

Risk B – Risk to people, team, capacity and skills

Link to strategy

1 3

Movement compared to FY22:
Same level of risk

Potential impact
Moderate

Probability
Likely

How does it impact us?

We are a people-centric organisation, with our success heavily dependent on keeping the right culture, skills and teams in place to execute our strategy.

A failure to attract, train and retain high quality individuals in our key operating regions may limit our ability to deliver implementations, maintain product quality and leading-edge functionality, and to manage customer relations. This would impact our ability to deliver on our strategic plan.

We continue to see high competition in recruitment markets, although this has reduced somewhat from peak levels.

As such, this risk remains at the same level as previously.

How we mitigate?

Recruitment of graduates and experienced hires is continuing across all of our regions, with dedicated HR staff using a diverse number of sources, searching for candidates from varied backgrounds and ethnicity and with varied core skills.

Partnering provides a strong and growing network of professional services partner organisations, with extensive and established geographical presence. This provides us with resourcing flexibility, and wider geographical coverage.

Learning and development: Our diligent onboarding process, with role-specific training, gives our new joiners the knowledge to help them to succeed. This important training regime is a significant time commitment, and does increase onboarding time for our employees, but the benefits justify this. We endeavour to maintain a culture centred around our principles and values, and we have a strong focus on employee satisfaction, wellbeing and engagement.

Employee engagement: Surveys are carried out every quarter, and allow areas for improvement to be identified and acted upon.

Remuneration: We benchmark our remuneration levels against relevant roles in the industry and aim to be competitive.

Progress highlights in FY23

Retention & employee engagement: Retention has remained high, at 97% (higher than the FY22: 90%). Employee engagement has remained at similar high levels to 2022 (2023: 82%, 2022: 84%).

Recruitment: We have continued to strengthen and grow our team, with active recruitment of top quality talent across many areas of the business, in the US, Europe and Asia Pacific. This includes both experienced hires, and intakes into our graduate scheme.

Learning and development: We have further strengthened our culture of curiosity, with notable successes such as a new advanced leadership programme, and a series of important improvements to our graduate programme training curriculum. We have also introduced an extensive catalogue of training materials covering a very broad range of relevant skills.