Methodology

Respondents:
- Total: 2,147
- US: 1,269
- Non-US: 878

Method:
- Self-administered global study conducted via 15-minute online survey

Target Sample:
- Respondents were from organizations with over 1,000 employees.
- 481 HR and 1,666 Hiring Managers
Key Findings
Internal Career Mobility Fuels Engagement

• Companies are giving employees easy access to career mobility allowing them to experience new roles and skills.
• 69 percent of respondents believe flexible work assignments have a positive impact on workplaces.
• Companies that embrace internal career mobility increase employee engagement (49%), improve employee productivity (39%) and improve employee teamwork (39%).
• Companies that are recognized as a best place to work are more likely to champion career mobility in the workplace.

Q20 & Q22 : See slides 12-14
Mobile on the Rise for Recruitment and Development

• Mobile technologies, first used in consumer marketing, now are growing among HR practitioners for recruiting and delivering learning and development.

• 15% of those surveyed use mobile apps for delivering learning to employees and 22% of HR leaders use mobile apps for recruiting talent.

• This is expected to increase to 45% in the next three years.

Q10, Q24: See slide 17&18
Transparency Expected for Future Success

• Transparency in the workplace is universally valued.
• Nearly 85 percent of HR leaders recognize the importance of transparency, but only 46 percent believe their organization is transparent by which we mean “open to communicating and sharing company information internally on a regular basis.”
• Transparency also is one of the top five capabilities expected of leaders in the next three years.

Q1, Q2, Q26 : See slides 21-23
Employees Are Aligned Around a Common Purpose

• Employees seek a sense of purpose in their work.
• Aligning employees around a common purpose at work surpasses workplace flexibility and mentoring and coaching as the most important attribute for creating a compelling workplace experience.
• 55% of HR leaders believe communicating a common purpose at work is the top attribute of an extraordinary place to work, while 43% identify workplace flexibility and 40% cite offering mentoring and on-going coaching.

Q6: See slide 25
Diversity and Inclusion Impact Bottom Line

• 74% of surveyed organizations report at least one D&I program slated for 2016.
• Top three business benefits of D&I include increased diversity of thought, (65%) attraction of better talent,(54%) and increased innovation (39%).
• US respondents are more likely to consider diversity of thought to be the top benefit of D&I policies (72%).
Disconnect Between HR Leaders and Business Leaders on Perceived Effect of Recruitment Efforts

- HR leaders rate their own ability to attract the best employees much more highly (53%) than business leaders rate their ability to do so (31%).
- HR and business leaders at companies on ‘best place to work’ lists both rank their HR department’s ability to attract the best employees more highly (63% and 43% more highly, respectively).

Q30A & Q31B: See slide 30-31
Internal Career Mobility Fuels Engagement
Benefits Projected from Flexible Work Assignments—Especially From International Respondents*

- Positive Impact Projected: 69%
- Negative Impact Projected: 15%
- Don't Know: 16%

- Domestic (64%)
- International (77%)

*by flexible work assignment we mean able to choose where they can add the most value based on their own experiences, skills and aspirations Q20. If employees in your organization were allowed to choose their own work assignments, what would you expect to happen? [n= 2147]
Companies On ‘Best Place to Work’ Lists Are More Likely to Champion Career Mobility in the Workplace

3 in 4

Individuals from companies on ‘best place to work’ lists believe career mobility leads to positive outcomes (76%).

Q20. If employees in your organization were allowed to choose their own work assignments, what would you expect to happen? [n= 2147]
## Increased Engagement is the Expected Top Benefit of Career Mobility

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase engagement</td>
<td>49%</td>
</tr>
<tr>
<td>Improve productivity</td>
<td>39%</td>
</tr>
<tr>
<td>Improve team work</td>
<td>39%</td>
</tr>
<tr>
<td>Better achievement of goals</td>
<td>38%</td>
</tr>
<tr>
<td>Identify leadership</td>
<td>35%</td>
</tr>
<tr>
<td>Identify better candidates</td>
<td>31%</td>
</tr>
<tr>
<td>Improve innovation</td>
<td>26%</td>
</tr>
<tr>
<td>Improve our allocation of employees</td>
<td>25%</td>
</tr>
<tr>
<td>Better response to external changes</td>
<td>17%</td>
</tr>
</tbody>
</table>

Q22A/B/C - Please select the TOP 3 BENEFITS you expect to see if your organization adopts internal career mobility practices.. [n= 2147]
Workplace Flexibility Linked to Extraordinary Work Experience

Respondents (43%) believe having workplace flexibility policies is one of the top actions a company can take to create or sustain a compelling workplace experience.

4 out of 10

Q6. Please select the TOP 3 ACTIONS that you believe would create or sustain an extraordinary workplace experience (whether or not they are currently implemented at your organization). [n= 2147]
Mobile on the Rise for Recruitment and Development
Mobile Apps for Recruitment are on the Rise

Usage now:

22% of companies currently use mobile apps to allow candidates to apply for a job

In three years:

45% of companies plan to use mobile apps to allow candidates to apply for a job

Q24,Q25. Thinking about TODAY and the NEXT THREE YEARS, how often do you think your organization will use each of the following recruitment strategies? [n= 2147]
Companies On ‘Best Place to Work’ Lists Are Twice as Likely to Use Mobile Apps for Learning

15% Of **all** respondents plan to use mobile apps for learning in the next twelve months.

23% Of respondents on a ‘best place to work’ list plan to use them in the next twelve months.

12% Of respondents **not** on a ‘best place to work’ list plan to use them in the next twelve months.

Q10. Which, if any, of the following learning & development practices will be used in your organization over the NEXT 12 MONTHS? [n= 2147]
Transparency Expected for Future Success
Transparency Gap in Organizations

How Important do you Believe Transparency is to your Organization's Future Success? (% Answering Very/Extremely)

All Respondents

85%

How Transparent* Do you Believe Your Organization is Today? (% Answering Very/Extremely)

All Respondents

46%

* By ‘transparent’ we mean open to communicating and sharing company information internally on a regular basis?
Transparency Highly Valued Across All Company Segments

How important do you believe transparency is to your organization's future success?*

- Extremely / Very
- Somewhat
- Not Very / Not At All

<table>
<thead>
<tr>
<th>Segment</th>
<th>Extremely / Very</th>
<th>Somewhat</th>
<th>Not Very / Not At All</th>
</tr>
</thead>
<tbody>
<tr>
<td>All respondents</td>
<td>85%</td>
<td>12%</td>
<td>14%</td>
</tr>
<tr>
<td>US</td>
<td>86%</td>
<td>12%</td>
<td>12%</td>
</tr>
<tr>
<td>Int'l</td>
<td>82%</td>
<td>16%</td>
<td>12%</td>
</tr>
<tr>
<td>On a Best Place to Work List</td>
<td>87%</td>
<td>15%</td>
<td>18%</td>
</tr>
<tr>
<td>Not On a Best Place to Work List</td>
<td>83%</td>
<td>18%</td>
<td>13%</td>
</tr>
<tr>
<td>Small Companies (&lt;1K)</td>
<td>80%</td>
<td>18%</td>
<td>11%</td>
</tr>
<tr>
<td>Mid-size Companies (1K-29K)</td>
<td>86%</td>
<td>13%</td>
<td>11%</td>
</tr>
<tr>
<td>Large Companies (&gt;30K)</td>
<td>87%</td>
<td>13%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Q2. How important do you believe transparency is to your organization's future success? [n= 2147]

**“open to communicating and sharing company information internally on a regular basis.”**
Transparency Gap Evident In The Workplace

How transparent do you believe your organization is today?

- Much / Very: 46%
- Somewhat: 42%
- Little / Not At All: 12%

Q1. How transparent do you believe your organization is today? [n= 2147]
Transparency Viewed as a Top Skill Needed for Leaders

What are the top 5 leadership skills an employee needs to possess to be promotable to a leadership role in your organization?

- Can turn strategy into results (60%)
- Transparent & trustworthy (52%)
- Collaborative (45%)
- People developer (44%)
- Entrepreneurial thinker (35%)

Q26. Thinking about the NEXT THREE YEARS, please select the TOP 5 LEADERSHIP SKILLS an employee will need to possess to be promotable to a leadership role in your organization. [n= 2142]
Align Employees Around a Common Purpose
“Common Purpose” Linked to Creating A Extraordinary Workplace Experience

Top Actions Linked to Creating or Sustaining Extraordinary Workplace Experiences

<table>
<thead>
<tr>
<th>Action</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aligning employees around a common purpose and vision</td>
<td>55%</td>
</tr>
<tr>
<td>Offering workplace flexibility policies</td>
<td>43%</td>
</tr>
<tr>
<td>Offering ongoing mentoring and coaching</td>
<td>40%</td>
</tr>
<tr>
<td>Recognizing employees publicly for outstanding work</td>
<td>31%</td>
</tr>
<tr>
<td>Offering extraordinary benefits package</td>
<td>30%</td>
</tr>
<tr>
<td>Providing latest collaborative tools and technology</td>
<td>29%</td>
</tr>
<tr>
<td>Empowering employees to choose assignments</td>
<td>25%</td>
</tr>
</tbody>
</table>

Q6. Please select the TOP 3 ACTIONS that you believe would create or sustain an extraordinary workplace experience (whether or not they are currently implemented at your organization). [n= 2147]
Diversity and Inclusion Impacts Bottom Line
Majority of Organizations Already Have D&I Programs

Three-quarters of respondents (74%) already have at least one D&I program slated for 2016

- To have management continuously promote leadership and diversity (41%)
- Encourage employees to participate in community and civic diversity projects (33%)
- Promote formal peer/support groups to develop programs to supports diversity (30%)
- Create a flow of applications from candidates with diverse backgrounds (29%)

Q9. In what ways, if any, will your organization act to promote workforce diversity and inclusion in 2016? [n= 2147]
**Top Inclusivity Benefits Include Greater Diversity of Thought and Access to Better Talent Pools**

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<thead>
<tr>
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<tbody>
<tr>
<td>Adds diversity of thought</td>
<td>65%</td>
</tr>
<tr>
<td>Attracts better talent</td>
<td>54%</td>
</tr>
<tr>
<td>Increases innovation</td>
<td>39%</td>
</tr>
<tr>
<td>Improves employee engagement</td>
<td>38%</td>
</tr>
<tr>
<td>Improves business performance</td>
<td>38%</td>
</tr>
<tr>
<td>Improves customer perception</td>
<td>28%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
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<tr>
<td>Adds diversity of thought</td>
<td>72%</td>
</tr>
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<td>Attracts better talent</td>
<td>55%</td>
</tr>
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<td>Increases innovation</td>
<td>38%</td>
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Q8. Thinking about the business benefits achievable from a more inclusive workplace, which of the following are the TOP 3 REASONS your organization should promote diversity? [n= 2147]
Disconnect Between HR Leaders and Business Leaders on Effectiveness of Recruitment Efforts
HR Leaders Rate Recruiting Efforts More Highly Than Business Leaders

Does Your HR Department Do a Better than Average Job Attracting the Best Employees?

<table>
<thead>
<tr>
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<th>Yes: 53%</th>
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<td>Business Leaders</td>
<td>Yes: 31%</td>
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Q30A/Q31B. As a business/HR leader, how would you rate the ability of your Human Resource department’s/Organization ability to attract the best employees? [n= 2147]
HR Consistently Ranks Recruiting Effectiveness Higher than Hiring Managers

Does Your HR Department Do a Better than Average Job Attracting the Best Employees?

Q30A/Q31B. As a business/HR leader, how would you rate the ability of your Human Resource department’s/Organization ability to attract the best employees? [n= 2147]
Case Studies
Internal Career Mobility Fuels Engagement

• The “Cisco Talent Cloud” combines the flexibility of the freelance marketplace with the safety and structure of a corporate environment.

• Cisco’s innovation is “taking the control, autonomy, and flexibility of working in the gig economy and combining it with new talent practices within the structure and relative security of the corporate world.”
Mobile on the Rise for Recruitment and Development

• Sodexo was early adopter to launch a mobile-optimized career site and a smartphone app for recruiting.

• In the first year, mobile app downloads totaled 15,000, leading to over 2,000 new job candidates and 141 new hires coming from mobile app.

• Sodexo saved $300,000 in job board postings.
Transparency Expected for Future Success

• At Airbnb, the corporate culture has been shaped by a commitment to transparency. Employees freely share why the company is a great place to work on the Airbnb Glassdoor.com page (where CEO Brian Chesky has a 97 percent approval rating).

• Transparency is also practiced by traditional firms such as Telstra, where David Thodey, former CEO of the company, would openly ask questions of the entire company on the Telstra internal social network, receiving hundreds of responses to inquiries like: “What processes and technologies should we eliminate?”
Align Employees Around a Common Purpose

• SunTrust Banks, Inc. has moved from being mission driven to purpose driven, where the purpose is promoting financial well-being for customers and employees.

• SunTrust created financial literacy program to address an emotional need for financial fitness.

• SunTrust chairman and CEO William H. Rogers, Jr., sums this movement to a purpose-driven company, “People respond well to a company that’s bigger than itself.”
Diversity and Inclusion Impact Bottom Line

• Kimberly-Clark Corporation has a key policy, called the Rule of Two: for appointments at the VP level and above. Leaders must bring three candidates for consideration, no more than two having a similar demographic profile.

• Kimberly-Clark reports a 90 percent increase in the number of women holding director-level-and-above positions since 2009 when the Rule of Two was implemented.
Disconnect Between HR Leaders and Business Leaders on Perceived Effectiveness of Recruitment Efforts

• To combat this disconnect, Red Hat is using data science and predictive analytics, along with its internal employee referral program, to springboard their recruitment efforts.

• Red Hat incentivizes employees to identify the best new talent via a gamified system of rewards, then, the organization can use data analytics to inspect that recommendation, looking for other digital connections.

• Data fuels referral opportunities; referrals create starting points for new data-driven searches.
Addendum: 10 Rules to Navigate the Future Workplace
Rule #1: Make the Workplace an Experience
Rule #2: Use Space to Promote Culture
Rule #3: Be an Agile Leader
Rule #4: Consider Technology an Enabler and Disruptor
Rule #5: Build a Data Driven Recruiting Ecosystem
Rule #6: Embrace On-Demand Learning
Rule #7: Tap the Power of Multiple Generations
Rule #8: Build Gender Equality
Rule #9: Plan for More Gig Economy Workers
Rule #10: Be a Workplace Activist