

Organizations look to enhance their career ecosystem



64% of organizations see the career ecosystem as an HR priority and have support from key business leaders

Most common goals



Attract and acquire talent



Make fair, effective pay decisions



Retain high-potential and top-performing employees

Addressing these issues will help power future performance and productivity.

But few have key elements of a career ecosystem in place for the full organization

Career ecosystem

Career framework*

Leveling



Jobs architecture



Knowledge architecture



Career enablement*

Career strategy

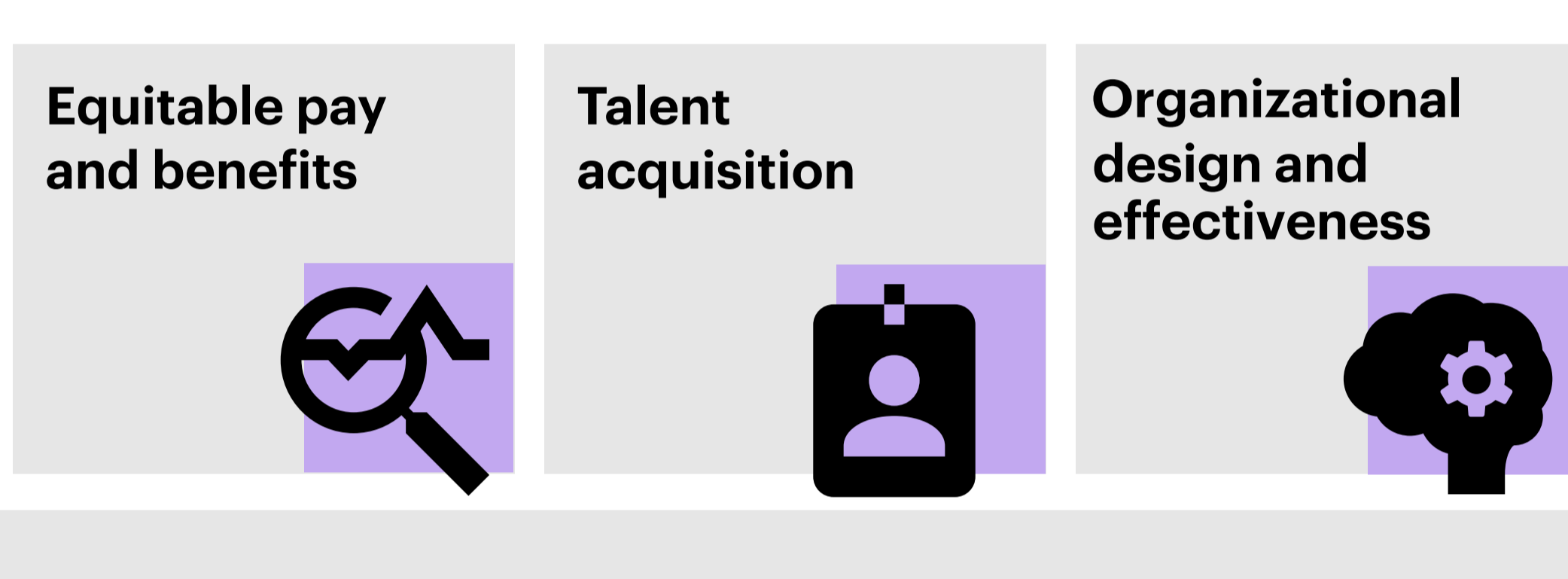


Career activation



*Percentages indicate elements in place for full organization.

Expected areas of impact



What's holding these organizations back?

Most commonly cited barriers

- Leaders and managers are underprepared to implement changes
- Absence of a personalized career experience
- Design not integrated into new or existing technology

What will it take to succeed?

Most commonly cited success factors

- Clear understanding of employee needs
- Strong support and buy-in from key leaders and business stakeholders
- Readiness of leaders and managers to implement changes

Getting stakeholders on board and educating leaders and managers are key

Organizations primarily use people metrics to measure success

| Most common goals | People metrics | Operational metrics | Financial metrics |
|----------------------------------------------------------|----------------|---------------------|-------------------|
| Attract and acquire talent | 75% | 56% | 41% |
| Facilitate effective pay management, equity and fairness | 64% | 40% | 56% |
| Retain high-potential and top performers | 79% | 54% | 29% |

Compared with organizations that use neither operational nor financial metrics, organizations that use these metrics are **1.2x as likely** to say that the career ecosystem has had, or they anticipate will have a tangible impact on:



Develop a career ecosystem that helps shape future-ready talent!

- Define the purpose, elements and strategy for careers**
 - Determine how your career agenda links to your people programs
 - Define what metrics — people, operational and financial — your program will influence
- Ensure buy-in of key business leaders and executives**
 - Develop the business imperative for the work
 - Assess the risk of not changing
 - Have a process in place for ongoing refinement
- Establish the impact and communication plan for careers**
 - Determine where you want change to be seen
 - Make sure employees and candidates understand what is in it for them
 - Determine the role of careers in your total rewards storyline and culture

About the survey: A total of 38 employers in the Middle East participated in the Career Strategy and Design Survey, which was conducted in April and May 2023. Respondents represent 225,000 employees.