



SAP White Paper | PUBLIC


2024 HR Trends: The Year of AI

2024 HR Trends

The HR and workforce landscape is expected to undergo significant changes in 2024. Organizations will need to deal with the realities associated with major demographic changes, technological advancements, and evolving expectations around the employee experience – all of which will fundamentally shape the future of work for years to come.

Understanding these trends and the role that HR technology can play in addressing them is essential for HR professionals and business leaders to make strategic decisions and stay ahead of the curve.

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 **Employee experience continues to permeate HR trends and strategy**

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In our [2023 HR trends analysis](#), it became clear that employee experience (EX) was so universal a theme and foundational to HR strategy that it would be important to consider EX more broadly than just a standalone trend. This is perhaps even more true in 2024. The biggest issues that organizations and HR teams will face in 2024 are inextricably woven into the employee experience, and it will be a top priority for organizations and HR teams as they plan to address these trends.



For example, AI, referring to technological systems that perform tasks historically requiring human intelligence, emerged as the clear frontrunner trend this year. However, its long-term and ultimate impact on the employee experience is yet to be seen. Many aspects of AI can benefit employees' experience at work, such as helping them be more productive, offering them more personalized experiences across the employee journey, and ensuring that EX is measured and tangibly improved over time. At the same time, the immense amount of change associated with AI – from how it will impact the roles employees have to the skills they need to perform those roles and everything in between – could negatively impact EX if not managed and navigated appropriately.

This year's trends also indicate a clear fracture in the employee-employer relationship, which will have significant implications for efforts to design and maintain a positive EX in 2024. For instance, the high-profile collective action events we saw in 2023 are expected to continue this year, whether in response to changing levels of flexibility in work arrangements, employees' unmet expectations related to compensation, or a continued decline in trust in and satisfaction with leadership. Organizations can only weather the unpredictability of the dynamic environments we will face in 2024 by truly prioritizing EX and working to build stronger relationships with their workforce, characterized by trust and open dialogue.

Ultimately, EX is at a critical inflection point as we enter 2024. Employers will have to balance the aggressive adoption of new technologies while maintaining or even increasing the ways they bring humanity and a human touch to employees' experiences at work. This year's trends call for a continued focus from organizations on reskilling and upskilling initiatives, identifying the optimal work arrangement, and increasing diversity, equity, inclusion, and belonging (DEI&B) efforts. In addition, the trends in 2024 make new calls around supporting employees' mental health, resolving pay disparities, and prioritizing sustainability. To not only overcome the challenges but also thrive in the face of the opportunities we anticipate coming in 2024, organizations will need to treat EX as the foundation of their business strategies and pinnacle of their measured and prioritized outcomes.

#1: AI upends the world of work as we know it

What caught our attention

Since the beginning of our HR trends reporting in 2020, AI and other emerging technologies like Web 3.0 have garnered attention, but were never in the spotlight, combined in a single trend at #3 or #4. In 2024, the #1 trend is **all AI – and all over**. AI dominates the 2024 trends discourse in terms of how it will transform the labor market, how it will drive productivity, and how it will need to be managed to prevent negative outcomes.



As we learn more about generative AI and have more experience working with it, **the 2024 trends data has busted plenty of myths related to how generative AI will impact jobs.**

Generative AI won't lead to widespread job loss – instead, employees who use generative AI will replace those who don't. The work that organizations need to accomplish will stay largely the same. However, generative AI has and will continue to disrupt how that work is done. And employees need to see generative AI as a tool to help them complete work – not a force to compete with for work. In this spirit, the 2024 trends suggest employees can improve their skills in prompt engineering and channel their expertise into these tools, working alongside them as a team.

Trends indicate that **using all forms of AI to improve day-to-day productivity** will be top of mind for organizations in 2024.

In particular, self-serve AI tools like copilots are poised to increase employee productivity on various day-to-day tasks. As employees' sentiment about using AI tools at work has improved, so has the ability of these tools to make employees more efficient and effective. But trends data caution against unprincipled applications of AI to improve productivity. Without guardrails and guidance, employees' use of AI can be unproductive or even outright harmful. The nascency of these tools requires that employees are trained to not only use their best judgment when deciding how and when to use AI to be more productive, but also to critically evaluate the information that AI provides.

Concerns about **data privacy, ethics, and regulatory compliance** are hindering some organizations' appetite for implementing AI-enabled technology, according to 2024 trends data. Indeed, research and high-profile incidents have shown that when not used responsibly, opaque algorithms used in AI tools can perpetuate bias or violate data privacy. In 2024, trends suggest organizations will become more rigorous in their internal data security processes and look for AI-enabled technology vendors that ground their tools in the principles of transparency, explainability, and fairness.

Trends data shows that the most popular HR practices for an AI overhaul in 2024 are **recruiting and selection use cases**. In fact, talent acquisition is barely mentioned outside of the context of AI. But the use cases of AI, and particularly generative AI, to optimize the HR functions continue to proliferate. Rather than listing them all here, read on to learn how AI can help organizations and their HR teams address the biggest trends impacting the future of work in 2024.

What we're thinking about

- HR leaders have clear and unique opportunities to contribute to developing and implementing an effective, organization-wide AI strategy. With their expertise, HR can govern the change management required of such an immense transformation and track important KPIs associated with the strategy's success, such as employee sentiment, adoption, and productivity. Such a change will also require a **shift in the organization's culture that HR can lead**. We anticipate employees, teams, and organizations will make plenty of missteps as AI is implemented. An organizational learning culture built on trust, psychological safety, and the importance of experimentation will determine the speed of realizing the value of AI and the long-term trajectory of that value over time.
- AI's ongoing use and integration within many roles point to a larger need to **proactively redesign jobs**. Instead of doing away with large segments of their workforce due to the perception that AI can replace those individuals' work, leaders would do well to apply a redesign perspective and think flexibly about whether the organization would be well-served by having those workers be placed in an adjacent role or modified version of their current role.
- AI use cases across the employee experience are numerous – **but are not all equally valuable**. Currently, the voracious appetite for AI is leading some organizations to take a “more is better” approach rather than discerning which AI applications would really be the most useful. There is a great need for experiments and field research to quantify the return on investment of different AI use cases and assess the incremental gains in tangible and intangible employee and organizational outcomes.
- Like all data-driven tools, generative AI is subject to the principle of “**garbage in, garbage out**.” If the data used by the model is flawed, incomplete, or nonsensical, what it generates will be the same too. Companies hoping to harness the power of all forms of AI will need tools that leverage their own unique organizational data to ensure that the system outputs are relevant to their specific context. They will also need to ensure the organizational data they provide is high-quality. We expect that as AI tools become more mature and provide even more value, **cultural norms and employee expectations around AI will fluctuate**. Employees might not want certain practices to be enabled by AI today. From [our research on intelligent technology](#), we know that employees do not want technology to evaluate them. Still, they might become more accepting of these use cases with time and better tools. Practices that need a “human touch” will continue to evolve as the technology does, and HR leaders must continue to listen to their employees to understand how and when employees' expectations are changing.





Questions to prepare for the future

- How will you [prepare people managers](#) to manage the performance of employees that use AI? How will managers incorporate using and learning about AI into their team members' performance and development goals? How will managers know what level and type of AI usage are inappropriate, how to detect these, and what consequences employees will face for using AI inappropriately?
- What are your organization's principles to guide decisions related to AI? For example, what level or type of risk is your organization (un)willing to assume? What outcomes are the highest priority for your organization to achieve with AI (for example, financial outcomes, employee outcomes, or sustainability outcomes) and how will your organization track its success in those outcomes? Will your organization take a more cautious approach to preempt tighter AI regulations should they occur, or take a bolder approach to maximize value by pushing against existing regulatory boundaries?

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central:**
Use a central repository of accurate, up-to-date people data to deliver AI-powered employee experiences in HR and across other areas of the business.
- **SAP SuccessFactors Opportunity Marketplace:**
Help employees explore growth and development opportunities by using talent intelligence to surface relevant recommendations for short-term assignments, mentors, new roles, and others.
- **SAP SuccessFactors Learning:**
Accelerate upskilling and reskilling initiatives by using talent intelligence to deliver learning recommendations based on what an individual has to, needs to, and wants to learn.
- **SAP SuccessFactors Recruiting:**
Ensure an inclusive and skills-based approach to hiring by using generative AI to enhance job descriptions and interview questions.
- **SAP SuccessFactors solutions with Joule copilot:**
Help employees and managers work faster and smarter by using an AI copilot to make it easier to find information and complete common HR tasks, such as updating personal data, giving feedback, and initiating a promotion.

#2: Skills become the center of HR practices

What caught our attention

The 2024 trends indicate that perhaps nowhere will the impact of AI have more important implications or be felt more strongly in the coming year for HR than workforce planning. Organizations will be forced to **reconsider what AI skills they need, identify who (internally or externally) possesses those skills, and determine how they should best fill identified skills gaps** in the short- and long-term – be it through reskilling and upskilling of existing talent, redeployment, external sourcing of full-time hires, or leveraging contract workers. In other words, should you build, borrow, buy, or *bot*? Interestingly, as much as AI is driving the need for organizations to engage in strategic workforce planning, it appears to be equally driving their ability to do so more effectively.



Unsurprisingly, skills predicted to become increasingly important this year are those “human” in nature such as strategic thinking, complex problem solving, creativity, collaboration, emotional intelligence, as well as people management skills. However, trends emphasize that **the importance of reskilling and upskilling for “technical” skills associated with using AI cannot be overstated**. While trends indicate that it has primarily been a bottoms-up effort by employees to date, it’s anticipated that organizations will double down on employer-led AI upskilling initiatives in the coming year.

When it comes to how employees will learn new skills in 2024, trends data shows three major themes: **quickly, continuously, and enabled by data**. Microlearning is expected to overtake long-form content in terms of employee preference and use this year, while continuous learning is imperative to help enable employees to constantly improve their skills and adapt to changing business needs. And organizations that embrace the third theme, data-driven learning, will use learning analytics and workforce skills data to be strategic about who needs to learn what and when.

Career development emerged as a major theme this year, with trends citing that employee expectations have increased considerably when it comes to having formalized, yet highly personalized, career paths. But this isn’t to say employees want a career path developed behind the scenes and handed to them. The 2024 trends make clear that organizations will need to provide ample space for employee exploration and autonomy to choose the direction that makes sense to them not just based on their skills, but also aligned with their unique interests and preferences.

While skills-based (external) hiring was the number one trend in our 2023 analysis, 2024 trends indicate that organizations will shift internally as they look to apply a skills-based approach across HR practices. According to trends, **the end goal for many organizations will be to build a workforce with skills agility and adaptiveness rather than a workforce with skills highly specialized to and fixed for a specific role**.

What we're thinking about

- Last year, trends predicted that organizations would finally shift from focusing on filling short-term skills gaps to engaging in long-term, strategic skills-based workforce planning. Whether due to over ambitions in scope, timing, or ability to execute, this forecast largely failed to play out. Is 2024 the year that skills-based strategic workforce planning becomes a reality? Given the explosion of AI capabilities and associated needs last year, organizations now have some specific skills to target rather than treating “skills” as a catch-all in their workforce planning efforts, lending itself to better success. Even if limited to this single application – understanding precisely what AI skills you will need as an organization, identifying who possesses these skills, and determining who could be upskilled to acquire them – we would consider this a major win.
- Organizations have long operationalized “[employee potential](#)” as the potential to fill a leadership role or move up a certain number of job levels in a certain period. However, the time has come for high-potential programs and practices to get a skills-based overhaul. Organizations should instead focus on an employee’s potential to acquire certain skills, answering the foundational question: “Potential for what”? This specificity allows companies to use their reskilling and upskilling resources more efficiently and provides much more accurate and richer data for workforce planning.
- The continued calls for [stronger learning cultures](#) and for employees to lean into reskilling and upskilling initiatives are simply insufficient to produce the results organizations now need to build a future-ready workforce. Most employees continue to remain focused on their current job responsibilities and take on additional learning only “off the side of their desks.” Reskilling and upskilling initiatives, especially for urgent skill needs like around AI, will have to drive a stronger sense of motivation and obligation on the employees’ side, while also showing tangible prioritization and buy-in from the organization’s side. One of the best ways to accomplish this is by incentivizing employees monetarily to upskill themselves.
- Continuous and bite-sized learning are primarily effective because they align with the foundational psychology of human learning, memory, and cognition. **Error management training (EMT)** is another training principle supported by psychological research evidence that organizations should consider integrating into training initiatives. In EMT, learners are encouraged to make errors during training and learn from them, thus creating strategies to avoid making mistakes in the future. EMT would lend itself particularly well to generative AI training, given that employees can hone their skills and the effectiveness of generative AI by iterating and experimenting.





Questions to prepare for the future

- Which roles in your organization will need the skills to develop, implement, and maintain AI? Which roles will need to use AI as a tool to complete their work?
- What is the minimum AI proficiency level expected across your workforce, and does a curated AI learning journey exist for employees to achieve this?
- In what ways could your organization show it is personally and deeply invested in the success of reskilling and upskilling initiatives? Would you consider financially incentivizing skills acquisition, such as implementing bonuses or retention incentives, or determining annual merit increases based on skills acquired in the past year? To support skills agility and future redeployment, could you incentivize employees who develop a breadth of different skills rather than skills only in one area?



AI as an enabler

- **Skills ontologies:** AI-enabled skills ontologies are the foundation upon which AI-powered skills inference, skills adjacency identification, and skills matching can take place.
- **Intelligent workforce planning:** AI can source and analyze a wide range of data (for example, from business functions like HR and finance, employee data, and external workforce data) to inform workforce planning decisions related to role or project staffing.
- **“Human” skills assessment:** Innovations in machine learning and natural language processing can enable more precise measurements of complex “human” skills like creativity and emotional intelligence, facilitating a more objective approach to this traditionally subjective process.
- **Microlearning content creation:** Generative AI can be used to transform extensive materials into concise learning modules, supporting employees’ preference for quick, digestible “bite-sized” learning.
- **“Pricing” skills:** By harvesting internal and external market data sets, AI can determine a monetary value associated with different skills. This can help organizations understand what various skills are worth in the market and use that knowledge to inform their “build, borrow, or buy” strategies along with current and future compensation needs.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Talent Management:** Drive better employee experiences and business outcomes by using a common skills framework across recruiting, learning, performance management, internal mobility, and development. Gain a unique understanding of each individual’s whole self (current and potential skills, competencies, and preferences) and use talent intelligence to identify and automatically act on skills needs, alignment, and gaps.



#3: Hybrid work returns to the office

What caught our attention

Looking back at our yearly analyses of HR meta-trends, we saw the hybrid work topic shift from a focus on remote work as a reactive tactic to protect employees' health and safety (2020), to a focus on flexibility (2021), maintaining productivity and collaboration while working flexibly (2022), and finally to an emphasis on underlying flexibility and the need for and benefit of malleable guidelines and principles (2023). With the recent increase in partial and full return-to-office (RTO) policies, 2024 trends data suggests that the pendulum has swung back to hybrid, referring specifically to work location versus a broader perspective centered on flexibility. Companies in 2024 will continue to experiment with motivating employees to return to the office in ways that promote productivity, collaboration, and cost savings but don't alienate their top talent. Data suggests that organizations will take one of **two motivational approaches to returning to onsite workplaces in 2024** – incentivizing employees to visit the office with “commute-worthy” experiences (for example, in-person mentoring opportunities, social and networking activities, designed spaces for meaningful collaboration, focused independent work, and relaxing breaks) or penalizing employees and/or their managers for not complying with RTO mandates.

In this period of rethinking and redesigning hybrid and remote work models, trends indicate that organizations in 2024 will also **reconsider their culture**: what it is, what they want it to be, and how to best sustain it. For example, distributed and asynchronous workforces pose challenges to organically communicating and embedding cultural norms with new hires, so organizations must take an even more active role by engaging in purposeful socialization to convey cultural features to new hires and tenured employees alike. According to some trends, encouraging employees and teams to “ritualize” work by creating regular, intentional touchpoints for colleagues to connect can help build a culture that fosters collaboration and innovation regardless of the employees' locations.

New trends in 2024 suggest that some leading organizations will focus more on **redesigning the nature of work** rather than mandating where or when work gets done – and will see better employee sentiment and productivity as a result. Though the trends data suggests these organizations may be in the minority, they will empower employees and their managers to think critically about how to restructure roles, responsibilities, and time to craft a job for each employee that is meaningful to the individual and valuable to the business.

What we're thinking about

- It will be important for employees to **understand their organization's intended goals of returning to the office** and how it was decided that such a policy would achieve those goals. Often, even if employees disagree with or dislike a decision, they may still feel it is fair if they understand the information and process that led to the decision (the organizational psychology concept of “procedural justice”) or, even better, were involved in helping make the decision. Measuring the success of a return-to-office effort and sharing those results with employees may be a way to further communicate that the change to working arrangements was justified.
- Though some employees may prefer 100% remote work and consider any required in-office time as an inflexibility from their employer, arrangements that do not entirely replace remote work with in-office work are **still “hybrid” work arrangements**. We encourage organizations to highlight their commitment to hybrid work and any parts of their policies that allow employee flexibility and discretion, such as choosing which days and times to work in the office or allowing offsite working meetings to count toward mandatory minimum in-office days.
- Protecting and improving their company culture is one of the reasons often cited by company leadership for RTO decisions. However, it's important to remember that company culture has a strength and a tone. By bringing employees back to the office, organizations might create a stronger culture by giving employees a more consistent and connected experience. At the same time, such policies may impact the tone of the culture if employees feel negatively about a mandate or perceive a lack of trust from their leadership as the underlying motive for the policy change. Culture strength (consistency in employee perceptions and experiences) is a valid and important aspiration, but not at the expense of unintended negative impact on culture tone (positivity of employee perceptions and experiences).
- Most psychological studies suggest that long-lasting change is more likely to result from reinforcing desired behaviors than punishing undesired behaviors. This is because reinforcement creates a positive association with the behavior in the brain, increasing intrinsic motivation to perform the behavior. Thus, we expect that while organizations that punish the lack of compliance with a return-to-office mandate may see faster results in terms of employee attendance, **those that incentivize employees to return to the office of their own volition will see much longer-lasting impacts** on office attendance and more positive employee outcomes such as greater engagement, retention, and discretionary effort.





Questions to prepare for the future

- What are the goals and success criteria for your organization's return-to-office or hybrid work strategy? How will you measure progress toward and achievement of your goals and success criteria, and communicate this to employees?
- How will your organization handle temporary or permanent exceptions to return-to-office policies? Are managers prepared to communicate with employees about their needs for an exception, which may be sensitive in nature?
- In what ways are you affording flexibility in work itself? Are your employees and managers empowered – and more importantly, equipped – to redesign jobs with a focus on maximizing engagement and productivity?



AI as an enabler

- **Determining optimal work arrangements:** AI and machine learning can examine factors such as work hours, work quality, and engagement levels to assess how different work environments affect individual and team productivity and sentiment, allowing organizations to identify the work arrangement that best achieves desired levels of employee flexibility and performance.
- **Assessing and improving culture:** AI can use sentiment analysis and natural language processing to evaluate organizational communication and connections, gauging culture strength and tone. AI can use this information to identify “culture hot spots” and “culture carriers” that spotlight employee groups and events that provide a cultural boost as well as identifying culture gaps. This in turn can inform culture change initiatives.
- **Designing jobs:** AI can analyze data on employees' skills (both active and dormant), job performance, the requirements of their roles, their work interests, and the needs of the company to identify opportunities for redesigning roles to maximize employee engagement and their unique contributions to the business.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central:** Understand the entire makeup of your organization with a real-time view of all worker types, locations, and working models – including both traditional, hierarchy structures and non-traditional, project-based dynamic teams.
- **SAP SuccessFactors Time Tracking:** Make it easy for employees to adopt a hybrid working model by providing options for common HR tasks regardless of when and where they are working, such as clocking in and out via desktop, mobile, or Microsoft Teams.
- **SAP SuccessFactors Performance & Goals:** Set clear and measurable objectives at the organization, team, and individual levels, and use activity tracking and continuous feedback to encourage dialogue between managers and employees.
- **SAP employee experience management solutions by Qualtrics:** Include employee sentiment as a critical input to the decisions made, changes implemented, and evolution of your organization's working models.



#4: Diversity, equity, inclusion, and belonging (DEI&B) stalls in momentum

What caught our attention

Unfortunately, HR and diversity, equity, inclusion, and belonging (DEI&B) professionals may be expected to reach their goals with fewer resources in 2024. This year's trends suggest that organizations lacking executive-level advocacy and dedicated DEI&B resources are likely to **deprioritize or even defund their DEI&B efforts**. Employee discontentment with DEI&B initiatives (and sometimes, outright backlash) is one reason for this decline, but changing legal landscapes also play a role. For example, in the United States, the abolition of affirmative action in higher education has forced these institutions to change how they achieve racial and ethnic diversity in their student body. Many expect this ruling to influence organizations' focus and tactics for increasing racial and ethnic diversity among their workforces.

However, trends data shows that key demographic, legal, and economic forces are converging to make 2024 the year to lean into DEI&B, not shy away from it. An aging workforce and limits on immigration are contributing to a global talent and skills shortage. This forces organizations to rethink how they find talent and recognize where bias and exclusion exist in their recruiting and selection practices. Because of this, some trends consider 2024 to be the year of **recruiting the “hidden” or “forgotten” workforce** – the workforce segments that have historically been excluded from employment or underpaid because of unfair practices, like caregivers, retirees, neurodivergent professionals, or professionals with skills and experience but without college degrees.

Another reason DEI&B will be crucial in 2024 (and the driving force behind this trend's upward momentum in our rankings, up from #6 in 2023) is that we have long known that the workforce spans more generations than ever before. However, trends indicate that **these demographic changes will be felt more impactfully in 2024**. Generation Z (born between 1997 and 2012) workers are expected to overtake baby boomer (between 1946 and 1964) workers in the full-time workforce in early 2024, and early members of the generation are already managing teams. Generation X (born between 1965 and 1980) and millennial (between 1981 and 1996) workers are filling the leadership positions left by retiring baby boomers, bringing new leadership styles and priorities to the helm. This increase in generational diversity requires effective DEI&B management to ensure employee and business success.

What we're thinking about

- Year over year, trends indicate that organizations' DEI&B **priorities have largely remained the same**: move approaches beyond just compliance, include more identities and individual characteristics in DEI&B initiatives, tie DEI&B to business outcomes, and integrate DEI&B principles and practices across business functions, to name a few. It is unclear if these priorities remain the same because organizations have not achieved tangible progress toward these goals. If that is the case, perhaps we need to rethink the nature and pace of “progress” for this topic. Or if there truly is no progress, we must consider what necessary strategies and resources are missing to make progress a reality – and if organizations are *really* willing to dedicate those resources.
- Generational shifts dominate the DEI&B discourse in 2024 trends, and for a good reason – their impact will be felt across the entire business. However, organizations would do well to pay close attention to other demographic shifts that have received less attention but may be equally important to an organization's long-term DEI&B strategy. For example, trends in life spans and birth rates indicate that many of today's low-income countries will eventually have considerably larger working-age populations than today's developed countries. Organizations in today's developed countries will likely face unprecedented labor shortages that can only be solved by sponsoring immigration, expanding their physical presence to new regions, or offering entirely virtual work arrangements.
- DEI&B and HR professionals can use the current focus on generational differences and shifts to their advantage when advancing their cause in the face of backlash. Though ageism is a universally relevant form of discrimination (everyone has experienced being a younger worker and has or will experience being an older worker), it is often left out of the broader discourse on DEI&B. Focusing on ageism, especially when the context of generational shifts is top of mind, can show detractors that they too are included in DEI&B efforts.
- The groups that make up the “hidden workforce” have not been historically excluded from the workforce of their own volition. Instead, unsupportive (or even discriminatory) policies and cultures have forced them elsewhere. Including this workforce is not simply a matter of expanded recruitment efforts. It requires an evolution of people practices and organizational culture. Organizations that hope to tap into this workforce to close their skills gaps must be prepared to make these changes at the outset and respond quickly to new hires' needs to ensure their retention.



Questions to prepare for the future

- In what ways are you considering labor market demographics in your organization's DEI&B strategy and priorities? Do you understand how and when these demographics are expected to change, and what changes you will need to make to adapt?
- What part of your organization is most responsible for keeping DEI&B a priority for the business? How can they be better supported and integrated across functions so that it remains an evergreen strategic priority?
- To what extent do your current HR practices (beyond hiring) address ageism? How could these practices be redesigned to better address this issue?



AI as an enabler

- **Mitigating bias in talent acquisition:** AI can ensure that job descriptions are unbiased (by helping to identify and remove biased language) and that candidates are selected fairly by suggesting job-relevant evaluation criteria and interview questions to be used in the selection process. Using skills and organizational network data, AI can also identify the internal stakeholders who would be best suited to assess those job-relevant skills during an interview or other selection method.
- **Matching the “hidden workforce” to new opportunities:** AI can recruit the hidden workforce based on their skills by using various data sources such as job boards, social media, and professional networks to infer potential candidates' skills and invite them to apply for open roles that suit their skills, not just their education or experience.
- **Reallocating DEI&B resources with analytics:** AI can help organizations appropriately allocate their DEI&B resources by continuously analyzing the effectiveness of their DEI&B initiatives and suggesting process improvements or areas of reprioritization based on desired outcome metrics.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Recruiting:** Adopt an inclusive and skills-based approach to hiring with capabilities designed to reduce unconscious bias, including AI-enhanced job descriptions and interview questions, anonymous candidate screening, and AI-powered skills matching.
- **SAP SuccessFactors Opportunity Marketplace:** Ensure equal opportunity based on what you know (or have a desire to know) versus who you know by using talent intelligence to present relevant growth and development recommendations for every individual.
- **SAP SuccessFactors Workforce Analytics:** Define, track, and improve your organization's DEI&B metrics with a real-time view across all locations and departments and by using predefined metrics and DEI&B dashboards based on HR best practices.



#5: Mental health reaches a breaking point

What caught our attention

For several years, trends have emphasized the importance of a holistic approach to well-being. But as rates of employee stress and burnout increase to all-time highs, this year's trends make it clear that **mental health will need to be a specific and dedicated focus of organizations' well-being efforts in 2024**. Some of the most frequently mentioned benefits to support mental health in this year's trends include mental health awareness programs and educational workshops, access to mental health providers and employee assistance programs, as well as offering flexible work arrangements and shortened work weeks.

Being on the receiving end of countless organizational restructurings, leadership transitions and technology changes over the past several years have left many employees in a state of **total change fatigue** – or, in some cases, utter exhaustion. According to 2024 trends, organizations cannot simply expect employees to continue to “be agile” or “adapt.” They will need to consider how to be more transparent, clear, and timely in their communications to help mitigate the uncertainty their workforce faces.

Trends indicate that another critical focus of employers' well-being efforts in 2024 will be **financial well-being**. The link between financial wellness and mental health is not difficult to draw – finances are continually reported by employees as a top contributor to their stress. But when paired with the significant economic uncertainty looming over the global workforce, it's no wonder that 2024 trends urge organizations to alleviate anxieties and ensure employees' financial security to the extent that they can.

This year, trends suggest organizations should take a more individualized approach to well-being offerings. This means **adopting a “quality over quantity” mindset, thinking about what benefits are most aligned with your workforce's needs and values**, as well as tailoring benefits communications and updates to employees, which requires an understanding of the needs of specific employee populations.

For years, trends have emphasized the major impact that managers have on employees' overall experience at work. But this year, trends emphasize the critical and specific role that managers are responsible to fulfill in supporting employees' well-being. While managers could settle on being a megaphone for HR as far as simply communicating well-being prioritization and benefits to employees, this year's trends encourage managers to instead upskill themselves to learn to spot indicators of well-being risks, act empathetically, and lead with vulnerability and by example.

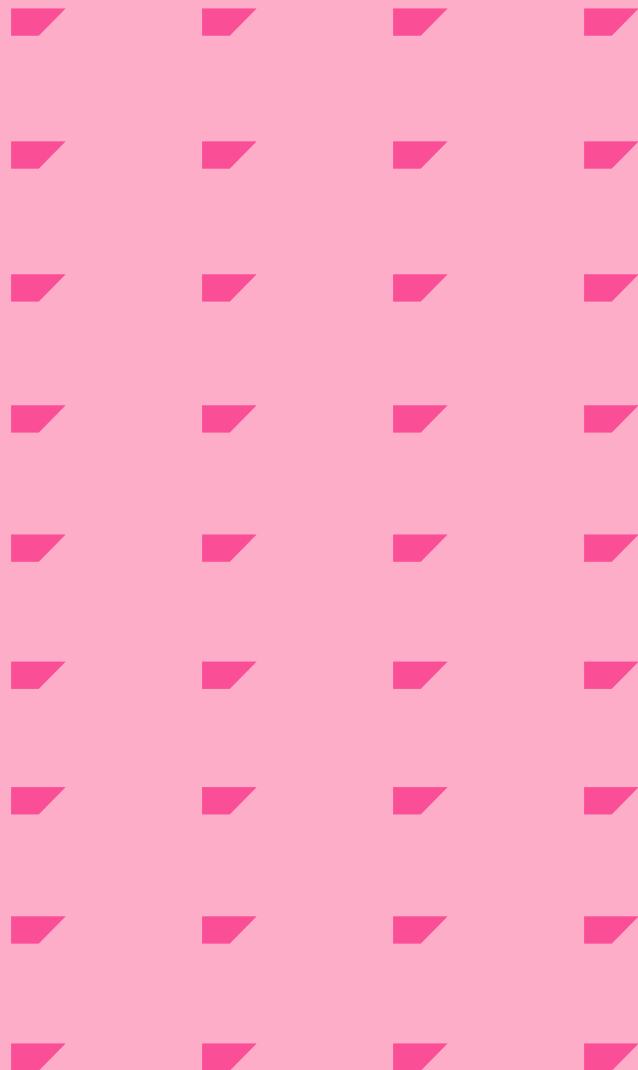
What we're thinking about

- Well-being has consistently found its way into our top HR meta-trends. However, like DEI&B, a continual presence does not necessarily equate to prioritization. But if organizations have been looking for a sign that the time to prioritize well-being is now, this is it. On the one hand, we are reaching a tipping point with mental health such that if left unaddressed, employers will be forced into rehabilitative action. On the other hand, employers have an opportunity to proactively place well-being at the center of job design, HR policies and practices, and workplaces themselves – especially as much of this gets a fresh look in the face of return-to-office policies.
- Extensive psychological research has shown that burnout occurs when our work demands and our capacity to complete it become mismatched. In today's world where employees face significant stress and demands both in and outside of work, it's reasonable to question whether organizations are simply asking too much of employees (as workers and as humans) with their continued calls for agility, flexibility, and tolerance for ambiguity in the face of change. Leaders should assess employees' job demands (for example, workload, role ambiguity, and emotional labor) and available resources (for example, autonomy, social support, and learning opportunities) and take action to ensure those resources are sufficient to help an employee cope with the demands they face, thus mitigating the risk of burnout.
- Psychological safety is about more than telling employees it's okay to voice their ideas and opinions about work. When it comes to well-being, psychological safety means that employees feel safe to openly express well-being issues, risks, or concerns. While managers will inevitably be expected to verbalize this to employees, employees will believe it only when the managers lead by example. This could happen by managers talking about their own well-being challenges, sharing their strategies for maintaining healthy boundaries, or leading by example in more implicit ways (for example, taking PTO and openly communicating about it and maintaining "off hours" where they are unavailable).



Questions to prepare for the future

- How are you proactively designing work, HR policies and practices, and physical workplaces with well-being in mind? How will you retroactively evaluate and amend policies and practices to ensure worker demands and resources are not mismatched?
- Do you have a gauge on the mental health of your workforce? What explicit or implicit measures do you leverage or would you feel comfortable leveraging them to assess mental health?
- How will you equip managers to appropriately address mental health issues when disclosed?
- How are you supporting employees' financial well-being? Could you consider offering on-demand pay solutions, low-fee options to cover unexpected expenses between pay dates, or financial counseling and educational resources?



AI as an enabler

- **Mental health support:** AI can help employees address their mental health with tools like personalized wellness recommendations and 24/7 virtual chatbots. These AI solutions offer immediate, personalized support, helping to overcome barriers like stigma and accessibility, which are often limitations of traditional mental health services.
- **Financial wellness platforms:** AI can help enhance financial well-being by providing personalized financial advice. AI technology allows for a more tailored approach to financial planning, offering insights based on financial history, attitudes, and needs, which is a significant improvement over one-size-fits-all financial advice or budgeting tools.
- **Personalized well-being offerings:** By using AI to analyze employee demographics, sentiments, and preferences, organizations can offer more relevant and valuable well-being benefits to employees compared to the traditional “more is better” approach by compiling well-being perks and programs that might not be useful or be used.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central:** Use a central source of employee data to understand your organizational structure, roles, and available resources while also providing employees with easy access to job, compensation, and other information via the employee profile.
- **SAP SuccessFactors Opportunity Marketplace:** Help to balance the workload and provide growth opportunities by creating short-term assignments and using dynamic team capabilities to source and track the performance of these non-traditional working models.
- **SAP SuccessFactors Compensation:** Ensure a data-driven approach for managing rewards and compensation by giving managers and HR teams the visibility, best practices, and collaboration tools – along with an AI-powered compensation assistant – to tie employee performance to compensation decisions.
- **SAP employee experience management solutions by Qualtrics:** Show employees their voice matters by using pulse surveys to capture well-being sentiment and using AI-powered action planning to quickly analyze results and recommended areas of improvement.



#6: Trust in leadership plummets to new lows

What caught our attention

According to 2024 trends data, the change-induced stress, burnout, and disconnection that workers are experiencing will be a forcing function requiring organizations to focus on building a **trusting, communicative relationship between employees and their leadership**. The need for leaders to communicate effectively will be tested in 2024, particularly in the face of significant organizational shifts such as layoffs and AI integration. This is further exemplified by increases in collective action seen globally over the past year, as reflected in the 2024 trends. In the absence of organizational channels through which to share their frustrations, employees may feel the need to engage in activism such as airing their grievances on social media, signing petitions, forming labor unions, and even striking to ensure their voices are heard and leaders respond. In sum, leaders risk fracturing an already fragile trust if strategic organizational shifts are not communicated well and employee feedback on these shifts is not solicited and acted on.

Given current talent shortages, **retaining employees over the long term** will be top of mind for organizations in 2024. HR is highly motivated to combat the lack of trust in and connection to leadership by cultivating an environment that ensures particularly top talent feels valued and decides to stay. This is further underscored by employees' desire for **meaning and purpose in their work**, which appears to be growing across the workforce, as indicated by the 2024 trends. This can take various forms, from the macro perspective of wanting to work for an organization that contributes to the betterment and advancement of society, down to the individual level of wanting to feel that one's contributions are tied to the organization's larger mission. The current dearth of leadership trust may leave employees feeling less valued and less connected to the larger mission of their organization than in previous years. If employees' search for meaning is not fulfilled, they may consider looking at other job opportunities where those needs can be met.

What we're thinking about

- Two types of trust are critical for effective workplace relationships: affective trust, characterized by close relationships and believing in others' good intentions, and cognitive trust, characterized by believing that others are competent. When a leader first starts in their role, they may focus on cultivating cognitive trust by displaying that they can effectively perform the tasks within their job description. As workplace relationships mature, the need for affective trust becomes more prominent. Building trust between employees and leaders requires both facets of trust. Affective trust, in particular, will strengthen transparent communication, which in turn can further strengthen affective trust recursively. Simple techniques like pausing to see things from others' perspectives, approaching situations with empathy, and listening without judgment can form the emotional bonds needed for affective trust.
- The current work climate of instability, prompted by a broader business environment of layoffs, the advent of workplace AI, macroeconomic uncertainty, global conflict, and the likelihood of upcoming political upheaval, has created a strong sense of job insecurity for many workers. This puts leaders in a tough position. With employees feeling particularly vulnerable, leaders need to leverage any existing trust to retain their workers and keep them focused and productive in an environment rife with stressors and distractions. Building trust is a worthy focus for leaders looking to motivate their employees during these uncertain times.
- When it comes to employee retention, HR should increasingly see and communicate the multi-faceted value of retaining employees, such as creating a sense of stability, boosting morale, and protecting current organizational culture.
- Employees are expressing a clear desire for meaning and purpose in their work. However, during periods of instability and impending restructuring or layoffs, the importance of contributing to the betterment of society may become secondary to knowing that one's work has more immediate and tangible value to the company. With job insecurity at the forefront of many employees' minds, communicating to employees how their work is needed and provides value may be a key lever for managers looking to reassure employees while simultaneously fulfilling their need for a sense of purpose.





Questions to prepare for the future

- When did you last assess your employees' trust in company leadership? Do you currently measure employees' affective and cognitive trust? Would you consider including leader trust scores in performance management discussions?
- Do you know what the top reasons that employees, and specifically high potential employees, cite for leaving your organization? What interventions would be most impactful to address those causes of voluntary turnover?
- How can you ensure that employees seeking greater purpose in their work can find it – not just at an annual company retreat but in the ordinary, everyday moments? To what extent are your managers motivated and capable of connecting the dots between the team's work and the ultimate beneficiary of that work?



AI as an enabler

- **Enhanced feedback channels:** Leveraging AI in collecting employee feedback about their perceptions of leadership and the value and meaning of their work can facilitate more seamless, accurate, and timely reporting. For instance, AI can identify the best time to nudge employees to complete pulse checks in the flow of work. Actively asking employees about these topics at a time and in a modality that works best for them demonstrates to employees that their voices are not just heard but also valued, fostering a culture of trust and respect.
- **Passive listening data analytics:** AI can enable sophisticated passive listening strategies whereby organizations can leverage existing employee data to uncover trust and communication gaps to target for intervention. AI can identify employee concerns and trends through passive listening analysis, giving leaders insights they can address proactively.
- **Proactive retention interventions:** Using predictive modeling and analytics, organizations can identify high-potential employees at risk for voluntary turnover before it happens, allowing for timely and targeted interventions. AI can analyze patterns in engagement data, performance data, and external job market trends to forecast retention risks. By addressing these risks with customized retention strategies, organizations can prevent turnover of top talent before it happens.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Performance & Goals:** Create alignment and boost motivation by defining, communicating, and tracking clear and measurable objectives across all levels of the organization – and by basing feedback, learning plans, and rewards on aligned activities and performance.
- **SAP SuccessFactors Learning:** Invest in current and future leaders by providing people managers and leadership with learning plans and digital courses to improve how they communicate, manage, and motivate the changing workforce.
- **SAP employee experience management solutions by Qualtrics:** Understand the current sentiment towards leadership, the underlying issues, and the impacts to employee satisfaction and retention by providing employees – including those leaving the organization – with an opportunity to provide feedback.

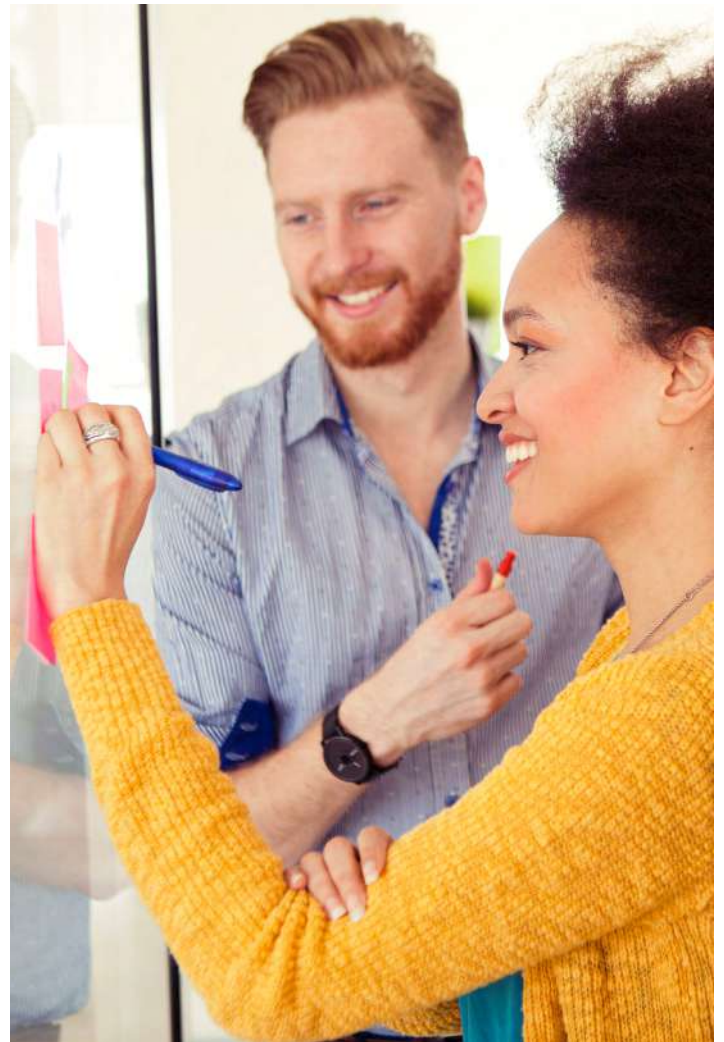
#7: HR transforms its own skills and agility

What caught our attention

After a notable absence in 2023, the **HR function's own transformation** has returned to this year's trends report. In 2024, HR will undergo its own skills transformation in a few key areas, and AI is unsurprisingly at the top of the list. Intelligent technologies have long been a part of HR's toolbox, but with the explosion of generative AI capabilities and access in 2023, there are a wealth of opportunities for HR professionals at all levels to improve the quality and efficiency of their work in 2024. A more unexpected area for HR professional development this year as reported by trends, however, is public relations. In a world where HR's actions have increasingly become public – return-to-office mandates and layoffs have become major news headlines, and even live reactions to being fired have gone viral on social media – the function must make decisions anticipating this level of exposure and be prepared to address it both internally and externally.

Like past years, the trends in 2024 call for HR leaders to assume the role of a strategic business partner and for HR functions to become more integrated with the business. Trends indicate this will be best achieved by “doubling down” on **data-driven decision-making**. With more and better data than ever before, HR has never been in a better position to identify patterns, make predictions, and act accordingly. Trends in past years have called for HR to upskill in analytics to make this a reality. These calls continue in 2024 and are supplemented with an additional focus on attention to and compliance with data privacy requirements.

HR has a crucial role in helping the organization **adapt to change quickly and effectively**. This year's trends data shows that as many organizations attempt to embed agility as a core value and strategic imperative, HR functions need to develop flexible people practices and prepare the workforce by creating a culture of resiliency and adaptability. But preparing themselves and others for constant change – on top of the need to upskill in the areas previously mentioned – leaves **HR professionals prone to burnout**. Burnout among HR professionals was highlighted in the 2023 trends reporting and unfortunately, its prevalence has only continued to spread. According to the 2024 trends, HR burnout is reaching crisis levels and must be actively addressed to support individual HR professionals and the entire workforce they serve.



What we're thinking about

- HR professionals must make an active effort to better understand cutting-edge AI tools, but not solely to improve their own productivity. As organizations contemplate if/how to dictate when, how, and why employees should be able to use these tools, HR needs to know them well enough to **effectively craft and enforce policies around the use of generative AI at work**.
- Advances in AI point to a future where HR professionals can make data-driven decisions without ever accessing the data directly. For this to be a reality, HR professionals will need skills in **prompt engineering** to work most effectively with such AI-enabled analytics tools. That being said, analytics skills will remain relevant for executing more specific queries, validating the AI's output, and correctly interpreting and translating the results into intervention.
- HR's focus on making data-driven decisions should not be limited to HR-specific data or decisions. For many organizations, the idea of **integrating data across systems and functions** for better decision-making is finally becoming a reality. Combining people and operational data to make informed decisions (for example, using skills data to ensure workforce shift scheduling is done efficiently and minimizes labor costs) will place HR as a strategic business partner.
- HR's need to make data-driven decisions will become even more important in the increasing publicization of a business' people decisions. If HR leaders must take on a public relations-type role, having the data points to support their decisions will be crucial to their success in **managing the function's image, both internally and externally**.



Questions to prepare for the future

- How will your organization decide which HR tasks will be automated or enabled by AI, and what will continue to be performed by human HR professionals? To what extent will employee comfort or sentiment be a factor in that decision-making, and how will that weigh against potential productivity and efficiency gains?
- How does the structure of your HR function help or hinder its ability to collaborate with other areas of the business? How could you reorganize your HR function or create communication channels to better support your internal stakeholders and serve as their strategic business partner?
- Does your HR function have the organizational development or organizational change expertise needed to champion the company's transformation to becoming more agile and adaptable?



AI as an enabler

- **Anticipating and preparing the workforce for change:** AI-driven scenario planning using market and labor forecasting data can help organizations and HR leaders understand the various future challenges that await them, allowing them to plan for multiple futures and prepare their workforce.
- **Facilitating data-driven decision-making:** AI-enabled copilots can translate an HR professional's complex workforce question into a series of statistical analyses, run the analyses, and report the results, expediting the time it takes to understand a problem and allowing HR professionals to use that time instead to ideate on solutions.
- **Understanding and improving employer image:** AI-based tools can analyze employee and public sentiment and monitor the media, helping HR leaders understand their company's image and employer brand. Generative AI tools can also help HR leaders draft internal communications about sensitive workforce-related issues that may result in backlash (for example, restructuring notifications and return-to-office policies).

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central and SAP S/4HANA Cloud Public Edition:** Reduce manual and repetitive tasks required to support HR and other areas of the business, such as finance, by using a single source of people data, a pre-delivered integration, and embedded AI to automate tasks, processes, and insights.
- **SAP SuccessFactors Workforce Analytics:** Help HR teams, analysts, and business partners answer questions quickly and accurately about the workforce and the impacts on the business with real-time access to data-driven insights derived from a catalog of over 2,000 HR and talent metrics.
- **SAP SuccessFactors Opportunity Marketplace:** Upskill HR teams to support new ways of working and the emerging technologies that are quickly becoming foundational to HR by fostering continuous learning with AI-powered learning, project, and dynamic team recommendations.

#8: Pay gets put in the spotlight

What caught our attention

For the first time since the inception of our annual HR meta-trends analysis four years ago, **compensation has emerged as the focus of its own top trend.** Several factors have converged over the past year to bring pay top of mind for both employees and employers, including the continued economic uncertainty, organizational restructuring and layoffs, increased costs of living, and elevated inflation and interest rates. The 2024 trends point to several other employee-driven forces elevating the compensation topic, including changing work arrangements and growing expectations for “fair” pay.

As partial and full return-to-office policies take effect, trends suggest that employees will expect organizations to provide compensation and benefits that not only address their logistical concerns (for example, transportation costs) but also the “**personal costs**” associated with **changing their work arrangements** (for example, lack of flexibility, lack of work/life balance, and additional caretaking duties).

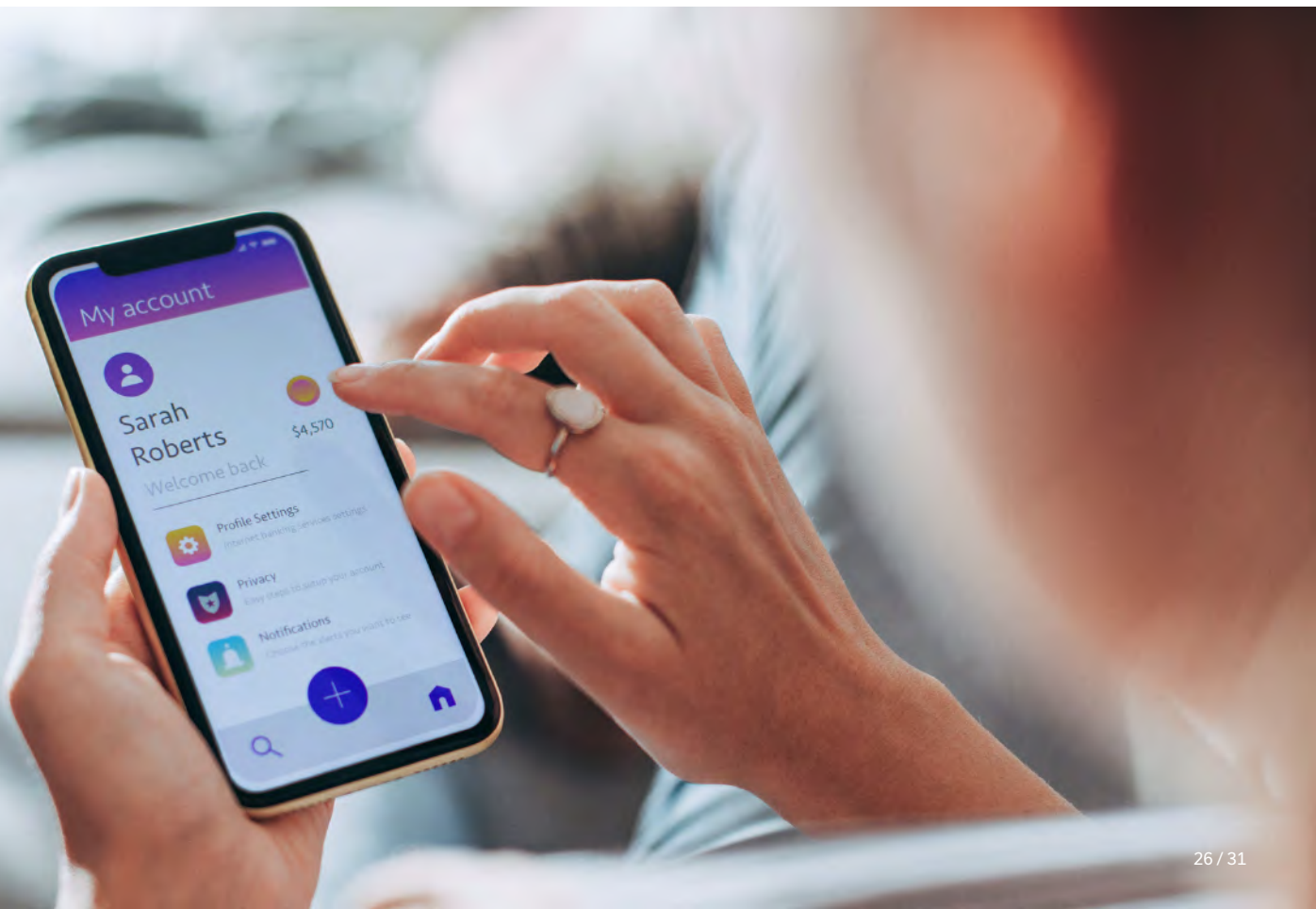
Experts have considered recent wage growth in past years to be unsustainable, and unfortunately, trends predict that we’ll see a notable decline this year in total compensation as some organizations (particularly in certain industries such as high-tech) attempt to “**rebalance**” their **compensation costs in 2024.** Following the boom of new benefits to attract talent in the tight job markets of 2021 and 2022 (for example, parental leave, adoption assistance, and mental health care), we expect to see organizations backtrack on not only their benefits offerings, but also equity, incentive-based pay, and even base salaries.

What shows no signs of slowing down, however, are calls for pay equity and pay transparency. Legal regulations continue to gain ground – most notably the EU Pay Transparency Directive, which was adopted in January of 2023 and will force employers into execution mode in 2024 – as do employees’ expectations for fair, equitable, and transparent pay. Trends indicate that once considered provocative approaches like providing salary ranges on job postings will now be considered minimum expectations for attracting top talent.



What we're thinking about

- There is little doubt that pay equity regulations will continue to increase. But **organizations don't have to – and shouldn't – wait until these laws emerge to act.** By proactively analyzing pay data to identify and rectify any existing issues and communicating the outcomes to employees, organizations can send a message that they're doing this because paying people fairly and equitably is aligned with their core values as a business, not simply because the law requires it.
- Attempting to solve the “pay gap” in a silo will never produce long-term equity. **Inequitable pay may be the symptom, but inequitable opportunities are the root of the problem.** Analyzing opportunities – from who is hired to who is promoted, developed, and recognized – and ensuring these are equitable will be a more impactful and sustainable long-term strategy than targeting pay alone.
- Revealing salary ranges is a solid first step in the journey towards pay transparency, but it shouldn't stop there. **Most employees are willing to accept that not everyone will be paid the same, so long they understand why.** Decades of psychological research have shown that employees' understanding of how salaries are determined and believing the process is fair is actually more impactful to their trust in management and job satisfaction than the monetary value of those salaries.
- As organizations begin to scrutinize the costs and value associated with certain benefits, we encourage leaders not to leave out one important data source in their assessment: employees. **Simply asking employees to weigh in on which benefits are most important and meaningful to them** can be hugely insightful and ensure that what your employees value most is not unintentionally eliminated, while also giving employees a sense of autonomy and voice. This concept is being realized more tangibly in the form of “benefits banks,” whereby employees get to decide which supplemental benefits they want within a fixed budget amount. This solution not only accounts for diversity of preferences across a workforce, but also how individual needs and prioritization around benefits may change over time.





AI as an enabler

- **Enabling better compensation decisions:** Generative AI can help managers make more accurate and informed compensation decisions about their employees by surfacing past pay and performance history data, current placement within a pay band, and even external market data upon request.
- **Salary range analysis:** AI can analyze vast amounts of data related to labor market trends, internal compensation, skills, and job roles to help define fair, equitable, and market-competitive salary ranges that employers can use to compare and correct existing ranges and ultimately share with potential candidates.
- **Dynamic benefits customization:** By analyzing employee feedback, usage patterns, and external benchmarks, AI can recommend unique benefits packages aligned with employees' individual personal and professional circumstances.

Questions to prepare for the future

- How do you identify demographic-related bias in promotion, development, or succession planning decisions? Do you account for intersectionality as part of this analysis?
- What information related to compensation are you ready to share with employees, ranging from full salary transparency, to salary ranges, to simply providing more information about how compensation decisions are made? What criteria are used and who is involved in the decision-making process?
- How can you communicate to employees the full monetary investment the company is making in them – not just in the form of cash payouts but also the other benefits made available to them?

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central Payroll:** Help ensure timely and accurate payroll for the entire organization with the ability to support all worker types, a variety of payroll models, and all locations (50 countries supported), gaining visibility and insights to drive continuous optimization.
- **SAP SuccessFactors Compensation:** Help people managers to effectively prepare and conduct productive feedback, development, and compensation discussions by using generative AI to surface insights, summary details, and talking points based on an employee's compensation and job history.
- **SAP SuccessFactors Employee Central:** Give employees a convenient way to access their information with a mobile-friendly employee profile that brings together data such as role, performance, compensation, rewards, and benefits, and an AI copilot to quickly answer questions.



#9: Sustainability becomes a strategy

What caught our attention

Like those for pay, **reporting requirements and transparency expectations related to environmental, social, and governance (ESG) performance are on the rise**, including the EU's Corporate Sustainability Reporting Directive, the UK's introduction of Sustainability Disclosure Standards, and drafts of climate change disclosure rules by the U.S. SEC. In the face of several climate change-related events and climate-triggered strikes last year, these mandates come to many as no surprise.

But this year's trends suggest that **sustainability will move beyond a focus on compliance and be treated as an important element of employer brand and HR strategy execution**. HR will be expected to weave eco-friendly practices into HR policies, provide employees with training to understand the organization's sustainability goals and new technologies or practices that will replace less efficient alternatives, set clear accountability goals and lead the tracking and measurement of sustainability-related performance indicators, and highlight sustainability as a key part of the employee value proposition and benefit offerings.

This year's trends have also raised **"green" skills** (for example, environmental science and eco-design), which organizations will increasingly need to consider as part of their recruiting and workforce planning efforts. HR will be responsible for recruiting individuals to the company with values generally aligned with the organization's sustainability goals and possess the specific skills that can be leveraged to achieve these. HR will also lead reskilling and upskilling initiatives and assess how existing workers' skills might be redeployed to meet the organization's sustainability needs.

What we're thinking about

- While the environmental aspect of sustainability takes center stage across this year's trends, we encourage organizations to take a more **holistic approach when thinking about and strategizing for sustainability and ESG reporting**. People, profit, and the planet should be considered. [Research shows](#) that most people believe investing in people sustainability (which focuses on treating people – those within an organization's workforce, across their supply chains, and in the communities in which they operate – ethically and fairly) can drive positive economic and environmental sustainability outcomes.
- HR will be expected to play a significant role in leading the technological, process, and reporting changes needed to comply with new sustainability mandates. **However, HR should also be tapped to lead the cultural and behavioral changes necessary to reach the organization's sustainability goals**. Fostering a sustainable company culture, acting as role models and advocates for the organization's sustainability values, and providing guidance to ensure managers and employees contribute to (and not adversely impact) sustainability goals will be essential to long-term success.
- Organizations will need to tread carefully as they emphasize environmental sustainability as a key strategic priority while simultaneously enforcing **return-to-office mandates that could be perceived as having negative environmental impacts**. Addressing the topic openly and transparently will serve organizations well – and all the better if they can speak to how they've redesigned their workspaces specifically with sustainability in mind.



Questions to prepare for the future

- How could HR become more involved in the strategic planning process and execution of achieving sustainability goals rather than only be relied on for sustainability reporting? For example, could HR engage in “green workforce planning” – anticipating the environmental impact on specific functions or jobs and proactively helping build necessary skills?
- Do the ESG metrics you track to measure sustainability progress include “people” elements, such as health and safety, DEI&B, and well-being metrics?
- How are you incentivizing employees to make eco-conscious decisions related to visiting the office, such as subsidizing the use of public transit and coordinating carpools?



AI as an enabler

- **Supporting behavior change:** Generative AI can analyze employee data to identify and promote sustainable behaviors, such as offering personalized suggestions for reducing waste and conserving energy.
- **Personalized communication:** AI can be used to tailor the sustainability messages communicated to employees based on their interests and past behaviors, as well as analyze feedback to inform future strategies to ensure communications are meaningful and impactful.
- **Optimizing commute strategies:** AI can track the environmental impact of existing commutes to help employees and teams identify ideal commute methods and times to reduce carbon emissions, considering factors such as where the individual or team lives in relation to the office, traffic, and other data points.

SAP SuccessFactors solutions to help

- **SAP SuccessFactors Employee Central:** Establish a single source of accurate people data to be used for required ESG reporting and combined with data from other areas of the business through SAP Analytics Cloud, using AI predictive modeling to understand the impacts of people decisions on profit and the planet.
- **SAP SuccessFactors Recruiting and SAP SuccessFactors Learning:** Use a common skills framework powered by talent intelligence to identify new skills required to support sustainability initiatives and determine the most efficient and effective way of obtaining those skills, whether an external hire, internal move, or employee upskilling.



Methodology

[The Growth and Insights team for SAP® SuccessFactors® solutions](#) is a group of PhD-level organizational psychologists and HR technology market intelligence experts that conducts original applied research on trends for the future of work. These findings provide market and customer thought leadership that can help inform your business strategy and planning.

In this report, we have researched the top HR trends facing organizations today, including what remains a priority from 2023 and what is new for 2024. We also provide our perspective on how to set your business up for success in managing these trends in 2024 – not only surviving through them but thriving with them.

Each year, we aggregate and synthesize data from a wide range of carefully selected global and regional reputable business press resources that put forward HR trends and predictions and conduct a content analysis to derive key themes, or “meta-trends,” common among them. Our goal is to gain a comprehensive understanding of the most prevalent and important HR and workforce trends for the upcoming year.

For 2024, our analysis involved 100 reputable business press resources from which we derived a list of 611 individual trends. Through content analysis and the use of AI tools, we categorized these trends into the nine broader meta-trends in this report.



For more information about SAP SuccessFactors solutions, please visit our website:
https://www.sap.com/products/hcm.html?url_id=2024trends-glo-whitepaper-sfsf

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