

MERCER GLOBAL TALENT TRENDS STUDY 2017

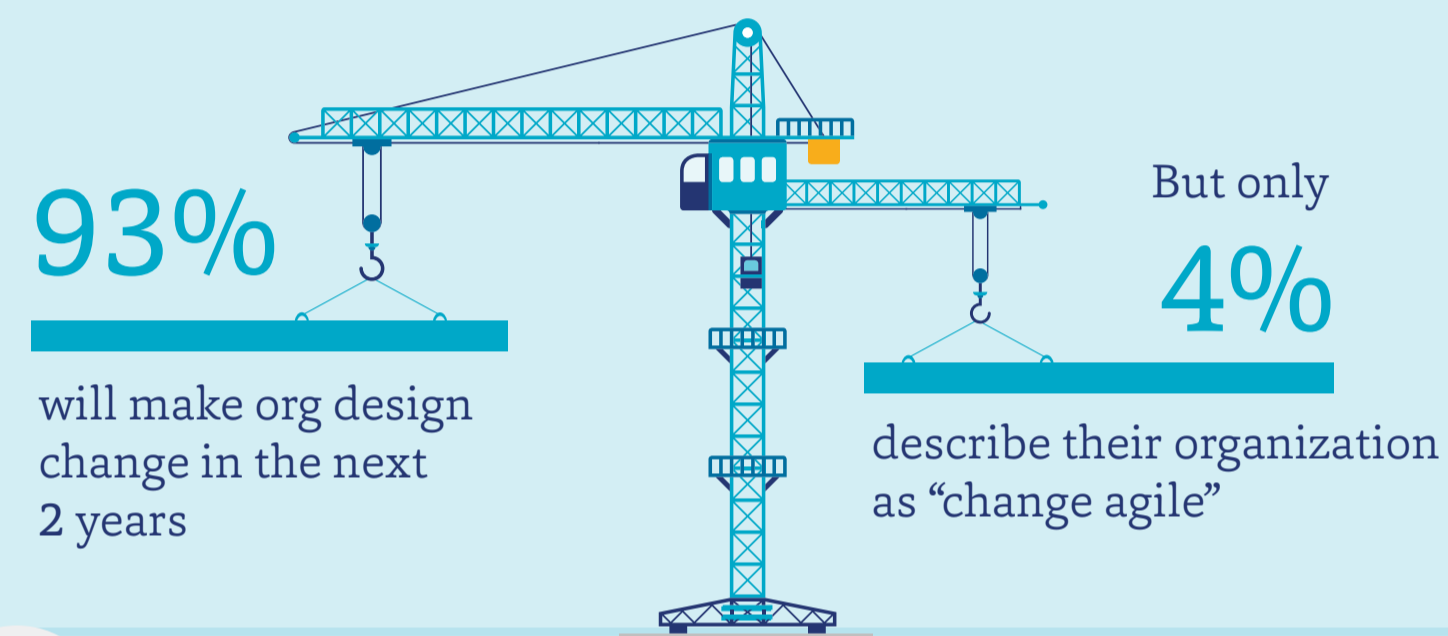
EMPOWERMENT IN A DISRUPTED WORLD

JAPAN RESULTS

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

GROWTH BY DESIGN

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



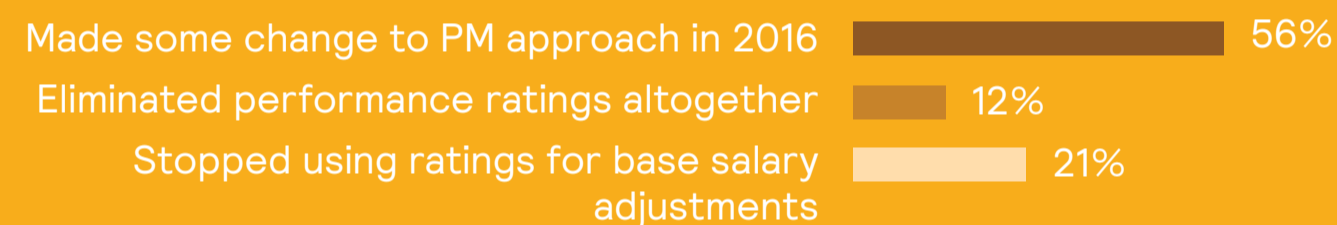
Employees are saying: "Simplify decision making"

A SHIFT IN WHAT WE VALUE

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



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



Employees are saying: "Show me the money"

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

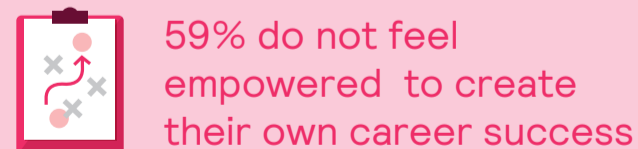
A WORKPLACE FOR ME

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



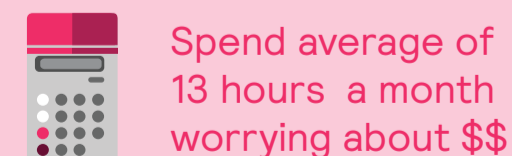
STEER MY CAREER



BALANCE MY TIME



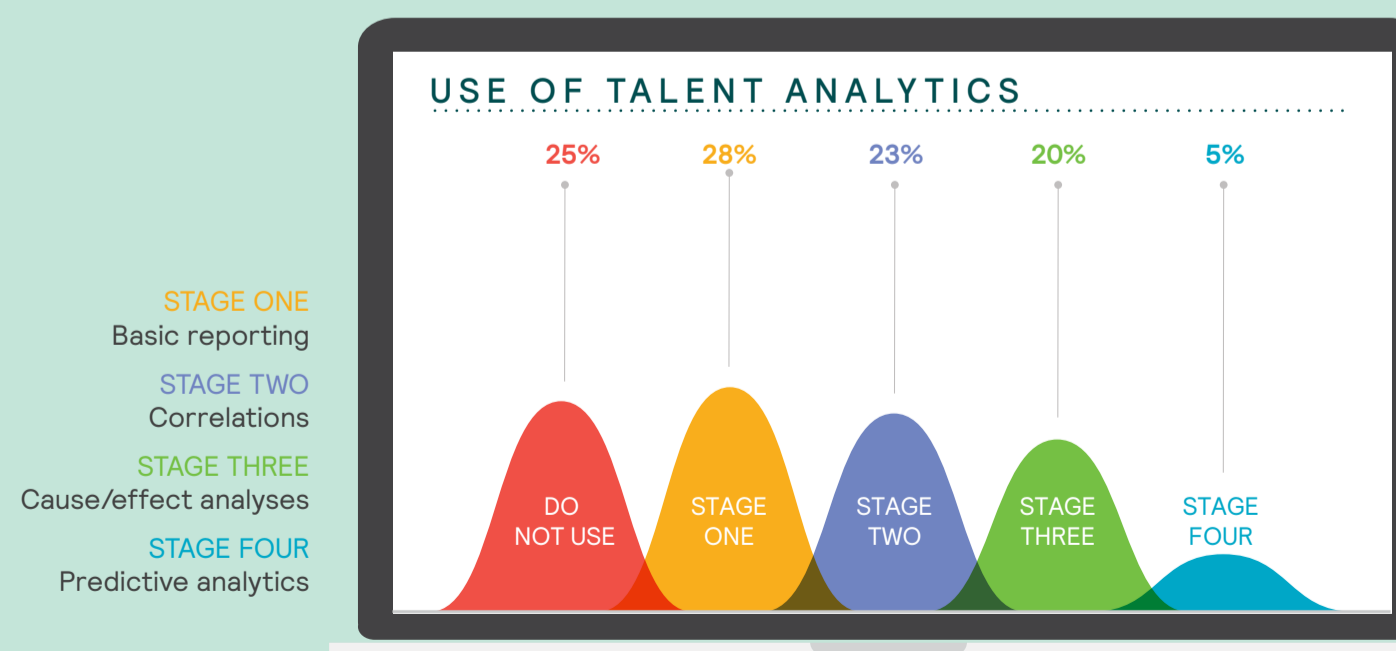
MANAGE MY MONEY



Employees are saying: "Help me invest in myself"

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"

CULTIVATE A THRIVING WORKFORCE:

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