MERCER GLOBAL TALENT TRENDS STUDY 2017

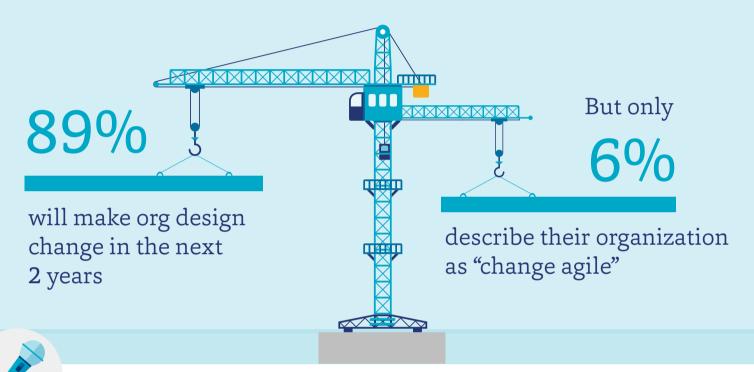
EMPOWERMENT IN A DISRUPTED WORLD

UK RESULTS

WHAT'S TOP OF MIND FOR C-SUITE EXECUTIVES, HR LEADERS, AND EMPLOYEES... AND HOW TO ACCELERATE

GROWTH BY DESIGN

C-SUITE EXECUTIVES ARE DRIVING A BOLD CHANGE AGENDA IN A QUEST FOR INCREASED EFFICIENCY, AGILITY, AND **CUSTOMER INTIMACY.**



Employees are saying: "Simplify decision making"

A WORKPLACE FOR ME

PEOPLE EXPECT THEIR EMPLOYER TO "MAKE WORK WORK" FOR THEIR INDIVIDUAL CIRCUMSTANCES. IN RESPONSE, COMPANIES ARE TAKING A "WHOLE PERSON" APPROACH.

CARE FOR MY HEALTH 49% want more focus on health & wellness

BALANCE MY TIME



51% want more flexible work options

STEER MY CAREER



48% do not feel empowered to create their own career success

MANAGE MY MONEY



Spend average of 13 hours a month worrying about \$\$

Employees are saying: "Help me invest in myself"

A SHIFT IN WHAT WE VALUE

FAIR & COMPETITIVE PAY AND OPPORTUNITIES FOR PROMOTION ARE TOP PRIORITIES FOR EMPLOYEES THIS YEAR.



of employees want to be recognized & rewarded for a wider range of contributions

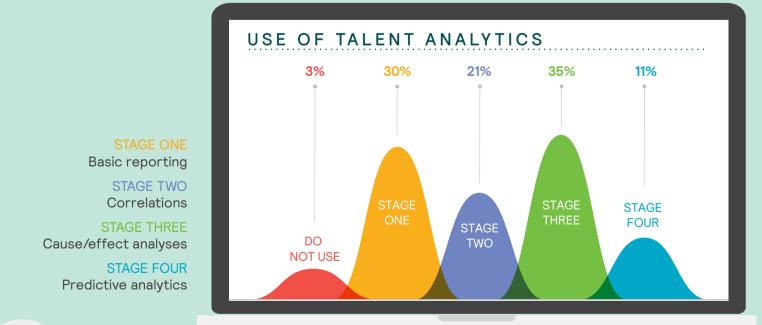
PERFORMANCE MANAGEMENT IS ONE WAY TO ENSURE TOP PERFORMERS ARE REWARDED FOR THEIR CONTRIBUTIONS

Made some change to PM approach in 2016 Eliminated performance ratings altogether 22% Stopped using ratings for base salary 8% adjustments

Employees are saying: "Show me the money"

THE QUEST FOR INSIGHT

AN AGILE ORGANIZATION IS ONE THAT LISTENS & LEARNS. DERIVING ACTIONABLE INSIGHTS FROM TALENT DATA IS A CORE ELEMENT OF THE EMPOWERMENT AGENDA.



Employees are saying: "Understand my unique skills & interests"

ATTRACT AND RETAIN TOMORROW'S TALENT:

- Engage candidates as customers
- Embrace the 'whole person' agenda
- Define exciting career paths
- Place bets on non-traditional talent



BUILD FOR AN **UNKNOWN FUTURE:**

- Quantify future-focused capability gaps
- · Build diverse skills and a culture of innovation
- Simplify decision making and improve access to knowledge/experts
- Accelerate progress through experiences and lifelong learning



CULTIVATE A THRIVING WORKFORCE:

- Differentiate on a healthy workplace
- Address talent choke points
- Promote a contribution culture
- · Create a sense of belonging



