

# Workforce 2020

## Global fact sheet: How high-performing companies set themselves apart

Data from our Workforce 2020 research program show a correlation between above-average profit margin and revenue growth and workforce development. Companies with above-average profit margin and revenue growth (high performers) are better prepared for the future workforce than those with below-average growth. Executives who report that their companies have below-average profit margin growth over the past two years (we call them underperformers) indicate that they are struggling to keep up with changing workforce trends. This is especially true when it comes to recruiting employees with both base-level and advanced skills. Perhaps most telling, underperforming companies are significantly less likely to say that HR issues are driving strategy at the board level—which could be a major oversight.

This fact sheet outlines the major differences between high performers and underperformers, globally. Both face unique challenges and opportunities when preparing for the workforce of the future.

### The New Face of Work

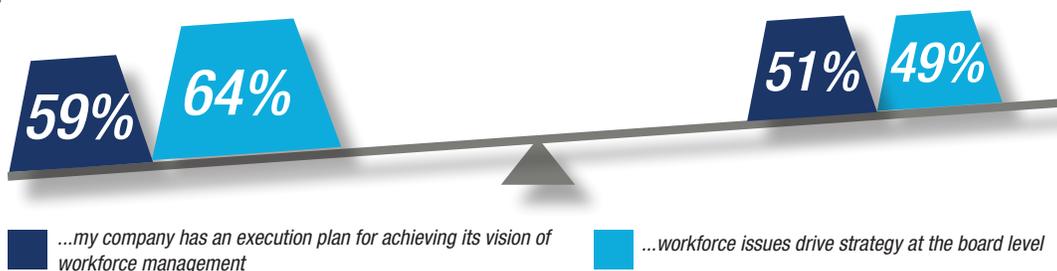
*Research shows priorities shifting as economies rebound globally, but companies lag in understanding these changing dynamics.*

- Nearly two-thirds of executives at high-revenue-growth companies say workforce issues are already driving strategy at the board level. That number is much lower for underperformers—40%—rising to just 49% in three years.
- Companies with below-average profit margins are struggling to keep up with changing workforce trends: More than half say difficulty recruiting employees with base-level skills is impacting their workforce strategies. They also struggle with more advanced skills (see [The Learning Mandate](#)).
- More than half of high-revenue-growth companies have made progress toward meeting their strategic goals in five years, compared with 45% of underperformers, suggesting that high performers are more proactive when it comes to longer-term workforce goals.

Executives say...

High-revenue-growth companies

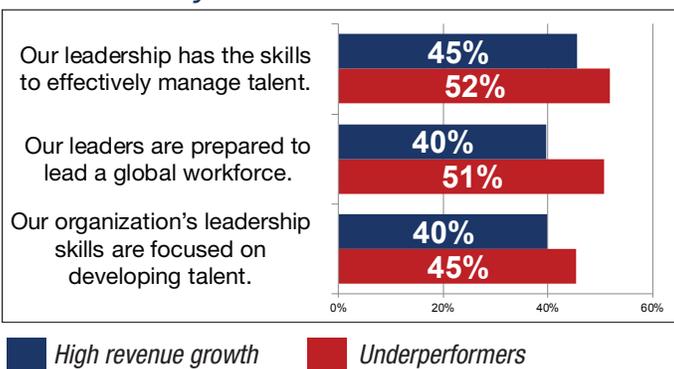
Underperformers



### The Leadership Cliff

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

Executives say...



- More executives at underperforming companies are confident that leadership is sufficient to support a global workforce, but high-performing executives are more likely to say leadership inspires employees.
- 60% of high-revenue-growth companies say they are more merit driven than tenure driven—compared with less than half of underperformers.

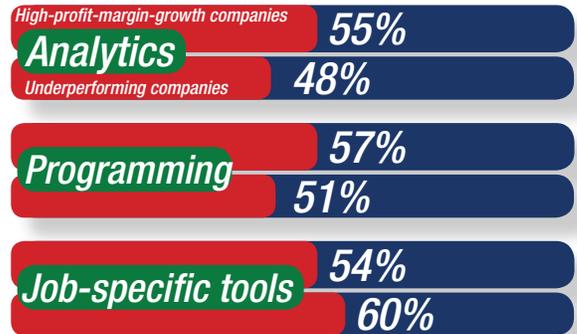
# Workforce 2020—High performers

## Bridging the Skills Gap—The Learning Mandate

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

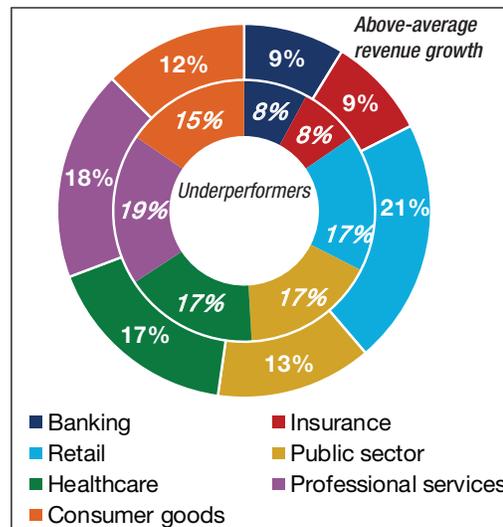
- High-performing companies are significantly more likely than underperformers to be satisfied with the quality of candidates they receive.
- More than half of high-performing companies say they offer supplemental training programs as an employee benefit—significantly more than underperformers.
- High-revenue-growth companies are also more likely to have a formal mentoring program (58% vs. 50%).

Executives say these technology skills are well represented at their organization.

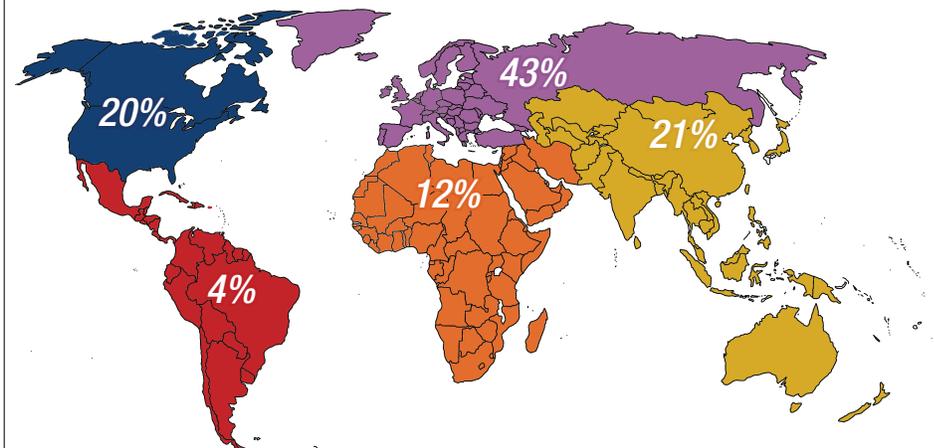


## Survey demographics: High performers

- High-revenue-growth executive titles: CEOs (3%); COOs (10%); CFOs (6%); CIOs (12%); CMOs (6%); Chief Human Resources Officers (12%); VPs/Directors of HR (15%); VPs of Learning/Development (12%); VPs Compensation & Benefits (15%); VPs Recruiting or Talent (9%)



Above-average revenue growth companies are headquartered in these regions:



## About the research

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).

