

1. Executive Summary

For roles highly impacted by technology, the study identified potential job adjacencies through an analysis of skills overlaps and recent transition trends. To transit into these roles, upskilling will be imperative.

Other emerging roles are **cross-functional** in nature, such as:

- People Strategist
- Head of Talent Enablement

Increasingly, cross functional roles will emerge within the HR function to enhance employee experience and deliver integrated and holistic solutions. The People Strategist will partner with people managers to ensure that all processes across the talent lifecycle are in alignment with the organisation culture. The role will also solve talent issues by using talent metrics to drive effective business outcomes. The Head of Talent Enablement will drive all aspects of talent strategy and enablement, including seamless execution of talent lifecycle processes, through use of technology. The role will also shape the design and deliver of strategic talent programmes. Additionally, the role will work closely with the business to drive productivity and engagement of the workforce and link these to business outcomes.