



## Regional Fact Sheet: Asia Pacific

### 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.

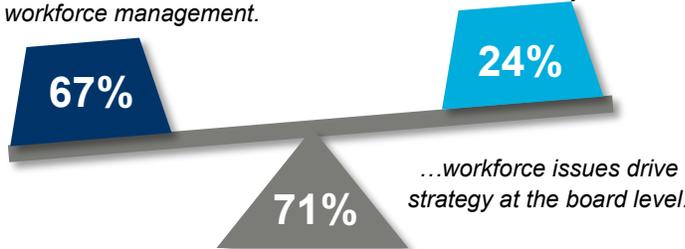
Asia Pacific's top 5 labor market shifts affecting workforce strategy:



#### Executives say...

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

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



### The New Face of Work

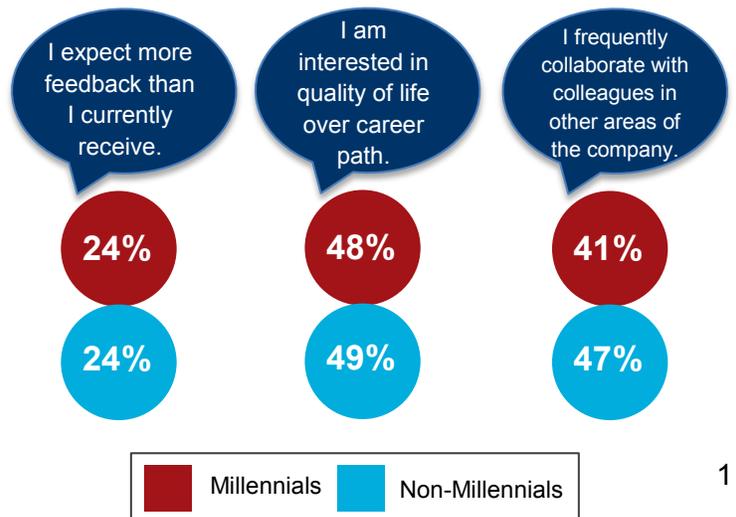
Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

- ◆ 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.





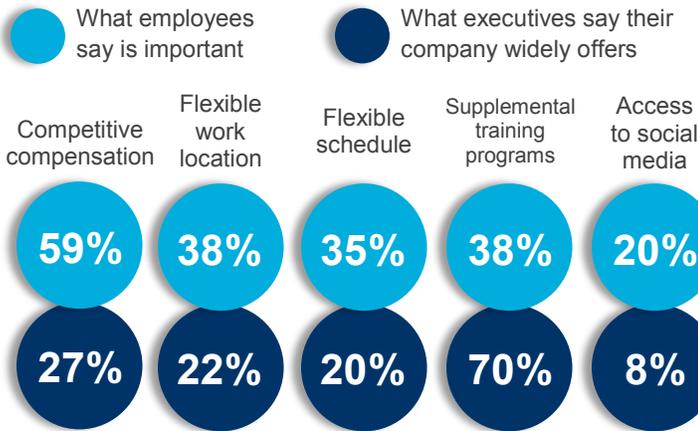
# Workforce 2020—Asia Pacific



## 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...

“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...





## 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.

**51%** of employees are most concerned about their position changing or becoming obsolete.

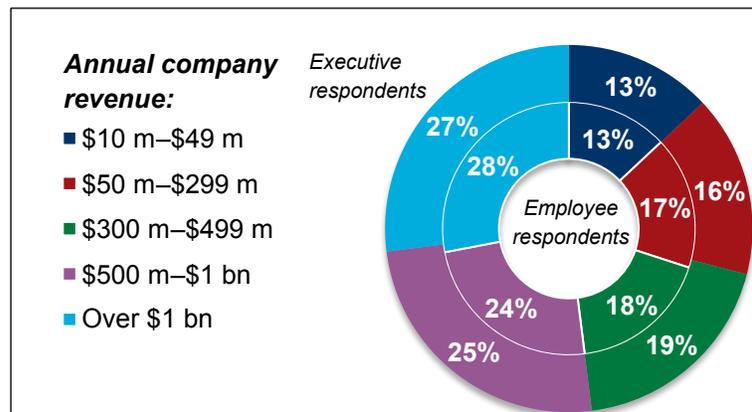
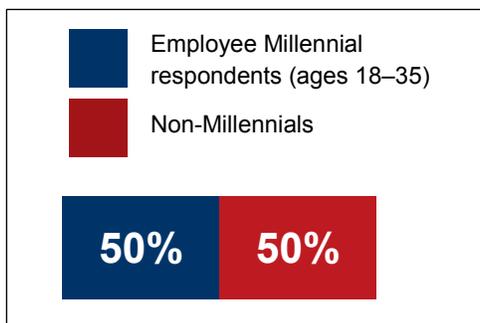
**18%** of employees say they have experienced the most professional development through formal training.

**38%** of executives say their company has a culture of continuous learning.

**34%** of employees say HR has a good understanding of their skill sets.

## 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).





## Regional Fact Sheet: EMEA

### 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.

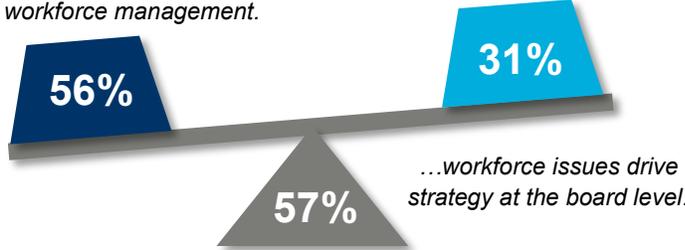
#### EMEA's top 5 labor market shifts affecting workforce strategy:



#### Executives say...

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

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



### The New Face of Work

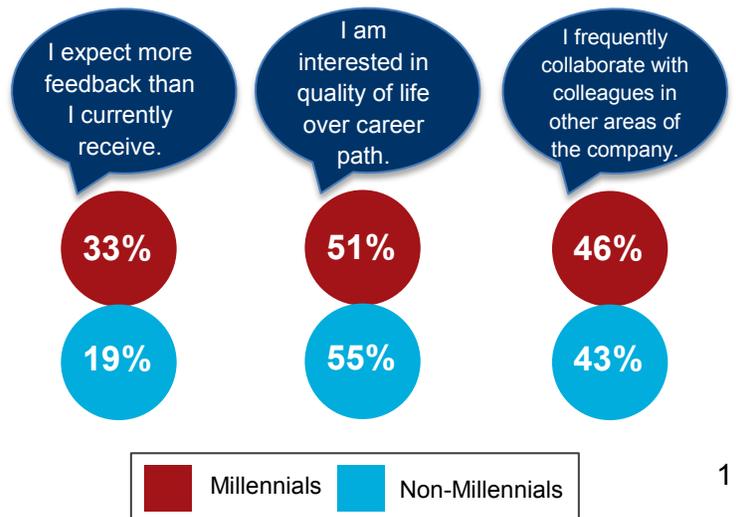
Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

- ◆ 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.





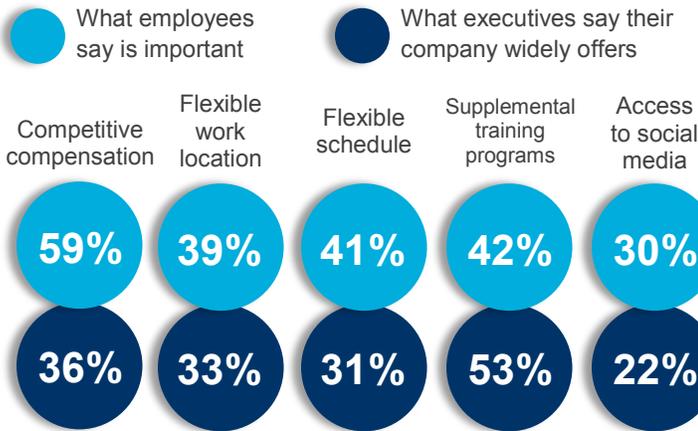
# Workforce 2020—EMEA



## 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%).



### What executives are saying...

“Workforce development is seen by the board as a strategic priority as it’s critical to meeting corporate objectives and growing the business. The effort is arrayed around key areas, including strategies for systems, for the organization, and for teams and individuals. The approach is based on learning and development, which enables us to retain the workers we hire and train.”

—Kevina Wepukhulu, Chief Manager, Human Resource and Administration, Kenya Power and Lighting Co.

## 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.

### Executives say...



19%

of employees say leadership ability is an important employee attribute at their company.

20%

of executives say leadership is an important employee attribute.

58%

of employees say their manager delivers on leadership expectations.

31%

of employees say their company is committed to diversity.



# 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.



**41%** of employees are most concerned about their position changing or becoming obsolete.

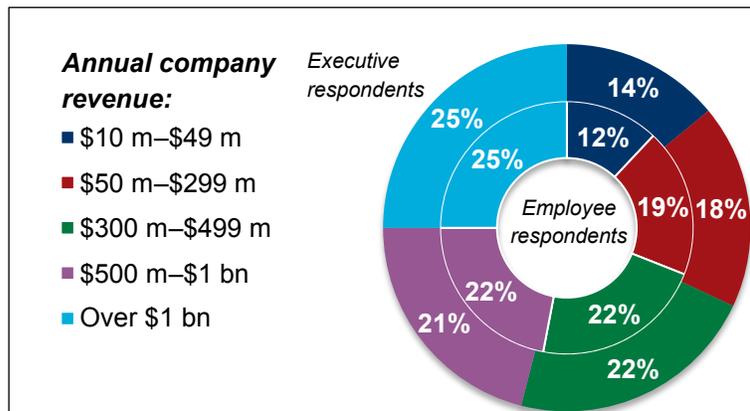
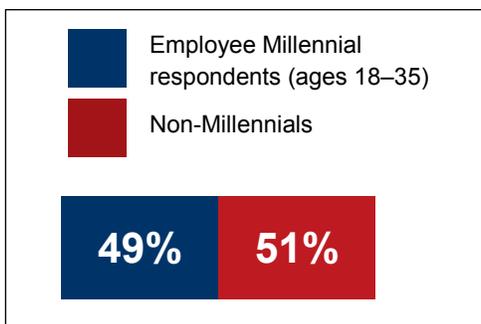
**15%** of employees say they have experienced the most professional development through formal training.

**44%** of executives say their company has a culture of continuous learning.

**39%** of employees say HR has a good understanding of their skill sets.

### 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).





## Regional Fact Sheet: Latin America

### 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 402 executives and 421 employees surveyed in Latin America.

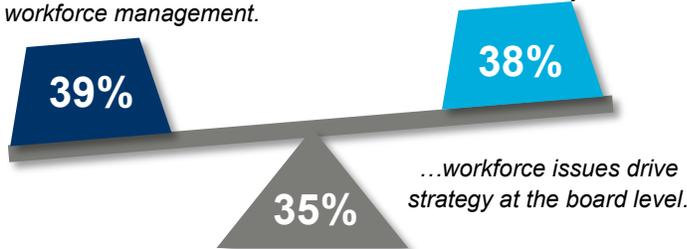
#### Latin America's top 5 labor market shifts affecting workforce strategy:



#### Executives say...

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

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



### The New Face of Work

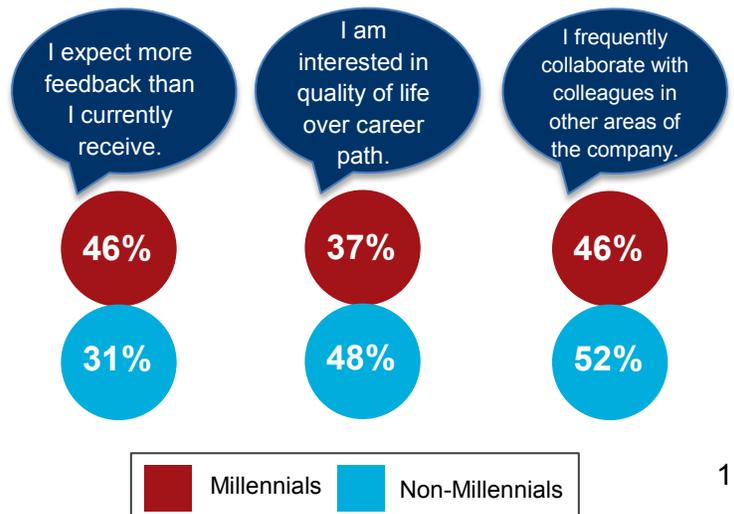
Research shows priorities shifting as economies rebound globally, and companies lag in understanding these changing dynamics.

- ◆ 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.





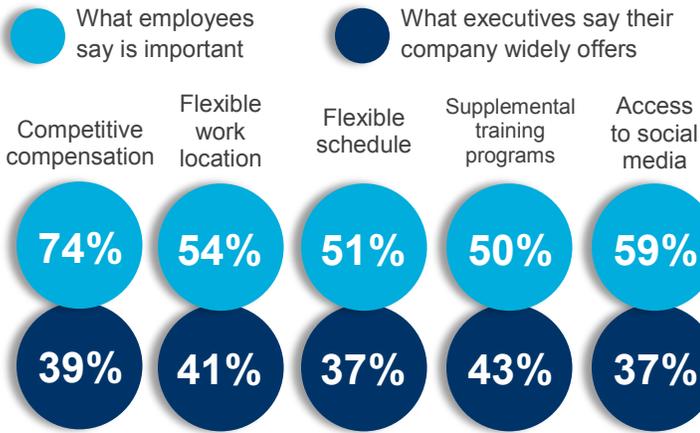
# Workforce 2020—Latin America



## 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...

“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.

### Executives say...



24%

of employees say leadership ability is an important employee attribute at their company.

28%

of executives say leadership is an important employee attribute.

44%

of employees say their manager delivers on leadership expectations.

52%

of employees say their company is committed to diversity.



# Workforce 2020—Latin America

## 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.

**30%** of employees are most concerned about their position changing or becoming obsolete.

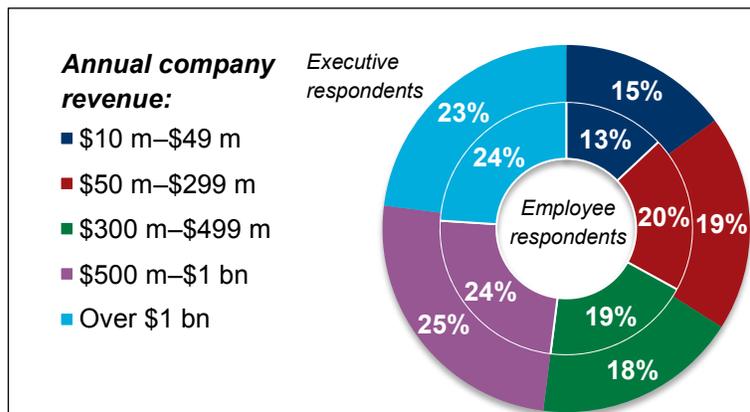
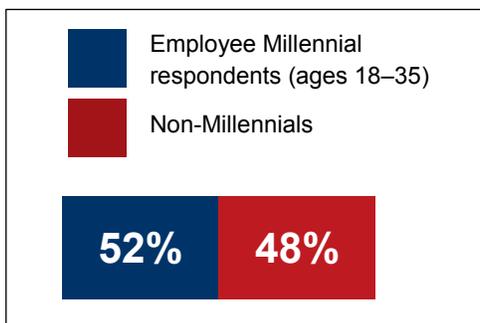
**7%** of employees say they have experienced the most professional development through formal training.

**58%** of executives say their company has a culture of continuous learning.

**44%** of employees say HR has a good understanding of their skill sets.

### 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).

