

C|B|I|

SEIZE THE MOMENT

DELIVERING FOR UK BUSINESS IN
2022



But how do we make progress towards this mission in 2022?

Equipping business to win

Progress across the Seize the Moment agenda cannot be achieved through government action alone. While the CBI will continue to shape the business environment with your input and evidence, **to drive change there are actions we are encouraging all businesses to take.**

Whatever stage of the journey you're on, the CBI will equip you with the tools, knowledge, and network to take the next step.

We want to share and showcase the world-leading, trail-blazing good practice of our members with our trade association partners and throughout the membership value chain, to get your story out into the wider business community.



Shape the change your business needs

Shape the conditions for doing business now and in the future.

You will be better equipped to confidently plan for your business with exclusive political, economic and insight that will impact you.



Embrace the change your business can be

Whatever your starting point, let us help you take the next step on your journey.

You will receive exclusive, practical guidance to support and empower your business through periods of unprecedented change.

As the expectations and needs of your employees, customers and the government develop, the CBI is here to ensure you stay ahead of the curve, applying and embracing expert insight and best practice to adapt accordingly.



Lead the change and showcase your business

The CBI is your platform.

You will gain ample opportunities to showcase your expertise, innovations and thought leadership in the areas you are making a difference in, elevate your knowledge and lead by example.

At a glance – our priorities for 2022

The CBI will help break down barriers to economic recovery, investment and growth...

Tackling UK supply chain challenges

Supporting firms and governments to successfully live with the virus

Adopting creative solutions to overcome labour market issues

Overcoming tax & regulatory barriers

...and open up opportunities in the decade ahead

Decarbonisation

Chasing down the delivery plans required to achieve net zero

Business mobilised and taking action

Innovation

Implementing the innovation & national data strategies

Connecting the CBI's network to overcome common challenges

Trade

Putting business at the heart of UK trade policy

Growing an army of SME exporters

Thriving regions

Injecting private sector leadership to levelling up

A playbook to take clusters from good to great

Workforce

Shaping a more agile skills system

Equipping companies to adapt to a changing workforce

Health

Instil a culture of valuing health more as a nation

Helping firms shape a progressive workforce health offer

What does success look like?



Decarbonisation



Innovation



Trade



Across the economy...

- Grow environmental goods and services by an average of 3% per year to 2025
- Increase the percentage of innovation-active businesses in the UK
- Increase the percentage of exporters in every region and nation across the UK



Government action...

- Reduce policy gaps as measured by the Climate Change Committee's annual status report
- Implement the actions set out in Innovation and Data strategies
- Government trade policy and FTAs informed by business



And the CBI will be on the hook for mobilising business action...

- A 20% increase in the proportion of CBI members with a robust (and public) net zero target
- A 20% year-on-year increase in the connections made between CBI members through our innovation programme
- 200 businesses signed up to export mentoring across the UK over the next 12 months

What does success look like?



Thriving regions



Workforce



Health



Across the economy...

- Reduce the gap of average earnings between, and within, regions by 2024

- Improve the UK's WEF Global Competitiveness Index scores on education, inclusion & employment

- Secure a trending reduction in the 175m working days lost annually



Government action...

- Ensure devolution deals cover 60% of the English population by the end of parliament

- Adopt skills and immigration systems agile enough to respond to labour shortages

- Departments committed to multi-year funding and strategies to deliver occupational health reforms



And the CBI will be on the hook for mobilising business action...

- **50+ firms engaged in our economic cluster work in every region & nation of the UK**

- **A rising proportion of businesses with public targets and action plans to reduce gender and ethnicity pay gaps**

- **A majority of the FTSE100 committed to, tracking progress with, and reporting (voluntarily) in relation to the CBI and Business for Health index by 2025**

Ready to Seize the Moment?

Get in touch with our programme directors and policy leads to find out more...



Tom Thackray
Programme Director
A decarbonised economy



Matthew Percival
Programme Director
A changing workforce



Gregor Scotland
Head of Policy
Scotland



Naomi Weir
Interim Programme Director
An innovation economy



Jordan Cummins
Programme Director
A healthier nation



Leighton Jenkins
Head of Policy
Wales



Andy Burwell
Programme Director
A globalised economy



Liz Crowhurst
Interim Director
Policy Unit



Stuart Anderson
Head of Policy
Northern Ireland



Jim Hubbard
Interim Programme Director
A regionally thriving economy



Chris Wilford
Director
Financial Services



Hannah Richmond
Head of Policy
Clusters

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SEIZE THE MOMENT

PRIORITIES FOR SUCCESS IN 2022

The CBI will continue to influence government and support members on a wide range of **live policy issues to enable economic recovery and underpin business investment and growth across our Seize the Moment agenda.**

Seizing the moment now to capture current demand resurgence and secure the economic recovery by:

- **Tackling UK supply chain challenges** by drawing on the CBI's cross-economy insights, leveraging our confederation of trade bodies to propose creative solutions to the complex labour market issues facing firms across sectors
- **Supporting firms and the government to successfully live with the virus** through ensuring government policy promotes business confidence and takes a balanced approach to risk and restrictions (including on testing, self-isolation and international travel).

Seizing the moment now for long term success through investment driven growth and support for firms to get ahead of the big trends of the decade by:

- **Delivering the UK's promised infrastructure revolution** through shaping the work of the UK Infrastructure Bank to crowd in more private investment and ensuring government policy supports our world-class built environment sector to thrive
- **Ensuring public spending delivers for people, planet and UK PLC** by seizing the opportunity to improve public procurement post-Brexit and delivering maximum social and business impact from investment in major projects – from infrastructure and defence, to public service transformation and healthcare
- **Boosting the UK's transport connectivity to level-up and increase global competitiveness** by ensuring the Williams Review national bus strategy delivers for businesses and their employees, and lobbying for the recovery of the UK's aviation sector
- **Shaping the future of UK manufacturing** by creating a coherent long-term strategy which supports more firms (from automotive and food to technology and aerospace) to access funding, innovate and grow.

We'll help you Seize the Moment...

As priority actions, in 2022 the CBI will:

1. Be relentless in chasing down the detailed delivery plans required to set the UK on course for **net zero**, on the energy transition, heat & buildings and on transport, with business mobilised and taking action
2. Bring commercial sharpness to the detailed implementation of the **innovation** strategy, and connect the CBI's network to help businesses overcome common challenges
3. Shape the Global Britain agenda so that **trade** policy aligns with economic strengths and opportunities. And help businesses to connect, share knowledge and support one another through their exporting journey
4. Inject private sector leadership into the **levelling up** agenda through new demonstrator clusters, regional think-ins and an online playbook of how to take economic clusters from good to great
5. Equip companies to adapt to a **changing workforce** with a new campaign to overcome labour shortages allied to more agility in the skills system
6. Help companies lock-in the lessons learned from the pandemic by developing a progressive **workforce health** offer, while campaigning for more value to be placed on the health of the nation.



Decarbonise for lasting
competitiveness

The Decarbonisation agenda in 2022

Global momentum to tackle climate change is growing. Just a year ago net zero pledges covered less than 50% of these emissions. Now, driven forward by the UK's COP26 presidency, over three quarters of the world's emissions are covered by countries with a public commitment to reach net zero.

The UK has led the pack as the first major economy to set itself a net zero target. The government has since published its Net Zero Strategy. Here it sets out a clear pathway for delivering this target through a decarbonisation transition across all parts of the economy – from power, to transport, to industry and the built environment.

Businesses too are stepping up to the challenge. Some are driven by the risks of inaction, but most are driven by the opportunities – tapping into fast growth export markets, engaging staff and customers more successfully and accessing a lower cost of capital.

The race to decarbonise is a race to the top, with UK businesses well positioned to lead. In 2022, the CBI is scaling up its efforts to support members realise a vision for a decarbonised economy and deliver a green recovery from the pandemic:

- We will help companies with the complex task of tackling their own carbon footprints and those of their supply chains
- We will address gaps in the policy landscape to create the best conditions for business investment in the green economy
- We will support companies to deal with hear-and-now challenges (such as high energy costs), that will hold back progress if left unaddressed.



What will the CBI do on Decarbonisation in 2022?

The government must fill in the policy detail on:

- Energy, heat & buildings policy
- Low carbon transport
- Carbon pricing

And to help with this, the CBI will...

- Bring business insight and commercial acumen to **shape and implement policies to accelerate the energy transition** to a decarbonised energy system by 2035
- Bring commercial insight to enable **investment in energy efficiency and heat decarbonisation** in homes and businesses
- Shape the government's approach to **scale up the production and uptake of low carbon transport**
- Use our global perspectives to support the international competitiveness of business through **shaping policies on carbon pricing and energy costs**
- Bring business perspectives on how to encourage change by setting new standards for the **protection of nature and biodiversity, and growing sustainable finance**

In 2022, business must:

- Set and deliver targets for decarbonisation and sustainability
- Capture opportunities in the green economy

And to help with this, the CBI will...

- Provide expert advice and share insights on how companies can best **measure emissions, plot a trajectory for their reduction and report on progress**
- Provide insights and use our networks to share best practice on how companies can **influence supply chains, customers and staff to make more sustainable choices**
- Share insights and best practice to help companies **set and deliver targets for protecting and enhancing nature and biodiversity** alongside those for decarbonisation
- Showcase and champion the UK through **promoting inward investment and exports of green technologies**



How can you get involved?

Shape change

Influence the decarbonisation agenda in the UK

- As the UK government drives forward their **net zero strategy** and enabling actions to achieve it, feed into our consultation responses digitally or directly to our team of experts
- Help the government understand the **impact of rising energy costs** on business. Join our task & finish groups to build the CBI's evidence base and policy messages to government.

Embrace change

Understand where you are on your decarbonisation journey and the next steps your business can take

- Join our new **decarbonisation network** for business sustainability leaders to make new contacts, learn from others and chart the path to net zero
- Use our wealth of **case studies, practical guides and tips** to understand where you are on the journey, relative to others, and the actions you can take to progress
- Get involved in **practical workshops** designed to provide new tools and techniques to support your business tackle the complex job of decarbonising.

Lead change

Profile where you and your business are taking action to drive forward decarbonisation

- Sign up to the **Race to Zero campaign**, setting yourself robust emissions reduction targets for the years ahead, reporting on them annually
- **Share your story with the CBI audience**. We will profile the best case studies from business through our website, social media channels, reports and events. Contribute through video or editorial, or by speaking at one of our events.

What are the KPIs that will help us judge progress on Decarbonisation...?

Across the economy...

- Increase exports from the low carbon and renewable energy economy by 15-20% each year to 2025
- Grow business investment in the low carbon and renewable energy economy by an average of 2% a year to 2025
- Grow environmental goods and services by an average of 3% per year to 2025.

Government action...

- Reduce the policy gap as measured by the Climate Change Committee's annual status report.

And the CBI will be on the hook for mobilising business action...

- **Increase by 20% the proportion of CBI members that have a robust and public net zero target (e.g. through Race to Zero).**

To find out more...

If you'd like to talk about our Decarbonisation work more generally, please book a call with [Tom Thackray](#), the CBI's programme director for decarbonisation.

Visit www.cbi.org.uk/decarbonisation



Innovate to be more
resilient

The Innovation agenda in 2022

Innovation cuts across all the big changes coming. Net zero, AI and automation, a changing workforce, increasing digitisation and the transition to a high-wage, high-skill economy. None of these will be possible without innovation.

Participation in the CBI's innovation programme will help you get a jump start, whether you are looking to nurture a culture of entrepreneurship, adopt tried and tested technologies or make breakthrough developments at the leading edge.

We will help businesses of all sectors, sizes and stages to innovate by:

- Shaping a UK environment conducive to breakthrough ideas and technologies, adopted by all. We will influence policy, funding, and regulation to create the conditions for businesses to innovate.
- Helping businesses to connect and collaborate. The CBI will bring together firms to share best practice and provide sector and technology insight to inform your strategy.
- Telling the UK's innovation story to broaden enthusiasm, support and participation. We will engage business leaders, ministers and unleash the next generation of innovators.

The government has signalled bold intent. The Prime Minister has pledged to turn the UK into a science superpower. The UK established as a leading digital economy, global innovation hub and a natural home for scale-ups, is the ambition of the new Innovation and Data strategies.

It's time to turn bold vision into action.



What will the CBI do on Innovation in 2022?

In 2022, the government must focus on delivery of:

- The innovation and data strategies
- Roll out of broadband coverage
- Pro-innovation regulation

And to help with this, the CBI will...

- Bring business know-how to ensure a commercial sharpness to implementation of the **BEIS innovation strategy**, including shaping its approach to missions, technologies, adoption of emerging tech and essential join up with DfE on skills
- Share member insights to ensure that the **National Data Strategy** is implemented in a way that unlocks data sharing to spur innovation and build trust in tech
- Utilise our network of businesses in all parts of the country to push for 100% **gigabit-capable broadband** coverage across the UK, and ensure strong support for widespread business adoption
- Bring expertise from multinational and UK-grown firms alike, to shape a coherent, **pro-innovation regulatory environment** that builds trust in tech and creates a vibrant ecosystem of digital companies. We will push for innovation to be at the core of regulators' remits and the Regulators Pioneer Fund.

In 2022, business must:

- Step up collaboration with other businesses and innovation partners
- Get ahead of the big trends coming on decarbonisation, tech and data

And to help with this, the CBI will...

- Connect businesses of all sizes and stages, and other partners such as universities, through **Founders Forums, Tech Networks** and the next phase of **Big Fish, Little Fish** to help businesses connect, collaborate and innovate
- Launch our '**Be more...**' series sharing best practice based on deep dives into innovation in different settings or sectors, to give members insight on how others are tackling common challenges. For example, becoming a more sustainable business or helping to overcome labour shortages
- **Demystify tech**, to help members cut through the buzz words – quantum, AI, fintech, digital twins – what they mean and more importantly what they could mean for your business
- Develop a route map for **navigating innovation support** and funding sources, such as catapult centres and growth hubs
- Help firms **make the most of data** by providing insight and best practice to tackle key challenges, including voluntary data sharing



How can you get involved?

Shape change

Influence the innovation landscape in the UK

- Our **Innovation and Tech Councils** shape the CBI strategy for innovation and digital policy. Take up your place to ensure your company's views are represented
- **Inform the national data strategy and pro-innovation regulatory environment.** Join our roundtable discussions with regulators and the government
- Ensure that the implementation of the BEIS **innovation strategy** works for business. Look out for our consultation discussion on the proposed UK innovation finance hub, UKRI missions programme and Innovate UK approach to innovation adoption.

Embrace change

Understand where you are on your innovation journey and the next steps your business can take

- Get involved in phase 2 of our **Big Fish, Little Fish campaign** that helps companies innovate better together. Join our collaboration group or take part in our next event series
- As you consider your investment and approach, use our **demistifying tech** series of case studies, guides and good practice content to make the most of your data, technology adoption and the latest innovations that could help your business growth.

Lead change

Profile where you and your business are taking a cutting-edge approach to innovation

- Tell your story and **showcase how your business is leading the way** by contributing case studies, editorial and videos for social media or our website or speaking at our events on the following topics:
 - ✓ Next phase of GigaTAG
 - ✓ How to make the most of your data and voluntary data sharing
 - ✓ Be More Green – innovating towards net zero, from new technologies to sustainable business models
- Demonstrate thought leadership by contributing to our **'What is'** series on quantum, fintech and AI.

What are the KPIs that will help us judge progress on Innovation...?

Across the economy...

- Increase the percentage of innovation active businesses in the UK (UK Innovation Survey)
- Grow employment in high-growth firms as a % of employment
- Increase R&D intensity of UK growing GERD to 2.4% of GDP
- Increase percentage premises with access to gigabit capable connectivity to 75% by 2025.

Government action...

- Implementation of the actions set out in Innovation and Data strategies.

And the CBI will be on the hook for mobilising business action...

- **Set a baseline and increase number of connections by 20% year-on-year made between CBI members through our innovation programme.**

To find out more...

If you'd like to talk about our Innovation work more generally, please book a call with [Naomi Weir](#), the CBI's interim programme director for innovation.

Visit www.cbi.org.uk/innovation



Trade internationally to grow
your revenue

The International agenda in 2022

Throughout COVID-19 businesses that export were more successful than those who relied on domestic revenue. Being open and international made firms more resilient, productive and innovative. Whether you are new to exporting or already a global leader, now is the time to explore global markets, diversify revenue and strengthen supply chains.

With the period for acclimatising to our new relationship with the EU coming to an end, we must move from a relationship dominated by political rhetoric to one of normalised trade, focusing on opportunities.

The UK has natural strengths in services, in the industries that will fuel decarbonisation and innovative technologies and manufacturing. The UK government is also thinking big with the refreshed export strategy, a focus on free trade agreements and creating new markets suited to UK goods and expertise.

In 2022 CBI wants to inspire business to be bold and embrace the challenge of going global by:

- Shaping the UK's *Global Britain* agenda across all areas of the government, harnessing business insight and data to ensure domestic and international policy are aligned in order to capitalise on opportunities and address issues
- Helping businesses to connect, share knowledge and support one another through the exporting journey. We will inform business trade strategies and decisions utilising our global network
- Celebrating the importance of exporters for UK communities to broaden understanding and participation. We will engage businesses, MPs and leaders across the country to campaign for global growth.



What will the CBI do on International Trade in 2022?

In 2022, the government must:

- Implement the new export strategy
- Embrace an effective UK services trade strategy
- Build cross-Whitehall support for exporting

And to help with this, the CBI will...

- Be a leading voice in the creation of the **export strategy action plan** to realise the benefits of exporting for businesses across the country, for all sizes and sectors
- Put **business at the heart of UK trade policy**. From our future EU relationship to free trade agreements and bilateral market access work, our member insights are, and will continue to be, essential to the government
- Deliver a **Trade in Services Council** to coordinate, amplify and champion an effective UK services trade strategy and narrative
- Encourage greater acknowledgement of the strategic importance of trade and business, in line with The Integrated Review, by working to **build cross-Whitehall support for exporting** and Global Britain.

In 2022, business must:

- Develop a growing army of SME exporters
- Increase its level of ambition on exporting more products and services to more markets

And to help with this, the CBI will:

- Connect businesses of all sizes and stages, both regionally and sectorally, to help them collaborate and export through a **regional SME mentoring programme**
- **Launch a Global Trade Hub** as a single online source of advice, expertise and insight. We will amplify government resource, leverage our membership and partners and harness our international footprint
- **Provide a My CBI Trade Directory** with single points of contact in markets around the world to support businesses to realise ambitions and navigate market entry
- Offer targeted, bespoke, support to members with the ambition to become **superstar exporters** – those exporting ten products to ten markets.



How can you get involved?

Shape change

Influence the Global Britain agenda in the UK

- Take up your place and contribute your business' view at our International Council and International Trade Advisory Group to **shape the CBI's approach on trade and international policy**
- **Input into our consultation responses**, public campaign narratives and regional programmes digitally, through working groups or direct access to our policy experts
- **Feed into international positioning** through the CBI's role as national leads at the B7 and B20, and in international organisations such as the WTO.

Embrace change

Gain insight and expertise as you expand your business globally

- Get involved in the **SME mentoring programme** in your region, either as a mentor or mentee. Share your knowledge and seek growth
- Use the CBI Global Trade Hub and HMG's digital platforms to **support your exporting journey**, providing feedback to improve the services for UK business.

Lead change

Profile your business as part of the Global Britain agenda

- Tell us your story. We will profile the best case studies of exporting and mentoring on our website and in our reports, sharing insights to spread best practice
- **Nominate your business to become an exporting superstar**. Engage with our international offices in Beijing, Brussels, Delhi and Washington, and our global network, to inform your growth.

What are the KPIs that will help us judge progress on International Trade...?

Across the economy...

- Increased percentage of exporters in every region, in every nation across the UK, with an increase in Export Superstars from 14% to 20% over the next 5 years
- Increase from 0.3% to 5% of services businesses exporting more than 5 different services globally in the next 5 years.

Government action...

- Government trade policy better informed by businesses with FTA text more proactively shared and engagement across Whitehall significantly improved as measured by member feedback.

And the CBI will be on the hook for mobilising business action...

- Export Strategy action plan and Trade in Services Council launched within 2021 with both on track to deliver across 2022
- 10 businesses who wish to be pilot superstar exporters identified from membership with target achieved over the next 24 months
- 200 businesses signed up to mentoring across the UK over the next 12 months.

To find out more...

If you'd like to talk about our International work more generally, please book a call with [Andy Burwell](#), our programme director for international.

Visit www.cbi.org.uk/international



Benefit from thinking
regionally

Nurturing Thriving Regions in 2022

Levelling up is the defining political and social issue of our time. And it's fast becoming an economic imperative. Without fixing it, raising the UK's long term growth rates looks a tougher bet.

Many firms are leading the way. Many new, high value industries such as green and health tech are located outside of London and the South-East. IP and operations can increasingly be separated. Acute labour shortages mean companies are scouring the length and breadth of the country for new talent. Having a strong regional story is increasingly important for corporate reputation, and for staying in touch with customers.

If you want to get on board with the levelling up, we can help you get ahead by:

- A new, business-led approach to growing economic clusters, building on local strengths. We'll be running demonstrator clusters, regional think-ins and building a playbook for how to take clusters from good to great
- Helping you influence the government's levelling up agenda. Empowering places to have a strong focus on productivity-enhancing measures such as skills, infrastructure, and innovation
- Engaging regional leaders to work alongside the business community to build vibrant local labour markets, transform infrastructure and inspire world-class, innovative businesses to invest regionally.

2022 will be the year when levelling up aspirations turn into action. The government alone can't level up the country. Let's mobilise business to get things moving.



What will the CBI do on Thriving Regions in 2022?

In 2022, the government must:

- Provide delivery detail on levelling up plans
- Boost transport connectivity across and between regions

And to help with this, the CBI will...

- Work with the government to **fill in the delivery details behind the levelling up white paper**, so that it genuinely unlocks new investment and growth right across the UK
- Use our member insights to **ensure Mayors and LEPs stay focused on the things that make a difference to investment**, productivity and living standards including: skills, infrastructure and innovation
- **Boost the UK's transport connectivity to level up** and increase global competitiveness by ensuring the Williams Review national bus strategy deliver for businesses and their employees and lobbying for the recovery of the UK's aviation sector.

In 2022, business must:

- Bring private sector leadership to the levelling up agenda
- Step up investment in regions and nations across the UK

And to help with this, the CBI will...

- Support two trail-blazer **demonstrator clusters** for a multi-year project, bringing the CBI's convening power to shape progress, impact and learnings
- Run a **regional roadshow of cluster think-ins** to capture and share insight, expertise and learnings from economic clusters in all parts of the UK
- Establish an **economic cluster SteerCo** to guide activity and progress
- Build an **online cluster playbook**, with live learning and insights from the UK and internationally on how to take clusters from good to great.



How can you get involved?

Shape change

To achieve thriving regions

- Share what your company is doing and how government policy can spark regional investment to help **shape the Levelling Up White Paper**. Feed in digitally or directly to our regional policy team
- Get involved in **our engagement with Mayors, LEPs and regional decision-makers** to keep them focused on creating the conditions ripe for investment
- Nominate senior colleagues to serve as regional councillors across the country shaping national and regional policy.

Embrace change

By investing and engaging in regions

- Take part in our **regional roadshows and think-ins** to share insights, experiences and to identify what's required for business to benefit from economic clusters.

Lead change

Back the CBI's efforts to realise world renowned economic clusters

- Get your company involved in one of our **demonstrator cluster projects**
- Recommend senior leaders to take part in the **levelling up SteerCo**
- Contribute expertise and insight to showcase your efforts in our **online playbook**.

What are the KPIs that will help us judge progress on Thriving Regions...?

Across the economy...

- The gap on average earnings closed between, and within, regions by 2024 through the creation of more high value jobs paying higher wages.

Government action...

- Devolution deals covering 60% of the English population by the end of parliament, using devolution as an opportunity to strengthen collaboration between business and local government.

And the CBI will be on the hook for mobilising business action...

- **50+ firms engaged in our economic cluster work in every region and nation of the UK.**

To find out more...

If you'd like to talk about our Thriving Regions programme more generally, please book a call with [Hannah Richmond](#), the CBI's new Head of Policy, Clusters.

Visit www.cbi.org.uk/thrivingregions



Getting ahead with a **changing workforce**

The Changing Workforce agenda in 2022

A workforce is a company's greatest asset. The steps employers took throughout the pandemic to look after their people shows they know it. Against the backdrop of destabilising staff turnover and acute labour shortages, getting your people strategy right is a top priority. The CBI's Changing Workforce programme is designed to help.

The biggest change to the UK's immigration system in 50 years was always going to be challenging, especially for sectors with a high proportion of EU workers. The government's challenge to business was to increase investment and grow the economy through higher productivity, making higher wages sustainable. Then the pandemic hit and firms found fewer workers available still.

Making workplaces more inclusive, accelerating digital adoption, improving people practices, and higher investment in adult skills are all long-term answers to labour shortages. The CBI can help your businesses transform faster by sharing what's working across the breadth of our network.

These solutions will take time. Companies need agile skills and immigration systems to create the space to invest for the long term. We're keeping up the pressure on the government to play its full role in delivering a transformed economy.

This decade was already going to require a lot from businesses. An extra £13bn a year will be required to support the 9 in 10 workers needing to reskill by 2030 to stop the emergence of new skills gaps. The pandemic and a reshaped labour market have accelerated the pace of change further still. The CBI's workplan is designed to help you keep up with the pace.



What will the CBI do on a Changing Workforce in 2022?

In 2022, the government must:

- Increase agility in the skills and immigration systems
- Play a leading role in pushing diversity & inclusion

And to help with this, the CBI will...

- Help firms engage with **Local Skills Improvement Plans** pilots. Then we'll use your feedback to challenge government to improve their plans before rollout across England
- Push for initiatives like the Lifetime Skills Guarantee to better respond to **labour market shortages**, and for a pragmatic approach to immigration
- Use the expertise gained through our Change the Race Ratio initiative to hold government to its commitment to publish guidance supporting **ethnicity pay gap reporting**
- Ensure the government understands business' need for labour market reforms that deliver fairness and flexibility, ahead of an expected **Employment Bill**
- Focus on building consensus that significant reform of the **Apprenticeship Levy** is needed in the next Parliament.

In 2022, business must:

- Adopt new practices to help overcome labour shortages
- Embed hybrid working and new ways of working
- Continue to make workplaces more inclusive

And to help with this, the CBI will...

- Launch a new campaign to support long-term responses to **labour shortages** with a focus on inclusion, digital adoption, people practices and skills
- Deliver workshops that help employers think about the **skills for hybrid working** needed to fully unlock the potential of new ways of working
- Publish our next practical guide on **how to make workplaces more inclusive**, with case studies showing firms broadening their focus beyond gender and ethnicity
- Expand the support for signatories of **Change the Race Ratio** to include a new Board fellowship, a D&I benchmarking service and a cross-company mentoring scheme.



How can you get involved?

Shape change

Influence the landscape needed to attract, train and retain the workforce your business needs

- The CBI's **People & Skills Board** steers our approach to the changing workplace. Take up your place or join our working groups to shape the CBI's responses to government initiatives on mandatory disability workforce reporting, voluntary ethnicity pay gap reporting, and a new legal duty to tackle sexual harassment at work
- Give us your feedback on the **Local Skills Improvement Plans** pilots, digitally or directly to our expert team
- Make sure that we understand the evolving **impact of labour shortages** on your business as we look to make the case for change with the government. Feed in digitally or through the team.

Embrace change

Meet the changing expectations of your people and society

- Join one of our workshops exploring the skills needed to make **hybrid working a success**
- Use our **toolkits and range of resources on diversity & inclusion** and hybrid working as you look to make practical changes.

Lead change

Profile where you and your business are taking a cutting-edge approach

- Sign up and commit to our **Change the Race Ratio campaign** to access a network of business leaders working together to accelerate progress on ethnic diversity
- Join our labour shortages campaign and share what your organisation is doing to deliver **long-term solutions to shortages.**

What are the KPIs that will help us judge progress on a Changing Workforce...?

Across the economy...

- Improve the UK's scores and move up the international rankings on education, inclusion and employment in the WEF Global Competitiveness Index

Government action...

- Make the skills and immigration systems agile enough to respond to labour shortages

And the CBI will be on the hook for mobilising business action...

- Increase the proportion of businesses with effective links with education providers
- Increase the proportion of businesses with public targets and action plans to reduce gender and ethnicity pay gaps.

To find out more...

If you'd like to talk about our Changing Workforce agenda more generally, please book a call with [Matthew Percival](#), the CBI's programme director for a changing workforce.

Visit www.cbi.org.uk/changingworkforce



Promote health to boost
productivity

The Health agenda in 2022

The pandemic has posed a big, uncomfortable question. Are we, as a nation, valuing health enough? The answer is almost certainly no.

The pandemic has awakened business to the scale and importance of their role in supporting their people's health and wellbeing. And there are clear benefits for doing so. Not only is it the *right* thing to do, as compelling economic research demonstrates, it's also the *wise* thing to do.

There's powerful evidence that healthier employees are happier employees. A more resilient workforce is, in turn, a more productive workforce. Now that is a virtuous cycle *all* businesses can covet.

And it's an increasingly real consideration for the workforce of tomorrow. Your health offer is now going to be either a help or a hindrance to attracting and retaining top talent. Helping companies understand what good looks like, and joining them on this journey, will be a big focus for the CBI in the months ahead.

Now the other side of this coin is, of course, the UK's health and life sciences industry. And the pandemic has again showcased its critical importance.

The ingenuity and innovation which brought vaccines at record pace was a truly global success story. But one that was rooted in the UK. This vivid illustration of the industry's role in building healthier nations serves as a springboard to making sure the UK remains *the* global leader in innovative, outcome-focused products and services.

So, whether you're a multinational or an SME, whether you're in in pharma or farming, the CBI's health team look forward to working with you on the evolution of business' role in health.



What will the CBI do on Health in 2022?

In 2022, the government must:

- Instil greater value placed on investment in health as a nation
- Embrace the transformational power of data in health
- Deliver the life sciences sector's vision

And to help with this, the CBI will...

- Provide insight from across the economy to ensure policymakers realise the ambitions outlined in the **Health is everyone's Business report**, shaping the future direction of occupational health support for firms
- Work on a collaborative approach to unlocking the benefits outlined in the **DHSC Data Saves Lives Strategy**, providing regular and open dialogue with business
- Bring expertise from businesses to ensure delivery of the **Life Sciences Sector Vision** allowing these sectors of the future to invest, grow and compete globally
- Build market resilience and reduce inequalities through partnership with the newly-formed **Office for Health Improvement & Disparities and the UK Health Security Agency**.

In 2022, business must:

- Lock in new approaches to health and wellbeing as an employee value proposition

And to help with this, the CBI will...

- Connect companies of all sectors and sizes, to **discuss, define or develop a progressive strategy** for their workforce health offer
- Work with partners to build a **universal indexing tool and benchmarking structure** to help businesses make further progress
- Help businesses navigate a complex landscape of policy regulation to join likeminded organisations and better utilise publicly available data in product and service development – engaging with the **Open Life Data Framework** consultation process



How can you get involved?

Shape change

Influence the health policy agenda

- Contribute to **a series of roundtables across 2022** with policymakers, industry leaders and regulators on data and innovation in health, decarbonising health provisions, widening uptake of R&D and delivering a highly skilled health and life sciences talent pool
- Apply to join the CBI's brand-new **Health Council** or sign up to the CBI's **Health & Life Science Working Group**
- Feed your views into the **CBI's submissions on key public health consultations** throughout 2022 as well as sectoral challenges and opportunities related to changes in regulatory frameworks
- Work with the CBI to help **widen the economic importance of health**, through ongoing submissions for fiscal and political events, and trade negotiations.

Embrace change

Ensure your business is doing all it can to support employee health

- Attend the **CBI's inaugural Health Conference** in Q3 2022 to network and contribute to public discussion on prescient health and life science topics
- Use our **mental health toolkit**.

Lead change

Be at the fore of transforming the health of the nation

- Join the CBI and Business for Health task & finish groups across Feb-May 2022 to **refine a new Beta-stage indexing tool** for the business health offer
- Contribute to reports and roundtables on the future of **ESG, health and purpose reporting** including how non-legislative progress can be business-led
- **Profile your business** and develop thought leadership on key health and life sciences topics or campaigns
- Partner with the CBI on a **new interview/podcast campaign** looking at the scale of the opportunity on business' role in health.

What are the KPIs that will help us judge progress on Health...?

Across the economy...

- Reduce the disease burden by 20% in 2030, with business-led interventions securing more than £18bn in additional economic output annually.

Government action...

- Ensure that leading departments have formally committed sufficient multi-year funding and strategies to deliver the occupational health reforms outlined in the *Health is Everyone's Business* report.

And the CBI will be on the hook for mobilising business action...

- Ensure that 50% of the FTSE100 are committed to, tracking progress on, and reporting (voluntarily) with the CBI and Business for Health index on the industry health offer by 2025.

To find out more...

If you'd like to talk about our Health agenda more generally, please book a call with [Jordan Cummins](#), the CBI's Programme Director for Health.

Visit www.cbi.org.uk/health

Thank you!

cbi.org.uk