

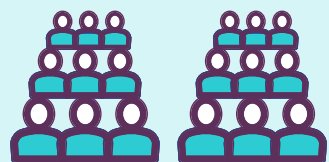
Key people data for HR, Learning and OD



**Liaison
Workforce**
Changing the global
health economy

mii
People Planning

Results from our people data review **Phase 1** and **Phase 2**

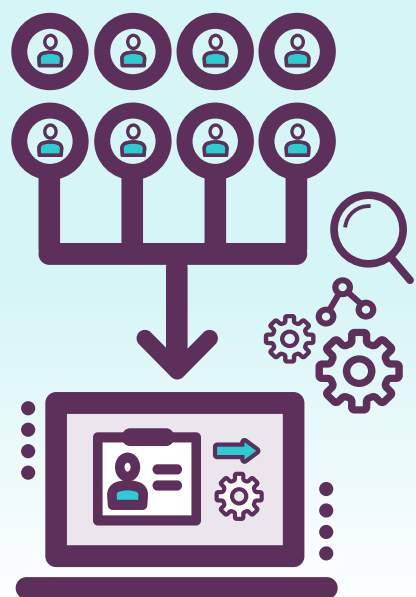


Phase ①

32% manager adoption
64% manager engagement

Phase ②

27% manager adoption
48.5% manager engagement



231 planned future vacancies

41 cases of itchy feet identified > **£890k** opportunity

9 performance concerns identified > **£153k** opportunity

72 critical succession gaps identified



81 managers ready to move in the next 12 months > **31%**

508 cases of manager development requested > **213** managers

729 cases of employee development requested

5,483 cases of upskilling needed



YTD cost avoidance opportunity
£1,422,150
est. £5million total opportunity



£117,000
YTD actual cost avoidance



Unlocked 3rd Phase
YTD recruitment cost avoidance