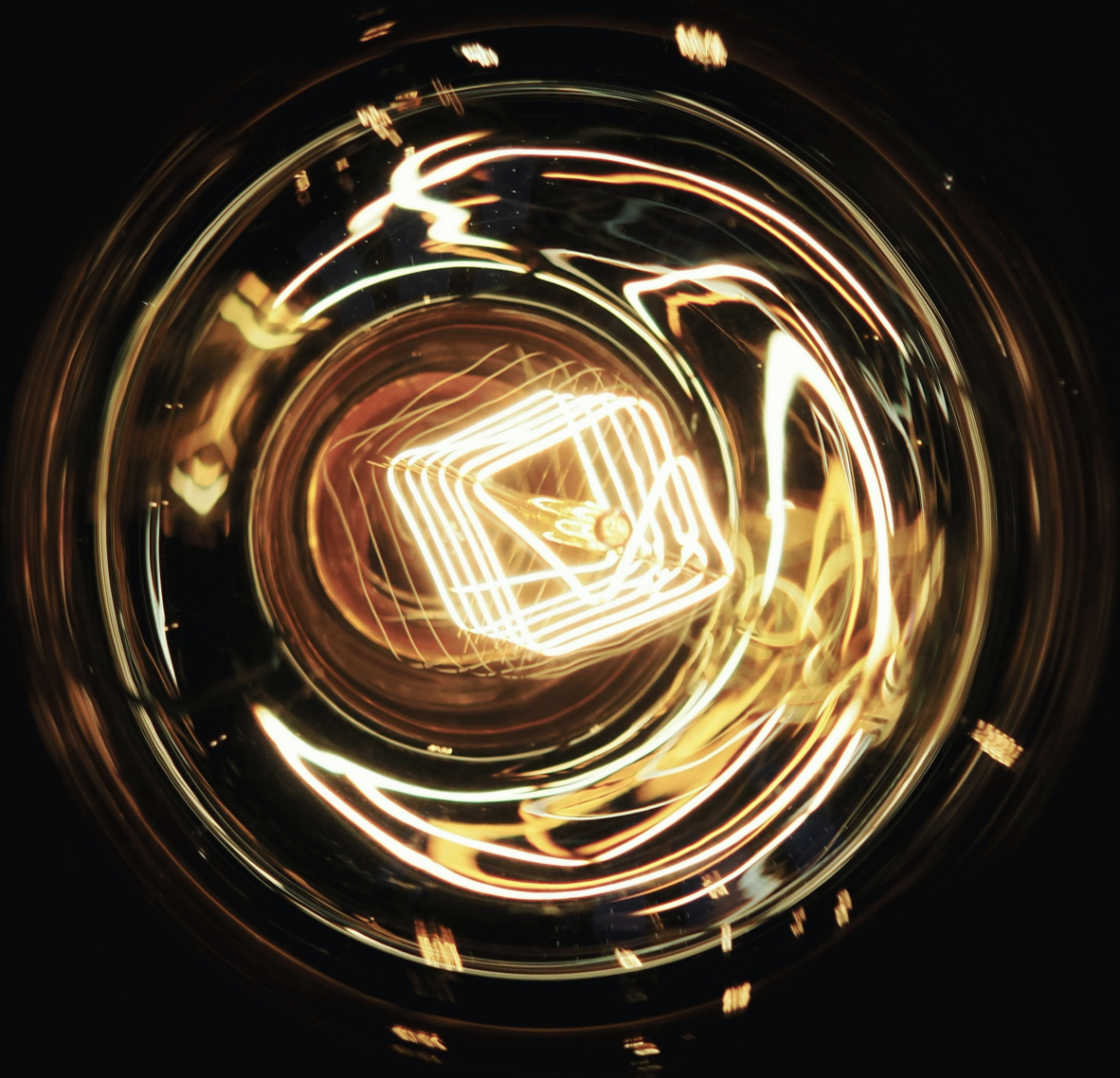


NAHRMA 25TH ANNIVERSARY

SPOTLIGHT ON KEY HR PERSPECTIVES



NAHRMA
North American Human Resource Management Association

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CONTENT

LISA ABRAHAM BROWN	PRIMERICA FINANCIAL SERVICES	8
CLAUDIO ALCAYAGA	MABE	12
TOM BALFOUR	DEPARTMENT OF FISHERIES AND OCEANS	20
PIERRE BATTAH	PIERRE BATTAH LEADERSHIP	22
NATALIE CHAN	RICHARDSON INTERNATIONAL LIMITED	24
MIKE CLEMENTI	PETVET CARE CENTERS	26
NEIL COOMBS	FONEMED	30
EDUARDO DE LA GARZA	WALMART	34
MARCELA DOMENZAIN	BASF	38
GENEVIÈVE FORTIER	PROMUTUEL INSURANCE	42
MICHAEL FRACCARO	MASTERCARD	46
GABRIELA GARCÍA	PEPSICO ALIMENTOS LATIN AMERICA	52
JANICE HARPER	NFI GROUP	58
JORGE JAUREGUI	WFPMA	62

LAYLA KHALIL	EAST COAST CREDIT UNION	66
MARCIE KIZIAK	NOVA CANNABIS	70
NAKESHA LOPEZ	BAYLOR SCOTT & WHITE HEALTH	74
LARS MINNS	MERCEDES-BENZ, NORTH AMERICA	78
MICHELLE NETTLES	MANPOWERGROUP	80
SALVADOR ORTEGA	NEWELL BRANDS	84
HEATHER RYAN	FEDERATED CO-OPERATIVES LIMITED	88
SUSAN J. SCHMITT WINCHESTER	APPLIED MATERIALS	90
ERIC SEVERSON	NEIMAN MARCUS GROUP	94
HELEN SHERIDAN	STEMCELL TECHNOLOGIES	98
JOHANNA SÖDERSTRÖM	TYSON FOODS	102
BETTY THOMPSON	BOOZ ALLEN HAMILTON	104
GERARDO VALDÉS	SURA ASSET MANAGEMENT	108



DEAR FELLOW HUMAN RESOURCE LEADER,



On behalf of the Executive Board of NAHRMA, congratulations to each of you for your contributions to the HR profession and for making it possible for us to celebrate our organization's first 25 years of successful service!

It is an honor to serve as your President during this special 25th Anniversary celebration. By gathering together HR leaders from Canada, Mexico and the United States, NAHRMA has played a pivotal role in charting a course forward for our profession and for ensuring the HR function is valued for our expertise and wisdom.

This 25th Anniversary Guidebook contains the perspectives of a powerful cross-section of our impressive membership. We live in challenging times, buffeted by global forces and navigating new technologies, rapidly changing demographics and shifting economic trends. The women and men represented in this guidebook tackle these challenges head on. Each of them has been engaged in talent management for decades, and they remain committed to playing a leadership role in their organizations and our profession for years to come.

By reflecting on our past experiences and learning from one another, HR leaders can contribute to thriving workplaces where employees can reach their full potential. NAHRMA plays a critical role in making this happen, and we will continue to do so for years to come.

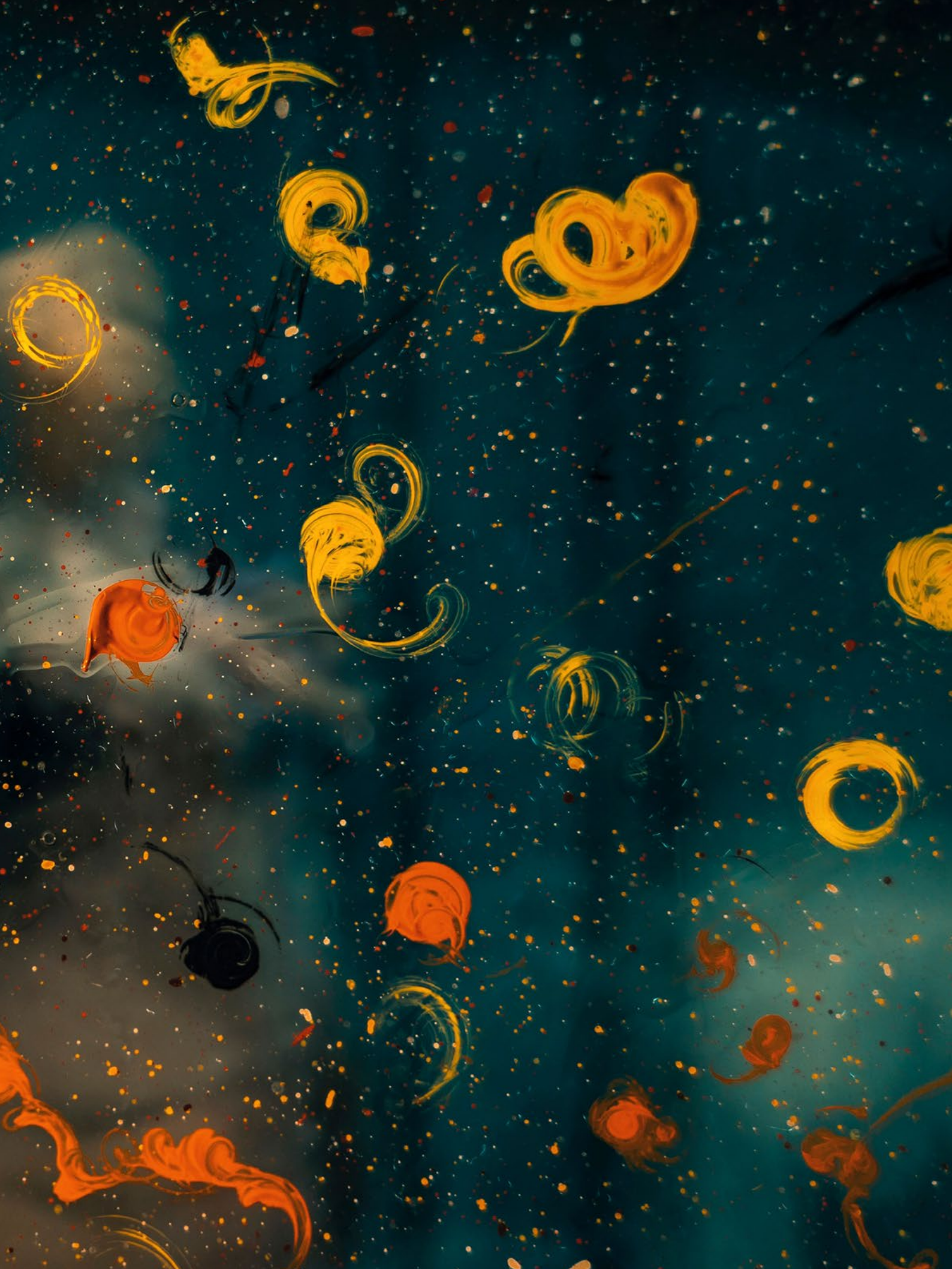
I would like to thank the leaders of our three professional associations – *Asociación Mexicana en Dirección de Recursos Humanos* (AMEDIHR), Chartered Professionals in Human Resources (CPHR) Canada and the Society for Human Resource Management (SHRM) – for your enduring support and commitment to our shared vision. I would especially like to thank Jorge Jauregui Morales for his pivotal role in establishing NAHRMA. Thanks to his efforts and the support of the leaders of our three associations, we are able to reflect on 25 years of success.

In many ways, our work has just begun. Each day brings fresh evidence that the HR profession remains at the center of shaping the future of work and the workplace. I know that no matter what that future brings, our members and our association will be up to the challenge. I look forward to sharing our next 25 years with all of you.

Sincerely,

Susan Ryan
President





LISA ABRAHAM BROWN

EXECUTIVE VP & CAO
PRIMERICA FINANCIAL
SERVICES
USA



Lisa Abraham Brown is currently the Executive Vice President and Chief Administrative Officer at Primerica Financial Services, where she oversees the company's Human Resources, Talent Management, Facilities, and Physical Security functions. She is a member of the company's Senior Executive Operating team with reporting relationships to the CEO, President and COO for Primerica. She is responsible for setting and executing the organization's people strategy and leads the company's efforts to create and implement programs and initiatives that focus on Diversity, Equality, Inclusion, and Belonging (DEIB). Ms. Brown works closely with Marketing leaders to support Primerica's Strategic Markets affinity groups aligned to the company's 135,000+ external sales force.

Before joining Primerica, Ms. Brown worked at Delta Air Lines for over twenty years, where she held various executive level human resources positions. She oversaw Delta's wholly owned subsidiaries, fleet, procurement, talent development, and multiple operations departments.

Ms. Brown earned her B.S. degree in Human Resources Administration from Michigan State University and a Master of Business Administration degree from Kennesaw State University.

She is passionate about mentoring emerging leaders and actively supports her community by engaging in fundraisers and civic initiatives with organizations like the Salvation Army and the American Cancer Society. Ms. Brown is also involved in several board affiliations, including serving as a member of the board of directors for Atlanta-based Cool Girls, Inc. since 2017, where she currently holds an executive board position. She chairs the board development committee and previously held appointments on the resource development and programming committees. Most recently, she was appointed to Michigan State University's Broad College of Business Advisory Board as an alumnae board member. Ms. Brown is also an active member of Delta Sigma Theta Sorority, Inc. Ms. Brown is originally from Detroit, Michigan, and currently lives in the metropolitan Atlanta area with her college-aged daughter.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

This is a very important area of focus especially in our current climate. It is important that organizations talk about the importance of self-care, mental health and overall well-being and normalize the discussion and create strategies to educate employees on mental health triggers and resources to remove the negative stigma associated with mental health situations. HR teams can support this by highlighting the opportunities offered through most benefit plans and Employee Assistance Programs (EAP) support systems that are in place by educating employees on the components of their benefit plans that support healthy lifestyles, preventative care and offer accessible and affordable counseling resources not only for the employee but also for eligible

family members. Providing training to leaders on crisis management, identifying concerning behaviors that may be a signal for help as well as tools and training for handling employee relations issues effectively are also important elements for HR and management professionals to have to manage situations that may have underlying mental health challenges.



MENTAL HEALTH

How can organizations better support employee health and well-being?

Education on elements of company health plans that allow for well-woman and well-man visits that many times are offered at no or low cost to employees with most employer sponsored insurance plans. Encouraging proactive self-care and well-being not only helps employees to better

manage their health but also reduces potential for increase medical expenses to organizations, especially those that are self-insured. Company provided EAP services are critical as many of the more dynamic EAP organizations also offer more than just crisis support but rather offer assistance and resources for many lifestyle needs of employees and their families that can also resolve potential health and wellness needs. Organizations can also leverage programs and opportunities that promote flexibility in work schedules, offer healthy options of food sources in work locations as well as activities such as walking, yoga, weight management courses are great opportunities to not only drive home the importance of employee health, well-being, and work-life balance but also opportunities to collaborate with colleagues.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

This is an area of opportunity for many organizations that pre-pandemic had a traditional work structure. One of the main areas of focus is providing training and resources for leaders to manage hybrid workforces. The requirement for non-traditional team engagement was thrust upon many people leaders during the pandemic. Teaching managers how to effectively communicate, engage, collaborate,



and build high performing teams in a non-traditional way has been a challenge for some leaders and organizations. Successful global mobility environments require not only a technology construct and platform that can support remote access, but it is also imperative with employees working in various locations that there are strong security barriers to protect

data and company proprietary information. Having flexible policies, work rules and productivity platforms is also imperative in managing a successful global mobility environment. Many organizations and employees are also realizing the challenges of career progression for staff members. For those companies with a large mobile footprint, career progression and succession planning frameworks to determine top talent for growth and elevation will require a savvy performance management system that ensures there are still opportunities to elevate careers to those top performers even if they are not physically in the workplace where their talents can be view in a more traditional in-person way. As of 1Q2023 however, it is interesting how many contemporary organizations and tech companies are requiring employees to return to the office full-time citing lack of productivity, teamwork and cultural decline as the catalyst for the reversal remote work options.

INNOVATION

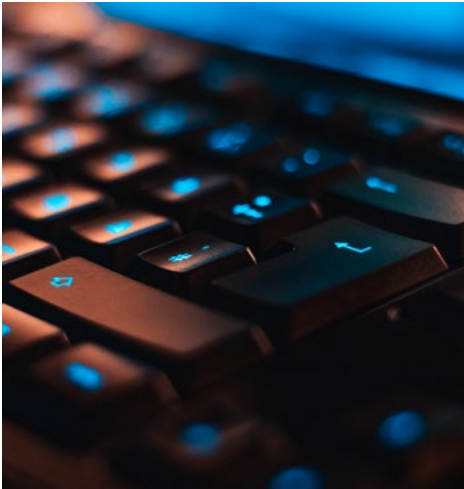
What role does innovation have in the human resources and people management professions?

As our world evolves and we have a mix of employees from various generations, it is even more important for HR to partner with leadership to foster company cultures that have engagement models aimed at various collaboration opportunities that unites employees and fosters teamwork. This will also help to support the growing social footprint fueled by increased technology and online tools that many organizations have adopted for inter-organization connections where people can express themselves and find commonalities.

While company's current work environments span the spectrum between traditional in-office schedules and non-traditional or hybrid work models, social engagement and communication in day-to-day collaboration will require the use of technology to connect, inform and perform tasks. Innovation should also be in mind as HR works with business leaders to create and/or enhance company policies, training, programs and employee engagement opportunities in multi-faceted ways to penetrate learning and collaboration very differently than in the past.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?



In my view, adopting AI into HR tasks and responsibilities requires more details and research. While AI can create and provide unique alternatives to communication, processing data quickly and providing faster productivity of some tasks, it will be important that organizations understand the risk of automating some tasks that are best con-

ducted with human intervention or review to give perspective that technology (even through programming) may not solve in a humanistic way. This technological advancement may be helpful in those roles that require repetitive tasks, in the HR discipline, organizations would have

to determine what HR work can accommodate such automation that may or may not replace humans but rather change the responsibilities of some job functions as they are performed today in support of AI automation. From an HR perspective, I am also concerned about the security and protection of personal and confidential information for employees that from time to time proves to not be a fail-safe option as evidenced by those who can manipulate technology or infiltrate sensitive data to cause harm or bring risks to the data of private citizens, employees, and the intellectual property of organizations that in the wrong hands can cause harm. Automation on the other hand could aid in some of the more manual HR tasks if there are alternatives to those tasks or processes that are in place in the event of a technology/automation failure.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

There are components of effective HR work that whether it be current state or 25 years from now that are not trendy but rather solid foundational business practices that if executed appropriately, provide successful engagement that drives an effective HR partnership. I have always engaged and believe it to be a best practice that the most successful HR professionals are those who are also astute in understanding the business or operation that they support. Understanding the key business drivers and priorities of an organization as HR professionals, demonstrating business savvy and developing credible relationships of influence across

a business is the foundation required to be an effective business partner. It is in these situations that HR professionals can leverage their knowledge of the business to develop meaningful operational and employee solutions to the business that will lead to a stronger impact to the situations requiring resolution. As our world evolves, successful HR functions that are engaged in networking and understanding best practices and that can respond to internal and external employment trends that create inviting employee value propositions are also imperative attributes that will enhance a productive strategic leadership environment.

CLAUDIO ALCAYAGA

CHRO
MABE
MEXICO



He has a degree in Industrial Relations from *Universidad Iberoamericana*. He also has an MBA from Thunderbird University and the *Instituto Tecnológico de Estudios Superiores de Monterrey*. He has also completed a Postgraduate Diploma of CHRO from Wharton University.

He began his career in Human Resources in 2002, collaborating with different companies such as Nextel, Holcim, and Mars Inc., always focused on the importance of taking care of people.

He has been part of the Mabe Family for 12 years, during which he has

served as leader for several projects, areas, and regions within Human Resources. He has held different positions which led him to strengthen his professional career and later, be promoted as Chief Human Resources Officer, position which he currently holds, leading the Human Resources team with a human, nimble, and collaborative strategy to continue leading Mabe to be a great place to work and with the best talent.

In addition to his role in Mabe, since 2019 he has been a Counselor in *Enactus* and he is part of the *Asociación Mexicana en Dirección de Recursos Humanos (AMEDIRH)*.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

The pandemic brought us different challenges derived from the lockdown, the loss of family members or friends due to illness, the situation of uncertainty that took place throughout the world, and some sequels that the virus could cause. This also awoke in the population a great interest in improving their lifestyle towards a culture of health and self-care, for this reason, people became more demanding about their eating habits, physical activity, and of the options the government and companies they are part of offered them to reach an optimal physical state in order to control any health condition.

It is a reality that the global level of psychological illnesses (depression and anxiety) has increased, therefore companies, specifically HR teams, must offer practices to improve mental health care through their employer brand proposal, since, especially, new generations give priority to mental health and well-being over any condition or benefit at work. But beyond that, we believe that the well-being of employees should be the most important thing for the Human Resources teams, therefore, we should constantly work on it to achieve the best results.

Among the indicators that will begin to be measured from now on, is the employee well-being rate, which is linked to engagement, productivity, et cetera.

In addition, it is expected that the stigma about the attention given to mental health care will decrease, even some countries have begun to act on this; for example, in Mexico, there are already legal regulations

that contemplate psychological protection as a mandatory compliance in the near future. There is also a prioritization of this topic in digital health systems.

We believe that the next steps in the management of psychosocial risks will be focused, not only on the job organization factors, but also on the promotion of mental health in the work center.

MENTAL HEALTH

How can organizations better support employee health and well-being?

The culture of the companies from now on, must consider mental health as one more sphere in our employee's lives, which must be addressed with programs, practices and processes that contribute to its care. In addition, these practices must be worked under comprehensive models of well-being (pillars of physical, emotional, social, and financial well-being) to guarantee that no sphere of the person is neglected, and everything is addressed with the same approach.

Having a specific program to promote health at work, which includes psychological protection and mental health attention is fundamental to guarantee that this aspect of the person is being taken care of. This can

be supported by digital telemedicine strategies with an immediate focus on mental and emotional health.

It will be essential to design health and well-being policies that include prevention, attention, and follow-up on mental health illness cases (depression, anxiety, burnout, et cetera.) in the workplace as employee protection and reinforcement of the commitment that the company has to this matter. It can be reinforced through internal communication campaigns (or even external, if there is an opening with stakeholders) of health and well-being to promote among people the importance of their care, as well as how they can act and what the company offers them to achieve it.



TALENT MOBILITY AND POLICY

Looking forward there should be health care professionals at work centers to provide an appropriate follow-up and monitoring of cases that may arise.

All these actions will hardly be promoted correctly if there is not a leadership team who is sensitive and

conscious of this subject, so each step within the strategy that is built around these challenges must be sponsored from the top levels of the organization, who play a strategic role in the broadcast of the information and contribute to the participation of the teams they lead.

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Companies have faced different challenges regarding the mobility needed to guarantee the continuity of their business, and not only due to the pandemic, but also due to how the environment that surrounds us has changed. With no doubts, the pandemic has left us many learnings about how to evolve or maintain some practices to learn to be more flexible without leaving aside meritocracy, strategy, and achievement of goals. As a leader of Human Resources for a company with operations and talent throughout Latin American countries and Canada, I consider that currently our challenges are based on two different things:

1. **Expatriate employees:** is a development opportunity for our internal talent through an experience that allows them to relocate to a different country with many benefits; this gives the company the possibility of having people in the place where the business requires their skills, to continue training more people or, alternatively, to install skills that the processes of this operation require.

The challenges that we've faced recently from an operational and tactical perspective are:

- Granting salaries and benefits according to the law in other countries while balancing these conditions with the company's policies.
- Providing the necessary compensation for the costs of living the person requires.
- Fulfilling visa requirements.
- Addressing taxes regulations in a rightful manner.
- The pandemic extended considerably the imports of household goods, which is one of the benefits given.
- Responding and anticipating a scenario for the devaluation of local currency.
- From a more strategic perspective, cultural adoption from the employee and families to the country and vice-versa.





*This last one is not new, but it is always a challenge for expats and companies to do their best to understand and value the differences between cultures.

How we have overcome this:

To begin with, having a specific department to attend to the different conditions and possible needs of this process has been extremely important to guarantee that the employees under this labor scheme have a positive experience without legal problems.

The adequate follow up in the expatriation process to prepare an economic proposal for the person that guarantees quality of life while this change occurs (visas, household items, economic proposals) and having preventive action plans (paperwork, health regulations, financial or legal situations) in the possible movement of people, it is key to ensure a successful process. Something we can do better is cultural training, so we should be working on it more in the near future. One of the learnings we had from the pandemic is that some jobs can

be done remotely no matter where they are. So, we developed a strategy called “development without borders”, in which an employee can apply for a position in Mexico and work from Argentina. We are proud to say that a member of the HR team in the internal communication department is currently working this way and doing a great job!

2. Mobility between operations, visits from clients, suppliers, and contractors: our main goal has always been to ensure the safety and health of our people and their families, so, our main challenge in the pandemic was to overcome the limitations of the borders in the different countries and determine which are the best protocols to guarantee the safety of the travelers (internal or external to the company) and of the employees of the places that will be visited. To achieve it, the trips that were not critical or essential had to be restricted during the strongest peaks of the pandemic, creating the following protocols for those that did have to be made:



- We used the traffic light system in each state (in the case of Mexico) and the countries where we have a presence or clients. And we reinforced it with our own system.
- Travel protocols (Covid-19 detection tests before and after the trip, delivery of travel kits with equipment for personal protection).
- Creation and use of a digital APP for symptom monitoring and communication of risk contacts in real time.
- Activation of a 24/7 medical line for COVID-19 monitoring and guidance.
- These measures have been gradually transformed or eliminated in the post-pandemic period to adapt to the international criteria of a new normality.

Creation of new ways of working!

In this 3 year journey, we discovered that working remotely (mostly known as home office) was here

to stay. We activated this measure almost immediately with those employees who could perform remotely. We realized that our people could be more productive, engaged, happier, and that both our business results and the pulse surveys that we constantly applied, showed that they were committed to the company, and everything was going perfectly fine.

However, this work scheme, which was very well received by most of our employees, led us to guarantee that:

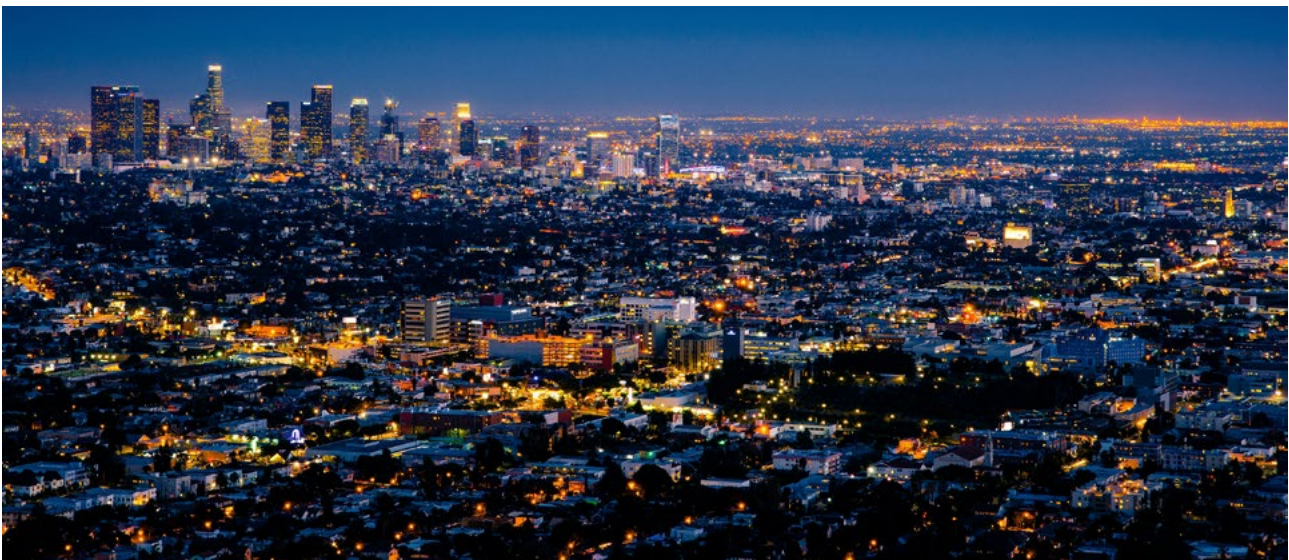
- The necessary technological and communication infrastructure was available so that everyone could carry out their work from anywhere in the world, regardless of borders.
- The business processes had the necessary characteristics to maintain their continuity.
- We complied with all the necessary regulations in the countries where our operations are located.
- We had the necessary programs to keep them focused on the established objectives.
- We had plans and actions that would allow them to continue developing their skills and abilities with the appropriate training tools at a distance.
- Internal communication flowed between the company and them, proposing different ways to inform them about what was happening in the organization, but also opening spaces or dynamics for personal recreation.
- We could contribute to the well-being of them and their families, if we established health, information, or reaction measures in the event of any contagion.
- Leaders understood, promoted, and embraced the new ways of working to ensure that their teams would do it too.

- Almost all processes that could be digitized were adapted to keep all activities on going.
- There were programs that would help us strengthen the trust, commitment, and empathy of all the teams remotely.

We discovered that this scheme, besides being a great attraction in our Employee Value Proposal, it has become one of the benefits most valued by our people by allowing them to work from anywhere, always focused on their objectives, to customize various development experiences, to strengthen the importance of collaborative work between countries, to provide greater opening among

the teams in the flow of information, to have more committed employees who little by little have become more resilient to changes and to give greater focus on the importance of successful leadership and management of remote teams through trust.

We are clear that to continue to be successful in these schemes, we must continue working to improve our interaction at a distance to promote social remote interactions in this new normal and to guarantee that communication continues to flow correctly, as well as to maintain continuous improvement in all our processes in the organization, and as Human Resources, this will be a constant challenge.



INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

It is very important to constantly evolve as a company in order to ensure that we are covering the business needs and our employees in accordance with the challenges that the environment demands.

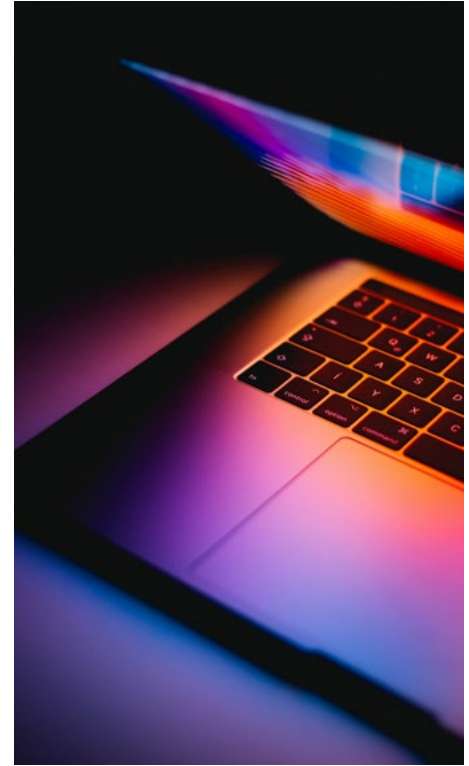
The innovation in human talent management gives us the chance to opti-

mize and run global processes, supported by technological tools that allow us to have agile responses to make decisions aimed to taking care of the most important assets in the organization, our people. Through innovation, it is how we can evolve towards continuous improvement that

allows us to achieve the strategic objectives of the company, increasing the commitment and productivity of our employees through experiences. The use of technological tools such as artificial intelligence and process automation will allow us to solve repetitive and complex tasks in less time, becoming an ally when attracting, developing, retaining, and training talent in an efficient and personalized way, as well to make work positions evolve towards functions increasingly focused on strategic issues. On the other hand, the availability of information through this technology will make business decision-making faster and more accurate, thus accelerating the achievement of objectives.

Of course, we will be looking to develop, borrow, or buy new capabilities considering the automation that can happen in different industries where it will be more available, but we need to anticipate these needs and, also, realize that in the future there will be more talent trained to face them. Change management is a very important play-

er to successfully tackle these challenges. When looking at new technologies that can make operational roles in HR more effective or less needed, we will have to continue evolving into a more strategic role.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

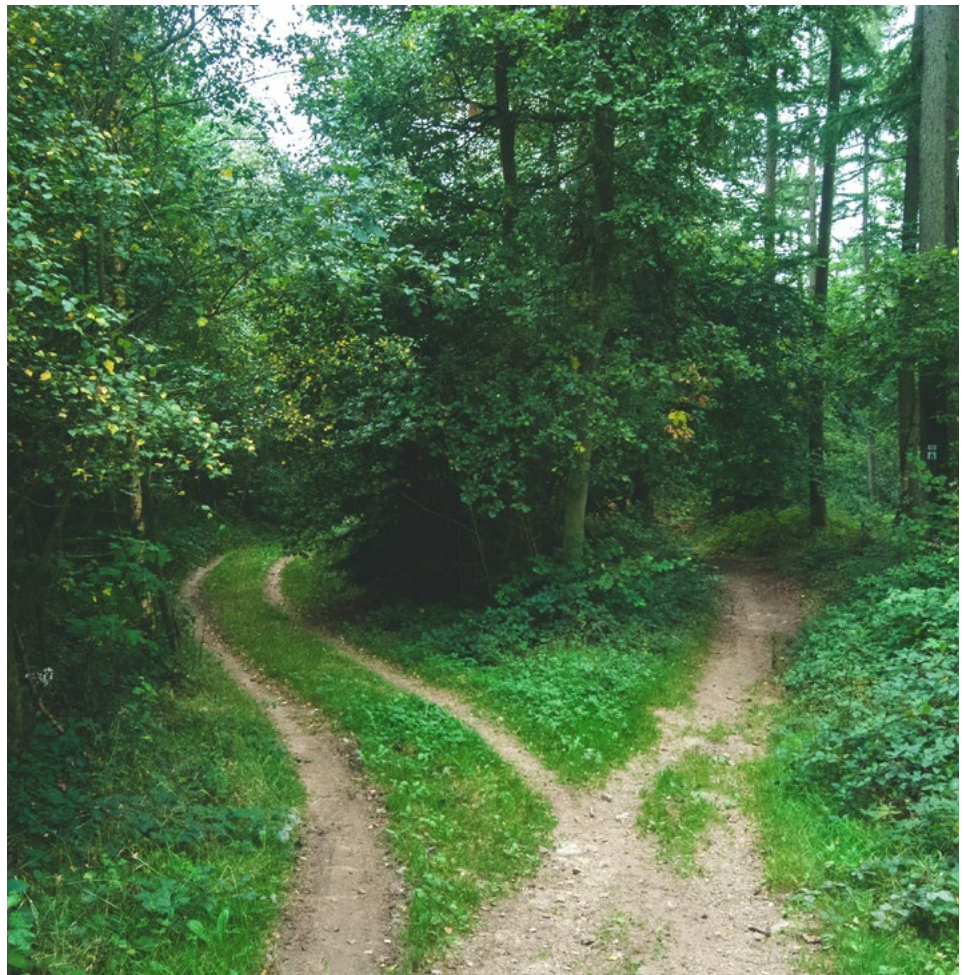
It would be very risky to have a clear vision of the next 25 years considering that the environment may suffer major changes like the ones we experienced in the past 3 years, however, one thing we are clear about is that, eventually, our role will continue to be as strategic business advisors. With the ability not only to guarantee that employees have fair working conditions or manage processes related to hiring, but also to advise the rest of the areas ensuring that they have talent with the right skills to lead the strategy of the company; that there are succession plans for

the highest levels, thus guaranteeing the continuity of the business while activating motivation in the employees, and, finally, building those actions that allow the retention of the best talent through development experiences, innovative compensation and wellness practices.

The use of technology or the automation of management processes in Human Resources, as I mentioned before, will be great allies to strategic decision-making, while some of the systems take care of the tasks that we currently perform manually.

AI will play a more important role in HR in the future and we also have to acknowledge that the next generations, who are currently playing with games in their iPads, thus, are closer to a metaverse, will be the future employees of our companies, so we need to continue evolving in understanding the needs of future generations to articulate adequately our moments of truth within our company's EVP. For instance, the onboarding process can surely happen in a metaverse

and a variety of training programs. The challenges that await us in the next years are great, but as leaders in people management we should focus on developing the leaders that the organization needs, with the right skills, the behaviors that promote the achievement of objectives in a collaborative way, and the practices to achieve a balance in the quality of life of our employees, we will be making the right decisions to address any situation in the future.



TOM BALFOUR

CHRO
DEPARTMENT OF
FISHERIES AND
OCEANS (DFO)
CANADA

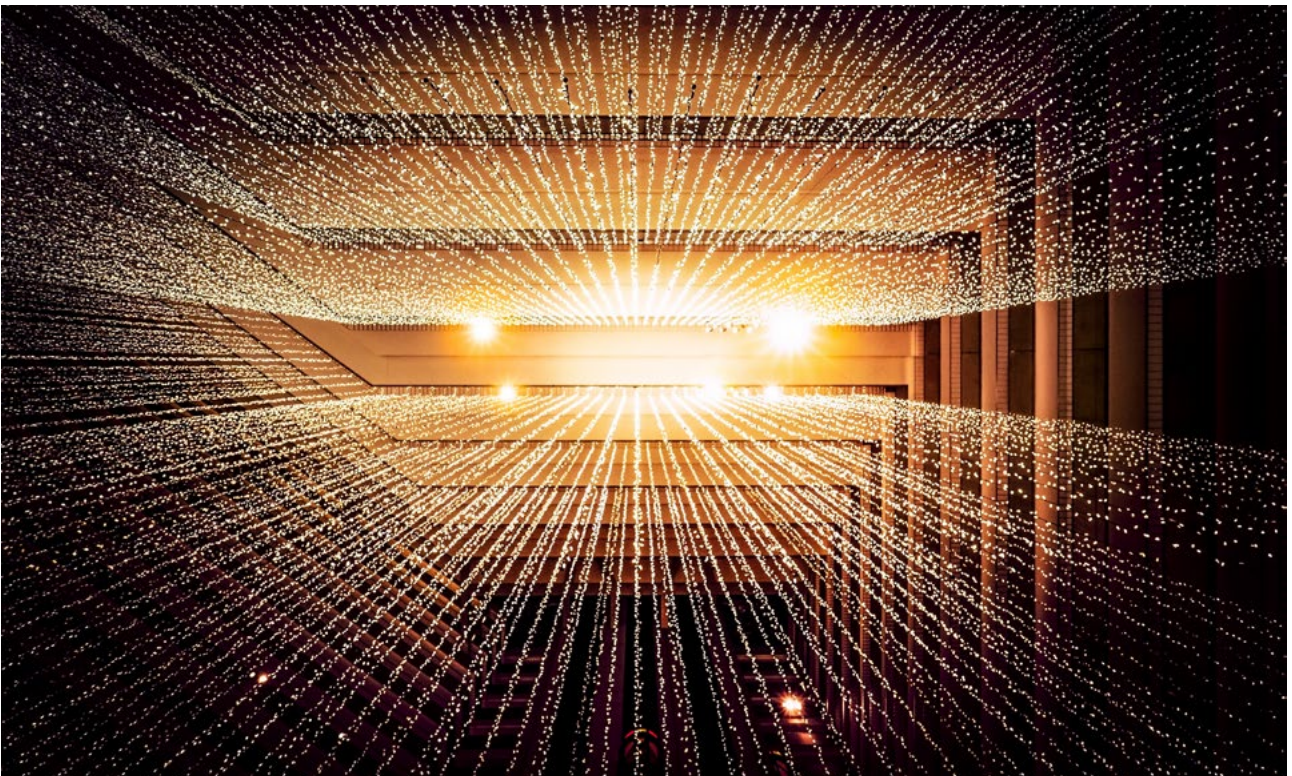


Tom is a seasoned executive and Chief Human Resources Officer with well over 35 years of experience in the public service in both regional and headquarters settings. In the last 10 years, he has served the HR community in varying capacities, with the last 9 years as the Head of HR at DFO.

Tom has been instrumental in re-vamping HR services by transforming our people management approach to an agile and innovative People and Culture Sector (P&C) and leading many complex files for the department, including HR-to-Pay/

Phoenix and more recently, the COVID-19 response.

He magically balances the competing operational realities of all sectors and regions to ensure that needs are met, while complying with policies and delegations and maintaining integrity in people management. He exemplifies every expected behavior of the Key Leadership Competencies, not only in who he is as an exceptional People and Culture leader, but also in how he leads his teams and works with stakeholders and colleagues. Tom's leadership in P&C continues to pave the way for future generations.



What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

The arrival of the pandemic has driven a shift of focus for Human Resources to ensure they enable workplaces in a new context. With the addition of this focus, HR has had to reevaluate their roles and ensure they provide their best value added in all key areas. Given this, innovation plays a key role for human resources in order to allow us to adapt in the new era.

Firstly, this requires HR rethinking how we deliver our services including a fundamental shift in the attitudes and very philosophies with which we approach people management. Even before the pandemic, and now at an accelerated pace, the climate and discourse surrounding HR has been changing, and is showing no signs of slowing down. Now more than ever, people management is centering on the employee experience, with greater focus on diversity and inclusion, mental health and safety, accessible and barrier free workplaces, and a number of other important priorities recognized by the Government of Canada and other institutions. Coupled with our navigation of the new hybrid work landscape post-pandemic, this everchanging environment makes a compelling case to change how HR supports manager in recruiting, developing, incentivizing and supporting its employees and leaders. It is with a people-first, culture-focused philosophy that our HR teams can set a new standard for the future of work and this requires us leveraging innovation to ensure we focus our strategic and business value on the most value added work.

The second focus of our innovation centres around technology and tools.

Our HR teams are embracing modern tools and holistic approaches to building and developing our workforce, from hiring and onboarding, to retention and talent management.

We need to ensure that we enable managers with key metrics in order to make informed, data-driven decisions in support of their program and business lines. Tools such as HR Data Banks includes employee distribution figures, employment equity group representation/gaps/hiring targets, official languages profiles, classification information and more. Additionally, artificial intelligence is key in simplifying the administrative burden around HR transactions for both managers and HR professionals. As we explore the new territory of AI in HR, we are paying close attention to privacy of information.

Modern technologies are providing opportunities to streamline talent acquisition, and we continue to explore and promote the use of alternative methods to traditional recruitment, such as online job fairs, speed networking, LinkedIn Recruiter, leveraging our Student Bridging Portal which identifies students that worked with us in the past and have since graduated and that are ready for full-time hiring, and automating various steps in the recruitment process.

The integration of Robotic Process Automation into our HR processes is allowing HR professionals to focus on strategic and value added work by automating data entry and repetitive functions. Increase usage in both these areas will allow for huge time gains for both managers and HR professionals.

PIERRE BATTAH

PIERRE BATTAH
LEADERSHIP
CANADA



Pierre Battah is an award-winning author and a leadership and HR specialist. He is a long-time nationally syndicated workplace columnist for CBC/Radio-Canada, a TEDx presenter and a former senior manager in HR. He was previously an associate professor in management at Mount Allison University.

His book *Humanity at Work, Leading for Better Relationships and Results* is published by Los Angeles based Wonderwell Press and was released internationally in 2020. His book won the gold medal in the Business and Leadership category at the Nautilus Book Awards in the US. Other notable Nautilus Book Award winners include his holiness the Dalai Lama, Rhon-

da Byrne author of *The Secret*, and Deepak Chopra.

Pierre is fluently bilingual in French and in English, holds an MBA, and is certified as an HR professional, a management consultant and a professional speaker.

He has been recognized as the Chartered HR Professional of the Year by his peers and recently received Rotary International's highest distinction, the Paul Harris Award for outstanding contribution to the community.

He lives with his wife Gabrielle in Moncton, New Brunswick, and performs on the double bass with several jazz and classical music ensembles.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

I'd argue that one of the silver linings of the pandemic is an awakening that the mental health and well-being of people is critical for organizations if they are to fulfill their purpose, serve their clients, and be sustainable. While the renewed focus on recruitment to fill widespread vacancies is essential, employers who become complacent about mental health and well-being as a key retention strategy do so at their

peril. Thankfully we have never before been as knowledgeable and better resourced with supplier offerings on how to better equip employees with the tools to ward off burnout and see to their well-being. Add thoughtful leadership development to that recipe, and you enable leaders and managers to learn how to creatively balance workloads; employers are well positioned to do the right thing by their employees, their clients, and their bottom line by paying attention to mental health and well-being like never before.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

The intersection of governments prioritizing immigration and the willingness that some employers have now embraced to consider a global marketplace for talent creates ideal conditions for talent mobility. But there is still work to do. The recognition of international credentials, the slowness and red tape of government bureaucracies in enabling the hiring of foreign workers and the re-

luctance of some employers to look further afield for talent are still barriers. Thankfully there are enlightened and persistent employers and wading through the red tape, paying attention to the critical issue of housing for international workers and with the emergence of reputable third party providers who offer immigration and visa services for corporations and individuals, there is progress.

INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?



When I wrote my book in 2019, well ahead of the mainstream emergence of AI and other automation I wrote a cheeky letter to HR urging to seriously reconsider how they did business. I argued that the evolution of HR required their systems to go well beyond their current operational and business focus and to add greater value through data. I argued HR needs to concentrate on the value-added activity of deeply understanding the context their organizations were operating in and to equip

themselves to advise and guide their organizations regarding to trends in IT including virtual work and the impact of AI as well as demographic shifts and global, national, and local labour force patterns. Playing this important role is only possible through HR mastering its operational responsibilities through automation and smart systems to then turn their attention to the larger people management challenges facing their organizations by embracing the next generation of automation available to HR units.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

I believe HR's next evolution is tied between helping organizations beyond financial viability and helping measure organizational success in terms of sustainability. The question is whether HR is ready for that shift. Is HR positioned to define the value it creates beyond its transactional past? How can HR as a valuable business partner help leaders

and managers lead change, co-create effective workplace cultures, and deliver on its mandate to source and develop top talent? HR's role has never had such potential to be a strategic difference maker and valuable business partner. Bold, courageous, innovative and thoughtful HR leaders have the opportunity of lifetime before them.

NATALIE CHAN

SENIOR VP HR
RICHARDSON
INTERNATIONAL
LIMITED
CANADA



Natalie Chan is Senior Vice President, Human Resources at Richardson International where she leads the strategic direction at the company's Human Resources initiatives supporting approximately 3,500 employees across the organization's operations in Canada, the United States, and Europe.

Prior to joining Richardson in 2009, Natalie's HR career included diverse experiences within numerous industries such as financial services, contact centres, manufacturing and professional services.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?



People have an innate need for human connection. This has always been true and the pandemic lockdowns and their negative affect on peoples' mental health proved it. Interestingly, the pandemic accelerated the trend towards remote work options but this work model is at odds with this intrinsic need we all have. The challenge for organizations will be to find ways to create genuine personal connections and a sense of belonging among employees regardless of their work environment.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

The trend towards remote work may reduce the need for global mobility in some instances but for international organizations having leaders living and working in the geographies where operations are located is critical to truly appreciate the unique needs of a work group. Flexibility in policy ap-

plication has been critical to meeting employees' needs and sensitivity to the requirements of the employee and their family is important. In today's environment where dual income families are the norm, supporting the employee's partner is critical to the success of the transition.

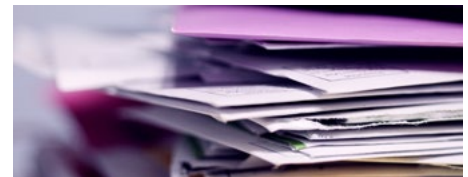
INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

The labour shortage we are experiencing today is here to stay so it is incumbent on organizations to look for automation opportunities. This means the workforce will need to adapt and learn new skills. It will be critical for HR professionals to implement skill development programs that retain and retrain employees as the work evolves.

In the HR profession, we can expect transactional activities to evolve into more analytical work due to automation and artificial intelligence but I don't believe the need for human

interaction and sensitivity can be replaced. As I've said many times, policies are important but individual situations are rarely black and white... the HR professional's true value is in managing within the gray area and coaching leaders to do the same. I believe this skill is unlikely to be replaced with artificial intelligence.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

The nature of work is evolving due to the labour shortage, the gig economy, and advancements in the remote/hybrid work model. Employees are seeking flexibility in their work like never before and organizations need to be flexible in their approaches to meet their staffing needs. In the past, we've talked about meeting the needs of four generations in the workforce. That is

still true but now we also need to layer on changes to the traditional employment relationship and organizations will need to develop policies and programs for a workforce that includes employees, contractors, short term workers, remote workers, and other non-traditional workers. This will be a significant shift in the paradigm of work for many employers.

MIKE CLEMENTI

CHRO
PETVET CARE
CENTERS
USA



Mike Clementi currently serves as Chief Human Resources Officer at PetVet Care Centers. Prior to his role at PetVet, Mr. Clementi served 29 years at Unilever, beginning in 1994, as a management trainee located in Edgewater, New Jersey. His passion for creating an emotional connection between employees and employers has led him to work across multiple divisions and geographies acquiring a broad range of HR skills and experiences.

Mr. Clementi holds a Masters of Business Administration from Fairfield University and a Bachelors of Arts in Psychology from Montclair State University. He also is a proud board member of the Jackie Robinson Foundation.

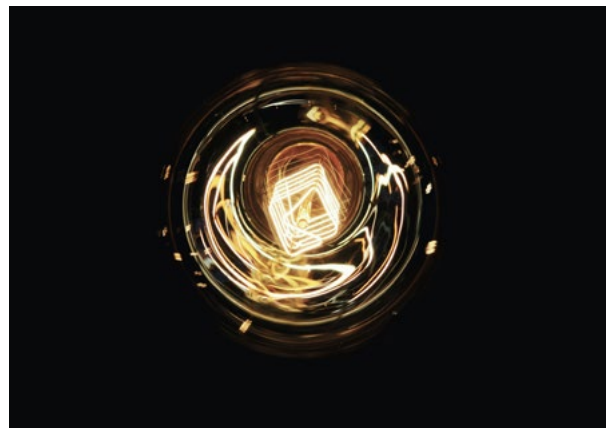
In his personal life, Mr. Clementi is married to his wonderful wife, Robin, and has two beautiful daughters, Lauren and Kaitlin. He enjoys recreational sports, travel, real estate development, and is a music enthusiast.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

While mental health and well-being have been an important priority to the employees and employers alike, there is no doubt that the discussion on well-being has become a much higher priority in a post-pandemic world. Our external environment is constantly changing, the needs of employees are shifting, so as HR professionals we need to have a 360 degree transformation of well-being (physical, mental, spiritual, and financial). As mental health is both personal and complex, it is critical that we provide the right culture (to speak and discuss it openly), the right leadership (to role model behavior) and the right policies (to give employees flexibility) to receive the services and support

they need, when they need it. HR professionals do not need to be experts, but we do probably need to bring in the right support to create the environment for our employees. We can start by having someone responsible for health and well-being just dedicating a resource will start the dialogue and create positive energy.



MENTAL HEALTH

How can organizations better support employee health and well-being?

It starts at the top. Leadership and HR need to create the culture and role behaviors that demonstrate to employees it is safe to not only speak about their well-being, but to create an environment that is psychologically safe. While policies and programs are im-



portant, as employees we need to feel it in our everyday work environment. First, let's ensure we have the basics in place: an EAP, benefit plans that support counseling; Paid Time Off (PTO) that is approved, not challenged; flexible work environments; and a suite of policies that meet employees' basic needs. Then by asking staff members what they need, we can create programs and policies that differentiate, such as, employee resource groups, partners that help with child care, or shipping breast milk when travel is necessary, or even offering rest areas or gyms to help recharge and renew. Finally, we need to speak openly and role model support with our teams and employees and have regular programs to survey, train leaders on building psychological safety and something I am proud to have helped Unilever roll-out, mental health champions.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Global mobility can be an amazing benefit for employees and employers. It can be a chance for employees to grow personally and professionally while building or sharing knowledge around the world. From my personal experience, living abroad was one of my defining moments and something my family and I often reflect on as the best years of our life. This said, it is also very difficult and disruptive - learning a new culture, a new language, the issues around integration for not only the employee, but for the spouse or the children. Families are taking a big risk to move and employers are spending a lot of money and resources to facilitate the change.

As HR leaders, we should be asking how do we create the best employee experience, with as little friction as possible while keeping policies in line with cost and budget challenges? Managing this potential paradox is surely a challenge, but it is very achievable.

In some cases, I have seen companies have very rigid, cost focused plans. Everything from a standard, no flex policy to even setting global executive pay to be "globally net based" so leaders could move around with less cost or disruption to the company. However, these policies often aren't addressing the biggest issue, which is the reason the employee is moving in the first

place, to add personal value to the employee and business value to the company. There are several issues that often are not addressed, home sponsorship, career and talent planning, defined role outcomes, and ways to share learnings across the enterprise.

By reframing the talent mobility from employees filling roles or even in some cases, personal development to talent to value, we shift the process to be about value and value creation. This would mean less moves, but with clear

briefs, clear outcomes, and treating the employee as an asset, with more flexibility around timing, the contract, and expectations. This can all be done by having a flexible, digital solution that allows employee choice of benefits and still delivers the same cost to the company. For example, trading off a lesser house or relocation expense for schools or trips home. After all, it is all about talent to value, why should the employer mind where an employee chooses to allocate funds to have a better, richer experience.

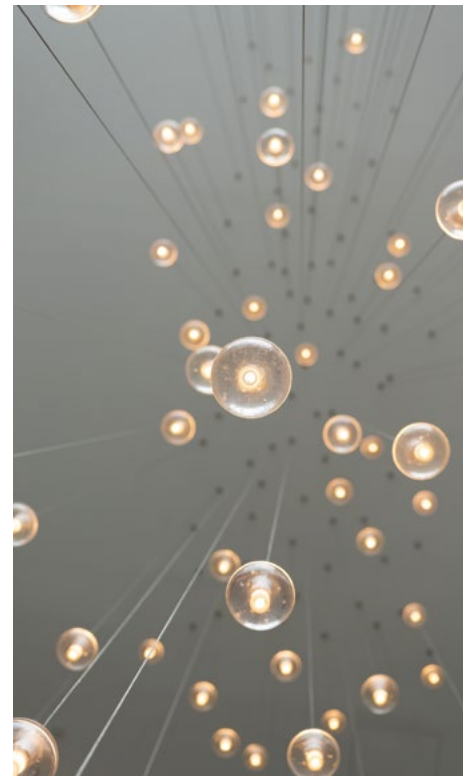
INNOVATION

What role does innovation have in the human resources and people management professions?

It is often said, if you are not growing and innovating, then you're standing still, going backwards, or even dying. While this saying does have some drama, it strikes the right chord around the need to continue to experiment, learn, and innovate. One of the largest areas of private investment is in the area of HR and human capital. It is recognized that improvements in process, ways of working, talent management, learning, etc., help speed up change, improve employee experience, and more importantly productivity. This is an area of passion for me and has been throughout my career. Looking to improve ways of working or implementing better solutions is paramount to improving business and the lives and livelihoods of employees.

Innovation can be big systems changes, but often it is continuously improving existing programs and approaches. Never before have we seen the need to listen to our employers, outside companies, and have the humility to un-learn, re-learn, and learn again. An example of this is learning the power of agile ways of working to do three things; 1) always put the voice of the consumer in the heart of all discussions; 2) build a continuous circle

of testing and learning; 3) increasing speed and innovation to employees or consumers based on what we heard. At Unilever, we piloted and started small, but over two years we rolled and scaled Agile globally to 20k+ employees and are using agile approaches in most teams around the globe. Innovation is the key to growth, and I can't wait to see what's next.



INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?



We have been on an automation journey since the earliest days of companies, but AI, data, information, and predictive analytics are not just trends, but vital to help companies have a competitive edge. Several years ago, Unilever was one of the first companies to use AI to help improve the campus experience for entry-level recruiting. The AI helped us go to all schools in the nation rather than a few, expanding reach and diversity, but also helped us screen for key competencies and aptitudes. We learned a lot and will continue to experiment where we can to have infor-

mation and technology augment our way of working. Most HR professionals are studying the future of work and the impact of automation's impact on jobs, skills, and society at large. While no one is clear on what the future will be for sure, we do know that already we are seeing augmented roles, integrating AI with traditional role already happening.

Now at PetVet, we are using information daily to predict hospital schedules so we can have the right skills and teams trained and ready to assist the needs of the patients before they arrive. For sure, automation and AI are here to stay, HR's role will be designing processes, cultures, and systems that are better than today and make sure that we always act 'more human'. Our world has never needed more human leadership, empathy, and collaboration, and I am confident we will manage the paradox of being more human with being more automation.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

25 years? That's a long time to predict, and I am probably not the best qualified to predict the business world that far out. However, I am happy to talk about what might be needed over the next several years. When thinking about the future, it is often helpful to look at the macro trends. One macro trend is specialization. This could mean even deeper specialization of HR skills, experts in reward, leadership development, change management, or business process redesign. At the same time, we are seeing a need to be faster, less siloed, and team-based working,

such as the principles of agile ways of working. This could mean the role of HR in smaller companies or bigger companies is integrated with the COO role, strategy development, or even marketing.

In most cases, I would expect HR to be highly skilled professionals, working in skill and team based solutions, very much focused on value creation, effectiveness, and leadership. We will see more business-focused HR leaders in traditional business roles and HR leadership will be key to strategy development. Exciting times ahead.

NEIL COOMBS

VP
PEOPLE & CULTURE,
FONEMED
CANADA



Neil is a Human Resources professional from Newfoundland and Labrador, Canada; with more than 20 years of international experience in private and public sector organizations. A strategic business and HR leader, Neil prides himself on his ability to create and maintain relationships, understanding the importance of the employee experience to the organization's health.

Neil is a Chartered Professional in Human Resources (CPHR) and a SHRM Senior Certified Professional (SHRM-SCP). He is the VP, People & Culture with Fonemed, an industry leading virtual healthcare company with more than 300 employees throughout Canada and the USA. Prior to joining Fonemed, he was a Partner with Higher Talent, an HR consulting and Executive Search firm, advising clients from a wide range of industries in all areas of HR.

Committed to the HR profession, Neil has been an active volunteer with local, national, and international organizations. Specifically, he has served with:

- **CPHR Newfoundland and Labrador**, as President of the Board of Directors for four years after holding the position of Vice President for two years.
- **CPHR Canada**, as a member of the Board of Directors for eight years, holding the position of Chair from 2018 to 2020.
- **NAHRMA**, as a member of the Board from 2019 to 2020.
- **Several Local HR Advisory Boards**, including with Memorial University's MER program and the Community Sector Council.

Neil currently volunteers his time with several community and non-profit organizations, holding current board positions with Habitat for Humanity and TechNL, and as President of Trinity Placentia Minor Hockey Association.

Neil and his wife Jillian have spending time with their two sons Jasan and Joel, and Brian, an energetic English Setter. He enjoys coaching and playing hockey and being active.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

Mental health and well-being are having a tremendous impact on organizations and the HR profession. The pandemic created unparalleled uncertainty in the personal and professional lives of leaders and employees alike. As we enter the post-pandemic period, and people settle into a sense of normal, we are seeing the signs of fatigue, overload, and a decline in resiliency, especially in organizations where the workload increased and never returned to pre-pandemic levels. In some cases, the realization that there are bigger worries in life than work has created a shift in worker priorities.

For HR and people managers, this has meant a greater emphasis on a data-driven approach to workplace engagement and the employee experience. The strategic importance of strong HR leadership has been escalated as more non-HR leaders are witnessing and experiencing negative impacts on mental health. HR departments are shifting their focus to measuring employee experience and

culture, collecting feedback from employees, and developing proactive prevention and support programs.

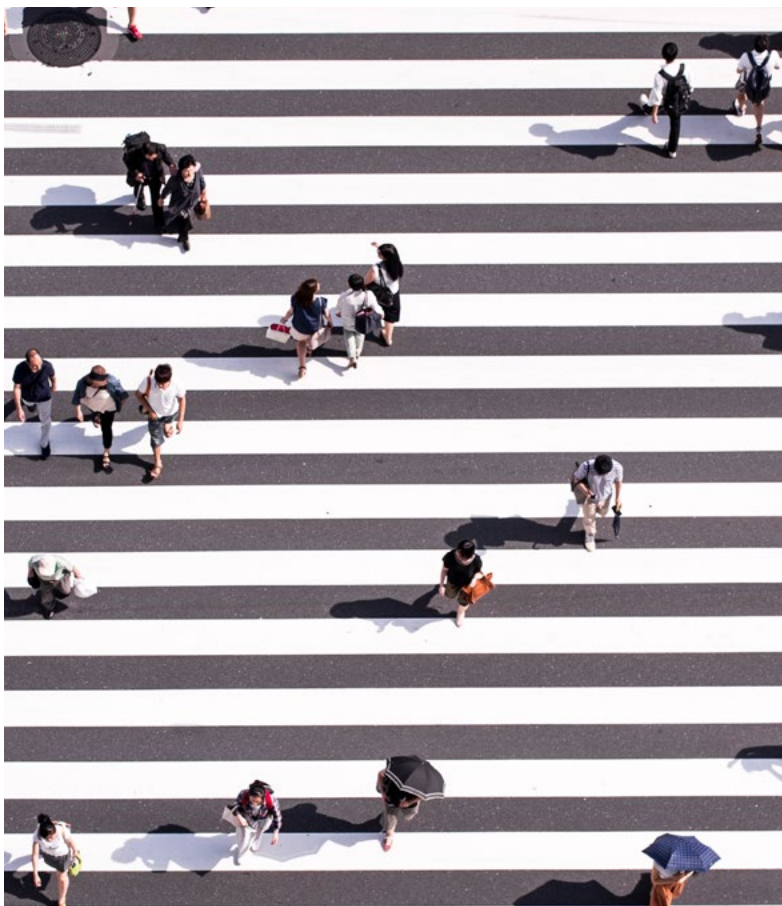
To better support employee health and well-being, organizations should be investing in proactive employee programs. This may include wellness perks, such as gym and yoga memberships, meditation and mindfulness tools, and flexible policies that allow for remote working and alternate schedule options where possible. It should also include investment in health and wellness education and access to supports such as EFAP programs and counseling professionals. Most importantly, leaders should be trained in how to properly respond to an employee or peer who is experiencing a mental health crisis and should be educated in recognizing the signs of exhaustion and burnout in themselves. Leaders must adopt a top-down approach to encouraging self-care and prioritizing wellness for the long-term benefit of the organization.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Working in a virtual healthcare environment, talent mobility has presented a tremendous opportunity as well as a significant challenge. As a tech company, our software development and IT support professionals can literally work from anywhere in the world, which provides greater access to hard-to-find skills and an opportunity to work with people with diverse backgrounds. Alternatively, we are in constant competition with other organizations globally for the same talent.



As a virtual healthcare provider, we provide health services for clients internationally. To do that, we must employ healthcare professionals who are licensed within their own jurisdiction (e.g., within the province or State

where they are providing care). Today, that requires a significant investment in multijurisdictional licensing for individuals. With time, it is our hope that licensing boards globally will standardize credentialing to allow for increased recognition of skills. The resulting increase in license mobility will allow professionals to provide care in more jurisdiction, helping drive healthcare outcomes in more places.

With an increase in mobility, organizations will need globally competitive total rewards programs. This includes competitive salaries, attractive perks and rewards that matter to people. Employers will also benefit from offering flexibility in work, focusing more on outcomes than traditional inputs.

Employers also must think differently about how they build an effective and engaging culture. With employees geographically spread out, and more local employees working remotely, people management has changed. Employers should be focused on recognition programs that encourage open communication and team building, even though many employees may never meet in person. Leaders at all levels of the organization must be very deliberate in how they maintain contact with their teams and organizations need to strategically invest in technologies and tools that effectively bring people together.

Finally, the need has never been greater for the development of effective DEI programs and policies. With mobility, comes an increased need to celebrate diversity, ensuring equity, inclusion, and belonging for all employees, regardless of their background or where they are physically located.

INNOVATION

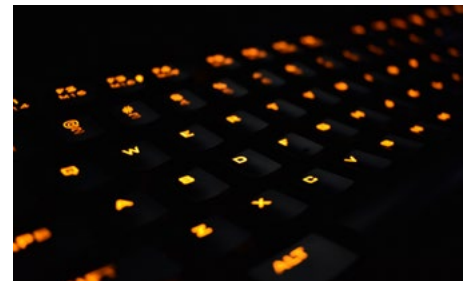
What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

Innovation is already playing a significant role in the HR profession with the adoption of tools and software. With the evolution of the profession, HR teams continue to adopt software and processes that automate administrative and lower value HR tasks. Self-service capabilities in employee onboarding, benefits enrolment, and vacation scheduling allow HR professionals to focus more time on strategic work.

Organizations are shifting to artificial intelligence in the recruitment of talent, identifying passive job seekers who closely match the requirements of vacancies. It is also useful in succession planning, using a data-driven approach to identify people within the organization who may be suitable for future development and creating better career path plans. AI will also lead to better outcomes in learning, helping organizations understand where to utilize professional development dollars.

Perhaps most significantly, AI is being used to better understand the

employee experience. Data is being collected throughout the employee lifecycle that highlights positive feedback, issues, and concerns so that organizations can better understand what is working and what isn't. This data can be used by HR professionals and people leaders to have more meaningful conversations with their employees, positively impacting attrition rates and predicting issues before they escalate. The data collected is also very useful in the development of meaningful processes, including performance management and workforce planning. As we focus more on DEI, AI will be critical in helping to remove bias and create a better work environment for employees.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

HR has rapidly evolved from administrative, to compliance-focused, to a strategic leadership profession. As it continues to evolve, HR professionals will be depended on to ensure organizations can compete for top talent. I believe HR professionals will continue to become more diverse in their skill sets, needing to understand technology, finance, employment law and behavioural science to make quick informed decisions.

The HR profession will use data to anticipate disruptions and guide organizations through them, as it did with the COVID-19 pandemic. HR professionals are leading the way from traditional people management practices to a more personalized employee experience with real-time people management. Over time, we will continue to see a transformation from managing people as resources to a focus on culture, experience and engaged work.

EDUARDO DE LA GARZA

CPO & SVP
WALMART
MEXICO



Eduardo de la Garza has been part of the Walmart family since 2018, where he is responsible for the design and execution of the Human Resources strategy for more than 230,000 associates with a presence in 6 countries. His main focus is to make Walmart México & Central America the best place to be, grow, and belong.

He has led the company's transformation from a Human Resources perspective within an agile framework. He is currently part of the Board of Directors of the Walmart Foundation.

Prior to joining Walmart, Eduardo was CHRO for PepsiCo and an active member of the PepsiCo LATAM Leadership and Transformation Council, with a focus on organizational development strategy, culture, and talent management. Responsible for cultural transformation in projects such as the integration of Gamesa and Sabritas.

Eduardo has a history of more than 35 years in Human Resources in various

companies and has obtained several awards, such as the Top 10 CHRO by Executive World. In addition, he has participated as a speaker in national and international forums, including: ERIAC RH World Forum (2018), Marcus Evans Latin Summit (2018) and AMEDIRH (2020).

Eduardo is an Industrial Engineer by the *Universidad Autónoma de Nuevo León* and has an MBA with a focus on Human Resources and Productivity by the same institution.

Eduardo is an active member of NAHRMA (North America Human Resources Management Association), he was president from 2018 to 2020, and was also president of AMEDIRH (*Asociación Mexicana en Dirección de Recursos Humanos*) from 2015 to 2016. In addition, he is an active member of the Board of Talent and Culture at *TEC de Monterrey* and participated as a member of the board of companies such as Naranya, Endeavor, and Intelextion. He is also active member of the BOCAR Group board.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

From my perspective, at Walmart Mexico and Central America we have put our associates at the center of our decisions, working to evolve our concept of well-being, maintaining a great responsibility with the issues of phys-

ical, emotional, and financial health, guaranteeing a dignified and free risk environment for each associate.

During this process, we have learned the importance of adapting to our

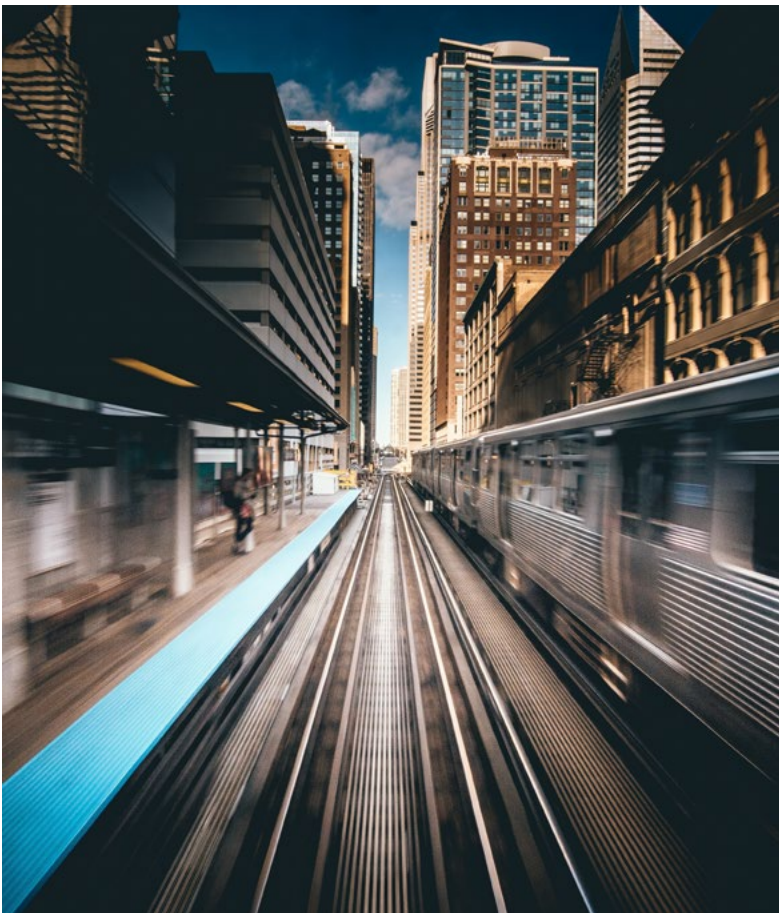
changing environment and industry, which has led us to develop a new understanding of well-being, making it a priority in our business strategy, through a more comprehensive vision that contemplates the inclusion of four fundamental pillars that involve working with the daily life of our associates and their families.

The key that has led us to enrich our concept of well-being within our value proposition (AVP), is the understanding of the evolution in the dynamics and needs of our associates, since we have understood that it is necessary to go beyond a concept of

balance; and to be able to offer resources and solutions that allow our people to develop professionally and at the same time integrate their personal dynamics according to their different stages and moments in life, being aware that we all have a purpose, why we work, and who we strive for; in being the best version of ourselves every day. Therefore, we have made various adjustments that we consider necessary so that our associates can successfully fulfill not only their responsibilities in our company, but also in their role as fathers, mothers, children, partners, students, et cetera.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?



One of the main challenges in Human Resources is having the right person in the right position, which implies a great effort to have tools that allow detecting, finding, and developing the right talent both internally and externally.

Within Walmart we seek to generate alliances through talent crossovers that allow us to meet and work closely with associates from other markets through mentoring circles, leadership sessions, projects, and development programs at an international level.

Today we have realized that mobility has become a priority for the labor market and that is why organizations must create strategies that allow flexibility and the generation of opportunities at a global level that enhance the development of talent.

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

In the field of Human Resources, innovation has become a priority derived from the different challenges faced by the market. We have realized that each organization must have the capacity to innovate in its ways of working and policies in such a way that agility becomes a main pillar when carrying out its strategy.

Linked to this agility, technology becomes a key enabler for success. At Walmart we are incorporating different artificial intelligence systems to speed up all the data in technological matters, as well as in training systems

that will allow us to recruit and develop people.

Additionally, we have a Centralized Recruitment team supported by technology that allows us to have associate and customer centrality through: Total visibility of career opportunities, 24/7 service via chatbot, with feedback in 100% of cases. All this allows us to have a more agile process.

These and other examples are proof of the innovation and agility that the company seeks and that have led us to achieve our goals.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

Those of us who are representatives of Human Resources must be ready to face the changing future, for this reason we must work on developing



skills to adapt to change, creativity to face new challenges and even active listening with our employees and clients to align ourselves with their needs and thus evolve our ways of working and service. An important factor is evolving our ways of working, being flexible in understanding and adapting to the diversity of our associates, creating working conditions that promote the development and well-being of each one.

On the other hand, the key to facing the future is to continue evolving our corporate cultures through the digitization of our processes, allowing us to reduce errors and work times to boost agility and focus on continuing to create better ways of working for our people.

MARCELA DOMENZAIN

CHRO
BASF
MEXICO



Marcela has a Bachelor's Degree in Administration and a Master's Degree in Strategic Management of Human Capital at *Universida La Salle*. She completed a D-1 Senior Management Program at *IPADE* and has Leadership certification from Carnegie Mellon University.

She joined BASF in 2002 as an intern, and for more than 20 years she has held different positions in Human Resources. In 2006, she was responsible for HR at CA&C based in Costa Rica. In 2009, she returned to Mexico to occupy the position of HRBP at the production site of Tultitlán, and in 2011, Marcela assumed the Hu-

man Resources Management for the Ecatepec site.

During 2014 and 2015 she collaborated as a consultant in the Dominican Republic.

At the end of 2015, she became responsible for the Organizational Development department and since October 2018, she has overseen the Human Resources Strategies for BASF Mexico, CA & C. She is currently a part of the Board of Directors of the Mexican HR Directors Association (AMEDIRH) and a member of the Advisory Board of the Business Faculty at *Universida La Salle*.





The pandemic left us with many personal and professional lessons. At BASF it shook up several of our processes, changed the way we work, transformed the way we lead teams, and reinforced the importance of various programs within our total offer.

One of the strongest things we learned was our employee assistance program. Having a support line where specialists such as psychologists or nutritionists were there for us and our families 365 days a year, 24 hours a day, was a “balm to the heart.” We accompanied this tool with webinars and talks where the leaders shared their experiences, showed their vulnerability, and opened the space for other people to share their feelings; that’s where we realized the number of people whose mental health was being affected because of the pandemic. We began to create more initiatives focused on what people asked of us. This issue also became relevant at state level in Mexico. In 2018, “NOM-035” was officially published; it aims to establish the elements to identify, analyze and prevent psychosocial risk factors, as well as to promote a favor-

able organizational environment in work centers.

It is a reality that has always existed. However, the pandemic made what was invisible, visible and we cannot hide it again. It is important to continue with all the strategies that have been designed and foster spaces of trust so that people can express what they are experiencing. Without a doubt, one of our most important catalysts to achieve this is our leaders. I remember the experience of a manager when, at the beginning of a virtual team meeting in the midst of a pandemic, asked, “How are you?” Then, all she requested was that they begin their answer with: “Today I am feeling...” After three responses, one person on her team began to cry, shared her grief over the death of a close family member, and went into an anxiety attack. The leader was very empathetic with the situation, she rescheduled the session with all the attendees and was left alone with that person. They had a conversation of more than two hours and there came a point when she felt that she could no longer handle the situation, that it was a matter that a spe-

cialist should attend to, so together they decided to contact the PAE and she left the person in the hands of a psychologist.

A reality that has also become prominent in recent years is the interest of our people in having a work experience abroad. Undoubtedly, one of the strengths of being a global company is precisely having the opportunity to transcend borders, to be proud to represent your country in other parts of the world. During 2022, at BASF Mexico, 7% of internal career movements were transfers to other countries inside and outside our continent. We have different policies and practices that help our people to make the

change process much smoother for them and their families.

The challenge we have is to create more positions that can be taken from anywhere in the world. It is an opportunity that requires total clarity and transparency to know which positions are viable and how to efficiently manage the connection with the teams and not lose the sense of belonging. Another fundamental issue that we cannot forget is to evaluate the legal or fiscal implications of each country. It has been an evolution outside and within Human Resources. As an HR team, we challenge ourselves to digitize our processes, to question whether some of our initiatives or policies are

still valid and, above all, to be much more flexible in our practices. How do we manage to adapt to the needs of our people and business while continuing to adapt the people and business to our initiatives? We must stop thinking in short term and begin to broaden our vision into actions that are sustainable over time and consider all the challenges that the path to the future of work is posing for us.

We need to be more agile, and to achieve this we must continue challenging the automation of our processes, take advantage of artificial intelligence where possible and leave space to continue developing our creativity, innovation, and strategy design to the fullest in order to connect more with the excitement of our people. Imagining what the role of Human Resources will be like in the future is not





an easy exercise, especially at a time when we face so many technological advances just a click away. It is easier to predict that Human Resources will continue to evolve in the creation of strategies that help to retain and motivate more of its employees. HR will continue to be a True Partner to the CEO, in order to continue implementing talent, training, compensation, and culture strategies, but also to bring up

topics that are just as relevant to our people today. 10 years ago, practices like these did not have a place on the agenda: flexibility at work, employee experience, diversity, equity, inclusion, artificial intelligence, among others. The big change will be generating a much more agile adaptation process for the future of work without having pandemic that will force us to step on the accelerator.

GENEVIÈVE FORTIER

CEO
PROMUTUEL
INSURANCE
CANADA



Geneviève Fortier has been Chief Executive Officer of Promutuel Insurance since 2019. She is the first woman to hold this position since the company was founded 170 years ago. Over the course of her career, Geneviève held several management positions in the pharmaceutical industry prior to joining the insurance industry a few years ago.

Recognized by her peers for her performance and human-oriented leadership, Mrs. Fortier contributes to the progress of the Promutuel Group and its network of mutuals, which is very active throughout Québec, while having announced its ambition to accelerate growth across the country.

Recognized for her solid expertise in governance, she was -until her appointment as Chair of the Board at Investissement Québec (IQ), Member of the Board of Directors at Lassonde, Sanimax and Germain Hotels. Previously, she was Chair of the Board at CHUM and CHU Sainte-Justine, at the same time as the healthcare system transformation was underway.

Involved in the industry, Geneviève is Vice-Chair of the Board of Directors of the Canadian Association of Mutual Insurance Companies and Chair of the Board for the Insurance Bureau of Canada - Québec Chapter.

Also very committed to the community and to the youth, Geneviève

was Chair of the Board of Directors at Forces AVENIR until her appointment at IQ, which aims to honour the community commitment of tomorrow's generation. She is also a strong advocate for women's leadership ambitions, namely through *L'Effet A* and FitSpirit. She also co-chaired the 2021 record campaign for *Centraide Québec & Chaudière-Appalaches*.

Recipient of numerous awards during her career, Geneviève was recently named as one of the Top 20 Dynamic CEOs across the country. Prior to this, she was recognized as one of the Top 5 Most Influential Canadian Women in Human Resources and Diversity and was the winner of the *Prix Femmes d'Affaires du Québec* in the Large Business category.

More recently, she received the highest honour bestowed by the Québec government being inducted as a Knight to the Ordre national du Québec. This recognition underlines not only the excellence of her career and accomplishments, but also her significant contribution to Québec society.

A fellow CHRP, she holds a Bachelor's and Master's Degree in Industrial Relations from Laval University. Geneviève has been Chair of the Board for Québec Human Resources Professional Corporation in 2004-2006 and Chair of the Board for the Canadian Council of human Resources Associations (CCHRA) in 2004-2006.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

Leaders are now required to exercise new “muscles” to support the well-being of their team members: listening with empathy, showing resili-



ience, being authentic and vulnerable, promoting adaptability and agility, to ultimately become a servant-leader. Meanwhile, HR leaders are continuing to be catalysts in helping CEOs and Executive teams shape the “new normal”; defining the boundaries for what the new hybrid model entails, from open and highly collaborative working environments, to new ways of leading and supporting teams in creating the right conditions for organizational culture and performance to thrive. I am convinced that the more we will create winning conditions for our employees to feel safe and well taken care of, the better our business performance and their well-being will be.

MENTAL HEALTH

How can organizations better support employee health and well-being?

As leaders, our responsibility is to create the right conditions for everyone to feel safe talking about their concerns on health and well-being; raising awareness, providing tools, creating forums where they can share is a minimum. Collectively developing a support mindset for each other also makes a huge difference when one needs it. Training people-managers on supporting a diverse workforce, having

the skills to listen with kindness, and taking action to support when needed is also required. Making Health and Wellness programs easily accessible (via telemedicine as an example) to all employees is also key in a proactive approach to solve health and well-being challenges. As Jacinda Arden has shown us, we can “be strong and kind” -you can perform and be kind at the same time!



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

One of the greatest benefits the accelerated deployment of the new hybrid model brought to the world is the demonstration that location is no longer a big factor in attracting the right talent. Through telework, hybrid work, mobility and a new focus on immigration as a funnel of workers, we have been expanding our talent pool significantly, allowing us to have a much better grasp on labour market challenges. With this new outlook comes the need to adapt our recruitment strategies and several of our policies, tools and programs. We've also been

spending time on ensuring that our onboarding program will reinforce the sense of belonging and engagement with these remote newcomers, as well as training our People Managers on.

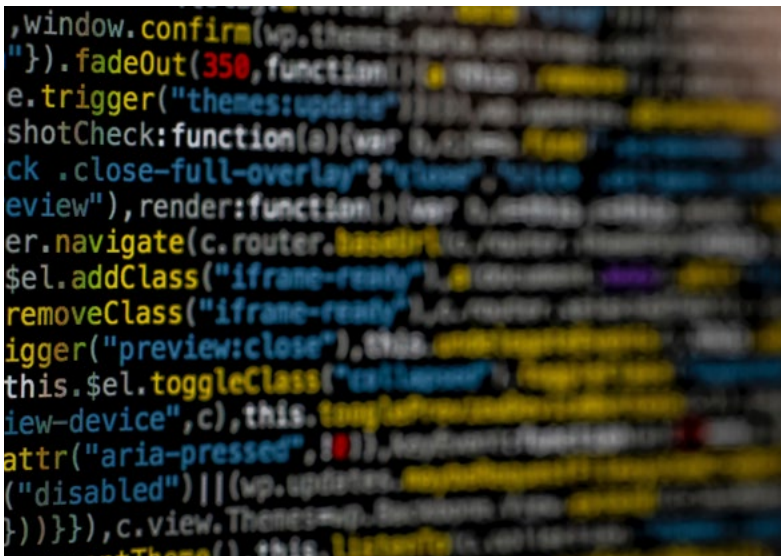


INNOVATION

What role does innovation have in the human resources and people management professions?

Innovation is a lever to accelerate transformation and as we are navigating in a fast-paced environment, the necessity of having a corporate culture that

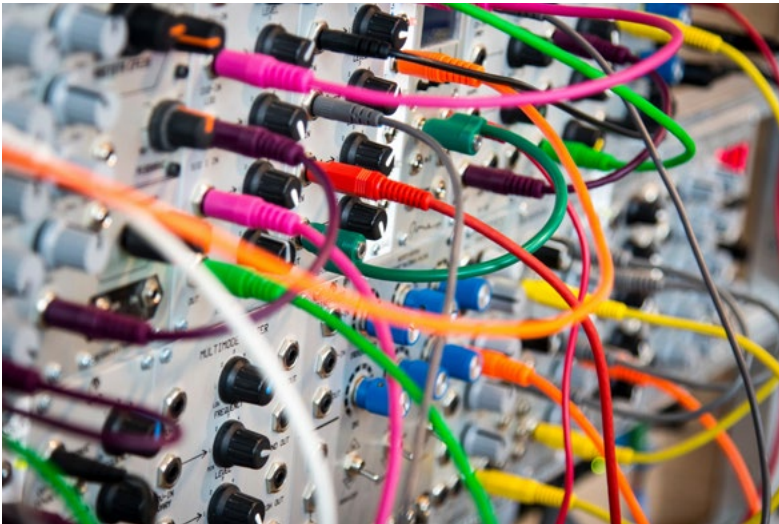
is conducive to the emergence of new ways of doing business has never been more critical. Successful organizations will be the ones displaying a culture that supports agility, innovation, new models, et cetera. HR leaders will need to set the tone, to lead by example and to push for the introduction of more innovative behaviours into the organizational culture. As an example, innovation displayed through process optimization, automation and robotization is a great way to respond to labour shortages. Of course greater re-skilling, training and development will need to occur to support this shift; a place where HR leaders will play an even more significant role in the future. In my view, HR has the duty of helping the organization to infuse innovation in the way we do business, an integral part of our organizational culture.



INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

The use of probing data and analytics (through AI or other means) will become a differentiating factor between performing and non-performing organizations in the future. Personalizing



the employee experience to attract and retain is part of the toolkit employers of choice are using. Access to more data will allow us to 1- build strong manpower plans and strategies; 2- make better business decisions; 3- tailor and adapt the programs and benefits to the employees' needs; 4- create a stronger career match for employees; et cetera. Access to (personalized) data also brings its challenges with regards to access/storage/destruction of the employee data. A great consideration for the regulatory requirements and the work ethics associated with data will come with this opportunity, a place where HR Leaders will partner with their legal colleagues to find the right balance and guidelines. In the end, data is very powerful when combined with the right touch of human connexion.

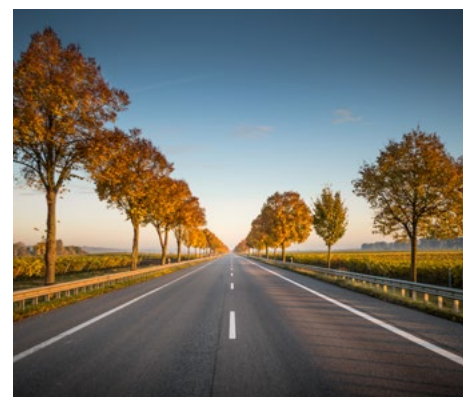
LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

HR Leaders will remain key contributors at the Executive table with broader mandates to transform the organization, given their unique perspective and ability to accelerate change. While manpower challenges will remain at the forefront of building the proper capacity to produce, it is most likely that HR will be a key contributor to the business strategy.

More time will be spent on accompanying leaders to be great at what they do given the fact that several programs, tools and tasks will have been fully automated. Data will take a prominent place in manpower planning, decision-making and tailoring programs to build a personalized employee experience. The greatest value

from HR will come through accelerating leadership potential, developing innovation culture and efficiently preparing succession plans for key positions. Hopefully by 2050, gender equality, diversity, and inclusion will all not only be fully in place, but essential in making businesses successful.



MICHAEL FRACCARO

CHRO
MASTERCARD
USA



Michael Fraccaro is the Chief People Officer of Mastercard. In this role, he is responsible for all human resources (HR) functions globally, including driving cultural transformation, building leadership capability and creating a company that is “most valued to work for”. He is a member of the company’s management committee.

From 2012 until assuming his current role, Michael served as Executive Vice President of Human Resources for the company’s Global Products and Solutions Business. In this role, he supported the company’s growth in key businesses and markets and optimized talent programs in a competitive environment. He also was responsible for leading the global HR integration of new acquisitions and joint ventures.

Prior to joining Mastercard, Michael was a core member of the HR leadership team at HSBC Group for nearly 12 years, based in Hong Kong. Earlier, he held senior HR positions in banking and financial services in Australia and the Middle East, working extensively across different cultures.

Michael holds a Masters of Applied Science, Communication Management from the University of Technology, Sydney; and a Bachelor of Education from the Australian Catholic University. He also has accreditation in Change Management from the Australian Graduate School of Management and attended leadership programs at Duke Fuqua and INSEAD.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

Supporting our employees’ mental health and well-being are top priorities for Mastercard and will only continue to grow in importance. Our HR teams are the thought leaders behind well-being and mental health programming. Listening to what our employees need and working to design and deploy resources that meet those needs. This work has become embedded in our everyday

processes, practices, and policies. For example, connecting employees to meaningful experiences through external platforms; building well-being connection points into our learning and development offerings; and launching new policies to support our people through different life stages, whether that’s becoming a parent or caring for a family member.

As mental health needs continue to grow across organizations there’s a need for HR leaders to determine how



best to support individuals who are struggling. We're giving our teams the opportunity to become certified as Mental Health Champions to recognize signs of stress, burnout, or mental health concerns, and respond effectively. This gives our teams more confidence in how to direct people as well as life skills that support their own well-being.

We keep a constant pulse on the benefits and resources that our employees value most through surveys and focus groups, and we know our approach to well-being continues to differentiate us in the market. Understanding changing priorities and adapting both at a global and local level will be a priority for HR professionals, to retain talent today and in the future.

MENTAL HEALTH

How can organizations better support employee health and well-being?



Our vision is to be a place where the best people choose to be. Realizing that vision starts with creating a culture where people feel both empowered and supported by their teams to deliver great work. We focus on this through *The Mastercard Way*, our culture and values that highlight the behaviors that drive us. One of these principles is to 'Grow Together', to be intentionally inclusive, creating a sense of belonging with our words and actions, each playing a role in supporting each other to achieve our best.

We know one reason people choose and recommend Mastercard as a place to work is because of our approach to well-being, and it's an area where we will continue to innovate. We measure employee sentiment through regular experience surveys, and we maintain a pulse on the health of our culture through a quarterly index of internal and external measures and benchmarks. This helps us identify potential gaps and discuss at senior levels, including with the Board of Directors, what changes may be required.

We would encourage organizations to view well-being holistically. At Mastercard, we provide support for personal, financial, mental, and social well-being to meet the evolving needs of our diverse workforce. These include such things as competitive compensation and retirement benefits; robust reproductive coverage regardless of gender, sexual orientation, or caregiver status; gender affirmation healthcare; free counseling services; access to well-being applications, and more. We also believe a significant piece of well-being is flexibility. We continue to listen to our teams and provide tools, technology and support for productive hybrid working, including 'work from anywhere' weeks and meeting-free days. We also recognize that a one-size-fits-all approach to being

in the office does not support the flexibility that teams need. As such, our individual teams determine how and when they come together in person to optimize their time and accelerate towards their goals.

Well-being is also about belonging, we have worked hard to foster an environment where someone can bring their 'whole self' to work and feel confident they have a seat at the table. Our nine global Business Resource Groups help us shape our approach to inclusion; our 'In Solidarity' charter lays out goals and actions to tackle

racism and address inequities; and we are addressing processes and systems to ensure equity and inclusion, including gender pay parity and recruiting programs for neurodivergent candidates, to name just a few.

We also support belonging and connectedness through our approach to hybrid working. We recognize that employees juggle multiple responsibilities – employee, caregiver, parent, and more – and that a hybrid approach to work supports their flexibility and well-being. To ensure we avoid isolation or disconnectedness across our global teams, we have the tools and technology to create seamless connectivity whether employees are in-person or remote. Whether video conferencing through Teams, or collaborating real-time through our OneDrive, we ensure hybrid working works for everyone.

Overall, it comes down to organizations supporting their employee's health and well-being through a listening and learning model; and a holistic, inclusive approach.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

In terms of global mobility and talent deployment, challenges include ensuring connectivity across our global organization and moving at speed. We operate in hundreds of countries

and across all major regions; as our business grows and our capabilities expand, it's important that we ensure connection and communication across teams.



To have better line of sight to our employees, their skills, and their desired areas for growth and development opportunities, we've implemented an internal talent marketplace. "Unlocked" is our dynamic marketplace that helps us automatically match employees' skills and desired areas for growth with opportunities for projects and mentorships across the entire organization, regardless of where an employee sits physically. With "Unlocked", we are able to open up the boundaries of our teams and expand our talent reach to ultimately grow and develop at

scale and at speed, together. In addition, we know mobility is directly tied to growth and development, so our culture reflects our vision for continuous learning. We offer tailored learning and development opportunities for employees to learn in the ways that best suit them. Regardless of the person, our learning opportunities support choice through offering hands-on, experiential skill-building; on-demand learning;

articles; podcasts; videos; and more. We also understand the value of working at a global company like Mastercard and having exposure to working with teams in different parts of the world. In 2022, nearly a quarter of our hires were internal moves, demonstrating a tremendous amount of internal mobility and our approach to encouraging employees to own their career growth and progression.

INNOVATION

What role does innovation have in the human resources and people management professions?

A key part of our culture at Mastercard is to 'innovate with intention.' Innovation is not the responsibility of a select few – it is applicable to all people and functions, regardless of where they sit in an organization. Within HR, we must approach our work with an innovative mindset, always pushing the boundaries to create value for our customers, partners, and colleagues, inside and outside of the business. We can do this in many ways across our function, including applying smart data analytics to ensure we have the insights needed to support impactful decision-making when it comes to human capital.

At Mastercard, we have teams mining our overall processes, testing innovative approaches to how work gets done. Through this type of work, we were able to identify key opportunities to reduce business process times for hiring by 20+ days for each hire. We have complementary teams who are innovating with new tools and technology to better serve our colleagues. However, it might look for someone, innovation plays a central role when it comes to our profession because at its core, innovation is all about making things better, faster, more reliable, more efficient; and that is central to our

work in HR, supporting employees so that we remain a place where the best people choose to be.



INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

The possibilities for artificial intelligence are incredible. Massive amounts of data are being created every day, and those numbers keep growing. We need artificial intelligence to synthesize what's important, at the speed that individuals demand. And at Mastercard, we know the only AI is responsible AI. Our seven data responsibility principles are a commitment to decency and the belief that personal information is just that, personal. And we take great care to ensure it stays that way.



In the HR space, we are exploring AI and automation to reduce friction in workflows and provide additional capacity to our teams, especially those that have a high volume of data-entry and manual processes. For example, we're exploring automation and AI technologies when it comes to hiring and recruiting. Right now, we have an automated scheduler that puts interviews directly on calendars of our hiring managers in their available space, eliminating multiple communications back and forth over meeting timeslots. We're also using AI for our internal talent to help match employees to short-term projects and mentoring connections that align to their experiences and desired areas of growth.

There are so many opportunities within our industry to use AI as a tool to make our work faster, simpler, and more efficient. But I do believe nothing will ever replace the 'human' of Human Resources. Our teams always take a people-first approach to their work and their decisions. The use of AI and automation provides much needed support so that we can do just that, use our capacity to lead strategy and critical work that supports our teams and drives our business forward.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

Human Resources has never played a more important role in the growth and success of a business. As we've navigated the great resignation, quiet quitting, social and political crises, volatile economic markets and more, the strategic role of HR has further risen.

Given this increasing importance, Human Capital should be viewed as a critical enabler for companies and enlightened boards will want to have visibility on all key aspects of your people strategy.

It's also an exciting time for HR professionals to help CEOs shape culture, including the full employee experience lifecycle and the workplace of the future. Employee expectations are shifting, and HR teams will need to be nimble to keep companies relevant and competitive in the talent market.

We'll see much more data-driven decision-making and the value of people analytics will grow to support much needed movement on critical topics like driving an inclusive workforce. We're already seeing an increase in ESG reporting requirements and it isn't far-fetched to imagine a day when regulators will want to see data about culture in the same way that they scrutinize financial statements. I believe with this increasing reliance of human

capital strategy that it's likely that future earnings calls will not just have CEO and CFO but also the CHRO discussing the health of human capital and culture.

With this reliance on data comes a need to ensure HR teams have stronger, more robust technology stacks that integrate seamlessly into the employee experience to make HR processes much more intuitive and connected end-to-end.

To that end, we will likely see the skill sets of HR professionals evolve to require new fundamentals in areas like analytics, risk management, and tech fluency to ensure strong partnership with leaders at every level of the organization.



GABRIELA GARCÍA

SENIOR VP, CHRO
PEPSICO ALIMENTOS
LATIN AMERICA
MEXICO



Gabriela is currently the Senior Vice President and Chief Human Resources Officer for PepsiCo Latin America, responsible for the HR strategy for the sector, with more than 75,000 employees under her leadership in a business that generates over \$8 billion in annual sales.

In addition, Gabriela is the President of the Board of Directors of Amedirh for the 2022-2023 period, where she leads a strategy focused on continuing to transform the association as an iconic reference that the HR community turns to.

Previously, Gabriela held the role of Senior Vice President of Human Resources for PepsiCo Foods Mexico, a position she assumed in 2018. Some of her main challenges were to create a labor strategy, lead the crisis management for more than 43,000 employees, and consolidate a new leadership, in which a culture of adaptation, experimentation, and learning permeated all executives in Mexico.

In 2015, she assumed the role of Vice President of Human Resources for PepsiCo Foods Central and South America, where she was in

charge of leading the HR strategy for 18 countries in the region, including Colombia, Argentina, Chile, Venezuela, and Guatemala.

During her career, she has also held the following roles: Senior Director of Talent Acquisition for Latin America, where one of her main challenges was the incorporation of technology in talent attraction and selection. She was also a Senior Director of Organizational Development for PepsiCo based in New York and Director of Human Resources for the different business units of PepsiCo Foods Mexico.

Prior to PepsiCo, Gabriela held various global positions at Kraft Foods Mexico and Phillip Morris International, such as Talent Administration Manager in Miami and Human Resources Manager in New York.

Gabriela has a degree in Psychology from the Universidad Intercontinental and a Master's Degree in Human Development from the *Universidad Iberoamericana*. She also completed a second Master's Degree in Integral Transpersonal Psychotherapy at the Integral Transpersonal Psychology School in Argentina.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

Boosting and keeping momentum of the importance of mental health and well-being in the workplace should be one of our biggest lessons as we learn to navigate in a post-pandemic period. These concepts are becoming increasingly important not only in HR and people management profession, but for all leaders, and the organization as a whole.

Organizations need to recognize the impact of all the complexity we have experienced as a society in recent years and take proactive steps to support employees and extend the benefits to their families, while seeing them as integral human beings, not only as workers. A study by Deloitte, Mental Health and Well-being in the Workplace, mentions that mental health adversely impacts the workplace performance and productivity of employees, so fostering a culture of well-being becomes imperative. It can be achieved by promoting work-life balance, providing flexibility in work arrangements, encouraging breaks and exercise, and promoting social support.

Actions can start by offering mental health benefits such as counseling services, access to mental health

apps, and employee assistance programs. Promoting an open dialogue about mental health and encouraging employees to seek support when they require it needs to be seen as something positive. By encouraging open conversations about mental health, employers can reduce the stigma surrounding mental illness and create a supportive workplace environment where employees feel comfortable seeking help. It also means providing leaders with training on how to recognize signs of distress in their employees and how to support them effectively. Leaders play a crucial role in identifying and addressing mental health concerns among their team members, so training them to recognize the signs of mental disorder issues and provide appropriate support to employees can be a game changing tool.

Lastly, we should put special focus on flexibility too, as it becomes a differentiated factor when talking about well-being. Providing flexible work arrangements such as remote work, flexible schedules, and compressed workweeks can help employees manage their work and personal responsibilities, reducing stress and burnout.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Organizations have faced over the years several challenges when looking at talent mobility, like having a comprehensive understanding on how to navigate different legal and regulatory frameworks in different countries (visa requirements, tax

laws, employment regulations, etc.), and raising assumptions on cultural differences, so having the right policies in place and providing career development have been common HR practices. We need to find ways of having extraordinary experiences for our em-



employees and keep a strong culture regarding of physical spaces.

According to a recent article in Forbes, Internal Mobility: The Missing Piece of 2023 Business Strategy, tal-

ent mobility can contribute to an agile culture, creates a competitive advantage, and can improve retention and engagement. This suggests that as organizations, encouraging employee mobility and providing opportunities for career development across different regions can help to attract and retain top talent while also ensuring that employees are able to develop their skills and advance their careers.

One of the greatest lessons we've learned over the last years is that it's imperative that we are constantly reinventing ourselves, so finding ways to tackle these challenges can lead us to talent growth. Organizations can foster mobility by strengthening traditional processes and finding new ways of expanding this benefit. One can be by providing opportunities for short assignments, including job rotations, cross-functional projects, and mentoring programs. Also, we have learned to navigate virtual environments, so leveraging technology can help us expand our scope to acquire global acumen from a local perspective and promote collaboration beyond borders.

INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

I think when it comes to innovation and technology, there's no limit for HR, we should be partners that walk the talk and foster the right mindset across the organization. We know that we are increasingly looking to innovative technologies and practices to improve our

processes and better support employees and stakeholders. But what is crucial, is that we understand that technology is not used at its full potential without a key component: people. If we have the technology but we do not upskill and reskill our talent, we won't be able to realize all its capacity. So first, I think we should be able to drive the organization into being extremely adaptive and agile in order to drive exponential change.

From my perspective, AI and Automation are already impacting HR strategies and responsibilities, and this will only continue to quicken, here are some examples:

- **Digital Employee Experience:** employee self-service portals, mobile apps, and virtual reality training are being used to improve the employee experience in a "2 clicks away" ap-





proach, this is key to make it easier for employees to access information, communicate with HR, and participate in training and development programs while simplifying processes.

- **Employee engagement:** AI-powered chatbots are being used to improve employee engagement and onboarding to provide employees with on-demand support and assistance. This can also help organizations understand employee sentiment and feedback, enabling them to take proactive steps to improve employee engagement and retention.
- **Streamlining HR processes:** Technology such as HR management software, cloud-based HR systems, and automation are being used to streamline HR processes, allowing HR professionals to focus on strategic initiatives and employee engagement.
- **Data-driven decision making:** this applies to everything, performance

management, employee understanding and engagement, and workforce management and planning. Innovation in data analytics is helping analyze large sets of knowledge to make data-driven decisions related to hiring, training, and talent management. AI may be used to analyze employee performance data and provide feedback to managers, making performance management more efficient and effective.

Overall, innovation in HR is allowing us to become more strategic and proactive in our roles, while also improving the employee experience. Also, the use of artificial intelligence and automation is likely to further enhance practices in the future. The key is to leverage these technologies to enhance processes while ensuring that employees remain at the center of the organization's efforts.

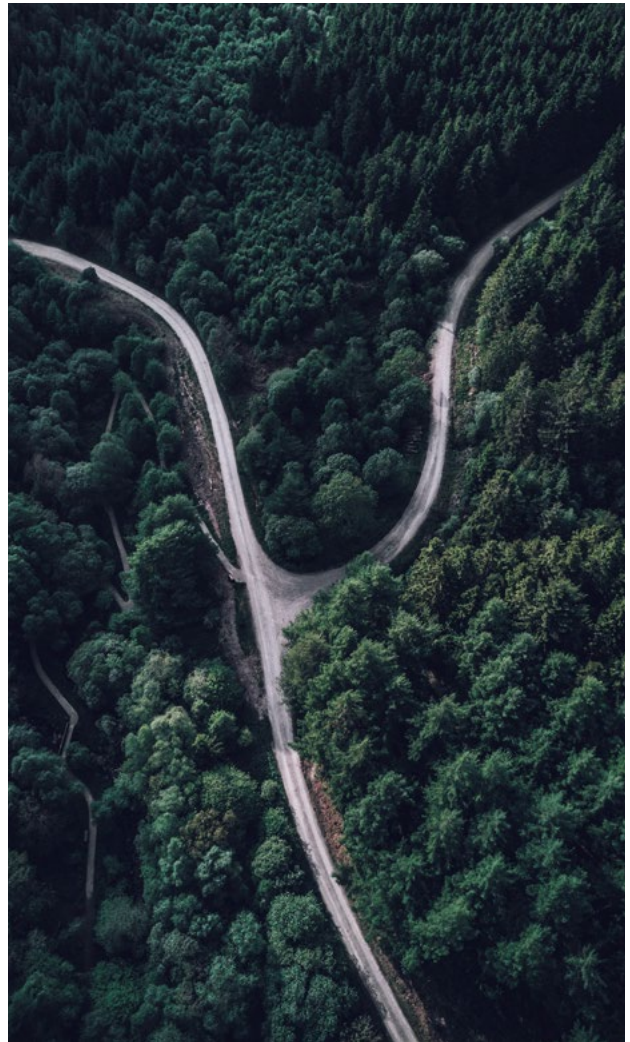
LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

Over the next 25 years, the role of HR is likely to evolve significantly as organizations face new and complex challenges in a rapidly changing business landscape. Exponential change is here to stay, and we know by experience that crises tend to accelerate disruptive thinking, so I think as HR we are in a pivotal moment to lead organizations in becoming more adaptive and be one step ahead of the future. Here are some ways I envision the role of HR evolving:

- **Leadership with purpose:** HR will continue to play a vital role in shaping the strategic direction of organizations. As the business environment becomes increasingly complex, leaders will need to collaborate closely with senior executives to develop and implement strategies

that drive growth and innovation for the business, but also for future talent. Foremost, the role of leadership will need to keep transforming, leaders will need to expand their focus on coaching, empathy, vulnerability, and transparency. We know that talent seeks to collaborate with purpose led organizations and follow the ones that are involved in corporate social responsibility and sustainability, so leading by example and empowering people to find purpose could make a difference between transformative companies and traditional ones.



- **Digitalization empowerment and Data-driven decision-making:** we will need to become more proficient in data analytics, leveraging data to inform decision-making, drive better business outcomes and automate routine processes. In addition, the interaction between people and technology will be key, so leveraging systems such as machine learning and AI will drive people's creativity and innovation while improving efficiency and effectiveness, and this will clearly lead to the transformation of the whole organization.

- **Diversity, equity, and inclusion:** this isn't "a nice" to have anymore, it is a business imperative, we will continue to play a critical role in promoting diversity, equity, and inclusion (DEI) within organizations and communities. This includes developing DEI strategies by understanding different population issues, fostering an inclusive workplace culture, and challeng-

ing biases by unlearning how things were done in the past, understanding that what was required to succeed might not work in the future.

- **Employee well-being:** as mentioned before, we need to increasingly focus on employee well-being, recognizing that employee's overall health, safety and happiness are critical for future business success.



JANICE HARPER

EXECUTIVE VP
NFI GROUP
CANADA



Janice has been with NFI Group for 25 years and is currently serving as Executive Vice President, People and Culture. She is responsible for leading the people services function at NFI Group in a multi-location and diverse international manufacturing, parts distribution, and service environment. Janice has worked in progressive human resource and management roles in the public and private sector with a proven track record in employee/labour relations, workplace culture enhancement, employee and organizational development, and safety/environmental systems management.

Janice holds a BA in Communication and Certificate in Human Resources Management from the University of Winnipeg and Diploma in Creative Communications from Red River College. She holds the Chartered Professional in Human Resources (CPHR) designation, SHRM Senior Certified Professional certification (SHRM-SCP) and Human Resources Compensation Committee designation from the Director's College at McMaster University (HRCCC). She has served as Board Chair for the Chartered Professionals in Human Resources of Manitoba.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?



Mental health and well-being have become front and center societal and workforce issues post-pandemic, and rightly so. There are many takeaways as we moved into the post-pandemic phase but perhaps the most profound of all the lessons we learned from it was the requirement to support and help address mental health and wellness for our employees. From the employer standpoint we need to take into account our employees daily presence on a more holistic basis to ensure that they can bring their best self to the workplace. This means that now and into the future we need to consider how the organizational work

TALENT MOBILITY AND POLICY

environments and cultures that we operate in are designed to provide the care, empathy, and support our team members needs. This means that we need to assess how our policies and programs line up to create the desired state, this is no longer aspirational but is really more of a foundational requirement similar to health

and safety. This can be done through assessments and meaningful actions to address problems areas, provide tools and resources in our benefit and compensation offerings, and more support for leadership as they tackle their all-important jobs. Now more than ever before, we realize that we have got to do this work.

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Working with a global and distributed workforce in 10 countries and with over 7500 team members can present its challenges in trying to balance programming and policies to best meet the varied needs of this workforce. The key for me in helping to ensure a seamless operation of the business and its workforce across international borders was to put in place a consolidated strategy and a shared services HR approach to help meet those needs. This assists us in working to ensure a smoother transfer of employees between international locations, including dealing with immigration and payroll

challenges, and ensuring standardization and governance across these jurisdictions. This flexibility has also presented us with more opportunities to leverage workforce capabilities across the regions we operate, address talent management challenges more creatively, and supports our diversity and inclusion strategies.



INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

Innovation and creativity play significant roles in our profession as we work to develop solutions to tackle people and culture problems in the

businesses we serve and respond to rapid changes in technology and sustainability that influence work delivery. We have all heard the adage that

there is nothing more constant than change. This is certainly evidenced in the recently experienced workforce disruption as a result of pandemic work arounds that heralded in some positive changes in flexibly working programs, virtual work and collaboration tools, and the impact of digitization (AI and automation) to the work environment. The HR practitioners of tomorrow will continue to deal with the impact of technology changes and a shift in societal expectations related to sustainability, equity and diversity that will require more of them in terms of service delivery and program development in order to better meet workplace needs.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

In many ways, over the past 25 years, we have shifted from being a transactional function to a more strategic business partner keenly attuned to operating professional programs that not only deliver the people services and programs that you would typically expect — but also implementing strategies directly linked to

enabling business results. Much will be demanded of us in the days to come to help build the workplaces and the societies that can embrace equity and fairness for all stakeholders. When I think of what has been accomplished in our profession over the past 25 years, I know that we are up to this task.



JORGE JAUREGUI

FORMER PRESIDENT
WFPMA
MEXICO



Jorge Jauregui, born in Mexico City. He is currently Global Board Member and Past President of WFPMA, World Federation of People Management Associations.

He has lead the HR function, as CHRO in large multinational corporations such as Unilever, Bristol-Myers Squibb and Grupo Mexico Minning, at a regional level for all Latin America.

He has worked as an expat HR Executive in the U.S. (New York), and Argentina (Buenos Aires), as a member of top management multinational teams for more than 25 years.

He has served as President and Co-Founder of NAHRMA, North

American Human Resources Management Associations (U.S., Canada and Mexico), as well as President of AMEDIRH, the Mexican Association of HR Executives, and current Board Member, in charge of International Relations.

He has also been designated as Employers' Representative and Technical Advisor for Mexico in three consecutive Annual Assemblies, at ILO, International Labor Organization in Geneva, Switzerland.

He serves as Senior Executive Consultant in Corporate Governance, Strategic Coaching, HR Transformation and Change Management for medium and large size companies.



How to Successfully Implement a Sustainable Company Program on Diversity and Inclusion

Diversity and Inclusion (D&I) initiatives are recommended to be framed under a clear and widely communicated statement from the company's top leader. It can directly or indirectly be related to the organization's mission and/or vision official statements. It also can be specifically designed to produce a D&I vision statement, unique for the company itself.

As a proposal for the latter, one suggested D&I vision statement could be as follows:

"To achieve that all the individuals who are part of our organization feel included and valued for their contributions given in both personal and professional dimensions."

The main objectives for a sustainable D&I Program in a company may include the following:

- Building and enhancing a continuous improvement culture based on a framework of Diversity and Inclusion.
- Reinforcing the company's approach towards D&I, beginning from

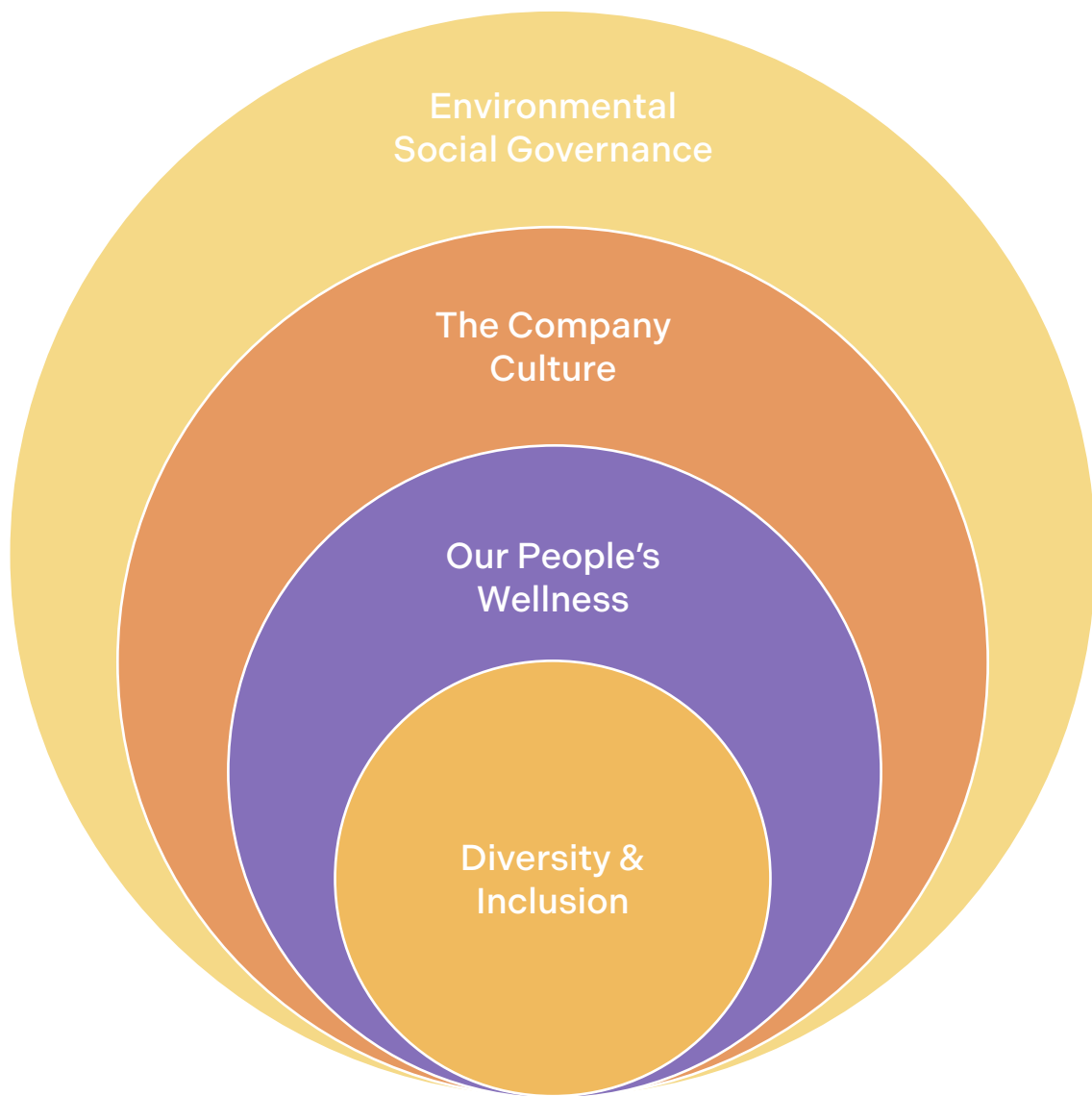
its top leaders, and following with all other organizational levels.

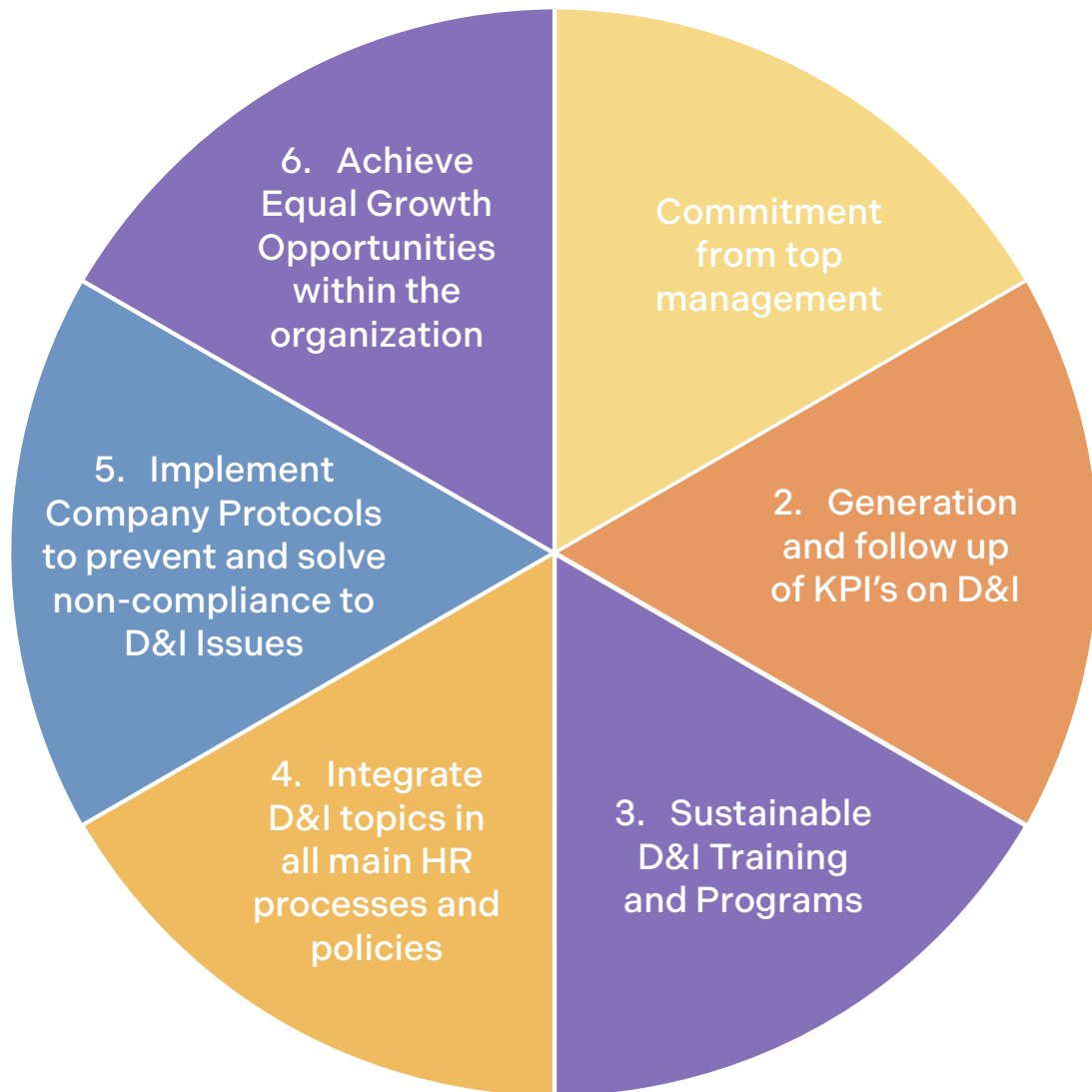
- Integrating and developing diverse and inclusive teams in the workplace.
- Promoting continuous visibility of D&I initiatives across the organization.

Steps for implementing a D&I action plan:

1. Diagnose with the help of an internal survey the current level of perception inside the company about D&I relevance in the workplace.
2. Create Focus Groups within the company, as well as with its main stakeholders.
3. Generate and follow-up on D&I Key Performance Indicators (KPI's).
4. Obtain the commitment of Top Management on D&I affirmative actions.
5. Launch continuous Communication and Training Programs at all organizational levels.
6. Integrate D&I concepts into HR policies and processes, such as: Talent Attraction, Training, Talent Management, Compensation, et cetera.
7. Implement robust policies and procedures to reinforce company's responses on non-compliance behaviors.







LAYLA KHALIL

VP, HR
EAST COAST CREDIT
UNION
CANADA



Layla Khalil, MBA, CPHR is a Vice President of Human Resources at the East Coast Credit Union. A Canadian HR leader within the national Canadian HR community, she has spent years in leadership roles with both CPHR Nova Scotia and CPHR Canada. In addition to her work as an HR professional, she has earned the privilege of being a leader in the financial sector after leading transformational change in the region's credit union sector.

Layla was awarded the highest Nova Scotian award, namely the Award of Excellence as well as just this past year, HR Team of the Year.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

In this post-pandemic world, employees continue to experience burnout, stress and uncertainties due to the economic and geopolitical land-

scapes. Human Resources leaders need to continue playing a vital role in supporting employees with mental health struggles by implementing related programs and solutions and educating managers on how to recognize potential challenges and lead with empathy. A holistic and inclusive enterprise-wide approach to well-being is quickly becoming an important component of the company's brand and employee value proposition and experience. In addition to making sure that retention is not impacted, employers must do their part to support mental health and well-being so that productivity at the workplace is not compromised. Some examples include, but not limited to, supporting employ-



TALENT MOBILITY AND POLICY

ees through external or internal programs, supporting time-off and creating flexibility in work schedules and sustaining work-from-home policies.

In summary, employers need to re-vamp current practices and policies to strategically integrate employee well-being into their business objec-

tives. In addition to maintaining a psychologically safe environment and expanding health and wellness offerings to meet individual needs, organizations need to build meaningful connections with their employees thereby establishing a culture where flexibility, empowerment and continuous learning is encouraged.

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

In this competitive and changing job market, the COVID-19 years were especially challenging as many employers did not have a strategy to deal with global mobility. Throughout the pandemic and postpandemic times, our organization has looked at best practices and implemented accommodative policies to support the global mobility of our employees. Some of the critical challenges we have had to assess include maintaining the security and safety of the Information Technology and Business infrastructure as employees get access remotely and creating mechanisms to maintain productivity. To overcome these challenges, we are integrating technological advances such as Virtual Private Networks when logging into our systems remotely to maintain security of our business infrastructure and establishing new policies and guidelines to ensure consistent application across the organiza-

tion. There are however, some serious implications, for example employers run the risk of creating biases when deciding which countries and regions are deemed a security risk for the business infrastructure. Organizations will need to regularly review and update their Talent Mobility policies and explore balanced approaches and best practices specific to their industry and beyond.



INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?



Human Resources professionals must continuously maintain a culture of innovation and lead their organizations through digital transformation by preparing the workforce to adopt automation strategies to enhance productivity. This is achieved through cultivating employee behaviors and mindsets. With continuous advancement in technology, automation and

artificial intelligence (AI) have taken centerstage in the last few years and these tools are being integrated in every part of our lives. If used properly in the workplace, these tools can help us create more seamless, more flexible, and more user-driven experiences. We are witnessing increased automation and use of AI in many areas of Human Resources including recruitment, onboarding, employee engagement, learning and development and predictive data analysis to support better decision-making. Automation and AI are also helping simplify administrative tasks, freeing up more time for us to focus on strategic initiatives and high-value projects. Human Resources teams will be expected to acquire more knowledge and skill sets in this area and experiment with various technologies to improve the employee experience and support their organization with responding to the future needs of their workforce.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

The rate of change in the Human Resources field continues to evolve at a fast pace. The future of HR is exciting as organizations realize the value HR brings to the table. I envision the following areas that will require strategic focus over the next 25 years:

1. HR teams will continue to innovate and incorporate strategies that will meet the new generation of employees who are/will demand an adaptable and agile work environment. Employers will need to focus on establishing practices to achieve an inclusive culture and a positive and caring experience for their employees as well as bolstering trust and mutual commitment between employees and the organization.
2. Human Resource leaders will embrace disruptive innovation to push up productivity and create higher value for their organizations. To remain competitive and overcome future challenges, organizations will turn to HR for the latest information and trends and seek input on the organization's

readiness and advice on what solutions and business strategies to implement.

3. Workplaces will require continued balancing of appropriate policies with emerging technology, new business needs and em-

ployee requirements. As employees demand more from employers than ever before and the competition to retain top talent continues, HR professionals will continue to play a crucial role in ensuring business success.



MARCIE KIZIAK

CEO
NOVA CANNABIS
CANADA



Ms. Kiziak joined SNDL as President of Cannabis Retail in March 2022, and is currently the Chief Executive Officer of Nova Cannabis. Ms. Kiziak served as Chief Operating Officer of Nova and was President of Alcanna's cannabis division while Nova was a wholly-owned Alcanna subsidiary.

Prior to Aleanna, Ms. Kiziak had a lengthy career in Human Resources, primarily in the oil and gas and construction sectors with a focus on Senior HR Leadership, M&A and Integration. As a member of the CPHR

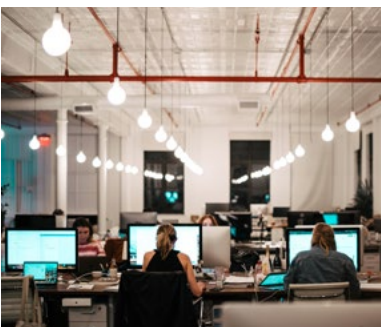
AB and the legacy Board since 2007 while serving as Chair of both Boards, Ms. Kiziak holds a Bachelor of Management Degree and is a Chartered Professional in Human Resources.

As an avid volunteer Ms. Kiziak is currently a member of the Little Warriors Board of Directors where she teaches employment skills to adolescents in the program, she is also a member the Board of Directors for the Edmonton Citadel Theatre and the Safety Codes Council of Alberta.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

The pandemic greatly amplified the need for organizational preparedness, psychological safety and flexibility within the workforce. HR was significantly impacted, and many lessons were learned on managing employee wellness, and physical and mental health.



The overall level of employee and organizational stress due to pandemic response was followed by return-to-work efforts. This required HR professionals to continually assess and adapt employee morale and engagement, while balancing the needs of the organization.

Optimizing employee health and well-being ensures employees have access to support such as the Employee Family Assistance Programs and Psychological Care as part of their benefits programs. Establishing a culture of care, compassion and concern around well-being effectively reduces the stigma attached to mental and physical well-being. Leaders need to champion these efforts via open lines of communication for employees while responsibly connecting employees to help and support services when needed, such as staying at home or working from home when sick. Effective leadership modelling tends to be much more effective than company-wide emails and posters as it embodies a "show versus tell" mentality.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Remote/Tele-commute work has become commonplace during and post-pandemic. The pandemic proved that organizations could pivot towards and thrive in virtual environments, if the correct infrastructure is in place.

Remote work has successfully confirmed organizations are able to access talent without relocation, hereby decreasing staff disruption and expenditures for both the employee and the organization.



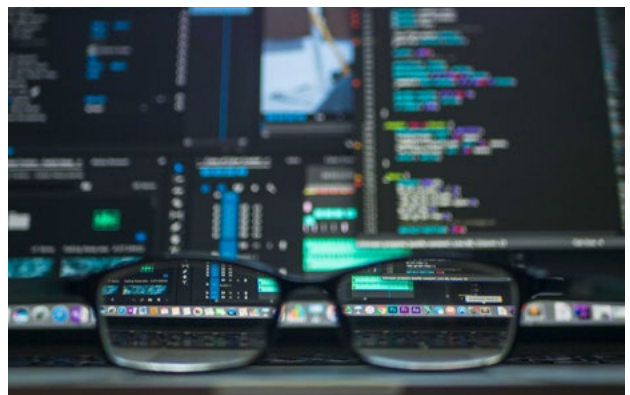
For employees who chose to relocate during the pandemic for numerous reasons, organizations are tasked with bolstering technology, processes and procedures to manage the complexities attached to obtaining appropriate work permits and visas, in order to comply and manage nuances such as tax and legal implications attached to temporarily or permanently working abroad.

INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

HR is no stranger to innovation or change. As people and businesses continue to transform, as well as the macro and micro-environments in which we operate, so does the way in which we successfully manage and support our people within our companies. By discovering alternative ways of performing complex tasks more efficiently and inversely at the pace

of innovation is how we successfully serve our stakeholders.



Examples of HR innovation are Automation and AI. Automation is key to defining the path for the HR profession to be most effective. Administrative tasks, while necessary, can be done using automation which can reduce the likelihood of human error, while adding strategic organizational support. Artificial Intelligence (AI) can synthesize and enhance data in order to provide critical deci-

sion-making capabilities in order to provide organizational support when humans are not physically present.

While there are many opportunities we can leverage through AI and innovation, there are also many instances where HR processes require human interface. This is a critical component to balance amongst the backdrop of cost and time saving initiatives.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

HR has been in the spotlight over the last three years of the pandemic. Issues such as mental health, physical well-being, the great resignation, remote work, diversity, equity and inclusion, along with inflationary pressures have required HR Professionals to not only manage through

the uncertainty of the present but also continue to be strategically focused with the added complexity of ensuring we are prepared for any significant disruption.

I would suspect over the next 25 years, HR will need to balance tech-

nology, where it can help and where it can drive efficiencies for the profession; focus on the Employee Value Proposition — being clear on organizational values and how they

attract and retain talent; and lastly, Employee Retention — people have more options than ever before with the vast amount of remote work opportunities. We need to ensure that we embody employee engagement and remain responsive to it.



NAKESHA LOPEZ

CHRO
BAYLOR SCOTT &
WHITE HEALTH
USA



Nakesha Lopez is Chief Human Resource Officer and Chief Diversity Officer at Baylor Scott & White Health, the largest not-for-profit health system in Texas. In her role, Nakesha empowers team members to keep customers at the center of everything we do as we foster an engaged, diverse, equitable and inclusive workplace.

She provides strategic oversight and leadership for human resources pro-

grams and initiatives that nurture Baylor Scott & White's strong culture. She previously served in multiple Human Resources leadership roles for the system. Prior to moving into healthcare, she served as a Human Resources Executive in the financial industry.

Nakesha holds a Bachelor's Degree in Sociology from Hunter College and a Master of Business Administration in Human Resource Management from the University of Phoenix.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?



COVID-19 lit a match under concepts that were just taking hold for many leaders, well-being and mental health were prime examples. Employees expected support for their whole selves, a markedly different focus than in the pre-Covid world. They want more empathetic leadership styles with open, holistic conversations about well-being and mental health. It is leading to a significant shift for HR and leaders across organizations as a whole.

MENTAL HEALTH

How can organizations better support employee health and well-being?

In response to a changing landscape, HR has to help equip, educate and coach leaders to excel. Foundationally, it starts with coaching leaders on how to have open and continuous dialogue with team members. Simultaneously, it requires building out resources for team members and, frankly, leaders as well. There is also a significant body of work to develop meaningful programs and resources for team members and their dependents to support more holistic well-being. This latter piece is tricky because there are many programs out there that we aren't always sure

are working or being leveraged. Constantly assessing and increasing their effectiveness and utilization based on team member feedback will be critical.



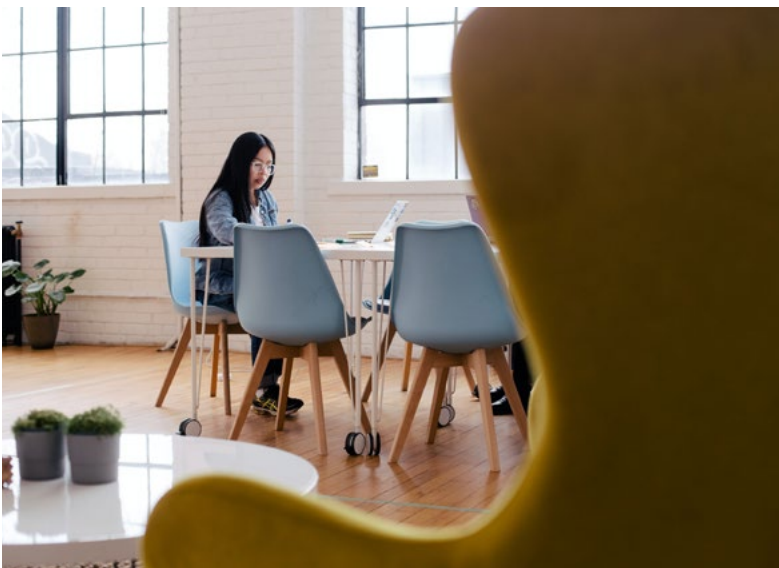
TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

At its root, the aim is for organizations to understand team member skills and capabilities. That's essential to identify talent that you can move and mobilize across the organization. Two benefits are obvious. First, it allows team members to develop and have different experiences. Second, for the organization, it fosters an internal

marketplace of talent where individuals can be groomed for roles that will ultimately reduce the need to rely on external talent.

The trap is that most organizations aren't very mature at understanding the skills and competencies of their team members. It's still a relatively new concept, with key buzzwords like upskilling, rescaling, and skills-based versus role-based. There are some but not many examples of organizations that are very mature at this and others, like mine, that are on the continuum. It begins with understanding your talent and helping leaders get comfortable with allowing really strong talent to transition into other roles where they help grow not only themselves but also the organization. They'll develop and pick up skills in other areas beyond their functional expertise that, over the long term, create stronger, deeper and more engaged talent within the organization.



What role does innovation have in the human resources and people management professions?

It's significant.

HR teams are being asked to do more with less, yet be more effective. We have to continue to get creative, innovate, and use automation and digitization to improve not only how we do our work but also to help design new and optimized experiences for team members. They want more digital-enabled, holistic experiences. We must understand through customer and team member insights where the problems

are so we can effectively redesign those experiences for them based on their input.

We must enhance our capability in analytics and insights to understand team member problems and team member sentiment, a deeper comprehension of their experiences and journeys. With that knowledge, we can redesign, automate and digitize holistic experiences that lead to more efficient processes that impact productivity.



How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

At Baylor Scott & White, we've been using robotic process automation for several years. We're using bots to automate what I would call low-level, administrative, day-to-day tasks. Off-loading these tasks to bots allows us to upskill our team members so they can operate at the top of their licenses. It also frees up their capacity to engage in the creative work of partnering with the business more strategically around business outcomes. Simply stated, we can't get there if we're

mired in the old construct of HR and transactional activity. The next step for us is introducing more advanced artificial intelligence technology, such as cognitive chatbots, and exploring other opportunities on our journey.

Artificial intelligence, incorporating bot technology, and looking at efficiency are three key strategies for creating capacity and efficiency and improving experiences and productivity over the long term.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

In 25 years, we won't be talking about HR as purely a human capital practice. We will be seen across the board as business professionals executing on organizational strategy. Today this

is not consistently the case. Future HR organizations are going to be focused on three things. First, business strategy and execution. Second, improved experiences, including digital, for team members that make work easier and experiences more meaningful, allowing them to be more empowered to be impactful to their customers. And third, People Sustainability, where we deepen our understanding and develop future ready talent. It truly needs to be a core sustainability goal for the broader organization.

We are in the results business. Our expertise will be in recognizing what it takes from a culture and a talent perspective to engage and accelerate financial and business performance.



LARS MINNS

CHRO
MERCEDES-BENZ,
NORTH AMERICA
USA



Lars N. Minns is currently the Chief Human Resources Officer for Mercedes-Benz, North America with responsibility for the US and Canada serving the organization since March 2015. He currently leads the organization in designing, implementing, and executing HR strategies that directly align with the company's strategic objectives for the Sales, Marketing, and Distribution of Passenger Cars, Vans and parts in the United States and Canada. Under his leadership, the organization is undergoing one of the largest transformations in the automotive industry in its pursuit to be the most desired electric luxury brand in North America.

Prior to joining Mercedes-Benz, he served as the Sr. Mgr. of Talent Acquisition for The Home Depot's At Home Services commonly referred to as the "Do it For Me" business. He led his team in executing talent acquisition strategies for the company's fastest growing business segment.

Lars spent 10 years with The Home Depot and served in roles of increasing responsibility. Most notably serving as the Sr. Mgr. of Talent Management for Operations, Services, Finance, and IT. He supported all facets of Talent Management helping those business areas in several large-scale transformational efforts aimed at increasing overall operational efficiencies.

Prior to The Home Depot, Lars held various roles in IT consulting sales and recruiting during the .com and Y2K eras.

He is a member of the Atlanta Federal Reserve Bank's Human Capital Advisory Council, Leadership Atlanta and a Board of Trustee of Mount Vernon Presbyterian School.

Lars earned a Bachelor of Science degree from Hampton University in Hampton, VA.

A native of Nassau, Bahamas, he and his wife, Moya reside in Sandy Springs, GA with their three children.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

The impact is quite significant given the fact employees approach their work based on the mental disposition. I have often held the belief that you

cannot lead or operate from empty, therefore, one's mental wherewithal has a dramatic effect on their sustainability along with output and success.

MENTAL HEALTH



How can organizations better support employee health and well-being?

I think first, discussing it as leaders to establish the importance of health and well-being. Secondly, as a leader, sharing my personal perspective and position is critical, which creates a safe harbor for the

organization and team. Thirdly, providing realistic and contemporary support for our employees. Some of the services are quite dated and do not reflect the societal sentiments held by employees.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

We have had an inability to move US based employees abroad, particularly to European markets. Unless they are

expats, going abroad on a 'local' contract from the US is poorly perceived due to the eventual adjustment in pay.

INNOVATION

What role does innovation have in the human resources and people management professions?

It cannot happen fast enough. As I assess our organization, we needed to get started quite some time ago.

Quite a bit of our current responsibilities are being done manually and we suffer the loss of unrealized potential.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

I think it will have a big impact on tasks as HR begins to focus more on creating capacity for strategic decisions. The need

to conceptualize, design, and build programs now and into the future, will create an urgency for software/AI concepts.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

I think HR will continue to be seen as a prominent business function. Given the last two years and a host of changes across our labor market and corporations, the resilience that has been built will be a great aid in the future. HR will help reinvent how work gets done and that's provided

we continue to change the way we work within HR. We effectively deployed the same practices but with the benefit of technology and that is in need of an 'incremental' overhaul, that is, there is no reason to change and innovate overnight, in increments is sufficient.

MICHELLE NETTLES

CPO
MANPOWERGROUP
USA



Michelle Nettles joined ManpowerGroup as Chief People and Culture Officer responsible for global HR, culture and diversity in July 2019. Nettles brings proven global leadership and a passion for unlocking people's potential together with business vision and vast consumer experience. Prior to ManpowerGroup, Nettles was Chief People and Diversity Officer at Molson Coors Brewing Company where she spent 20 years in various leadership positions across all aspects of Human Resources including executive com-

pensation, talent management, diversity and inclusion, labor relations and succession planning.

Nettles holds a Juris Doctorate from the University of Wisconsin-Madison and a Bachelor of Science Degree from Florida Agricultural & Mechanical University. She serves on the Board of HR People + Strategy, Thurgood Marshall College Fund in Washington D.C. and is the Board Chair for Milwaukee Collegiate Academy. Nettles resides with her husband in Milwaukee, Wisconsin.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

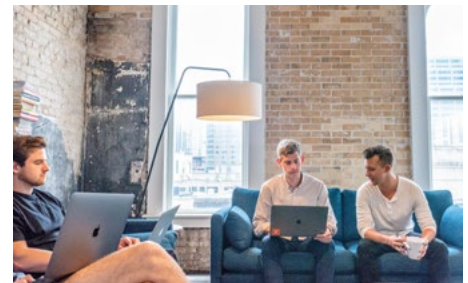
- The disruptions of the past two years have forced us all to consider what we really value, and we have a once-in-generation opportunity to rethink the way people work and live.
- Today's data tells us almost half of workers feel stressed or burned out most days, and employee well-being and resilience has shot to the top of the agenda for companies all over the world. 88% of workers wish their manager better understood the challenges they have to navigate outside of the workplace- taking care of children and elderly parents, financial concerns, and more.
- As HR leaders, we have to be aware of the burden our employees are carrying and be actively committed to battling the stigma around mental health in the workplace. We have the power to help eliminate this stigma and I implore us to use that power. A big thank you to SHRM for stepping up to this challenge and leading the way when others would not.
- In a talent-scarce economy taking care of people's mental health and well-being isn't just the right thing to do, it also makes business sense if we are to enable people to achieve their full potential at work.



MENTAL HEALTH

How can organizations better support employee health and well-being?

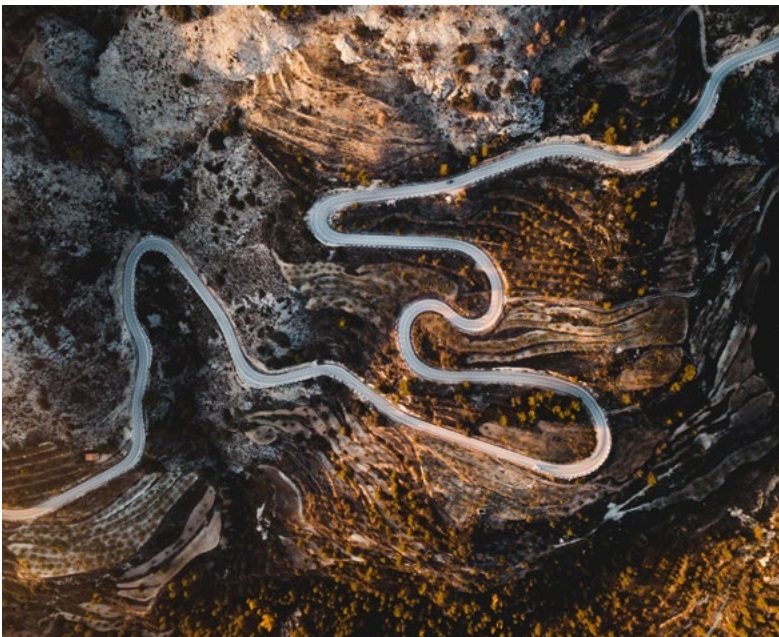
- Start with culture and leadership. At ManpowerGroup we have instilled in our top 150 leaders across the company the importance of a 'Culture of Care' for all people, encouraging people to ask: are you ok? And to model our Clarity, Coach Grow approach with their teams.
- During challenging times we have to lead with empathy, transparency and vulnerability (both as a leader and making space for your people to be vulnerable). For example, we all know that working at home can rapidly become living at work and leaders have a responsibility to lead by example when it comes to switching off and taking PTO. It sounds simple yet we know that giving "permission" to be offline and rest and recharge is crucial.
- The role of the manager is becoming increasingly important too, in the UK we worked to upskill people to become Mental Health First Aiders who are trained to de-stigmatize the conversation around mental health at work and identify the symptoms of burnout and other mental health concerns. We're now piloting this approach in other markets like Australia.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

- The pandemic gave us all a glimpse into the future of work and there's no doubt that we realized more could be done remotely than we could ever have imagined.
- On the other hand though, there is no replacement for being truly immersed in another culture and meeting teams across different countries and regions. I experienced that first-hand when I joined ManpowerGroup and spent a month working in multiple countries in Europe, and it's something we continue to build into our onboarding plans for leaders across regions.
- We are clear that mobility doesn't just mean country talent to global US HQ either. Just recently we have supported two senior US leaders to move to Europe for country or regional roles. Whether they decide to stay or return, their experience will be invaluable for their career at ManpowerGroup.



What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

- HR will remain quintessentially human; managing people, acting with empathy, and caring for others. These roles will remain human, and as a result, more humane.
- The challenge for us as HR leaders will be how to humanize the workplace at the same time as maximizing the impact of automation to take on mundane tasks and improve productivity.
- A big frontier where we can expect to see change is the interview process. One of the major problems with the way we currently interview job candidates today is that the process is largely unstructured, leaving the questioning to the whims and fancies of the interviewer.
- This is not only inefficient, but also leads to biased decision-making due to interviewers expressing and seeking to confirm their own preferences. AI has the potential to significantly improve the way we identify talent as it can reduce the cost of making accurate predictions about one's potential, while at the same time removing the bias and heuristics that so often cloud human judgement.
- As a tool, AI has the potential to help attract, assess and match talent effectively, and quicker than we've known before. But it is really the powerful combination of AI, machine learning and analytics coupled with human expertise that will create a more future-ready workforce and revolutionize the employee experience.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

We're in a pivotal moment for HR and I am truly excited about what's to come. People, skills, and talent are at the forefront of every leader's agenda and leading with people at the center is on its way to becoming the norm vs. the exception. Now is the time for HR leaders to rethink what could/should be done, be more creative about the value we offer, about measuring productivity and what good looks like. We can expect greater focus on:

1. **Strategic Human Resources:** HR professionals are likely to become more strategic in their thinking and approach, as businesses increasingly recognize the value of HR in driving organizational performance. This will require HR to play an even more prominent role in developing and executing business strategies.
2. **Data analytics and technology:** With the increasing availability of HR data and the rise of advanced analytics and technology, HR professionals will be able to make more data-driven decisions and provide more accurate and reliable insights. Strong analytical skills will become increasingly valuable alongside soft skills like empathy, curiosity and compassion.
3. **Talent management:** The battle for skills is likely to intensify, and HR professionals will play a critical role in attracting, retaining, and developing top talent. HR will need to focus on building strong employer brands, providing compelling employee experiences, and fostering a culture of continuous learning and development.
4. We will also see increased focus on diversity, equity, inclusion and belonging: With growing social awareness and the need for more diverse and inclusive workplaces, HR professionals will need to take a leadership role in fostering an inclusive culture and driving diversity.



SALVADOR ORTEGA

LATAM HR SR.
DIRECTOR
NEWELL BRANDS
MEXICO



Salvador's professional journey began in 2004, working on Sales & Financial Planning, after a couple of years he switched his career to HR as OD coordinator at DuPont's Coating factory in 2006, learning around people and talent processes and tools, and the implication of those in a big, technical manufacturing site. He had the opportunity to join Monsanto in 2007, to perform progressing different HR Leadership positions for 7 years, having exposure to different business & geographies contexts across the Region, from Manufacturing, to R&D, Strategy to Product Development and Business Growth capabilities; playing a strategic HR role. In 2014, he joined Newell as the HR Head for Mexico. Since then, he has taken on increasing responsibilities within the company. He led the HR role for the Consumer Organization in LATAM (Writing, Food, O&R). As of 2017 he was promoted to HR Director for the Region, overseeing all Commercial Business at that time. In 2020, was appointed as HR Sr. Director for LATAM, overseeing HR support for all BUs, including HA, and with additional responsibilities for the Supply Chain organization.

Throughout his tenure at Newell, he has led successful transformation processes, including the first HR Transformation Team implementation for America based in Mexico City. He played an instrumental role in driving people and organizational integration and transformation through different M&As; including organization design, sales & marketing capabilities, cul-

ture, and values integration to bring into life on The One Newell footprint and leadership coaching & development across the region. He also had the opportunity to Implement an HR Strategy for the Region and served as a Business Liaison for our Writing BU organization in the Region in 2019, and collaborated on global projects related to engagement and DI&B.

Salvador's expertise and leadership extends on a broader HR & Business integrated vision, that allows a consolidated winning culture, aligned with a business strategy, where our people, organization design and capabilities play the core role for success.

Salvador holds an Industrial Relations Degree from the *Universidad Iberoamericana* in Mexico City. He also completed an Executive MBA from *EGADE Business School* and a Postgraduate Program in Labor Law from *ITAM*, Mexico City. He attended the Strategic Vision course from Harvard University in 2015, sponsored by Newell Brands, and completed a Financial Planning program through Coursera in collaboration with Yale University in 2020.

Mr. Ortega is also a speaker on different forums and media around the Region, regarding Strategy, People, Leadership & Culture; as well as being Board Member of the *Asociación Mexicana en Dirección de Recursos Humanos* (AMEDIRH) since 2019, and a former Board Member of Postgrad studies at *Universidad Iberoamericana* (2017 - 2019).

Future HR Strategic Partner

In the last few years, we have experienced, more changes than ever, and of course with the recent lockdown; most of those changes have been accelerated; in the concept and framework of how we are socializing, interacting & communicating among us; how do we buy, have experiences & the way do business, among too many others.

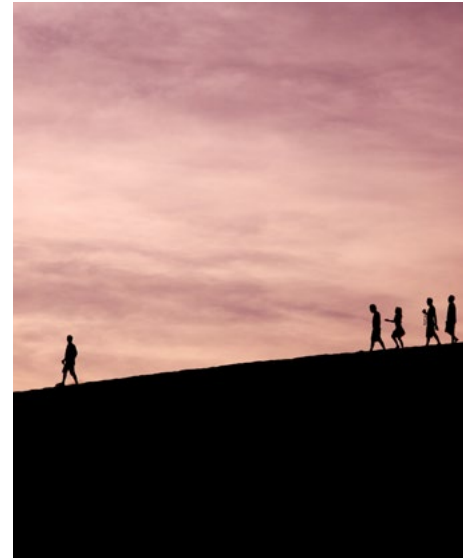
These particularly big changes are something we will continue to see, on a more frequency basis, with more complexity and perhaps more initial concerns or limitations, that will push us to grow faster, adapt quicker and lead our organizations through phenomenon.

This new active, mobile environment will represent for all our HR colleagues a tremendous opportunity to continue stepping up; to become leaders that influence business, through transformation of people and the actual organization. HR Leaders for the future will need focus on 3 aspects of the new environment:



- **Leadership:**

- Organizations, society, community, and people are going to need Presence of Leadership all around them; a leadership that centers



all activities, values and decision making, on the well-being of the people, consumers & community. Also, they are going to need leadership that helps navigate, understand, and adapt to the changes, on the direction that needs to be taken and how to add value to a more sophisticated, complex environment. HR Leaders need to continue evolving as business leaders, to be closer to company captaincy, influence and help shape the leadership style, presence, and capacity that organizations are going to require.

- In that line, HR needs to be the example leader, being present for the people, a role model of the leadership it is trying to incorporate, motivating & inspiring employees and other leaders. As well as influencing business decision making, taking into account people's well-being in a holistic way; physically, mentally, emotionally, connecting among teams, consumers, brands and as a society for the success of our fast adaptability.



- **Culture:**
 - Culture is the essence of every company, business, and society; it's the way they express themselves, show their potential, capacity, ambition, purpose, and inspiration to everyone. That means companies that really make an impact on stakeholders, will make a difference now and meanly on the future. HR Leaders, need to play a champion, strategic orchestrator of companies and organizational cultures, making sure; company, people and leaders make a difference on their day-to-day actions, that im-

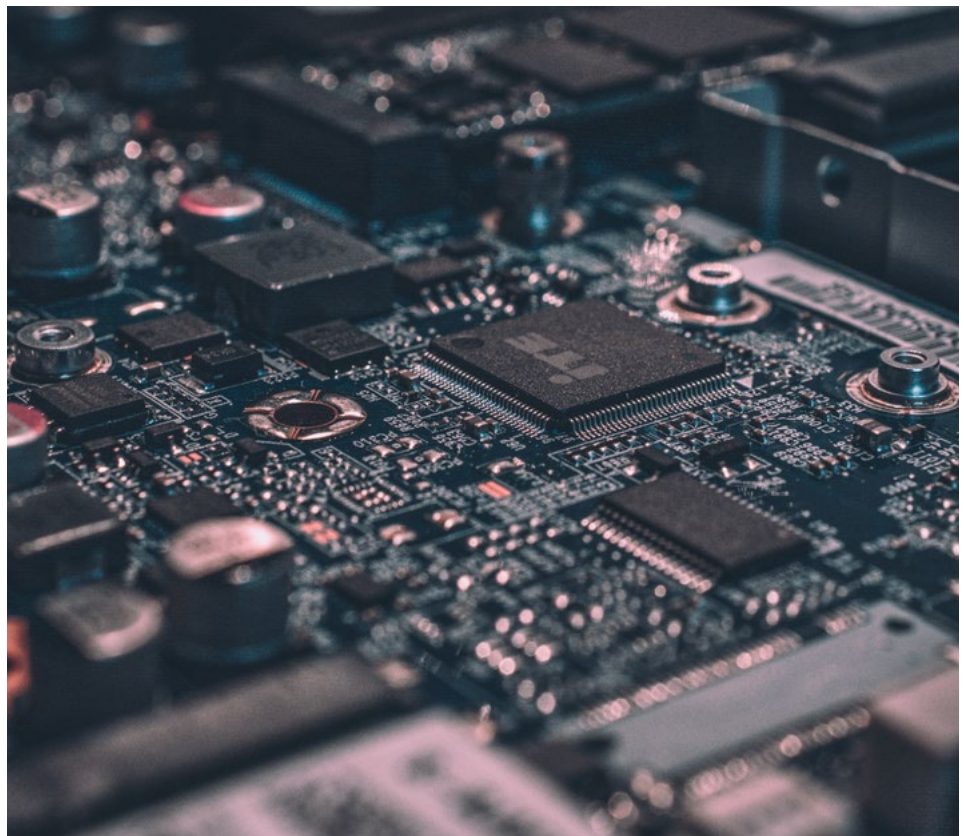
pact a bigger purpose on the outcome with customers on the emotional connections through brands, services, digital platforms, that continue adding value, in a simpler, deliberate way in the new environment. And this cultural adoption, needs to be faster than ever, companies & HR, need to be able to close capability gaps, generate agile training and development for people and leaders, in a way that all people involved, including new ones, can adopt cultural principles, faster than ever, to see those on the marketplace and in the final product or service.

- **Systems & Technology:**

- HR needs to continue evolving to automatize all transactional activities, empowering leaders, to manage their own business, people & teams in a simpler, faster way, with more accountability for growth, bringing them the best tools to make best decisions, as well as having a consistent, daily interaction with their teams, development tools, coaching, training, administrative process, et cetera. These systems and technology will enable company to best-in-class interactions on a hybrid working

format, flexibility management to increase connectivity, collaboration; organization development, productivity increase among people, customers & consumer Engagement, reducing complexity and most important, in line with company purpose, strategy and added value.

HR will need to continue thinking, coaching, and executing as business leaders, with a mindset focused on people in the center; to increase company value, through culture, talent & leadership in this complex, changing and uncertain environment.



HEATHER RYAN

CEO
FEDERATED CO-
OPERATIVES LIMITED
CANADA



Heather Ryan has been the Chief Executive Officer of Federated Co-operatives Limited since May 2022. Heather joined FCL in September 2013 as Director Human Resources Advisory Services, was appointed to Vice President Human Resources in November 2015, and then appointed to Vice President, Supply Chain in August 2021. She holds a Bachelor of Commerce from the University of Saskatchewan and received her Chartered Professionals Human Resources (CPHR) designation in 2002. Heather provides strong, col-

laborative, and effective leadership for the strategic direction of FCL, its subsidiaries and related companies. She currently service as Chair for the Saskatoon City Hospital Foundation Board. Heather previously served as a Director for the Greater Saskatoon Chamber of Commerce, the Co-operative Superannuation Society (CSS), Agriculture Council of Saskatchewan, and FoodTech Canada.

Heather and her husband Sean have two children, a son (Jack) and a daughter (Rylee).

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

Even though the concepts of mental health and well-being have always



been present in our people, they were not something individuals talked about openly. The familiar phrase, “suffer in silence” was a common approach as it did not feel “safe” to discuss these topics openly. Now, and into the future, as concepts like “bring your whole self to work” and the importance of a positive employee experience are becoming the norm, HR practitioners are being challenged to help leaders work with their team members to ensure that mental health and well-being of their talent is not just a consideration but a necessity. Encouraging open dialogue about these concepts will ensure team members feel supported in these areas.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

For our Western Canadian organization, our conversations have been more around remote work and flexibility than talent mobility. These concepts have not only widened our talent pool but also widened the op-

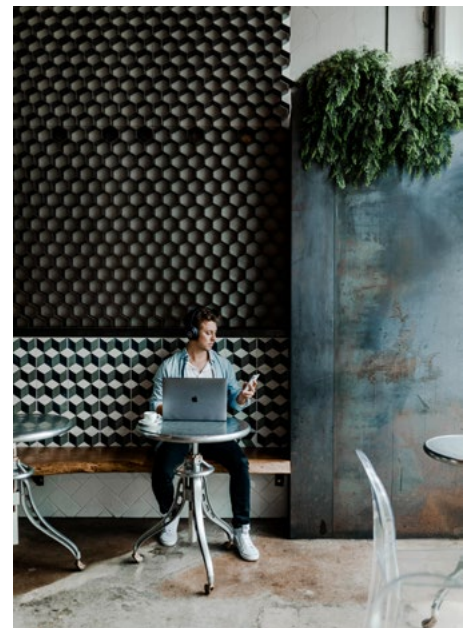
portunities for our current talent. To accommodate these evolving talent expectations, we have introduced flexible work practices where possible with a continued focus on work objectives and outcomes vs work location.

INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

Innovation in any discipline is imperative and HR is no exception. Human nature is everchanging and each person is unique, so coming up with new and creative ways of solving problems and evolving practices is also everchanging. Coming up with innovative ideas and solutions are only part of the equation. Putting that idea or solution into practice is true innovation an HR practitioners need to be strategically integrated into the business to enable application into business solutions.

Utilizing Artificial intelligence (AI) automation to further streamline HR's responsibilities and ability to be strategic should be embraced.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?



The expectations and complexities of talent will continue to grow and evolve. The importance of purpose, intrinsic fulfillment and belonging are

no longer the exception but the desired normal state. The role of strategic HR will need to continue to evolve to ensure the balance between organizational objectives and human needs are complimentary vs opposed and this will take IQ, EQ, and organizational savvy.

SUSAN J. SCHMITT WINCHESTER

SENIOR VP, CHRO
APPLIED MATERIALS
USA



Susan Schmitt Winchester is the Senior Vice President, Chief Human Resources Officer for Applied Materials and its more than 23,000 global employees.

She has more than 30 years of experience in HR providing executive leadership most recently at Rockwell Automation and the Kellogg Company. She continually looks to meet today's global business challenges with creative HR strategies that engage people, support a dynamic, inclusive corporate culture, and enable company exceptional performance.

Her passion is teaching executives and professionals how to succeed by discovering greater self-acceptance, fulfillment, and joy at work and in life. She

has lived, studied, and worked in the United States, France, and England. She earned her Master's Degree in industrial/Organizational Psychology from Illinois State University, and her Double Bachelor's from Albion College in Michigan.

She also attended the University of Grenoble, France. Susan is a fellow of the National Academy of Human Resources, the highest professional honor for individuals in HR. She is also Vice Chair, Leadership Advisory Board to the Dean of Engineering, College of Engineering, University of Michigan. And she is a member of the Forbes HR Council.

She and her husband Charles live in southeastern Wisconsin, near Susan's sons Joseph and Sam.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

From my 35 years in HR, with 15 of those years as Chief HR Officer for one Fortune 500 and currently for a Fortune 200 company, mental health and well-being are top of the list as one of the most pressing issues for our companies, the HR profession, and people managers.

Mental health and well-being are top of the list of workforce trends noted in many recent sources (Mercer 2022 Human Capital Trends, Bersin, Veris Insights). Thrive Global talks about

the human energy crisis we are facing and how we need to shift to being focused on building human energy sustainability. Burnout is real and has accelerated in recent years, thus, impacting our companies in many ways.

Additionally, the Centers for Disease Control, in partnership with Kaiser Permanente, conducted a study years ago asking 17,000 adults in the US if they experience one or more of what they called Adverse Childhood Experiences (The ACEs). The ACEs consist

of 10 traumas experienced before the age of 18 including physical, emotional, sexual abuse, neglect, violence in the home, addiction, et cetera. Their findings were shocking. Nearly two-thirds of respondents indicated they had experienced at least one ACE. 40% indicated they experienced 2 or more. At the core of ACEs is toxic stress which is highly correlated to many physical and mental health issues. For example, if one experienced 4 or more of the ACEs they are 4.5x more likely to be depressed. By the way, the ACEs study has been replicated in many countries.



I published a book in 2021 called *Healing at Work: A Guide to Using Career Conflicts to Overcome Your Past and Build the Future You Deserve*, with co-author Martha I. Finney. In it, I teach people how to use the workplace as a laboratory for emotional healing, building on the incredible ACEs research, the science of neuroplasticity and the principles from positive psychology. When we grow up in dysfunctional home, we take on limiting self-beliefs (like I'm not good enough, I am stupid, among others.). We also develop adaptive strategies and behaviors to try and manage our environments. This can look like perfectionism, people pleasing, becoming the corporate bully, the creation of silos, and toxic cultures. So often workplace conflict is fueled by all of this under the surface going on leading to damaged relationships with colleagues, talent feeling that they need to leave to where they perceive the grass is greener and can even destroy careers.

HR professionals and people managers are at the center of everything related to mental health and well-being. It is critical we prepare the HR and people management profession how to navigate the complexities at hand.

MENTAL HEALTH

How can organizations better support employee health and well-being?

There are many ways companies can support employee health and well-being including:

- Teaching leaders how to model that it is okay to talk about mental health and well-being matters with colleagues.
- Ensuring the medical plan offers easy to access virtual therapeutic solutions (therapists, et cetera).
- Measuring well-being and setting plans to address gaps by team.



- Embedding well-being into work practices, for example, leveraging the Microsoft suite of apps to embed workflow reminders/breaks, etc. to reinforce practicing well-being at work.
- Engage firms like Thrive Global who offer many micro steps people can take throughout the day to enhance well-being (I love their personal reset tool - it is amazing).
- Bringing in experts and including in manager forums: Anxiety at

Work by Chester Elton and Adrian Gostick, *Anxious Achiever* by Mora Arrons Mele.

- Working with each business unit to establish self-care days where the entire organization focuses on wellness.
- Making well-being a leading indicator of productivity given how much data supports this. Include in a corporate scorecard. Tie to bonus payouts.
- Leverage proven training methods to teach people managers and HR how to be better support their talent.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Challenges include often people not wanting to leave their home country. It is also expensive to move people to different countries. Immigration in the US is a challenge for sure. Another challenge is ensuring we have effective career planning capabilities for managers to get visibility on people who desire to move across countries. Big barrier is cost, as already mentioned.

Ways to support better mobility of employees across different countries and regions is to make having a living assignment in another country be required to move up the organization. HR plays a big role in building career path visibility and succession planning to ensure we are thinking about assignments for key talent or key technical talent.

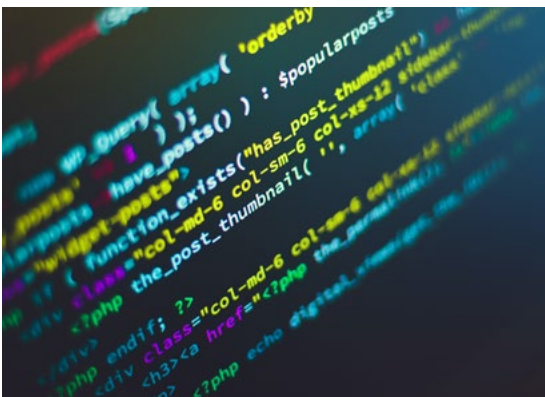
INNOVATION

What role does innovation have in the human resources and people management professions?

I think it has a huge role! What got us here won't get us there! If we are not driving innovative HR and people management practices, we will not grow. The talent challenges of

the future do not match the talent challenges of the past. Same with culture, growth, scale, et cetera. One of the advantages of being in the HR profession for 35+ years is that I have seen and created tra-

ditional HR practices and programs only to later discover that they weren't only not making a difference, they were taking the company backwards, despite well-intentioned leaders and HR professionals. DEI is a great example. Companies are not making progress fast enough because so many are stuck in what worked in the past. When I joined Rockwell Automation in 2007, I threw out everything I knew about DEI and took an entirely different, very innovative path. The result: the company won the prestigious Catalyst Award for its meaningful work advancing women and women of color, they were named as a Top Company



for Diversity and tripled market cap. None of those things would ever have been created had we taken a conventional, traditional path. I could tell the innovative story on competencies also, which I think create confusion, not clarity. I introduced a new model for talent assessment at Rockwell and

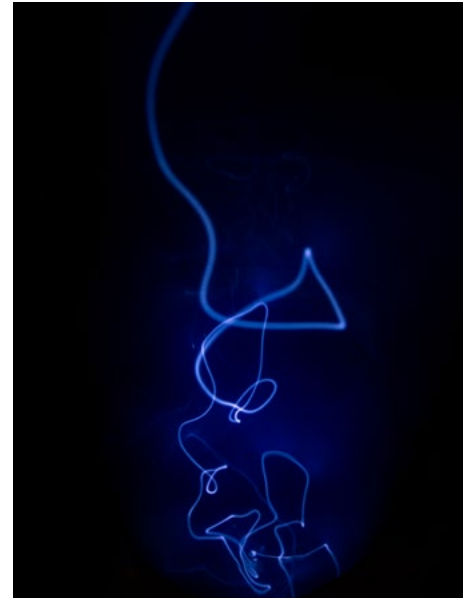
at Applied Materials that has changed the game on “getting the right people in the right roles”.

We must find innovative ways to help our companies create market place value in a way that engages the workforce and enables great things.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

I am very excited about the use of AI and automation impacting HR tasks and responsibilities. Of course, we need to do so intelligently, and I believe AI and automation will augment our work and enable us to drive productivity in our own function, exactly as the business is doing. Plus, the talent supply of the future definitely does not equal the talent supply of the past. If you look around the world, most countries are seeing a decline in the working age population, except India and Israel. Therefore, I believe AI and automation will fuel the HR profession's ability to meet the growing needs and demands of our companies.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

First, I think that the HR organization itself will change dramatically with much of the day in and day out work being handled by AI and automation (as partners). This will free HR professionals to be able to focus on the most meaningful work that makes the biggest difference to the business leaders and our companies.

Second, I think the function will be much different, but it will come as part of a broader restructuring of corporate functions. It makes sense to see

all operational work housed in a centralized corporate function (think HR shared services, GIS tech provisioning, ER, light touch legal). Then there will be much smaller but very impactful strategic corporate functions all augmented by AI.

Lastly, I predict we will see more future CEOs and board members coming from the HR profession given how talent, leadership, culture, and organization capability are foundational to all that a company does and will do.

ERIC SEVERSON

CPO
NEIMAN MARCUS
GROUP
USA



Eric Severson is Chief People & Belonging Officer at Neiman Marcus Group (NMG). In this role, Eric is responsible for leading the People Services, Corporate Communications, and Environmental, Social & Governance (ESG) organizations for NMG.

For three decades, Eric has built evidence-based systems to manage talent and drive organizational performance, enabling companies to differentiate their employment brands and drive competitive advantage through talent.

Some of the people innovations Eric has implemented include GPS, the Fortune 500's first performance management system based on mindset psychology and neuroplasticity; the largest implementation of the Results Only Work Environment in retail; the first publication of gender pay statistics by a Fortune 500 corporation; NMG|Way of Working (NMG|WOW), Neiman Marcus Group's radical flexibility & empowerment program; and the establishment of Belonging as a next-generation Diversity, Equity & Inclusion capability.

Prior to Neiman Marcus, Eric was Chief People Officer at DaVita Inc., Co-CHRO at Gap Inc., and held various executive leadership roles in Human Resources; Diversity, Equity, and Inclusion; Employee Relations; and Store Operations.

Eric's public service roles have bridged the public, private, and non-profit sectors. In 2014, Eric was appointed by U.S. Commerce Secretary Penny Pritzker to a 2-year term on the National Advisory Council on Innovation & Entrepreneurship (NACIE). For nearly 20 years, Eric has served as a Director on the boards of various organizations, including HR People + Strategy; Society for Human Resource Management Executive Council; The Felton Institute; La Napoule Art Foundation Advisory Board; and the IM Human Advisory Board.

Eric's work has been featured in the *New York Times*, *Wall Street Journal*, *Business Week*, *Forbes*, *Washington Post*, *Huffington Post*, *Business of Fashion*, *Women's Wear Daily*, *HR Magazine*, *HR Executive Magazine*, and *People + Strategy Journal*; as well as in the books *Future Work*, *The Diversity Advantage*, *Pull: The Power of Magnetic Leadership*, *The True Happiness Recipe: How to Stop Your Job From Killing You and Create Work-Life Harmony Everyday*, *Why Work Sucks and What to Do About It*, and *Why Managing Sucks and What to Do About It*. Eric has also appeared on numerous podcasts, including *Living Corporate*, *Future of Work*, *Purpose at Work*, *Talent Talk*, *Built on Purpose*, *We're All In This Together*, *Pop Health*, *Working Gratitude*, *Next Wave Leadership*, and *Celebration of You*.

Eric holds a B.A. in English from Pennsylvania State University and an M.A. in English from Arizona State University.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?

While in an ideal world, all people would be guaranteed quality mental health and well-being care as a basic human right, sadly that's not the world in which we live. Additionally, because of globalization, digitalization, the ubiquity of mobile technology, and a 24/7 always-on world, the prevalence of mental health disorders is at an all-time high. This crisis both impacts

(through absenteeism, increased cost, and reduced performance, productivity, and engagement) and is exacerbated by the way we work in the 21st century. Accordingly, it is not only our moral obligation as a profession to do what we can to address this crisis but also a business necessity if we want the organizations we support to survive and thrive.

MENTAL HEALTH

How can organizations better support employee health and well-being?

To start with, we can stop promoting apps as a Panacea or Silver Bullet. While apps supporting healthy habits like mindfulness, healthy eating, or biometric monitoring can help motivated employees build healthy habits, it's time we looked in the mirror as a profession at how we run our companies. Study after study shows that unhealthy work policies and practices are a leading cause of stress,

stress-related illnesses, and mental health issues. Addressing controllable causes of stress and health degradation like unstable shift assignments, insufficient staffing, unnecessary in-office requirements, lack of proper training, abusive managers, and lack of work-life boundaries is where we as an HR profession can have the greatest impact on the mental health and well-being of the workforce.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

I think successful employee mobility (global and domestic) derives from several things. First, an enterprise approach to talent management. This means designating top talent, regardless of function, as “enterprise talent” to be nurtured, mentored, developed, and retained by the top leadership team, not just individual leaders (and not to be “hoarded” by individual leaders). It means tracking their advancement and retention over time and even bonusing top leaders on it. Second, transparency. This means es-

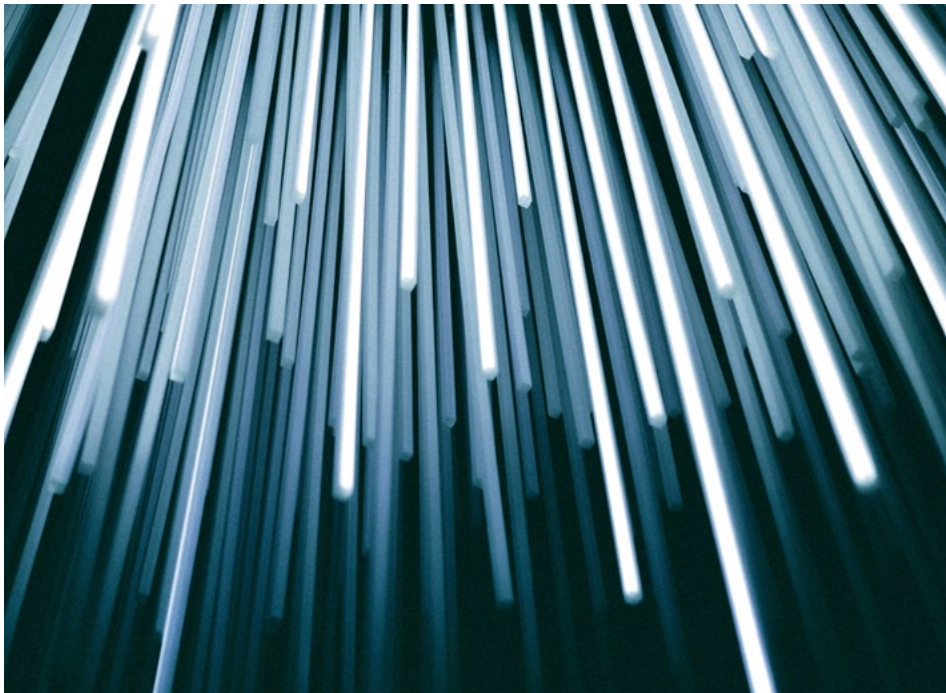
tablishing systems (leveraging technology if necessary) to create a true internal talent marketplace such that all talent is aware of and have access to advancement and development opportunities across the organization. Finally, making mobility “safe.” This means implementing policies and practices that ensure that if high potential talent take a leap of faith to try a new role in a different state or country, there is a safe path back (repatriation) or onward to their next global opportunity.

INNOVATION

What role does innovation have in the human resources and people management professions?

A recent study showed that HR tech is now one of the top 3 investment targets for venture capitalists. This is a

reflection of how rapidly innovation is changing the way people services are delivered inside organizations. From



people analytics to people development to talent acquisition and management, digital technology and process innovation are transforming both the employee experience and the way HR delivers on that. Increasingly, a workforce who experience personalization in nearly every other aspect of their lives (think Netflix, Amazon, or Uber), have come to expect the same level of personalized experience at work. One size no longer fits all in the workplace. The new employee experience expectation is one-size-fits-one.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

With the proliferation of technologies like ChatGPT, I expect that increasingly, repetitive tasks will be consigned to software and work that is best done by humans (like caretaking, high touch customer service, coaching & counseling, or other complex tasks that require empathy, intuition, emotional intelligence, and physical human touch or presence) will be left to humans. This is ultimately a good—and humane—evolution of work.

For HR specifically, I expect chatbots and other automation will continue to relieve professionals from routine tasks like pre-screening and scheduling candidates, processing employee transactions, or crunching numbers. A new frontier that excites me is leveraging AI and automation to interrupt bias and facilitate equity. There has been a lot of discussion about the potential risks of AI to fairness and equity but much less about its potential to interrupt and remediate bias.

I'm already using such technology to screen job postings for bias and am excited about future interventions across the employee lifecycle.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

As AI and digital technology continue to assume work formerly performed by humans and as knowledge work continues to proliferate, I envision that in 25 years, the CHRO/CPO role (and HR more broadly) will be regarded as the second most business-critical function in the organization (behind the CFO). Because routine work will largely be executed by software or machines, the work done by the humans who remain in the organization

will be exponentially more intuitive, creative, compassionate, and high-touch (i.e., human) than it is today. I expect this to mean that HR work itself will be substantially more personalized, high-touch, and white glove than it is today, leveraging the latest neuroscience, psychology, and technology to help these humans reach their full potential. I'm planning to be retired by then, but will be loudly cheering this evolution from the sidelines.

HELEN SHERIDAN

CHRO
STEMCELL
TECHNOLOGIES
CANADA



Helen Sheridan is Chief Human Resources Officer at STEMCELL Technologies, Canada's largest life sciences company. She has previously held senior leadership roles in several high growth BC technology companies.

Known for her ability to build vibrant organizational cultures capable of generating exceptional business results and growth, Helen is a creative, values-based, community-centred, and entrepreneurial leader.

She holds an Undergraduate Degree in Political Science and a Masters in Organizational Systems. She has always been an active member of her community sitting on multiple Boards, including Oceanwise and BC Technology Association.

She is married to a renowned BC chef and has two sons. Helen loves our British Columbia outdoors lifestyle and gets outside whenever she can as a hobby farmer, runner, hiker, and seakayaker.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

Mental health issues are a top concern across society with addiction, mental health, and suicide rates at all time highs. We see increasing rates of disability claims in all parts of our organizations and increasingly at the senior leadership level. HR professionals and leaders have had to shoulder the responsibilities of their organizations, teams, and direct reports throughout the pandemic, and are struggling to maintain their own mental health at the same time. HR professionals themselves are working with high levels of burnout after the pandemic, return to office, the great resignation, and great resets; and now economic and social upheaval continue.



My view is that we have to consider both triage and preventative measures within our organizations, and for ourselves. First, ensuring we have our own oxygen masks securely in place so we are able to help others. Then, ensuring we have emergency and preventive programming beyond Employee Assistance Programs (EAP): ensuring our benefits programs have enough mental health support in them, training managers to be able to address mental health issues, ideally having mental health first aiders as commonly as first aiders in place across our organizations.

Fundamentally, organizations need to prioritize and measure psychological safety at the same level of priority in the business as physical health and safety.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?



The company I work at is in an enviable position of having corporate entities in 21 countries across the world. As a result, we are able to accommodate both short term and long term relocation of our workforce. We have launched a remote work policy that allows staff to request a move to any country, province, or state where we have a corporate entity, and with strong job performance, we will allow a 12 month trial relocation which can be made permanent if successful. We have benefited from a more remote work environment throughout the pandemic, which has given us access to, and skill in managing talent across the world. Mobility of employees also brings more diversity into our organization which we know increases innovation. A more mobile workforce has drastically opened up access to a global talent pool. We also recognize mobility as a risk, since our talent can now work just as easily for an international organization as for one based in Vancouver, BC. Organizations who recognize their talent is infinitely more available to others should be considering their overall employee value proposition and ensuring they are attracting candidates who best align with their EVP, vision, mission and values.

INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

I went to a meeting the other day about expansion into new markets, and the senior executive leading the meeting had asked ChatGPT about what the right expansion strategy should be and it gave a pretty good

answer! Before that, I had thought that HR as a profession was pretty secure from automation (beyond the transactional). I have always thought it would take a very long time for AI to understand the nuances of business

and people intertwined. My experience showcased an opportunity for HR professionals to become strategic business partners and leave much of the administration, as well as things like job description writing, data entry and employee lifecycle transactions to technology. Where I see true innovation happening is in the use of data and analytics. AI is

allowing us to instantly tie business outcomes to solid people data and then use that data to support strategic conversations within the business. What is possible today at the push of a button would have taken weeks to achieve 10 years ago. So then our value as HR, becomes as a thought partner, coach, change champion and strategic advisor.

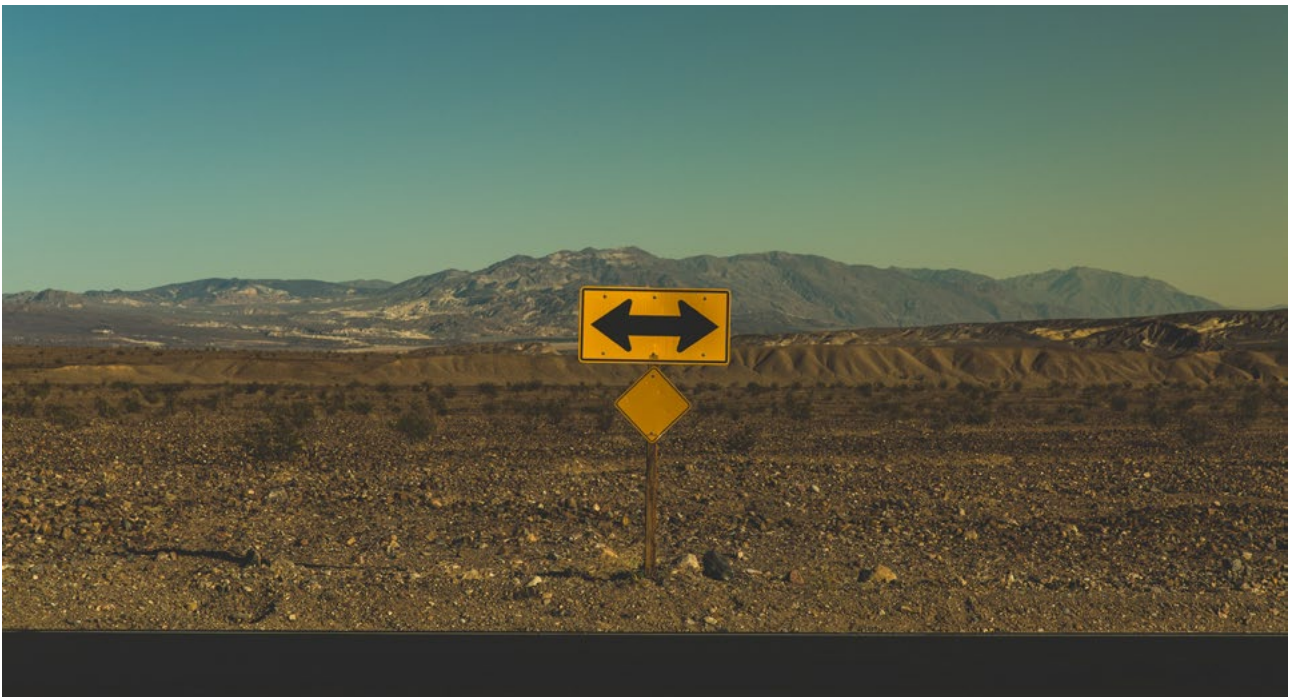
```
53 //is the element hidden?
54 if (!t.is(':visible')) {
55     //it became hidden
56     t.appeared = false;
57     return;
58 }
59
60 //is the element inside the visible window?
61 var a = w.scrollLeft();
62 var b = w.scrollTop();
63 var o = t.offset();
64 var x = o.left;
65 var y = o.top;
66
67 var ax = settings.accX;
68 var ay = settings.accY;
69 var th = t.height();
70 var wh = w.height();
71 var tw = t.width();
72 var ww = w.width();
73
74 if (y + th + ay >= b &&
75     y <= b + wh + ay &&
76     x + tw + ax >= a &&
77     x <= a + ww + ax) {
78     //trigger the custom event
79     if (!t.appeared) t.trigger('appear', settings.data);
80 } else {
81     //it scrolled out of view
82     t.appeared = false;
83 }
84 };
85
86 //create a modified fn with some additional logic
87 var modifiedFn = function() {
88     //mark the element as visible
89     t.appeared = true;
90
91     //is this supposed to happen only once?
92     if (settings.one) {
93         //remove the check
94         w.unbind('scroll', check);
95         var i = $.inArray(check, $.fn.appear.checks);
96         if (i >= 0) $.fn.appear.checks.splice(i, 1);
97     }
98
99     //trigger the original fn
100     fn.apply(this, arguments);
101     modifiedFn;
```

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

Congratulations to NAHRMA! In 2048, we'll be in a warmer world, hopefully one where we have transitioned from our dependence on fossil fuels. HR professionals and the managers we work with today have, with the support of technology, become more self-sufficient with what today would be operational HR matters (hiring, performance and salary ad-

ministration, off boarding, headcount planning, etc.) and the vast majority of interactions leaders have with HR professionals are now aligned to strategic conversations about how the business can optimize its performance through its people. We have transformed from purveyors of operational excellence to operational accelerators of performance.



JOHANNA SÖDERSTRÖM

CPO
TYSON FOODS
USA



Johanna Söderström leads all aspects of Tyson Foods' global people strategy to enable its overall growth, innovation and transformation agenda. As a member of Tyson Foods' enterprise leadership team, Johanna reports to President & CEO Donnie King.

Johanna brings more than two decades of experience in global people solutions, employee engagement, and talent development to Tyson Foods. She most recently served as Senior Vice President, Chief Human Resources Officer at The Dow Chemical Company and oversaw the company's cultural and organizational transformation through the DowDuPont merger and spin-off.

She previously led global compensation and benefits at Huhtamaki, a global sustainable food packaging company. Her career began in Finland, at Ericsson, and she has also held HR roles in Germany and Switzerland.

Johanna holds a Master's in economics from the Hanken School of Economics in Helsinki, Finland, as well as the Society for Human Resource Management Senior Certified Professional (SHRM-SCP) credential. She is a member of the board of Neste, the world's largest producer of renewable diesel and jet fuel from waste and residues.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?



The roles of HR and people managers have forever changed as a result of the pandemic. We have witnessed what true care for employees means and the impact it has on engagement in ways never seen before.

MENTAL HEALTH

How can organizations better support employee health and well-being?

We meet team members where they are by simplifying access to reliable and affordable health care, and by creating well-being platforms that can cater to every need through dig-

italization. When we can achieve an environment where the importance of health and preventive care is embraced, everyone wins: the employee, the society and the company.

TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Tyson Foods has partnered with organizations that help us employ immigrants and refugees in the U.S. and together make their journey a little easier. We have been working closely with the many parties to influence and change policies. We have

invested in legal immigration support for employees and their family members, supporting them on their journey to obtain U.S. citizenship where applicable. This includes housing and transportation, as well as education and legal support.

INNOVATION



What role does innovation have in the human resources and people management professions?

The HR profession is undergoing a complete change due to technology and digitalization opportunities. The same is true for the people manager. Today we have access to tools and technology that give us data-based decision-making power, helping us

revisit what business implications our employee data can have. The opportunity for HR is to reset how we think about performance, productivity, talent and growth. Innovation takes the front seat for HR because of technology.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

I envision it will become a differentiator for people-based business decisions. For example, in the not-so-distant

future HR will be using AI to create a heatmap where team members are increasing shareholder value.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

We might have managed to change the discipline name from Human Resources to People Capabilities, or simply Talent. The HR role today is shifting from administrative execution to da-

ta-driven strategic impact through the use of technology. Looking forward to the future with NAHRMA helping HR professionals and companies elevate the HR profession.

BETTY THOMPSON

CPO
BOOZ ALLEN
HAMILTON
USA



Betty serves as Executive Vice President and Chief People Officer at Booz Allen Hamilton (NYSE: BAH) and a member of its Leadership Team. In this role, she oversees the people services functions and strategy for a global workforce of more than 27,000 people.

Since joining the firm in 2008, Betty has been instrumental to Booz Allen's workforce transformation as the firm has deepened investments in innovation, advanced technology, and highly skilled talent and reshaped its portfolio toward mission-critical, high-margin solutions.

A pioneer in human capital strategy, Betty drives forward-leaning workforce initiatives with a particular focus on diversity, equity, and inclusion (DEI), culture and change, holistic employee wellness, employee engagement, and technical skill building. She led a complete reimagining of the firm's employee value proposition and executive talent management processes, as well as the reshaping of recruitment, retention, and development programs.

Under Betty's leadership, Booz Allen has received numerous awards and

recognitions for its workplace, culture, employer brand, DEI and more, including Forbes' Best Employers for Women and Best Employers for Diversity, Fast Company's Best Workplaces for Innovators, CAREERS & the disABLED Magazine's Private Sector Employer of the Year, and Ethisphere's World's Most Ethical Companies.

Her prior corporate experience includes VP, Human Resources at Fannie Mae (1993 – 2008) and several senior Human Resource positions at IBM.

Betty holds a Master of Science degree in Human Resources and Personnel Management from American University in Washington, D.C. and holds NACD Directorship and SHRM-SCP certifications. She is the Vice-Chair of the Board of Directors for the Society for Human Resource Management (SHRM), a member of the National Association of Corporate Directors (NACD), and a founding member of Chief DC. She was recognized in 2019 as a Top 10 HR Exec to Watch by Washington Executive and in 2015 with the Activist Woman of Excellence Award by the National Association of Female Executives.

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future?



Most organizations expect employees to return to the office for some amount of time. This can have a positive effect to reconnect, reinforce and experience the organization's culture, and engage with leaders. On the other hand, it can also introduce new challenges and stress with situations like commuting, child care and dependent care (including pets), health concerns, et cetera. HR must be prepared to support employees and leaders in this period of transition.

MENTAL HEALTH

How can organizations better support employee health and well-being?

Access to mental health services has been challenging due to the increase in demand, particularly for children. Organizations should understand the current resources and assess their ability to provide support to employees and dependents. It's also important to communicate the resources available and provide guidance to leaders on how to identify the signs of mental health issues,

how to support employees and clearly identify points of contact and resources available.



TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Variability as well as lack of resources in different regions, time differences and responsiveness have been the most common challenges. Organizations need to establish service level expectations, emergency resources (24/7), and regular touch points to ensure they know the effectiveness of the support provided and identify new or emerging issues.



INNOVATION

What role does innovation have in the human resources and people management professions?

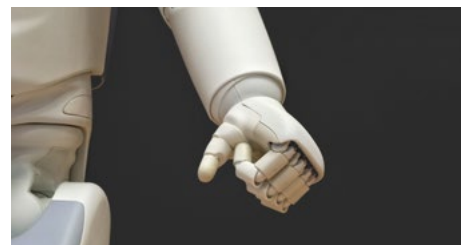


The pandemic made it very clear how important innovation was for HR and people managers. From tracking location and tax changes, communicating and connecting virtually, maintaining culture and values, and maintaining standards of ethics and performance. HR had to rethink and reinvent employee engagement and people management.

INNOVATION

How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

AI will increase the productivity of HR in recruiting, staff mobility, career development, and a host of other tasks and processes. It's important to ensure oversight and due diligence to identify unintended consequences or bias with traceability to the source.



LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?



HR will play a key role in assessing, planning and developing the business strategy with insights regarding the talent landscape – better informed with data, AI, and new abilities to increase capabilities in the current and future workforce.

GERARDO VALDÉS

CHRO
SURA ASSET
MANAGEMENT
MEXICO



Gerardo is a professional with over 20 years of experience in Human Resources strategic transformation, primarily on the financial industry for companies such as Sura Asset Management (currently), *Grupo Bolsa Mexicana de Valores* (Mexican Stock Exchange Group), Grupo Financiero Banorte, and the Mexican Central Bank. He has also worked as a business consultant for financial institutions, such as banks, brokerage firms, and insurance companies, as well as in media and entertainment companies.

As CHRO, Gerardo has been responsible for redefining and executing the HR strategy and transformation efforts in the different companies he has been associated with. He has re-defined the role of Human Resources

as a business partner, and optimized and digitized entire HR processes with the use of data analytics, business intelligence, and chat bots.

Gerardo holds an MBA from Westfield Business School and a Bachelor's Degree in Business Administration from *Universidad Anáhuac Campus Sur* in Mexico. He has also taken several specialized courses in Strategic Human Resources and Directive Leadership and Management at *IPADE* and the Chicago Booth (Advanced Management Program-AMP). He is a past president and member of the Board of the *Asociación Mexicana en Dirección de Recursos Humanos* (AMEDIRH), and a member of the board of North American HR Association (NAHRMA).

MENTAL HEALTH

As we enter the post-pandemic period, how do the concepts of mental health and well-being impact the HR and people management profession today and in the future? How can organizations better support employee health and well-being?

Without a doubt, one of the most significant lessons that the pandemic period has left us is the need to have a greater focus on providing comprehensive care for our employees. This means not only providing tangible and usual benefits, but also understanding and supporting people as holistic beings, in which mental, physical, and financial health are essential and influence their health and productivity.

In this regard, most companies, no matter their size, have focused on establishing strict protocols for attention and monitoring in order to promote healthy well-being and to address the severe impacts on the public health and the business productive force.

In addition, many companies have addressed these actions as a fundamental step to expand the benefits

portfolio for their employees, offering medical, psychological, thanatological, and behavioral care, as well as recommendations to improve physical health, and the use and adoption of financial tools not only for employees but also for their families in order to cope with the difficulties of this complex health situation worldwide.

From my perspective, the challenge now is to maintain this focus on attention and not to let it become a partial or temporary initiative, which should be suspended when infec-

tion rates drop. To continue with this integral help, it is essential to keep people at the center of the company's strategy, not as an isolated or temporary action of attention in the face of a complex event such as this health emergency.

This is the reason for success or failure in relation to the health and well-being of people that companies can promote worldwide, and it is likely to be a Delta that distinguishes winning companies from losing ones in the competitive field.



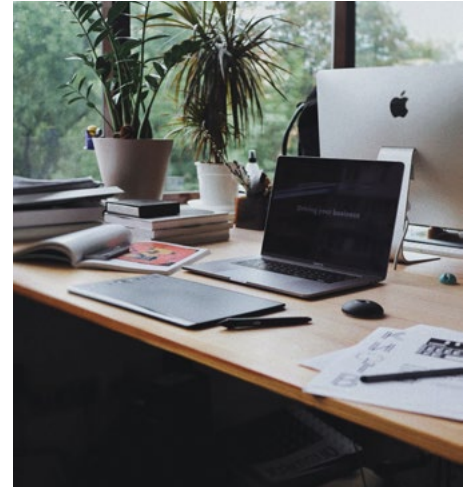
TALENT MOBILITY AND POLICY

What challenges have you faced in regard to global mobility, how have you overcome them, and how can organizations better support the mobility of employees across different countries and regions?

Global and regional mobility have been important initiatives for career and development actions to overcome the diverse difficulties caused by the shrinking of talent skills due to high competition and specialization, and the process and organizational efficiency efforts that have been present in recent years due to pandemic related reasons. The main efforts have been focused on labor, legal and migration treatments due to the different laws, norms and policies in different countries. This ini-

tiative is one of the most representative actions for new talent, because of their interest in demanding more flexibility, greater responsibilities and roles played in a company, and personalized accompaniment for a better understanding of their needs and expectations. We are beginning to see the implications in the philosophy and culture of empowering employees, rather than the old or previous standard where institutions set the practices and rules that everyone should comply with. This shift has allowed for

more collaboration between employers and employees, giving employees more control over their working environment. This has helped to create a more productive and efficient workplace, where everyone can contribute to the success of the organization. In this new era, where we have seen that collaboration, work, workers, and workplace have been reset and the balance has shifted towards the employees, mobility takes a formidable effort to move to the positive side of the change.

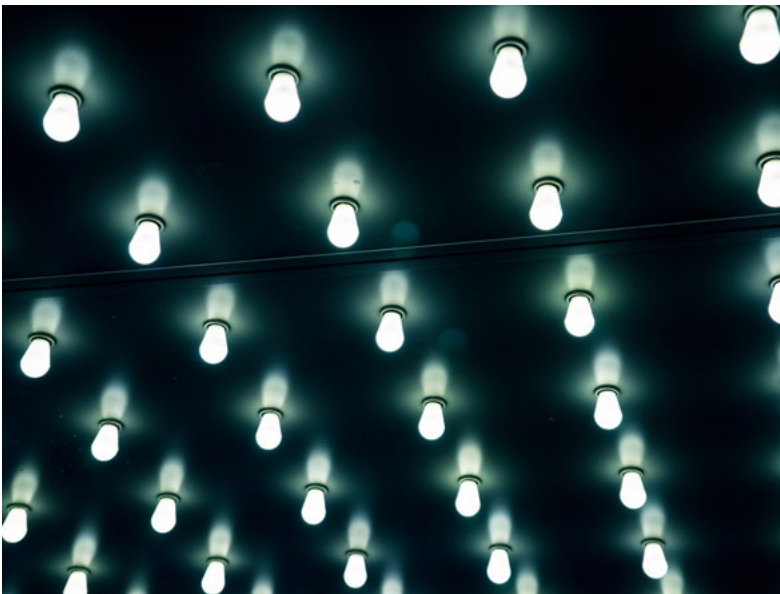


INNOVATION

What role does innovation have in the human resources and people management professions? How do you envision the use of artificial intelligence and automation impacting HR tasks and responsibilities in the future?

Human Resources (HR) is an essential part of innovation and should be seen as the starting point for any organization. HR should lead the way in introducing a new culture and philosophy throughout the company, as well as helping implement agile practices, restructure roles and responsibilities,

and provide training and change management. To ensure that the entire organization is able to effectively adopt innovation practices and tools, HR needs to be deeply involved and act in an advisory capacity to both the company and its stakeholders.



Recent advancements in Artificial Intelligence (AI) have provided a range of new technological tools, such as chat bots, which can be used to automate many operational, transactional, and administrative tasks. These technologies are already being used in recruitment and selection, onboarding, and training; they could also be used for more complex tasks in the future. However, it is important to remember that human competencies remain the most important skills needed to manage a company and achieve long-term sustainability. AI can be used to streamline the processes but cannot replace the need for the human input in decision-making and problem solving.

LOOKING AHEAD

As NAHRMA celebrates the 25th anniversary of its founding, it is also looking ahead to the next 25 years and beyond. In what ways do you envision the role of HR evolving in the next 25 years, particularly in regard to strategic business leadership?

I see Human Resources as one of the most important strategic functions to help businesses adopt and adapt to the constantly changing environment, we are living in. By helping companies to grow through their talent and leaders, HR can ensure the adoption and implementation of the required skills and behaviors to succeed in the business arena.

It is essential that all HR practitioners possess the feeling and play of a business leader, in order to add value to companies. Additionally, HR should promote a triple bottom line philosophy at businesses (people, profit, and planet), which recognizes not only the economic and financial side of the equation, but also encourages people-inclusive actions and planet-sustainable practices to help overcome the greater challenges faced globally.

HR has, and will continue to have, an even greater contribution to the greater purpose of corporations, their people, and stakeholders to succeed as one of the most import-

ant roles in organizations. Leadership development is an integral part of Human Resources (HR), as it provides the framework for the implementation of the required competencies and behaviors for success in the business arena.

HR should not only focus on helping companies grow through their talent and leaders but should also promote a culture of leadership development and growth within the organization. This can be achieved by encouraging and nurturing the development of leadership skills and qualities such as vision, communication, problem solving, decision-making, resilience, and collaboration.

Furthermore, HR should also focus on helping individuals become more self-aware, so they can better understand their strengths and weaknesses, and work to improve upon them. By developing future leaders, HR can help ensure a successful transition of power and knowledge within the organization, ultimately, helping the organization reach its goals and objectives.





CEO	Stephan Porias
COMERCIAL	Ricardo Solorio, Federico Chamas, Celia Ortiz, Creatick Marketing a Tu Medida, S.C.
GRAPHIC DESIGN	Almudena Cabo
CONTENT	Paloma Cabo
ASSISTANT DIRECTOR	Cristina Sánchez
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LOGISTICS	Oscar Moreno, Ernesto Martínez
MANUFACTURER	Servicios Profesionales de Impresión
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