

# Workforce 2020

## Asia-Pacific 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 in the Asia-Pacific region (Australia, India, Japan, and Malaysia). Both face unique challenges and opportunities when preparing for the workforce of the future.

### The New Face of Work

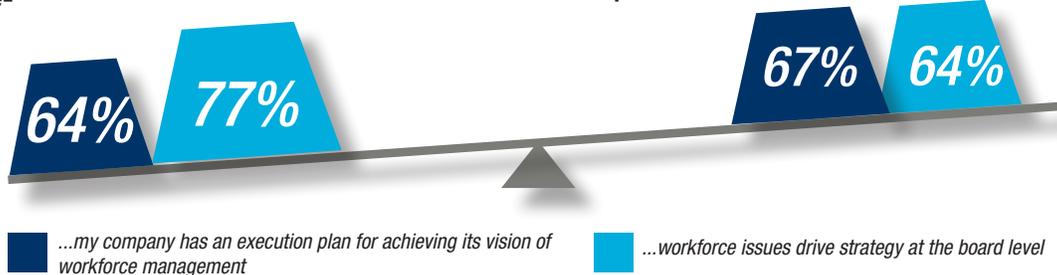
*Research shows priorities shifting as economies rebound globally, but companies lag in understanding these changing dynamics.*

- More than three-quarters 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—64%. Overall, though, companies in Asia are more likely to say workforce issues are driving strategy.
- Companies with below-average profit margins and revenues are struggling to keep up with changing workforce trends: One-third say difficulty recruiting employees with base-level skills is impacting their workforce strategies. They also struggle to find employees with more advanced skills (see [The Learning Mandate](#)).
- Companies with high profit margin growth are significantly more likely to say that increasing numbers of contingent and consultant employees are impacting workforce strategy, while those with below-average profit margin growth are more likely to say changing demographics are affecting their strategies.

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...



- High-performing companies struggle in some areas of leadership—more than a third of executives at high-revenue-growth companies said HR will have no voice in decision-making in three years.
- 46% of executives at low-revenue growth companies say their leaders can drive and manage change—only 40% of executives at high-revenue-growth companies agree.

High profit margin growth

Underperformers

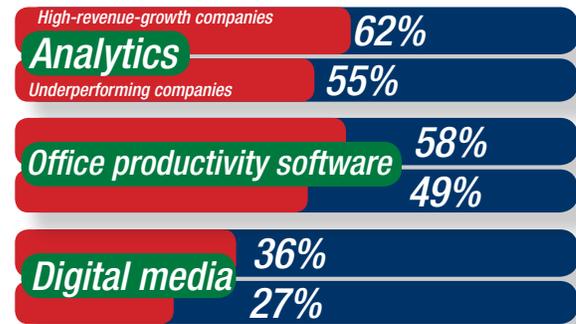
# Workforce 2020—High performers

## Bridging the Skills Gap—The Learning Mandate

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

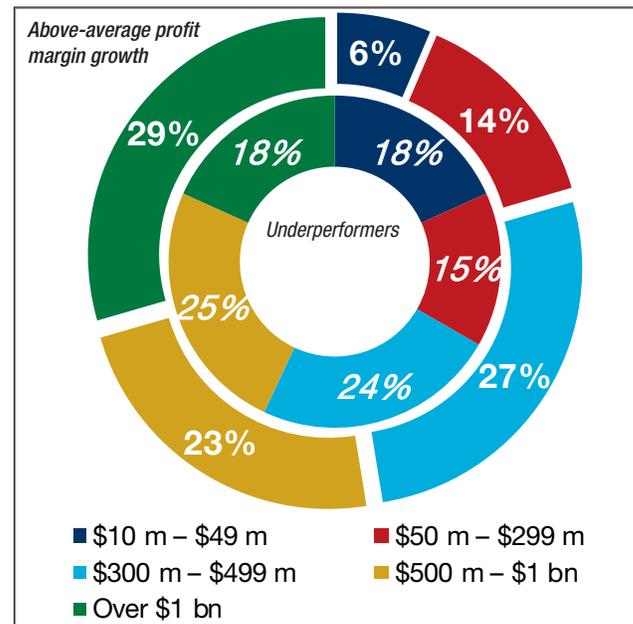
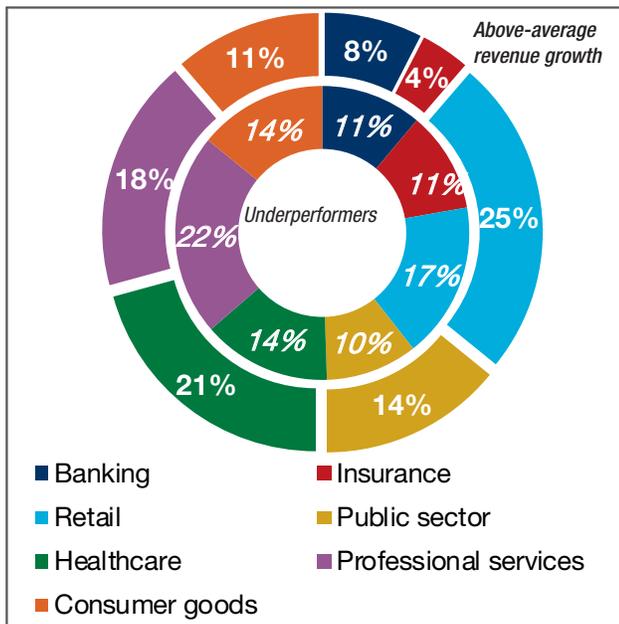
- Executives at high-revenue-growth companies are significantly more likely than underperformers to be satisfied with the quality of candidates they receive (64% vs 56%).
- Significantly more low-profit-margin growth companies (73% vs. 56%) say they offer supplemental training programs to employees—underperformers do show some strength in terms of training and development.
- Low-revenue-growth companies are also more likely to have a formal mentoring program (69% vs. 61%).

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



## Survey demographics: High performers

- High-revenue-growth executive titles: CEOs (0%); COOs (4%); CFOs (3%); CIOs (20%); CMOs (9%); Chief Human Resources Officers (15%); VPs/Directors of HR (18%); VPs of Learning/Development (13%); VPs Compensation & Benefits (9%); VPs Recruiting or Talent (9%)



## 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).

