

Workforce 2020

EMEA 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 EMEA region (Czech Republic, France, Kenya, Poland, Russia, Saudi Arabia, South Africa, Spain, Turkey, and the UAE). Both face unique challenges and opportunities when preparing for the workforce of the future.

The New Face of Work

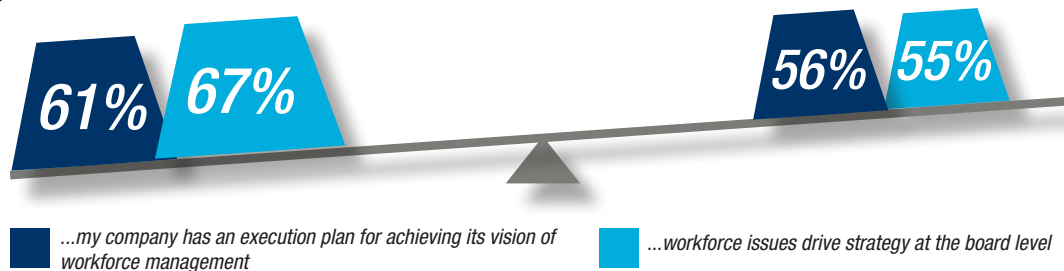
Research shows priorities shifting as economies rebound globally, but companies lag in understanding these changing dynamics.

- 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—55%—and will rise to just 63% in three years.
- Companies with below-average revenue are struggling to keep up with changing workforce trends: half say difficulty recruiting employees with base-level skills is affecting their workforce strategies. They also struggle with their current employees' skills (see [The Learning Mandate](#)).
- Although fewer high-revenue-growth companies have made progress toward meeting future business objectives, more than half say they have made progress toward meeting their strategic workforce goals in five years, vs. 41% of underperformers, suggesting that high performers are more proactive when it comes to longer-term workforce goals.

Executives say...

High-revenue-growth companies

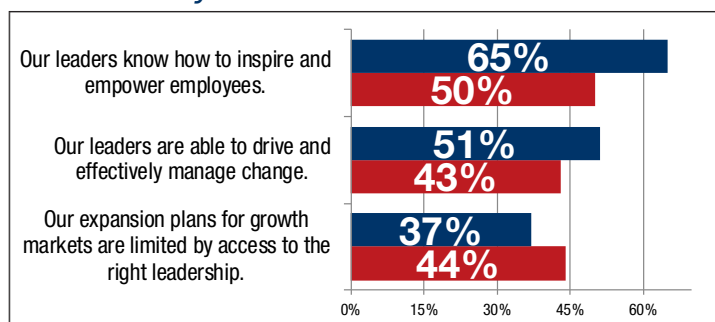
Underperformers



The Leadership Cliff

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

Executives say...



High profit margin growth Underperformers

- 61% executives at companies with above-average revenue growth say their companies are more merit driven than tenure driven—only 52% of underperformers agree.
- Executives at below-average-revenue-growth companies are more likely to say that they believe manager quality is the best predictor of employee satisfaction (45% vs. 32%).

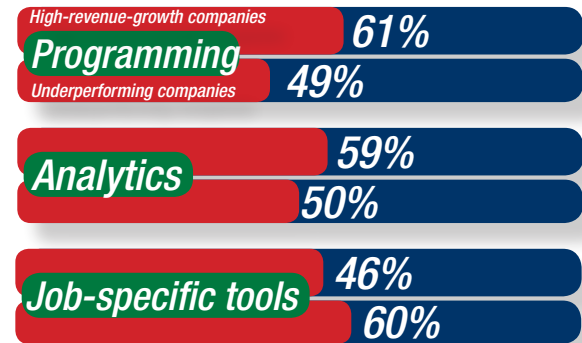
Workforce 2020—High performers

Bridging the Skills Gap—The Learning Mandate

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

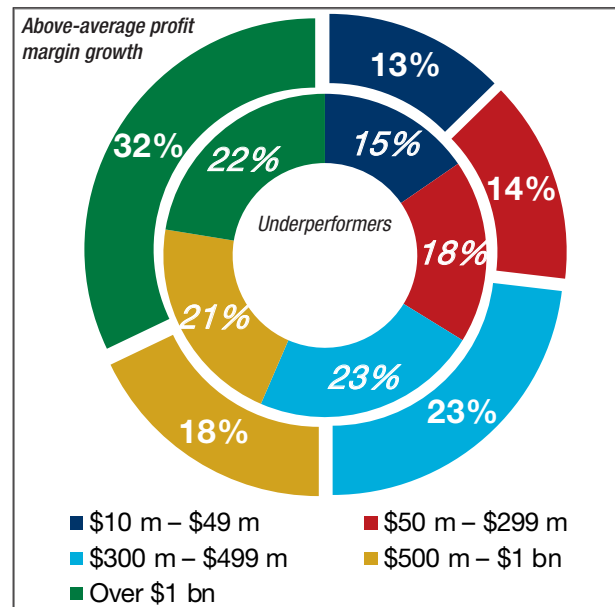
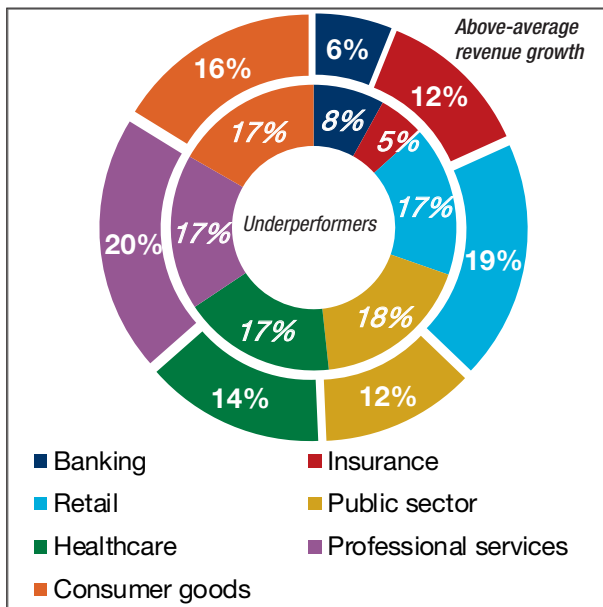
- High-revenue-growth companies are significantly more likely than underperformers to be satisfied with the quality of candidates they receive.
- 58% of high-profit-margin-growth companies say workforce development is a key differentiator for their firm in terms of growth and bottom-line results, vs. 51% of underperformers.
- Low-revenue-growth companies are more likely to offer incentives for pursuing further education (42% vs. 29%).

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



Survey demographics: High performers

- High-revenue-growth executive titles: CEOs (1%); COOs (11%); CFOs (11%); CIOs (11%); CMOs (5%); Chief Human Resources Officers (6%); VPs/Directors of HR (11%); VPs of Learning/Development (15%); VPs Compensation & Benefits (21%); VPs Recruiting or Talent (7%)



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).

