

Workforce 2020

United Kingdom 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 United Kingdom. Both face unique challenges and opportunities when preparing for the workforce of the future.

The New Face of Work

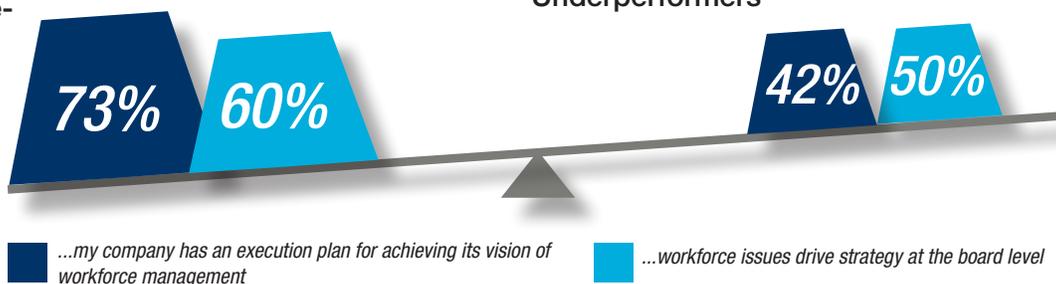
Research shows priorities shifting as economies rebound globally, but companies lag in understanding these changing dynamics.

- 60% of executives at high-revenue-growth companies say workforce issues are already driving strategy at the board level. That number is lower for underperformers—50%—rising to just 54% in three years.
- Companies with below-average profit margins are struggling to keep up with changing workforce trends: 73% say difficulty recruiting employees with base-level skills is having an impact on their workforce strategies. They also struggle to find employees with more advanced skills (see [The Learning Mandate](#)).
- Companies with above-average profit margin growth are significantly more likely to say Millennials and increasing numbers of contingent workers are having an impact on their workforce strategies, while underperformers are more likely to be affected by changing work models and changing employee expectations.

Executives say...

High-revenue-growth companies

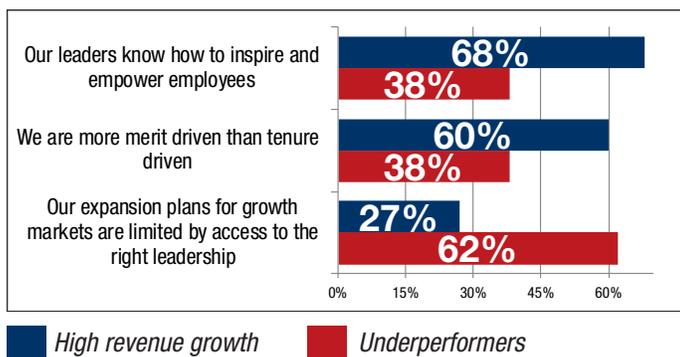
Underperformers



The Leadership Cliff

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

Executives say...



- Executives at companies with below-average profit margin growth are confident about their leaders: they are significantly more likely to say they leaders can lead a global workforce and that talent available in leadership positions is sufficient to drive global growth.
- Underperformers are significantly more likely to say that long-term retention is part of their talent strategy—likely because they are focused on downsizing and reducing costs.

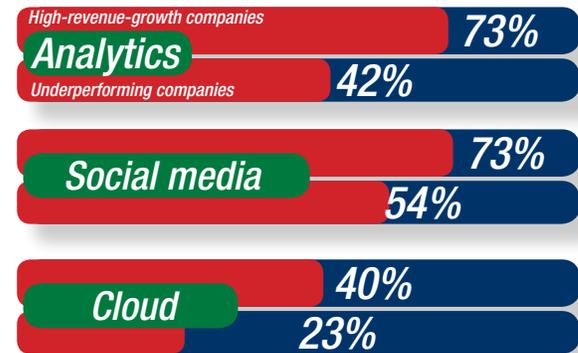
Workforce 2020—High performers

Bridging the Skills Gap—The Learning Mandate

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

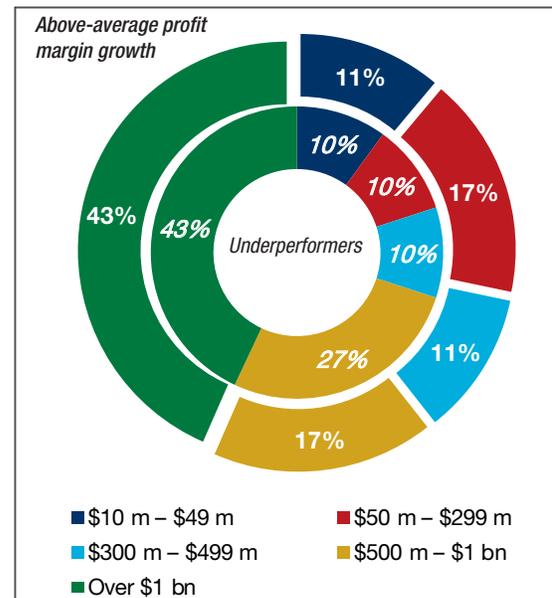
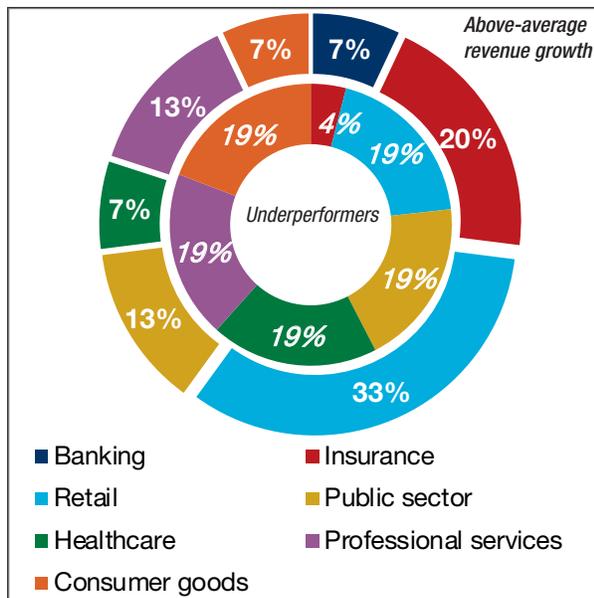
- Two-thirds of companies with high profit margin growth are satisfied with the quality of candidates they receive, vs. just one-third of underperformers.
- Underperformers are significantly more likely than high performers to say workforce development is a key differentiator for their firm in terms of growth and bottom-line results.
- High-revenue-growth companies are also more likely to have a formal mentoring program (73% vs. 27%).

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



Survey demographics: High performers

- High-revenue-growth executive titles: CEOs (0%); COOs (13%); CFOs (0%); CIOs (20%); CMOs (7%); Chief Human Resources Officers (0%); VPs/Directors of HR (27%); VPs of Learning/Development (7%); VPs Compensation & Benefits (13%); VPs Recruiting or Talent (13%)



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).

