

## “HR Monitor 2025”



Weekly Learnings 37 / 2025

This is a McKinsey report that has HR trends in Europe and has a data point for USA also. I picked the following from this report put out this week:

1. 50 % of companies do workforce planning for 6 to 12 months out! Talk of short termism! This is as bad as sales planning.
2. 77 % of employers use skills taxonomy and prescribe at least 10 skills in the skills taxonomy 66 % of the time.
3. Only 56 % take the job offer of which 18 % are terminated in the probation period leaving an acceptance of job Offers at 46 %, that's really low.
4. Remuneration, Training & Development are top 2 reasons for employees to move, flexibility at work is number 3 in four countries and relationship with manager is No 3 in two countries.
5. 26 % of employees believe they do not get formal feedback or a career discussion in a year while only 6 % of HR believes the same. There is a yawning gap.
6. HR thinks they have put the average employee through 22 days of training while the employee believes it's 12 days. That's another perception gap.
7. 45 % of USA employees have received AI training. 66 % of USA employees use AI at work either daily or several times a week. 50 % of UK employees do not use AI at work.
8. 64 % of employees are satisfied with their employer
9. Employee retention depends on Job Security, Work life balance and relationships with colleagues according to employees while employer thinks its compensation as No 1.

10. 18 % of companies use shared services and 35 % believe AI will have a significant impact on the HR department.

Clearly there is a bad perception gap between employer and employee. This could be true in India too.

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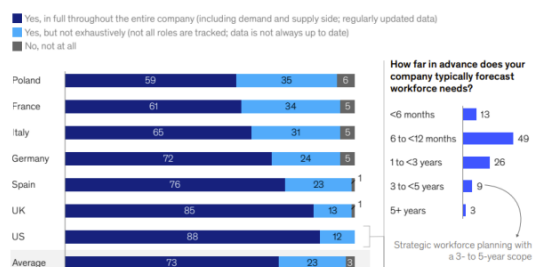
18 August 2025



## Strategic workforce planning: Why it's more critical than ever

Most surveyed companies conduct operational workforce planning, but only a few take a strategic, long-term approach.

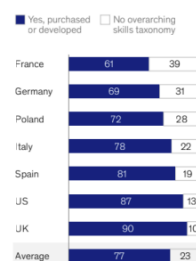
Engagement in workforce planning,<sup>1</sup> % of HR respondents



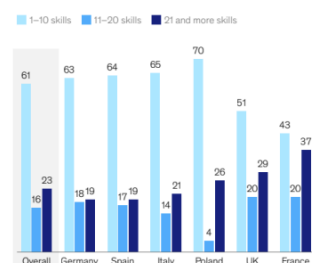
Note: Figures may not sum to 100%, because of rounding.   
\*Question: Does your company carry out workforce planning?   
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

Of the surveyed companies, 77 percent have developed or purchased a comprehensive skills taxonomy.

Company's use of comprehensive skills taxonomy, % of HR respondents



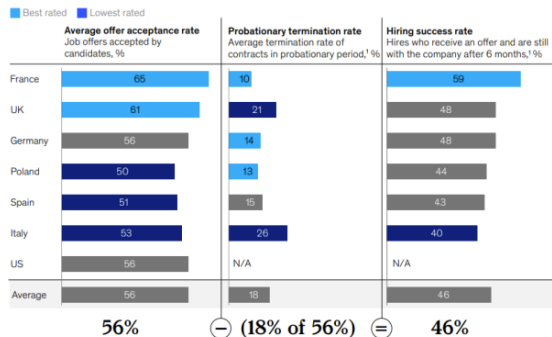
Skills taxonomies by number of skills included, % of HR respondents<sup>1</sup>



\*Question was not included in US survey.   
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

# Rethinking talent acquisition: Adapting hiring strategies to a changing labor market

Low rates of job offer acceptance and high attrition during probationary periods create a low overall hiring success rate.



\*Question was not included in US survey.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

Job change drivers, % of employees naming factor as a top-three driver<sup>1</sup>



\*Question was not included in US survey.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 3,000 employees and 1,500 HR professionals in France, Germany, Italy, Poland, Spain, and UK

## Employee development: From a fragmented approach to an integrated strategy

Frequency of formal employee feedback and career meetings, EU and UK, % of respondents



Note: Figures may not sum to 100%, because of rounding.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 3,000 employees and 1,500 HR professionals in France, Germany, Italy, Poland, Spain, and UK

Number of employee training days, EU and UK



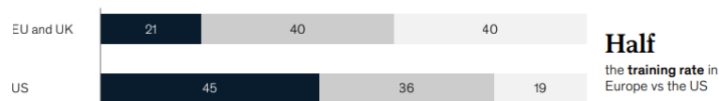
Source: McKinsey HR Monitor Survey, Dec 2024, n = 3,000 employees and 1,500 HR professionals in France, Germany, Italy, Poland, Spain, and UK

## Employee development: From a fragmented approach to an integrated strategy

Gen AI training and use, % of employees

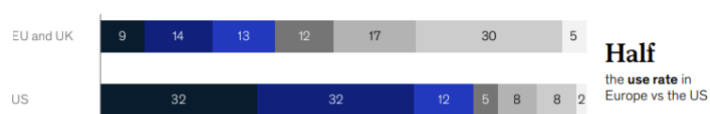
Has your organization provided learning and development specific to gen AI or the best use of gen AI tools?<sup>1</sup>

■ Yes, we have received formal training on gen AI ■ We had some informal discussions or resources, but no formal training ■ No, there have been no learning or development opportunities related to gen AI



How often do you use gen AI for your work (not only HR-related)—eg, ChatGPT or Microsoft Copilot?

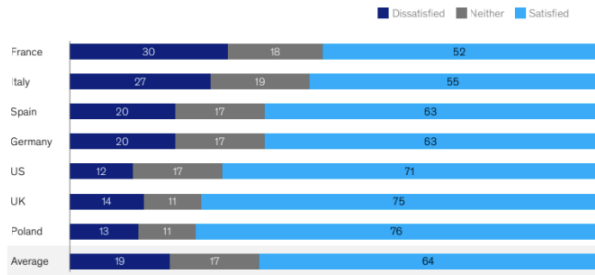
■ Daily at work ■ Several times a week at work ■ Several times a month at work ■ Less than once a month at work ■ I use generative AI privately but not at work ■ I've heard of generative AI but never used it ■ I have never heard of generative AI



Note: Figures may not sum to 100%, because of rounding.  
Question was not included in German survey.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

# Enhancing employee experience: A strategic priority for engagement and retention

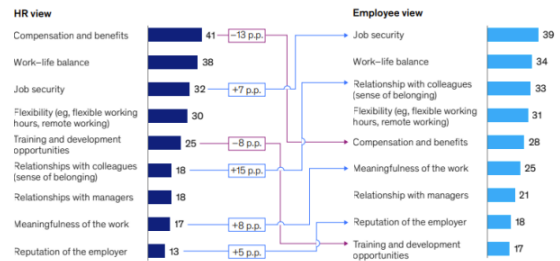
Based on the last employee survey, what percentage of your employees are satisfied or dissatisfied with their employer?, % of HR respondents



Note: Figures may not sum to 100%, because of rounding.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

Employee retention factors, % of respondents naming factor as one of top three reasons to stay

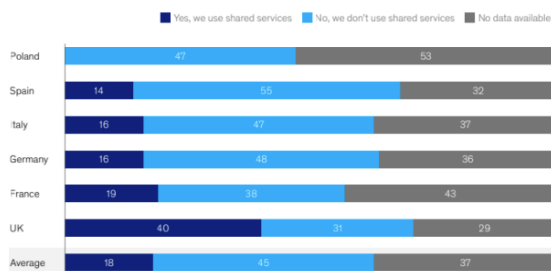
What are the main drivers for employees to stay with their current employer?



Note: p.p. is percentage points.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US

# Transforming HR services: How SSC and gen AI are reshaping HR operating models

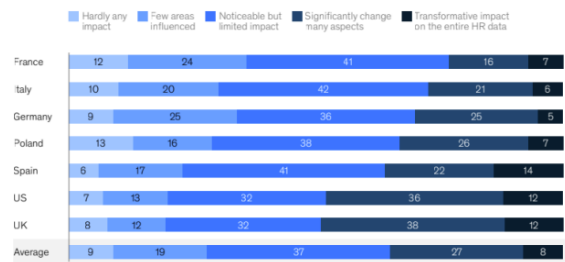
Use of shared services by companies with 1,000+ employees, % of HR respondents<sup>1</sup>



Note: Figures may not sum to 100%, because of rounding.  
<sup>1</sup>Question was not included in US survey.  
Source: McKinsey HR Monitor Survey, Dec 2024, n = 3,000 employees and 1,500 HR professionals in France, Germany, Italy, Poland, Spain, and UK

Predicted impact of gen AI on HR department, % of HR respondents

How do you assess the potential of generative AI on your company's HR department?



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Source: McKinsey HR Monitor Survey, Dec 2024, n = 4,069 employees and 1,925 HR professionals in France, Germany, Italy, Poland, Spain, UK, and US