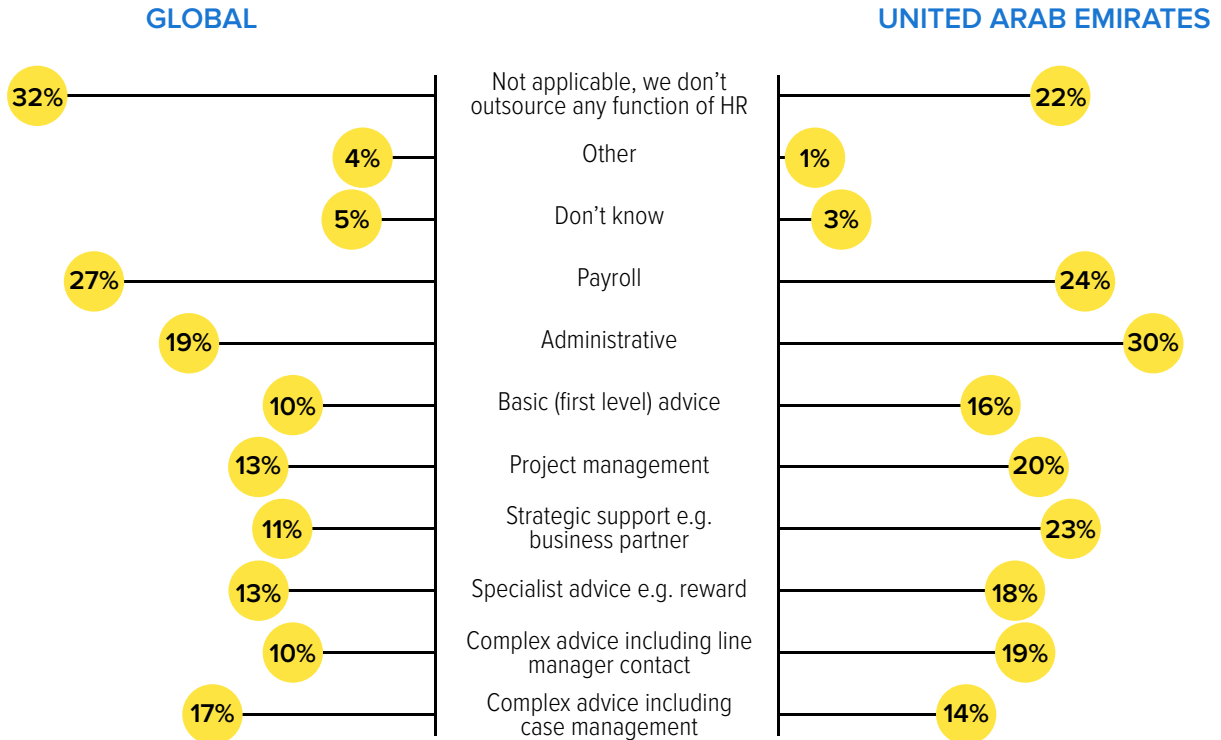
For UAE people professionals, organisational culture is fairly evenly spread across three of the four organisational cultures included within our survey. These were operating in; a result driven organisation (27%); a traditional, family orientated workplace (29%); and a highly structured and formalised environment (29%).



## UNITED ARAB EMIRATES

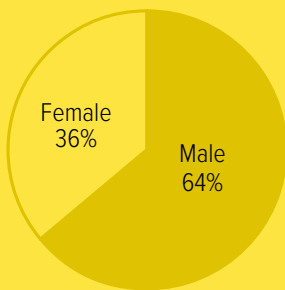
In terms of the structure of people functions, UAE people professionals are most commonly operating in single HR teams amongst generalists, specialist and administrative professionals (38%). The HR/people department staff to employee ratio in the UAE is nearly evenly split between 1:20 or less (28%), 1:50 (31%) and 1:100 or more (34%). Taken together, these findings suggest a broad variety of HR model are thriving in organisations in the UAE.

Only 22% of the sample keep all HR functions and operations in-house, lower than the global average of 32%. The functions most often outsourced globally, payroll and administrative, are also the outsourcing leaders among respondents from the UAE, where administrative tasks (30%) and payroll (24%) and strategic support (23%) are the most often outsourced functions. The incidence of outsourcing of strategic business partnering reported by UAE respondents was significantly higher than the global average. These findings suggest that both operational and strategic HR is often outsourced across UAE businesses.

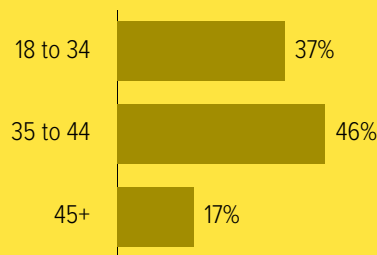


# UNITED ARAB EMIRATES SAMPLE DEMOGRAPHICS:

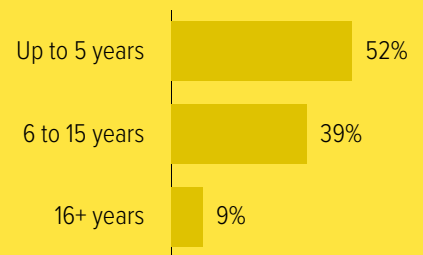
Gender



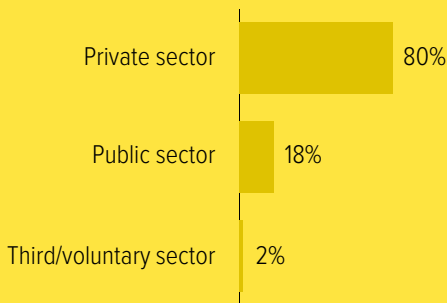
Age



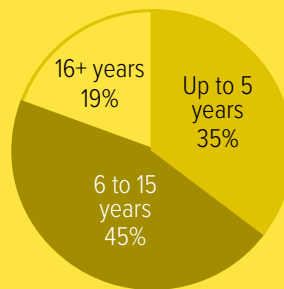
Years in organization



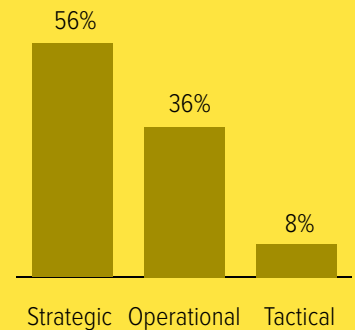
Sector



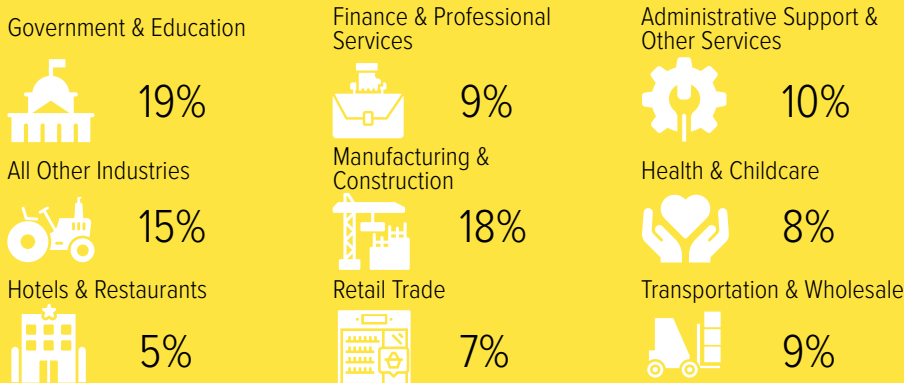
Years in profession



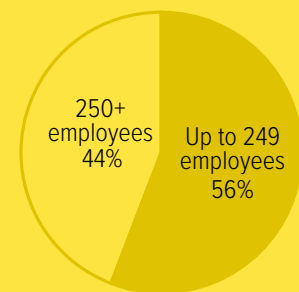
Role type



Industry



Business size



# COUNTRY RESULTS: UNITED KINGDOM & REPUBLIC OF IRELAND

## KEY FINDINGS

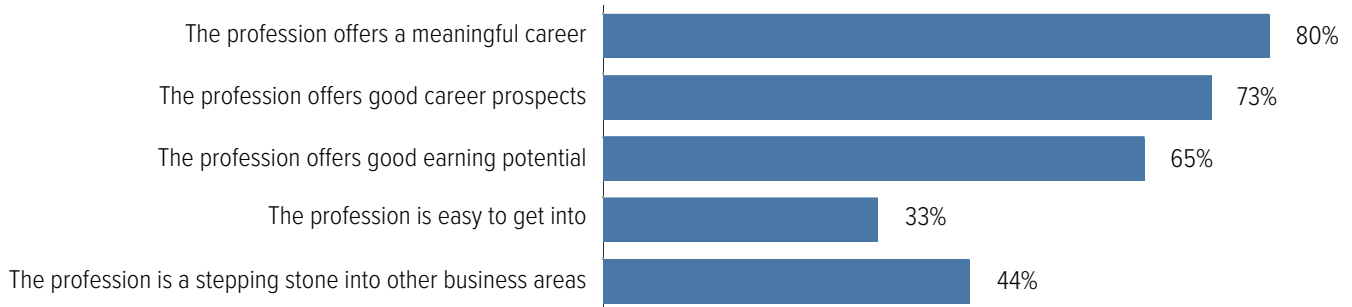
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- **Personal aspects of work appear more cynical amongst UK & Ireland practitioners:** Whilst the vast majority of UK & Ireland people professionals believe their career to be a meaningful one (81%), other aspects such as happiness at work, connectedness to society and feeling energised by their work were much lower than the global average.
- **Barriers to career mobility beyond the people profession:** three quarters of the sample feel positively about their career prospects within the profession (73%), however only 44% agree that a career in the profession provides a pathway to other business areas- significantly less than the global average at 59%.
- **Barriers to career advancement** included personal confidence (21%) and a lack of opportunities within their current organisation (17%).
- **Core people function operations conducted in-house:** UK and Ireland organisations tend to keep core people functions in-house, with 42% stating they don't outsource any function of HR- significantly higher than the global average of 32%.



## How do people professionals feel about their career in the people profession?

Over four fifths of the UK and Ireland sample believe that their career within the people profession is a meaningful one (81%). At a professional level, three quarters of the sample feel positively about their career prospects within the profession (73%), suggesting the availability of career advancement opportunities.



When it comes to earning potential, 65% agree that the profession offers a good income potential. When it comes to more personal evaluations, however, UK/Ireland respondents were less likely to report that work made them happy (59%), energised them (57%), and made them feel connected to the wider society and community (59%) the global averages. This suggests that the UK & Ireland sample appear somewhat more cynical when it comes to feeling engaged and finding meaning within their work.

Interestingly, only 44% of UK/Ireland people professionals agree that a career in the profession provides a pathway to other business areas, which was significantly less than the global average at 59%. This suggests that for UK and Ireland respondents, career mobility into areas beyond the people profession may not be an easy transition, or that there may be other barriers preventing practitioners from moving outside of the profession. Additionally, only a minority, 33% believe entry into the profession is easy. Both findings highlight that moving into, and out of, the people profession is not a straightforward process.

As you would expect, this evaluation of earning potential differed across sectors, with private sector respondents viewing income potential more positively (67%) than public (62%) and voluntary workers (63%).

## How do people professionals feel about their promotional aspirations and career expectations?

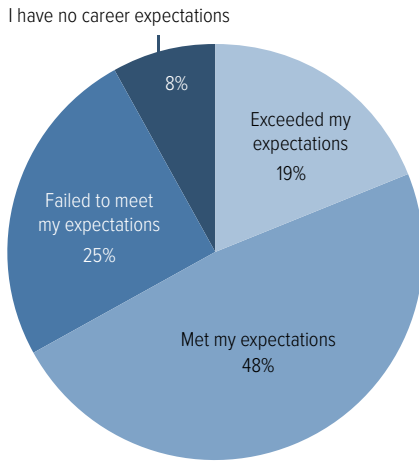
There was a mixed picture from the UK and Ireland respondents when it comes to progression within their career. Positively, the vast majority have received at least one promotion within their career (92%), 63% of which had between 3-10+ promotions over their entire career. Promotional aspirations were also less positive for UK and Ireland respondents – only 39% believed they were likely to receive a promotion within the next three years within their current organisation, versus a global average of 59% suggesting a perception that promotional opportunities within the short-term future were scarcer across the UK & Ireland.

That interpretation should be tempered however by the relatively high level of experience among UK/Ireland respondents. Thirty-six percent of this sample had fifteen or more years of experience in the people profession, as compared to a global average of 27%, so they may lack of promotional opportunities may to some degree reflect their already-senior position. Interestingly, private sector professionals were more likely to believe a promotion was on the horizon (43%) than public (37%) and voluntary sector (29%) professionals.





## UNITED KINGDOM AND REPUBLIC OF IRELAND



The career expectations of UK/Ireland people professionals were relatively less positive; whilst 62% responded that their career had exceeded or met their expectations, this was substantially lower than the global perspective (74%). Of these participants, the majority believed their exceeding or meeting their career expectations was due to skill development or support from line manager (both 62%). In terms of barriers to career advancement, nearly a fifth attributed this to personal confidence (21%), a lack of opportunities within their current organisation (17%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

For people professionals within the UK and Ireland, online learning (51%), followed by peer learning (50%) and conferences, workshops and events (48%) were the most frequently used forms of development. However, nearly one in ten (9%) of respondents reported that they did not engage with any of the listed learning and development mediums, significantly higher than most countries in our study, though on par with Singapore and Canada.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

	UK and Ireland	Global Average
External conferences, workshops and events	48%	47%
Learning from peers (through face-to-face interactions or online networks)	50%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	50%	46%
On-the-job training	43%	47%
In-house development programmes	30%	31%
Coaching	21%	28%
Instructor-led training delivered off the job	21%	25%
Formal qualifications/certifications	22%	29%
Blended learning (such as combining instructor-led training with online learning)	15%	21%
Job rotation, secondment and shadowing	9%	16%
Other	2%	1%
None of the above	9%	6%

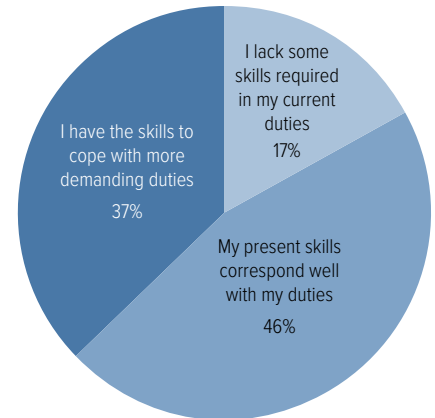
## UNITED KINGDOM AND REPUBLIC OF IRELAND

Relative to global averages, respondents from the UK and Republic of Ireland were less likely to engage in measures to manage their own CPD. While two-thirds of these people professionals apply their learning in their work, across all dimensions of self-directed CPD UK/Ireland respondents had some of the lowest levels of engagement.



Lest we attribute this to their pessimism about career prospects, it is important to note that the UK/Ireland sample had the largest proportion of public sector workers of any group in this study and need to personally manage CPD may be lower in this sector.

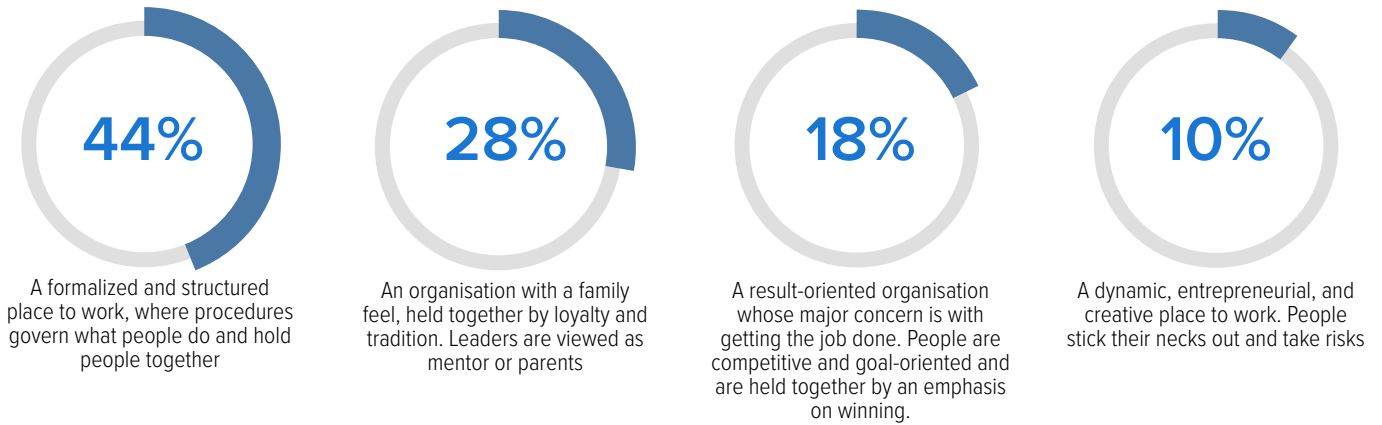
Nearly two fifths of people professionals within the UK & Ireland felt that their skills were underutilised within their current role- 37% believed they had the necessary skills to cope with more demanding job tasks than they currently face within their role. On the other end of the scale, 17% of respondents did not believe that they fulfilled the competency level required for their role, suggesting that for some, there was a clear skills gap between their current capability and the skills required to effectively carry out their role. These findings highlight the importance of building and utilising skills and capability across people functions that are appropriate for the practitioner's role to avoid skill deficit, skills surplus or an entire mismatch of skills.



## How are people functions operating?

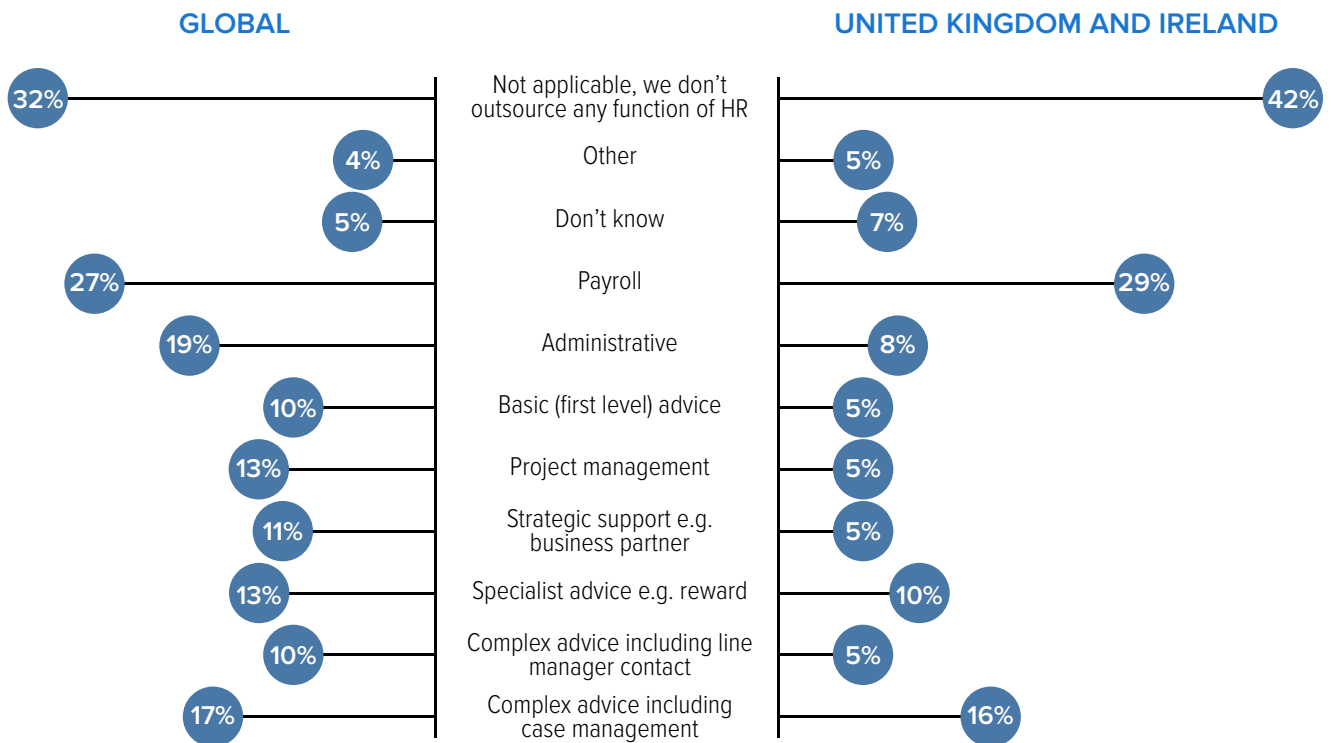
People professionals within the UK and Ireland most commonly operate under a highly structured, procedural-led and formalised organisational culture (44%), which was higher than other regions across the globe. This finding suggests that governance is a strong theme across people functions within the UK and Ireland, though again the high proportion of public sector workers in this sample may influence the distribution of culture.

UNITED KINGDOM AND REPUBLIC OF IRELAND



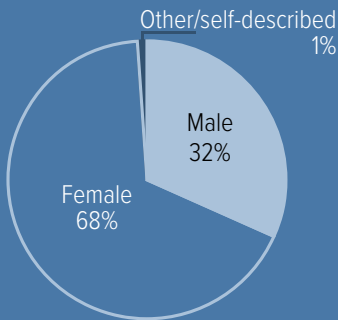
When we consider how people functions are structured within the UK & Ireland, there is not one prevalent model across organisations. Instead, 31% follow a business partnering model (with shared services and a corporate HR function) and 30% have a single HR team (comprising of generalists, specialists and administrative professionals). That said, there is a statistically significant relationship between HR model and sector in this sample. For instance, 42% of public sector respondents say their organization has a business partner model, versus 27% of private sector and 19% of third/voluntary sector respondents. Interestingly, 13% of respondents indicated that they operate an HR model that wasn't described by the seven models included within our survey.

Our findings suggest that UK and Ireland organisations tend to keep core people functions in-house, with 42% stating they don't outsource any function of HR- significantly higher than the global average of 32%. Where businesses did outsource HR, this varied across business size. For example, payroll was more commonly outsourced in SMEs (39%) compared with larger firms (23%). Complex case loads are also more frequently outsourced in SMEs (23%) compared with larger firms (11%).

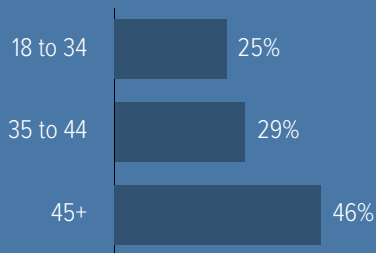


# UK AND IRELAND SAMPLE DEMOGRAPHICS:

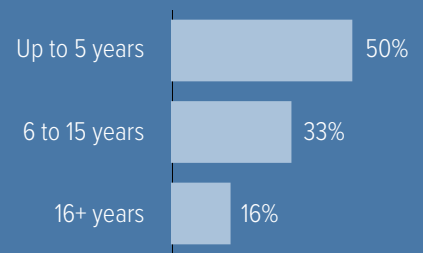
## Gender



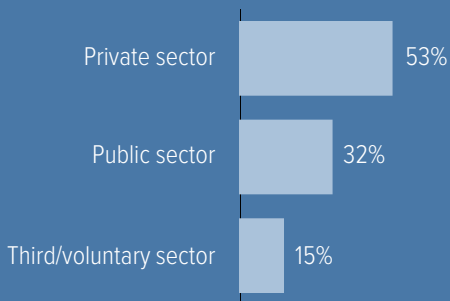
## Age



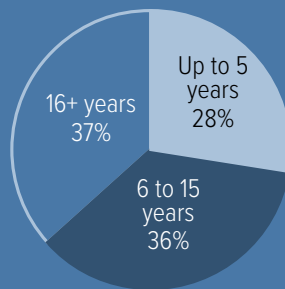
## Years in organization



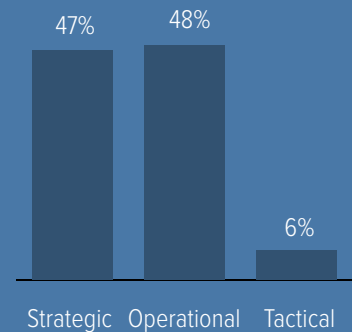
## Sector



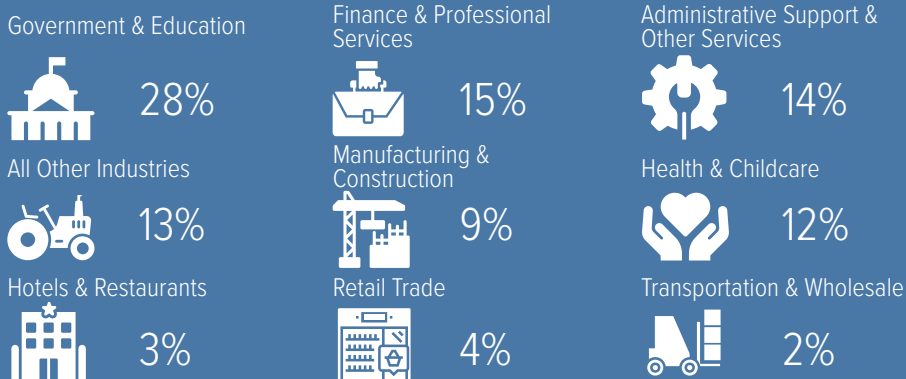
## Years in profession



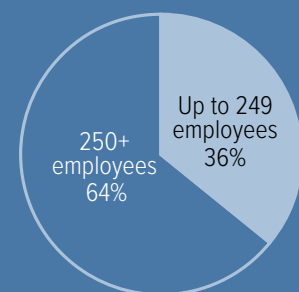
## Role type



## Industry



## Business size



# COUNTRY RESULTS: UNITED STATES OF AMERICA

## KEY FINDINGS

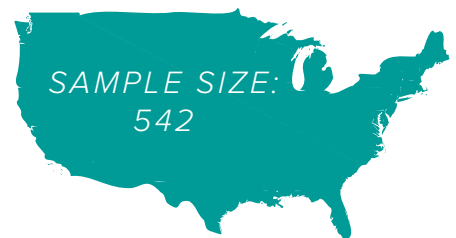
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- **U.S. people professionals are more likely to have a positive outlook about their careers and to find meaning in their work than the global average.** Most of the U.S. sample believed that their career within the people profession is a meaningful one (95%) and nearly 9 in 10 (88%) thought the profession offers good career prospects.

- **U.S. people professionals are more likely to attribute some of their career success to skills development, manager support, and professional qualifications than the global average.**

Of those who said their career progression had met or exceeded expectations, the majority attributed their success to skill development (76%), support from their manager (69%), and professional qualifications or certifications (66%), all of which were higher than the global averages of 66%, 53%, and 53%, respectively.

- **U.S. people professionals are more likely to engage in certain forms of learning & development than the global average.** In the U.S., online learning (71%), external conferences, workshops, and events (71%), and peer learning (62%) were the most frequently used forms of continued professional development. These percentages were much higher than the global averages of 46%, 47%, and 45%, respectively.
- **Many organisations in the U.S. tend to keep their people function operations in-house.** Over half of respondents in the U.S. sample (53%) stated that their organisation doesn't outsource any function of HR. This was 21% higher than the global average of 32%.



## How do people professionals feel about their career in the people profession?

Most of the U.S. sample believed that their career within the people profession is a meaningful one (95%), a percentage noticeably higher than the global average of 81%. Compared to a global average of 77%, nearly 9 in 10 (88%) U.S. respondents thought the profession offers good career prospects. The U.S. sample was also more likely to feel positively about their earning potential (79%) than the global average (67%). These findings suggest that those in the U.S. people profession have a positive outlook on career advancement opportunities and the potential earnings growth that may come along with it.



Also higher than global averages, the U.S. sample was more likely to believe that others inside and outside of their organisation experience happiness as a result of their work (80%), that the work they do is connected to what they think is important in life (80%), that they look forward to coming to work most days (79%), and that they see a connection between their work and the larger social good of their community (75%). These findings suggest that U.S. people professionals may feel particularly engaged and connected to their work and are likely to find meaning in various places.

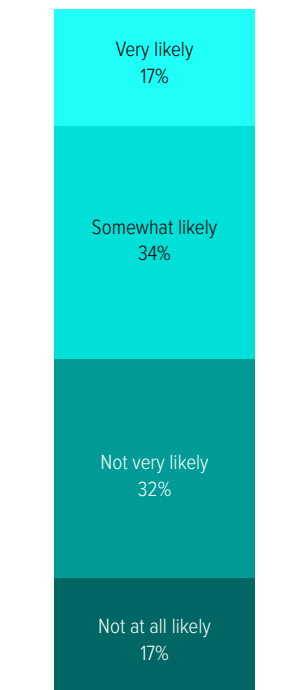
Notably, slightly over half (56%) of the U.S. sample said the profession is a stepping stone into other business areas. However, only 35% believed the people profession is easy to get into, suggesting that while the U.S. people profession can offer valuable transferrable skills, it can be a challenge to find initial opportunities.

## How do people professionals feel about their promotional aspirations and career expectations?

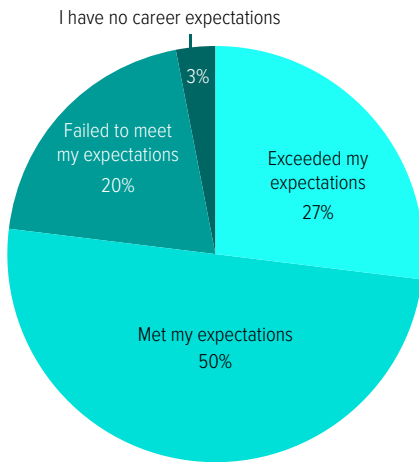
When it came to promotional aspirations and career expectations, The U.S. sample had a positive outlook on their progression within their career. Almost all respondents in the U.S. sample said they had received at least one promotion over their entire career (97%), and 74% said they had received 3-10+ promotions.

One area where the U.S. sample failed to exceed the global average was in their predictions of promotion in the next three years. In comparison to the global sample (59%), only 51% of the U.S. sample believed they were likely to receive a promotion within their current organisation in the next three years. Interestingly, U.S. people professionals with five or fewer years of tenure at their current organisation were more likely to think a promotion was on the horizon (61%) than people professionals with 6 to 15 years (45%) or 16+ years (36%) of tenure.

This trend suggests a possibility that those who have been at their organisation for longer may already hold some of the more senior-level people professional positions in their organisation.



## UNITED STATES OF AMERICA



Over three-fourths (77%) of the U.S. sample said that their career progression to date had met (50%) or exceeded (27%) their expectations. Notably, the 27% of respondents who said it had exceeded their expectations was higher than the global average of 19%.

Of those who said their career progression had met or exceeded expectations, the majority attributed their success to skill development (76%), support from their manager (69%), and professional qualifications or certifications (66%), all of which were higher than the global averages of 66%, 53%, and 53%, respectively. Interestingly, there were some differences by organisational tenure and gender. For example, those who had worked at their current organisation for an extended period of time were more likely to attribute part of their success to support from their manager (6 to 15 years tenure: 72%, 16+ years tenure: 80%) than those with five or fewer years at their current organisation (62%), highlighting the importance of strong manager-employee relationships in career progression. Further, female respondents were more

likely to attribute part of their success to professional qualifications or certifications (68%) than male respondents (55%).

When asked what their biggest barrier to career advancement had been, organisational politics and lack of opportunities with their current employer (both 21%) rose to the top. Additionally, a similar percentage shared they don't feel there have been any barriers (20%). Respondents age 45+ were more likely to say this (25%) than those age 35 to 44 (13%) and age 18 to 34 (14%).

## How are people professionals developing themselves through continued professional development (CPD) and learning?

For people professionals within the U.S., online learning (71%), external conferences, workshops, and events (71%), and peer learning (62%) were the most frequently used forms of development. Notably, these percentages were much higher than the global averages of 46%, 47%, and 45%, respectively, suggesting that U.S. people professionals may be particularly likely to engage in unique forms of learning and development. Almost half (47%) of U.S. respondents reported that they engaged in on-the-job training, in line with the global average.

### LEARNING AND DEVELOPMENT RECEIVED IN THE PAST 12 MONTHS

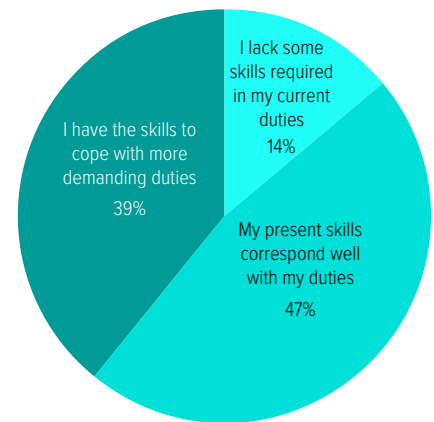
	United States	Global Average
External conferences, workshops and events	70%	47%
Learning from peers (through face-to-face interactions or online networks)	62%	45%
Online learning (such as e-learning, virtual classrooms or massive open online courses (MOOCs))	71%	46%
On-the-job training	47%	47%
In-house development programmes	26%	31%
Coaching	32%	28%
Instructor-led training delivered off the job	34%	25%
Formal qualifications/certifications	35%	29%
Blended learning (such as combining instructor-led training with online learning)	30%	21%
Job rotation, secondment and shadowing	6%	16%
Other	2%	1%
None of the above	1%	6%

## UNITED STATES OF AMERICA

Relative to their peers in other parts of the world, U.S. people professionals were about on par in terms of the elements of self-directed CPD we measured. Four out of five U.S. respondents reported that they applied their learning to the work they do, slightly exceeding the global average although they seemed to be less inclined to measure the impact of their learning on their work than respondents from most other countries.

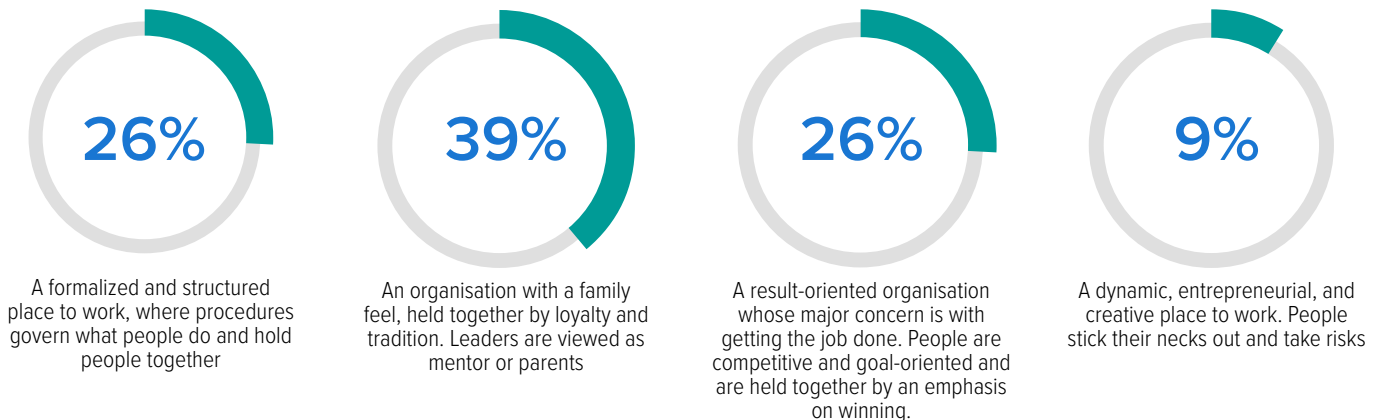


Nearly 2 in 5 (39%) U.S. people professionals felt that their skills are underutilized within their current role and that they could cope with more demanding job tasks than they currently face. In contrast, 47% felt their current position pairs well with their current skillset, and only 14% felt they lack some of the necessary skills for their role. These findings highlight the importance of accurately identifying the appropriate skills needed to perform in different roles and at different levels of the people profession. Further, these findings suggest there could be potential benefits to providing people professionals with more opportunities and stretch assignments to challenge their skills.



## How are people functions operating?

People professionals within the U.S. most commonly operate under an organisation with a family feel, held together by loyalty and tradition (39%), higher than the global average of 28%. Approximately a fourth (26%) work in a results-oriented organisation whose major concern is with getting the job done and another fourth (26%) work in a formalized and structured organisation, where procedures govern what people do and hold people together. These findings highlight the importance of different organisational cultures across people functions within the U.S.

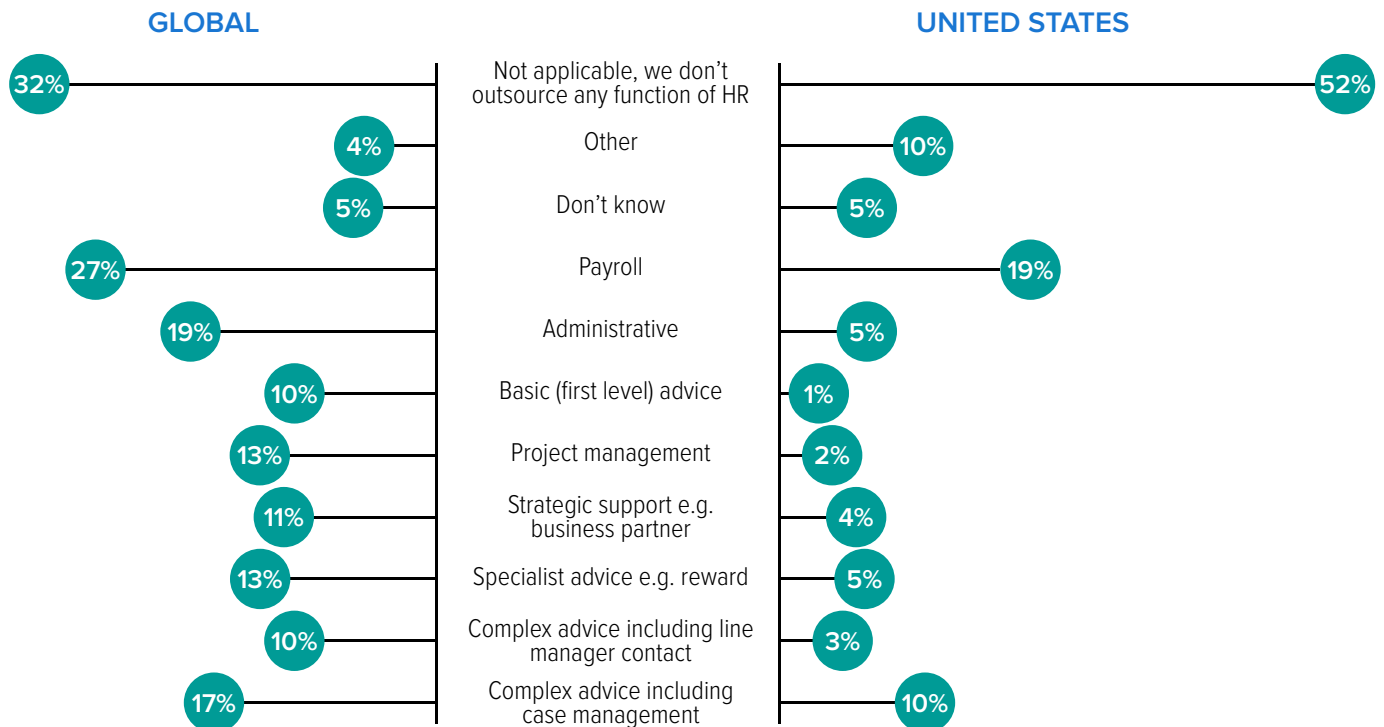




## UNITED STATES OF AMERICA

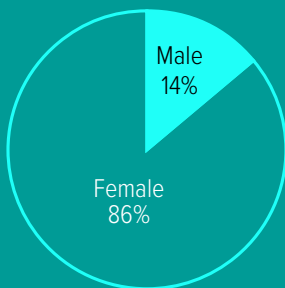
In the U.S., the most common way to structure people functions is to have a single HR team with generalists, specialists, and administrative professionals (42%). The second most common structure is a model which includes business partners, specialists, shared services, project leaders, and corporate HR (18%). This structure is more prevalent in larger organisations (28%) than smaller organisations (5%). Interestingly, smaller organisations were more likely to indicate that they operate an HR model that wasn't described by the seven models included within our survey (37%) than larger organisations (4%).

Our findings show that over half of organisations in the U.S. sample keep their core people functions in-house, with 53% of respondents stating their organisation doesn't outsource any function of HR. This is 21% higher than the global average of 32%. When organisations in the U.S. do outsource aspects of HR, they are most likely to outsource payroll. Smaller organisations were more likely to say they outsource payroll (28%) than larger organisations (13%).

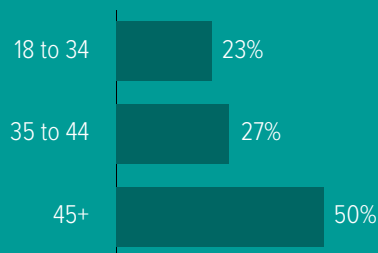


# AMERICAN SAMPLE DEMOGRAPHICS:

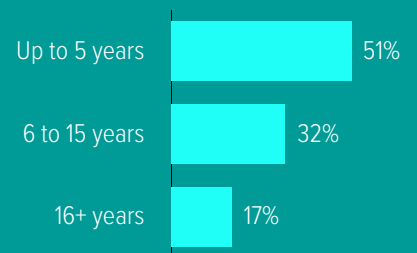
Gender



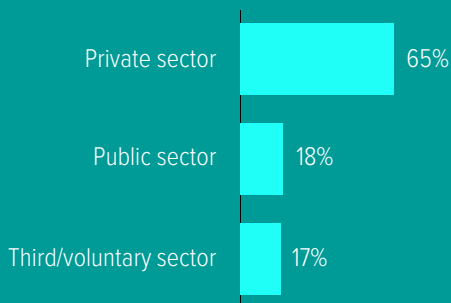
Age



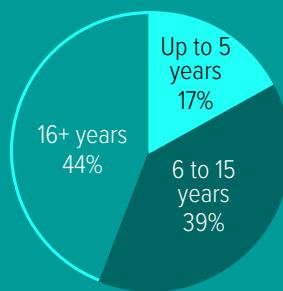
Years in organization



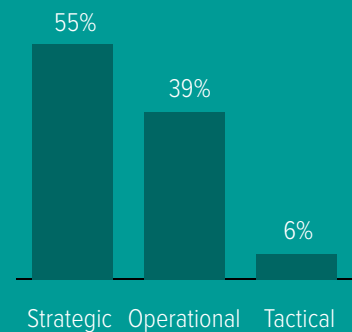
Sector



Years in profession



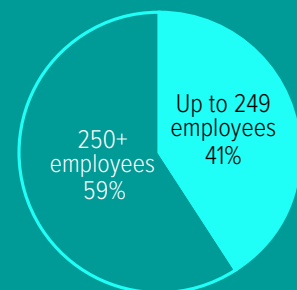
Role type



Industry



Business size



# METHODOLOGY

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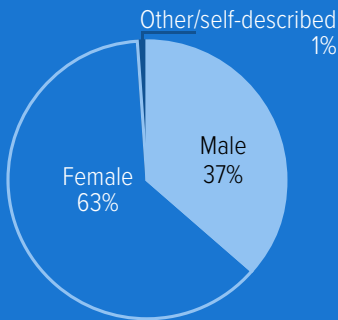
The CIPD, in collaboration with Workday, developed the People Profession Survey 2020 to explore the 'here and now' of the profession. Working with SHRM, the survey was modified for international distribution.

To fully understand people professionals' perceptions and experience of the profession, we ran an online survey between 24 January and 30 March 2020. Our global sample included 5,230 people professional from the twelve countries featured in this report (Australia, Brazil, Canada, Hong Kong, India, the Kingdom of Saudi Arabia, Malaysia, Mexico, Singapore, the United Arab Emirates, the United Kingdom and the United States of America) and from small samples of people professional in other Middle East countries, the Philippines, Vietnam and Sri Lanka. Due to the low number of respondents from the Republic of Ireland, UK and Ireland data has been grouped together and reported collectively in this report.

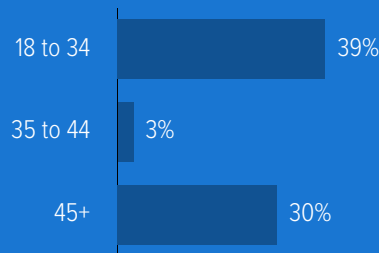
The CIPD worked with the World Federation of People Management Associations (WFPMA), the Society for Human Resource Management (SHRM) and the Australian HR Institute (AHRI) other international partners to build a global picture of the people profession. This enables us to compare data internationally and explore global trends and cultural difference across the profession. We hope to continue building on this global network of people profession organisations, so that future research on the profession can include an even wider range of countries across the globe.

# FULL SAMPLE DEMOGRAPHICS:

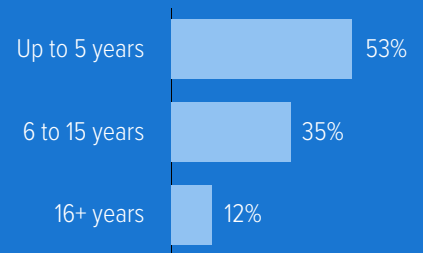
## Gender



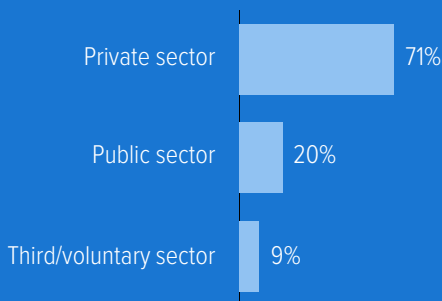
## Age



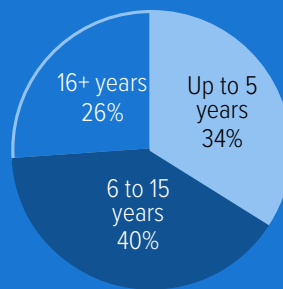
## Years in organization



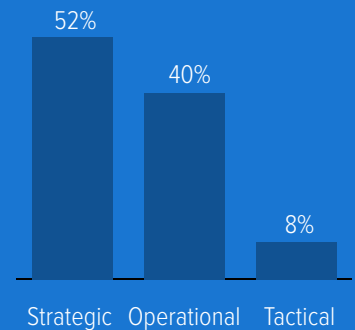
## Sector



## Years in profession



## Role type



## Industry

### Government & Education



### All Other Industries



### Hotels & Restaurants



### Finance & Professional Services



### Manufacturing & Construction



### Retail Trade



### Administrative Support & Other Services



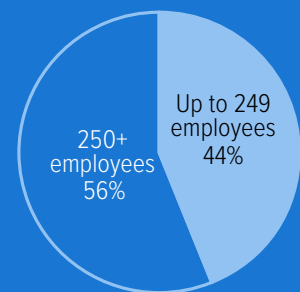
### Health & Childcare



### Transportation & Wholesale



## Business size



# FINAL THOUGHTS:

## The Future Of The People Profession

People professional worldwide find their work to be personally meaningful and professionally rewarding. They frequently attribute their professional success to skills development and professional qualifications/certifications and are committed to the continued professional development that allows them to acquire and maintain their skills and qualifications.

Nonetheless, people professionals are engaged in a challenging profession. Their work is impacted by broad trends from pandemics and economic disruption to natural disasters and broad labour force trends like gig work and increased automation. But they also must work within the more local constraints of local labour markets, the culture of their organisations and the structure of their people functions within their organisations. As the people profession continues to evolve to respond to the latest circumstances and trends, we should also recognize that core issues like wellbeing, engagement and productivity will continue to remain important for many years to come.

Tasked with predicting the future of workers and their workplaces and acquiring and nurturing the human capital critical to businesses of all sizes, people professionals experience a career that offers continuous change and challenge. Certainly the past year has provided many opportunities for people professionals to demonstrate to their organisations how critical people professionals are to organisations' capability to respond to challenges with agility and to show how people functions add value to the organisations of which they are a part.

That said, there remains room for growth in the people profession. The tension between the operational and strategic needs of our organisations that the people profession must work to balance remains a critical challenge for people professionals worldwide and is always more acute at times when resources become more limited. People professionals, particularly those at the senior-most levels must continue to challenge outdated stereotypes about how the profession can

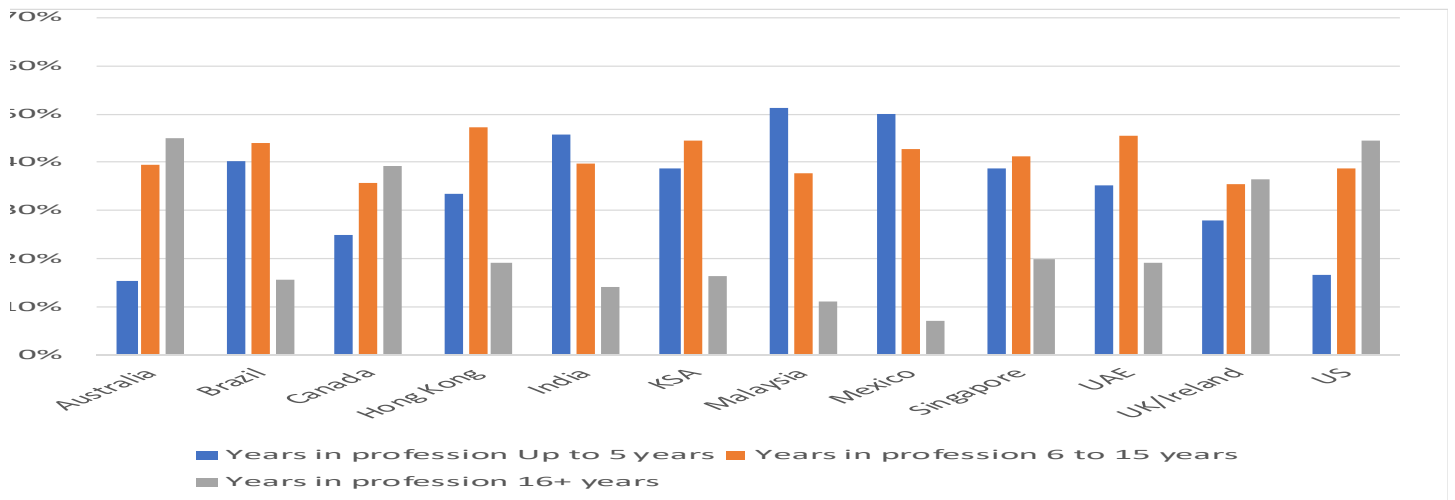
contributes to sustainable performance and business outcomes when they encounter them, and professionals at all levels must focus on collaborating across their organisations to better integrate people and business strategy.

Even as we build competencies to embrace and expand the value of new analytics technologies, we must retain our deep understanding that core concepts such as physical and psychological wellbeing remain central to the profession. To enable positive wellbeing outcomes, practitioners must embed wellbeing holistically, develop strategies and initiatives that are inclusive and impactful and work to ensure that technological efficiency is balanced with a deep understanding of people principles.

People practitioners are experts with the knowledge, skills and networks that allow us to make a real difference in our organisations and our communities. The reputation and influence of the people profession is rooted in the collective impact that we make.

As the premier professional associations for people professionals worldwide, CIPD, SHRM, AHRI and the other members of the World Federation of People professionals know that expert people professionals are fundamental to bringing stability, security and growth to businesses, workers and communities globally. The unique knowledge, networks and passion that people professionals possess will be critical in the years ahead as businesses, governments and economies work to recover from the disruptions of the COVID-19 pandemic. Ultimately, if businesses and economies are to stabilise and grow, expert people practice must be central to the recovery plan. Yet new challenges are always around the corner, and even as we work to help overcome the current crises, people professionals must maintain and expand their knowledge and networks, and prepare to tackle whatever challenges come their way with the passion they bring to the profession.



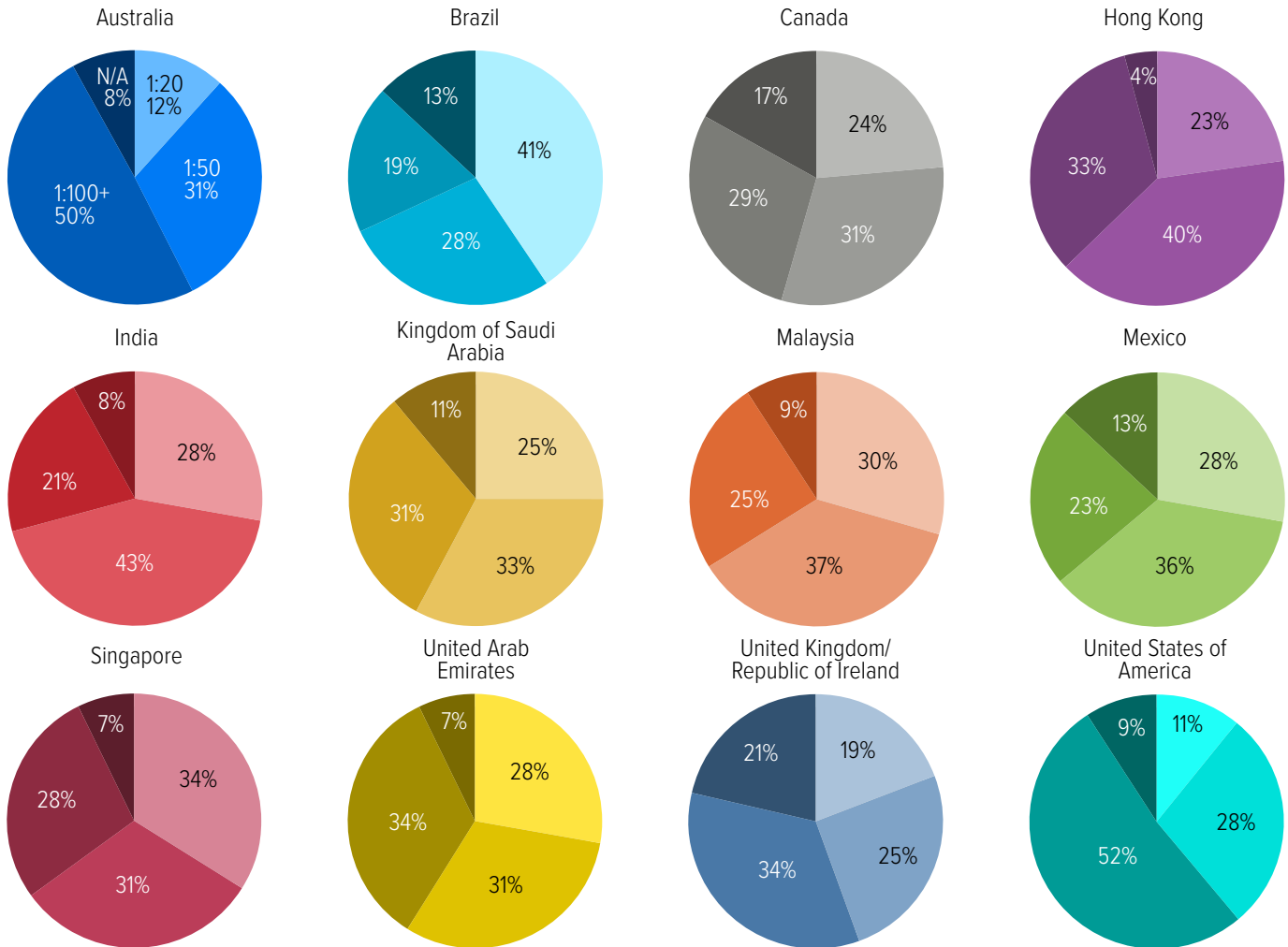


# 2020 GLOBAL RESULTS



## GLOBAL COMPARISON

Globally, the relationship between HR-to-staff ratio and organisation size is quite strong. Nearly four in ten small-to-medium enterprises (less than 250 employees) have ratio of 1:20 or less, while more than four in ten large enterprises have a ratio of 1:100 or more. Therefore, differences in HR-to-staff ratio between nations reflect differences in the size organisations captured in our national samples to a degree. Nonetheless, HR-to-staff ratio carries significant impact in the work life of an HR professional, so national variation helps us to better understand the profession across the world. Half or more of the respondents from the US (52%) and Australia (50%) reported that their HR-to-staff ratio was 1:100 or more, significantly more than the 34% of UK and UAE respondents who reported a 1:100 or higher ratio. In contrast, Brazil was significantly more likely to report a 1:20 or lower ration than any other country in our study with 41% of Brazilian respondents selecting this response. More than two in ten (21%) of UK respondents said they didn't know what the HR-to-staff-ratio was in their organisation, a significantly higher percentage than in any other nation.



One item on our survey looks at the degree to which a respondent's HR role is strategic, operational or tactical. Respondents in our survey worked in a wide variety of roles, varying both within and across countries. Some notable differences between countries include the following:

- Notably higher than the global average of 26%, 39% of respondents in India, and 41% of respondents in Brazil said that they operate at a strategic level in their role by delivering long-term value and interacting with a wide range of stakeholders.
- In Hong Kong and Australia, 35% and 41% of respondents, respectively, indicated that they have a strategic overview, but that their role is delivery-focused and contributes medium to long-term value. These were higher than the global average of 26%.