

Vital statistics

Sound bites

'Younger people are not scared to say what they think. They have very strong opinions, and they are happy to share their points. With that combination of energy and capability, it is just a question of pointing them at the problem.'

Hanif Lalani, CFO, BT

'Remuneration is important within a benchmark. We pay according to what people deliver and in line with what the industry pays, but people don't get out of bed in the morning for their salary. They want to feel like they make a difference, that their job is truly rewarding.'

Lars Nordmark, financial director, T-Mobile UK

'People from other industries can bring a fresh perspective and help you to work towards becoming globally competitive.'

Dave Mack, Manager of Revenue Process Development, Ford



18%

The increase in home working, as measured by remote logins, attributed to the novo virus, according to Signify.

3,500

The number of employees worldwide who, at any one time, will be undergoing training for professional qualifications at Barclays own finance academy. Graduate drop-out rate is just 2%

In January '08 a National Association of Pension Funds survey found that while **31%** were still open, **15%** of final salary pension schemes in 369 companies surveyed will close to new joiners by 2012, and **6%** will close even to existing staff.

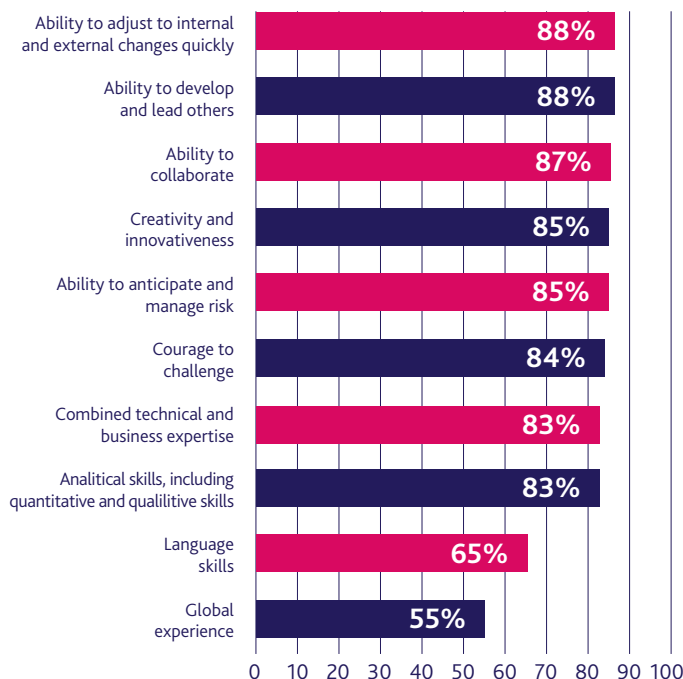
62

The age at which people expect to retire, on average

Source: Baring's Asset Management

PPF's January '08 monthly update on the financial health of almost **7800** defined benefit schemes shows a worsening of their overall position to a deficit of **£19.6 billion** in December 2007 as against **£5.2 billion** in November 2007

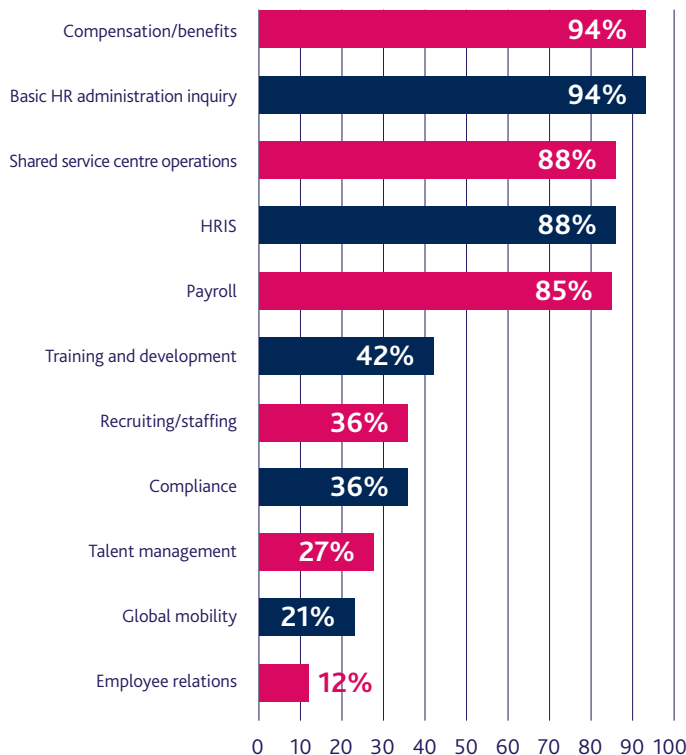
CEOs consider most of these skills critical



Which one of the following skills and characteristics are critical to your organisation? (Base: All respondents 1,150)

Source: PricewaterhouseCoopers 11th Annual Global CEO survey 2008

HR activities most likely to be outsourced



Source: HR Transformation Survey: A case for business driven HR, ©2007 Deloitte Development LLC