

WORKING FUTURES 2026 · THE ANNUAL SUMMIT

The agenda

Seven pillars of debate. One day to redesign how work works – for the HR leaders building what comes next.

DATE

Tuesday 24 November 2026

A full day, by invitation only

VENUE

Leonardo Royal Hotel, St Paul's

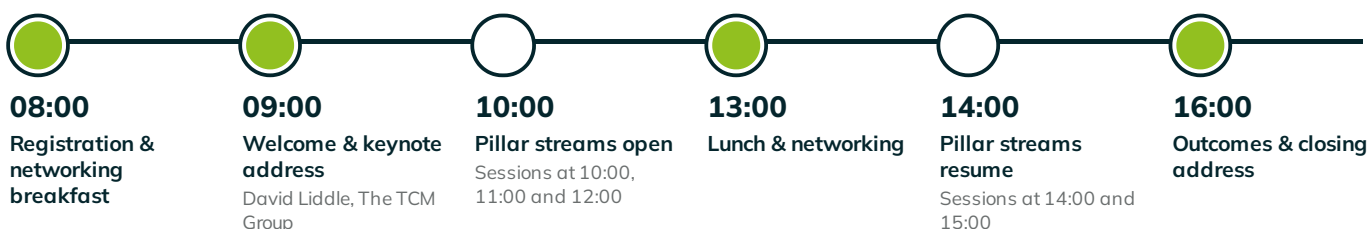
10 Godliman Street, London EC4V 5AJ

HEADLINE PARTNER



The shape of the day

A full day, by invitation only, for Chief People Officers and the senior HR leaders who report to them: seven parallel pillar streams, five sessions in each, bookended by a keynote and a closing plenary, with over 200 senior HR leaders, 35 facilitators and 40 partners in the room.



Opening keynote



KEYNOTE ADDRESS · 09:00

David Liddle

Founder & CEO, The TCM Group

HR's Most Influential Thinker 2025



The Leadership Shift: Why People and Culture Is Reshaping the Future of Work

Leadership models are struggling to keep pace with rising complexity, fractured trust and fast AI adoption. Drawing on his book People and Culture, David challenges how organisations see people – not as resources or assets, but as cultural citizens who shape trust and shared purpose.

7
Pillars of debate

35
Facilitated sessions

200+
Senior HR leaders in the room

40
Partners shaping the day

The road to 24 November



THE AGE OF
CONTINUOUS
TRANSFORMATION
A WORKING FUTURES CAPSTONE

Since September, Working Futures has been publishing The Age of Continuous Transformation: a weekly series arguing that transformation no longer has an end date, and working through each of the seven workforce pillars in turn. Every pillar stream on 24 November picks up where the series leaves off, so the day starts from the evidence, not from a blank page.

Read the series at workingfutures.co/continuous-transformation

The programme at a glance

Seven parallel pillar streams run from 10:00 to 15:50, with five facilitated sessions in each. Pick a pillar for the day, or move between rooms session by session. Session facilitators are being confirmed and will be announced ahead of the day.

	P1 AI & the Reinvention of HR	P2 Skills & the Superworker	P3 Talent Acquisition & the Total Workforce	P4 Org Design & Workforce Strategy	P5 Leadership & Managers	P6 Culture, Engagement & Performance	P7 Reward, Pay & Productivity
					 Putting People First™		
08:00	Registration & networking breakfast						
09:00	Welcome & keynote address – David Liddle, The TCM Group						
10:00	AI Act & HR: A 12-Month Compliance Sprint	Skills OS: From Taxonomy to Operating System	Designing the Total Talent Portfolio	Designing Human-AI Teams: Roles, Interfaces & Guardrails	The Manager Makeover: Capabilities for 2026	Culture Activation: Values to Behaviours	Pay Transparency & Equity: Getting Audit-Ready
11:00	From Pilots to Productivity: Quantifying GenAI ROI in HR Ops	Internal Gigs & Projects: A Marketplace that Moves People	Contingent Workforce Governance & Visibility	Networked Structures: From Hierarchies to Mission Teams	From Inspiration to System: Operating Rhythms	Wellbeing with Impact: From Perks to Performance	Skills-Linked Reward: From Roles to Capabilities
12:00	Trust by Design: Bias, Explainability & Model Monitoring	Measuring Skills Supply-Demand & Redeploying at Speed	Service Delivery Modernisation: HR as a Product	Strategic Workforce Planning 2.0	Team OS: Norms, Tools & Metrics that Move Performance	Inclusion 2.0: Making DEI Measurable & Business-Critical	Productivity & Time: Evidence-Led Redesign of Work
13:00	Lunch & networking						
14:00	Unified People Data: Warehouses, Lakehouses & Graphs	Credentialing & Verification: Micro-paths that Matter	Automation in HR: Where Bots Actually Pay Back	Change that Sticks: Routinising Change vs. 'Change Fatigue'	Coaching at Scale: Blending Humans, AI & Communities	EX by Design: Journey Mapping for Moments that Matter	Benefits that Matter: Financial Wellbeing & Choice
15:00	Copilots for Managers: Safe Deployments at Scale	Career Experiences, Not Ladders: Enablement for Mobility	Partner & Supplier Ecosystems for Speed & Innovation	Global Mobility & Compliance by Design	Succession in Flat, Fluid Organisations	Hybrid 3.0: Presence, Autonomy & Team Agreements	Recognition that Drives Outcomes
16:00	Outcomes & closing address						

Our partners

Working Futures 2026 is delivered in partnership with the leaders building the future of the workplace.

HEADLINE PARTNER



STREAM PARTNERS



P1 · AI & the Reinvention of HR



P2 · Skills & the Superworker



P3 · Talent Acquisition & the Total Workforce



P4 · Org Design & Workforce Strategy



P5 · Leadership & Managers



P6 · Culture, Engagement & Performance



P7 · Reward, Pay & Productivity

The sessions, pillar by pillar

Five facilitated sessions in each pillar stream. Sessions run on the hour, with a short break between them; all seven streams pause for lunch at 13:00.

P1

AI & the Reinvention of HR

AI, data & responsible HR tech – regulation-ready

STREAM
PARTNER



10:00

AI Act & HR: A 12-Month Compliance Sprint

How HR leaders can prepare HR systems and governance to meet AI regulatory obligations.

11:00

From Pilots to Productivity: Quantifying GenAI ROI in HR Ops

Moving from experimentation to measurable value in HR's use of AI.

12:00

Trust by Design: Bias, Explainability & Model Monitoring

Building fairness and transparency into AI-enabled HR processes for people decisions.

14:00

Unified People Data: Warehouses, Lakehouses & Graphs

Structuring data to connect employee experience, finance and talent insights.

15:00

Copilots for Managers: Safe Deployments at Scale

Ensuring responsible, secure and effective AI assistant rollouts for people managers.

P2

Skills & the Superworker

Skills, mobility & internal marketplaces

STREAM
PARTNER



10:00

Skills OS: From Taxonomy to Operating System

Turning skill taxonomies into actionable workforce infrastructure.

11:00

Internal Gigs & Projects: A Marketplace that Moves People

Structuring gig platforms that drive measurable internal mobility.

12:00

Measuring Skills Supply–Demand & Redeploying at Speed

Using analytics to anticipate demand and redeploy talent efficiently.

14:00

Credentialing & Verification: Micro-paths that Matter

Making learning pathways credible through validated credentials.

15:00

Career Experiences, Not Ladders: Enablement for Mobility

Equipping managers to guide career growth through experiences, not hierarchy.

P3

Talent Acquisition & the Total Workforce

Total talent, workforce ecosystems & automation

STREAM
PARTNER



10:00

Designing the Total Talent Portfolio

Balancing permanent, contingent and automated talent sources for agility.

11:00

Contingent Workforce Governance & Visibility

Managing external talent with transparency and control.

12:00

Service Delivery Modernisation: HR as a Product

Reframing HR service delivery for speed, UX and measurable outcomes.

14:00

Automation in HR: Where Bots Actually Pay Back

Identifying automation use cases that deliver tangible HR ROI.

15:00

Partner & Supplier Ecosystems for Speed & Innovation

Building supplier networks that accelerate innovation and scale.

P4

Org Design & Workforce Strategy

Org design, operating models & workforce agility

STREAM
PARTNER



10:00

Designing Human–AI Teams: Roles, Interfaces & Guardrails

Defining roles and rules for effective human–AI collaboration.

11:00

Networked Structures: From Hierarchies to Mission Teams

Transitioning from rigid hierarchies to adaptable network-based models.

12:00

Strategic Workforce Planning 2.0

Building dynamic planning models tied to business and capacity outcomes.

14:00

Change that Sticks: Routinising Change vs. 'Change Fatigue'

Embedding adaptability into culture to sustain transformation.

15:00

Global Mobility & Compliance by Design

Integrating flexibility and compliance into mobility and hybrid workforce policies.



The sessions, pillar by pillar (continued)

P5

Leadership & Managers

Leadership, managers & team effectiveness in the AI era

STREAM
PARTNER

TCM
GROUP

Putting
People First™

10:00

The Manager Makeover: Capabilities for 2026

Redefining leadership competencies for the era of automation and agility.

11:00

From Inspiration to System: Operating Rhythms

Building structure and cadence for resilient leadership in high-change environments.

12:00

Team OS: Norms, Tools & Metrics that Move Performance

Designing team systems that enhance focus, accountability and outcomes.

14:00

Coaching at Scale: Blending Humans, AI & Communities

Scaling coaching impact with AI, peer networks and digital tools.

15:00

Succession in Flat, Fluid Organisations

Building talent pipelines in flatter, project-based organisations.

P6

Culture, Engagement & Performance

Culture, engagement, inclusion & wellbeing

STREAM
PARTNER

Culture Amp

10:00

Culture Activation: Values to Behaviours

Turning corporate values into daily actions that reinforce culture.

11:00

Wellbeing with Impact: From Perks to Performance

Linking wellbeing strategies directly to productivity and business outcomes.

12:00

Inclusion 2.0: Making DEI Measurable & Business-Critical

Using data to embed inclusion as a performance driver.

14:00

EX by Design: Journey Mapping for Moments that Matter

Designing employee journeys to strengthen engagement at key touchpoints.

15:00

Hybrid 3.0: Presence, Autonomy & Team Agreements

Reimagining hybrid work norms for alignment and fairness.

P7

Reward, Pay & Productivity

Reward, pay, productivity & workforce economics

STREAM
PARTNER

O.C.TANNER

10:00

Pay Transparency & Equity: Getting Audit-Ready

Navigating pay legislation and ensuring equitable pay frameworks.

11:00

Skills-Linked Reward: From Roles to Capabilities

Tying compensation directly to demonstrated and in-demand skills.

12:00

Productivity & Time: Evidence-Led Redesign of Work

Using data to optimise time, focus and output.

14:00

Benefits that Matter: Financial Wellbeing & Choice

Personalising benefits that resonate with modern workforce needs.

15:00

Recognition that Drives Outcomes

Creating recognition programmes that reinforce strategic behaviours and results.

Your place at Working Futures 2026

One day in London that resets your 2027 people strategy – alongside over 200 senior HR leaders, 35 facilitators and 40 partners.

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08:00 registration · 16:00 close

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REGISTER YOUR PLACE

workingfutures.co/strategy-days/working-futures-november-2026-london/attendees

By invitation only · delegate passes are complimentary for qualifying senior HR leaders

