



# Creating People Advantage 2026 Four Power Moves for the CHRO

FIDAGH

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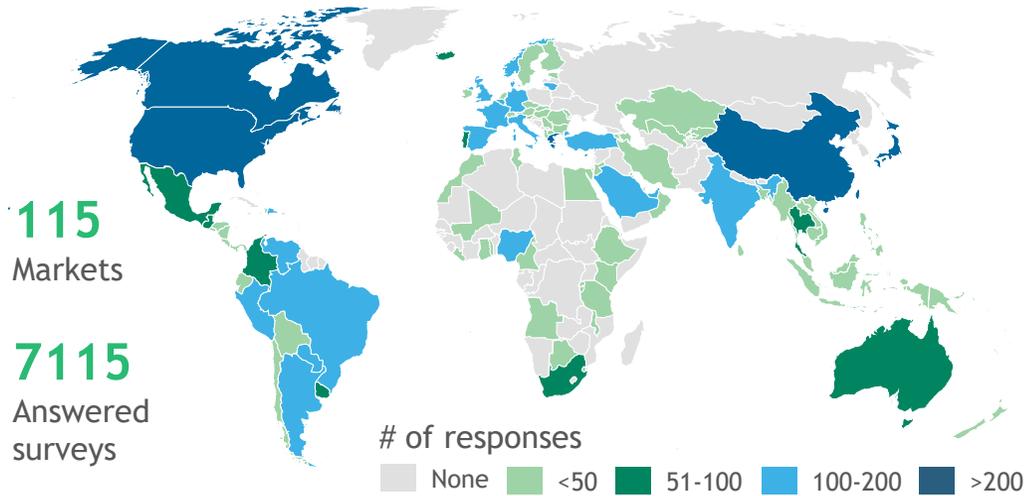
17th MARCH 2026



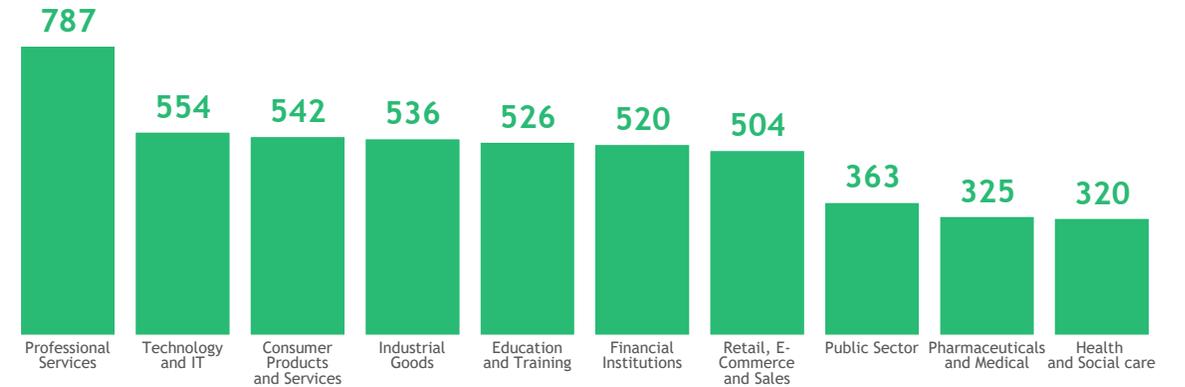


➤ Global overview of results  
FIDAGH results

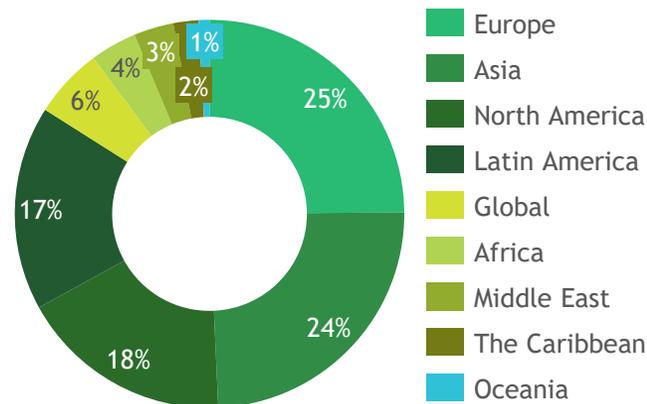
# Our Survey Drew Responses from 7,115 Participants in 115 Markets Across Various Industries and Seniority Levels



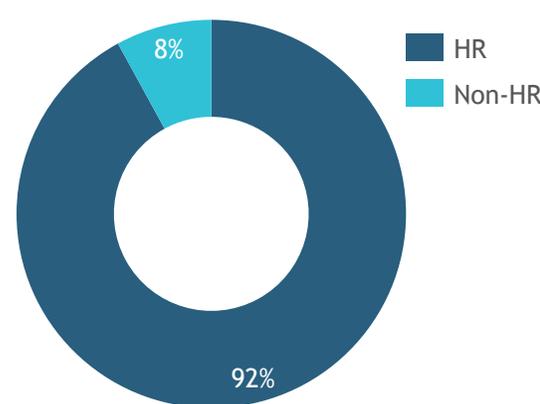
Industry split Top 10



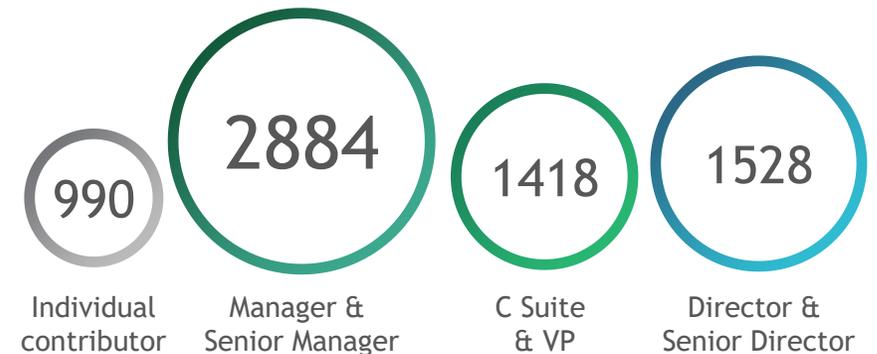
Region of Focus



Current position



Level of Seniority



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).

Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

China includes Mainland China (704), Hong Kong (332), and Taiwan (18)

The Creating People Advantage Study provides a comprehensive global perspective from HR professionals...

... to holistically **assess the status quo** of topics that are the most urgent in terms of improving HR departments' capabilities around the globe.

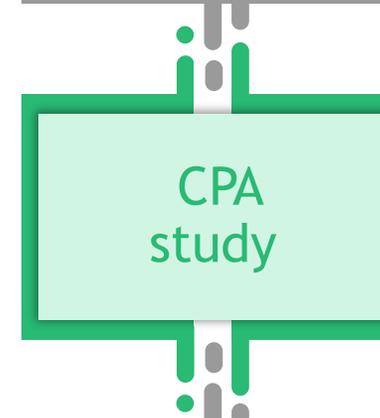
... to provide **in-depth perspectives and best practices** on key topics for the HR function.

... and thereby equips HR leaders with **invaluable HR insights** to drive future business success.

...with a unique cooperation between WFPMA and BCG as the basis for success



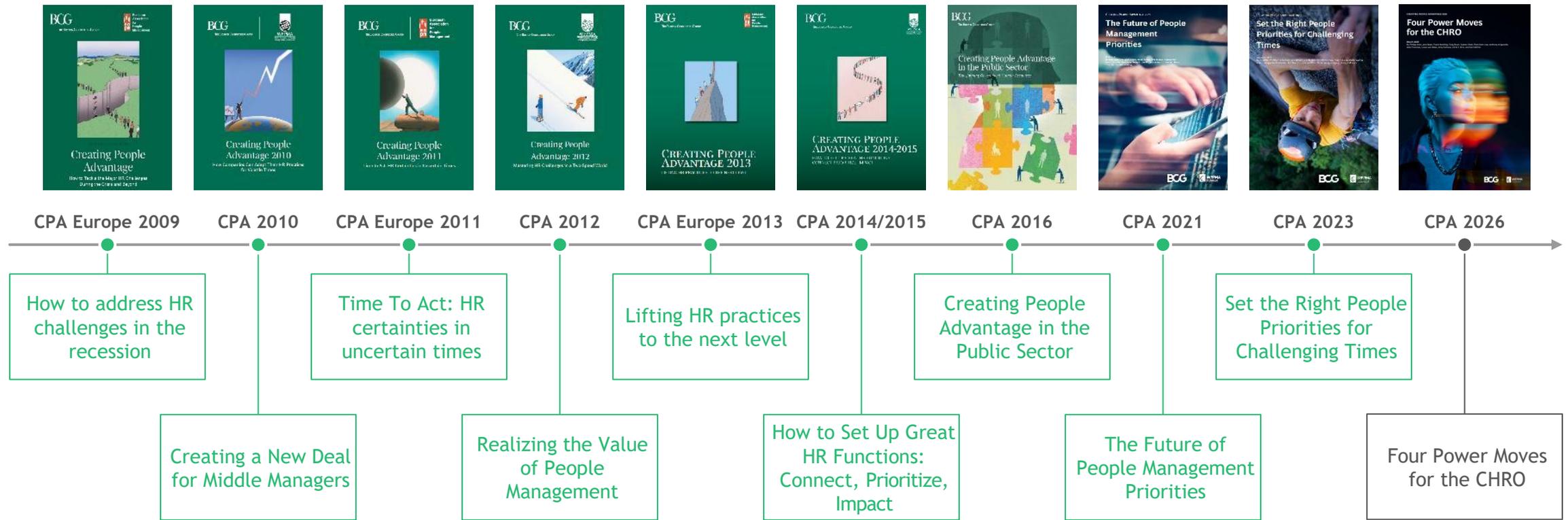
Network of five regional associations >550,000 global HR professionals as members  
Deep expertise on key trends in HR



Extensive data base  
Sound methodology

- Methodological expertise
- Analytical know-how
- Editorial & publishing proficiency

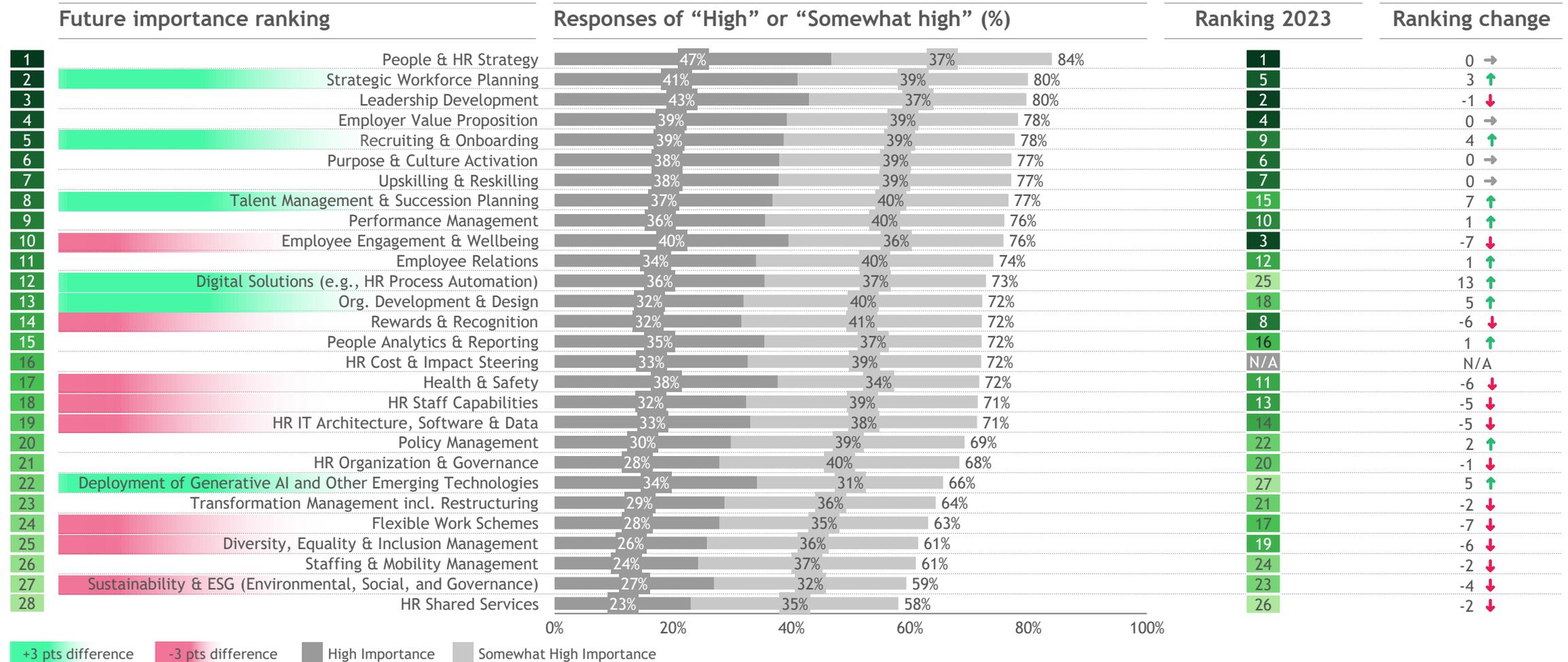
# The Largest Global HR Study Shaping the Future of People and HR - 10th Edition 2026



# The analysis considers 28 HR and People Management topics in 9 clusters



# Several topics related to Talent Acquisition have risen in respondents' rankings of Future Importance

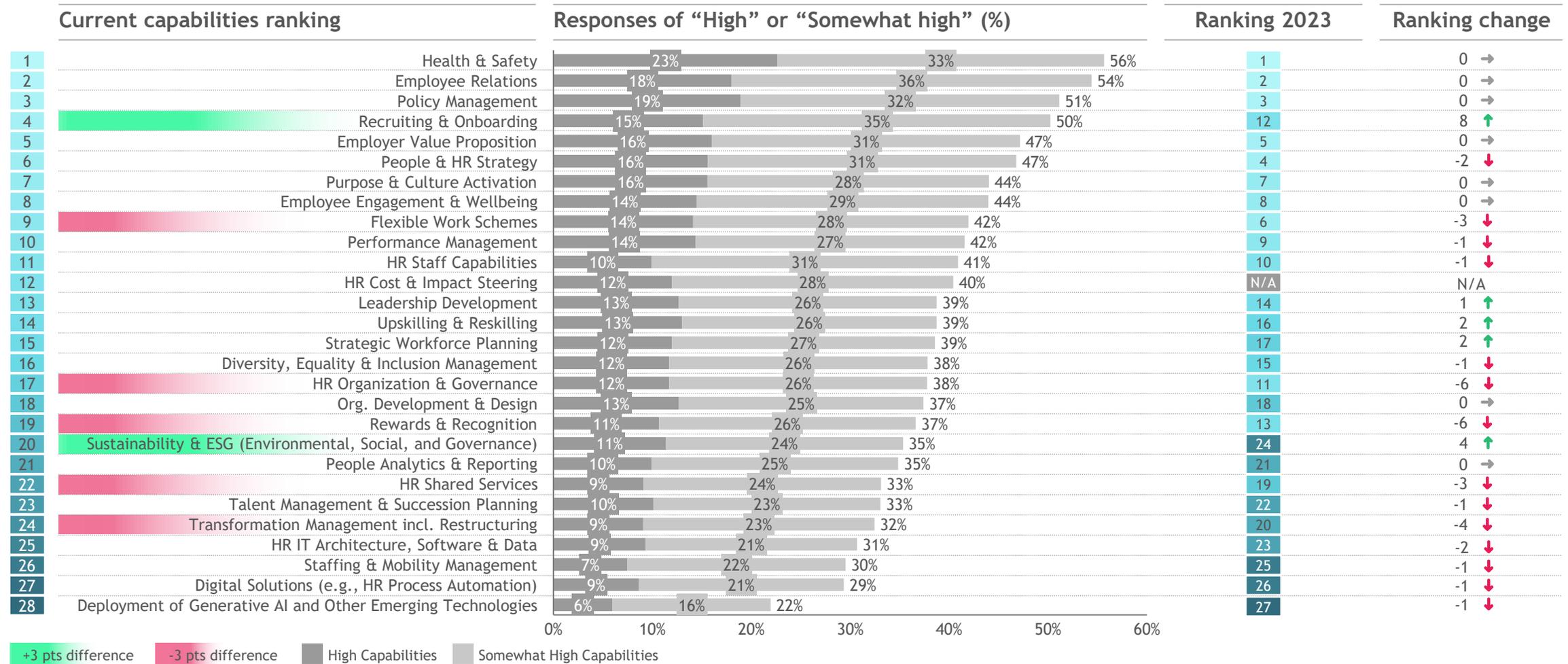


Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).

Note: "Other" and "N/A" responses are not included in this overview. Because of rounding, not all sector percentages add up to 100%.

The 2023 topic ranking was recalculated based on the average percentage of "High" and "Somewhat high" responses considering merged topics.

# Companies report strong Current Capabilities in several areas that are less important for future performance

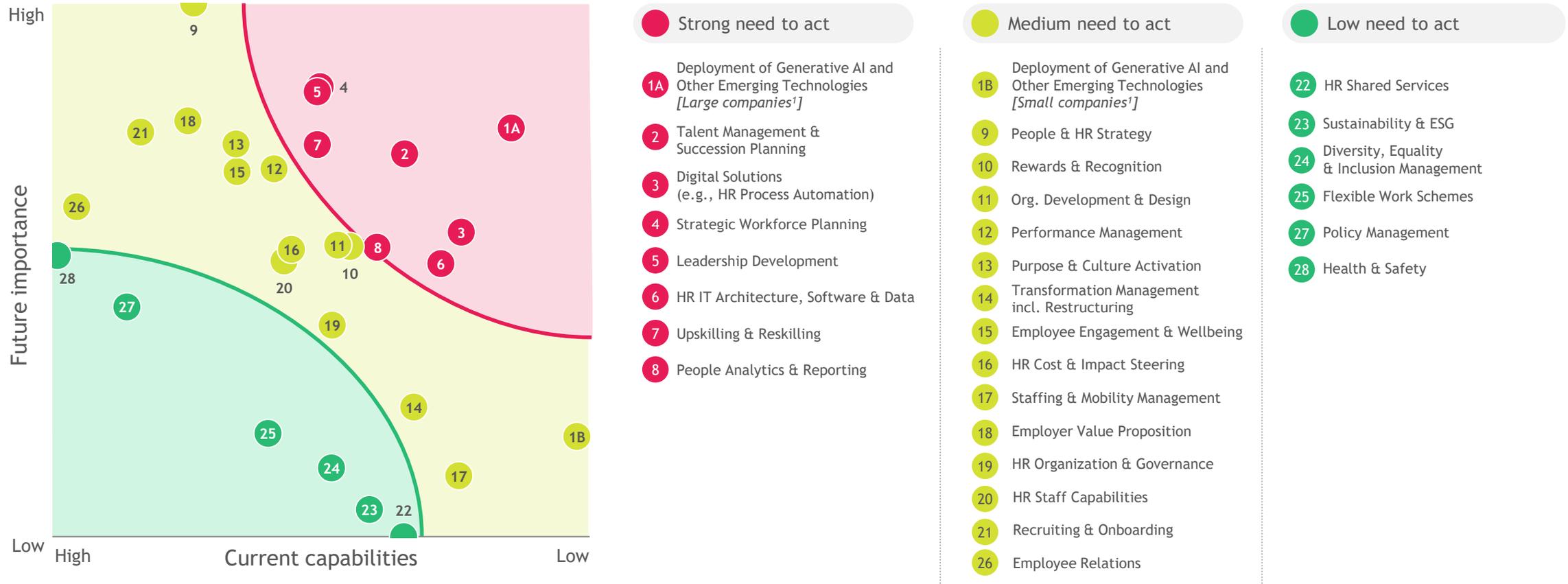


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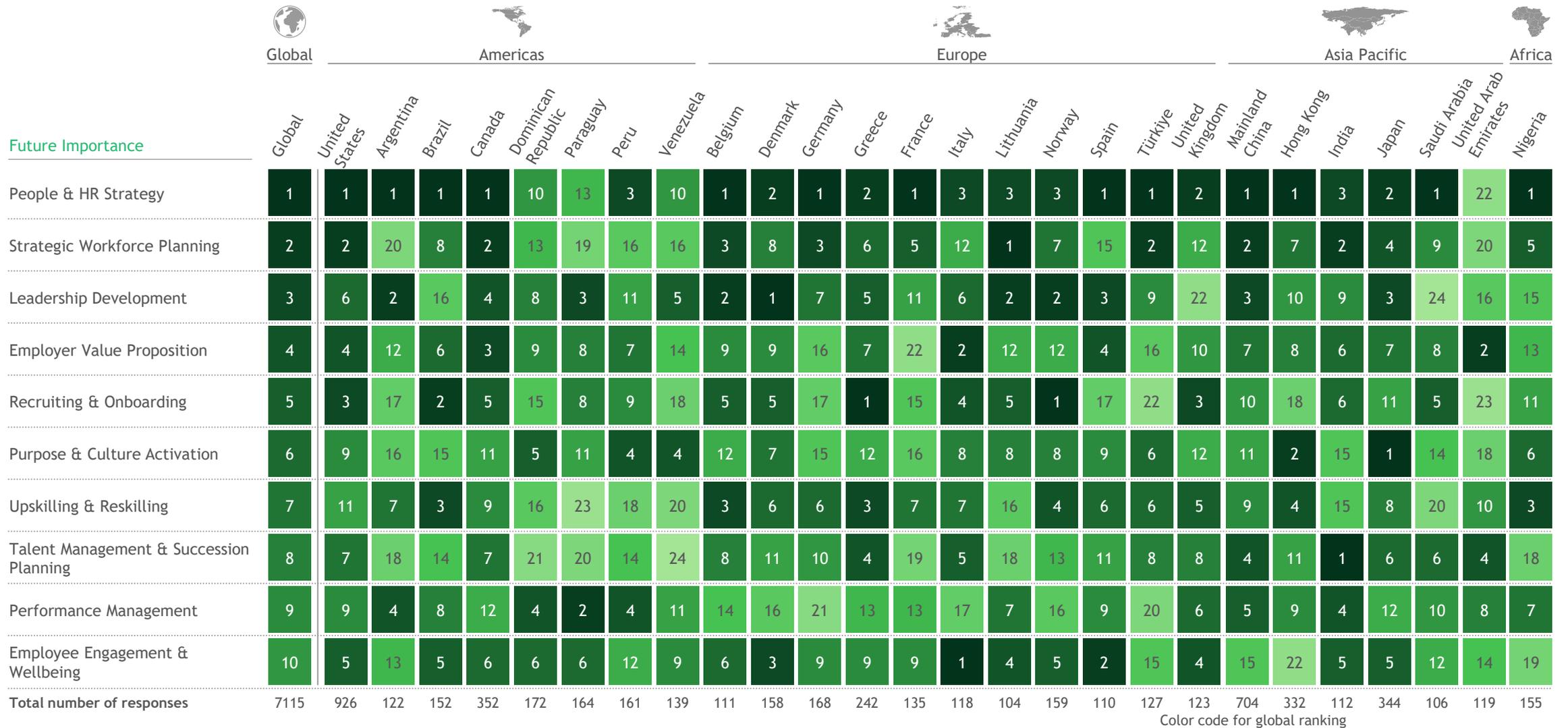
The 2023 topic ranking was recalculated based on the average percentage of “High” and “Somewhat high” responses considering merged topics.

# Sorting the 28 topics by difference between current capabilities and future importance lead to a "need to act" prioritization



2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115) 1. Delta calculation for GenAI deployment split by company size due to significant differences. Large companies > 5000, Small companies < 5000  
 Note: Ranked by highest number of responses in "high" and "somewhat high"

# Talent priorities reflect local labor market dynamics and HR maturity levels



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).  
 Note: “Other” and “N/A” responses are not included. Selected sample of the 115 markets analysed.

Low importance High importance 9

# Operational strength is broadly established while strategic talent capabilities differ widely by market



Source: 2026 BCG/WFPMA proprietary web survey and analysis (n = 7,115).  
 Note: "Other" and "N/A" responses are not included. Selected sample of the 115 markets analysed.

Low capability High capability 10



Global overview of results

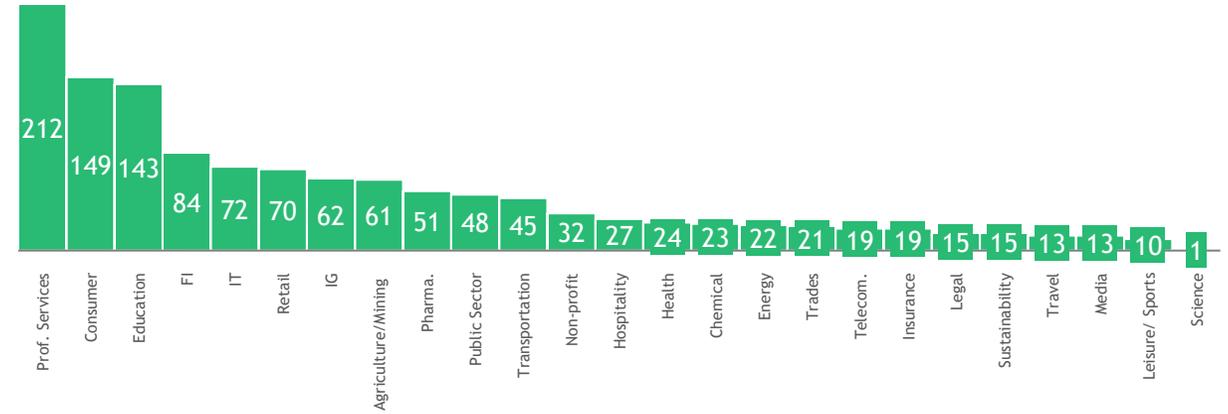
➤ FIDAGH results

# Our survey drew 1283 responses from FIDAGH

## Geography



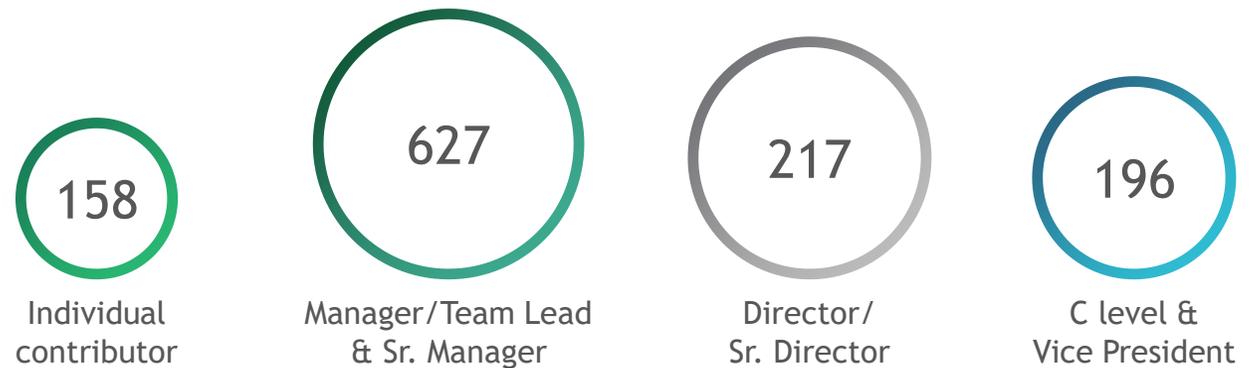
## Industry split



## Respondent position

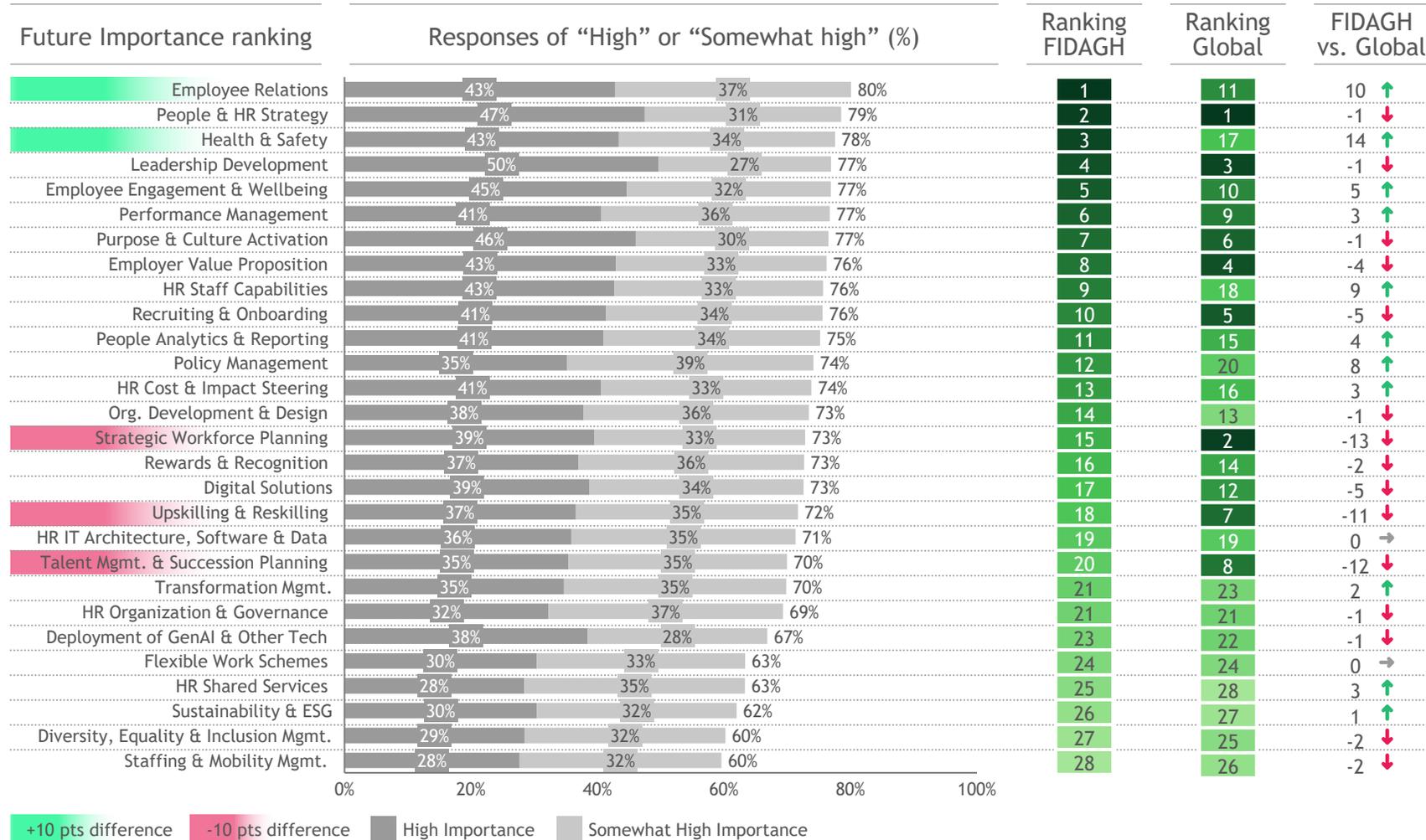


## Level of Seniority



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, FIDAGH total n = 1283).  
 Not Included: N/A and other answers

# Ranking of 28 topics for Future Importance Global vs FIDAGH; large differences in 5 topics



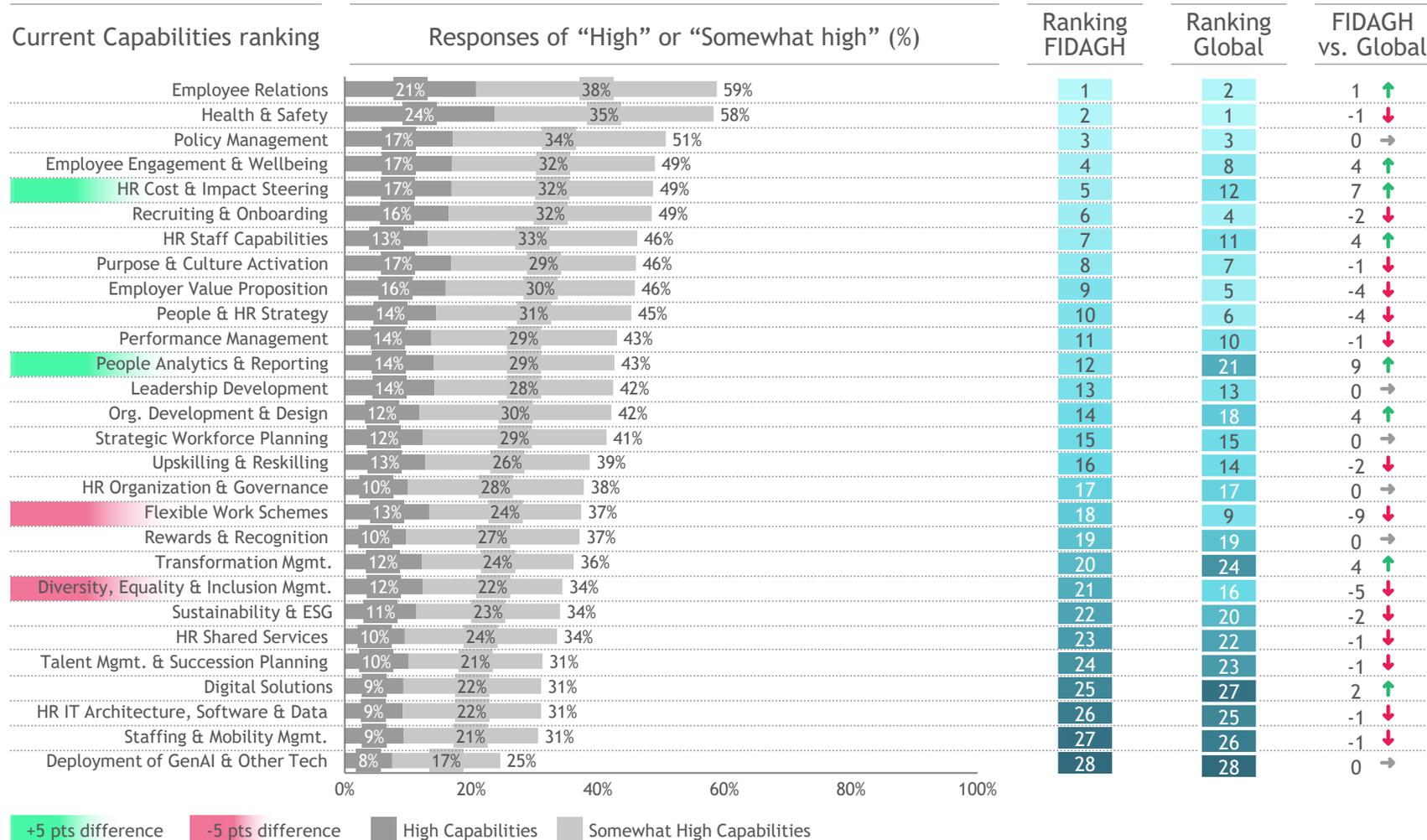
## FIDAGH vs. Global comparison

↑ Future importance of **Employee Relations, Health & Safety** ranked much higher

↓ Future importance of **Strategic Workforce Planning, Upskilling & Reskilling, Talent Mgmt. & Succession Planning** topics ranked much lower

Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, FIDAGH total n = 1283).

# Ranking of 28 topics for Current Capabilities Global vs FIDAGH; large differences in 4 topics



## FIDAGH vs. Global comparison

↑ Current capabilities in **HR Cost & Impact Steering, People Analytics & Reporting** ranked much higher

↓ Current capabilities in **Flexible Work Schemes, Diversity, Equality & Inclusion Mgmt** topics ranked much lower

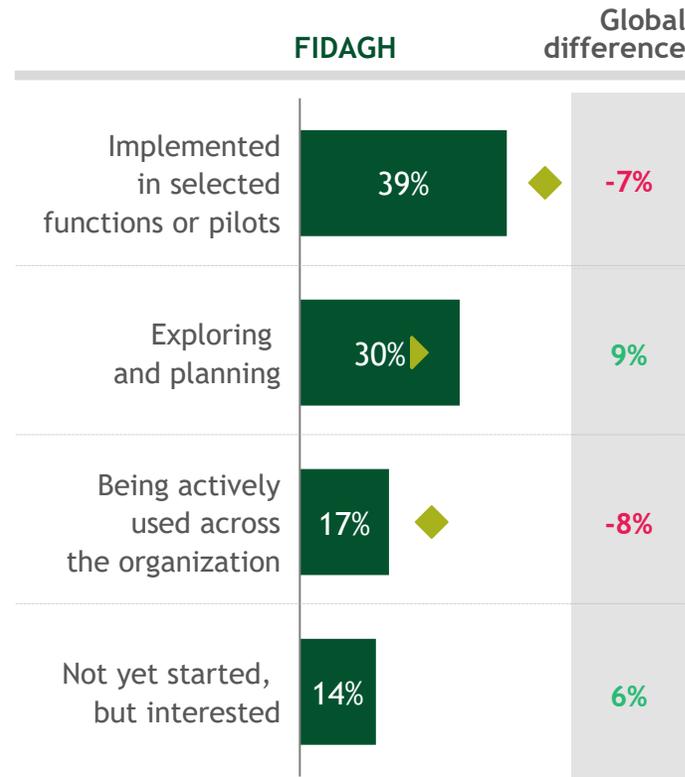
# FIDAGH GenAI momentum is moderate, as adoption is constrained by lack of Internal Experties

What level of relevance does Gen AI currently have for your business?



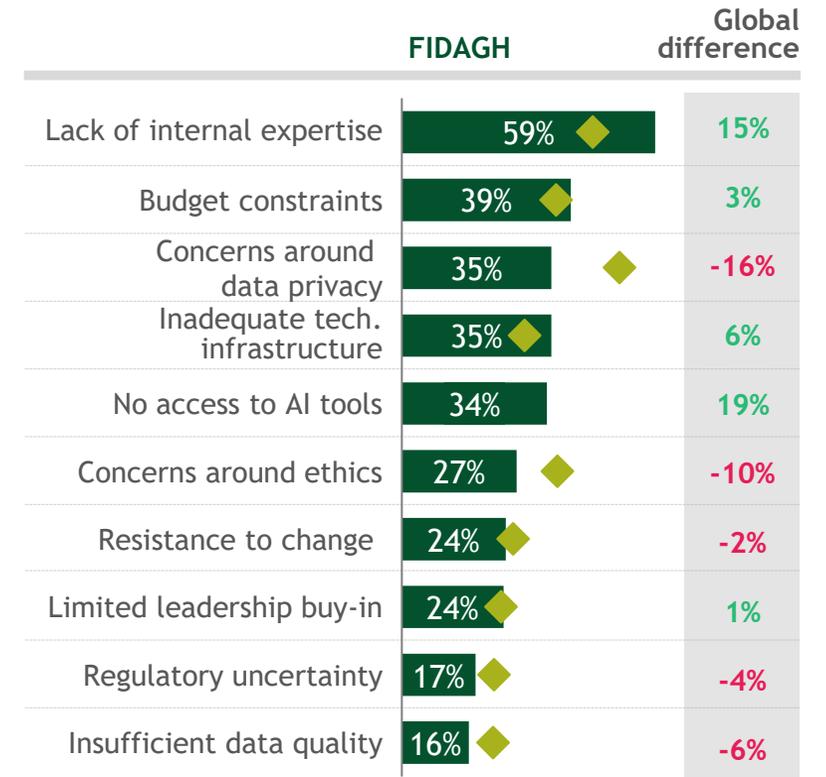
■ High ■ Strong ■ Moderate ■ Some ■ Low

To what extent has Generative AI been adopted across your organization?



■ FIDAGH ◆ Global

What are the biggest barriers to adopting Gen AI in your organization's HR processes?

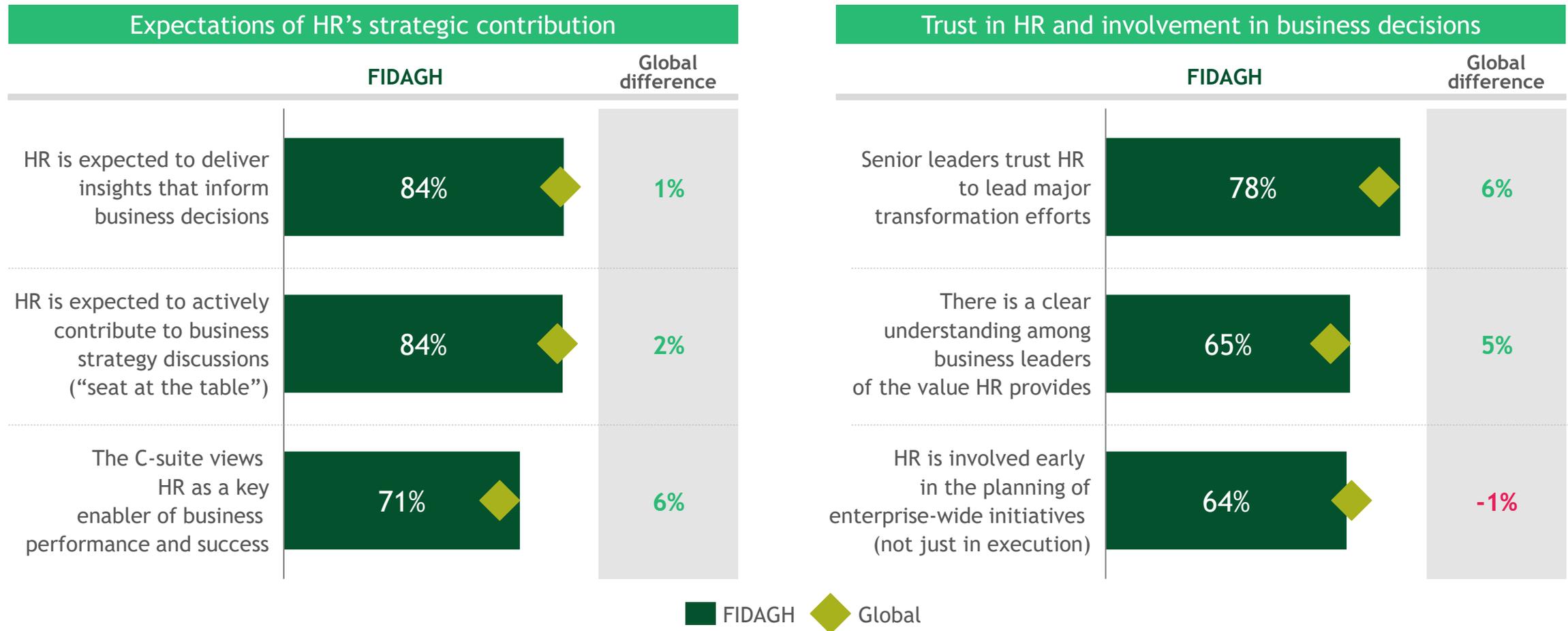


■ FIDAGH ◆ Global

Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, FIDAGH total n = 1283, n size varies by question due to respondent selection). 1. question is multiple select; "Other" answer choice not included

# In FIDAGH, HR is more likely to be viewed as a Value Creator with a Strategic Role compared to Global results

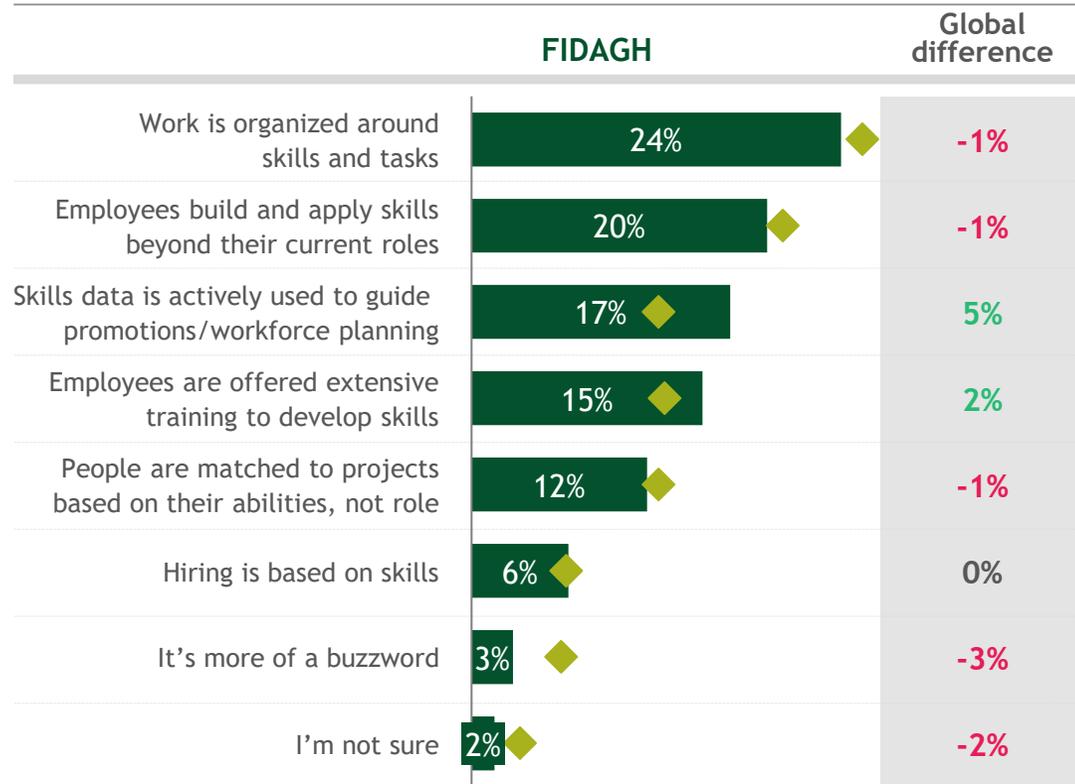
How much would you agree with the following statements? In my organization,...



Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, FIDAGH total n = 1283, n size varies by question due to respondent selection).

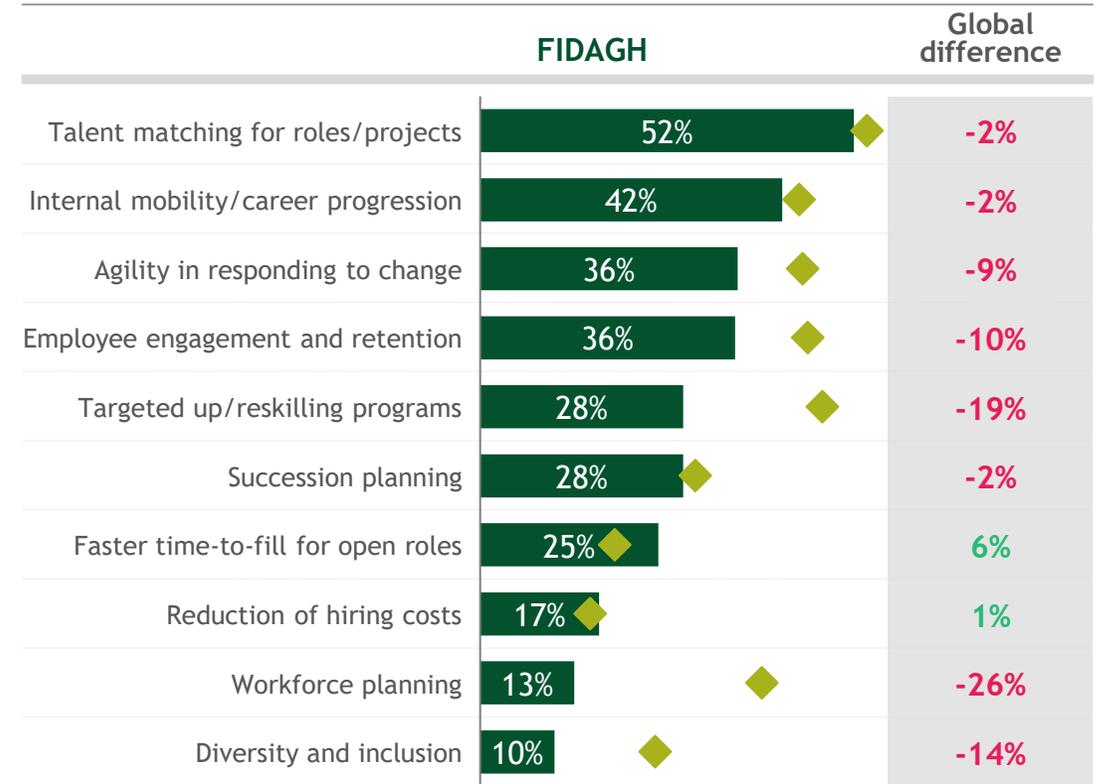
# FIDAGH countries apply skills-led approaches with strong focus on Talent Matching

What does “skills-led organization” mean in your organization?<sup>1</sup>



■ FIDAGH ◆ Global

Which use cases have proven most impactful when applying a skills-led approach?<sup>2</sup>



■ FIDAGH ◆ Global

Source: 2026 BCG/WFPMA proprietary web survey and analysis (Global n = 7,115, FIDAGH total n = 1283, n size varies by question due to respondent selection). 1. "Other" answer choice not included 2. question is multiple select; "Other" answer choice not included

# Three major topics emerge from the CPA 2026

## Main CPA topics



### Digitalization / AI

- 1 Deployment of GenAI & Other Emerging Technologies
- 3 Digital Solutions (e.g., HR Process Automation)
- 6 HR IT Architecture, Software & Data
- 8 People Analytics & Reporting



### Workforce of the future

- 4 Strategic Workforce Planning
- 2 Talent Management & Succession Planning
- 5 Leadership Development
- 7 Upskilling & Reskilling



### Value delivery

- Rising expectations on Digital and Workforce require HR to move beyond strong but admin-heavy foundations
- Clear mandate to modernize the HR operating model and translate priorities into measurable business value

## What This Means for HR Leaders

- Move from pilots to enterprise scale
- Redesign workflows, not just automate tasks
- Build strong data governance and AI fluency
- HR must co lead enterprise AI transformation

- Shift from skills ambition to execution at scale
- Institutionalize strategic workforce planning
- Embed skills into talent and leadership systems
- Leadership capability drives performance

- Link people initiatives to business outcomes
- Measure capability ROI and impact
- Modernize HR governance and capabilities
- Move from enabler to value driver