

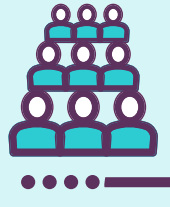
# Key people data for HR, Learning and OD



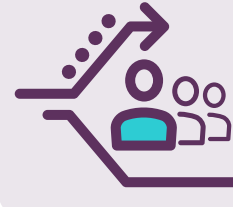
**Liaison  
Workforce**  
Changing the global  
health economy

**mii**  
People Planning

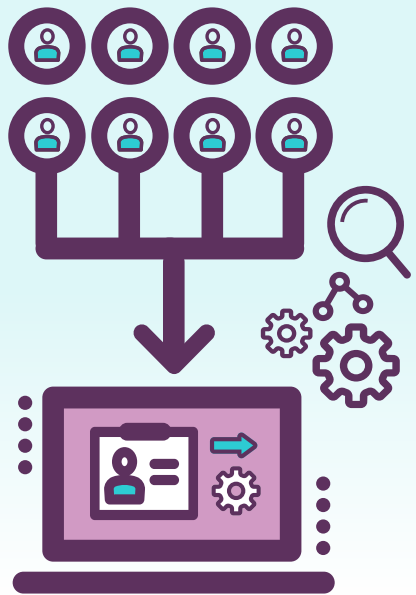
Results for Phase 2 of 2 of our people data review



**136** managers completed  
out of a possible 512 **≡ 27%** manager  
adoption



**112** managers started,  
but didn't complete  
this time **≡ 48.5%** manager  
engagement



**117** planned future vacancies

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

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

**31** critical succession  
gaps identified



**39** managers ready to move  
in the next 12 months **> 29%**

**301** cases of manager  
development requested **> 117**  
managers

**413** cases of employee development  
requested

**2,831** cases of upskilling needed



Cost saving opportunity  
**£463,000**



**170** manual  
hours saved



**583**  
HR admin tasks performed