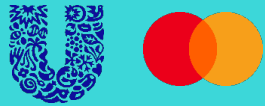


Examples from other organisations



**Internal
Talent
Marketplaces
using
advanced AI
technology
e.g. Gloat,
Oracle HCM**

Unilever, Mastercard, HSBC, Schneider Electric

- A number of leading organisations have fully embraced the concept of the **internal talent marketplace**, connecting talent to opportunities at scale and democratising career development.
 - Systems such as Gloat (market leader) encourage **transparency and equity** by allowing people to promote their skills and aspirations; giving them tools to find mentors and learning; it recommends projects and assignments of interest; and it manages the search, hiring, onboarding, and movement of people from role to role
 - These organisations retain talent by allowing **individuals to constantly reinvent themselves**. Importance is less about careers and more about experience and skills.
 - This system explicitly recognises the **link of strong leadership and people who move around the company** (new perspectives, relationships and knowledge across the organisation)
 - Included in the definition of **high performance is to try new things**, learn adjacent skills and work with different leaders. Performance is based on results not reputation.
 - Individuals have **career managers** but will also have **project managers, team leaders and other managers** they work for.
 - Unilever have introduced FLEX - Employees are asked to build “purpose statements,” and share their skills and desired skills online. Using Gloat and other tools connected to Workday, every employee becomes part of Unilever’s talent network, and the **system uses AI to match people to projects**
 - **30,000** Unilever employees already signed up, they have unlocked **60,000+ hours of work** that people want to do, and **95%** of employees endorse the system
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