

HEALTH WEALTH CAREER

AN INTENTIONALLY DIVERSE WORKFORCE FOR THE FUTURE

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WHY DO WE NEED A NEW WAY TO TALK ABOUT WORK?

TALENT SCARCITY/ DECLINE IN PRODUCTIVITY

RISE OF THE FREE AGENT

MOBILE WORKING

WHEN work is done

- Hours and timing
- Discretion to change

WHERE work is done

- Location & ability to vary
- Infrastructure

WHAT work is done

- Vary job content
- Ability to share or exchange

HOW work is done

- Vary intensity
- Scale up or down

WHO does the work

- Distributed beyond traditional workforce
- Automated

MERCER 2018 STUDY FINDINGS TOP TRENDS

Key findings of information collected from 50 Board of Directors, 780+ C-Suite executives, 1,800 HR Leaders, 5,000+ employees around the world



**CHANGE
@SPEED**



**WORKING WITH
PURPOSE**



**PERMANENT
FLEXIBILITY**



**PLATFORM
FOR TALENT**

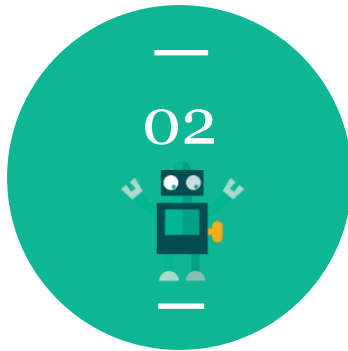


**DIGITAL FROM
THE INSIDE OUT**

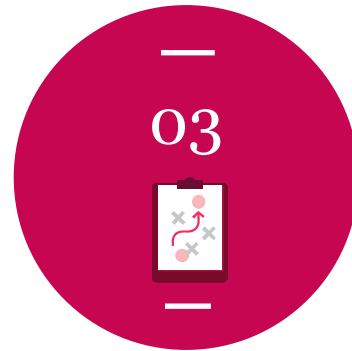
SIX CHALLENGES FOR ORGANIZATIONS FACING DIGITAL DISRUPTION



Digital skills
shortage



Job and skill
automation



Mindset change
and **new ways**
of working



Talent cultural
diversity

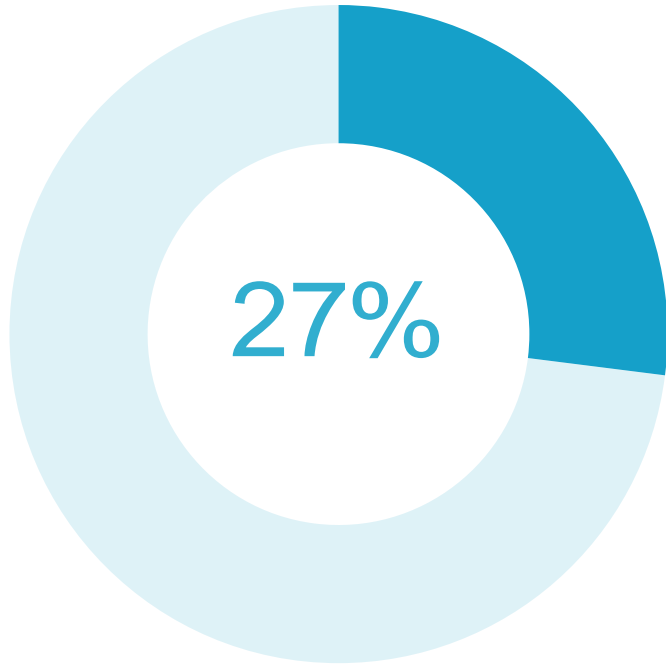


Improve
collaboration
between HR and
the Business

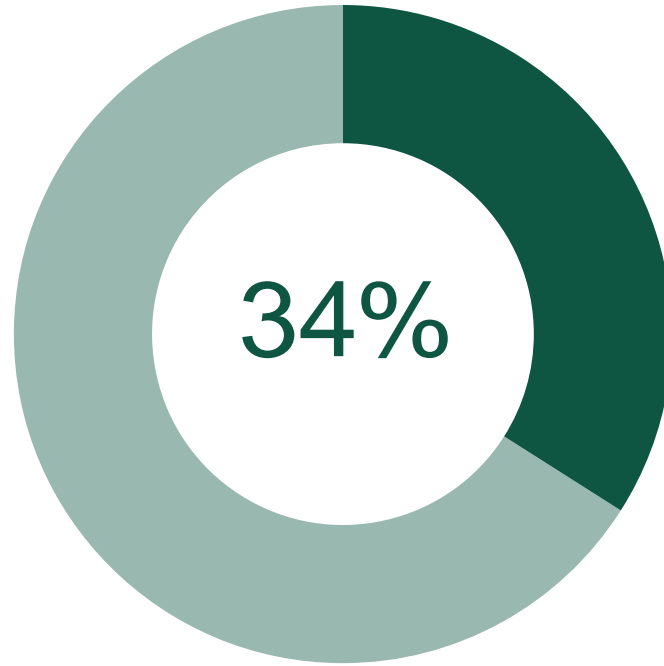


Workforce
composition
optimization

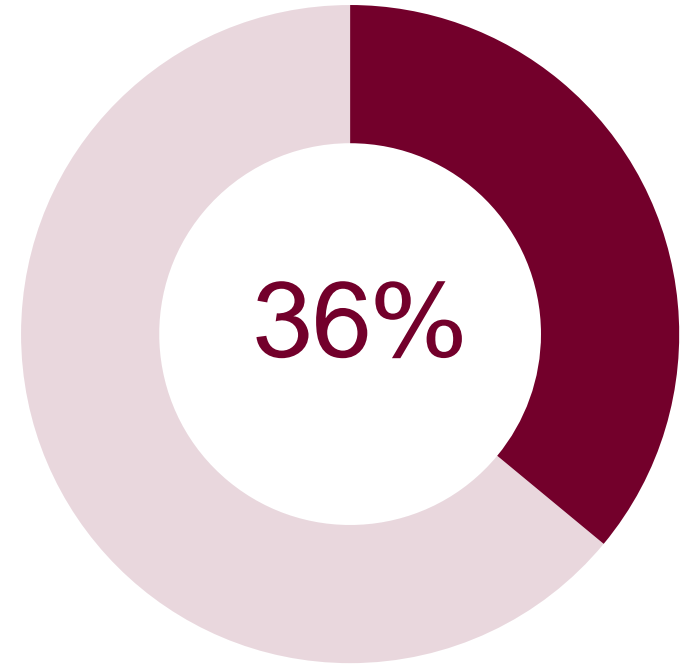
ARE COMPANIES DEMONSTRATING COMMITMENT TO D&I?



CLEAR KPIs
AROUND D&I



MANAGERS'
COMMITMENT TO D&I



ACTIVE ANALYSIS
AND MEASURE OF
PAY EQUITY

FIXING THE GENDER GAP



CURRENT HIRING, PROMOTION
AND RETENTION RATES ARE
INSUFFICIENT TO CREATE GENDER
EQUALITY BY 2025



ORGANIZATIONS ARE FAILING TO
BUILD FUTURE PIPELINES OF
FEMALE TALENT



INCREASED FOCUS ON HIRING
AND PROMOTING WOMEN INTO
EXECUTIVES RANKS NOT
SUPPORTED BY SYSTEMIC
PRACTICES

REDESIGNING WORKFORCE STRATEGIES

COORDINATION ACROSS TALENT STRATEGIES

FIND & HIRE

Robust **build, buy, and borrow eco-systems** for current and future talent needs

GROW & DEVELOP

Effective training **build the right skills & experiences** on the right employees

PLAN & MOVE

Deep, purposeful, & managed succession slates built off future focused profiles

MEASURE PERFORMANCE

Constructive, frequent **metrics that supports accountability & development**

REWARD

Transparent & aligned **rewards that drive outcomes & behaviors**

READINESS.

LEADERSHIP.

CULTURE.