

# career paths reimagined.



## Action plan: for employers

### 1. Foster flexible career structures

- In your organisational structures move away from rigid hierarchies; adopt diamond-shaped or agile structures.
- Enable multi-track progression and lateral moves to support diverse career paths.

### 2. Invest in continuous learning ecosystems

- Replace annual training with ongoing, personalised learning supported by effective mentoring.
- Provide access to micro-certifications and digital learning platforms.

### 3. Embed technology readiness

- Ensure employees are consciously competent with continually evolving technologies and data.
- Offer training on emerging technologies and their application in business.

### 4. Promote purpose-centric values

- Implement an organisational culture which drive purpose as a core value.
- Create roles focused on sustainability assurance and performance management.

### 5. Support mental health and wellbeing

- Develop policies for hybrid work and work-life blend.
- Provide mental health resources and foster inclusive, empathetic cultures.

### 6. Accelerate skill development

- Implement coaching and mentoring programmes to fast-track experience.
- Address the tertiary skills gap by enhancing early-career exposure to the workplace.

### 7. Build resilience for geopolitical and economic uncertainty

- Develop scenario planning and risk management strategies.
- Diversify talent pipelines and supply chains to mitigate global disruptions.

### 8. Encourage leadership over management

- Train employees for agile leadership in self-assembling teams.
- Focus on influence, curiosity, collaboration, and decision-making skills.

### 9. Embrace inclusivity and longer working lives

- Create policies for multi-generational teams and flexible retirement options.
- Leverage neurodiverse talent for innovation and problem-solving.

### 10. Reconfigure talent attraction and retention

- Position organisational culture as a strategic asset.
- Offer flexible work models, purpose-driven roles, and clear development paths.