

Brunel



Global Talent & Tech Trends



Whitepaper: Global Trends in Talent & Tech
from C-suite executives



Introduction

Key Trends Impacting a Broad Spread of Industries

In today's fast-paced and ever-changing market environment, staying ahead of the development curve is crucial for success in every line of business.

Based on a survey of nearly 900 C-suite executives and managing directors from four sectors of industry – Conventional Energy, Renewable Energy, Mining and Food Production as a subset of the Life Sciences – Brunel's Global Talent & Tech Trends spell out precisely these developments.

Over the next five to ten years, the high-level respondents surveyed perceive Technology & Innovation (46%), Economic & Business Developments (45%) and Environmental & Resources Developments (42%) as the three trends that will have the greatest impact on organisational success in these industries.

Renewable energy alone attached great importance to Health & Care Developments.



Total MD/C-Suite

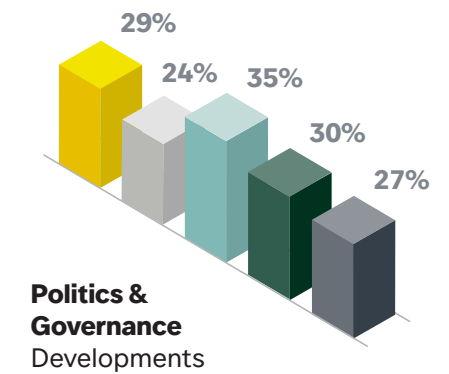
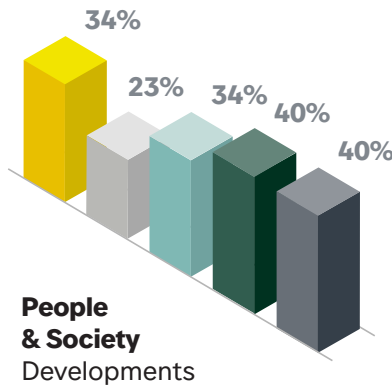
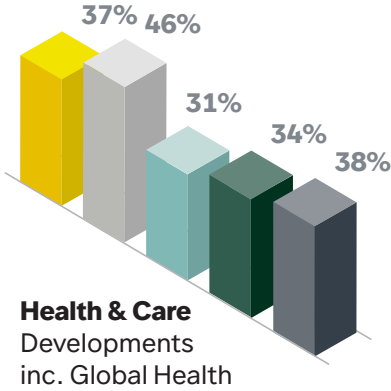
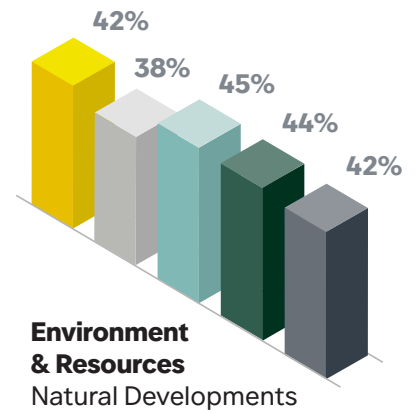
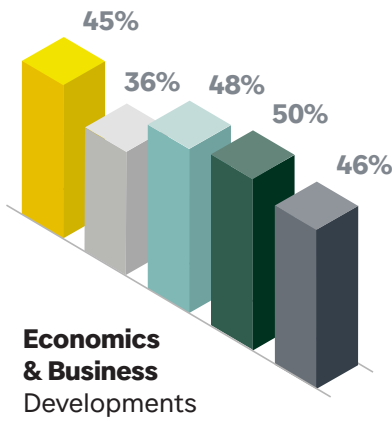
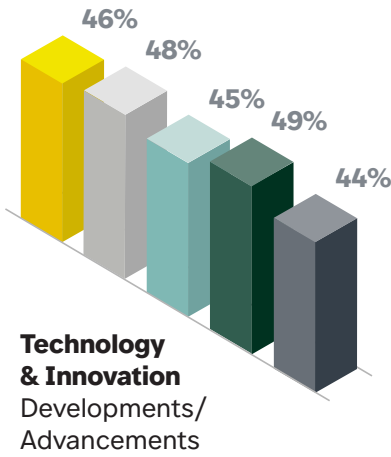
Conventional Energy

Renewable Energy

Mining

Food Production

Which of the following global trends do you think will have the greatest impact on your organisation's success (both financially & in achieving strategic goals) in the next 5-10 years?



Technology or talent – Which should be the main focus?

Clearly, corporate strategies and policies must take due account of all these aspects if companies are to gain (or retain) a competitive edge and continue to grow. The survey therefore highlighted one vital question: What weightings should be given to technology on the one hand and talent on the other? In other words, is tech more important than talent? Or is it the other way round?

While the survey findings indicate a slight preference for technology (32%) over talent (28%), fully 40% regard both as equally important – a balanced perspective that is most pronounced in the Renewable Energy (50%) and Food Production (46%) sectors.

While technology continues to shape the future of many industries, organisations must also invest in acquiring and retaining talent that can put these innovations to good use.

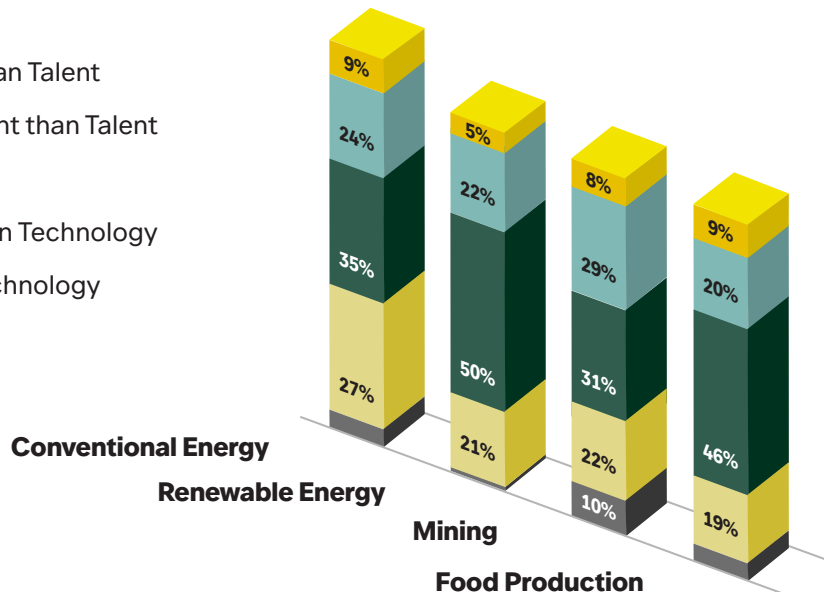
The precise weighting between the two will naturally vary from industry to industry:

Heavily automated Mining operations will likely emphasise technology, for example, while Renewable Energy players will tend to prioritise developing talent. Overall, however, a cross-industry perspective underscores the need for the harmonious integration of both talent and technology to drive success.

This whitepaper explores the major global trends that are shaping talent and technology in general, looks at how they impact different industries and discusses how organisations can best respond to these shifts to ensure sustained business success going forward.

Thinking about Talent (the acquisition & training of quality workforce) & **Technology** (digital innovation and advancement), **which do you feel is more important to ensure the success of your organisation** over the next 5-10 years?

- Technology much more important than Talent
- Technology somewhat more important than Talent
- Both equally important
- Talent somewhat more important than Technology
- Talent much more important than Technology



Talents



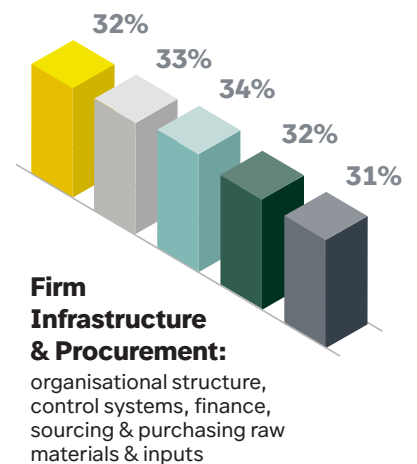
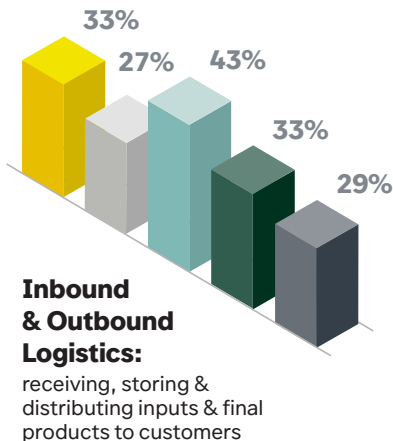
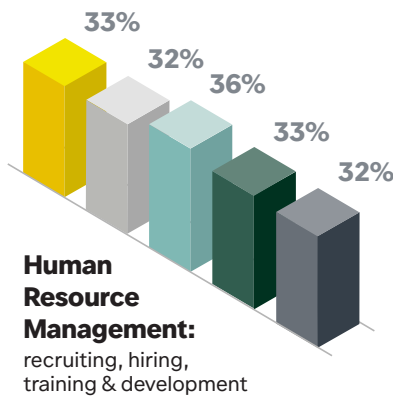
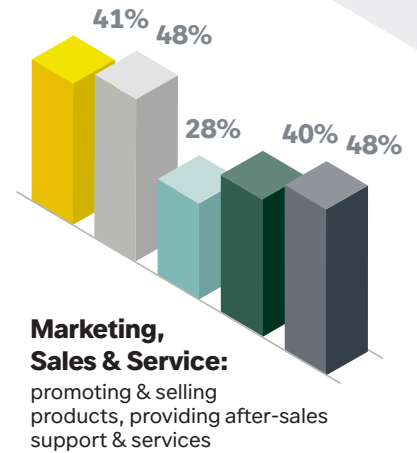
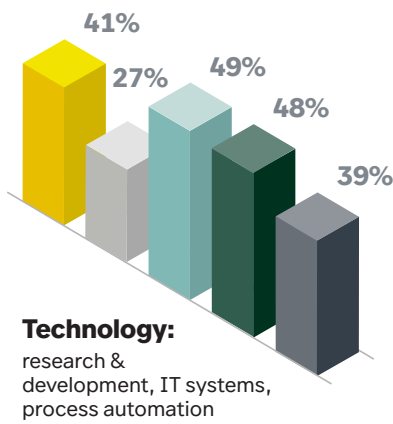
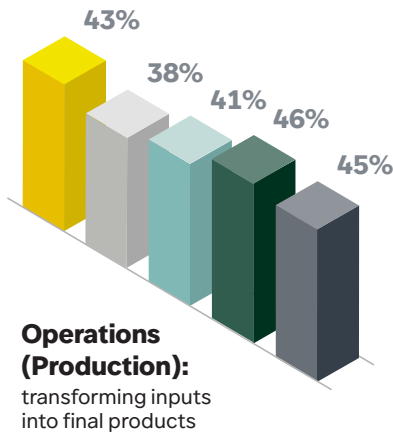
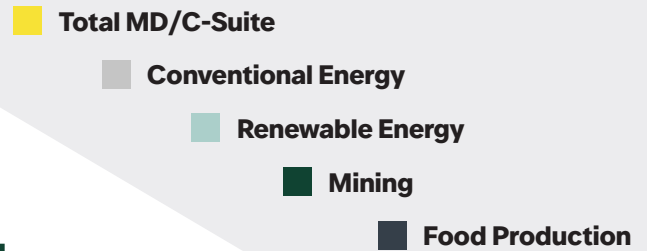
Weighing the Talents – Crucial Criteria in the Battle for Top People

With organisations attaching as much importance to talent as to technology, it is essential to address three talent-related issues:

How can companies deal with shortages of suitable talent? And what specific skills are needed to accommodate coming developments?

In what areas and departments does strong demand exist for talent?

In which area or department do you expect your organisation to have the biggest demand for Talent (requiring a higher number of qualified people in the workforce) in the next 5-10 years?



Trends in departmental demand

Broadly speaking, the survey findings point to particularly strong demand for talent in operations, marketing, sales, service and technology development. Obviously, there are again slight variations in these weightings across different sectors. Renewable Energy players, for example, anticipate lower demand for new hires in marketing, sales and service, while the opposite is true in Conventional Energy and Food Production.

Conventional Energy companies anticipate less demand for talents in technology development, whereas Renewables organisations are preparing for a jump in demand for logistics hires.

Regionally, demand for talent in marketing, sales and service is seen as much higher in Germany (52%) than in countries such as the Netherlands (30%) and Australia (43%).

Company size also has an influence on the perceived demand for talent: At larger companies, for instance, 42% of C-level executives put the need for talent in infrastructure and procurement on a par with that for operations.

Dealing with talent scarcity

The scarcity of talent is a major concern for businesses worldwide, and companies are seeking innovative ways to address this challenge.

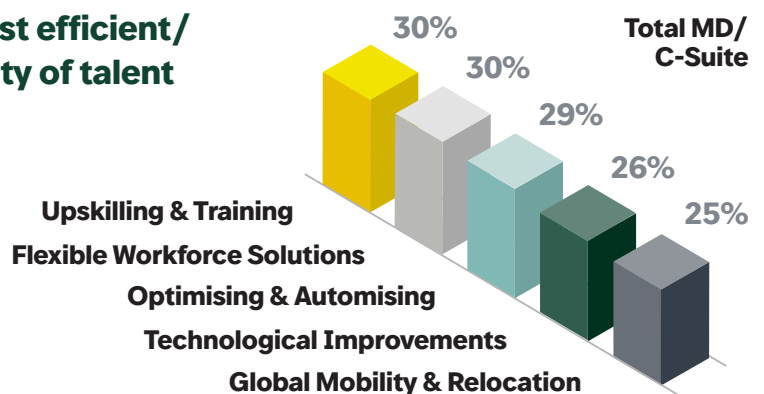
One is an increased reliance on flexible workforce solutions, which allow companies to scale their teams based on project needs.

Upskilling and reskilling initiatives are also gaining prominence as a means to develop internal talent, especially at small and medium-sized enterprises and in both the USA and Australia. By contrast, this strategy is ranked as considerably less important in Germany, the Netherlands and Singapore.

Outsourcing specific functions or departments is another common strategy, with 30% of larger companies favouring it as a way to fill talent gaps.

One further approach sees organisations increasingly adopting global mobility solutions and relocating employees to areas with stronger demand or where their skills are most needed. This trend is particularly pronounced in industries such as Conventional Energy, where global mobility is seen as more effective than technological advances as a way to bridge talent shortages in specific regions.

What would you consider to be the most efficient/successful way to cope with the scarcity of talent in the areas/departments that your organisation really needs them?



Sought-after skill sets and job profiles

Understandably, there is considerable variance in the skills and abilities targeted by different industries.

Overall, top priority is given to staff with excellent IT systems and data analytics skills (42%), followed by R&D scientists and engineers (40%).

This focus is sharpest at smaller companies, though considerable demand also exists for the same groups at medium-sized and large organisations.

Regionally, Germany and the USA are the source of the strongest demand for IT experts and engineers.

Data and project managers are most in demand in Australia, while engineers in general top the rankings in the Netherlands.

Singaporean companies have their doors wide open to production managers, scientists and engineers in particular.

HR roles scored poorly in virtually all of the countries surveyed. Variations in sectoral demand – a keen interest in supply chain and logistics talents in Food Production and Renewable Energy, for example, alongside the need for project management skills in Conventional Energy – are discussed in greater detail in the four Global Talent & Tech Trends industry reports.

What is nevertheless clear is that the landscape of talent is undergoing significant changes, with businesses needing to adapt their hiring and talent development strategies to meet the demands of an evolving technological landscape.

Companies across the spectrum of industries must focus on cultivating and attracting talent that is skilled in emerging technologies, while also ensuring that their workforce remains agile and adaptable to future changes.



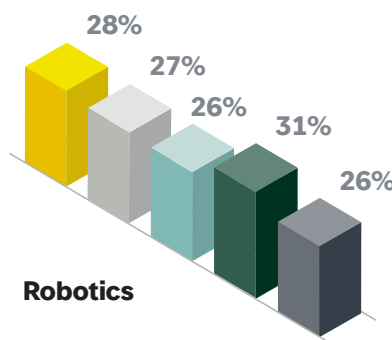
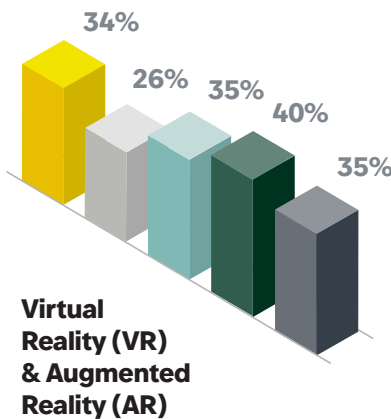
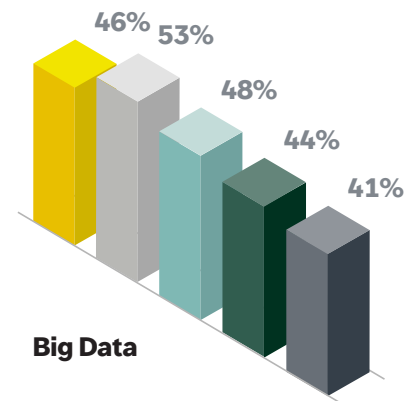
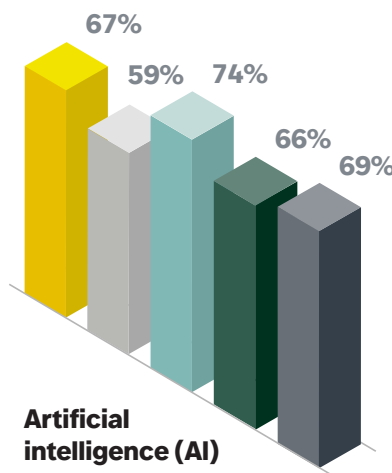
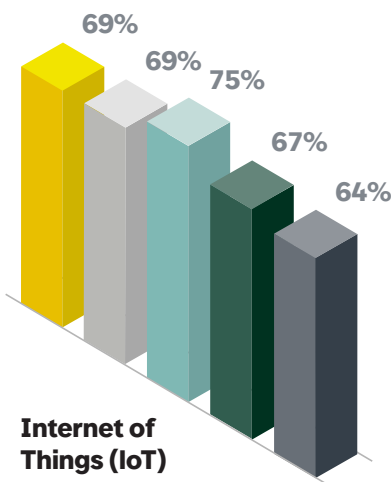
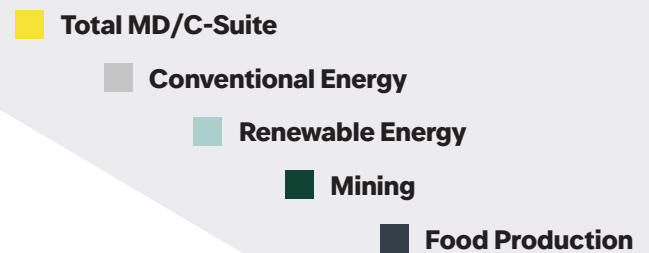
Technology Trends & Their Impact

Embracing advances in technology

Like the need for talent discussed above, technological advances too have emerged as one of the most influential factors in determining the success of modern businesses.

Over the coming decade, our survey found that companies expect new technologies to assist them primarily in streamlining operations, enhancing technology development and boosting marketing, sales and service performance.

Which of these technologies are most crucial for your organisation to successfully adopt, in order to achieve business success within the next 5-10 years?





Which technologies are in focus where?

Among the most important technological trends today are artificial intelligence (AI), the Internet of Things (IoT), virtual and augmented reality (VR/AR), big data and robotics.

It is fair to say that these technologies are reshaping whole industries and business models, driving efficiency, improving decision-making and enhancing customer experiences.

AI in particular has emerged as one of the most critical technologies for businesses. With an impressive 68% of respondents identifying AI as vital to business success, it is acutely relevant to the Renewable Energy sector, where AI is used to optimise energy production, manage infrastructure and predict energy demand, for example.

Widespread adoption of AI is also fostering innovations in the Mining industry and in manufacturing and logistics, where intelligent systems are used for predictive maintenance and to optimise supply chains.

The **Internet of Things** is another transformative technology that has many and varied applications across industries. IoT solutions allow for real-time monitoring and data collection from devices and equipment, which can significantly enhance operational efficiency.

However, while the relevance of IoT is rated as high in industries such as Renewable Energy and disciplines such as logistics, its importance is comparatively lower in the Conventional Energy sector.

The other three named technologies are, in descending order, generally regarded as much less crucial to business success, though each obviously has its place.

Big data is widely used for applications such as predicting future talent and workforce needs especially in the Mining industry.

Virtual reality (VR) and augmented reality (AR) too are gaining traction, especially in industries where product development, training and customer engagement are paramount.

Lastly, **robotics** is experiencing rapid growth above all in Mining and other industries where automation is key to improving efficiency and safety.

The bottom line

The symbiosis of technology and talent is at the heart of modern business success.

As organisations continue to navigate global trends, they must stay abreast – or, preferably, ahead – of technological innovations while ensuring that their talent strategies align with the needs of their industries.

Ultimately, the ability to integrate cutting-edge technologies and attract the right talent will be critical in determining the long-term success of businesses across all regions and sectors.

Technologies such as AI, the IoT and robotics are not just reshaping business operations: They themselves are also changing the demands placed on new talent.

Companies in sectors such as Mining, Renewable Energy and Food Production increasingly need professionals skilled in these technologies to remain competitive.

And it is here that the alignment between technology and talent perhaps becomes most evident: The success of new technological initiatives depends on having the right talent in place to implement and maintain these technologies, and with them to drive ongoing technological innovation in a never-ending cycle.

By understanding the evolving dynamics of technology and talent, businesses can make informed decisions that not only address current challenges but also position them for future growth.

Be it through technological innovation, talent acquisition or workforce development, companies that embrace these trends will find themselves better equipped to thrive in an increasingly competitive global marketplace.



Methodology

Brunel's Global Talent and Tech Trends reports take a deep dive into global industry trends, providing business leaders and professionals with valuable insights to help them navigate both current and future industry transformations.

These industry reports investigate trends across Conventional Energy (Hydrogen), Renewable Energy, Mining and Life Sciences (FoTo ensure the credibility and accuracy of the findings, Brunel partnered with an independent research firm to collect and analyse data from industry professionals.

The survey was conducted online from October 2nd and October 24th, 2024, and included responses from 882 company owners/managing directors /C-suite executives across 40 markets worldwide.

The study's margin of error is +/-3 percent at the 95 percent confidence level, ensuring reliable and representative insights for industry stakeholders.

About Brunel

Partnering with Brunel gives industry leaders access to the specialised skills and innovative solutions they need to master talent and tech challenges and drive business growth.

Founded in 1975, Brunel is a global specialist in delivering customised project and workforce solutions that drive sustainable industry transformations through technology and talent.

With 120+ offices and a powerful network of more than 12,000 specialists around the world, we deliver Project and Consulting Solutions, Workforce Solutions and Global Mobility Solutions that transform global projects in Renewables, Conventional Energy, Mining, Life Sciences and many other sectors.

Download the Global Talent and Tech Trends reports for Conventional Energy (Hydrogen), Renewables, Life Sciences (Food) and Mining [here](#).



Brunel

Appendix – Definitions

Big Data: Big data is high-volume, high-velocity and/or high-variety information assets that demand cost-effective, innovative forms of information processing that enable enhanced insight, decision making, and process automation. The data comes from many different sources.

Digital Twins: A digital twin is a digital representation of a real-world entity or system. The implementation of a digital twin is an encapsulated software object or model that mirrors a unique physical object, process, organisation, person or other abstraction. Data from multiple digital twins can be aggregated for a composite view across a number of real-world entities, such as a power plant or a city, and their related processes.

Predictive Analytics: Predictive analytics is a form of advanced analytics that examines data or content to answer the question, “What is likely to happen?” It is characterised by techniques such as regression analysis, multivariate statistics, pattern matching, predictive modeling and forecasting. Predictive models score the propensity for customers to respond to a marketing campaign by analysing historical patterns, relationships and behaviours.

Artificial Intelligence (AI): Artificial intelligence (AI) applies advanced analysis and logic-based techniques, including machine learning, to interpret events, support and automate decisions, and take actions.

The Internet of Things (IoT): The Internet of Things (IoT) is the network of physical objects that contain embedded technology to communicate and sense or interact with their internal states or the external environment.

Virtual Reality (VR): Virtual reality (VR) provides a computer-generated 3D environment (including both computer graphics and 360-degree video) that surrounds a user and responds to an individual's actions in a natural way, usually through immersive head-mounted displays. Gesture recognition or handheld controllers provide hand and body tracking, and haptic (or touch-sensitive) feedback may be incorporated. Room-based systems provide a 3D experience while moving around large areas, or they can be used with multiple participants.

Augmented Reality (AR): Augmented reality (AR) is the real-time use of information in the form of text, graphics, audio and other virtual enhancements integrated with real-world objects. It is this “real world” element that differentiates AR from virtual reality. AR integrates and adds value to the user's interaction with the real world, versus a simulation.

Robotics: a discipline overlapping artificial intelligence and mechanical engineering. It is concerned with building robots: programmable devices consisting of mechanical actuators and sensory organs that are linked to a computer. The mechanical structure might involve manipulators, as in industrial robotics, or might concern the movement of the robot as a vehicle, as in mobile robotics. Robotics research is used in artificial intelligence as a framework for exploring key problems and techniques through a well-defined application.

Sources: Gartner, European Parliament, Oxford Reference.

