

Welcome to: AI for HR: Shaping the Future of Workforce Management

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About IUKBC

IUK Business Connect are the drivers and champions of the UK's Innovation Network

A dynamic and diverse ecosystem of businesses, founders, researchers, investors, stakeholders and partners



The UK Productivity Slowdown: A Review of Timing, Magnitude, and Drivers

Josh Martin

*Bank of England and King's College London*¹

Abstract

Labour productivity growth in the UK has been historically slow since around the time of the 2008 global financial crisis. This slowdown has prompted extensive policy interest and research effort, with still little consensus. This article reviews the literature on the UK productivity slowdown, and presents new evidence on its timing, magnitude and drivers. On timing, I argue that underlying productivity growth began slowing before 2008. Aggregate productivity growth in 2007 was propped up by unusually fast growth in the finance and insurance industry, and absent this effect would have flatlined from mid-2006.

1. Significant Slowdown in Productivity Growth 🔗

- **Pre- vs. Post-2007 Trends:** In the three decades before 2008, UK productivity (output per hour worked) grew by an average of around **2.1% to 3.6% per year**. From the start of the financial crisis in 2007 to 2019, this fell to an average of just **0.2% to 0.3% per year**.

Productivity level (GDP per hour)

Index where Q4 2007 level = 100



Source: ONS, series [LZVD](#) (rebased), and Library calculations based on ONS flash estimate for Q3



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HR magazine | Today's top stories

Wellbeing | Two thirds of HR have 'little energy' for their own wellbeing



Two thirds (61%) of HR professionals in the UK say that after spending time supporting others' wellbeing, they have 'little energy' left for their own, according to research findings from HR software provider HiBob released today (20 November).

Wellbeing | Government unveils men's



Reply

Forward





AI for HR: Shaping the Future of Workforce Management

Event Aim:

- Contribute to the development of a platform to address common HR and productivity challenges.
- Collaborate with HR professionals, researchers, AI experts, regulators, and mathematicians to co-create innovative solutions.
- Support the growth of a community focused on practical implementation through funding applications, data sharing, and investment strategies.
- Share your insights to help create strategies that tackle both current and future challenges.



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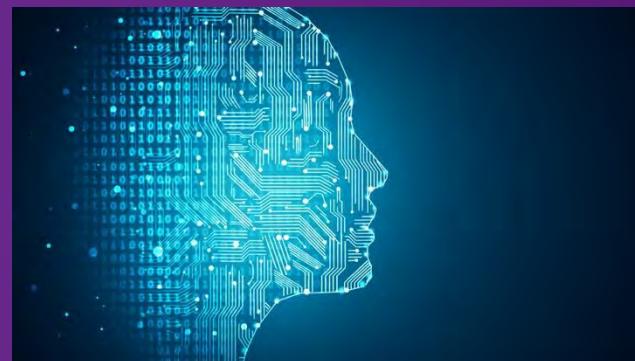
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Reimagining HR for the next digital transformation

AI for HR: Shaping the Future of Workforce Management
UKRI Innovate UK, January 2026

Prof. Anthony Rafferty
Director, Work and Equalities Institute
Executive Team, The Productivity Institute
Alliance Manchester Business School



Overview

1. What lessons can be learnt from prior waves of technological adoption?
2. How might AI transform the role of HR Management?
3. Conclusions: Reimaging HR towards a human-centred agenda

1. What lessons can be learnt from prior waves of digital adoption?



The University of Manchester
Alliance Manchester Business School

Potted history: HR and past digital revolutions

- **1960s–1980s:** Emergence of personnel information systems (payroll, headcount, compliance). Early conceptual work on HR measurement (e.g. productivity, cost ratios)
- **1990s:** Expansion of HR metrics and benchmarking. Internet influence on HR processes later in the decade; HRIS largely transactional. Analytics primarily descriptive, early causal models (larger organisations). Rule based algorithmic management, ERPs.
- **2000s:** Growth of e-HRM and HR self-service systems. HR scorecards linking HR activity to strategic objectives. Analytics largely descriptive (larger, data-mature organisations). Digital tools expanded talent management and performance processes.
- **2010s:** Major shift: cloud-based HR platforms, integrated datasets, advanced visualisation; emergence of ‘people analytics’ distinct field. Predictive analytics, though adoption varied widely
- **Post pandemic:** Acceleration of digital trends, growth of remote and hybrid work- surveillance technology

Learning from history: Some takeaways

Across all periods, adoption has been uneven, with recurring gaps between technological capability, analytical skill, and organisational decision-making

Innovation, diffusion and productivity: Lag between thought leadership (innovation) and adoption (and evaluation) of practices
Frontier practices in leading large companies vs SMEs

Digital readiness: Many organisations have not fully updated HR practices or completed prior digital journeys to fully harness AI capabilities (Kyndryl, 2025)

Current adoption levels

- Use of machine learning, algorithmic models and predictive analytics predates recent rise of Generative AI
- A lot of most up to date information on adoption reliant on private sector surveys (sampling populations?); varying definitions of AI covering non-generative, generative and broader non-AI algorithmic management, personal usage vs process redesign
- National and academic surveys produce smaller adoption estimates but more historical. 1 in 5 employers invested in AI in 5 years (to 2023) (Schulz et al, 2025 BJIR).
- Growth in broader HR analytics market since late 2010s
- Less adoption in smaller organisations (MES, 2025)

Generative AI adoption levels

- Gen AI adoption outstrips prior non gen (S&P Global, 2025)
- US 800 senior business leaders: weekly usage of Gen AI has nearly doubled from 37% in 2023 to 72% in 2024 (Wharton, 2025)
- However, regular use of gen AI greater in other functions than HR (13%) such as Marketing and Sales (42%) and Product/service development (28%) (McKinsey, 2025)
- Cost reduction impacts increasingly reported
- Personal usage ‘augmentation’ in and outside workplace
- US 95% of corporate generative pilots fail to deliver returns? (MIT, 2025)
- Many adopters in experimentation rather than widespread deployment phase

2. How might AI transform the role of HR Management?



‘Classical model’

Ulrich mode & ‘Three Legged’ stool



Reimagining HR: Administrative Expert

- Prior digital transformation (e.g. communication technologies, e-HRM) facilitated adoption of shared services, centres of excellence
- Also facilitated outsourcing, positive & negative impacts
- **Administrative expert** → automation of routine cognitive tasks (chatbots; process automation (e.g. application filtering), agentic workflows). Potential productivity benefits; reducing routine cognitive tasks in HR work ‘freeing up’ strategic role?

Challenges and risks:

- Digital literacy skills required for oversight of AI systems (humans-on-the-loop)
- Skill Gap: Only 32% of HR professionals feel confident using digital tools. Lack of time (CIPD, 2025)
- Integration Costs: Legacy HRIS systems. Paper record keeping
- Loss of human touch

Reimagining HR: Strategic Partner

- Prior digital transformation and outsourcing trends helped facilitate greater strategic HR role
- **Strategic Partner** → Transforming HR from an intuition-based function to a data-driven one. AI-powered analytics HR Business Partners (HRBPs) move from reactive "firefighters" to proactive architects of workforce strategy, using predictive modelling to forecast talent needs, skill gaps & turnover risks?

Challenges and risks:

- Digital literacy skills
- Black box decisions: Leaders trust AI talent predictions if the "why" isn't explainable?
- Data quality & measurement issues: Rubbish in Rubbish Out?

Reimagining HR: Change agent

- **Change agent** → HR, as the change agent, responsible for guiding the organization through the human impact of AI adoption, job and process design; focusing on culture, upskilling, and reskilling, employee experience

Challenges and risks:

- Legal compliance and ethical governance knowledge and skills
- Being able to communicate with AI specialists, data scientists, ethics
- Need for clear AI governance code
- Understanding changing regulatory contexts
- Employee involvement and management competencies (Hayton, 2023; MES, 2023)
- Employee wellbeing and change (Soffia, Leiva-Granados, et al., 2024; Soffia, Skordis, et al., 2024)

Reimagining HR: Employee champion

- **Employee champion** → Representing employee voice in adoption journey. Sentiment analysis; employee engagement, employee wellbeing focus.
- High involvement practices and management competencies important to effective and equitable adoption (Schulz et al. 2025); Employee voice critical to process and service redesign and broader management of change? (De Stefano & Doellgast, 2023)

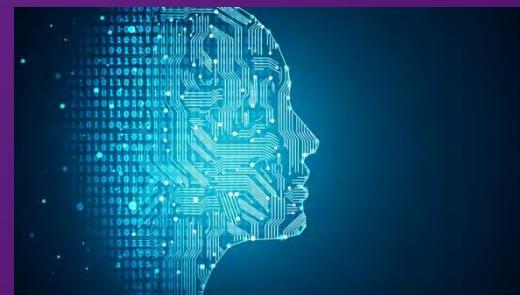
Challenges and risks:

- Empathy crisis (HBR, 2025) ? Mental health & wellbeing issues.
- Employee surveillance concerns & trust? (Hassard, 2023; Moore, 2025; Xia et al, 2025)
- Lack of stakeholder power to champion employee issues to senior leadership?
- Tensions between roles (e.g. business partner and employee champion) & employee trust in HR?

Next gen opportunities- but also risks...

- Inaccuracy (e.g. hallucinations)
- Cyber security (e.g. prompt engineering, over scoped chatbots)
- Privacy breaches
- Intellectual property infringement (McKinsey, 2025)
- Data, model & deployment bias (Ruwan et al. 2025)
- Psychological contract erosion: De-personalisation; loss of human touch
- Third party dependency & future monetisation of LLMs.
- Regulatory breach
- Resistance and job loss; industrial unrest
- Known unknowns and unknown unknowns (Charlwood, 2025)

3. Conclusions: Reimagining HR



3. Conclusions: Reimagining HR

- Critical Importance of HR management in digital transformation journey.
- Evolving HR role requires a greater level of technical knowledge to interface in expert discussions across technical, ethical & regulatory domains:
 - Governance frameworks: Evolving role requires redeveloped understanding of ethics and HR, guard rails, ethical & regulatory compliance
 - Developing AI literacy (e.g. interpreting outputs, prompt engineering, bias detection)
- Employee voice central to human centred approach & effective design?
- **'Balanced score card' approach to adoption evaluation?**
Efficiency, bottom line but also employee wellbeing and experience; customer experience; impacts on organisational development, processes & long-term capabilities

Coded Intelligence

Applying AI to HR

Presentation by Martin Bartlam

January 2026

Contact us at martin@codedlaw.co.uk

An Intelligent approach to HR

- Intelligent HR Policy, Document & Contract Management
- Proactive Compliance & Risk Management Processes
- Automated & Streamlined Employee Lifecycle Workflows
- Assisted HR Advisory & Strategic Guidance
- Data-Driven Workforce Insights & Strategic Planning
- Seamless Cross-Functional Collaboration on HR Matters

Streamline creation and management of HR documents and processes, reduce manual drafting and review, increase alignment and operational efficiency, gain access to immediate expert knowledge, better utilise internal data, reduce legal risks, improve worker experience, save on costs and improve profitability.

Intelligent HR Policy, Document & Contract Management

- **Innovation:** AI-driven creation, customisation, and continuous adaptation of HR policies, employee handbooks, internal guidelines, employment contracts, and offer letters. This ensures all documentation remains compliant with evolving UK employment law (e.g., changes to the Employment Rights Act, Equality Act, or specific regulations like IR35) and aligns with internal company standards. Addresses reviewing, redlining, and negotiating contract terms to ensure they are favourable and compliant
- **Practical Example:** A company is hiring a new employee and needs to generate a compliant employment contract. The Coded Intelligence platform can automatically draft the contract, incorporating all mandatory particulars required by the Employment Rights Act 1996, Section 1 (Statement of employment particulars). It can also include clauses related to protected characteristics and reasonable adjustments, drawing from the Equality Act 2010, Part 5 (Work) and Schedule 8 (Work: Reasonable Adjustments), particularly for roles where disability accommodations might be relevant. The platform can then flag any deviations from standard company policy or potential non-compliance with recent legal updates, such as changes to holiday pay calculations under the Working Time Regulations 1998, Regulation 16 (Payment in respect of periods of leave), ensuring the contract is both legally sound and aligned with internal standards.

Proactive Compliance & Risk Management

- **Innovation:** Implementing AI to continuously monitor HR processes (e.g., recruitment, performance management, disciplinary actions) against UK legal requirements and internal policies. Proactively flag potential compliance risks, provide automated alerts for upcoming regulatory changes, and guidance on mitigating legal exposure, keeping HR operations within legal boundaries.
- **Practical Example:** An HR manager is concerned about the company's compliance with working time regulations for its night shift workers. The Coded Intelligence platform can proactively analyse the current shift schedules and highlight any instances where night workers might be exceeding the average eight-hour limit in a 24-hour period, as stipulated in the Working Time Regulations 1998, Regulation 6 (Length of night work). It can also send alerts if health assessments for night workers, as required by Regulation 7 (Health assessment and transfer of night workers to day work), are overdue. This proactive flagging helps the company adjust schedules or arrange assessments before non-compliance leads to potential offences under Regulation 29 (Offences) or tribunal complaints under Regulation 30 (Remedies).

Automated & Streamlined Employee Lifecycle Workflows

- **Innovation:** Automating and optimising the entire employee journey, from onboarding (e.g., generating compliant UK employment contracts, managing right-to-work checks, policy acknowledgements) through development (e.g. skills training, succession management) and offboarding (e.g., exit documentation, final pay calculations, reference generation). This reduces administrative burden, ensures consistency, and provides a seamless experience for employees.
- **Practical Example:** When an employee resigns, the offboarding process is initiated. The Coded Intelligence platform automates the generation of all necessary exit documentation, including a final pay statement that accurately reflects any outstanding holiday pay entitlements. It uses the Employment Rights Act 1996, Section 93 (Complaints to employment tribunal) for reasons for dismissal (if applicable) and the Working Time Regulations 1998, Regulation 14 (Compensation related to entitlement to leave) and Regulation 16 (Payment in respect of periods of leave) to calculate and document payment in lieu of untaken leave. This automation ensures consistency, reduces administrative burden, and minimises errors in complex calculations, providing a smooth and legally compliant exit for the employee.

AI-Assisted HR Advisory & Strategic Guidance

- **Innovation:** Providing HR professionals and line managers with instant, contextual AI guidance on complex employee relations issues, disciplinary procedures, grievance handling, or performance management. This guidance is grounded in internal company playbooks, UK employment law precedents, and best practices (e.g., ACAS Codes of Practice), ensuring informed and consistent decision-making.
- **Practical Example:** A line manager is dealing with an employee who has recently transitioned gender and is facing some challenges from colleagues. The manager can consult the Coded Intelligence platform for guidance. The AI, drawing on the Equality Act 2010, Section 7 (Gender reassignment) and Section 26 (Harassment), can provide immediate, contextual advice on the company's obligations to prevent harassment and discrimination based on gender reassignment. It can outline appropriate steps for intervention, communication, and support, ensuring the manager's actions are legally compliant and sensitive, without requiring immediate external legal consultation.

Data-Driven Workforce Insights & Strategic Planning

- **Innovation:** Utilising AI to analyse vast amounts of HR data (e.g., attrition rates, performance metrics, diversity and inclusion data, compensation trends) to provide 360-degree insights. This informs strategic workforce planning, talent management decisions, and helps identify trends or areas for improvement, whilst adhering to GDPR principles for data privacy.
- **Practical Example:** The company wants to understand its workforce demographics and identify areas for improving diversity and inclusion. The Coded Intelligence platform can analyse anonymised HR data, including age, race, and sex, to generate dashboards and reports. For instance, it can highlight if certain age groups are underrepresented in leadership roles (Equality Act 2010, Section 5 (Age)) or if there are significant differences in pay between male and female employees in similar roles (Equality Act 2010, Section 78 (Gender pay gap information) and Chapter 3 of Part 5 (Equality of terms)). These insights enable the HR team to develop targeted strategies for recruitment, promotion, and talent development, ensuring compliance with equality duties and fostering a more inclusive workplace.

Seamless Cross-Functional Collaboration on HR Matters

- **Innovation:** Facilitating real-time, secure collaboration among HR teams, legal departments, and business leaders on complex HR cases (e.g., organisational restructuring, TUPE transfers, large-scale redundancy consultations). Efficient information flow, shared understanding, and coordinated decision-making across departments.
- **Practical Example:** The company is undertaking a significant restructuring that involves potential redundancies. The HR team, legal department, and relevant business unit leaders need to collaborate closely. The Coded Intelligence platform provides a shared workspace where all parties can access and review relevant legal frameworks, such as the Employment Rights Act 1996, Part X (Unfair Dismissal), particularly sections related to redundancy selection and consultation. The platform can track consultation timelines, document communications, and ensure that all proposed actions are scrutinised against discrimination laws (Equality Act 2010, Section 13 (Direct discrimination) and Section 19 (Indirect discrimination)). This ensures a coordinated approach, reduces legal risks, and maintains transparency across all stakeholders throughout the complex process.



Enhancing HR–Agency Partnerships:

Current Recruitment Challenges and the Role of AI

The TEC Recruitment Group

Founded in 2015

The TEC Recruitment Group was founded in 2015 with the key ambition of being a true talent 'Partner' to our Clients.

STEM Specialists

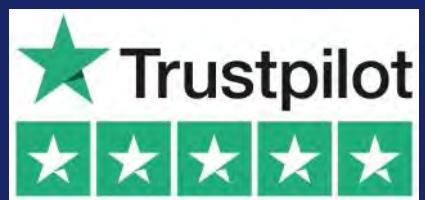
We have a current headcount of 34 across the group, providing expertise across all the STEM sectors.

Wide Reach

With offices in Reading, Norwich, and Birmingham, TEC Recruitment Group operates in the UK, Europe, and the USA.

"Excellent" Trustpilot Rating

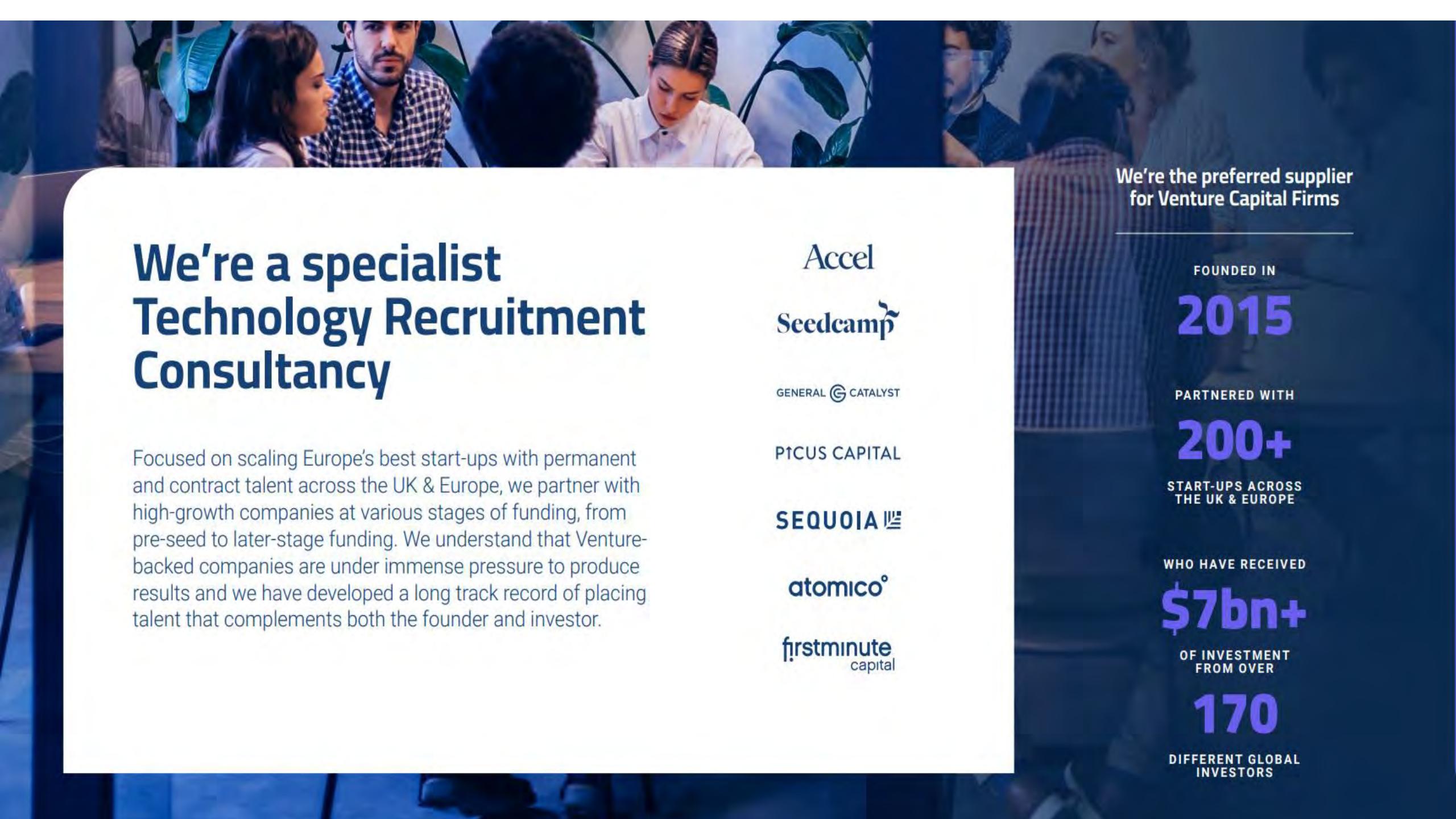
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Trusted Partners

Our trusted partnerships enable us to deliver exceptional value and service to our clients. We work with industry leaders and innovative companies across multiple sectors.





We're a specialist Technology Recruitment Consultancy

Focused on scaling Europe's best start-ups with permanent and contract talent across the UK & Europe, we partner with high-growth companies at various stages of funding, from pre-seed to later-stage funding. We understand that Venture-backed companies are under immense pressure to produce results and we have developed a long track record of placing talent that complements both the founder and investor.

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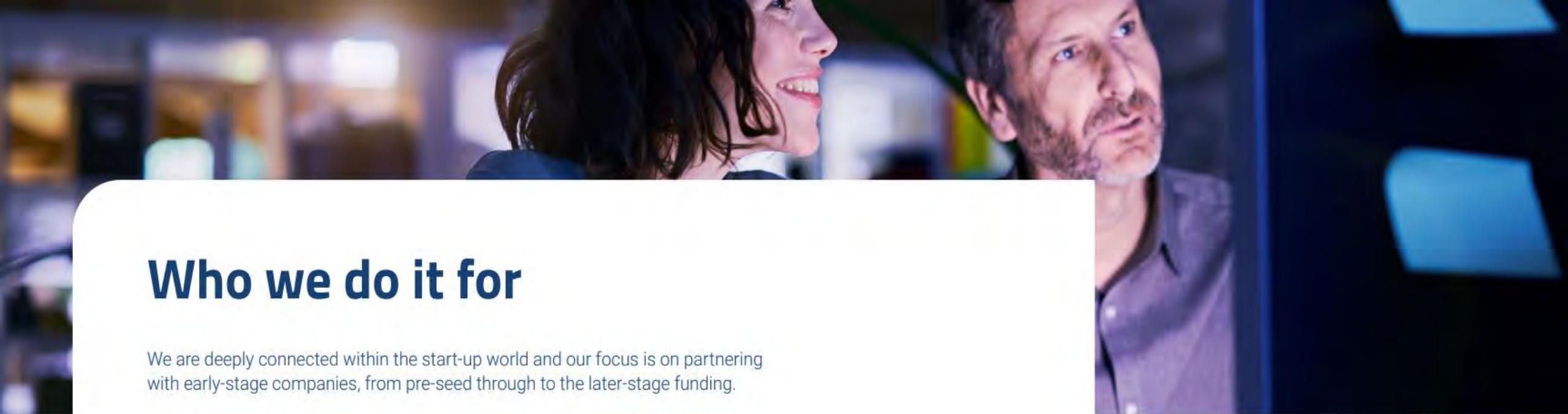
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FROM OVER

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DIFFERENT GLOBAL
INVESTORS



Who we do it for

We are deeply connected within the start-up world and our focus is on partnering with early-stage companies, from pre-seed through to the later-stage funding.

Our mission is to help these innovative, progressive companies across the UK & Europe access the right talent, in the right timeframe while providing them with the blueprint and expertise to scale through to exit.

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TEC Partners is our number one recruitment partner, delivering top-tier engineers while truly understanding our culture, diversity goals, and high technical standards.

They refine their search with every iteration, ensuring we get the right people, not just more people. Their commitment to quality over quantity makes them an invaluable asset to our hiring process



An invaluable partner who fine-tunes every search to match our needs, continuously improving with every hire. Their seamless collaboration makes working with them a game-changer

The Role of Recruitment Agencies in HR Collaboration



Talent Acquisition

Find the best talent quicker, help define job descriptions, help manage the recruitment process.



Reduce HR workload

Provide pre-vetted candidates so HR can focus on cultural fit and final selection decisions



Time & Cost Efficiency

Reduce HR workload, time to hire, and the costs related to prolonged vacancies.



Brand Exposure

Be an ambassador of your business, promote your brand, help improve your perception in the market



Workforce Planning

Help forecast hiring needs, build talent pipelines, provide market insights to navigate potential hurdles or bottlenecks in large projects, benchmark salaries.



Common Challenges in Recruitment

Talent Shortages

One of the most pressing issues for recruitment agencies today is the ongoing skills shortage, particularly in technology, healthcare, and other high-demand sectors. This is a challenge that HR departments also face, identifying and securing top talent quickly, while managing costs.

Candidate Experience

Ensuring a smooth, transparent recruitment process is key, yet many candidates still feel like they're left in the dark after interviews, leading to disengagement and loss of top talent.

Bias

Despite efforts, unconscious bias still exists in the hiring process. While most HR professionals are striving for diversity and inclusion, overcoming this bias continues to be a significant hurdle.

Time to Hire & Hiring Costs

Recruitment processes often take too long, which can delay business operations. Time-to-hire can impact an organisation's productivity, and high hiring costs can drain budgets.

Top 10 things Recruiters do that annoy HR

- Sending irrelevant or unqualified candidates
- Overly aggressive follow-ups and constant check-ins
- Poor understanding of the business or culture
- Submitting candidates without permission (or duplicating submissions)
- Poaching from existing clients
- Lack of candidate screening or due diligence
- Misrepresenting the role or the company to candidates
- Unclear or sneaky commercial terms
- Poor communication after submission
- Over-coaching or misleading candidates



Top 10 things HR do that annoy Recruiters

Slow feedback
(or no feedback at all)

Overly complex or
slow hiring
processes

Vague or
constantly
changing job
briefs

Unrealistic
expectations

Ghosting
recruiters

Treating agencies
as vendors, not
partners

Using multiple
agencies with no
coordination

Lack of market
awareness

Poor internal
communication
between HR and
hiring managers

Rejecting
candidates for
trivial reasons

How AI Helps HR Professionals Handle Agency Interactions

Screening recruiter quality – AI powered vendor evaluation

AI tools can analyse past recruiter performance data, fill rate, time-to-hire, retention, candidate satisfaction. Helps HR choose partners based on data, not just relationships or sales pitches.

Managing excessive communication - AI email triage

AI assistants (like Microsoft Copilot or Gmail AI) can summarise recruiter emails, detect urgency, and even auto-reply with status updates

Detecting low-quality or duplicate candidates - AI CV parsing and matching

AI in ATS systems (like Greenhouse, Workday, or Lever with AI extensions) can spot duplicate submissions, existing database candidates, or those that don't match the brief. HR instantly sees which recruiters are sending spam CVs.

Enforcing ethical and compliance standards

AI auditing tools can check if agencies are respecting GDPR, candidate permissions, and exclusivity clauses. It can automatically flag unsolicited candidate submissions, missing consent statements, conflicts between agencies. Keeps HR legally safe and holds recruiters accountable.

Preventing poaching from existing clients

AI can cross-check recruiter outreach patterns or LinkedIn InMail data (via HR's CRM integration) to detect agencies targeting internal employees. Alerts HR if an active partner is also headhunting within the company.

Improving recruiter briefs - AI job intelligence

HR can use AI (GPT-5 or Textio) to create standardized, bias-free job descriptions. Highlight essential vs. desirable skills, Generate recruiter briefing packs automatically. This minimises “lost in translation” issues between HR and agencies.

Streamlining communication - AI-powered dashboards

Instead of juggling endless emails, AI dashboards consolidate recruiter activity: who submitted what, stage of each candidate, average response time, etc. SmartRecruiters AI and Ashby already do this.

Evaluating candidate experience - AI sentiment analysis

AI can analyse candidate feedback from surveys, Google, Trustpilot or Glassdoor reviews to see which agencies represent the brand well. Helps HR protect employer brand by holding recruiters accountable for candidate experience.

Streamlining vendor contracts and payments - AI contract intelligence

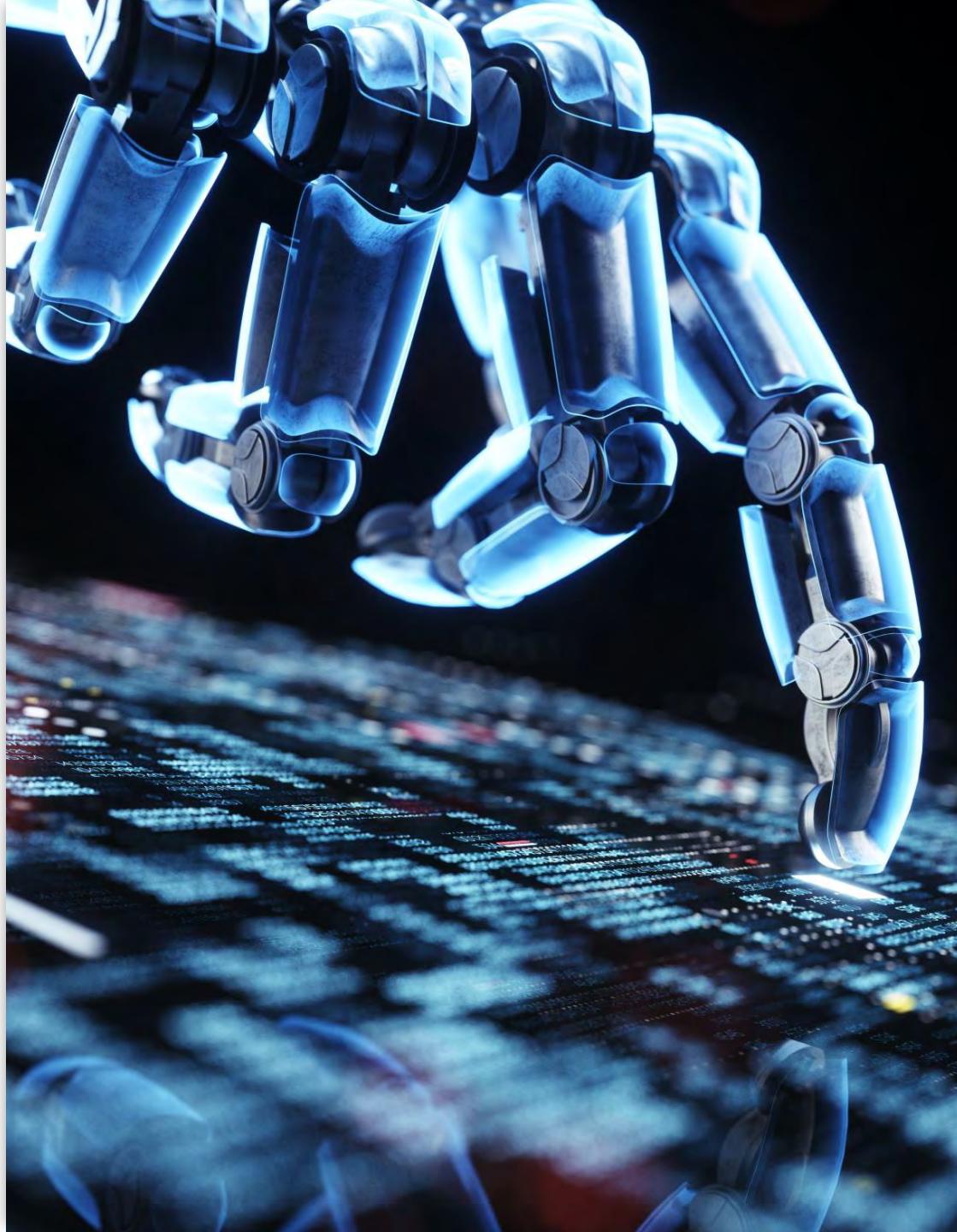
Tools like DocuSign AI, Ironclad, or ContractWorks can extract payment terms, fees, and guarantees from recruiter contracts. HR can easily compare and detect anomalies like hidden fees or inconsistent rebate periods

Strategic forecasting – AI workforce planning

AI can combine recruiter performance data with internal hiring trends to forecast which roles will require external help. HR can predict Where recruiter partnerships deliver ROI, Which roles should move to internal sourcing, where to renegotiate fees

How AI Can Address Recruitment Challenges

- **AI for Talent Sourcing:** AI-powered tools like chatbots and candidate sourcing algorithms can automatically scan resumes, analyse job descriptions, and match candidates faster than traditional methods. This can significantly reduce time-to-hire.
- **AI for Bias Reduction:** AI can help reduce unconscious bias by focusing purely on skills and qualifications during the selection process. By standardizing candidate evaluations, AI can ensure that hiring decisions are more objective, contributing to greater diversity.
- **Predictive Analytics:** By leveraging predictive analytics, AI can help recruitment agencies & HR teams forecast which candidates are most likely to succeed in a role. AI tools can analyse historical data from previous hires and employee performance to recommend candidates who will be a good fit, thus improving retention and reducing turnover.
- **Automating Repetitive Tasks:** Automating administrative tasks (such as scheduling interviews, sending follow-up emails, and updating candidate statuses) frees up time for HR and recruitment teams to focus on more strategic aspects of talent acquisition.



AI Recruitment Tools

Task	AI Automation Function	Example Tools
Candidate Sourcing	Scans job boards, social media (like LinkedIn and GitHub), and internal databases to identify and rank potential candidates.	SeekOut, hireEZ, Fetcher, HeroHunt.ai
Resume Screening	Analyses and scores resumes for relevant skills, experience, and qualifications against job descriptions, shortlisting top applicants in minutes	Manatal, TurboHire, Unnanu
Initial Communication & FAQs	Conversational AI chatbots and virtual assistants provide instant responses to candidate inquiries 24/7 and guide them through the application process.	Paradox, Humanly, Skillate
Interview Scheduling	Automates the coordination of interview times across multiple calendars (recruiters, hiring managers, and candidates), sending reminders and managing logistics	Calendly, HireVue, Jobvite
Assessments	Conducts one-way video interviews and game-based or skills assessments (coding, cognitive, etc.) to evaluate soft and hard skills objectively.	HireVue, Pymetrics, Interviewer.ai
Administrative Tasks	Automatically generates interview notes and summaries, formats interview feedback, and updates candidate statuses in the Applicant Tracking System (ATS).	Metaview, Otter.ai, Carv
Job Description Writing	Generative AI helps draft and optimize job descriptions for clarity and inclusive language to attract a diverse talent pool.	Hiring Studio (by Metaview), Textio, Skillate

AI Tools to Remove Bias in Recruitment

- **Beamery:** Allows talent evaluation based on skills, experience, and potential, and helps identify where diverse candidates might not be progressing.
- **Hubert.ai:** Monitors diversity metrics throughout the hiring process and provides dashboards and reporting to support continuous fairness and improvement
- **Blendoor:** Offers blind recruiting techniques to eliminate bias during the initial screening process.
- **HireVue:** Uses AI-driven video interviews that assess candidates based on their responses and behaviors, rather than appearance or background.



Future Challenges in Recruitment and HR

Adapting to Hybrid/Remote Work Models:

The rise of hybrid and remote work models means HR departments and recruitment agencies will need to adjust their processes for a more flexible workforce. AI tools can help assess remote working capabilities, communication skills, and other essential traits that might not be immediately apparent in traditional in-person interviews.

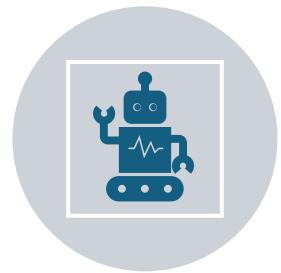
Managing a Gig Economy:

As more individuals seek gig-based employment over traditional roles, HR and recruitment agencies will need to adapt to a constantly changing labour market. AI could be instrumental in matching short-term and contract-based workers with projects that fit their skills and availability.

Data Privacy and Security:

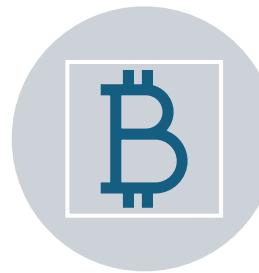
With AI being a key player in recruitment, protecting personal data will become even more critical. Recruitment agencies will need to adhere to stringent data protection regulations (e.g., GDPR) and ensure that AI tools are compliant.

Regulatory Changes That Could Boost UK Productivity



Standardising AI Regulations:

While AI in HR holds great potential, clearer regulations regarding its ethical use are essential. Ensuring that AI is used responsibly, without reinforcing biases or discriminating against certain groups, will increase trust and acceptance among both employers and employees.



Incentives for Upskilling:

The government could create incentives for businesses that invest in upskilling their employees, particularly in AI and data analytics. This would help ensure that the workforce is equipped with the skills needed to thrive in a tech-driven future.



Improved Collaboration Between Recruitment Agencies and HR:

Encouraging stronger collaboration between recruitment agencies, HR, and government organisations could lead to more efficient talent pipelines and improved workforce management across industries.



Tax Breaks for Tech Investments:

Offering tax incentives or grants for organizations that invest in AI-driven HR tools could encourage wider adoption of innovative technologies. By making AI more accessible, businesses of all sizes would be able to leverage its benefits, driving overall productivity in the economy.

How HR and Recruitment Agencies Can Collaborate to Drive Productivity



Focus on Data-Driven Decisions:

By collaborating more closely, HR teams and recruitment agencies can use data analytics to better understand workforce trends, pinpoint skill gaps, and predict future hiring needs, allowing for more proactive talent strategies.



Strategic Workforce Planning:

Long-term workforce planning will require HR and recruitment agencies to use AI-driven insights not only to fill vacancies but to anticipate future skills requirements based on market shifts.



Developing AI Literacy Within HR Teams:

HR professionals need to be trained to understand how AI works in recruitment and its benefits. This would help them use these technologies effectively, improving hiring processes and employee retention rates.



Key Takeaways

AI is Revolutionising Recruitment:

AI has the potential to streamline the recruitment process, reduce bias, improve candidate experience, and enhance overall productivity in HR practices.

Collaboration is Key:

Strong collaboration between recruitment agencies, HR, and regulatory bodies is essential to tackle the challenges facing recruitment today and in the future.

Regulatory Support:

The right government support, whether through incentives for AI adoption or regulation of ethical AI practices, will help drive innovation in recruitment and HR, ultimately boosting UK productivity.



Finally.....

Let's not forget the 'Human' touch!

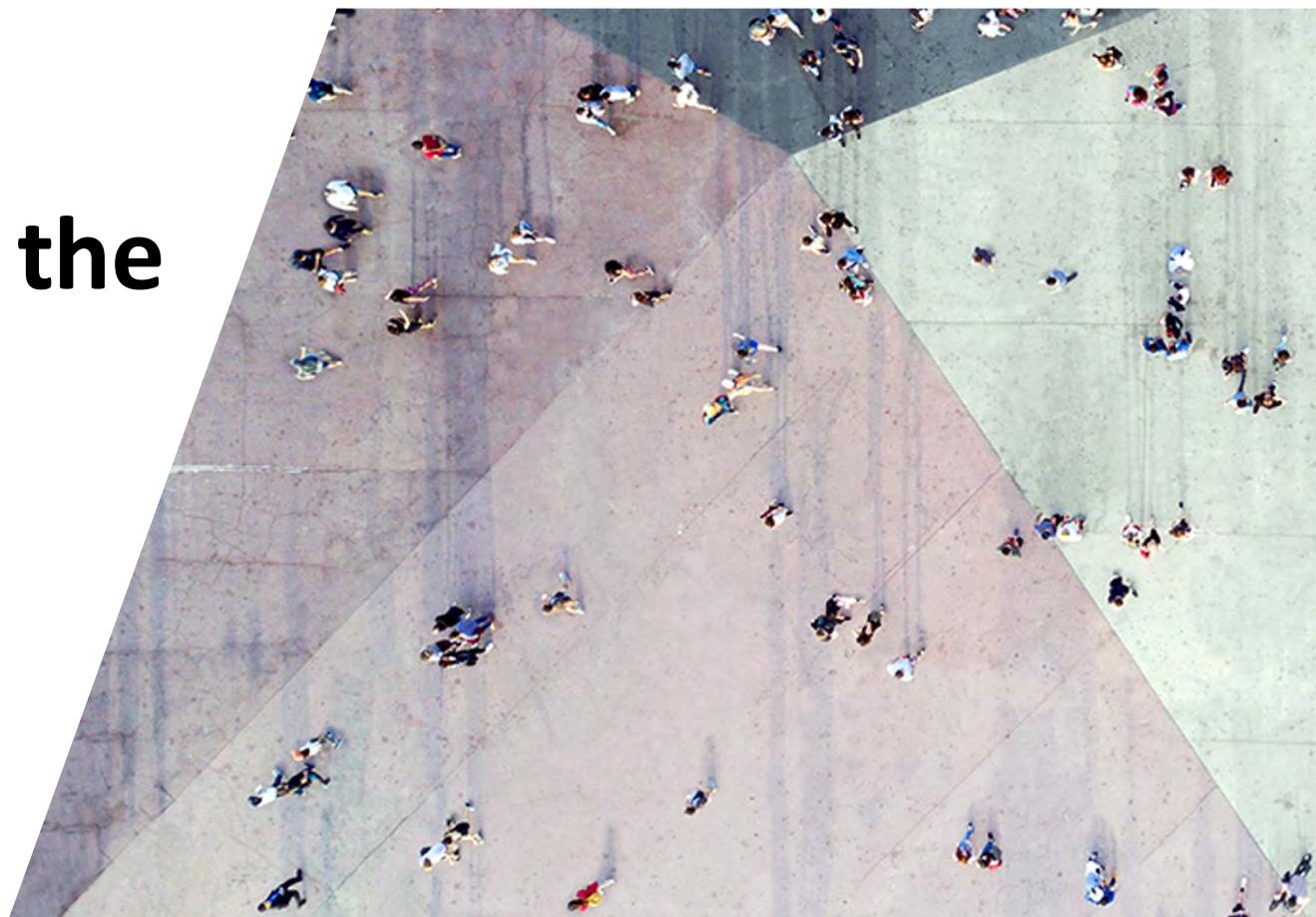


**Institute for the
Future of Work**

Responsible AI Adoption: the role of HR professionals

IFOW x Innovate

27th January 2026



Introduction & context

01

Introduction

- IFOW investigating AI adoption across key industries in the UK, partnering with CIPD & Innovate UK.
- To understand the role of HR and HR tools in AI adoption 'readiness' and responsible adoption practices
- Through an iterative process of action research, we worked with research partners to surface sentiment around AI adoption, challenges, and avenues to mediate better outcomes for workers.

Top-level view

→ Looking at firms across industry, size, level of workforce engagement, level of comfort with technology more generally

- **AI maturity ranged across sectors:** some focused on generative AI content tools vs predictive AI for pattern recognition
- **Top-down vs bottom-up adoption:** top-down directives vs. grassroots shadow AI use and the impacts on governance and sentiment
- **Role of people professionals:** early engagement often indicates readiness for 'responsible' AI adoption.

Sociotechnical nature of AI adoption

02

Sociotechnical nature of AI adoption

- **Sociotechnical interaction**

AI adoption blends social and technical factors that jointly influence workplace outcomes and success.

- **Alignment with culture**

Aligning AI tools with organisational values, culture, and management practices is essential for positive adoption.

- **Role of people professionals**

People professionals can guide AI deployment to ensure it supports human agency and organisational well-being.

- **Risks without alignment**

Misaligned AI adoption risks eroding trust, job satisfaction, and long-term workforce capability.

Challenges & risks in AI integration

03

Challenges & risks

- **Risks to workforce skills**

Skill atrophy, de-skilling, and disrupted talent pipelines threaten workforce effectiveness as roles evolve.

- **Social and communication impacts**

Eroded trust and impaired communication flows harm social relationships between employees and employers.

- **Administrative and learning strains**

Increased administrative tasks and insufficient learning opportunities add pressure on employees.

- **Importance of AI literacy**

AI literacy among HR is crucial to collaborate on work design and ensure AI supports human capabilities.

Findings

04

People team in AI procurement & implementation

- **People professionals' role**

For HR-specific AI tools, people teams often lead. When AI is rolled out firm-wide, or is a specialised tool, HR is often brought in at implementation or later. This can limit their ability to influence better outcomes.

- **Cross-functional governance**

In organisations with AI governance, people teams participate in cross-functional governance discussions, but may lack final executive authority.

- **Impact of governance absence**

Without governance, people professionals are often excluded, causing AI decisions to be siloed among technical or legal teams.

- **Need for structured involvement**

Structured governance ensures HR expertise shapes AI adoption strategies effectively and inclusively.

Early engagement as an indicator of AI readiness

- **Importance of early engagement**

Early involvement of people teams signals an organisation's proactive AI readiness and effective change management.

- **Alignment with workforce needs**

Engaging HR early helps align AI implementation with employee needs and socio-technical impacts.

- **Building trust and inclusivity**

Early engagement fosters trust, anticipates challenges, and supports inclusive AI adoption processes.

Core concerns raised by people professionals

- **Skill atrophy and deskilling**

Most acute in early careers, and potentially disrupting talent pipelines. For certain AI tools, (predictive) skills erosion can also impact mid/late career workers.

- **Task and responsibility shifts**

Changes in tasks and responsibilities are often not reflected in job descriptions or governance systems.

- **Impact on workplace relationships**

AI can negatively affect social relationships, communication flows, and trust between workers and employers. This happens particularly when AI is implemented without participatory workforce engagement and with poor strategic communication.

- **Increased job demands**

Administrative burdens linked to AI use increase job demands, and distract employees from core tasks.

- **Inadequate learning provisions**

Learning and development provisions are often static, mismatched, or highly-technical

Four strategic
approaches

05

Four strategic approaches

- **Sociotechnical alignment**

Introduce work design principles to align AI with human roles and support long-term capability development.

- **Systematic frameworks**

Apply evaluation frameworks to understand AI impacts and promote cross-functional collaboration in organisations.

- **Safe participatory spaces**

Create forums for worker-led dialogue and innovation, including union engagement and external collaboration.

- **Skills development**

Develop responsive learning strategies focusing on deep, organisation-specific upskilling over generic training.

Further Research

06

Further research

- IFOW will expand our case study and sector study work, interviewing HR professionals and co-designing interventions to mediate better outcomes for workers and firms.
- New partnerships with SME technology companies developing AI4HR to further expand on research in this space.
- *If this is of interest to you please find me at the break!*

Thank you

Danielle Soskin, Researcher IFOW

danielle@ifow.org

The Complexity of Conflict – Creating A Digital Nervous System

AI for HR: Shaping the
Future of the Workforce
Management

Dr Luke Roberts



What is the cost of Conflict to Productivity?

- **ACASs** reports (2021-2025), workplace conflict costs UK employers an estimated **£28.5 billion every year**.
- **Highest Ever Levels:** 44% of UK **workers** reported experiencing conflict in the last 12 months—the highest level ever recorded in Great Britain.
- *But:* **SMEs (Small and Medium Enterprises)** actually report higher conflict prevalence (**46%**) than large organisations (**42%**).



Weaponisation at work

- Group email - CC everyone!
- **Grievances as Shields:** While only **9% of employees** submit a formal grievance, ACAS research shows that **misconduct and disciplinary cases** now cost UK businesses **£2 billion annually** in management time alone.
- Diffusion of Responsibility – “HR made me do it”.
- Leap-frogging.



The True Cost: Emotional and Social

- Presenteeism
- Anxiety, fear, stress.
- Passive Aggressive Behaviour
- Isolated Employees





HR as a Catalyst for Peaceful Cultures

- From Human Resources to People and Culture.
- Recognising that training is not enough or productivity.
- The organisation as a complex set of relationships need to focus on **peace**.



4TH MARCH 2023

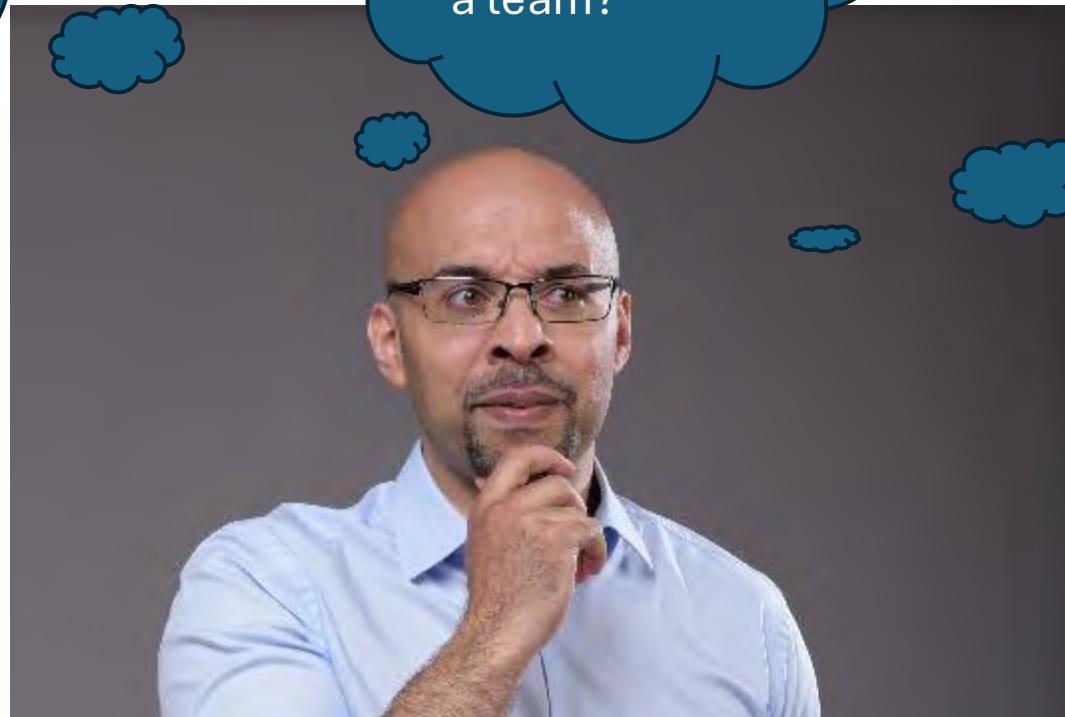


What if - AI could generate Insights.

What if we knew what staff capabilities for dealing with conflict were?

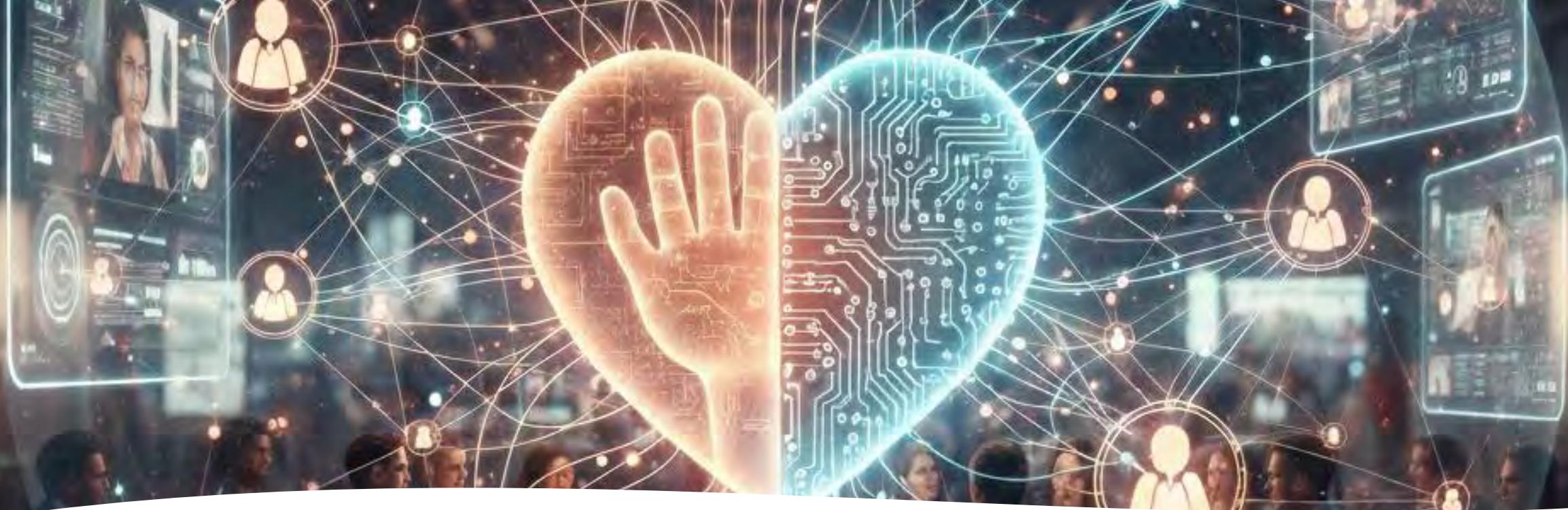
What if they could reflect and develop as a team?

What if AI could help improve the mentor/mentee relationship?



INSIGHTBOX: Combined C-Suite Capability Radar





Conclusion: A Digital Nervous System.

- In organisations that are complex systems conflict is inevitable.
- Conflict avoidance means it drags on innovation and productivity.
- Conflict Transformation in organisations uses the moment to be creative in changing their people and culture.
- By combining AI with empathy, HR Teams can create a digital nervous system able to respond to the early signs of conflict and engage in ways to enable their people to thrive.

Email: Lukeroberts@Resolve-consultants.co.uk

Case-studies: <https://www.resolve-consultants.co.uk/case-studies/>

AI Tool: <https://insightbox.co.uk/>

6Cs Skills Exchange

**Innovator of the Year Finalist
(British Business
Community Awards 2025)**

Edward L1 AWARD



6Cs Platform



Clementina Aina

**25yrs + Ofsted
Inspector**



The Problem: Traditional Hiring is broken



Broken Hiring System. 97% CVs rejected
(Career Sidekick)



Flood of AI generated CV's

Skills gap: £8.5 Tn loss by 2030
(Korn Ferry) & Hidden Costs

Costly mis-hires £50k
per hires
(REC, 23)





Workspace
Employer

General

Analytics

Settings

Challenge

Browse Challenges

Create Challenge

Recruitment

Challenge Result

Interview List

Talent Bank

Jobseeker Profile

Social Network

Company details



Create a new Challenge

1

CATEGORY

I'm looking for...

Entry Level Candidates

For individuals starting their career journey, offering opportunities to gain experience and develop skills.

Advanced Candidates

Suitable for seasoned professionals with a high level of expertise and experience.

Candidates for Up-skilling

Perfect for those looking to enhance their skills and knowledge through continuous learning and development opportunities.

Continue →

Support Required



Product Market Fit



Employers in
Construction, graduate
internships



- HR & Talent
- Acquisition Leads
- AI Partners – build chatbots for multiple roles.

70% of workers are disengaged,
leaving or thinking about
leaving due to poor managers

Scaling management development cost-effectively and consistently is a hard



Our vision

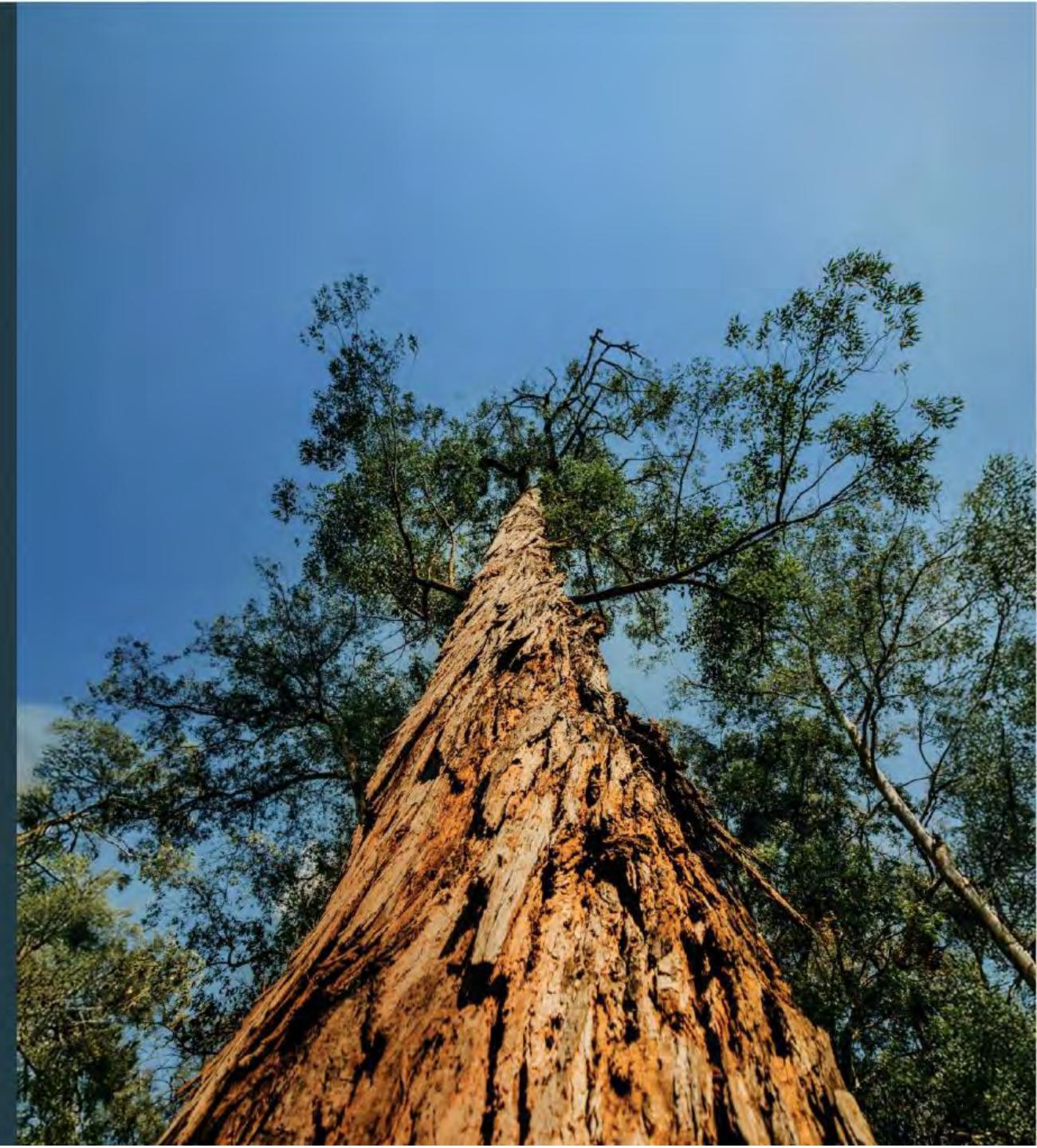


To change the future of leadership globally to be more emotionally intelligent, competent and diverse creating healthy workplaces.

BRAVYN

Power your
manager's personal
growth with:

Personalised always
on quality
Leadership Coaching



Trust:

- Experience
- Global Code of Ethics
- Accredited standards and competencies
- Your values, philosophies and policies
- Tailored to your challenges
- Live measurement of impact



BRAVYN

Use where and when
needed to:

- Prepare in advance
- Set and meet goals
- Develop Skills
- Role Play
- Sound out a challenge



BRAVYN

Help support their
sustainable and
healthy road to
leadership success



Our exec team



Kirsty Bathgate
Co-Founder and CEO

Kirsty is a professional accredited Executive Coach, experienced CEO previously building a successful tech tourism business to in excess of £10m in bookings before founding a successful Coaching and Leadership business.



David Nicol
CTO & Cofounder

David is a seasoned technologist with expertise in artificial intelligence and software engineering. As Cofounder and CTO, he leads the development of Bravyn's innovative AI coaching solutions.



Daniel Winterstein
Head of AI

Daniel is an expert in artificial intelligence with extensive experience in developing AI systems. He advises Bravyn on cutting-edge AI technologies and best practices for responsible AI implementation.



Les Gaw
CSIO

A highly motivated and experienced company director with strong commercial and financial skills, developed on top of a solid technical background with well-developed stakeholder management skills and strong leadership credentials.

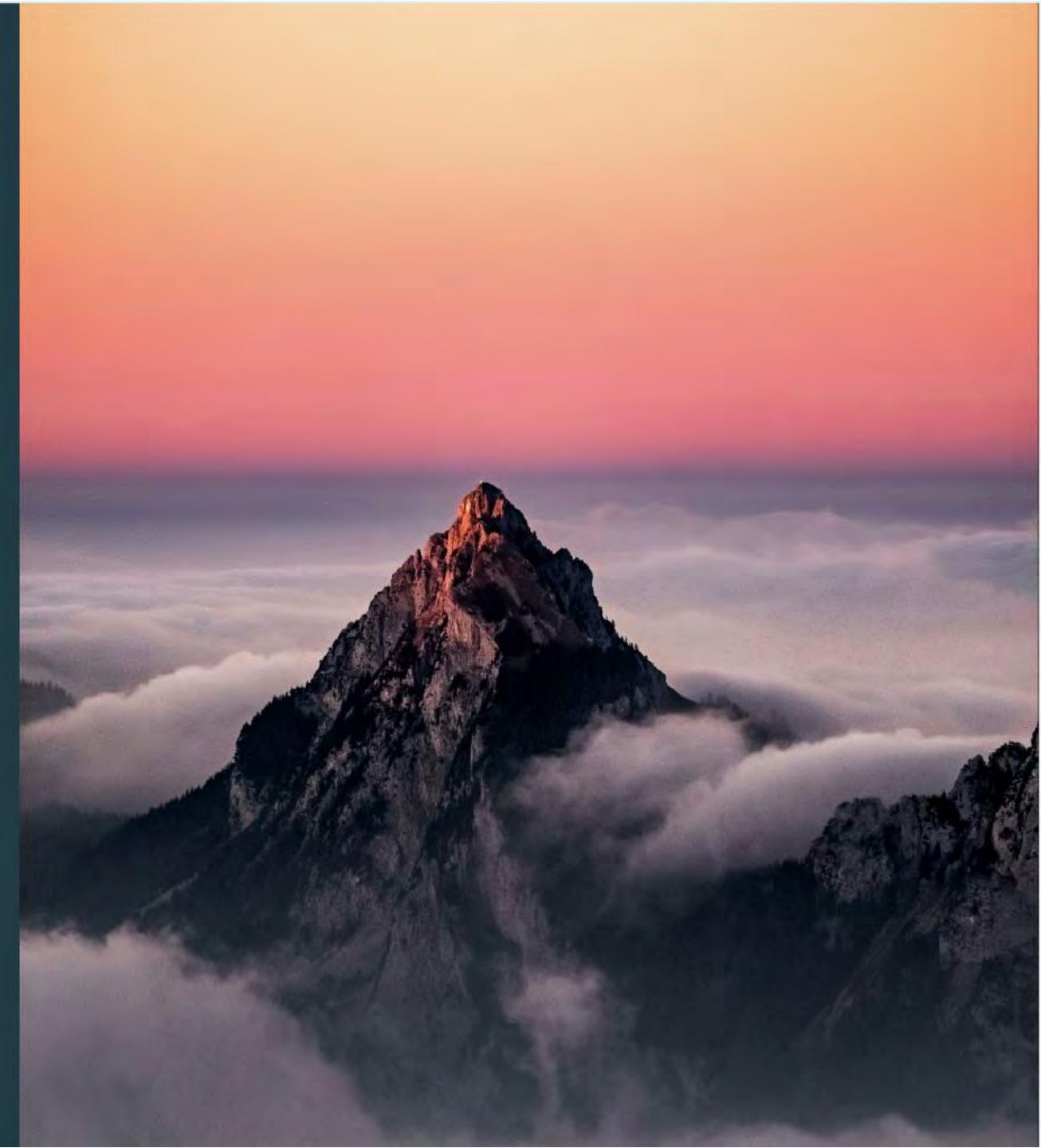
BRAVYN

Lighting the way for
a future where
people thrive at work
- led with intention
and competence



BRAVYN

Set your managers up
to achieve peak
performance
through their teams





Are we ready for AI ?



UK risks £120B productivity loss by 2030



Women and mid-career professionals left behind



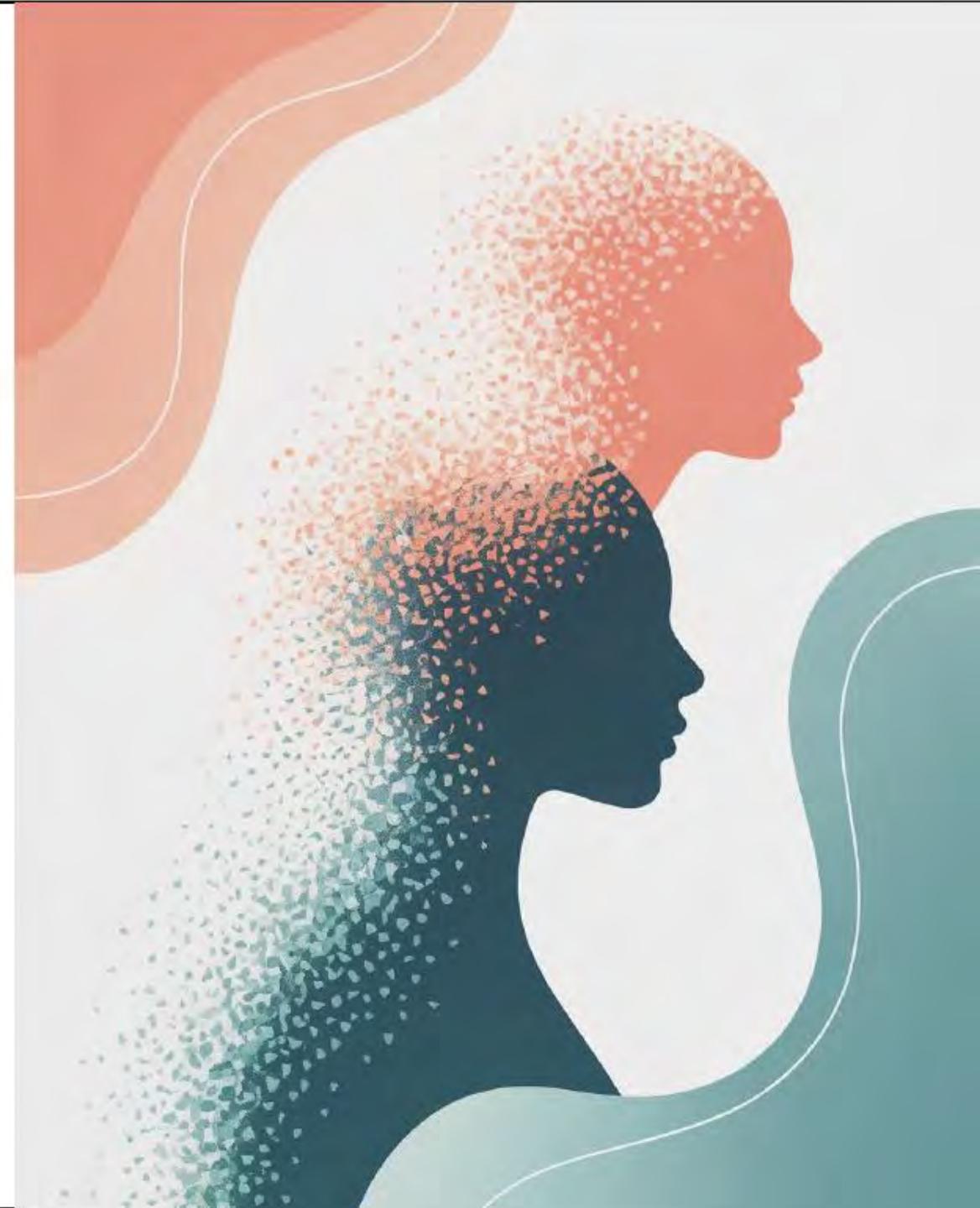
Productivity gains when AI tools used correctly

Human First AI Amplified

Meet Therese

Meet Kontron Senior Leaders

Kimolian



Human X AI Partnership

Kimolian is empowering the workforce of tomorrow through human-centered AI learning

HOW

- AI-powered platform + human-centered learning
- Hands-on team project + AI tools
- Expert mentorship + community sessions

WHAT

- Confidence, AI fluency
- On-the-job habits with AI tools
- Job engagement + career advancement

 Kimolian



Thank you! Any Questions?

[Eleni Lialiamou LinkedIn](#)



[Kimolian AI LinkedIn](#)



Kimolian

PEOPLE INTELLIGENCE ECOSYSTEM

01



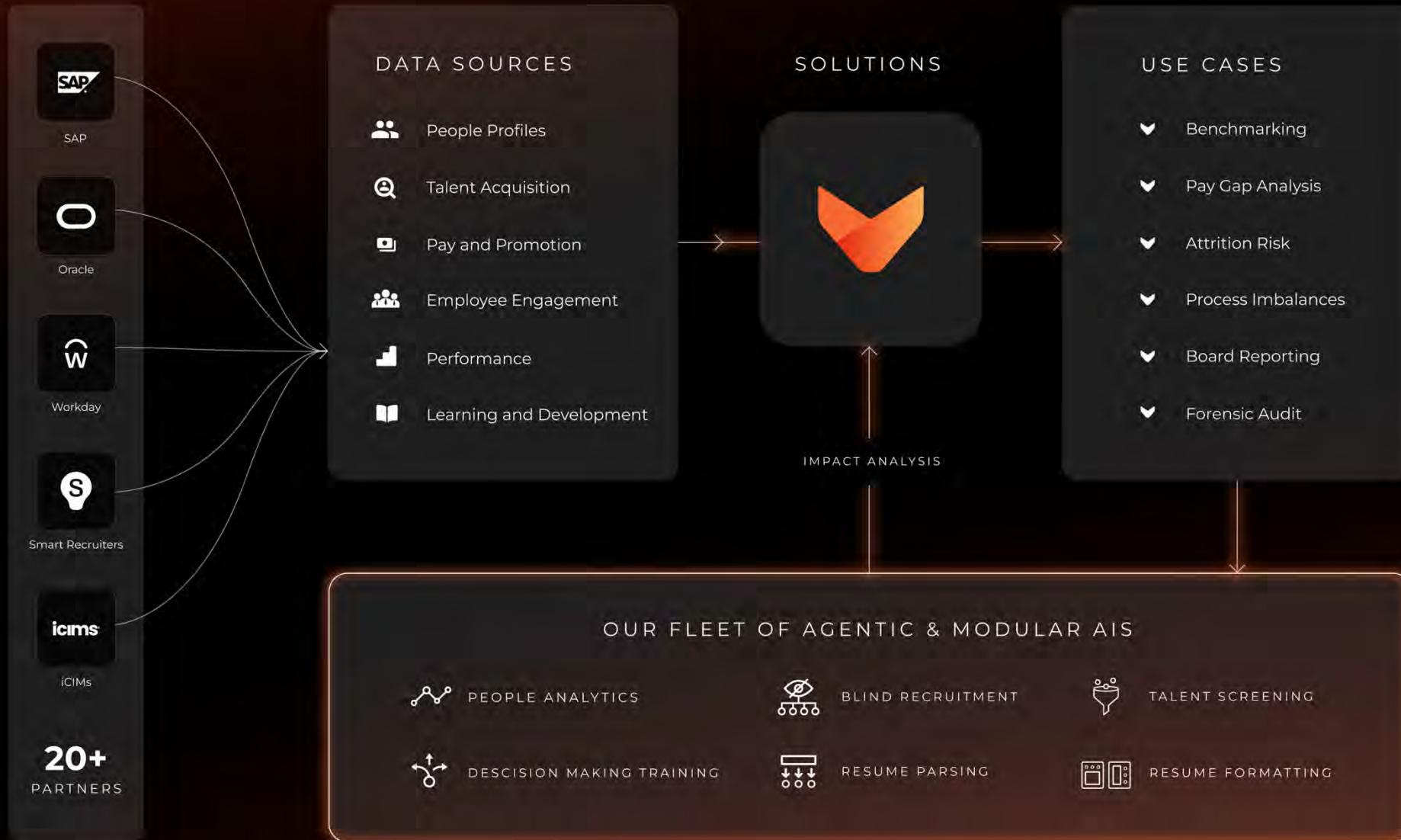
MEVITAE

B2B ENTERPRISE. AI.
FUTURE OF WORK

Relied Upon By Industry Titans



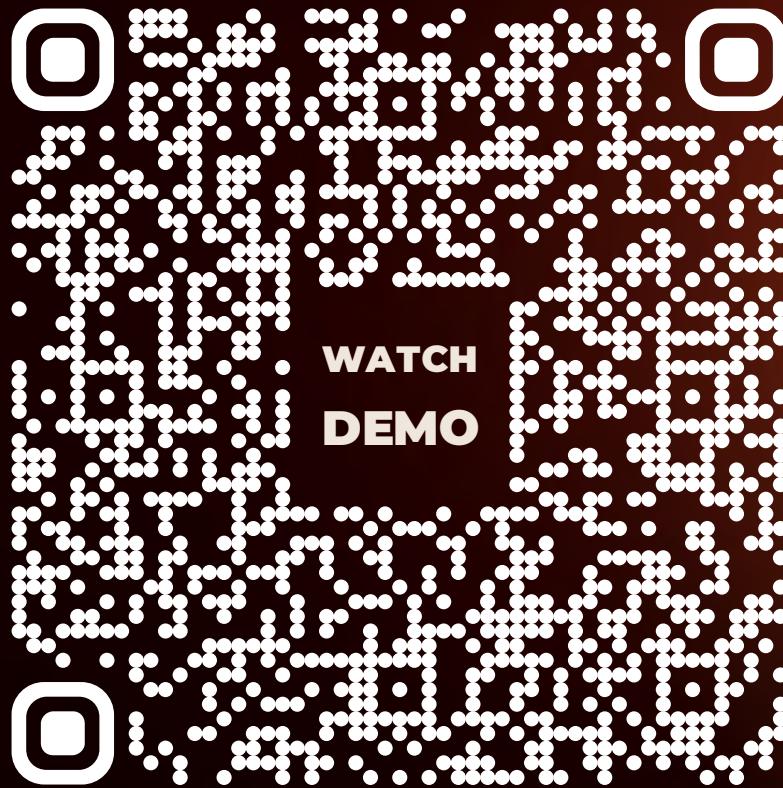
People Intelligence Ecosystem



THANK YOU

Riham Satti, CEO

riham.satti@mevitae.com



The Challenge:

Wellbeing Meets Productivity

- **22.1m** working days lost to stress, anxiety and depression
(hse.gov.uk Labour Force Survey 2024/25)
- **75%** of staff feel disengaged or isolated
- 1:1 coaching works – **but it doesn't scale**

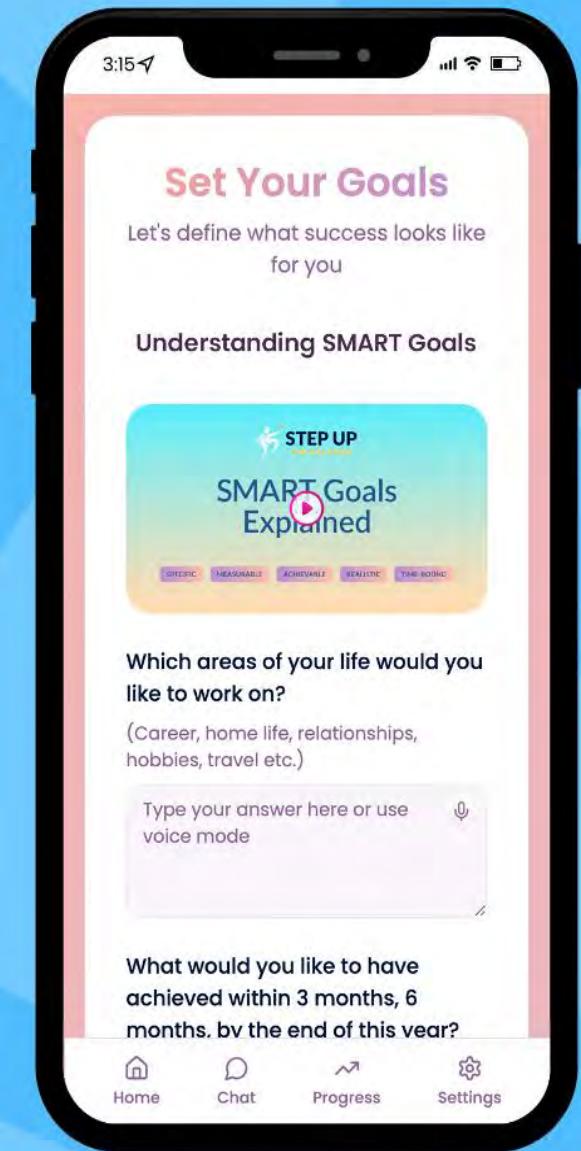
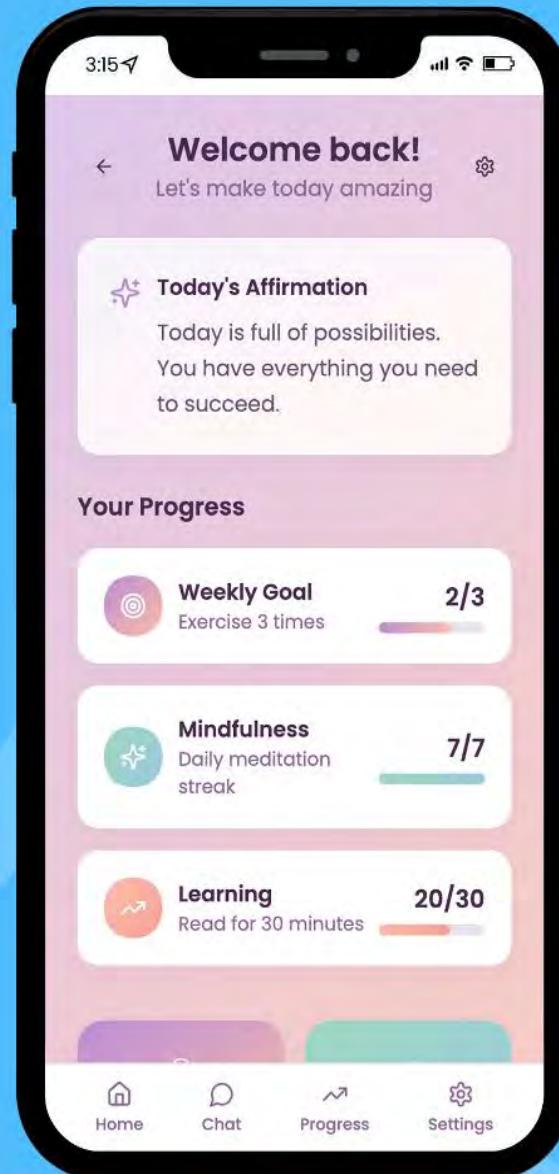
We're making personal,
proven coaching scalable –
one game level at a time.



The Solution

StepUP: The Life Game

- Proprietary methodology with 40 years of proven frameworks, *not generic prompts*.
- Gaming levels drive motivation, engagement and build consistency
- Hybrid model: AI + StepUP's resource combines daily reflection & long-term goal achievement
- Measurable ROI with top level analytics



The Opportunity:

Empower people, Drive ROI

- **788% ROI** (MetrixGlobal) from executive coaching
- StepUP scales this company-wide at an affordable cost
- Ready to pilot and co-develop with HR and investor partners



Ask: Seeking investment / partnership to build MVP and run corporate pilots.



Helen Whitten

Co Founder

StepUP: The Life Game

helen@stepuplife.co.uk

+44 7887 576887

www.stepuplife.co.uk



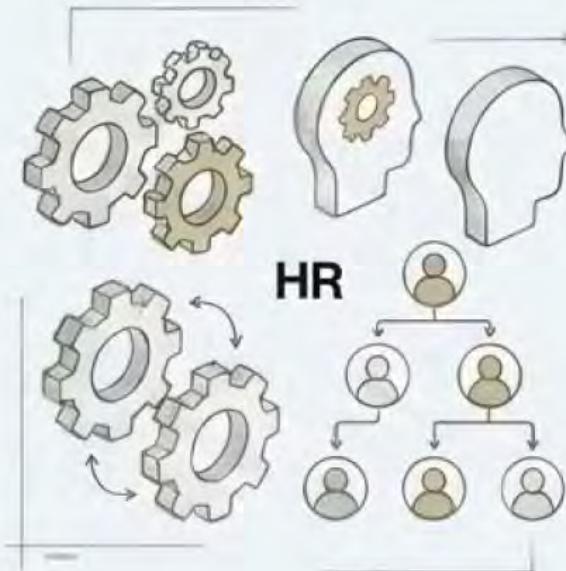


people **xyz**

The **Operating System** for
New World of Work

External Workforce Intelligence. Beyond Payroll. Beyond Gut Feeling.

Fragmented tools create Blind Spots and Audit Anxiety



No Single Source of Truth

Data is siloed, making it impossible to track spend or performance effectively.

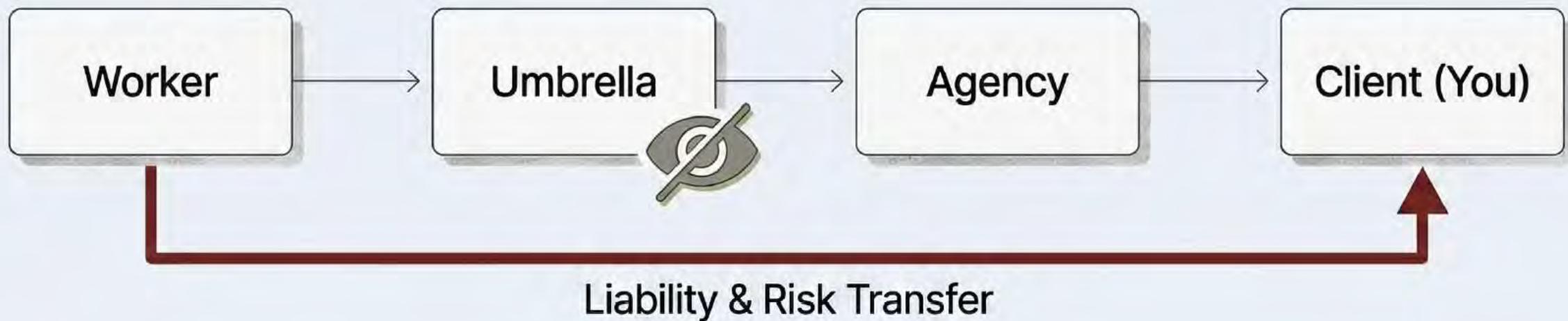
Compliance Risk

Constant exposure to IR35, CIS, and Right-to-Work violations via manual checks.

Reactive Management

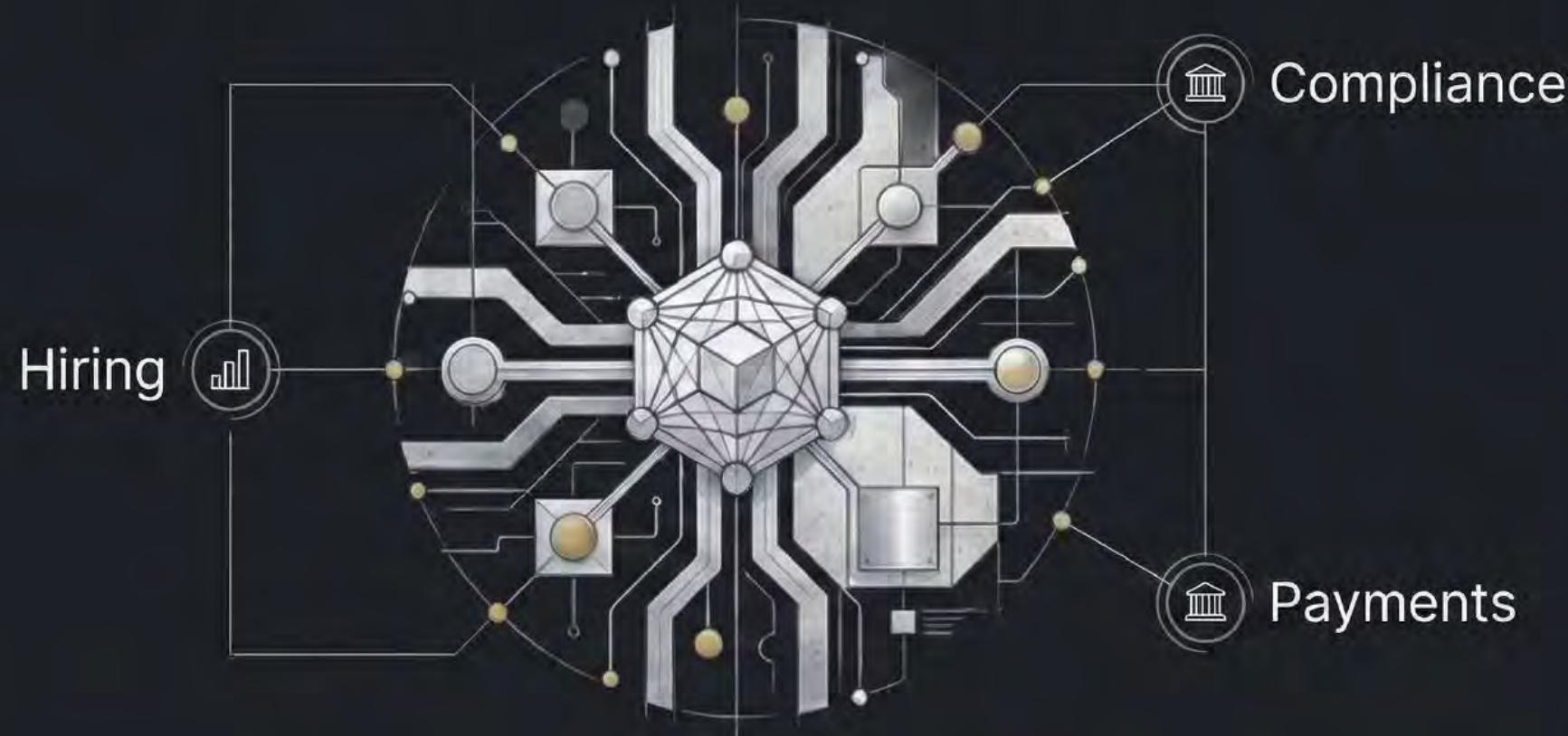
Solving problems only after they happen, rather than preventing them.

In the UK, Compliance Liability is increasingly becoming heavier



New 'Joint Liability' rules mean you aren't just responsible for your actions, but for the compliance of every partner in your chain. Without intelligence, you are just managing risk poorly.

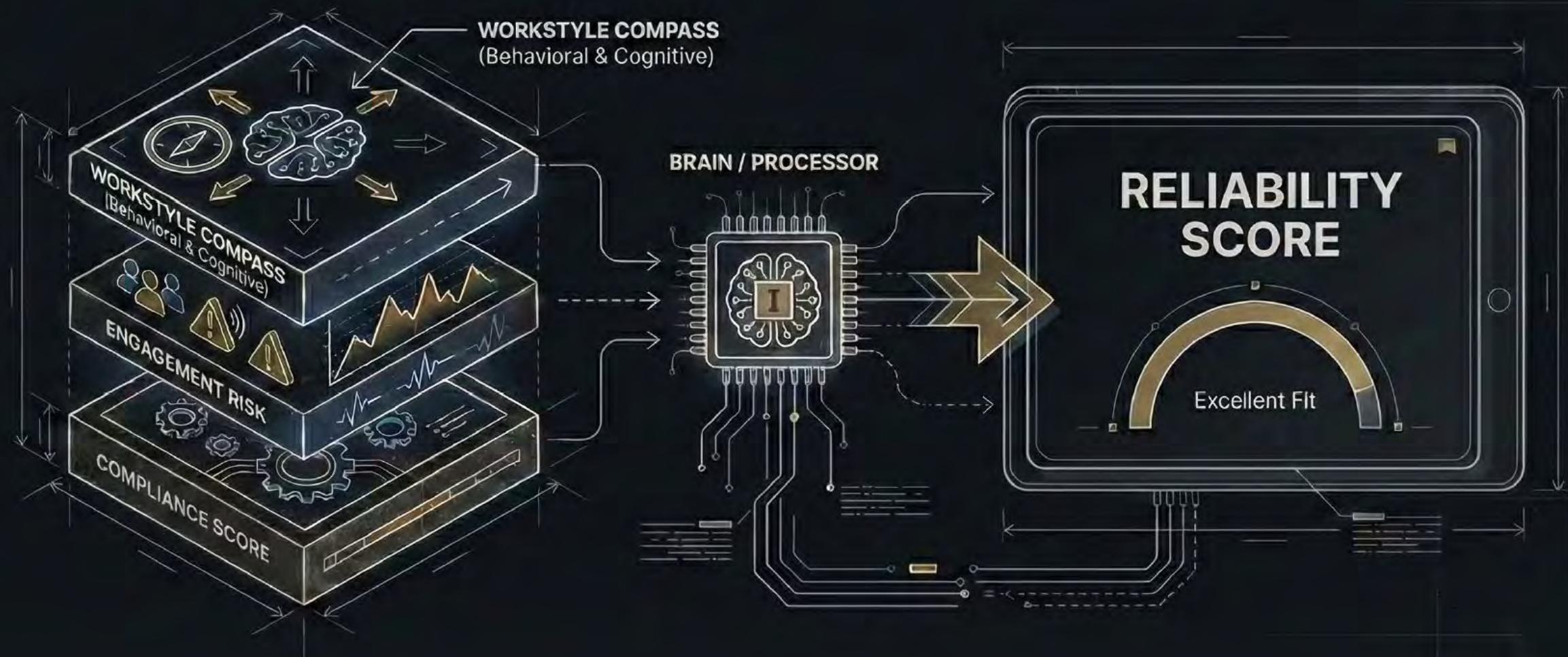
Introducing External Workforce Intelligence



The unification of hiring, onboarding, compliance, management, and payment. Powered by **predictive intelligence**.

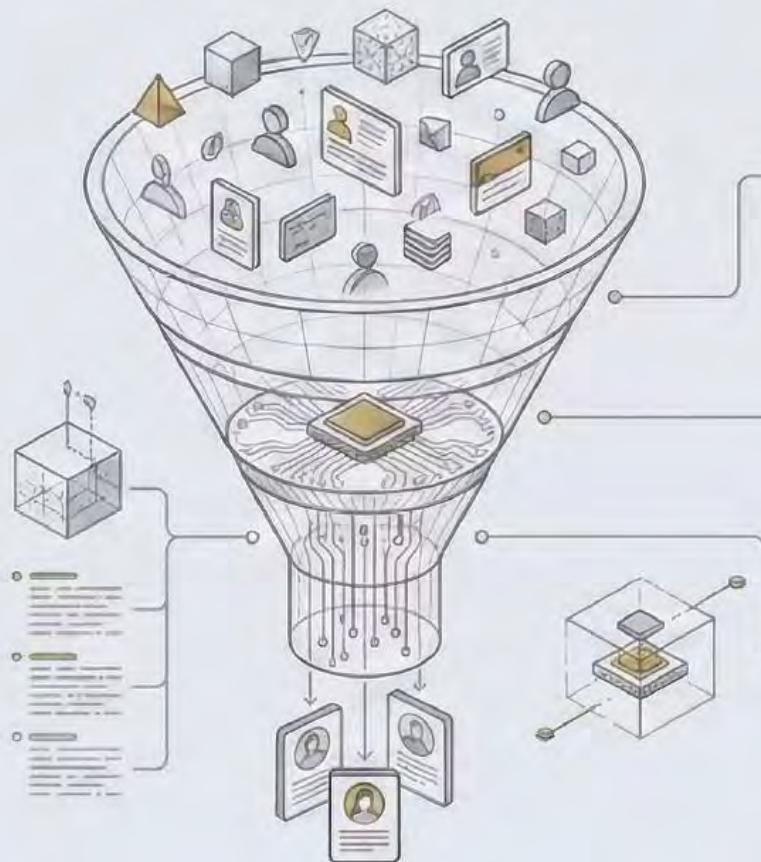
The Workforce Intelligence Index

We turn human behavior into predictive data. Layering compliance, risk, and cognitive insights to predict reliability.



Move beyond CVs and gut feelings with Ammie™

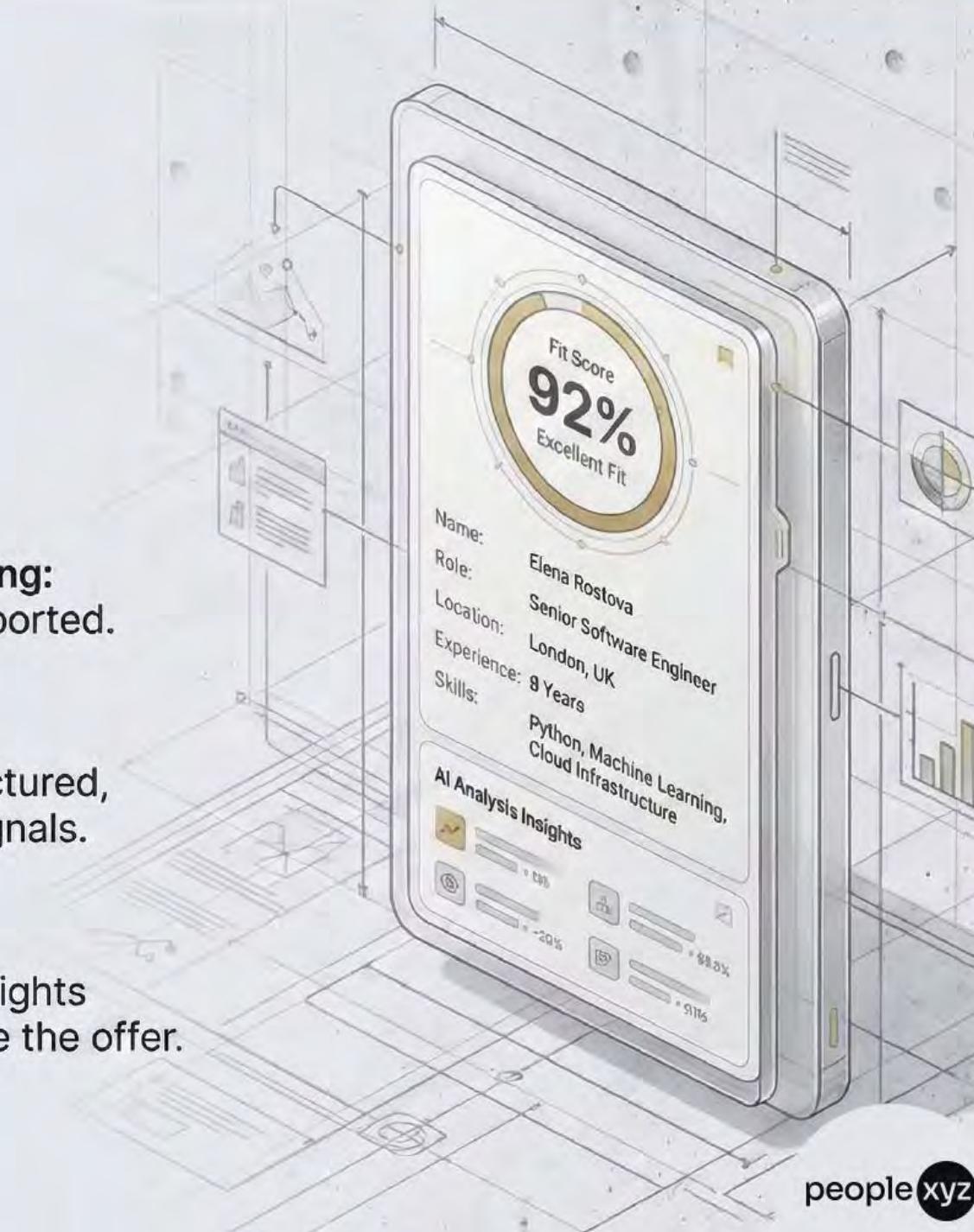
AI-Powered Recruitment Intelligence



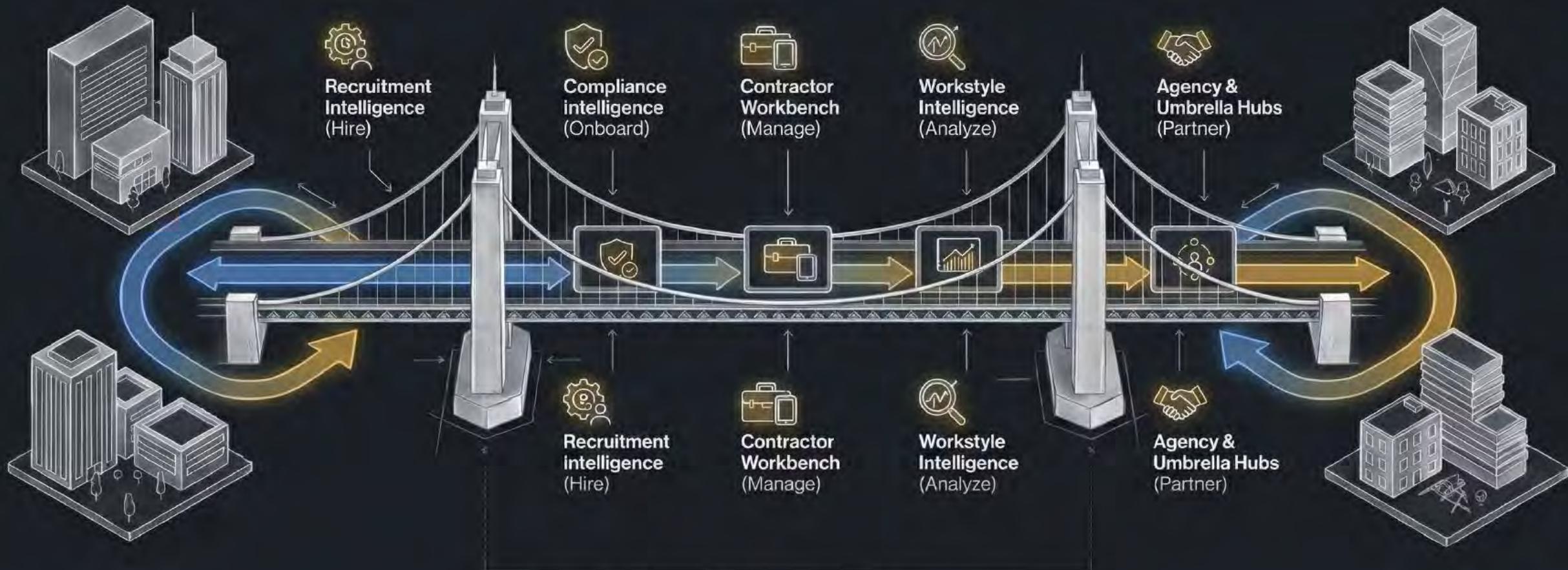
Automated Screening:
75+ languages supported.

Bias Removal: Structured, defensible hiring signals.

Predictive Fit: Highlights misalignment before the offer.

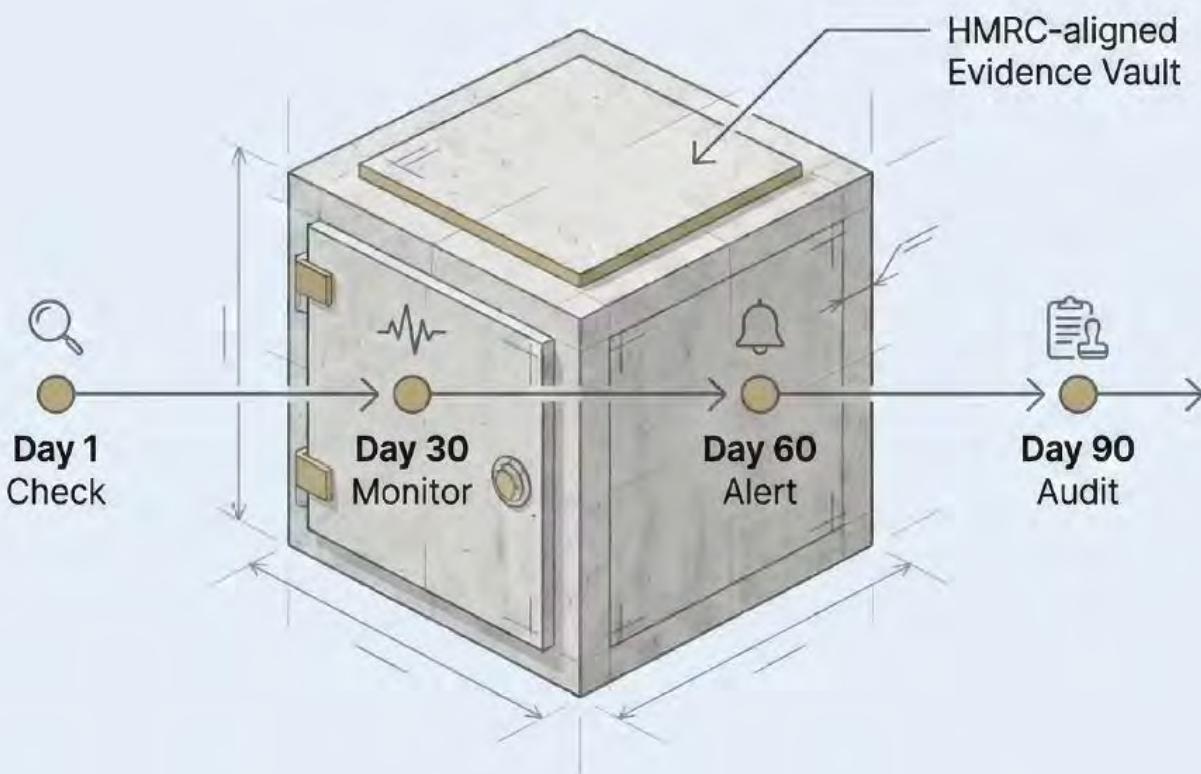


A unified ecosystem for the entire contractor lifecycle



Connecting Clients, Agencies, Umbrellas, and Contractors
into one 'Single Source of Truth'.

From Point-in-time checks to continuous Forensic Oversight with Real Time Alerts



The screenshot displays the 'SafePay Solutions Ltd' dashboard under 'LOW RISK'. The top header includes 'ENTITY ID: 3825101', '450 ACTIVE ASSIGNMENTS', and a 'FORENSIC EVIDENCE PACK' button. The dashboard features several key metrics and charts:

- COMPLIANCE PROBABILITY:** A large green circle showing '98%' with 'FORENSIC SCORE' below it. Below the circle are 'LATEST TRIGGER' (Accreditation Renewal Confirmed) and a timeline from 2024-01 to 2024-03.
- Historical Stability Analysis:** A line chart showing compliance probability over the last 5 cycles, with values ranging from 70% to 100%.
- Payslip Integrity Engine:** An 'AUTOMATED VERIFICATION' section showing 'MATHEMATICAL ACCURACY MATCHED' (Green) and 'EMPLOYER NIC STATUS DETECTED' (Green). It includes a 'NIC PROPORTIONALITY HEURISTIC' section with a '13.8%' score and a 'PROPORTIONATE' button.
- Automated Entity Monitoring:** A 'REAL-TIME SYNC' section listing various entity statuses:
 - COMPANIES HOUSE:** Companies House Status (ACTIVE), last verified via API 2/01/2024.
 - VAT:** VAT Registration (66 123 4567 89), last verified via API 2/01/2024.
 - PAYE:** PAYE Reference (123/AB456), last verified via API 2/01/2024.
 - ACCREDITATION:** FCSA Accreditation (GOLD MEMBER), last verified via API 01/01/2024.
- Holiday Pay Evidence:** A section showing 'DECLARED METHODS' (Accrued) and 'AUDIT VERIFICATION' (Contract clause 4.2 explicitly details accrual calculation. Payslips show distinct holiday pay balance).
- ENGINE ANOMALY LOG (0):** A section showing 'LINED IN ARTIFACT: HOLIDAY PAY POLICY.xls.pdf' and a 'VIEW SOURCE' button.
- No Forensic Anomalies:** A section stating 'No Forensic Anomalies' with 'Compliant with mathematical language'.



The intelligence platform for non-permanent workforce

Trusted & Supported by :



peoplexyz.ai

How accessible is your workplace? Scan the QR code to find out (or visit www.wearewakari.com)



1. Assess your workplace using Wakari

2. Get a bespoke report with insights

3. Action our recommendations and track progress



Need help building a disability confident workplace? Book Wakari to help you
– info@wearewakari.com

1

Accessibility awareness training



2

Guided Accessibility audit



3

Self-service Accessibility audit





Innovate
UK

Mathematics Support for AI and Productivity

Dr Dawn Geatches dawn.geatches@iukbc.org.uk

27 January 2026

Mathematical Sciences

ALL maths and closely related subjects, e.g.,

- Applied
- Pure
- Statistics
- Data Science
- Artificial Intelligence (all forms)

Why is maths part of IUK?



Our Work

Explore the diverse range of UK industries supported by Innovate UK Business Connect.

[AgriFood →](#)

[Chemistry →](#)

[Design →](#)

[Electronics →](#)

[Geospatial →](#)

[Industrial Maths →](#)

[Manufacturing →](#)

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[Robotics & AI →](#)

[Sensors →](#)

[Transport →](#)

[Place →](#)

[Invest in Innovation →](#)

[Business Growth →](#)

We create diverse connections to drive positive change.

At Innovate UK Business Connect we connect innovators with new partners and new opportunities beyond their existing thinking – accelerating ambitious ideas into real-world solutions.

[Biotechnology →](#)

[Creative Industries →](#)

[Digital →](#)

[Energy →](#)

[Health →](#)

[Infrastructure →](#)

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[Security & Defence →](#)

[Space →](#)

[Water →](#)

[Global Alliance →](#)

[Sustainability →](#)

[Knowledge Transfer →](#)

[Partnerships](#)

Featured Sector Information

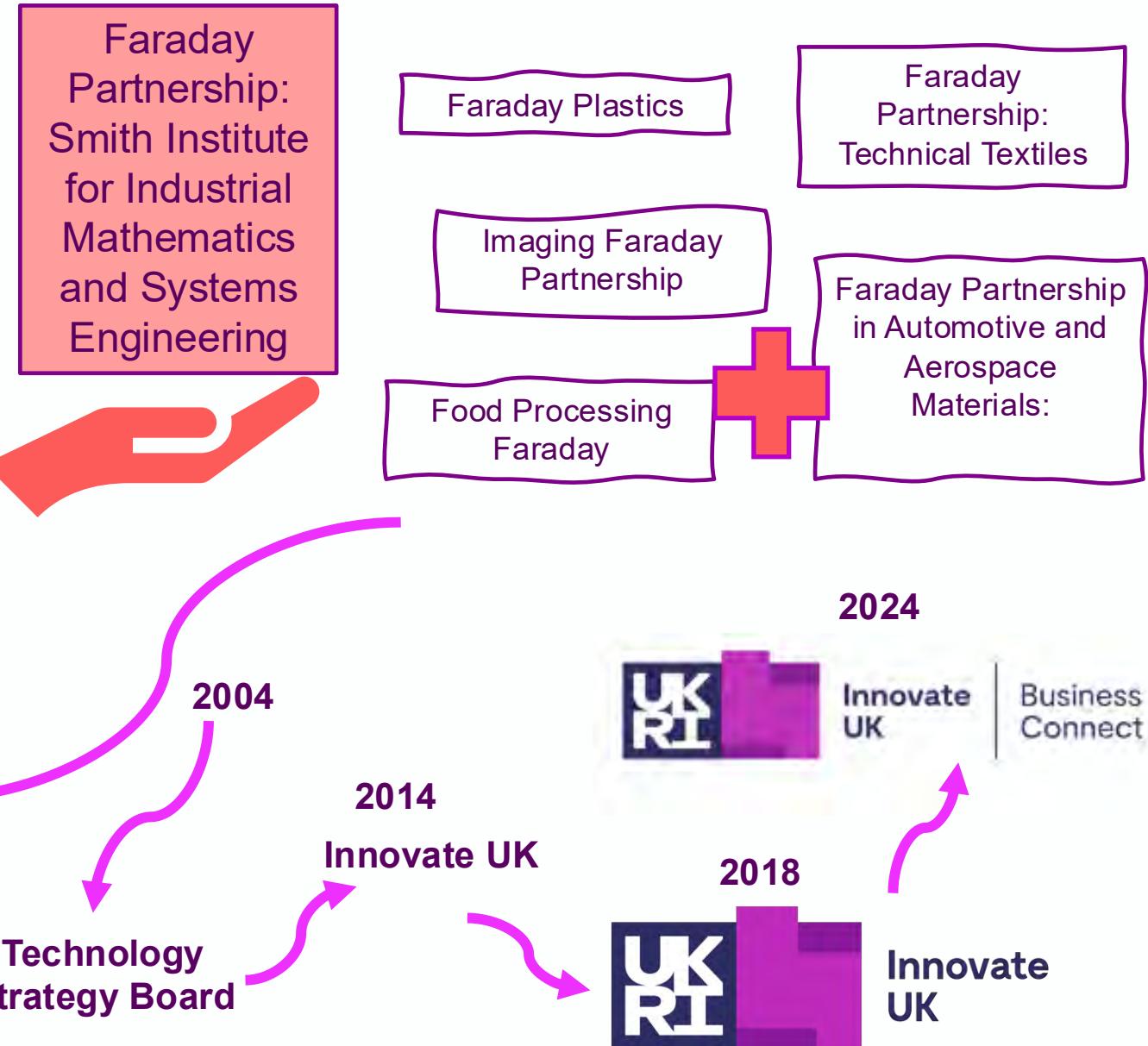


Connecting for positive change

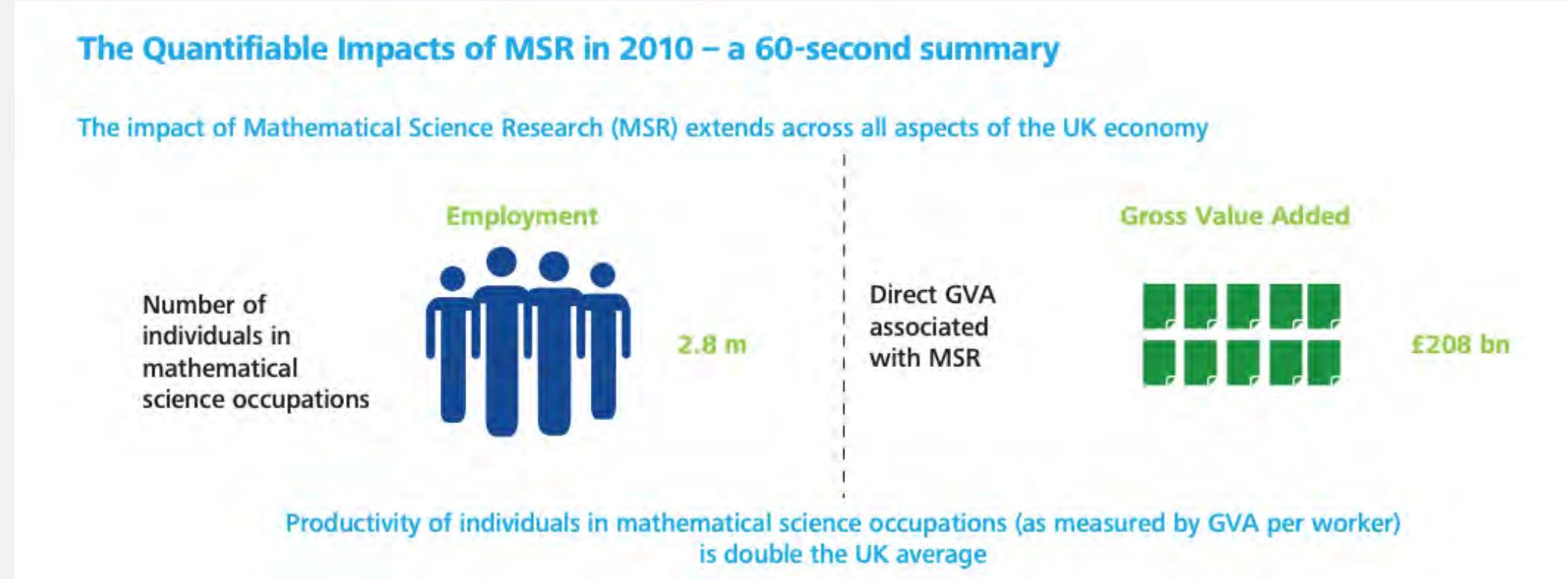
Battery tech innovators advancing electrification across sectors at Innovate UK's second industry...

[Read more →](#)

Why is maths part of IUK?



Economic impacts of maths research pre- AI era



Maths across all sectors

MSR is most embedded in research-led industries but its contribution to employment is also high in absolute terms in other sectors such as construction

Mathematical science occupation jobs as % of total employment in sector



R&D: 80%



Computer Services: 70%



Aircraft & Spacecraft: 50%



Pharmaceuticals: 50%



Architectural Activities and Technical Consulting: 40%

Top 5 sectors for mathematical science occupations (absolute numbers)



Computer Services: 347k



Public Administration and Defence: 257k



Architectural Activities and Technical Consulting: 213k



Construction: 204k



Education: 189k

Source: Deloitte

MSR's contribution to GVA is largest in sectors in higher productivity sectors that also have a high employment or customer base

Direct MSR GVA contribution



Banking & Finance: £27 bn



Computer Services: £19 bn



Pharmaceuticals: £16 bn



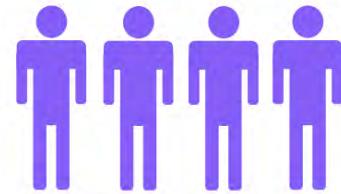
Construction: £13 bn



Public Administration and Defence: £12 bn

Economic impacts of maths research 2023

Employment



4.2 million

Mathematical science occupations constituted **13%** of UK employment.

Remuneration



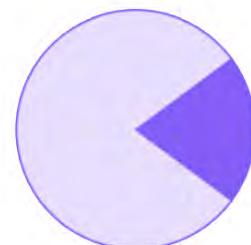
UK average
£42,000



£52,000

Salaries in mathematical science occupations were **24% higher** than the UK average.

Direct GVA impact



£495 billion

GVA directly associated with mathematical sciences accounted for **20%** of the UK's total GVA.

Productivity (GVA per worker)



UK average
£74,000

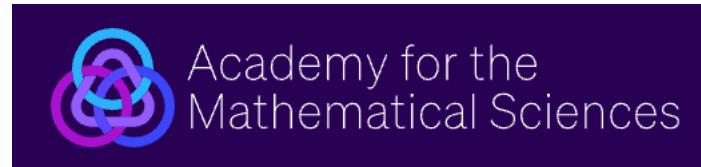


£117,000

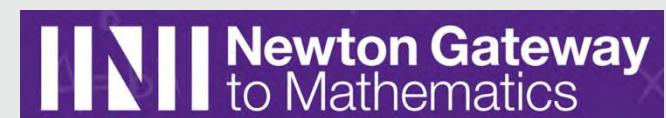
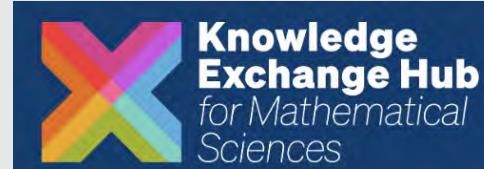
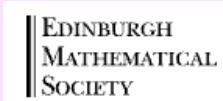
Workers in mathematical science occupations were **58% more productive** than the UK average.

Academy for the Mathematical Sciences, 2023; 'Quantifying the UK economic contribution of the mathematical sciences in 2023'

Who I work with in Maths



Advisory
Committee on
Mathematics
Education



Modelling productivity?

A toy model

Modelling the productivity of a Knowledge Transfer Manager (KTM)

To build *supportive*, sector networks by *connecting* and *convening* business, industry, government and academia

Supportive, connecting, convening

Making introductions:

- Receiving and sending emails – reading and composing



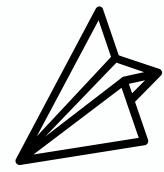
Raising awareness of opportunities:

- Receiving and sending emails – reading and composing



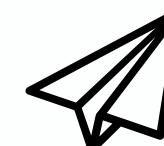
Providing guidance:

- Receiving and sending emails – reading and composing



Arranging and attending sector meetings:

- Receiving and sending emails – reading and composing



Innovate
UK

Business
Connect

Exploring the productivity of a Knowledge Transfer Manager (KTM)

What is the maximum size (MaxSize) of a sector network that a KTM can curate before becoming overwhelmed?

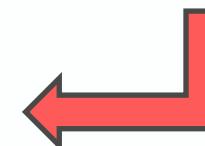
Key activity:

Receiving and sending emails –
reading and composing



Time spent depends on purpose
of email

Making introductions:	15 mins
Raising awareness of opportunities:	10 mins
Providing guidance:	30 mins
Arranging and attending sector meetings:	20 mins



Per 7.5 hour day, estimate 4 hours spent on these activities and every day 5%
of MaxSize is active

Exploring the productivity of a Knowledge Transfer Manager (KTM)

Per 7.5 hour day, estimate 4 hours (240 mins) spent on these activities and every day 5% of MaxSize is active

AND the relative percentage of the different activities are:

Making introductions: 35%

Raising awareness of opportunities: 20%

Providing guidance: 30%

Arranging and attending sector meetings: 15%

So, per 4 hours spent on these activities we have:

$$(0.35 * 0.05\text{MaxSize} * 15\text{mins}) + (0.20 * 0.05\text{MaxSize} * 10\text{ mins}) + (0.30 * 0.05\text{MaxSize} * 30\text{mins}) + (0.15 * 0.05\text{MaxSize} * 20\text{mins}) \leq 240 \text{ mins}$$

$$\text{i.e., } 0.2625\text{MaxSize} + 0.1\text{MaxSize} + 0.45\text{MaxSize} + 0.15\text{MaxSize} \leq 240. \text{ So, } 0.9625\text{MaxSize} \leq 240$$

Therefore

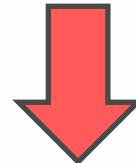
MaxSize ≤ 249.35 , i.e., 249 people

Exploring the productivity of a Knowledge Transfer Manager (KTM)

There are >250,000 individuals in our database and it's growing daily

There are about 200 KTM's covering all sectors, the average size of each sector is **1250 individuals**

BUT MaxSize (of sector) needs to be less than 249 people!



Clearly, we need help to: *Not* become overwhelmed; *Grow* our networks and *Increase* productivity

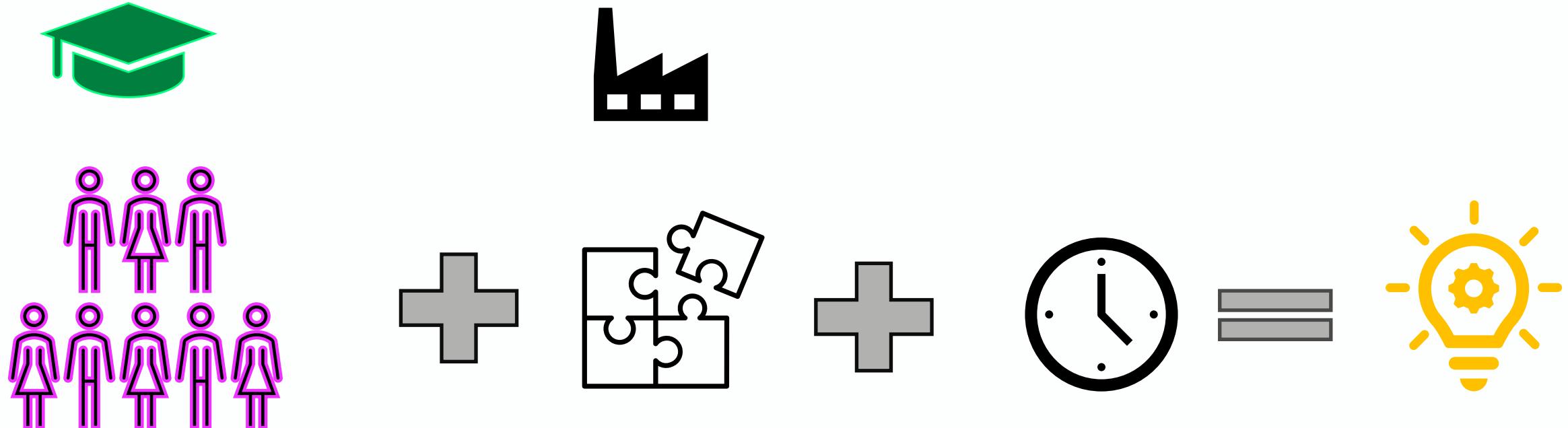


Purpose-built AI tools that can reduce the (email) burden

How do work with the mathematical sciences communities?

STUDY GROUPS

What are maths study groups?



“...a unique method of facilitating consultancy and academic interaction that provides benefits lasting many years after the study group.”

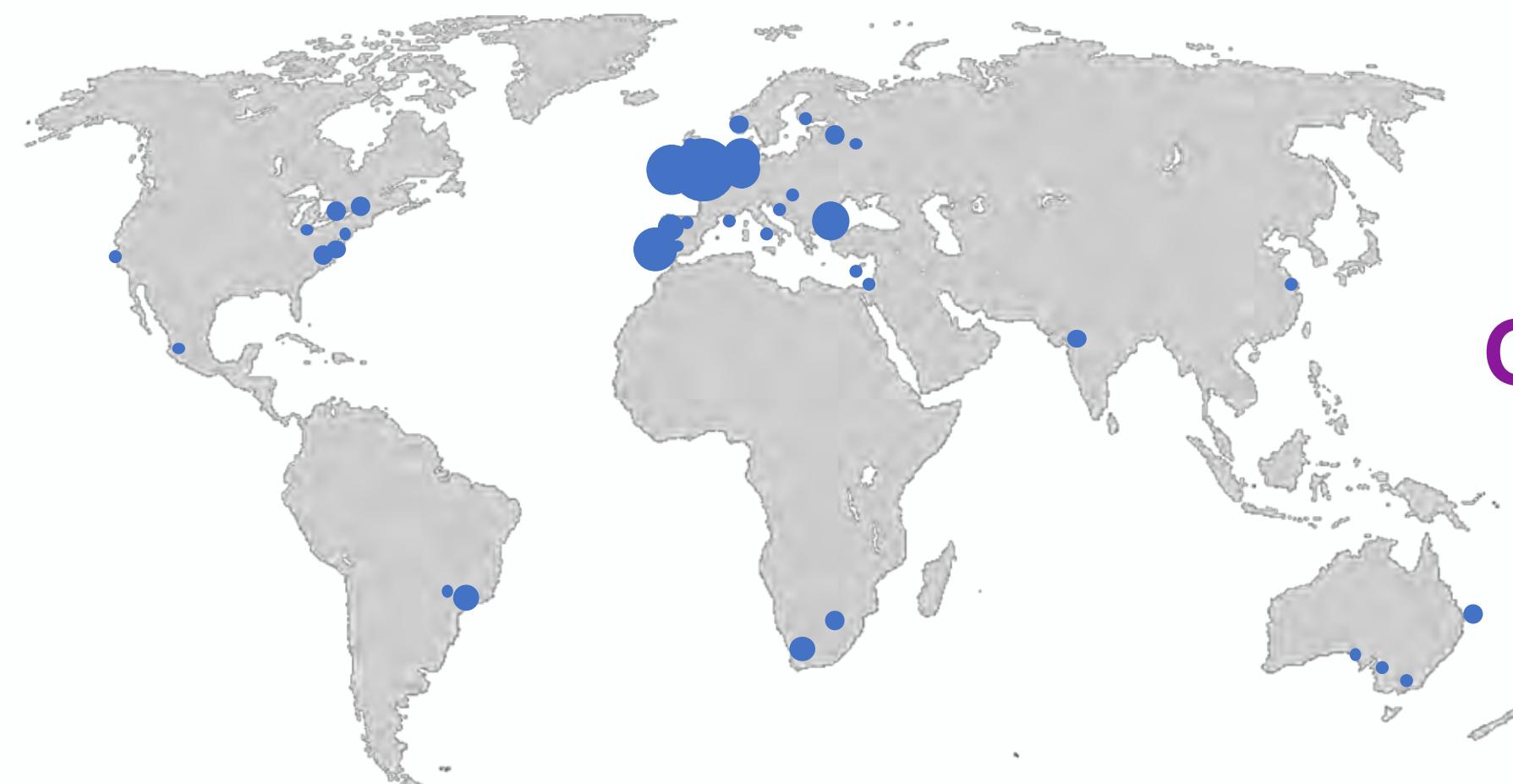
Anonymous Study Group Feedback (2019)
Study-groups-with-industry-from-MT-Dec-19.pdf

Why study groups in mathematics?

First Mathematics Study Group with Industry: Oxford, 1968

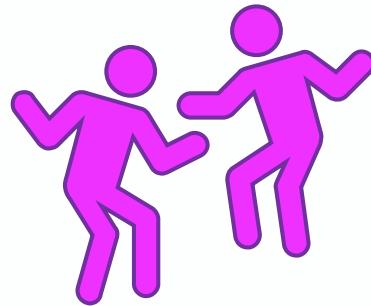
- Mr Herne from the **National Coal Board**, Harrow, came to discuss the problem of the analysis of moving granular material and, in particular, the **motion of large quantities of coal** in a bunker.
- Dr Huggill, from **ICI Wilmslow**, had a problem concerning the **injection moulding of a circular disc of plastic**.
- Mr Paull, from **Rolls Royce** Bristol, was concerned with **viscous flows** in situations such as internal flows where standard boundary layer computations were inappropriate.
- Mr Brereton from **CEGB, Computing Branch** had a problem concerning the **dynamics of steam generation in a nuclear-fired once-through boiler**.
- Mr Cardwell from **British Railways**, Derby was concerned with the **dynamic behaviour of a current collection system** for all electric locomotive.

Where are maths study groups held?



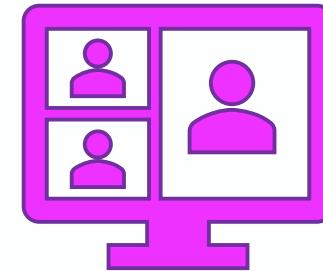
Global Spread

How do maths study groups work?



In-person European SG with Industry (ESGI)

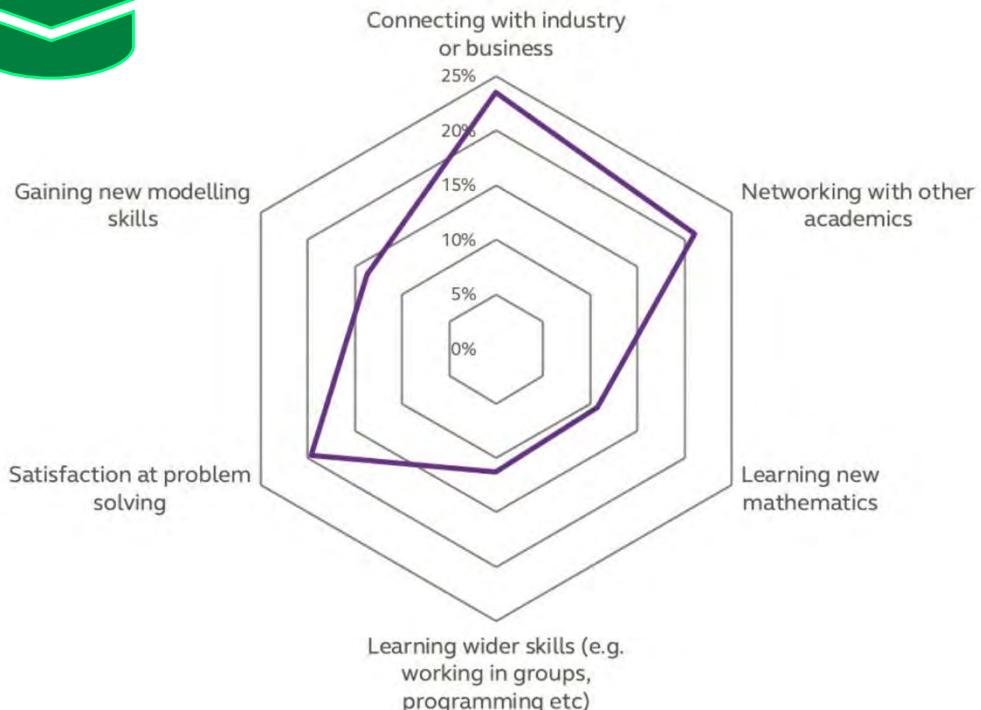
Companies pay to present their challenge
(and/or receive subsidies to attend)



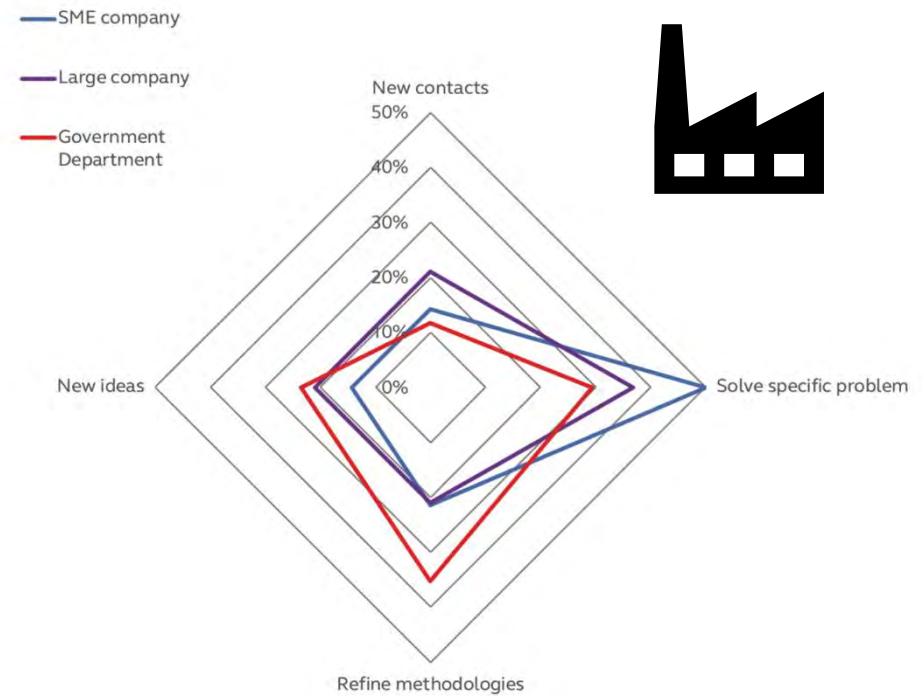
Virtual Study Groups (VSGs)

Free

Who attends and why?



1. Discovering new problems and research areas with practical applications.
2. The possibility of further projects and collaboration with industry.
3. The opportunity for future funding.



1. The possibility of a quick solution to their problem, or at least guidance on a way forward.
2. Mathematicians can help to identify and correctly formulate a problem for further study.
3. Access to state-of-the-art techniques.
4. Building contacts with top researchers in a given field

What are the outcomes from maths study groups?



European Study Group with Industry (ESGI)



<https://www.cambridge.org/engage/miir/eve nt-details/650a051eb927619fe77215ee>

Hospitality

[Working Paper](#)

Tourism Forecasting and Environment

Ann Smith, Markus Dablander, Constantin Octavian Puiu, Brady...

39 Downloads

Biomedical & Healthcare

[Working Paper](#)

Pulsatile flow for enhanced blood filtration in dialysis

Tarek Acila, Ankush Aggarwal, Matthew Durey, Torin Fastnedge...

49 Downloads

Materials processing

[Working Paper](#)

Mathematical modelling of a silicon carbide (SiC) pilot furnace

James Andrews, Aitor Azemar, Atrayee Bhattacharya, Charlie E...

39 Downloads

Electronics

[Working Paper](#)

Solution of drift-diffusion models for Organic Light Emitting Diodes (OLEDs)

Will Clarke, Simon Urbainczyk, Gergana V. Velikova, Maxim Zys...

90 Downloads

Food and Drink

[Working Paper](#)

Microwave cooking of thin potato discs

Chris J. Budd OBE, Paulo S. Piva, Matthew D. Shirley, Robert J...

57 Downloads

Biomedical & Healthcare

[Working Paper](#)

Developing The Public Health Scotland Whole System Model: A Report

Gbeminiyi Joshua Oyedele, Jeremy Budd, Daire Byrne, Xander ...

57 Downloads



So what are the impacts from the in-person study groups?

European Study Group with Industry (ESGI)

≡ 180 ESGI



<https://sites.google.com/view/180esgi/home>

I didn't know much about the study group process before this week, and I have been bowled over by the experience.

Working with a range of people was great. The ability to talk through ideas within the team and with other organisations helped me to see new worlds of opportunity.

Public Health Scotland

Study group provided an excellent opportunity to us to develop modelling ideas using Abagold data. This also provided an excellent networking opportunity, to be able to explore other avenues to support Abagold. Overall, a very fulfilling experience. Abagold –Abalone Farm

How do the virtual study groups work?



<https://www.vkemsuk.org/>

Virtual forum for Knowledge Exchange in Mathematical Sciences (V-KEMS)

3 *Virtual Study Groups (VSGs) per year

3 days per VSG

3 challenges per VSG



 Isaac Newton Institute for Mathematical Sciences

 Newton Gateway to Mathematics

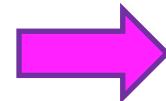


The main aim is to

- Explore **BIG SOCIETAL challenges** from business and industry, the third sector, and other organisations outside academia.



Who attends virtual study groups?



River Networks for Road Run-Off Analysis

What are the outcomes and impacts of the virtual study groups?



Aberdeen • Dundee • Dunfermline • Edinburgh • Glasgow • Inverness • Perth • Stirling



- 2 summary reports
- 2 longer reports
- Successful application to ICMS for follow-on funding



On-going follow-up



Software development

3 x MSc Projects

Hybrid meeting @ICMS, Edinburgh

Future KTP/s?



Thank you



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Innovate UK



Innovate UK



Introduction to **Innovate UK** **Business Growth**



Innovate
UK

Business
Growth

Presenter introduction

Katie Toone

Ecosystem Innovation & Growth Specialist

Background:

- **35 years experience gained in investment banking, commerce and the not-for-profit sector.**
- **Investment readiness specialist, including sustainable/impact finance.**
- **Worked in senior investment advisory roles with a blue-chip institutional client base across Europe and beyond.**
- **Experience in senior strategic sales and marketing, communications.**





Innovate UK Business Growth

The indispensable partner for ambitious innovators

We equip innovation-focused businesses to **make the best strategic choices** and **harness the right resources** to accelerate their growth.

Thousands of innovators benefit from our **intensive and tailored advisory support** to achieve their ambitious goals every year.

We are in their corner – do you want us in yours? Visit iukbg.ukri.org to learn more.

“Innovate UK Business Growth gave us the tools to grow with confidence”

Natali Georgieva, Co-founder at ALIANAz

97% of clients would recommend us

94% report that our service has had a positive impact on their growth

Who do we support?

- Ambitious, innovation-focused businesses that are growing strongly or have high growth potential
- Registered at Companies House with up to 250 employees
- Management teams motivated to engage fully with us to help achieve growth milestones



A service designed around your needs



Innovate
UK

Business
Growth



Innovate UK Business Growth

Innovate UK provides high-quality strategic advisory support as a partner to its clients. The Innovate UK Business Growth service uniquely combines:



A comprehensive spectrum of innovation and commercial expertise



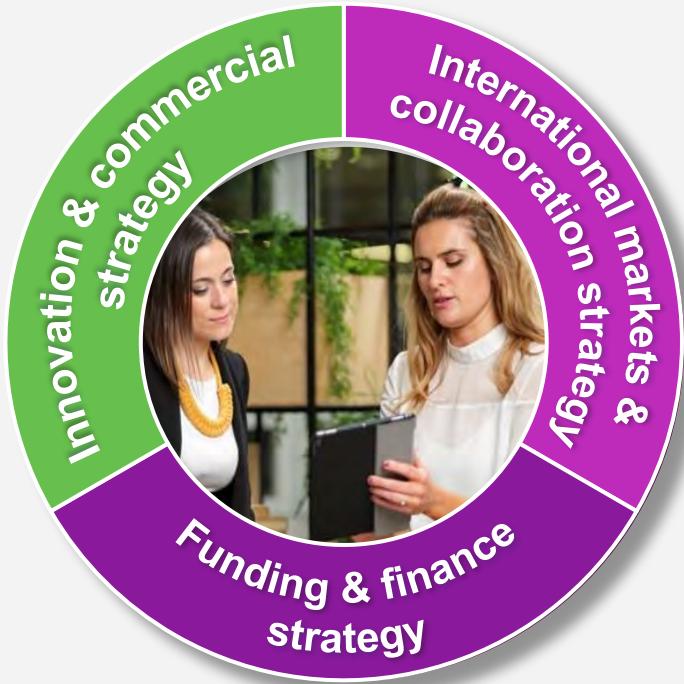
A single access point to the most significant regional, national and international innovation resources



1:1 support that is flexible and tailored in focus and timescale to the individual needs of innovative businesses



Specialists with comprehensive expertise to help you hone your strategy



Innovation and growth specialists and scaleup directors nationwide, who are also plugged into technical experts across Innovate UK and beyond.

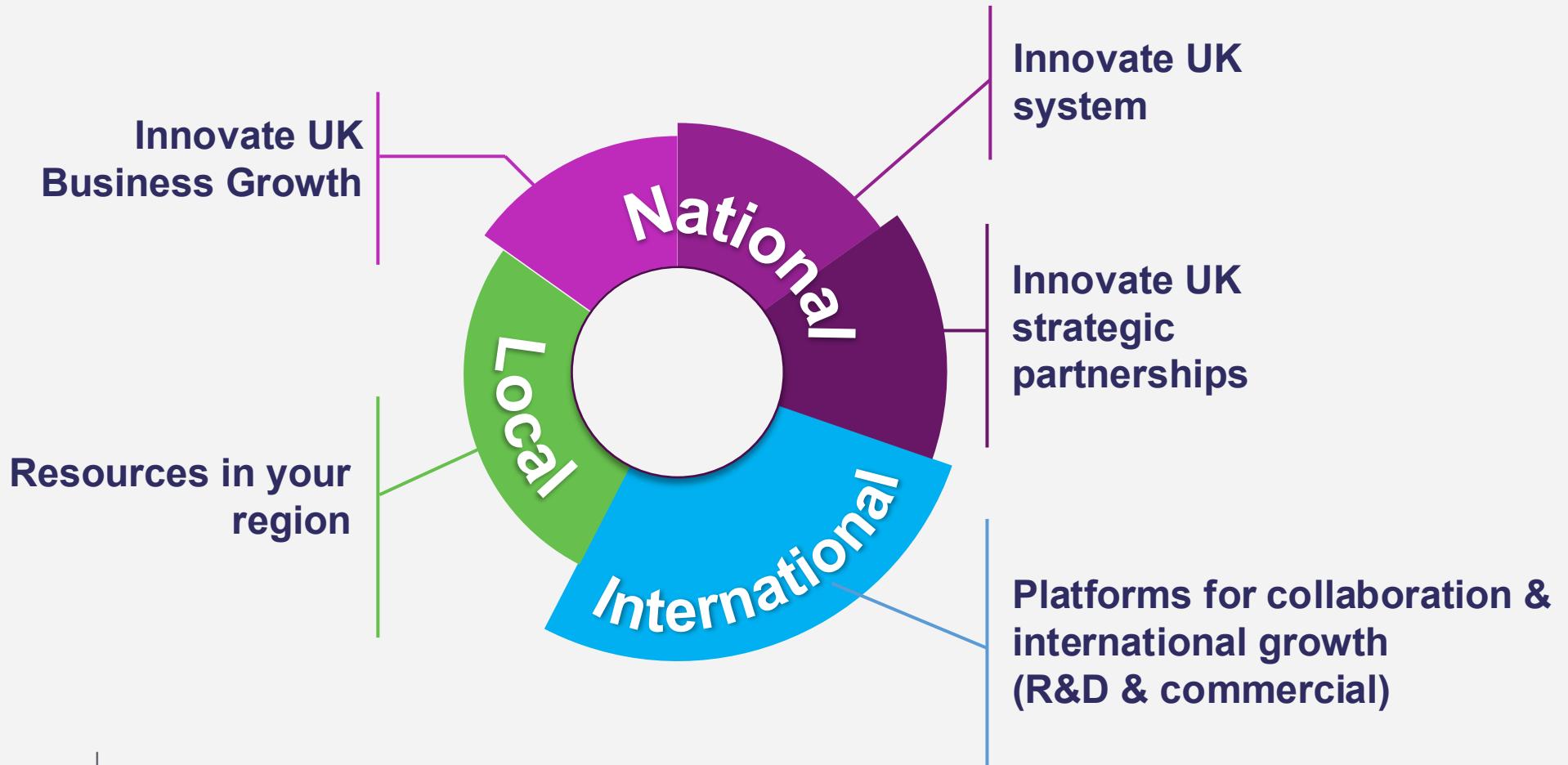
With the commercial acumen and innovation experience to help clients hone their growth strategies and accelerate their progress in three broad areas.

“Our specialist’s knowledge and experience...has been incredibly helpful and comforting. The...ups and downs can be tough but having that consistent sounding board has made a huge difference.”

Jason Mashinchi, Managing Director at Cambridge Kinetics



Providing access to local, national & international resources





Flexible advisory support through growth stages

We provide tailored support so that you can achieve milestones

We help you to articulate a growth strategy



We open the right doors and cultivate your capabilities

You will be primed for game-changing investment and harnessing advanced commercial support

We take an holistic view of the business and identify specific challenges & needs with you



Innovate
UK

Business
Growth

Spotlight on areas of strategic focus



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UK

Business
Growth



Innovation & Commercial Strategy

Strategic support to:

- Manage innovation effectively
- Commercialise and scale more rapidly
- Access the right resources at the right time within the innovation ecosystem



“I recommend Innovate UK Business Growth to any innovation-driven growth business. Our dedicated specialist has made a decisive contribution to our success.” **Neciah Dorh, FluoretiQ**

Funding & Finance Strategy

Strategic support to identify your business objectives and determine which of the grant funding options and / or capital options will get you there.



“We’re thriving in a disruptive sector with Innovate UK Business Growth support. Its strategic input has been invaluable to help grow our business.” **Mark Hewitt, ICAX**



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UK

Business
Growth

International Markets & Collaboration Strategy

Strategic support to:

- Explore and enter global markets
- Pursue international collaborations
- Accelerate global growth and scaling



“Innovate UK Business Growth helped me grow my innovation-led business so we can create a new era of AI-enabled healthcare.” **Peter Mountney, Odin Vision**



Innovate
UK

Business
Growth

Scaleup Programme

Scaling companies have **opportunities and challenges on multiple fronts** as they prepare for **serious fundraising and international expansion** to become the next **champions for British innovation** on the global stage.

Innovate UK's Scaleup Programme is for **clients with the highest growth potential**, offering enhanced coaching from an **expert Scaleup Board** and its **extended connections**.



“Innovate UK Business Growth has brought my R&D-intensive business huge benefits. We have doubled in size this year and its scaling support has been critical.” **Paul Holt, Photocentric**



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Learn more

Visit our website:
www.iukbg.ukri.org



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Thank you!



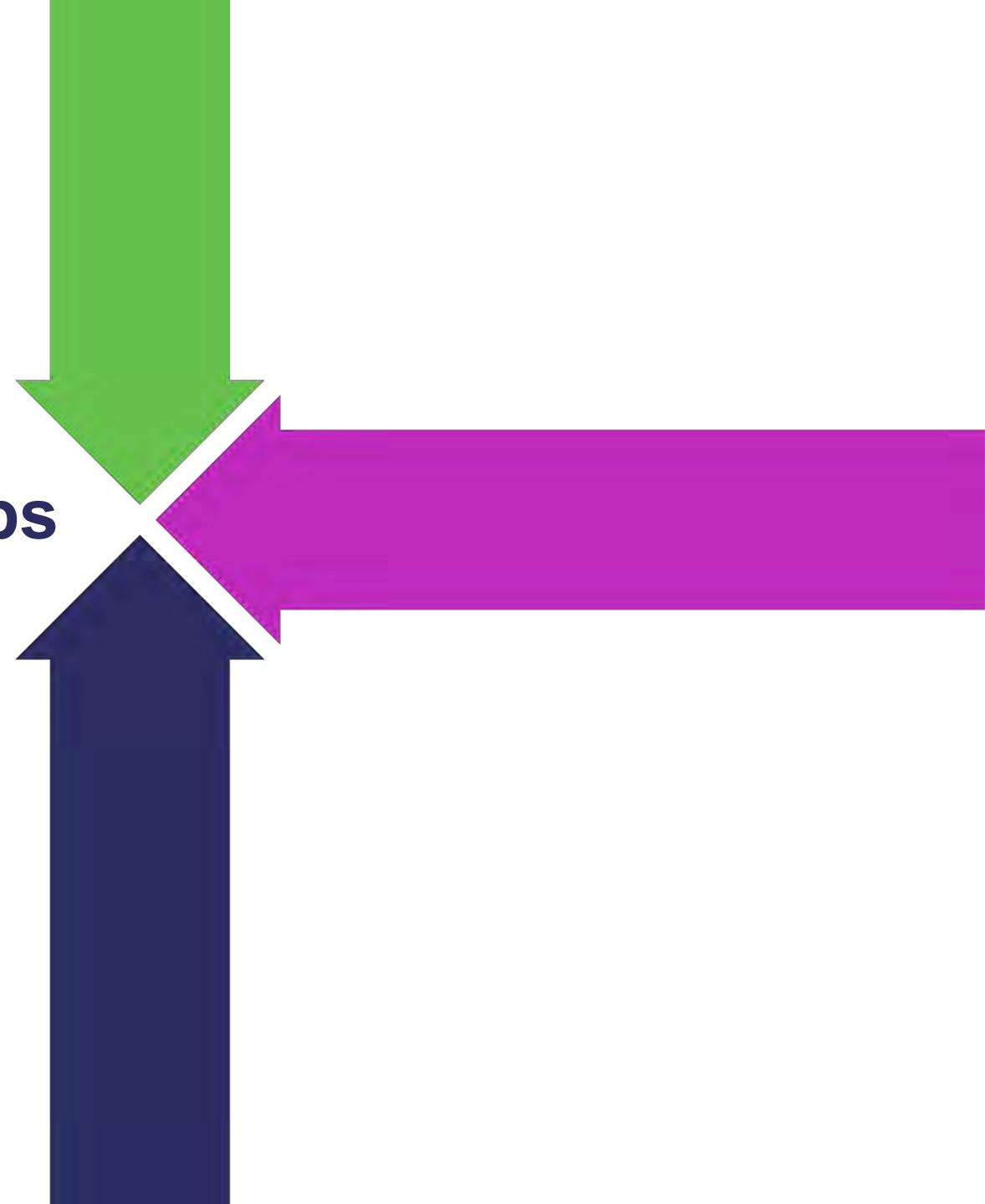
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Business
Growth

Knowledge Transfer Partnerships

Dr Imrana Mushtaq

**Knowledge Transfer Adviser
Greater Manchester Region**



Introducing Knowledge Transfer Partnerships (KTP)

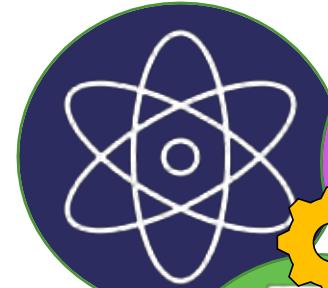
KTP is:

A three-way partnership that provides

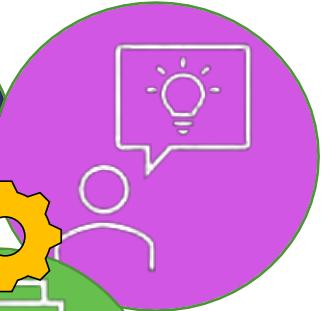
- **Expertise** to innovate
- **Funding** to enable
- **Resource** to deliver transformational positive change

This change can be economic, societal or environmental

ACADEMIC



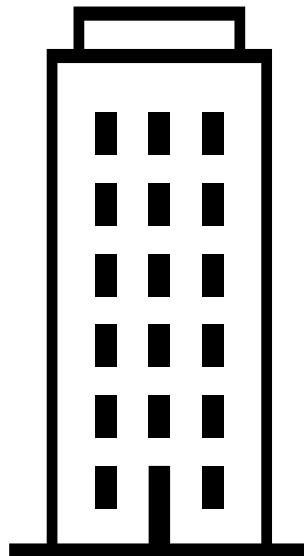
ASSOCIATE



BUSINESS

KTP Eligibility

IUK Grant rates
SME: 67%
Large Companies:
50%



Business Partner

UK Registered Business

- Size, location & type of business determines grant rate
- If part of a group, overall size of group should be declared

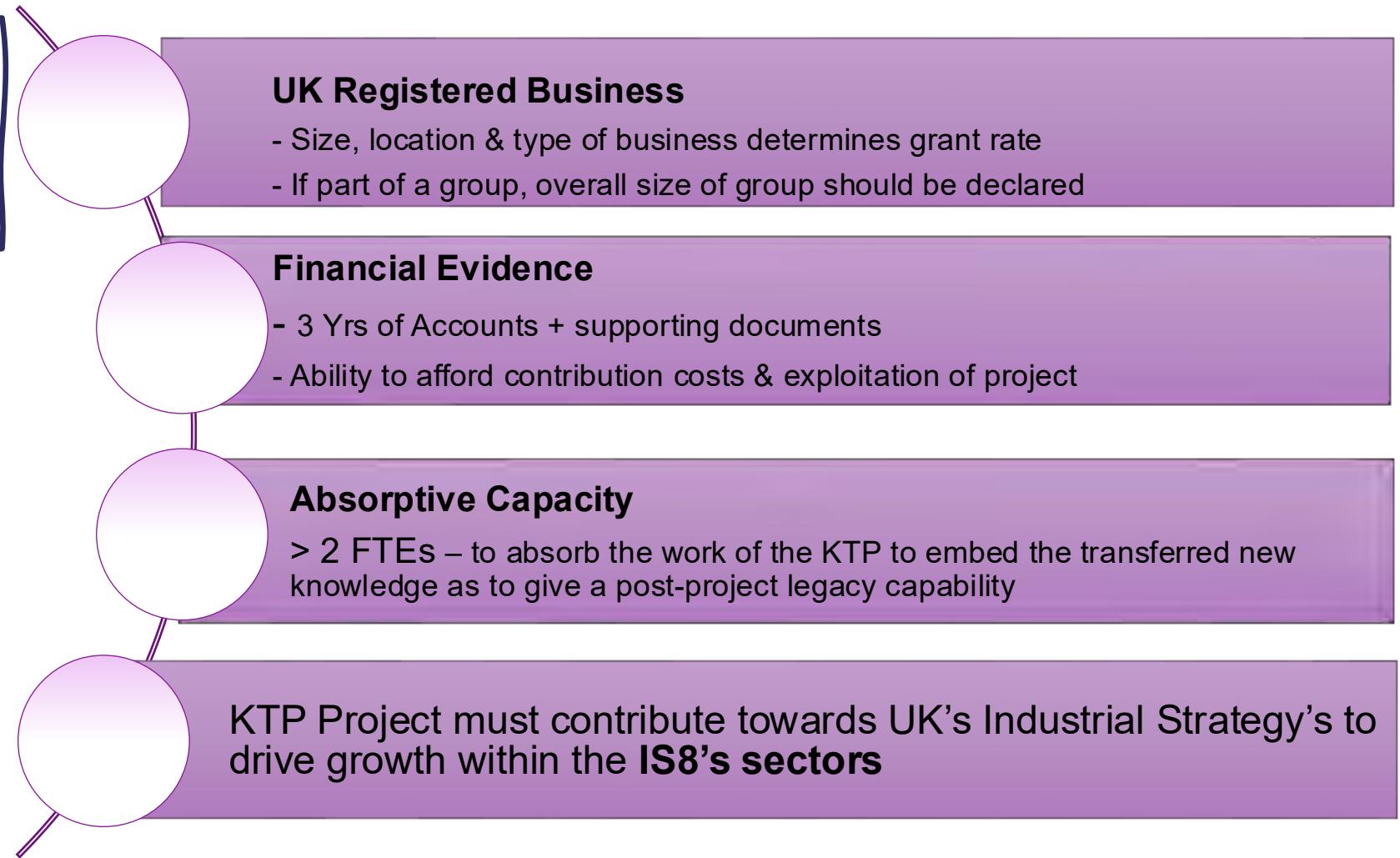
Financial Evidence

- 3 Yrs of Accounts + supporting documents
- Ability to afford contribution costs & exploitation of project

Absorptive Capacity

> 2 FTEs – to absorb the work of the KTP to embed the transferred new knowledge as to give a post-project legacy capability

KTP Project must contribute towards UK's Industrial Strategy's to drive growth within the **IS8's sectors**





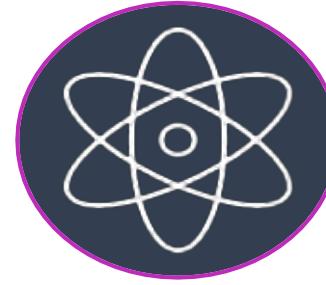
Business

- Access to **academic expertise**
- Accelerated, **de-risked innovation**
- **Competitive advantage**
- **Increased Revenue** and profit growth
- **New or improved products/services/ processes**
- Potential for new IP
- Positive **societal / environmental** impact.
- **Ongoing collaborations** with academia to unlock new opportunities.



Associate

- Unique **career springboard**, applying subject expertise to solve a **real-world challenge**.
- Valuable **leadership**, management and project management **skills**.
- Competitive **salary & generous professional development budget**.
- **Mentoring & coaching** provided by Knowledge Transfer Adviser.



Academic

- Opportunity to apply research to a **real-world challenge**.
- Generates conference, **journal papers** and **case studies**.
- **Enriches** teaching materials & **inspires** student projects.
- **Source of valuable research income**.
- Fosters **strategic relationship** with business & develops commercial awareness.





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UK

Knowledge
Transfer
Partnerships

Between 2010 - 2020 **KTP**
generated over £2 billion for the UK
economy through the projects it
supported

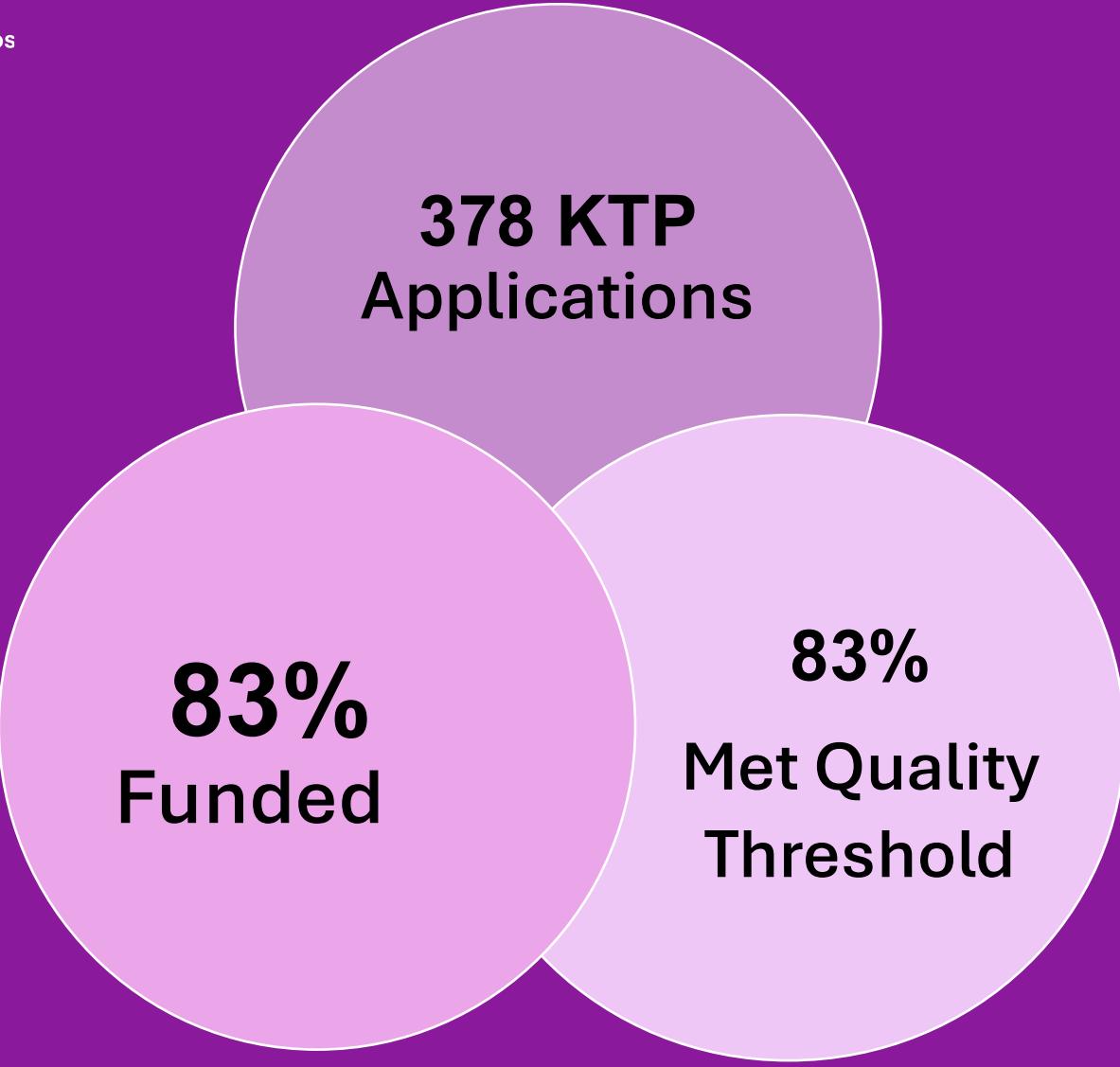
A thick, vertical green arrow pointing downwards, positioned on the right side of the slide. At the bottom, the arrow meets a horizontal pink bar that extends across the width of the slide. The arrow is partially cut off by the slide's edge.



Innovate
UK

Knowledge
Transfer
Partnerships

2024 - 2025



**378 KTP
Applications**

83%
Funded

83%
Met Quality
Threshold

*“If you look at history,
innovation does not come
from giving people incentives;
it comes from creating
environments where their
ideas can connect”*

Steven Johnson

