

ICPF Workforce Development Report

About this report:

Quarter 2 - 2025

The International Corrugated Packaging Foundation's (ICPF) Workforce Development Report is intended to provide ideas and resources to help industry companies attract, retain and develop a talented workforce in today's competitive environment. Each quarter, ICPF will include relevant resources, case studies and articles providing examples, best practices and ideas that can be incorporated into your current workforce playbook. Successful organizations share a few common elements, but perhaps the most important indicator of achievement is having the right people. This report is organized into two main sections: FINDING TALENT and RETAINING TALENT.

FINDING TALENT



Developing Talent Pipelines

Majority of Employee Referrals Made During Working Hours

SHRM - February 25, 2025

A recent study by employee referral platform, ERIN, examined how employees at large corporations engage with referral programs and revealed that 1 in 10 referrals resulted in a hire.

Call It What You Want, But DEI is Really a Talent Strategy

EHS Today - February 26, 2025

Understanding a core value of DEI is being able to see the context in which employees join their companies and understand their needs. Millennials and Gen Z are the most diverse workforce this country has ever had. And companies need to draw from this pool of talent, which views DEI in the workplace as essential.

How Manufacturers can Engage Youth in Their Communities

Industry Week - March 3, 2025

Creating community engagement programs is a lot of work, but you can also leverage your network, and your employees' networks, to align with other stakeholders. This article offers some approaches to consider.

Time for a Change in Education Requirements for Jobs

EHS Today - April 3, 2025

Building credentials within our education system is a first step to other forms of education that respond directly to the skills needed for current and future jobs.



In This Report - The World Economic Forum's February 2025 White Paper:

Putting Talent at the Centre

*"Research shows that companies typically spend three times more on talent than capital equipment, but they lack the same rigorous investment approach for talent – particularly at the frontline level. **Success requires locally tailored strategies and investment in six core capabilities beyond compensation.**"*

make innovative talent investments across 6 capabilities:

1. Work Design & Safety
2. Talent Planning
3. Attraction & Onboarding
4. Talent Development
5. Talent Effectiveness
6. Culture & Experience





Optimizing the Hiring Process

Psst, Employers: AI Interviewers May Be Alienating Applicants

HR Dive - June 2, 2025

Employers may not fully understand the implications of embracing AI in its current form. Taking the human out of human resources has resulted in some backlash from job applicants.

25 Tips for Employers Hiring a Lot of Student, Recent Grads for Early Career, Manufacturing Jobs

College Recruiter - April 25, 2025

Suggestions from 25 hiring experts for employers who plan to hire dozens or even hundreds of students, recent grads, or others who are early in their careers for manufacturing roles.



Leveraging Onboarding for Candidate Success

15 Onboarding Activities to Welcome New Hires

Omni - February 2025

A list of onboarding activities that you can start implementing today to help new hires feel integrated into the team and get them excited to start their journey.

Enboarders 2024 State of Employee Onboarding Report

Enboarder 2024

This research report dives into a wealth of insights directly from more than 1,000 employees across the globe, spotlighting the gaps and illuminating the opportunities for companies to step up with game changing onboarding practices.

Onboarding Compliance: Complete Guide 2025

People Managing People - May 26, 2025

Properly onboarding someone is more than just handing them a laptop and introducing them to the team; you also need to ensure they meet all legal, regulatory, and company-specific requirements.

Virtual Reality in Corporate Training: A New Era of Employee Onboarding

Forbes - April 4, 2025

Immersed in a scenario, the brain treats virtual reality as a lived experience. This allows learners to evaluate the situation, anticipate outcomes, interpret cues, and correlate them with prior knowledge in real time. Perception-driven learning creates lasting results.

39% of workers' existing skillsets are predicted to be transformed by

2030



"By 2030, skill gaps in the labour market are expected to be the primary barrier to business transformation... **Cognitive and behavioral skills, creativity and agility** are also gaining importance to ensure employees can navigate rapid technological and organizational shifts. Companies focused on these areas are better positioned to adapt to the evolving industrial landscape and maximize generative AI's (genAI) potential for value creation."



Continuous Learning & Development Opportunities

Research: To Retain Employees, Promote Them Before the Job Market Heats Up

Harvard Business Review - February 20, 2025

Researchers found that promoting employees during employer-friendly labor markets reduces the likelihood that these employees will quit later when the job market shifts in their favor.

Unlocking Frontline Workforce Stability and Productivity in Operations

McKinsey - July 22, 2024

To develop an effective talent strategy that improves workforce stability and productivity, leaders must evaluate their organizations through five critical lenses.

Talent Shortage Among Maintenance Professionals and How a CMMS Can Help

Maintenance World - February 18, 2025

Computerized Maintenance Management Systems (CMMS) software can be crucial in overcoming the challenges that accompany talent shortages by automating tasks, improving training, optimizing workforce utilization, and reducing operational inefficiencies. As an alternative to waiting for skilled workers to enter the job market, companies can invest in training and upskilling their current workforce to bridge the skills gap.

invest in productivity

"Focus on deploying **efficient processes and advanced technologies** and developing a workforce with **advanced skills and capabilities** to get the most out of these systems."

"Focus on identifying a **target talent segment** and **creating a tailored value propositions** by **selectively investing in aspects that improve loyalty** in that segment to attract and retain talent for the long term."

invest in stability

Source: World Economic Forum, *Putting Talent at the Centre: An Evolving Manufacturing Imperative*



Supervisory Training & Leadership Development

"Operating in a highly competitive talent market with high attrition risk, **Unilever Kilbourn** initiated a process that systematically reviews and revises the plant's organizational structure every six months to create roles that align with current business needs and the available talent pool. A focus on developing opportunities in various roles across all levels of the organization has **retained top talent...**"

81%

....of **local management** has come from **intentionally developed roles**."

Playbook: How to Replicate Top Performers at Your Organization

Pearson - 2024

Replicating higher performers isn't about trying to clone your top players. It's about identifying the unique combination of skills, behaviors and motivations that drive their exceptional results. This allows organizations to build a game plan for finding similar potential in new hires and developing existing teams.

AICC Partners with The Packaging School on Certificate Program

Board Converting News - May 20, 2025

AICC, in collaboration with The Packaging School, announced the launch of the Business Management in Corrugated Packaging (BMCP) Certificate Program, a first-of-its-kind professional development opportunity crafted for professionals in the corrugated industry.



Company Culture

Nurture the Green: A Solution that Aims at the Heart of High Employee Turnover

Hired - September

By equipping workers with an empowered mindset, employers realize they can help level the playing field and help everyone — employees and employers — build success.

Building a Culture that Drives Performance

NPR - September 17, 2024

The world's most successful enterprises clearly define, consistently execute and effectively align their culture throughout their organization, inspiring high commitment from employees. This approach to culture attracts talented employees and inspires them to consistently deliver on the organization's brand promise to its customers.



more important to employees than employers appreciate:

- **Valued by organization**
- **Learning new things**
- **Sense of belonging**
- **Potential for advancement**
- **Caring & trusting teammates**

Source: World Economic Forum, *Putting Talent at the Centre: An Evolving Manufacturing Imperative*

Workforce Resources You Don't Want to Miss

1



Putting Talent at the Centre: An Evolving Imperative for Manufacturing

World Economic Forum - White Paper February 2025

Explore this international report in its entirety, developed by the Global Lighthouse Network, a World Economic Forum initiative, to demonstrate technology's transformative potential in manufacturing. The report references case studies from across the globe and leverages data that confronts pressing productivity and stability challenges in frontline work.

2



Taking Charge: Manufacturers Support Growth with Active Workforce Strategies

The Manufacturing Institute / Deloitte - April 2024

This extensive research by Deloitte and The Manufacturing Institute involved an online survey of more than 200 US manufacturers, interviews with over 10 senior executives across to assess the potential economic impacts of job vacancies and provide an in-depth review of manufacturing job trends and growth patterns. We encourage you to tap into the MI's existing pipelines and **resources** to help solve your talent equation.

3



High-Volume Hiring Playbook
Strategy and Action for Modern Workforce Challenges

phenom

High Volume Hiring Playbook

Phenom - December 2024

Whether it's responding to seasonal peaks, managing high turnover rates, or quickly scaling operations in new markets, the ability to hire large numbers of qualified candidates swiftly and effectively is crucial.