advanced

How to retain talent

The role of HR in a World of Post-Pandemic Disengagement

Overview

The pandemic has precipitated a great deal of change for all of us, in all aspects of life. In many instances, time spent furloughed or away from the traditional working environment has inspired many to seek a new career path- a recent Microsoft survey found that **41%** of employees globally were considering quitting or changing their jobs this year, with **38%** in the UK and Ireland alone claiming they intended to quit within the next six months.

The potential threat of so many employees leaving their jobs is bringing massive challenges to HR - "The Great Resignation" as it's been coined, has already made its impact known within the hospitality and leisure industry with pubs, restaurants, and hotels finding that staff who were furloughed are simply not returning to their old positions. This represents a serious threat to an already battered industry, looking to make a strong post-pandemic recovery.

In this guide we will explore the impact of "The Great Resignation", and how it has already begun to negatively affect businesses across all sectors. We will examine the broader concept of employee turnover and how the pandemic era experience, along with others and influences, may mean that organisations and their people find that their goals and values are no longer aligned.

We understand that for any business which is firmly focused on driving recovery, the prospect of a mass exodus of talent will be unacceptable. This is why we will also take a look at the steps businesses can take to not only forecast what the stressors and factors are which contribute to employee resignation, but also what practical steps they can take in order to minimise the impact of their people leaving.

Attrition vs turnover

Simply put, employee attrition describes the process of employees reaching the end of their employment cycle at an organisation. Traditionally, employee attrition has described the organic ways in which employees leave businesses - either by retirement, resignation or loss of a position. Unlike employee turnover, attrition describes instances where employers usually opt out of filling a recently vacated position and can often be part of a wider strategy by organisations to cut costs across the breadth of the business.

Unlike employee attrition, an organisation's turnover rate defines employees leaving the business under other, less controlled means. A high turnover rate for a business is a strong indicator of a large proportion of employees having shorter than usual lifecycles within the organisation, pointing towards a level of dissatisfaction among new and old recruits and potentially a degree of dysfunction at an organisational level.

Although turnover rates vary from industry to industry, the UK average is said to be around **15%** across all sectors. The lowest rates of employee retention are traditionally found within the retail industry as well as other service-based roles such as within catering or hospitality and leisure. These industries will have long understood the need to remain agile and aware of the propensity for high turnover of employees, with many taking on a bulk of temporary staff to cover especially busy periods such as over the Christmas season.

Interestingly though, there appears to be increasingly common incidences of this phenomenon bleeding through to more white collar positions - jobs which have previously been considered as fairly stable.

The present danger for organisations is the potential intersection of traditional and constant employee attrition, with dramatically increased turnover. When reckoning the state of their business and their long term post pandemic recovery plans, many organisations will feel that a reduction of their employee headcount will be an unfortunate necessity in helping to drive down immediate payroll costs and recoup some of severe losses incurred over the course of the pandemic. However, controlled measures such as planned staff reduction looks set to clash with an upsurge in turnover rates across many industries, meaning that many organisations run the risk of finding themselves without the staff or resources needed to drive forward their recovery plans, or even operate as normal.

What Is the Great Resignation?

[The Great Resignation](#) represents one of the most significant shifts within modern working culture, as well as existing as an immediate threat for organisations who want nothing more than to focus on driving their post-pandemic recovery. The Great Resignation is happening now.

[Recent research indicates that **38%** of UK employees](#) are considering quitting their current jobs. This represents a significant sea change for employers as it suggests that even as they place their focus on recovery plans, they are at risk of losing out on the talent they need to drive their success.

38% of UK employees are considering quitting their current jobs

As organisations look to develop and properly embed their future working structures, even the most influential names in their respective markets are finding the challenge a bit of a gordian knot - financial giants [Goldman Sachs](#) having recently delayed a widespread return to the office, just months after their CEO David Solomon called for a mass return of employees to the workplace, describing work from home as an "aberration", reflecting the attitudes of many in traditionally white-collar organisations being that the office is the only true hub of productivity. On the other hand, [BP's commitment](#) to a hybrid workforce serves to demonstrate that even across globally renowned brands, there is little consensus as to what exactly the makeup of the future of work will consist of or look like.

With little centralised clarity around what the future of their workplace might look like and even less understanding of what their rights are in terms of determining their own set ups and schedules, it's no wonder that employees across all industries are becoming increasingly anxious and disgruntled with their current roles- ultimately leading them to seek out change.

Furthermore, this discontent appears to be spread across a variety of sectors, as opposed to high turnover rates which have traditionally been restricted to lower paid, heavily service driven roles such as within hospitality. This represents a significant challenge for organisations who may have rested on their laurels and assumed that the relative long-term security offered by existing roles within their business will be enough to guarantee high levels of retention.

What's driving the Great Resignation?

Traditionally, discerning what drives high levels of employee turnover has been fairly simple. Low retention rates have always been considered part and parcel of certain industries and particularly within the hospitality and leisure industries and other service heavy areas, where it has long been accepted that such positions often serve as introductory roles for younger people entering the workforce and unlikely to be held for long periods of time by any individual. For businesses in these sectors, it has been long considered that due to a steady influx of students and other first time job seekers, that there is always a ready crop of available candidates for any position.

In other sectors, there is also an accepted attitude that security and stability will trump job satisfaction in most instances - after all, we all have bills to pay and it is so often the case that immediate commitments take precedence over long term career aspirations.

The traditionally held notion therefore, is that the younger, emerging workforce will make up the bulk of employee turnover rates, working as they do in short term, transitional, low paid roles. Those older workers with more embedded responsibilities such as families and mortgages on the other hand are perceived as being more likely to remain long term within a position, even if it seems at odds with their overall job satisfaction.

However, it would appear that the pandemic has changed everything- Research by the Harvard Business Review has found that it is these older employees who are now driving higher turnover rates, with employees aged 30-45 accounting for a **20%** increase in resignations over the past year.

One of the explanations for this is due to the fundamental upheaval of modern working culture brought about by the events of the Coronavirus pandemic. Businesses across all sectors found themselves having to significantly change the way in which they operated, with many finding their workforce suddenly shifting to a remote based capacity. Similarly, many businesses took advantage of the Government's Coronavirus Job Retention Scheme- furloughing staff and letting the scheme bear the burden of employee wages.

40% of employees are considering upskilling or retraining for a different career

This upheaval suddenly found many employees with an unprecedented amount of free time. This, coupled with understandable levels of anxiety around the global crisis as well as concerns around the long term viability of their existing positions, has driven more than **40%** of employees to consider upskilling or retraining for a different career. The focus on working from home has also contributed a great deal towards blurring the divide between home and work life and for many employees, the idea of a hard reset back to working in an office space may now be incompatible with the focus on family and home life which have been instilled in many over the course of the pandemic.

For every instance of a person looking to reskill and seek a new career path, there appears to be far more evidence that people are choosing to leave their jobs because their values and that of their employer are no longer aligned. A common factor will be how an individual feels they were treated by their employer over the course of the pandemic and whether or not their place of work prioritised the wellbeing of its people during a tumultuous period- a notable example of this being Wetherspoons owner Tim Martin claiming his staff could "Work at Tesco" rather than be supported by his business.

For many people, how their employers responded to the pandemic has now become a microcosm of how they are perceived as an organisation. The pandemic era has represented a period of significant mental, physical and financial strain for people and those who feel they were abandoned or disregarded by their employers are naturally going to want to take a closer look at the core values and conduct of the organisations which they work for.

Understanding employee expectations

Whilst the risks posed to businesses by The Great Resignation seem a little more concrete- unpacking the reasons why so many employees are set to make an exodus from their places of work, is slightly more complicated. Historically employees have tended to leave jobs for specific reasons: dismissal, retirement or seeking opportunities elsewhere. Company culture rarely plays a factor in determining whether an employee would leave their place of work.

In recent years, there appears to have been a fundamental shift in the way employees view the organisation which they work for - a change which has only been accelerated by the events of the pandemic. Research into the effect of the early stages of the pandemic found that the effects of lockdowns and other social restrictions, placed a great deal of strain on the mental and physical wellbeing, with 36% of people surveyed claiming that they had experienced a loss of sleep as well as heightened feelings of stress and anxiety.

On top of the significant mental stressors presented by lockdowns, the wider shift to remote working also found many workers faced with the additional challenge of balancing their home and work lives in an environment where the line between the two had become decidedly blurred. Many of us suddenly found ourselves having to work alongside partners and housemates or juggling the needs of a wider family as was the case for many when home schooling became the norm or many months.
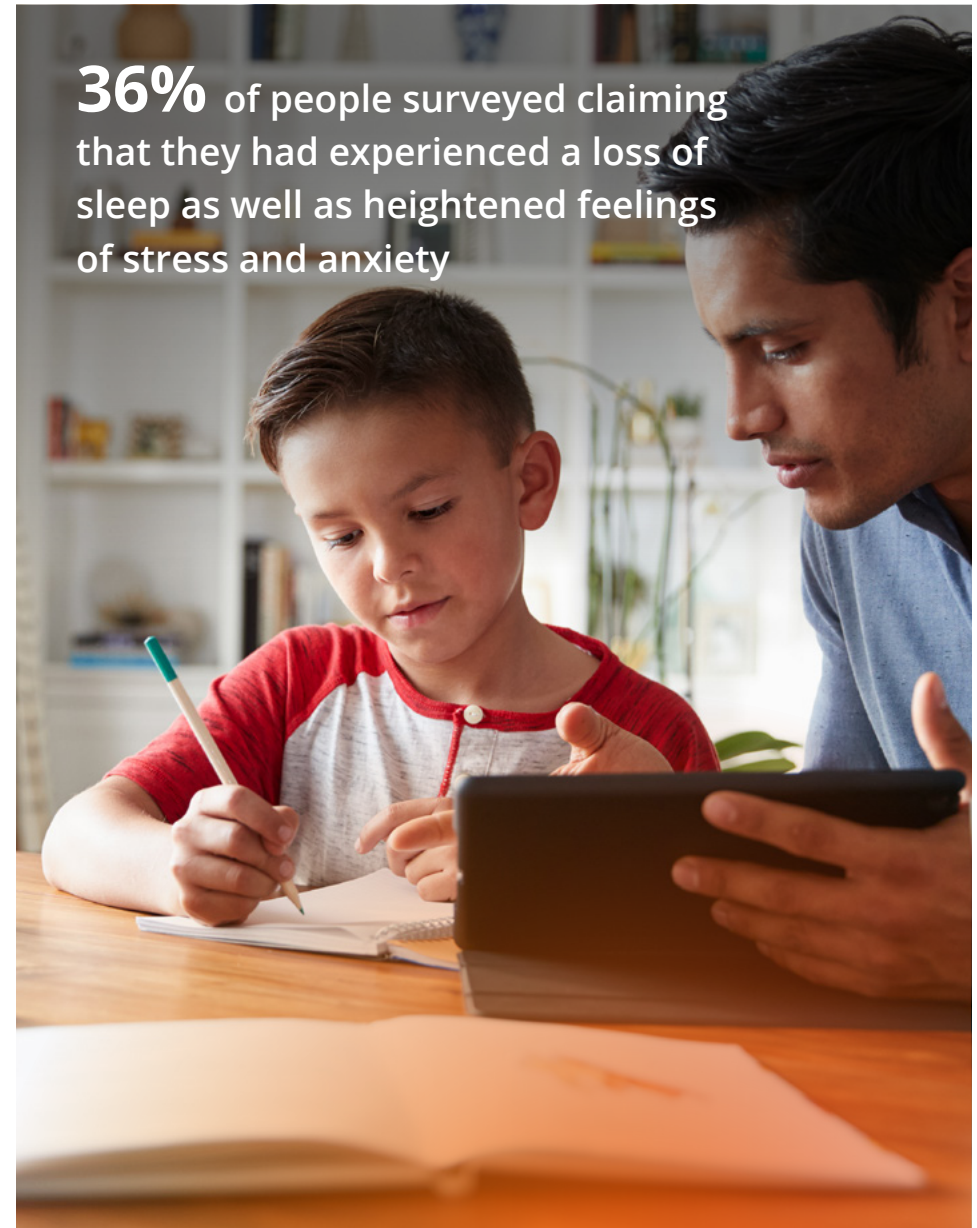
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Despite the significant challenges presented by this merging of work and home space, many people are finding that now that these changes have become a more embedded part of their routine, that a return to a pre-pandemic way of working may not be sympathetic to their requirements. One of the greatest boons in an otherwise difficult time was the fact that we were forced to confront some of the outdated biases holding back the development of many organisations.

Chief among these will have been the shift in attitudes surrounding remote working. Although many organisations will have had some existing capacity for hybrid working, there has always existed a slight bias against it, with many employees who favoured work from home pre-pandemic, being seen as "less dedicated" to the overall goals of their organisation. Of course with the widespread necessity of remote working, we saw countless instances of businesses utilising WFH set ups to not only ensure strong business continuity over the course of the crisis but in many cases, also driving a greater level of productivity and profitability than in previous years.

For employees, the ability to also balance the needs of their domestic lives alongside that of their organisations has also gone a long way towards dispelling some of the myths surrounding the office as a crucial hub of activity. Research by the University of Birmingham found that **76%** of mothers and 73% of fathers felt strongly that they would prefer to continue working flexibly in order to be able to be closer to their families.

What does this mean for businesses? Most significantly, this suggests a potential divide between how the pandemic era changes have been perceived by employer and employee. For workers, the elimination of the daily commute, the opportunity to spend more time with their families and to manage their own schedules has been seen as a welcome breath of fresh air and also an opportunity to demonstrate to their bosses that productivity doesn't have to be restricted to an office setting.

76% of mothers and **73%** of fathers felt strongly that they would prefer to continue working flexibly

The concept of wellbeing will also be at the forefront for employees, with the events of the past couple of years having brought issues around mental and physical wellbeing into sharp relief for many. Whilst research suggests that on the whole organisations were extremely effective at introducing measures to safeguard the health of their employees, how some organisations pivoted to meet the challenges of the pandemic and their strategy moving forward, may leave many feeling dissatisfied with their places of work.

Businesses who simply want to wash their hands of all lessons learned over the course of the global crisis are likely to find themselves coming into conflict with their people- many of whom will have grown to relish the independence offered by the new set up.

What can you do to improve employee retention?

Employee retention is vital for organisations who are looking to cultivate motivated, happy and long serving people. The consequences of low retention rates can be far reaching for organisations as constant levels of employee attrition can negatively impact workplace culture and workplace morale. From a logistical standpoint, the time and resources that have to be allocated towards the hiring and training of new staff is significant, not to mention the inevitable loss of experience and talent from more experienced employees leaving the business.

So what are some of the steps you can take to help reduce the risk of employee turnover and attrition?

Constant levels of employee turnover can negatively impact workplace culture and morale

Recruitment

Ultimately, the suitability of an employee for your organisation - making sure that they are the right fit for your culture, will be one of the main determining factors in whether or not they remain at your business in the long run. Recent research has found that retaining talent often hinges on the recruitment stage, with nearly **40%** of new hires leaving their jobs within the first six months and **20%** of new hire turnover occuring within the first 45 days.

Nearly **40%** of new hires are leaving their jobs within the first six months

For businesses, these statistics point to two overarching factors: firstly, that there appears to be a disconnect between organisational goals and values and those of the new hires which they are bringing on board. Secondly, such a high propensity for new hires to walk out of the door so early on into their lifecycle at an organisation, suggests a mishandling at the recruitment stage- perhaps where expectations, responsibilities or other factors weren't communicated clearly.

Finding people who are the right fit for your organisation is one of the core elements in driving forward productivity and profitability and advancing business strategy. Furthermore, employees who are a natural fit with your company values can also be an asset in helping to boost morale within your organisation and to promote a positive working culture which will be perceived by new starters down the line.

In order to effectively source the right talent for your organisation, it will be important to take a proactive approach with the recruitment process, looking internally at your organisation and taking stock of where gaps may exist in terms of knowledge or skill sets. Factor any hiring initiatives into your overall business strategy and take the time to consider the qualities you are looking for in new employees and how onboarding new talent can help drive forward those goals.

Honing and refining the interview stage can play a crucial part of the recruitment process as well as helping businesses find people who are more likely to stay the course. Research shows that technology is set to play a huge role in enhancing the recruitment process, with more and more organisations looking into sophisticated applicant tracking platforms. The benefits of these systems are twofold- allowing businesses to refine talent pools around clearly defined skill sets and requirements, as well as having clear visibility of the recruitment process, ensuring that all candidates are being communicated with effectively regarding the role and company culture.

Engagement

A key component in ensuring high levels of employee retention will be to make sure that your people are engaged and motivated within their roles. Employee engagement is the measure of how committed a person is both to their specific role and how closely aligned they are with the overall goals and values of their organisations. Low levels of employee engagement across the board can spell disaster for businesses looking to drive forward their future business strategies as it suggests a disconnect between their people and an organisational level.

As with many elements of work, the key to strong levels of engagement lies in having a proper overview of your people. Your HR teams, shift running managers and departmental heads should be encouraged to work with a feedback model, allowing constant communication with employees to help guide their development and to also offer praise for a job well done. Conversely, employees should be encouraged to also give feedback where relevant, their input helping to influence policy considerations moving forward.

For a broader overview of engagement, HR teams can send out company wide surveys in order to capture the mood of an organisation- keep questions relatively short and hone surveys in a way that keeps information gathered relevant. You can also host open platform meetings such as town halls where employees are encouraged to give their feedback in a wider setting.

Unlike employee satisfaction, engagement is more about engendering trust within your employees and making them feel like a valued part of your business. Engaged employees are ultimately, motivated employees, with companies who place a strong emphasis on building that trust and encouraging employee feedback, finding their people are happier, more motivated and importantly- more likely to stick around for the long run.

Refine employee rewards and keep them current

There is increasing evidence of the growing importance to have a clear structure around employee benefits and rewards in place within your organisation- a survey by Aviva found that **48%** of people stated a desire for some form of wellness benefit when assessing an organisation. Emerging into a post pandemic world, many people's priorities will have shifted to place a greater emphasis on work-life balance and wellbeing. Your employee benefits structure is the perfect opportunity to demonstrate your organisation's commitment to meeting these ideals.

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Having a well embedded and widely communicated policy of employee rewards and benefits is one of the most vital tools in your arsenal for helping your employees remain engaged, motivated and ultimately, more inclined to stay with your organisation long term. It is also important to understand the need for benefits packages and reward structures to not remain static and to appreciate how the priorities of your people may have shifted over the past couple of years.

Research shows that a demand for wellness allowances are foremost in employee's minds with a focus on reward schemes that support mental and physical wellbeing such as gym memberships and mindfulness courses. **41%** of people surveyed stated that wellbeing is a priority for them when determining the suitability of a workplace, ranking it evenly with salary. This is an important consideration for organisations, many of whom may operate under the assumption that financial incentives and rewards trump all.

As with all policies, the most effective rewards schemes will be those which take the wider needs of your people into account. This is an area where your HR teams will be able to shine-driving conversations with employees and taking note of where their priorities seem to lie. Lean on your HR systems and frameworks to push out surveys to the wider workforce, in order to gain an understanding of the needs and priorities of your people. Having this knowledge at your fingertips allows you to craft and continuously refine a benefits system which is always aligned with the needs of your employees. By having a reward structure built around your people, you demonstrate to existing employees and new hires alike, your commitment to their ongoing happiness and wellbeing.

Learning and development

Whilst also vital in driving forward success, employee training also plays a vital role in an employee's wellbeing and job satisfaction - research by MHS found that **96% of employees** felt they would be more likely to stay with their current organisation if they offered a clear and well defined programme of training and development. Every person within your organisation will undoubtedly want to understand where the potential for growth is within their place of work and by fostering this desire for learning and development, it can go a long way towards ensuring the long term engagement and overall job satisfaction of an employee.

A clear and well defined policy of training and development can be the factor which determines whether employees choose to stay with an organisation or move elsewhere. It will be of vital importance for businesses to foster this desire for upskilling if they wish to retain the services of their most talented people. Organisations who fall behind in this respect run the risk of losing out to competitors both in terms of employee retention as well as sourcing new talent.

Your HR systems offer the ideal framework to be able to craft a policy of employee learning and development. Technology should be leveraged to take the administrative strain from your HR teams and ensure that you have a clear roadmap available to you, charting every aspect of each individual's growth and development within your organisation. Micro learning courses, skills certification and other developmental initiatives can all be effectively managed and maintained without diverting your HR people from the important core of their work.

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Offer flexibility

This is perhaps one of the most crucial factors for businesses moving forward. Pre-pandemic, working from home allowances were considered to be a bit of a gimmick - a nice to have certainly and a decent indication of an organisation wanting to be seen as forward thinking and willing to shake up existing work trends. Regardless, there still remained some bias around the concept of remote work, with employees who spent the majority of the time away from the traditional office set up being perceived as less dedicated than their colleagues.

Of course, the mass work from home initiatives mandated by the pandemic have gone a long way towards highlighting the benefits of remote working for many organisations, with clear instances where businesses have been able to point towards heightened productivity and profitability as a direct result of hybrid working.

The question moving forward is just how large of a part hybrid working will play in the makeup of modern working culture. It's clear that for many employees, an appetite still remains for an element of flexibility to remain: a study by Talktalk found that **58%** of people surveyed felt that they were more productive working from home, with many finding that their average workload was completed within 4 days as opposed to the traditional 5 day week.
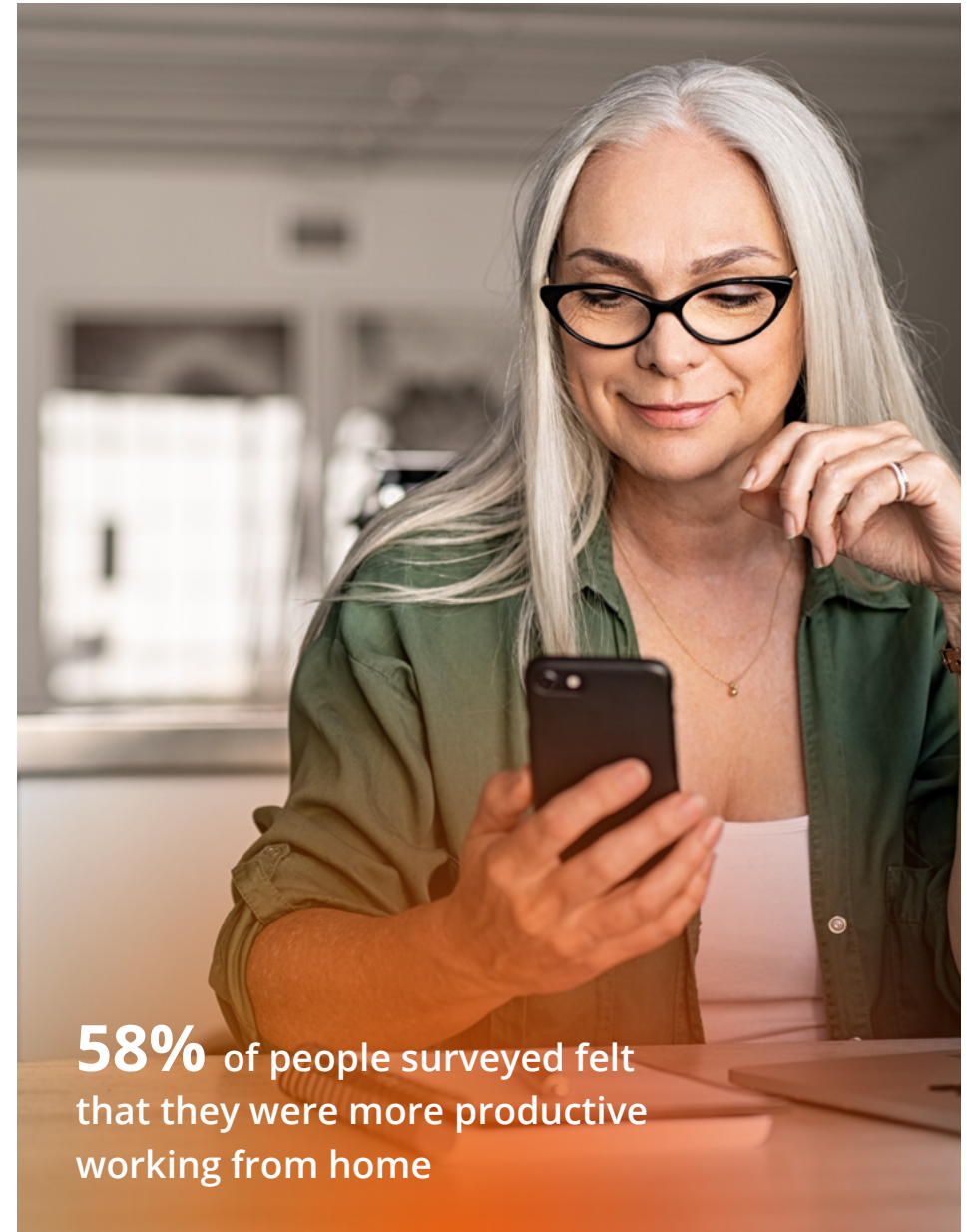
58% of people surveyed felt that they were more productive working from home

The danger lies with organisations viewing remote working simply as a pandemic era emergency expedience- one to be set aside as we return to normality. To cling to this attitude is to not only ignore the very tangible examples of businesses driving success even at the height of an unparalleled global crisis but to also disregard the feelings of your people, many of whom will have adapted to and come to prefer the flexibility offered by remote working. Currently, there remains an expectation of continued work from home - a YouGov survey found that **81%** of employees stated that they would prefer to continue working from home in some capacity moving forwards. If these employees find that these expectations aren't in line with the ongoing plans of their workplace, then it suggests the writing is on the wall for them with regards to their long term future with that organisation.

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We have already begun to see instances of organisations trying to implement sweeping mandates around wholesale returns to the office- most of which we have seen hastily repealed once employees have voiced their unhappiness. Unfortunately for many, the damage may have already been done at that point, with organisations who attempt to enforce policy without taking into account the wider considerations of their employees, finding that they may have lost the confidence of their people forever.

Again, this is another area where your HR teams are an undeniable asset. No future working policy can exist within a vacuum and it is vitally important that you take the time to take stock of your people and gain an understanding of how their experiences over the course of the last couple of years may have influenced the way in which they want to work. Company-wide surveys, one-on-one chats or regular town halls are all a fantastic way of staying connected with your people and to ensure that the communication between employer and employee never falters and that any policy introduced is influenced by the wider workforce.

A drive for flexibility has wider implications for more than just the traditional office set up too. Disruptions stemming from Covid and Brexit have seen a huge shortfall in staff for the hospitality and leisure industries. Both are sectors which were particularly hard hit over the course of the pandemic and the slowest to see specific restrictions lifted. This coupled with a traditional reliance on workers from overseas has meant that even as the country opened up, businesses within the sector have found it difficult to fill key positions, especially as masses of workers choose not to return to their old jobs.

Business owners within the hospitality and leisure industry are now desperately seeking ways to make jobs within the sector more attractive, particularly to the crop of young workers who traditionally form the bulk of employees within the service industry. With customer facing jobs largely closed off from work from home policies, business owners within these sectors will have to be creative in finding ways to reward their employees and make roles attractive to prospective new hires.

Flexibility can still play a key role in helping businesses achieve these goals: allowing employees a degree of self-service functionality to find a working schedule which fits their needs can go a long way towards demonstrating an organisation's commitment to the wellbeing of their people. Draw down pay functionality is also a fantastic way to incentivise overtime and late night shift work, offering employees the chance to earn money the very same day. With the recovery of hospitality and leisure still on a knife edge, business owners need to consider what steps they need to take in order to safeguard their employees and to position themselves as attractive places to work.

Mental, financial and physical wellbeing

It will come as a surprise to no one that the events of the past few years have had a profound effect on the mental and physical wellbeing of all of us. Widespreaddisruption to the working world has also left many people on a knife-edge financially.

A study by Sport England found that **30%** of people surveyed felt they had become physically weaker over the course of lockdown and according to research by the RSPH, **39%** of people surveyed have claimed to have developed musculoskeletal problems as a result of working from home. Conversely, CIPD reports early research into the effects of lockdown showed increased instances of fatigue, reduced physical exercise as well as heightened levels of anxiety and irritability normally associated with post traumatic stress symptoms.

These factors, combined with the undeniable strain the global crisis has placed on the finances of many, now mean that employees are examining their workplaces with a keener eye, placing a greater emphasis on the safeguarding of both their health and their finances. Potential new hires are also bringing these new priorities with them to any job hunts, judging any potential new employers by their dedication to safeguarding wellbeing.
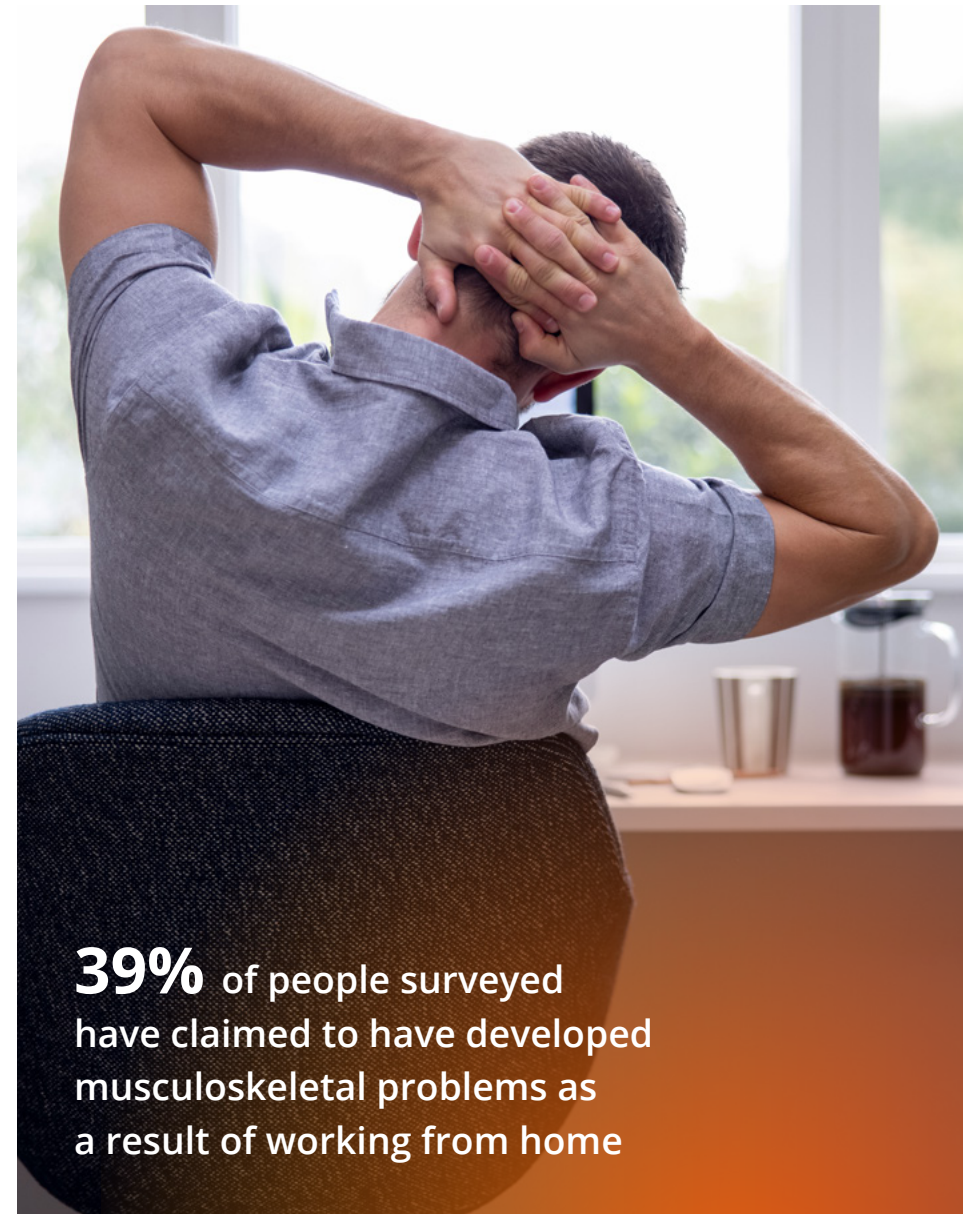
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With a worldwide shift in attitudes suggesting that an increasing number of employees want wellbeing as a key factor in their place of work, there is a risk for organisations to fall behind, considering the stresses of the pandemic period to be a passing phase, instead of something which is now influencing attitudes. The wider workforce is calling out for an end to working culture which prioritises output over any personal considerations and businesses which fail to move in lockstep with these shifts run the risk of positioning themselves as somewhat backwards by the standards of their people.

Organisations should be able to demonstrate a clear and effective policy of safeguarding the wellbeing of their people. HR teams and management should encourage honest and open lines of communication for employees to approach them with any concerns. Time off should be encouraged to help employees rest and reset, conversations should be driven around physical health and any accommodations which may be made to assist an employee. Material and information around financial advice should also be made readily available so that employees facing financial difficulty don't feel nervous about speaking up.

This will represent a significant cultural shift for many organisations and will come easier for some businesses than others. However, it seems as though the prevailing trend for employees will be to seek out organisations who are no longer prioritising performance over the wellbeing of their people, suggesting that businesses would do well to assess their current core values.

Diversity and inclusion

Even pre-pandemic, diversity and inclusion was a metric which businesses were becoming increasingly more scrutinised by. It is a fact of modern life that our everyday experiences bring us into contact with people from all backgrounds, all genders and all religions and therefore, it is vitally important that this diversity is represented in the modern makeup of our workplaces.

From an organisational perspective, diversity and inclusion (D&I) serves as a reflection of your brand as a whole and also reflects an important aspect of people management - being able to value every person in your business as an individual. Being able to demonstrate a strong commitment to inclusivity and diversity in your workforce is an undeniable asset from the perspective of your brand reputation- something that will factor massively into any searches for new talent.

Research on the Psychological contract also demonstrates the positive impact that an diverse and inclusive environment can have on your existing workforce. We all want to work for organisations that value us as individuals beyond the skillsets which we bring to the company and businesses who place value on a diverse workforce are effectively demonstrating their commitment to good employment practices and indicating to their people a commitment to their needs as more than just a business resource.

The success of businesses moving forward will largely be dictated by their ability to retain the skilled and key talent already on their books. For many employees, wider considerations around diversity and inclusion in the workplace will have risen as a priority in recent years and will play a large factor in determining their life span at an organisation. Businesses who are able to place an emphasis on strong D&I initiatives now will be able to position themselves as a more attractive prospect both for existing employees and potential new hires.

Conclusion

The "Great Resignation" couldn't come at a worse time for businesses. Just as the wider world opens up and all industries look to place their sights firmly on driving productivity and profitability- suddenly there is the very real danger of seeing the people so vital to their success, leaving en-masse. As concerning as a potential mass exodus of talent is for any organisation, the good news is that this provides businesses with the opportunity to change up the way they work and to fully affirm changes which they may have brought in over the course of the pandemic.

The most important challenge will be for organisations to build bridges with their employees and to understand that a wealth of change will have taken place, both professionally and personally over the past few years. The modern workforce will understandably place a greater value on personal wellbeing and if these values don't appear to be shared by their employers, then no small wonder that they will seek out organisations who do.

No discussion about policy and working structure should be final without bringing your people into the conversation- your HR teams serve as the heart of your business and they should position themselves as a touchpoint for employees to voice their concerns and give their feedback about any wider shifts within their organisations. Armed with this knowledge, you are better placed to craft policy which is likely to be sympathetic to the needs of your employees, guaranteeing their engagement and wellbeing and reducing the risk of them moving on.

Whilst certain industries will be more hard hit than others by "The Great Resignation", broadly speaking, the businesses who will suffer the most are likely to be those who remain static- wanting nothing more than to revert to an older working structure. The changes implemented by businesses as emergency experiences have taught us a lot about how biases around working culture can be challenged and fundamentally changed for the better.

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How we can help

At Advanced, we understand just how much of a crucial time it is for your organisation. Your focus will be understandably firmly placed upon driving your future success and the idea of a mass exodus of talent will undoubtedly be of great concern.

As prevalent a threat as "The Great Resignation" may be, we believe that the key to success lies in having a keen insight into the wider needs of your people. A mass exodus of talent is by no means inevitable, especially if you focus on crafting policy which is sympathetic and supportive of the needs of your people.

Advanced are here to help: Our HR, Payroll and Performance management technologies are designed to help businesses stay connected with their people, driving discussions and finding more about the needs of their employees.

This arms organisations with the information they need to safeguard their mental and physical wellbeing of their people and empower their productivity, regardless of where they are working from. We believe that by harnessing technology to help influence and drive forward your core values and culture, that you also position yourselves as an influential and forward thinking brand, setting you apart from competitors whenever you look at bringing on board new talent.

Our Cloud HR software is built around best practice, empowering people to focus on what's important to achieve their goals, making work easier and safer.

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