The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.

Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.

This fact sheet outlines survey findings from the 502 executives and 520 employees surveyed in the Asia Pacific region.

The Looming Talent Crisis

- The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.
- Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.
- This fact sheet outlines survey findings from the 502 executives and 520 employees surveyed in the Asia Pacific region.

The New Face of Work

Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

- 51% of employees in Asia Pacific get ample training on workplace technology; 29% get access to the latest technology. Companies and workers are unprepared for the growing need for technology skills (see “Bridging the Talent Gap”).
- 85% of companies in Asia Pacific say they are increasingly using contingent, intermittent, seasonal, or consultant employees; but 20% say that this requires changing HR policy. Overall, executives are rethinking compensation, training, and HR technology.
- 28% of companies in Asia Pacific use quantifiable metrics and benchmarking for workforce development; 34% know how to extract meaningful insights from that data.

A Millennial Misunderstanding

Millennials are different, but not as different as companies think.

- 44% of executives in Asia Pacific say they rely on younger employees or recent graduates to fill entry-level positions; 64% of executives say Millennials entering the workforce are impacting workforce strategy.
- Executives in Asia Pacific may be out of touch with what Millennials think—37% of executives think Millennials are frustrated with manager quality, but 4% of Millennials say they are. 40% of executives think Millennials will consider leaving their jobs due to lack of learning and development—but only 2% of Millennials say they have.
What Matters Most at Work

Companies do not understand what their employees really want from them.

- 41% of employees in Asia Pacific are satisfied or very satisfied with their jobs.
- The most important benefits and incentives to employees in Asia Pacific are: bonuses and merit-based rewards (61%), competitive compensation (59%), and flexible work location (38%).
- 46% of employees say defined opportunities for career advancement would increase loyalty and engagement with their current job.
- Employees think the following attributes are most important to their employer: high level of education (42%); the ability to learn and be trained quickly (41%); and loyalty and long-term commitment (39%).

What executives are saying...

“The some people become the leaders by sheer determination, enthusiasm, passion, and they really get the rest of the people to learn. I think the majority of the learning really happens through work and not through formal programs. Once people start to collaborate and more people join in, it builds the culture by doing.”

—Aadesh Goyal, Global Head of Human Resources, Tata Communications

The Leadership Cliff

Executives and employees agree that leadership is lacking—and companies are not focused enough on developing future leaders.

- Just 29% of executives in Asia Pacific say their company plans for succession and continuity in key roles. 32% say that when a senior person leaves, the company tends to fill the role from within the organization.
- 35% of executives say their plans for growth are being hampered by lack of access to the right leaders.
- Employees agree with employers when it comes to leadership—40% of employees say leadership at their company is equipped to lead the company to success.

Executives say...

- 28% of executives say our leaders are prepared to lead a diverse workforce.
- 25% of executives say talent available in leadership positions is sufficient to drive global growth.
- 39% of executives say our leadership has the skills to effectively manage talent.

- 10% of employees say leadership ability is an important employee attribute at their company.
- 11% of employees say their leader attribute is an important employee attribute.
- 26% of employees say their manager delivers on leadership expectations.
Workforce 2020—Asia Pacific

Bridging the Talent Gap—The Learning Mandate

Better training and education opportunities would benefit employees and businesses alike.

- The need for technology skills (e.g., analytics, cloud) will grow, but 22% of employees expect proficiency in cloud in three years; 40% expect to be proficient in analytics by then.
- 70% of executives in Asia Pacific say their company widely offers supplemental training programs to develop new skills.
- 34% of employees say their company provides the right tools to help them grow and improve job performance.
- 38% of employees say their company encourages continuing education and training to further career development.

Survey demographics: Asia Pacific

- **Executive industries**: Executives come from the following industries: banking (10%); insurance (9%); retail (19%); public sector (15%); healthcare (16%); professional services (17%); consumer goods (14%).
- **Employee industries**: Employees come from the following industries: banking (10%); insurance (11%); retail (20%); public sector (13%); healthcare (18%); professional services (14%); consumer goods (13%).
- **Employees by function**: finance (14%); HR (13%); marketing (14%); sales (14%); operations (11%); production (9%); service (9%); IT (18%).
- **Executive titles**: CEOs (2%); COOs (7%); CFOs (5%); CIOs (24%); CMOs (5%); Chief Human Resources Officers (10%); VPs/Directors of HR (16%); VPs of Learning/Development (10%); VPs Compensation & Benefits (13%); VPs Recruiting or Talent (9%).
- **Employee titles**: front line (40%) employees; mid-level managers (43%); line-of-business managers (16%).

About the project

Workforce 2020 is a large-scale global study to discover best practices and actual progress toward the creation of talent strategies for the future in the global economy. We surveyed more than 2,700 executives and 2,700 employees, and interviewed 28 executives across the following countries: Australia, Brazil, Canada, Chile, China, Colombia, the Czech Republic, Denmark, France, Germany, India, Japan, Kenya, Malaysia, Mexico, the Netherlands, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, UK, US. Survey respondents came from a variety of industries, company sizes, and age groups (49% of employee respondents are Millennials).
The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.

Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.

This fact sheet outlines key survey findings from the 1,609 executives and 1,654 employees surveyed in the EMEA region.

The Looming Talent Crisis

- The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.
- Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.
- This fact sheet outlines key survey findings from the 1,609 executives and 1,654 employees surveyed in the EMEA region.

The New Face of Work

Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

- 47% of employees in EMEA get ample training on workplace technology; 30% get access to the latest technology. Companies and workers are unprepared for the growing need for technology skills (see “Bridging the Talent Gap”).
- 82% of companies in EMEA say they are increasingly using contingent, intermittent, seasonal, or consultant employees; but 26% say that this requires changing HR policy. Overall, executives are rethinking compensation, training, and HR technology.
- 33% of companies in EMEA use quantifiable metrics and benchmarking for workforce development; 40% know how to extract meaningful insights from that data.

A Millennial Misunderstanding

Millennials are different, but not as different as companies think.

- 50% of executives in EMEA say they rely on younger employees or recent graduates to fill entry-level positions, and 54% of executives say Millennials entering the workforce are impacting workforce strategy.
- Executives in EMEA may be out of touch with what Millennials think—46% of executives think Millennials are frustrated with manager quality, but 7% of Millennials say they are. 46% of executives think Millennials will consider leaving their jobs due to lack of learning and development—but only 12% of Millennials say they have.

56%...my company has an execution plan for achieving its vision of workforce management.

31%...my company has a strong vision for the workforce it wants to build in three years.

57%...workforce issues drive strategy at the board level.

42% Increasing number of contingent employees

47% Difficulty recruiting employees with base-level skills

54% Millennials entering the workforce

50% Globalization of labor supply

EMEA’s top 5 labor market shifts affecting workforce strategy:

Executives say...

I expect more feedback than I currently receive.

I am interested in quality of life over career path.

I frequently collaborate with colleagues in other areas of the company.

33% Millennials

51% Non-Millennials

19% Millennials

55% Non-Millennials

46% Millennials

43% Non-Millennials
What Matters Most at Work

Companies do not understand what their employees really want from them.

- 41% of employees in EMEA are satisfied or very satisfied with their jobs.
- The most important benefits and incentives to employees in EMEA are: **competitive compensation** (59%), **bonuses and merit-based rewards** (57%), and **supplemental training programs** (42%).
- 43% of employees say **higher compensation** would increase loyalty and engagement with their current job.
- Employees think the following attributes are most important to their employer: **the ability to learn and be trained quickly** (34%); **job performance and results** (33%); and **substantial experience in the field** (31%).

The Leadership Cliff

**Executives and employees agree that leadership is lacking—and companies are not focused enough on developing future leaders.**

- Just 33% of executives in EMEA say their company plans for succession and continuity in key roles. 38% say that when a senior person leaves, the company tends to fill the role from within the organization.
- 42% of executives say their plans for growth are being hampered by lack of access to the right leaders.
- Employees agree with employers when it comes to leadership—38% of employees say leadership at their company is equipped to lead the company to success.
Workforce 2020—EMEA

Bridging the Talent Gap—The Learning Mandate

Better training and education opportunities would benefit employees and businesses alike.

- The need for technology skills (e.g., analytics, cloud) will grow, but 21% of employees expect proficiency in cloud in three years; 46% expect to be proficient in analytics by then.
- 53% of executives in EMEA say their company widely offers supplemental training programs to develop new skills.
- 41% of employees say their company provides the right tools to help them grow and improve job performance.
- 37% of employees say their company encourages continuing education and training to further career development.

Survey demographics: EMEA

- **Executive industries**: Executives come from the following industries: banking (8%); insurance (9%); retail (17%); public sector (16%); healthcare (16%); professional services (17%); consumer goods (16%).
- **Employee industries**: Employees come from the following industries: banking (7%); insurance (9%); retail (16%); public sector (15%); healthcare (18%); professional services (18%); consumer goods (16%).
- **Employees by function**: Finance (13%); HR (11%); marketing (9%); sales (13%); operations (13%); production (10%); service (14%); IT (16%).
- **Executive titles**: CEOs (2%); COOs (10%); CFOs (8%); CIOs (10%); CMOs (3%); Chief Human Resources Officers (7%); VP/Directors of HR (19%); VPs of Learning/Development (15%); VPs Compensation & Benefits (15%); VPs Recruiting or Talent (10%).
- **Employee titles**: front line (42%) employees; mid-level managers (39%); line-of-business managers (18%).

About the project

Workforce 2020 is a large-scale global study to discover best practices and actual progress toward the creation of talent strategies for the future in the global economy. We surveyed more than 2,700 executives and 2,700 employees, and interviewed 28 executives across the following countries: Australia, Brazil, Canada, Chile, China, Colombia, the Czech Republic, Denmark, France, Germany, India, Japan, Kenya, Malaysia, Mexico, the Netherlands, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, UK, US. Survey respondents came from a variety of industries, company sizes, and age groups (49% of employee respondents are Millennials).
The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.

Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.

This fact sheet outlines key survey findings from the 402 executives and 421 employees surveyed in Latin America.

The New Face of Work
Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

49% of Latin American employees get ample training on workplace technology; 37% get access to the latest technology. Companies and workers are unprepared for the growing need for technology skills (see “Bridging the Talent Gap”).

87% of Latin American companies say they are increasingly using contingent, intermittent, seasonal, or consultant employees; but 40% say that this requires changing HR policy. Overall, executives are rethinking compensation, training, and HR technology.

53% of Latin American companies use quantifiable metrics and benchmarking for workforce development; 50% know how to extract meaningful insights from that data.

A Millennial Misunderstanding
Millennials are different, but not as different as companies think.

47% of Latin American executives say they rely on younger employees or recent graduates to fill entry-level positions, but 40% of executives say Millennials entering the workforce are impacting workforce strategy.

Latin American executives may be out of touch with what Millennials think—64% of executives think Millennials are frustrated with manager quality, but 25% of Millennials say they are. 50% of executives think Millennials will consider leaving their jobs due to lack of learning and development—but only 28% of Millennials say they have.
Australian executives are significantly less likely to say their company has a culture of continuous learning. Australian companies are significantly less likely to offer incentives for pursuing further education or formal learning activities. Australian executives are significantly less likely to say their company is capable of retaining and sharing institutional knowledge.

Australian employees are more likely to say their company has a formal mentoring program, but less likely to say their company encourages collaboration across teams.

Australian employees are significantly less likely to think they will be proficient in technologies in three years.

What Matters Most at Work

Companies do not understand what their employees really want from them.

- 24% of Latin American employees are satisfied or very satisfied with their jobs.
- The most important benefits and incentives to Latin American employees are: competitive compensation (74%), retirement plans (66%), and access to social media at work (59%).
- 32% of employees say better access to current technology would increase loyalty and engagement with their current job.
- Employees think the following attributes are most important to their employer: loyalty and long-term commitment (29%); interest in the wider business (29%); and the ability to learn and be trained quickly (28%).

What executives are saying...

“What workforce development has been an important driver for our company for many years now. We have not experienced a major change in direction, but rather, a continuous fine tuning over what works and what doesn’t.”

—Claudia Nario, Director of Talent, Staffing, Training, OD & Internal Communications, LATAM Airlines Group

The Leadership Cliff

Executives and employees agree that leadership is lacking—and companies are not focused enough on developing future leaders.

- Just 47% of Latin American executives say their company plans for succession and continuity in key roles. 61% say that when a senior person leaves, the company tends to fill the role from within the organization.
- 48% of executives say their plans for growth are being hampered by lack of access to the right leaders.
- Employees agree with employers when it comes to leadership—58% of employees say leadership at their company is equipped to lead the company to success.
Bridging the Talent Gap—The Learning Mandate

Better training and education opportunities would benefit employees and businesses alike.

- The need for technology skills (e.g., analytics, cloud) will grow, but 36% of employees expect proficiency in cloud in three years; 55% expect to be proficient in analytics by then.
- 43% of Latin American executives say their company widely offers supplemental training programs to develop new skills.
- 65% of employees say their company provides the right tools to help them grow and improve job performance.
- 44% of employees say their company encourages continuing education and training to further career development.

Survey demographics: Latin America

- **Executive industries**: Executives come from the following industries: banking (8%); insurance (10%); retail (17%); public sector (17%); healthcare (16%); professional services (17%); consumer goods (16%).
- **Employee industries**: Employees come from the following industries: banking (9%); insurance (10%); retail (17%); public sector (15%); healthcare (17%); professional services (15%); consumer goods (17%).
- **Employees by function**: finance (11%); HR (10%); marketing (12%); sales (14%); operations (17%); production (9%); service (10%); IT (18%).
- **Executive titles**: CEOs (7%); COOs (21%); CFOs (12%); CIOs (6%); CMOs (3%); Chief Human Resources Officers (19%); VPs/Directors of HR (15%); VPs of Learning/Development (6%); VPs Compensation & Benefits (4%); VPs Recruiting or Talent (6%).
- **Employee titles**: front line (34%) employees; mid-level managers (45%); line-of-business managers (21%).

About the project

Workforce 2020 is a large-scale global study to discover best practices and actual progress toward the creation of talent strategies for the future in the global economy. We surveyed more than 2,700 executives and 2,700 employees, and interviewed 28 executives across the following countries: Australia, Brazil, Canada, Chile, China, Colombia, the Czech Republic, Denmark, France, Germany, India, Japan, Kenya, Malaysia, Mexico, the Netherlands, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, UK, US. Survey respondents came from a variety of industries, company sizes, and age groups (49% of employee respondents are Millennials).