## 业 THIS MONTH IN TALENT & HR

#### Al and Automation in Talent



Unsurprisingly, AI continues to redefine the talent landscape and is still an emerging topic and trend. Companies like IBM and Ocado are replacing traditional HR roles with AI agents, with many HR functions predicted to evolve into more strategic roles, supported by AI. AI won't replace workers, it will empower those who adopt it early, especially graduates entering the job market. LinkedIn reports rising demand for AI talent including Prompt Engineers and AI Ethics Specialists.

## **Skills Based Hiring**



According to LinkedIn data, companies with the most skills based searches are 12% more likely to make a quality hire, with 9/10 TA pros believing that accurately assessing a candidate's skills is crucial for improving quality of hire. However, skill gaps in the labour market is the primary barrier to business transformation. Implementing a skills-based hiring approach needs a well thought-out strategy to analyse the skills required, evaluate through skills assessments, and a standardised interview with structured protocols.

Source: LinkedIn Business - The Future of Recruiting 2025
Source: World Economic Forum - Future of Jobs Report, 2025

# **Talent Attraction & Employer Branding**



Global employers are investing heavily in employer branding as a strategic differentiator. A recent White Crow Research report shows strong employer brands boost attraction, engagement, retention and reduce turnover, with 86% of candidates considering reputation before applying. 69% of job seekers check leadership and Glassdoor first, showing employer brand now influences investors, customers and talent alike. Brands in focus are Monzo Bank and EY (read further on The Strategy Pulse).

Source: WhiteCrow Research - Employer Branding in TA, May 2025
Source: The Strategy Pulse- The Return of Employer Brands, June 2025

## The Evolving Role of the CHRO



The CHRO role is transforming into a critical driver of enterprise strategy. Beyond traditional HR, today's CHROs are expected to lead on talent, AI, culture, risk, and M&A; often engaging directly with boards and CEOs. With rising expectations but no reduction in core duties, success requires stronger financial acumen, tech fluency, and boardroom presence. CHROs are no longer just people leaders, they're shaping business outcomes at the highest levels.

> Source: <u>Deloitte - Reimagining CHRO Roles</u>, April 2025 Source: Harvard Law - The Evolving Role of the CHRO, May 2025

# The Hybrid & Flexible Working Debate



Return-to-office mandates are testing the psychological contract between employers and employees. Amazon's shift to 5 days in office sparked 91% dissatisfaction. Many feel trust has been broken as flexibility is rolled back without clear rationale. The backlash isn't just about location—it's about fairness, autonomy, and communication. To rebuild trust, leaders must explain the "why," listen actively, and co-create flexible solutions. RTO can be a reset moment—but only if handled with empathy and transparency.

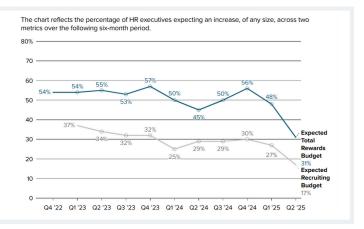
Source: HBR - The Workplace Psychological Contract is Broken, May 2025

## **HR Executives Budget Expectations**

15% of HR executives anticipate a decrease in total rewards budgets over the next 6 months. Only 17% of HR Executives expect growth in their recruiting budget, a 10% decline from the previous quarter, with 16% expecting a decrease.

More figures available in the CHRO Report below:

Source: Executive Network - CHRO Employment Outlook



## **Chief HR Officer Movements: May**

65 CHROs were hired, promoted, and/or resigned in May. A few headlines include:



**Grainger - Melanie Tinto - SV, CHRO** She joins Grainger from WEX where she served as CHRO for 7 years.



Omnicom Group - Susan Catalano - CPO Omnicom Susan joins from WeWork where she served as CPO for 6 years.



Pizza Hut - Tara Shawel - Global CPO Tara joins from Walgreens Boots Alliance, where she served as VP, HR for Retail.



Xerox - Kim Kleps - CPO She has been with Xerox for 11 years, most recenty as SVP People, Talent, DEI.

#### RECOMMENDATIONS



Steven Bartlett - 100 **CEOs** Sign up to the newsletter



**Layoffs and Job Cuts** Tracker Linked here to bookmark



Conversations with CHROs (26 minutes) Watch/Listen here







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6-8 WEEKS to offer and acceptance



**82%**of placements still in role or promoted 2 years later





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UK

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#### **GENERAL MANAGER EMEA**

Horseracing ∪K&I

#### GLOBAL PARTNERSHIPS DIRECTOR

FRANCE

#### **DIRECTOR**

Healthcare Comms Consultancy UK

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\*Location of placed roles during the time period of 2022-2025

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