

GLOBAL TALENT TRENDS 2018 STUDY

UNLOCKING GROWTH IN THE HUMAN AGE

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MERCER'S GLOBAL TALENT TRENDS 2018

WHO WE HEARD FROM



7,648 VOICES

44 COUNTRIES

21 INDUSTRIES

Specific trends by | Gender ■ Generation ■ Job level ■ Company size ■ Mature vs growth economies

Board Directors

- Directors of private and public companies

100% believe there will be increased competition for talent this year

HR

- Majority in companies with 1,000+ employees

Only 1 in 5 say that the Employee Experience is a core part of their people strategy today

C-Suite

- 2 in 5 have been with their company 10+ years, 20% are CEOs

1 in 4 expect their industry to undergo significant disruption in the next 3 years

Employees

- 1/3 individual contributors, majority with 6+ years tenure

65% say they feel energized in their current role



*Future of Work: less about using technology & more about interacting
with technology*

*Can not ignore other disruptors:
Millennials, Aging Populations, Unpredictable Political context
Sustainability, Socio-economic*



A YEAR OF ACTION, NOT ANTICIPATION LIVING PAST THE INFLECTION POINT

WHAT WE KNOW

WHERE WE ARE AT

WHERE WE ARE HEADING

TECHNOLOGY

- Cloud Technology
- 3D Printing & Advanced Manufacturing
- The Internet of Things

- Automation, Robotics
- AI & Machine Learning
- Wearables

- Blockchain
- Virtual Assistants

DISRUPTIVE TECHNOLOGY



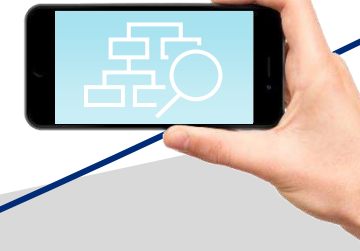
BIG DATA MANAGEMENT



INFLECTION POINT

Predictive Analytics

INTERACTIVE DATA LAYER



AUGMENTED HUMANITY

- AI Board Directors

- AI adaptive systems that anticipate needs

HUMAN

Building awareness

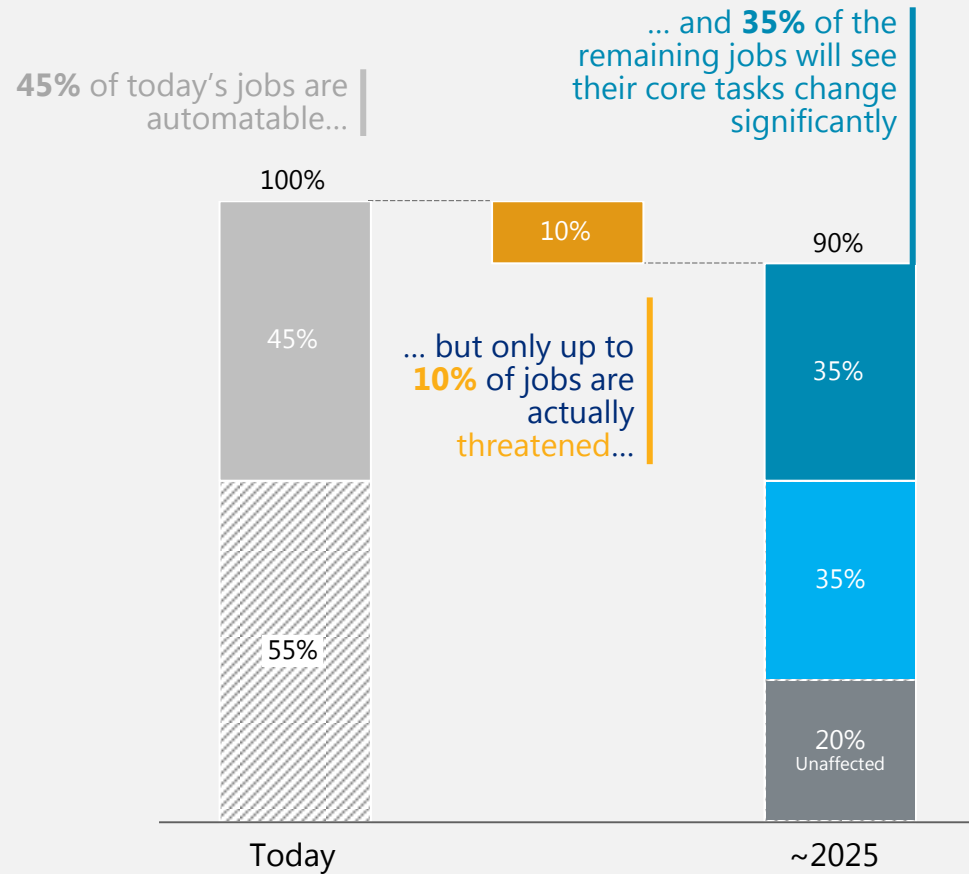
Getting organized

Starting to accelerate

TRADITIONAL JOBS ARE BEING RECONFIGURED AND NEW SKILLS ARE BECOMING CRITICAL TO SUCCESS

AUTOMATION IMPACT ON THE WORKFORCE

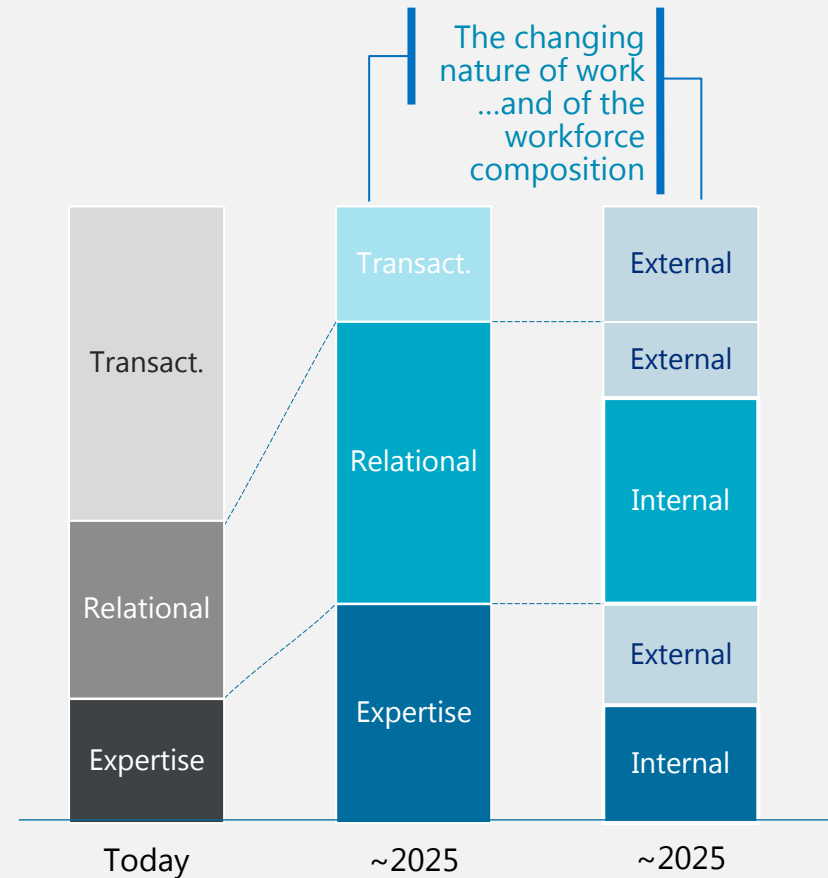
NUMBER OF JOBS, %



..AND THE NATURE OF WORK AND COMPOSITION

NATURE OF WORK

COMPOSITION



MERCER 2018 STUDY FINDINGS TOP TRENDS



CHANGE
@SPEED



WORKING WITH
PURPOSE



PERMANENT
FLEXIBILITY



PLATFORM
FOR TALENT



DIGITAL FROM
THE INSIDE OUT

ADDRESSING CSIS PANEL QUESTIONS

HOW TO THRIVE IN THE FUTURE & UNLOCK GROWTH IN THE HUMAN AGE





WHAT CAN POLICY MAKERS, BUSINESS LEADERS AND WORKERS DO TO UNDERSTAND AND ANTICIPATE THE CHANGE?

*New core skills will need to focus on **Uniquely Human skills**: Innovation, global mindset, communication, collaboration, change management and ability to tell a compelling story.*

CULTIVATE A LAB MINDSET

- Upskill Digital Competency
- Technology to Collaborate
- Leverage AI & ML

LEVERAGE THE TALENT ECOSYSTEM

- Internal
- Partnerships
- Freelance
- Crowdsourcing

BETTER COLLABORATION OF GOVERNMENTS

- Education – shift in current dichotomy
- Skills
- Diversity
- Sustainability

MAKE TALENT MORE MOBILE

- Experience training
- Contingency workforces
- Internal, Regional & Global flows

CREATE A THRIVE ENVIRONMENT [Energy & Authenticity]

- Purpose
- Agility
- Societal Impact
- Contribution
- Confidence & Advocacy

EMBRACE PERMANENT FLEXIBILITY

- Rise of the Free Agent
- Redesign workspace
- Flatter organizations

Human resources

Performance metrics & management
Leadership in multi-speed, multi-partner

Talent data

Talent insights & personas
Personalization

Contractual model

Partnership model with focus on:
Feedback, career development & goal calibration

What changes:

PARTING THOUGHT

“A good question is the seed of innovation —
in science, technology, art, politics, and business....

A good question is a probe, a ‘what if’ scenario.

A good question cannot be predicted.

A good question may be the last job a machine
will learn to do.

A good question is what humans are for.”

*Kevin Kelly, The Inevitable Understanding the 12
Technological Forces That Will Shape Our Future*





MERCER

MAKE TOMORROW, TODAY

WHAT KEEPS LEADERS UP AT NIGHT?

The Board Agenda

Talent scarcity and Digital/tech



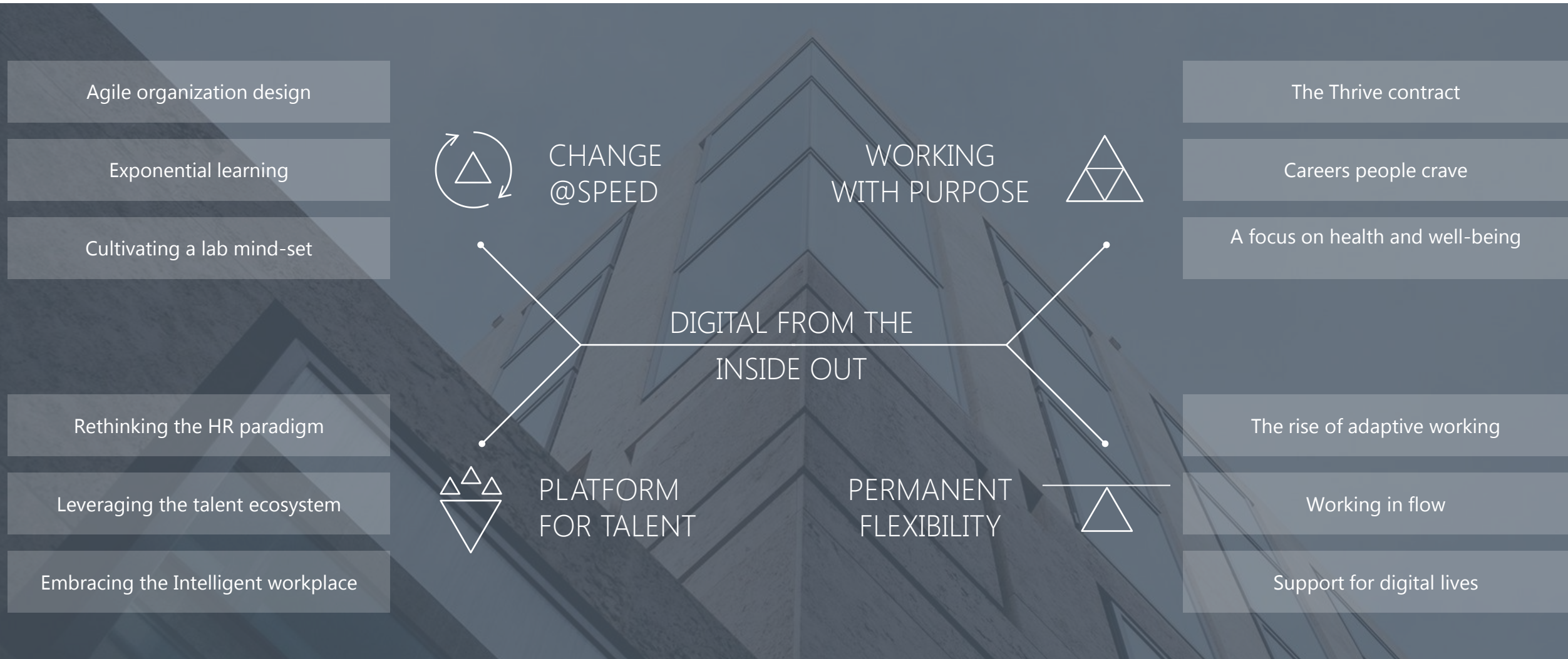
EXTERNAL CONCERNS

1. Cyber security
2. Strength of emerging market economies
3. Changes in business tariffs/taxes
4. Changes in labor/migration regulations

WORKFORCE ISSUES

1. Lack of critical skills
2. Employees' digital experience (HR #4)
3. Automation at work
4. Aging workforce (HR #2)

MERCER 2018 TOP TRENDS FOR UNLOCKING GROWTH IN THE HUMAN AGE





SUPPLY – LEVERAGING THE FULL TALENT ECOSYSTEM

LEVERAGING THE TALENT ECOSYSTEM

INTERNAL
TALENT

PARTNERSHIP
TALENT

FREELANCE
TALENT

CROWD
SOURCED TALENT

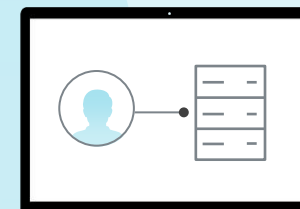
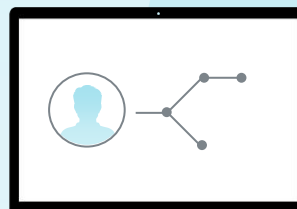
CO-OPETITION

77% of companies use online assessment tools today
(62% game-based assessments, 66% virtual day-in-the life centers)

SELF-DRIVE
PROFILING

INTELLIGENT
SOURCING

ONCE CONNECTED
NEVER LOST



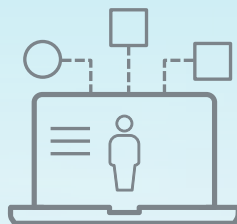


2018 DIGITAL PRIORITIES

Where C-suite intends to invest this year:

- Analytics
- Improve managers' efficiency
- Knowledge management
- Enhance leadership decision making
- Increase HR efficiency
- Improve salesforce
- Collaboration
- Remote working

Leading edge / on the horizon:



Personalized
portal
25%



Mentorship
tools
22%



Telemedicine
20%



Digital
outplacement
10%

TALENT
ACQUISITION &
REWARDS MGMT

PERFORMANCE
MGMT & SALES
MGMT

HUMAN CAPITAL
MANAGEMENT
SYSTEM / HRIS

TOTAL REWARDS /
BENEFITS PORTAL &
E-LEARNING

CAREER MGMT &
ONBOARDING
TOOLS

ANALYTICS,
CONTINUOUS FDBK
& PRODUCTIVITY

REMOTE WORKING
& SMART OFFICE

Where companies are focusing on depends on industry, country, and maturity of business

A NEW MANDATE: THRIVING IN AN AGE OF DISRUPTION

THRIVING ORGANIZATION

Success Redefined
Resilient and Agile
Positive Societal Impact

THRIVING WORKFORCE

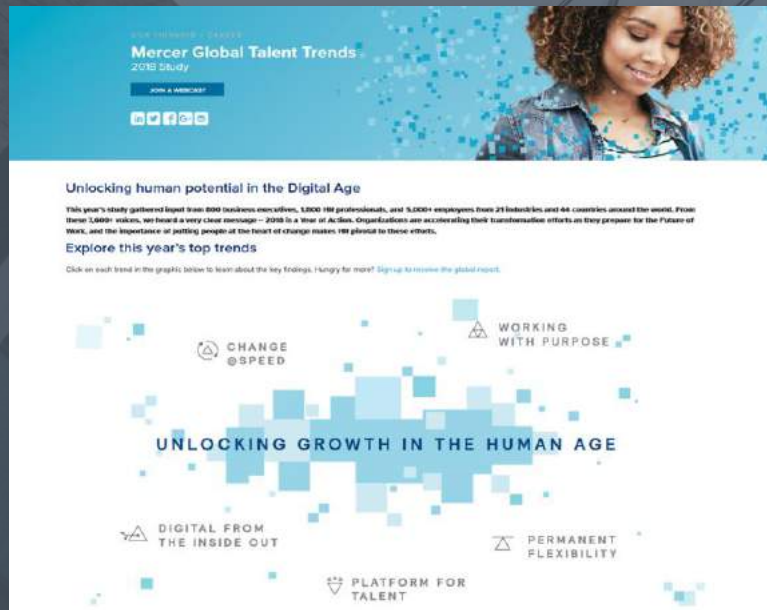
Diverse and Adaptive
Inclusive and Growth Focused
Committed to Wellbeing
psychological, physical,
financial

THRIVING INDIVIDUAL

Growing and Contributing
Empowered and Connected
Healthy and Energized

Where should you focus your efforts ?

THIRSTY FOR MORE?



Visit www.mercer.com/global-talent-trends
to download the full report.

OR

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