AN AGILE ORGANIZATION IS ONE THAT ListENS & LEARNS.

DERIVING ACTIONABLE INSIGHTS FROM TALENT DATA IS A CORE ELEMENT OF THE EMPOWERMENT AGENDA.

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

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

93% will make org design change in the next 2 years
But only 4% describe their organization as “change agile”

Employees are saying: “Simplify decision making”

97% of employees want to be recognized & rewarded for a wider range of contributions

A SHIF T IN WHAT WE VALUE
FAIR & COMPETITIVE PAY AND OPPORTUNITIES FOR PROMOTION ARE TOP PRIORITIES FOR EMPLOYEES THIS YEAR.

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

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.

THE USE OF TALENT ANALYTICS

<table>
<thead>
<tr>
<th>Stage</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stage One</td>
<td>23%</td>
</tr>
<tr>
<td>Stage Two</td>
<td>27%</td>
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<tr>
<td>Stage Three</td>
<td>38%</td>
</tr>
<tr>
<td>Stage Four</td>
<td>7%</td>
</tr>
</tbody>
</table>

CULTIVATE A THRIVING WORKFORCE:
- Differentiate on a healthy workplace
- Address talent choke points
- Promote a contribution culture
- Create a sense of belonging