

Future Proof your Organisation by Managing Key People and Culture Risks.



What will we cover in this session



Culture Risk

Has your culture in the workplace adapted to change?

But its more than the design on a page, it's leaders, managers, employees – all working together, making it come alive



Culture comes to life in each interaction of an employee



An employees' experience is influenced by every interaction and how those individuals choose to show up in their **20 square feet™** so it's critical that a purposeful culture is designed and managed to support the strategy.

4'

5'

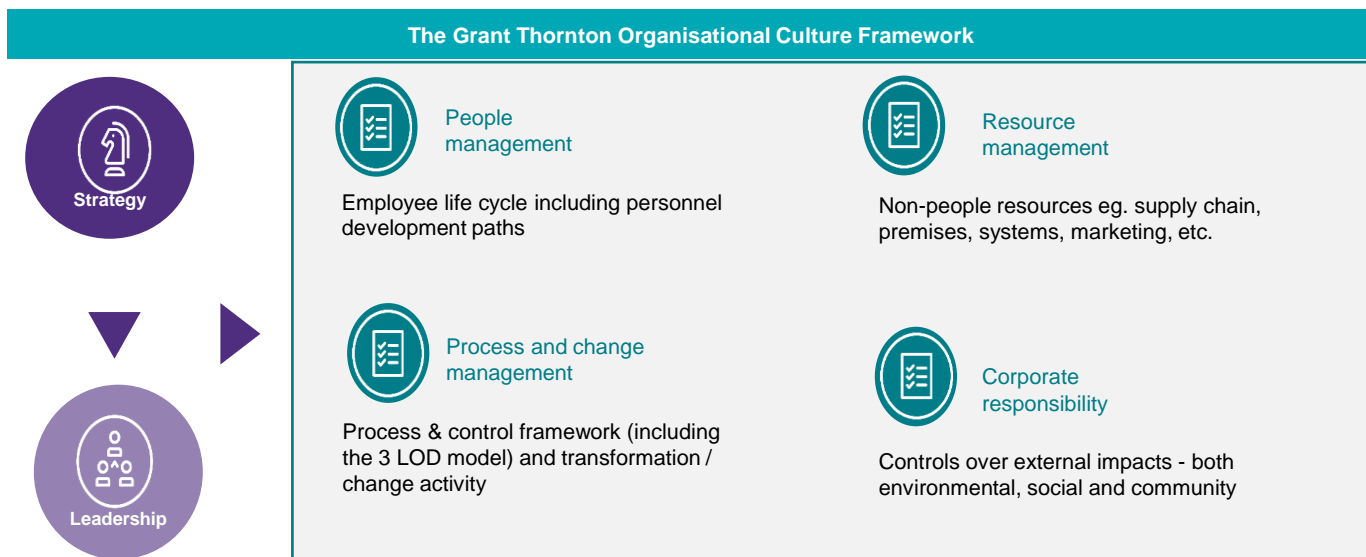


Every interaction an employee has with colleagues in their organization influences their perception of the culture.

Auditing Culture Risk

Culture drives all aspects of behaviour in organisations and has a material effect on customer service, staff engagement, compliance and risk / control environment - all of which directly impact on the profitability of the organisation.

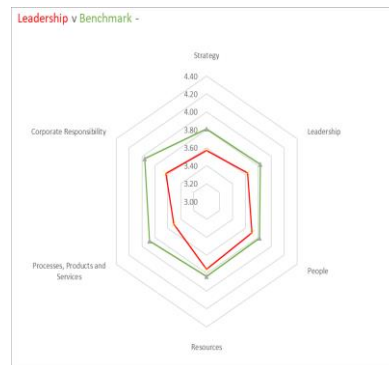
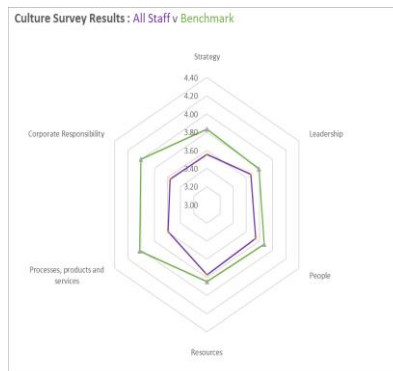
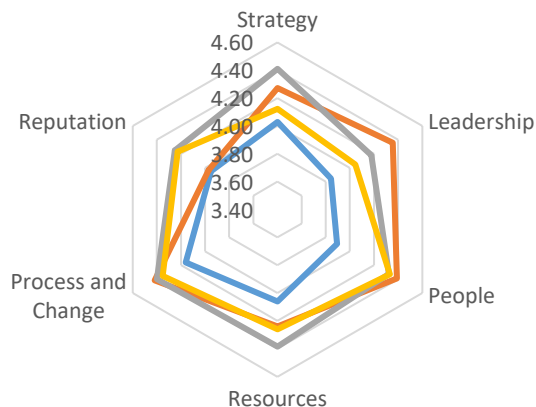
Grant Thornton has developed an approach to auditing organisational culture that looks at the key drivers of culture as shown in the diagram below. We understand that culture is a set of shared values, the unwritten rules which are often taken for granted and which guide employees toward acceptable and rewarding behaviour, creating organisational success.



What can you tell from the Culture Risk Tool?

Risk Assessment results – example client

— UK — Spain



- Sub-cultures
- Weaknesses by culture driver/topic
- Areas of strength and weakness within culture driver
- Differences between leaders and colleagues – separate realities

People Risk

“47 % of the employees are considering leaving their current role within the next year.”

Looking to leave in next 12 months

12%

“already have an opportunity”

21%

“actively looking for a new role”

14%

“looking to do so later in the year”

(Beamery Talent Index Eighth Edition, 2023)

Sector context : some thoughts

45% - New Jobs by 2025

23% of these would not want to work in nonprofit sector

18% turnover compared to average of 14%

Recruitment and retention due to low pay, high living costs, burnout, and short-term funding.

Competition for talent

Digitalisation

Working Practices & Workforce Demographics



In 2 years time 50% of the workforce will be made up of 50 plus year olds

Working Patterns / Flexibility

Life expectancy of a child born today is 103

Multigenerational teams



A balance between employees looking for promotion versus those wanting to mentor



Improved happiness levels and overall satisfaction at work



Holidays at different times



More able to mirror and empathise with customers & audiences of all ages



Broader pipeline of talent



Wider range of skills, experience & diversity = proven better customer outcomes

Ready for Regulation Changes



Key People Risks

- Retention of top talent
- Recruiting and retain key staff (understand supply-demand, workforce planning etc)
- Unmotivated staff (due to burnout and overworking)- wellbeing
- Financial constraints
- Keeping up with digital transformation
- EDI (Equity / Equality Diversity and Inclusion)
- Understanding why people leave the organisation
- Skills/Capability development

Some reflections on how to manage People Risk

- Promote cross-functional opportunities
- Promote innovative retention approaches (e.g. sabbatical, flexible leave etc.)
- Promote learning and development
- Promote well-being
- Promoting recognising and rewarding achievements
- Promote a proactive approach to diversity and equality
- Promoting meaningful work experiences that align with organisation's mission
- Develop an Employee Value Proposition – reduce annual employee turnover by 69% and increase new hire commitment by nearly 30%. (Gartner)
- Invest in skills development

Develop and Retain

1 A third of HR leaders say organisations significantly underspend on skills development (Future World of Work series Work: How, Where, When and Why 2024).



Future skills

Adil Hafidi, Director, Grant Thornton

Grant Thornton loves apprenticeships...

Our Commitment.

Committed to future skills and sustainable growth

In 2023 we ranked #3 in the UK Social Mobility Index

Over 1200 apprentices around 20% of our workforce

Ranked #19 in the Top 100 Apprentice Employers list

Proud Gold member of the 5% club

Supported over 2,500 organisations with their Talent agenda

The Apprenticeship Levy.

Apprenticeship Reform in 2012, to employer led standards

We supported the government in shaping apprenticeship levy policy which launched in 2017

Trailblazer groups of employers were formed to redefine apprenticeships

Apprenticeships now incorporate professional and technical and academic qualifications

Supporting people at all career levels, from early careers to senior leaders

How we support our clients.

Clients turned to us for advice on impact and opportunity of levy

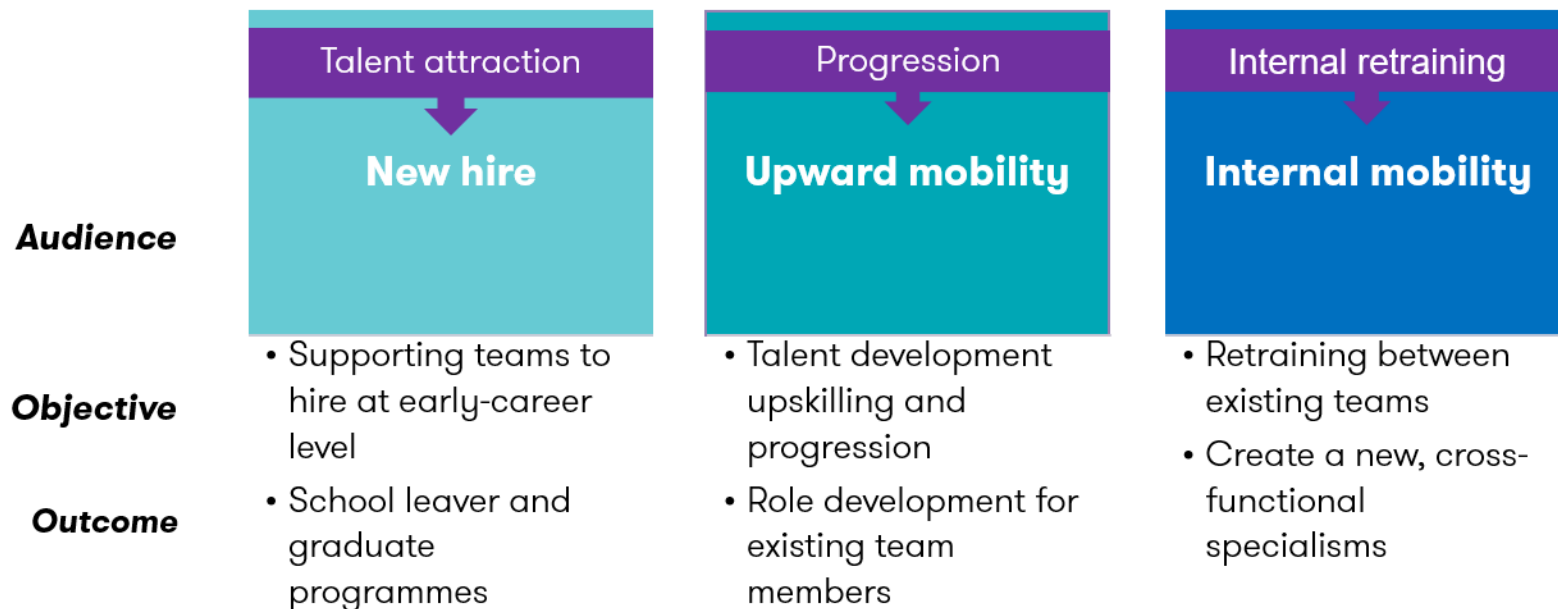
Collaborated with top training providers to create a unique value proposition

Real market expertise & exemplary teaching and learning

Thought leadership, roundtables, webinars, networking, up-to-date commercial insights

Over 9,000 learners on our co-designed and co-delivered apprenticeship programmes

Supporting skills development and apprenticeship opportunities



Apprenticeship myths

- You can't do an apprenticeship if you already have a degree
- Apprenticeships are just for young people starting a new job
- Apprenticeship training is not to a high standard
- Apprenticeships are low level qualifications
- You can't do an apprenticeship if you are already employed

Grant Thornton Apprenticeship Community

Learner and employer summary



Over **9,000** learners are taking part in our development programmes



More than **2,500** organisations have accessed talent development and advisory

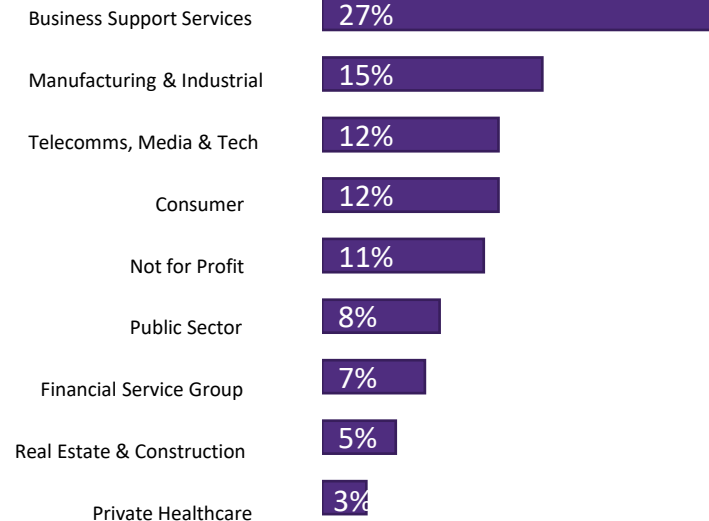


26 FTSE 100 companies



28 FTSE 250 companies

Employer breakdown



MACMILLAN
CANCER SUPPORT



FUJITSU





HARGREAVES
LANSDOWN

BBC



Co-designed, co-delivered with Grant Thornton partner providers

Leadership	Accountancy	Data	Coaching	Sustainability	Finance Business Partnering
Team Leader/Supervisor Level 3 £4,500	AAT Accounts Assistant Level 3 £12,000	Data Foundations Level 3 £12,000	Professional Coach Level 5 £5,000	Sustainability Business Specialist Level 7 £11,000	Commercial – GT Start from £2K – £2.8K based on number of learners
Operations Manager Level 5 £7,000	AAT, CIMA Accounts Technician Level 4 £8,000	Data Foundations for Finance Level 3 £12,000	Professional Coach Part time Level 5 £5,000		
Executive MBA Level 7 £27,000 (£14K levy-funded)	CIMA, ACCA Accounts Professional Level 7 £21,000	Data Foundations for HR Level 3 £12,000	Coaching for People Leaders Level 5 £5,000		
PgDip + MSc (MML) Level 7 £19,000 (£14K Levy-funded)	Programme refresh 2024	Data Analyst Level 4			



Programmes listed in white –
new for 2024



Building sustainability skills

Empowering you and your organisation to develop the skills, knowledge and networks to thrive in the emerging field of sustainable business practice.



Enhance your ESG strategy

Grow skills in your workforce to execute your environmental, social and governance (ESG) and corporate social responsibility (CSR) goals.



Develop sustainability champions

Participants explore topics including environmental stewardship, social responsibility, economic sustainability, and how to develop and implement sustainable strategies within organisations.



Make a commitment to ethical values

Sustainability can help businesses to innovate and grow while addressing environmental and societal challenges that pose significant risks to future security and prosperity.

Start date: September 2024

Duration: 18 months (part-time + 6 months EPA)

Delivery: Blended (Face to face and live online)

Qualification: MSc

Study type: Taught (140 credits); Independent Research Project & End Point Assessment (EPA)- (40 credits)

Location: Teesside University (NZIIC/Middlesbrough/TU London)

Assessment: Individual and group projects (oral presentation & written reports); EPA.

Fully funded through the apprenticeship levy

IEMA

Transforming the world
to sustainability



Leadership & Management

Based on our expertise and in collaboration with Cranfield School of Management, we have co-designed a curriculum that responds to the needs of modern, dynamic organisations. The programme is challenging and will stretch even the brightest minds, encouraging future leaders to explore new areas and push themselves beyond their comfort zones.

Our partnership combines academic insight and commercial application to help your employees become the senior leaders of the future. We will equip them with the know-how and confidence to stand out from the crowd, enhance their ability to lead innovation, and encourage them to deliver social impact and transformational results.

Management and Leadership PGDip/MSc

Expression of interest deadline: 30 June 2024

Application deadline: 8 July 2024

Leaders of tomorrow



Emerging leaders who are looking to amplify their capabilities



Emerging leaders who want a real-world business education



Individuals who are committed to developing themselves and others

Executive MBA

Expression of interest deadline: 3 July 2024

Application deadline: 17 July 2024

Leaders of today



Ambitious leaders who want to develop their skills



Leaders and managers who want a real-world business education



Individuals who are committed to developing themselves and others

Your Presenters



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