



COLLABORATIVE

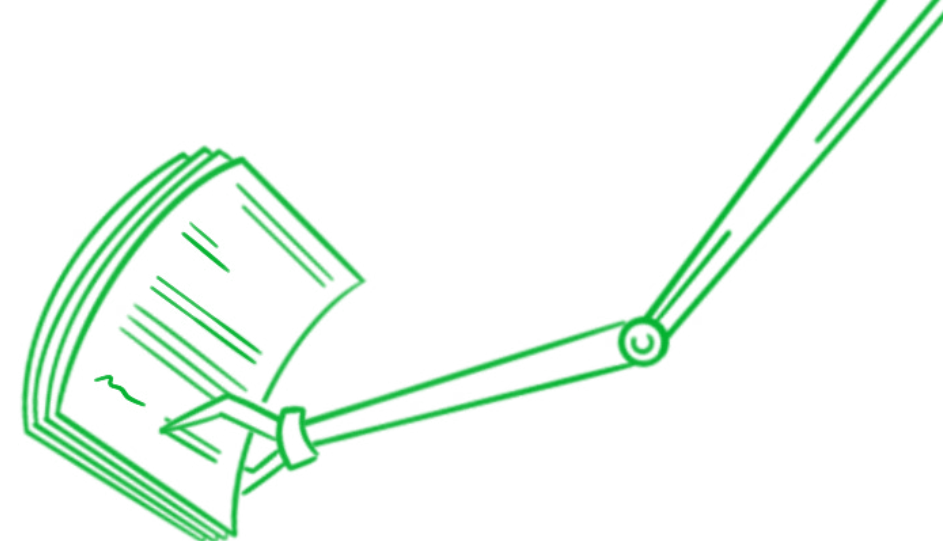
AUTOMATION

Five steps to creating a happier,
more resilient workforce

Kelly Fusion

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SECTION 1

THE STATE OF WORKFORCE RESILIENCE IN 2023

In the past few years, we've become used to hearing about the sort of labor shifts described as "The Great Resignation" or "The Great Reshuffle."

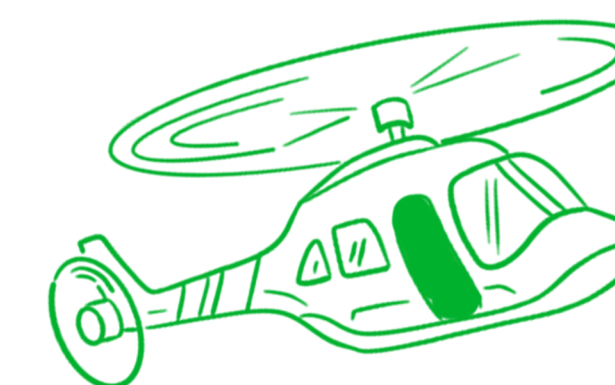
What both terms describe is employees redefining what fulfilling work can be, and a set of policies such as flexible hours and remote work that supports that vision.

But employers, beware – if you're not investing in the happiness of your workforce, the mood among your staff may take you by surprise.

28% That's because, as our exclusive data shows, **28% of respondents said they were very likely to leave their employer in the next 12 months.**
- 2023 Kelly Global Re:work Report

45% And **45% say they have effectively worked-to-rule, doing only the tasks required by their contract.**

As the data from our 2023 Kelly Global Re:work Report makes clear, employers can do much more to meet the needs of talent – and help drive exceptional business results – by creating a happier, more resilient workforce.



Far from being a cause for despair, these findings present a huge opportunity for businesses that can attract and inspire the best talent in the hybrid era.

We believe the solution to improving workforce resilience lies in collaborative automation. It's **technology that combines human talent and digital labor**, collaborating to make work more meaningful for employees while driving better business outcomes.

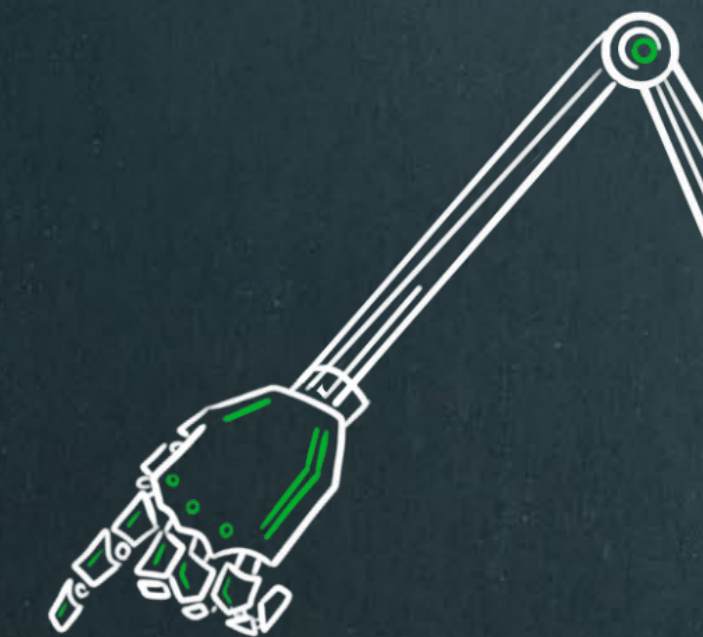
When employees are liberated from tedious, repetitive tasks, they can focus on taking on fulfilling work that add value, and pursuing development opportunities that make workers more engaged and more likely to stay.

With insights from 5,700 professionals, we'll reveal the impact current workforce resilience strategies are having on employees and businesses alike, and how organizations can make workforces happier, and more resilient, in just five steps.

The Kelly solution:

COLLABORATIVE AUTOMATION

By harnessing the best of human and digital work together, collaborative automation can help businesses create an environment in which workers are more fulfilled and productive while lowering costs and inefficiencies – resulting in better staff retention and happier customers.



2023 Kelly Global Re:work Report research, at a glance:

Talent survey:

4,200

respondents

11 COUNTRIES

Australia, France, Germany, Italy, India, Malaysia, Portugal, Singapore, Switzerland, UK, US

9 SECTORS

life sciences, energy, manufacturing, consumer retail, science (bio and clinical), engineering, tech, financial services, automotive

Executive survey:

1,500

respondents

11 COUNTRIES

Australia, France, Germany, Italy, India, Malaysia, Portugal, Singapore, Switzerland, UK, US

9 SECTORS

life sciences, energy, manufacturing, consumer retail, science (bio and clinical), engineering, tech, financial services, automotive

WORKFORCE RESILIENCE IN 2023, AT A GLANCE

WORKERS ARE FEELING OVERLOADED

28% of workers say they will likely leave their jobs within 12 months, while 45% say they have worked-to-rule

...AND A LACK OF WORKFORCE RESILIENCE ALSO NEGATIVELY IMPACTS CUSTOMERS

50% of leaders say that customer satisfaction is damaged by organizational skills gaps

EFFORTS TO ATTRACT AND RETAIN TALENT ARE BACKSLIDING

23% Offers of higher wages, better skills and opportunities, flexible work options and other perks have fallen in the past 12 months on average by 23%

COLLABORATIVE AUTOMATION CAN DRIVE EMPLOYEE EXPERIENCE AND BUSINESS PERFORMANCE

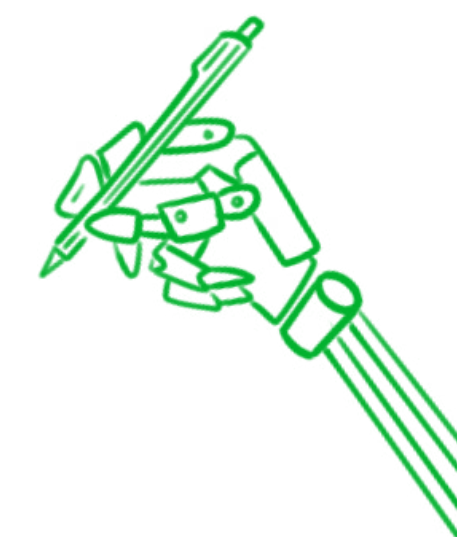
49% of leaders believe that this technology would strengthen their workforce capability

LEADERS RECOGNIZE THAT POOR WORKFORCE AGILITY IS COSTING THEIR BUSINESS

23% say that an inability to plug talent gaps is resulting in missed business opportunities

...AND EMPLOYEES SUPPORT AUTOMATION'S ROLE IN BETTERING ORGANIZATIONAL OUTCOMES

71% of workers say it has enhanced business performance



DIVING DEEPER INTO WORKFORCE RESILIENCE.

Here we explore the most urgent obstacles that organizations are currently facing when trying to build a happy, stable workforce in 2023.



The ebbing away of employee engagement

Stress. Burnout. Overwork. There are many names for the feeling employees have when they're pushed past their capability to work effectively, but the sentiment remains the same. Our research shows that **37% of employees have workloads that are unmanageable**, while the same number say they are struggling to maintain a healthy work-life balance.

Counting the cost of the talent gap

Another reason that employees feel overwhelmed relates to recruitment, where hiring managers struggle to find the right matrix of skills that an organization needs to compete, resulting in critical expertise gaps. In fact, **48% of leaders say they struggle to build or access the workforce they need to outperform their rivals.**

What's also clear is that organizations are failing to harness the tools available to enhance workforce fluency, with only 21% using resources like workforce automation to enhance employee experience.

Failing to think of automation as labor

If 23% of executives admit that they're missing business opportunities because of organizational skills gaps, it's important to think creatively about methods other than recruitment that drive growth. Only 21% of businesses have considered deploying workforce automation, but if the limitless potential of the technology was better understood, that figure could be much higher.

Why it's time to prioritize workforce resilience

As our research shows, both leaders and talent are being asked to do more with less in 2023. Organizations are struggling to meet the needs of employees, and workers are burned out after years of disruption and change. The question that many organizations will be asking themselves now is, **"How do we run a lean operation that empowers workers when we have fewer resources?"**

The answer lies with collaborative automation, which can fill hard-to-resource talent gaps while helping employees be more productive and fulfilled. Before we explore the benefits and opportunities automation offers, we need to first understand the wider impact these workforce resilience challenges are having on organizations.

The Kelly perspective

49%

OF BUSINESS LEADERS AGREE THAT AUTOMATION WOULD STRENGTHEN THE CAPABILITY OF THEIR WORKFORCE

Collaborative automation can offer businesses the technological backbone for talent and business to thrive together



SECTION 2

BRIDGING THE GAP BETWEEN EMPLOYERS AND EMPLOYEES

When employee experience is central to your workforce resilience strategy, it creates an opportunity for workers and leaders to drive exceptional business results together.

Our research shows that there is currently a **disconnect between senior leadership and employees** about the most persuasive employee retention offers – but this can be easily overcome.

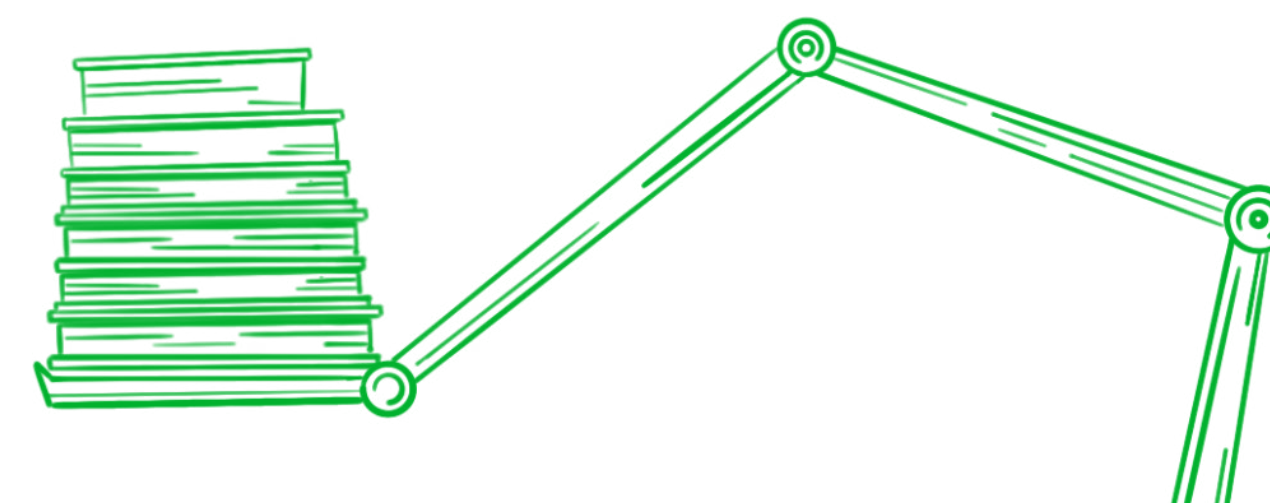
28%

Workers say that a poor work-life balance will most likely trigger their departure (28%), whereas 38% of executives say that substandard pay and benefits would be the cause.

33%

Another critical gap between perception and reality exists in worker wellbeing. **While 33% of executives say they offer adequate mental health support, only 23% of employees agree.**

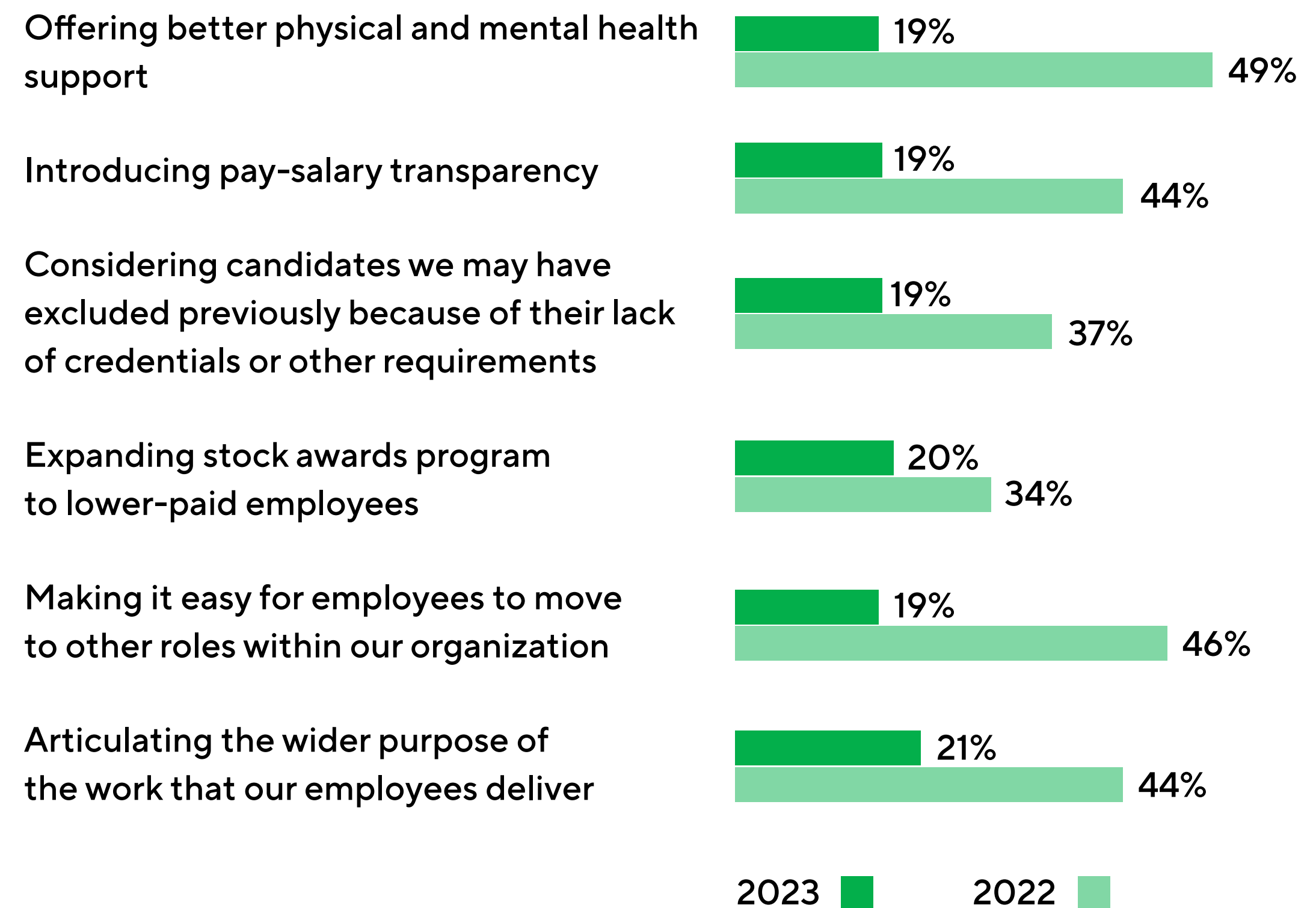
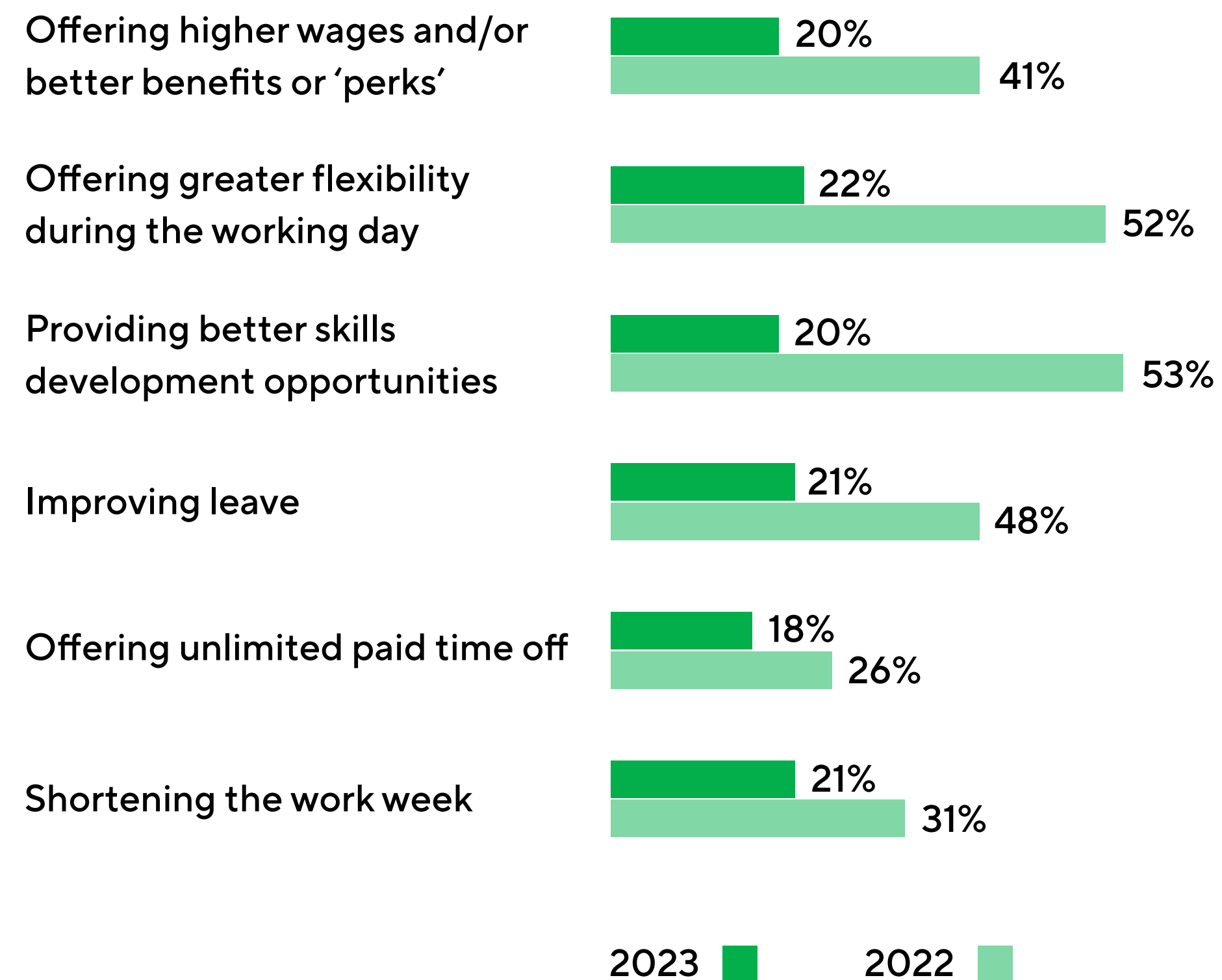
Our survey also shows that businesses aren't investing in their employees' retention like they were in 2022, which is being felt by employees in a variety of different ways.



COMPARED WITH 2022, ORGANIZATIONS ARE FAR LESS LIKELY TO BE TAKING STEPS TO ATTRACT AND RETAIN TALENT.



Which of the following steps has your organization taken to improve talent acquisition and retention and bolster your competitiveness in a tight talent market? (Executive survey - 2023 vs 2022)



WHAT DO WORKERS REALLY WANT? A TECH-DRIVEN SOLUTION FOR BURNOUT

Employee priorities are evolving fast. They want leadership who invest in their personal development, meaningful workplace experiences and, importantly, they want workplace solutions that can ease their burdens while freeing their limitless potential.

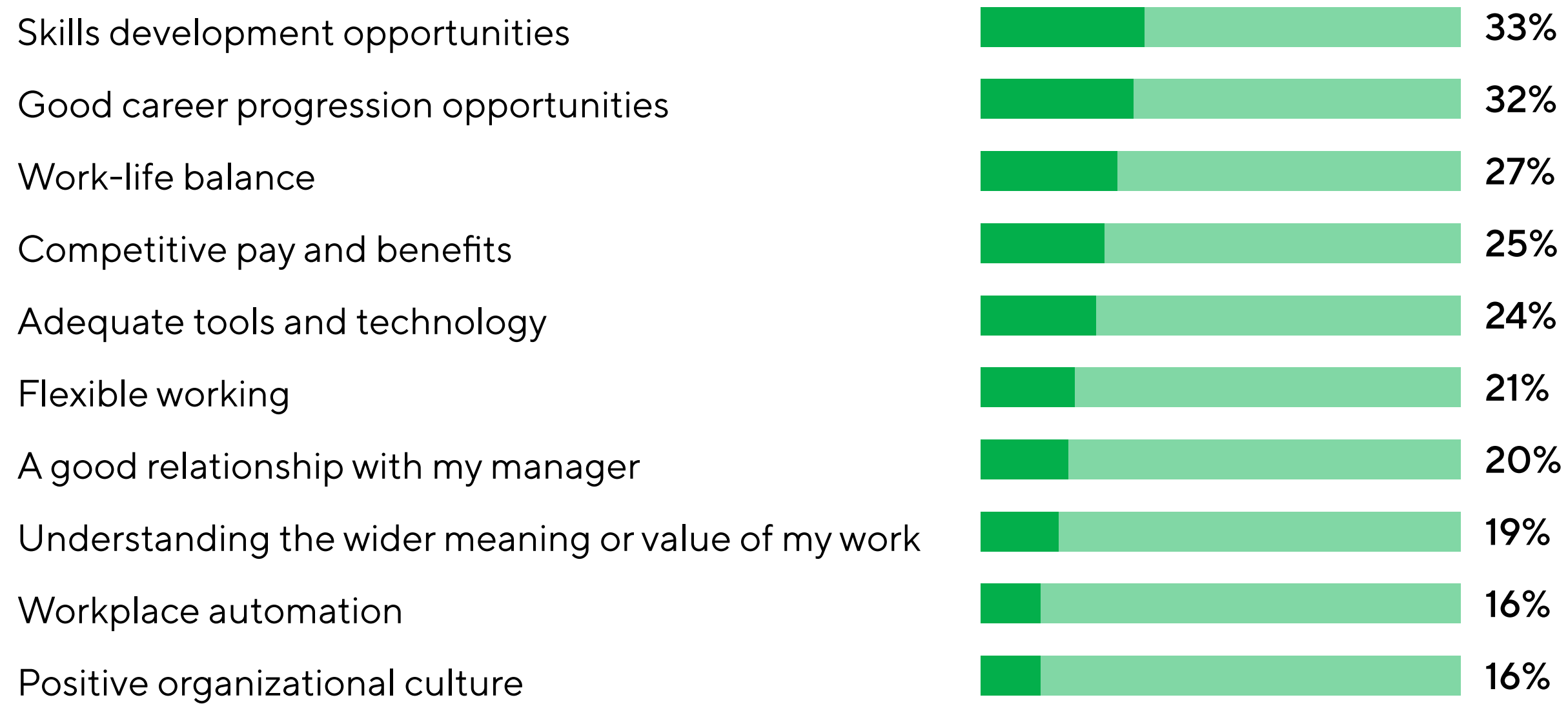


In fact, **19% of workers say that poor tools and technology would make them more likely to quit their workplace in the next year**, while 16% cite dull and repetitive tasks.

Technology can go a long way towards getting workers and company executives on the same page. It can make a deep impact on lives and businesses wherever you are, helping you pursue your business goals faster while enriching the health and happiness of your workforce.

The talent perspective

10 factors most likely to keep workers from leaving in the next 12 months



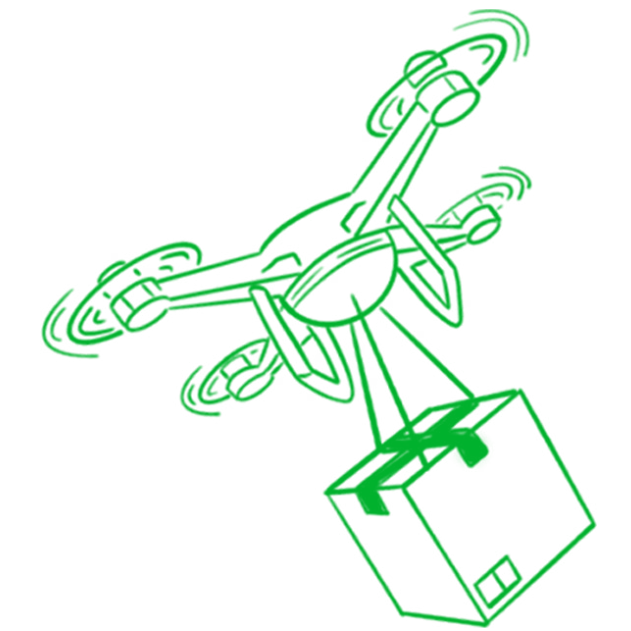
**According to employees surveyed in the 2023 Kelly Global Re:work Report*

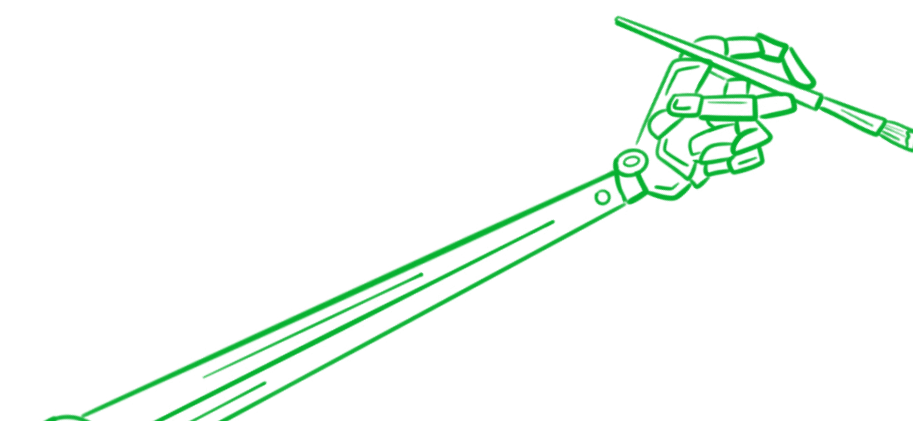
The Kelly solution:

COLLABORATIVE AUTOMATION

33% of organizations say they have poor access to automation tools

With collaborative automation, employees have the opportunity to better focus on developing crucial workplace skills while easing the burden of tedious tasks





Employee engagement and workforce resilience impact every area of a business.

Motivated employees who feel supported and believe in what they do are more likely to stay at their job. They're also more likely to perform better. As a result, customers receive greater service. And happier customers grow your business exponentially.

To deliver this, organizations need strong levels of **workforce agility** and **workforce capability** – that is, the ability to quickly respond to business challenges and to cultivate the right mix of skills and talent, respectively.

So when employee needs aren't met and when workforce resilience, agility and capability are low, organizations put themselves at risk of missing business objectives, increasing employee churn, and compromising customer relationships.

The relationship between positive employee experience and optimal business performance

Our data shows that critical aspects of performance have dropped since 2022, including profitability, customer satisfaction, total revenue, recruitment, and employee wellbeing. This suggests that employee engagement and workforce resilience aren't being prioritized.

SECTION 3

THE IMPACT OF EMPLOYEE NEEDS NOT BEING MET

A YEAR OF RECEDING BUSINESS PERFORMANCE



How have the following KPIs changed in your workplace over the past 12 months?
 Chart shows % that responded with "improved"



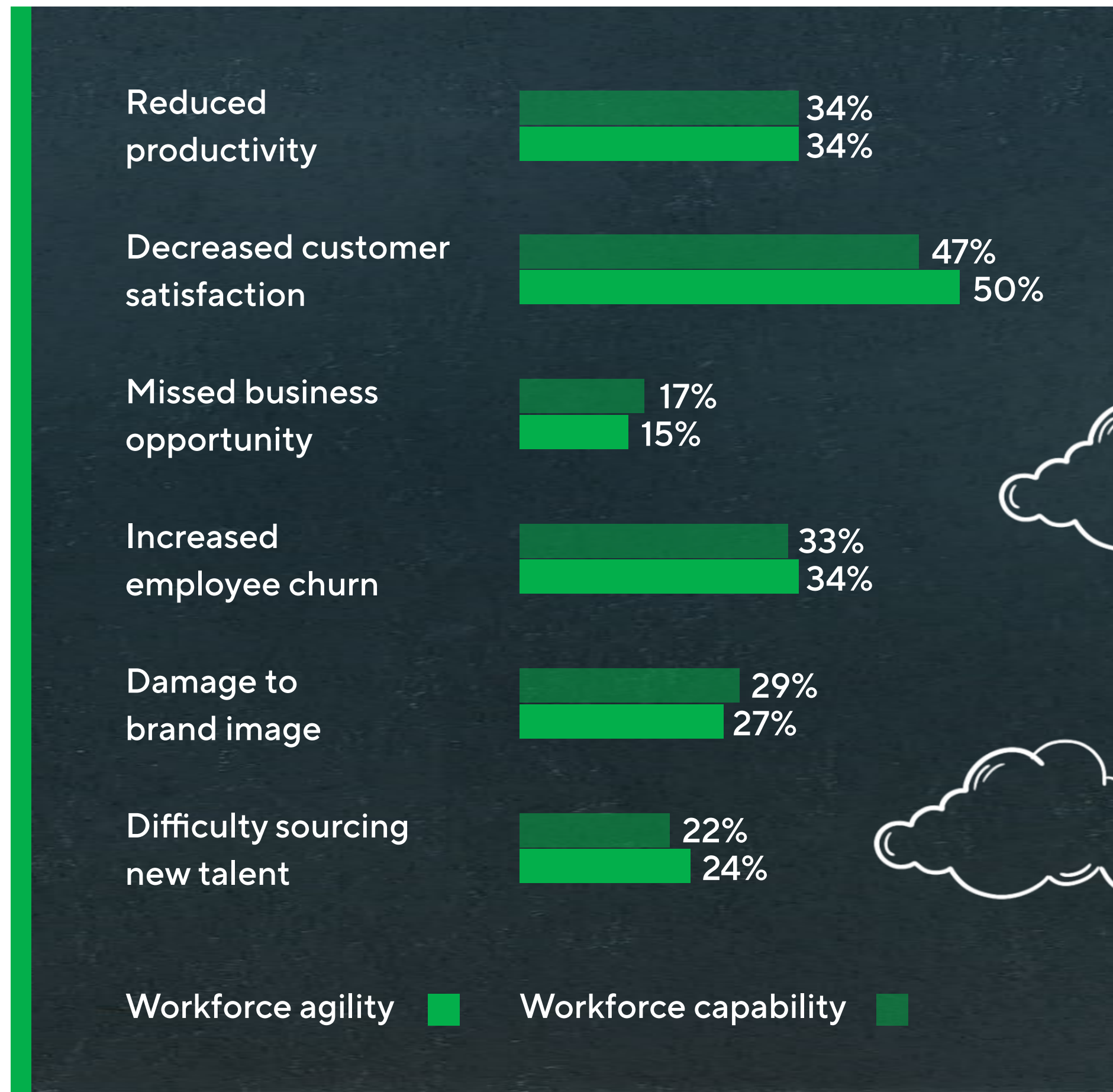
THE LEADERSHIP PERSPECTIVE

The impact of poor performance due to insufficient workforce agility and workforce capability (% in order)

Workforce agility: the ability to quickly respond to business challenges

Workforce capability: cultivate the right mix of skills and talent

WHAT IMPACT IS POOR PERFORMANCE IN EACH OF THE FOLLOWING AREAS HAVING ON YOUR BUSINESS?



As these graphs show, investing in talent is essential to achieving not only your organizational goals, but empowering your employees.

A resilient workforce whose wellbeing is prioritized are less likely to leave, are more productive day-to-day, and are more motivated to deliver their best for customers – and that creates **limitless opportunity for real business growth.**

The Kelly solution:

COLLABORATIVE
AUTOMATION

50% of organizational leaders agree that automation has increased their workforce capability and talent management strategies

Collaborative automation empowers employees to pursue more fulfilling work that adds value alongside personal development opportunities, giving them the ability to close organizational skills gaps while striking a healthier work-life balance.

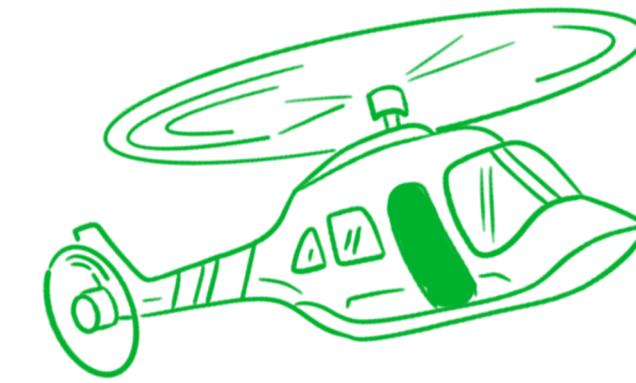


SECTION 4

THE POWER OF COLLABORATIVE AUTOMATION

A growing number of businesses are adopting collaborative automation as a pillar of their workforce resilience strategy – and it has the ability to tackle several issues in one fell swoop.

What makes collaborative automation distinct is its ability to seamlessly combine human and digital work – such as those built, implemented, delivered and managed by Kelly Fusion – that elevates employee performance and wellbeing while delivering tangibly better outcomes for business.



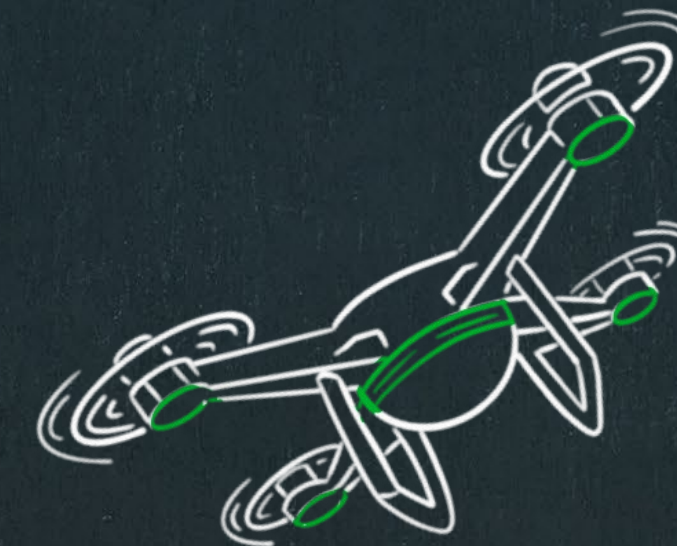
The key benefits of collaborative automation

FOR EMPLOYEES

- Reduces mundane, demotivating tasks
- Frees workers to perform human activities
- Provides workers with increase professional skills and career opportunities

FOR BUSINESSES

- Lowers costs
- Increases efficiency
- Better accuracy and quality of work
- Enhances worker retention
- Improves employee engagement



HARNESSING COLLABORATIVE AUTOMATION TO TAP INTO YOUR LIMITLESS POTENTIAL



Nearly half (47%) say that automation tools and processes would improve workforce capability, and the same number agree that automation is critical to their success.

But organizations still have a ways to go to make their plans a reality – only 21% of leaders say they're planning to implement workforce automation.

Employees, too, are starting to see the positive impact of automation with 32% believing it can enhance employee experience – but we can do even better.

71% of employees say automation has positively impacted business performance

Encouraging businesses and employees to embrace collaborative automation requires being clear about its limitless potential, because it delivers the best of both worlds for employers and employees.

COLLABORATIVE AUTOMATION

in action

Businesses are able to tap into workers' full capabilities, eliciting better team performance, staff retention and business growth; and employees can more easily maintain a healthy work-life balance and focus on work that is truly meaningful and fulfilling.

By assisting with repeatable tasks, Kelly Fusion's automated workforce solutions allow employees to focus on value-added tasks that accelerate their career progression while cutting business costs and filling skills gaps. Collaborative automation could assist employees with tasks such as:

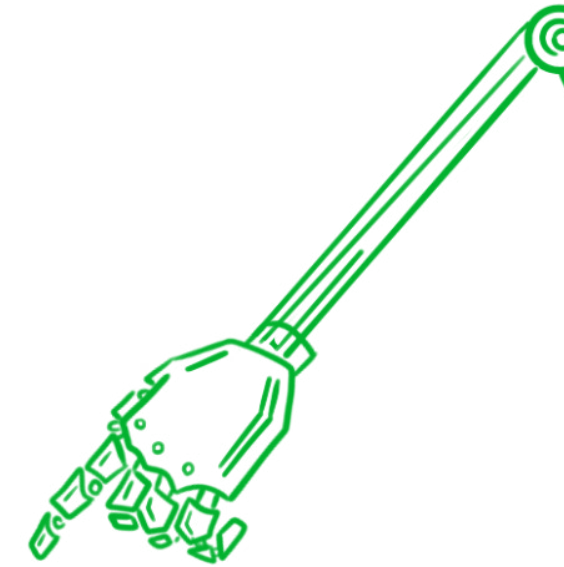
- Resume screening
- Candidate shortlisting
- Induction and training
- Payroll
- HR approvals (e.g. holiday requests)
- Onboarding
- Reviewing test results
- Logging shift times (including overtime)



Implementing automation effectively is crucial to any workforce resilience strategy. Though **72%** of businesses say they've adopted automation to some extent, our data makes clear that they're not yet reaping the full benefits.

Our efficient, outcomes-oriented implementation process places minimal demands on your internal resources. So your end users can be confident in leaving the heavy lifting to Kelly, end-to-end.

What can businesses do, then, to get the best out of collaborative automation? How will it empower their talent to unleash its limitless potential? And what role can Kelly Fusion play in making this all happen?



1 COMMISSION A SELF-ASSESSMENT LED BY EMPLOYEES

When not properly communicated throughout the business, introducing automation to your workplace can arouse understandable concern. That's often because employees don't feel consulted. So here's your chance to empower them from the outset. Get them to drive a process that identifies where automation could help the business while lifting the burden on their day-to-day responsibilities. By utilizing our consulting expertise, employees can seek Kelly's advice to give them the tools and know-how to ask the right questions that address issues specific to their organization and industry.



Your self-assessment checklist

- Which repetitive tasks across the organization do employees enjoy least?
- How many hours are spent per week on those tasks?
- Could workers redirect time spent on repeatable tasks on other areas (e.g. customer interaction?)
- Are there roles that are difficult to recruit for or retain because they are mundane and/or repetitive?
- Do we understand how the automation of a task would positively impact our relationships with customers?

SECTION 5

FIVE STEPS TO EMBRACING PEOPLE-FIRST AUTOMATION: A PRACTICAL GUIDE



2 EXPLORE FEASIBILITY WITH I.T. AND TECHNICAL STAKEHOLDERS

Once some conclusions have been drawn from your self-assessment, it's time to liaise with your technical leaders and get a sense of the areas in which you can maximize the impact of collaborative automation. Though it's possible that not every task on your self-assessment can be automated to the extent that employees want, Kelly can help you figure out workflows that optimize human and digital worker capability. And because **Kelly manages digital workers on your behalf**, IT leaders can rely on our insider knowledge and technical expertise for implementation and management with minimal upfront investment.

3 EMPHASIZE THE CAREER DEVELOPMENT AND WORK-LIFE BALANCE BENEFITS

Up to this point, much of the conversation around collaborative automation within your organization may be about the here and now of the technology – in other words, the **ease of implementation**, how it might work practically, and the range of tasks it can perform alongside human workers day to day. But it's important to emphasize the long-term vision for how employees themselves will benefit.

Collaborative automation gives talent the time and headspace to focus more on **work that adds value**. Whether that's solving highly technical problems, learning a new skill the organization lacks, or dedicating time to innovation, the opportunities are limitless. There's a longer-term benefit to engaging in more meaningful tasks, too: employees that get more joy out of their roles are more likely to progress in their careers.

4 ORGANIZE A CROSS-BUSINESS AUTOMATION TASK FORCE THAT GUIDES POLICY

There is no one-size-fits-all policy when it comes to collaborative automation, and your organization is no different. It's important that every area of the business has the ability to be heard and drive decisions around automation, from policy to process, long after it's been implemented.

A cross-business task force gives organizations the confidence to lead on automation policy. As collaborative automation matures in your business, the needs of talent and the organization will naturally evolve. Kelly can advise your team so that human and digital labor is always working optimally together while providing data that helps you drive continuous improvement.



5 COMMIT TO REGULAR REVIEWS OF COLLABORATIVE AUTOMATION

However effective collaborative automation proves to be within your organization, there will always be room for improvement. Getting detailed metrics on a range of measures from Kelly can help your business make informed decisions that enhance both bottom-line performance and employee experience. Kelly can also assist with strategic decisions that impact the type or degree of automation you'd like to implement in the long term.

Your collaborative automation performance review toolkit

- Employee happiness and wellbeing surveys
- Customer satisfaction surveys
- Technical team reviews (to monitor any increase in workload)
- Kelly-provided data analytics (e.g. cycle time reduction, time saved)

A PARTNERSHIP OF HUMAN TALENT AND DIGITAL CAPABILITY

There's no doubt that there's room for improvement on workforce resilience. Our research shows a growing gap between disengaged workers and efforts by employers to retain their talent. The damage that can do to businesses can take months, if not years, to undo.

We believe that collaborative automation can have an instantly transformative effect on the happiness and productivity of the workforce, and that those positive impacts ripple across the business. It enhances organizational performance, empowers workers, and makes customers more satisfied.

At Kelly, we're more than expert consultants.

We can manage the development and implementation of collaborative automation end-to-end, minimizing the impact on your internal resources. And we'll continue to monitor your technology for complete peace of mind.

In short, we'll pinpoint your needs, lead on setup, and support you through cycles of continuous improvement, to drive business outcomes including:

Employee fulfillment

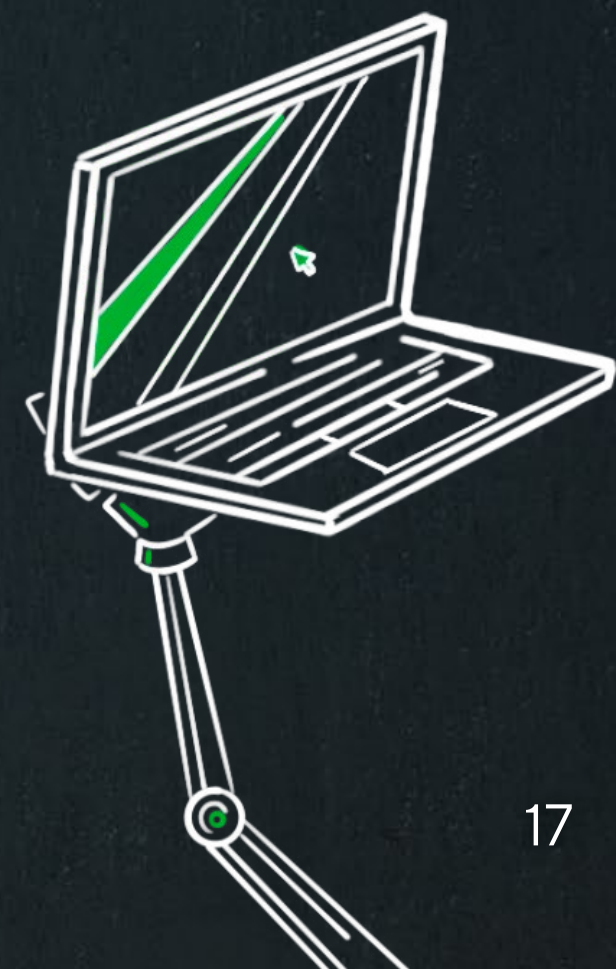
Free staff from monotonous manual tasks to focus on motivating value-added work

Cost savings and productivity

Deliver products faster to market through improved efficiencies and overcome labor shortages

Finding the right talent

Exceed customer expectations with the right talent and minimize churn



Kelly Fusion

**TOGETHER WE'RE
LIMITLESS**

To find out more about Kelly Fusion's automated work solutions, visit kellyfusion.com

