

1ST SURVEY



AT THE HEART OF NEW HR CHALLENGES



OCTOBER 2022

1ST SURVEY



810
HRDS SURVEYED

IN

4 COUNTRIES



FROM JUNE 30 TO JULY 8, 2022

(companies with 50 or more employees)

2 MAJOR CHALLENGES HIGHLIGHTED BY HRDS AT EUROPEAN LEVEL:

1.



**EMPLOYEE
ENGAGEMENT**

2.



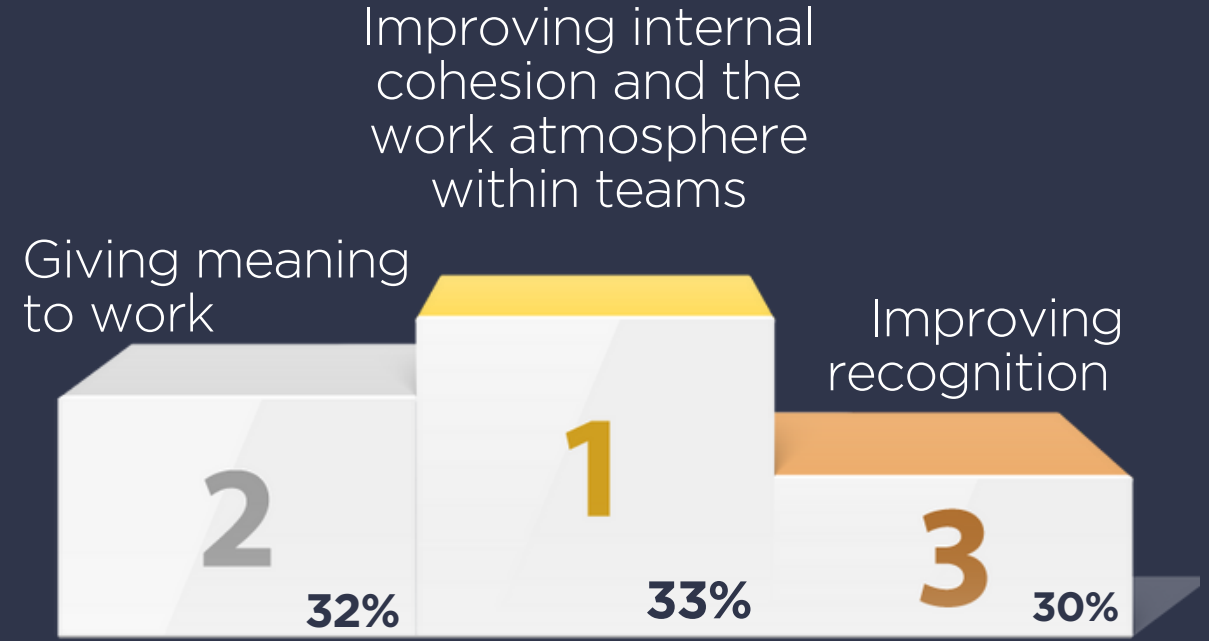
INCLUSION



EMPLOYEE ENGAGEMENT AND INVOLVEMENT

the top priority for European HR managers

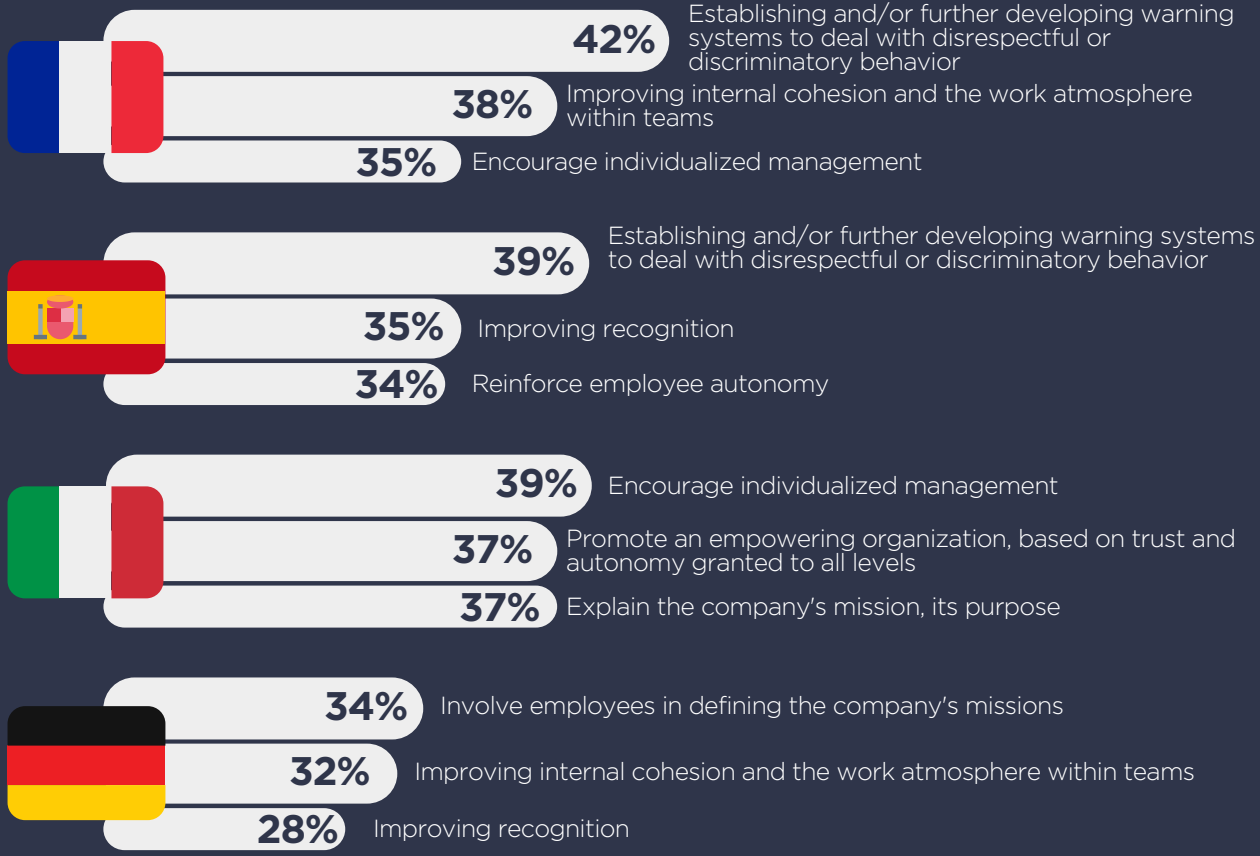
Three key work priorities:





...but different priorities depending on the country

EMPLOYEE ENGAGEMENT AND INVOLVEMENT



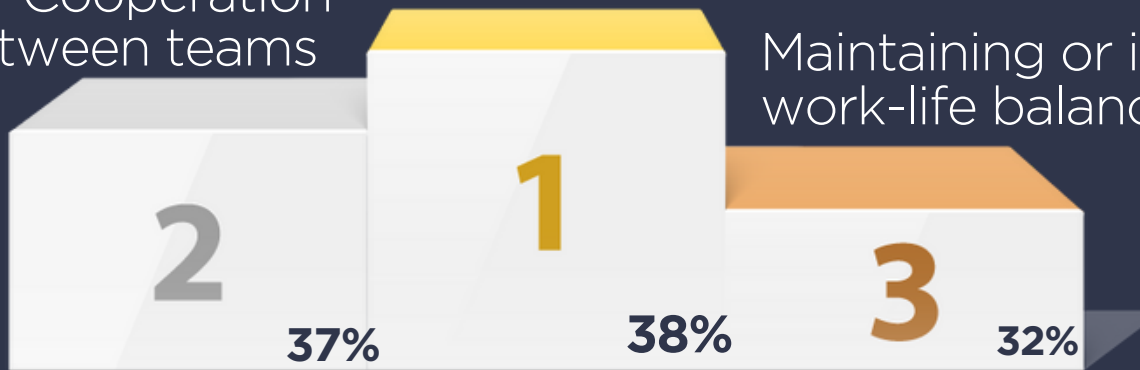


According to HRDs, what are the priority expectations of employees?

The atmosphere within teams / The social climate within the company

Cooperation between teams

Maintaining or improving work-life balance





According to HRDs, what are the priority expectations of employees?

Results per country





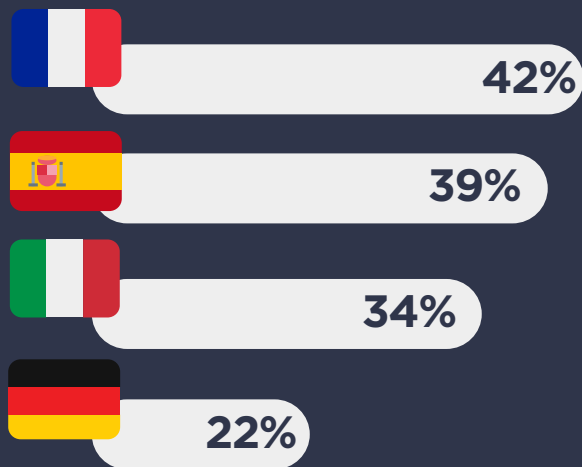
INCLUSION

second major challenge
for companies in 2023

For **30%** of European HR managers,
the priority action:



**establishing and/or further
developing warning systems to deal
with disrespectful or discriminatory
behavior**





Inclusion of **senior workers*** also a key issue for the HR managers

92% state that they try to retain senior employees at the company for as long as possible

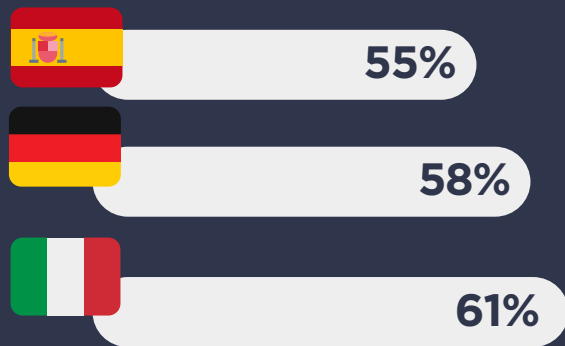
66% say that there are HR policies in place for seniors





Despite these good intentions...

55% of HR managers are still reluctant to hire senior workers



A result out of step with reality in France



However, the activity rate of seniors (55-64 years old) is only 56% in France in 2021* and age is one of the primary reasons for discrimination against employees**.

*Eurostat (Germany: 72%; Spain: 56%; Italy: 53%)

**according to the survey conducted by the Defender of Rights and the ILO in December 2020





CORPORATE SOCIAL RESPONSIBILITY

an integral part of the HR manager's roadmap...

92% of HR managers surveyed said they were already involved in managing CSR issues

with a focus on:



the social element

(pension plans, social and community initiatives, working relations and conditions)



the environmental dimension

protecting the planet and supporting the environmental transition



CORPORATE SOCIAL RESPONSIBILITY

... for which mobilizing resources is a challenge

75% state that getting executives and managers to engage with these issues is a challenge

Spanish HR managers seem to have the most difficulty:



HOW WILL THE HR PROFESSION CHANGE IN THE FUTURE?

The HR managers surveyed underlined two key changes:



the need for more detailed knowledge of employee skills, motivations and personal development aims



the importance of contributing to innovation within the company, particularly in terms of organization and new ways of working



A large proportion of respondents highlight a lack of resources as a challenge for the future, whether financial (34%) or human (32%), and this is particularly true in France (46% and 41% respectively).

1ST SURVEY



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