

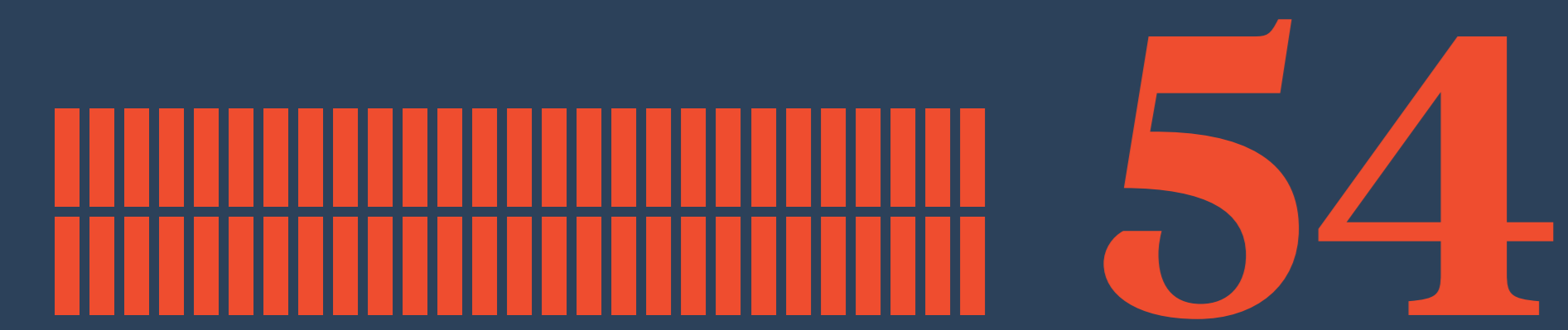
# THE EVOLVING CHRO

The role of the CHRO is changing. As the remit of HR leaders expands beyond recruitment and employee engagement, to digital transformation, driving productivity, and more, their position is no longer one which can be overlooked. With a seat on the board and the CEO's ear, the CHRO is becoming an increasingly vital member of the C-suite, one who will need a diverse set of skills for business to thrive

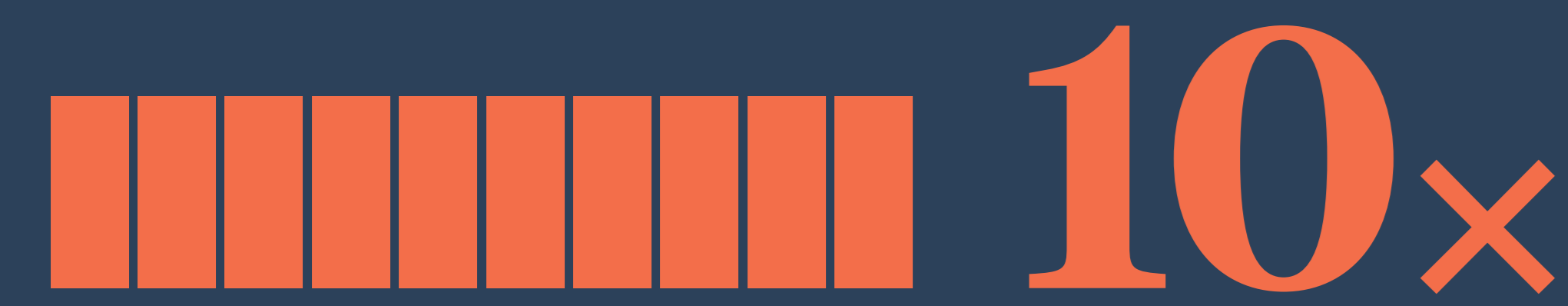
## WHO IS THE CHRO?

### AVERAGE CHARACTERISTICS OF CHROs

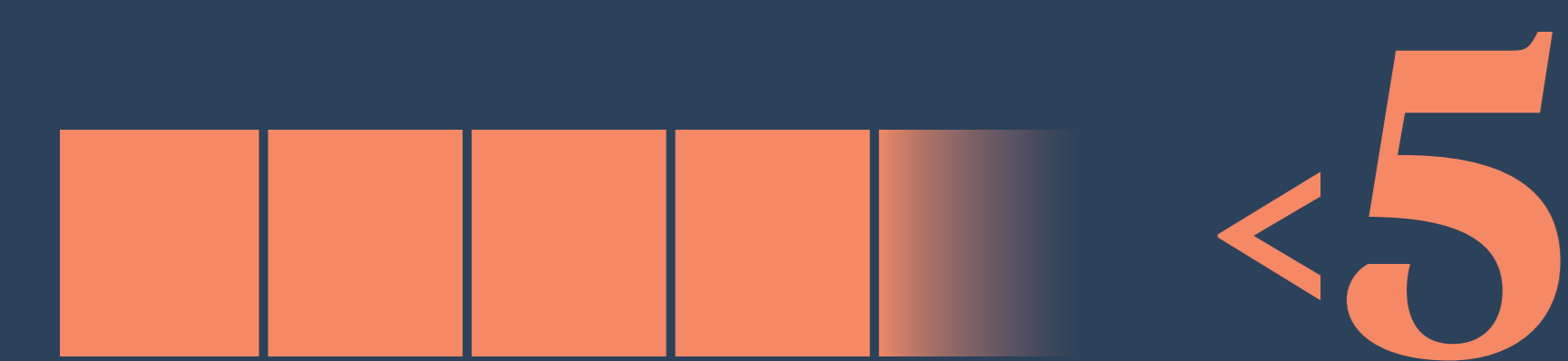
Analysis of CHROs in the Fortune 200



The average age of a CHRO in the Fortune 200



A CHRO is nearly 10 times (9.63 times) as likely to be female than a CEO is



The average tenure for a Fortune 200 CHRO is less than five years



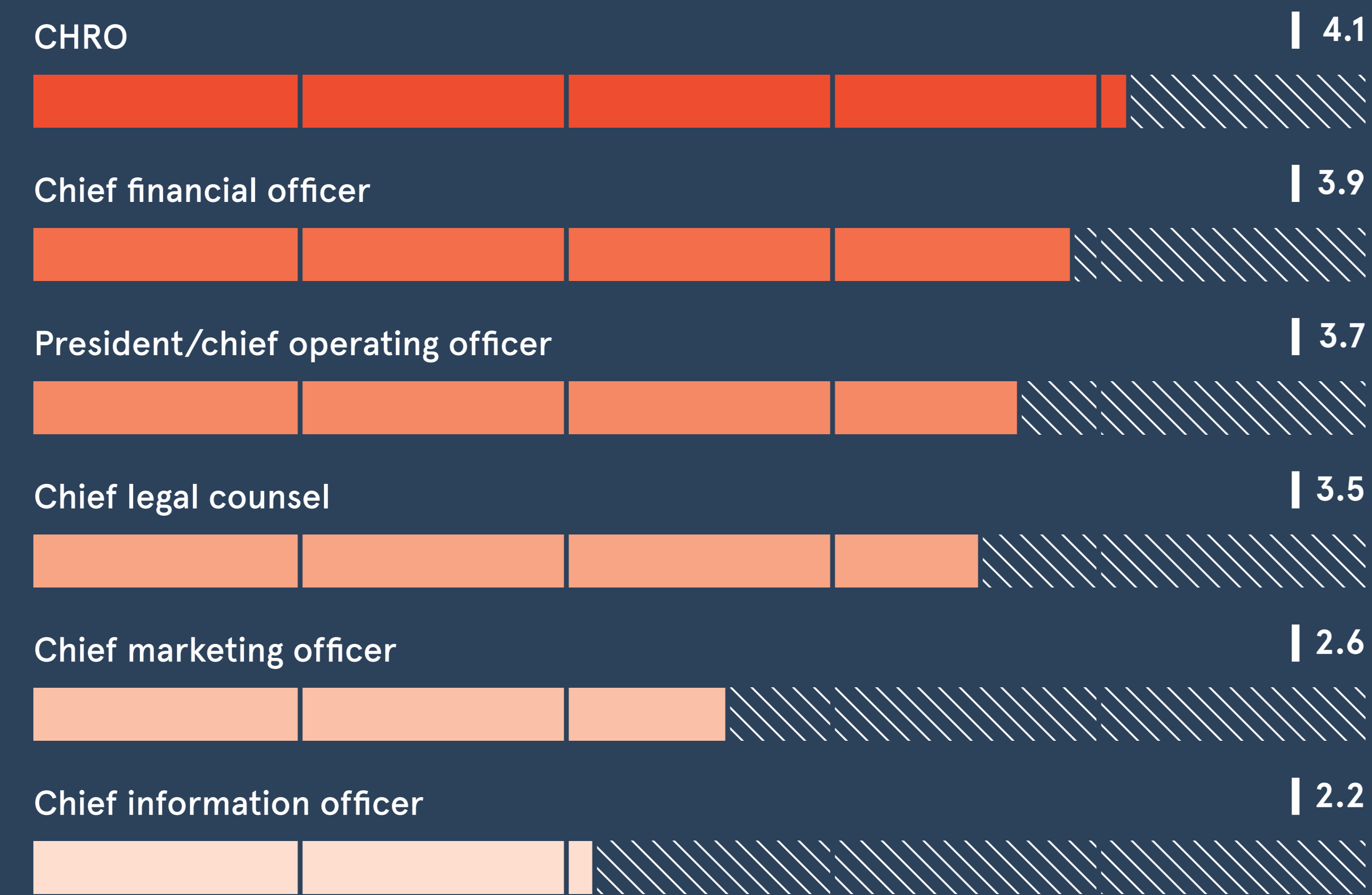
The percentage of Fortune 200 CHROs that have had more than five years of HR experience

The Talent Strategy Group 2018

## WHAT IS THE CHRO'S POSITION IN THE BUSINESS?

### CHROs ARE THE CLOSEST CONFIDANTS TO CEOs

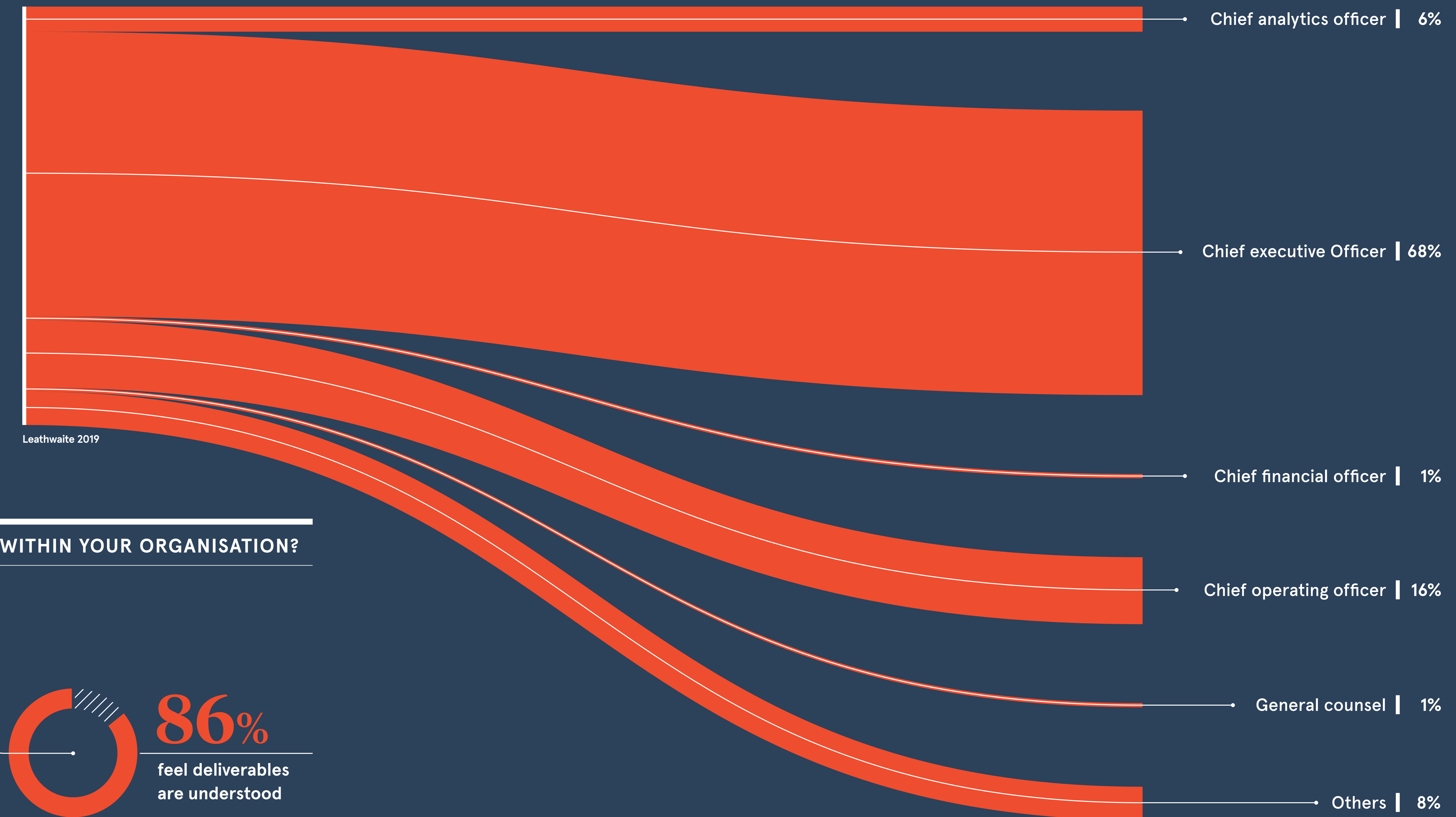
Score out of five, where one is "not a confidant" and five is "closest confidant"



Center for Executive Succession 2018

### CHROs TEND TO REPORT DIRECTLY TO CEOs

What is the ultimate reporting line of HR within your organisation?



Leathwaite 2019

### DO YOU FEEL HR IS APPROPRIATELY VALUED WITHIN YOUR ORGANISATION?

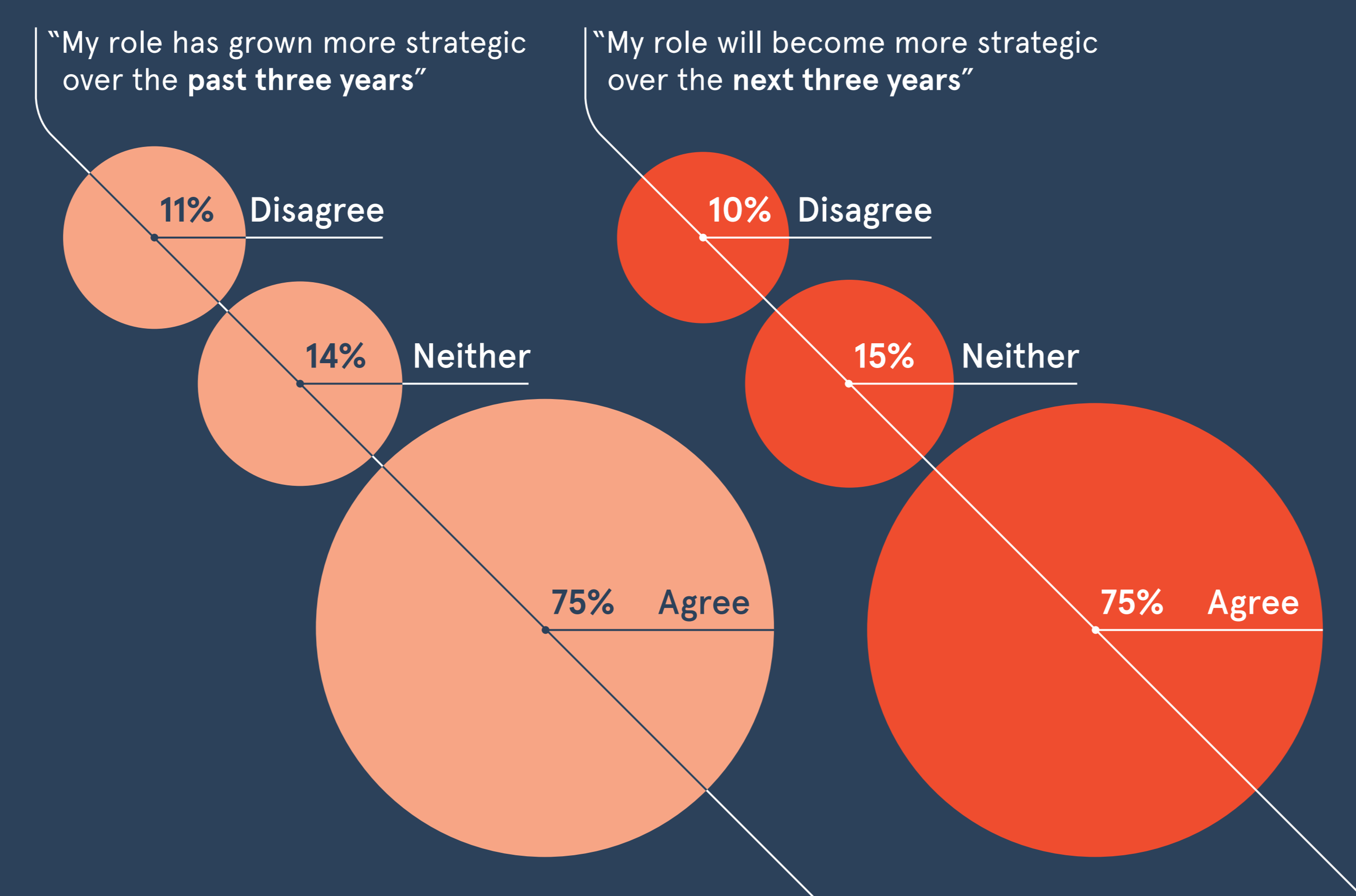


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## HOW IS THE CHRO'S ROLE EVOLVING?

### CHROs ARE BECOMING MORE STRATEGIC

Service Now 2018



### CHRO'S ROLES ARE CHANGING AS THEY BECOME MORE INVOLVED WITH ORGANISATIONAL STRATEGY

How CHROs see their core role today, compared with three years ago

Service Now 2018

