

WORKFORCE METRICS SOLUTION

EMEA OVERVIEW

JANUARY 20, 2016

Sue Filmer, Principal, London

David Elkjaer, Senior Associate, Copenhagen

TODAY'S PRESENTERS



Sue Filmer
Principal,
London



David Elkjaer
Senior Associate,
Copenhagen

Questions

To submit a question, use the floating panel on the top of your screen and click the Q&A button:



**CLICK HERE TO ASK A
QUESTION TO "ALL
PANELISTS."**

AGENDA

01

INTRODUCTION



02

SOLUTION
OVERVIEW



03

EMEA
RESULTS



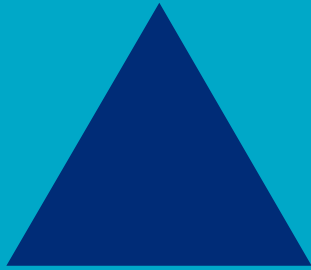
04

RESOURCES
AND NEXT
STEPS



INTRODUCTION

WHAT ARE METRICS



ADOPTION OF WORKFORCE ANALYTICS

GOOD INTENTIONS...BUT SUCCESS IS ELUSIVE

Mercer/HCI 2015 Global Study findings:

Making it a PRIORITY

- **77%** Plan to increase workforce analytics capabilities in the next two years
- **52%** Intend to use analytics to increase productivity/business success

HOW?

- “Connect workforce data to business KPI’s” – **76%**
- “Improve communication of workforce analytics” – **73%**
- “Get business leaders comfortable using analytics to make decisions” – **71%**

But, Success is LOW

- Only **31%** report moderate to high success
- Only **9%** use predictive analytics

Major ROADBLOCKS Reported:

52% Lack of Analytic
Expertise

54% Issues with
Data/**Technology**

WHAT ARE WORKFORCE METRICS?



Track the workforce

Strategically aligned to the business

Business planning and problem identification/solving

External comparison puts the metric in context

A BETTER APPROACH

The traditional approach to workforce analytics is to start with data:



Our approach starts with assessing desired impact and critical workforce questions:

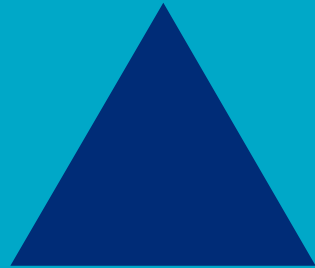


THE LANDSCAPE OF WORKFORCE ANALYTICS & PLANNING

Value delivered by Analytics & Planning →



SOLUTION OVERVIEW



GLOBAL COVERAGE 2015

100 COUNTRIES AND MORE THAN 11,000 ORGANISATIONS



ORGANISATIONAL STRUCTURE WORKFORCE METRICS

- Workforce distribution by career level & by function
- Compensation structure by career level & by function
- Span of control

FINANCIAL WORKFORCE EFFECTIVENESS METRICS

- Workforce productivity
- Operating costs per FTE
- Profit per FTE
- Compensation expenses as % of revenue and % of operating expenses

ORGANISATIONAL WORKFORCE MOVEMENT METRICS

- Voluntary, involuntary & retiree turnover
- New hires
- Promotions
- Lateral movement of employees

FUNCTIONS AND LEVELS COVERED

FUNCTIONS

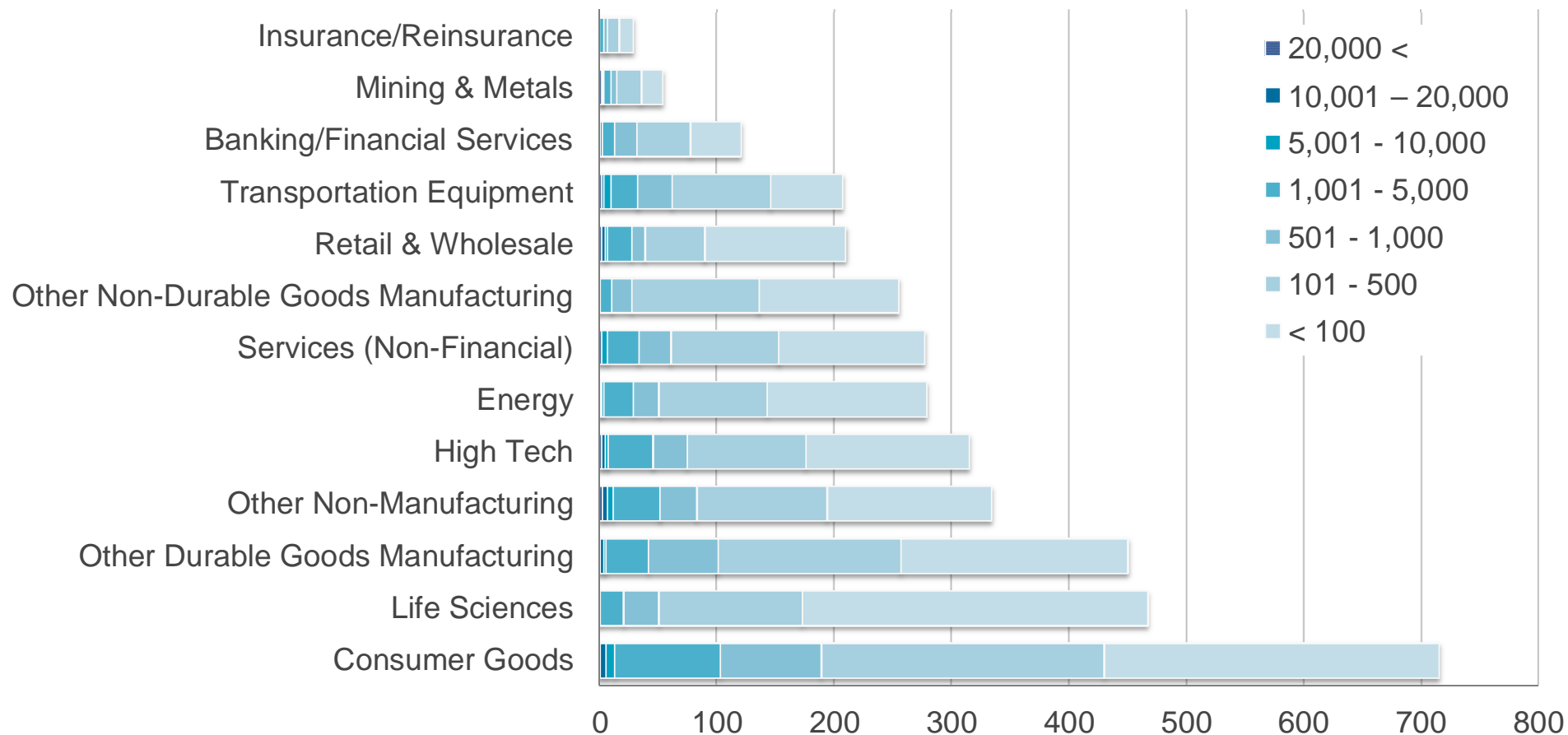
- Administrative Support
- Communication
- Customer Service & After Sales Support
- Finance
- Human Resources
- Information Technology
- Legal
- Logistics & Distribution
- Operations
- Product or Service Development
- Quality
- Repair & Maintenance
- Strategic Management
- Sales & Marketing
- Procurement (Purchasing)

LEVELS

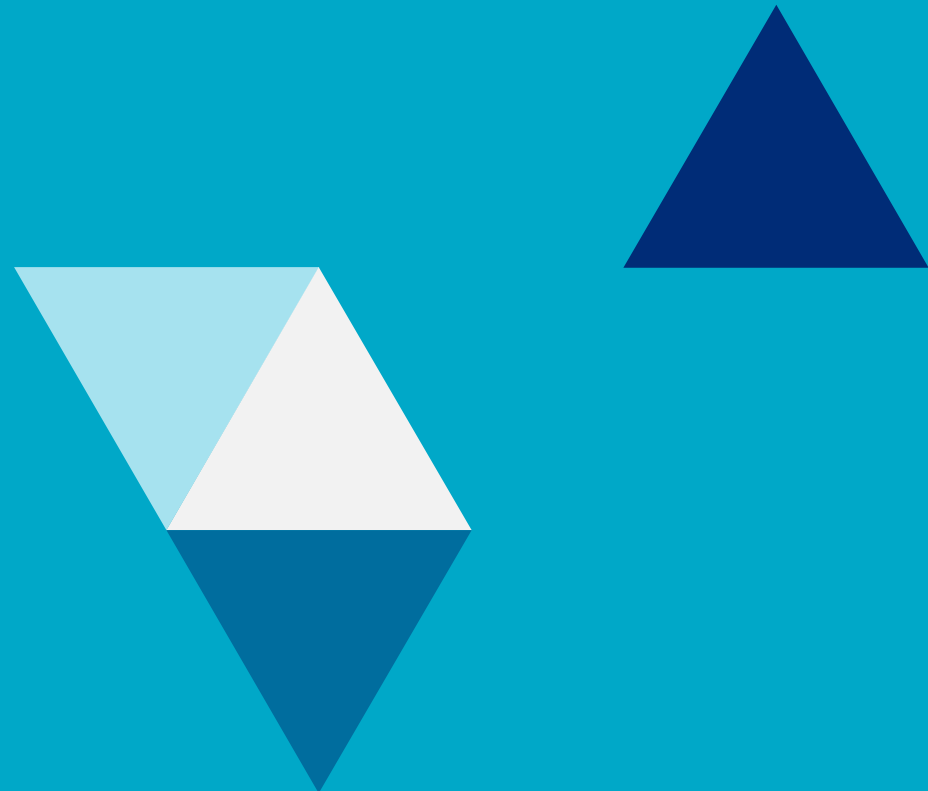
- Sr. Executive - CEO & Function Head
- Sub Function Head
- Senior Manager
- Manager
- Supervisor
- Professional
- Entry Level Professional
- Para Professional (Support Staff / Production)

PARTICIPATION OVERVIEW

EMEA



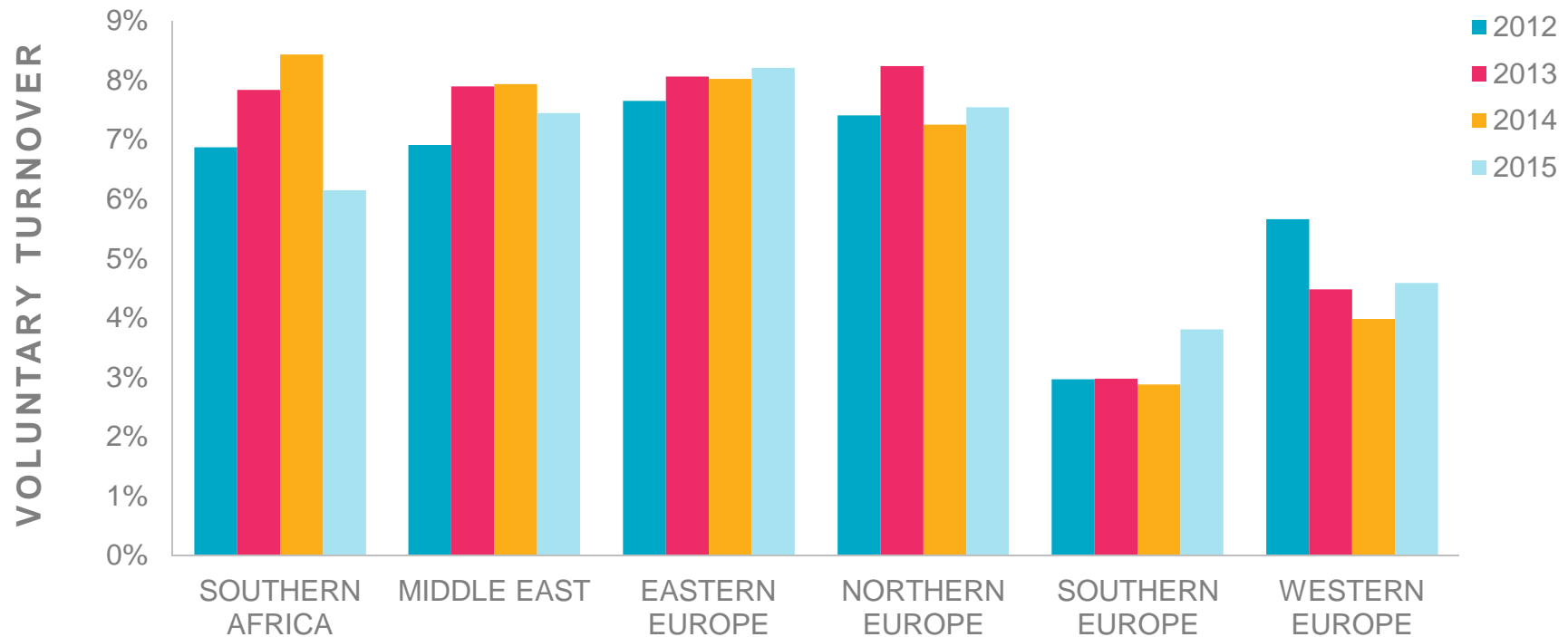
EMEA RESULTS



VOLUNTARY TURNOVER

2012 – 2015 TREND

VOLUNTARY TURNOVER DATA ON THREE TYPES OF TURNOVER IS AVAILABLE: VOLUNTARY, INVOLUNTARY AND RETIREMENT.



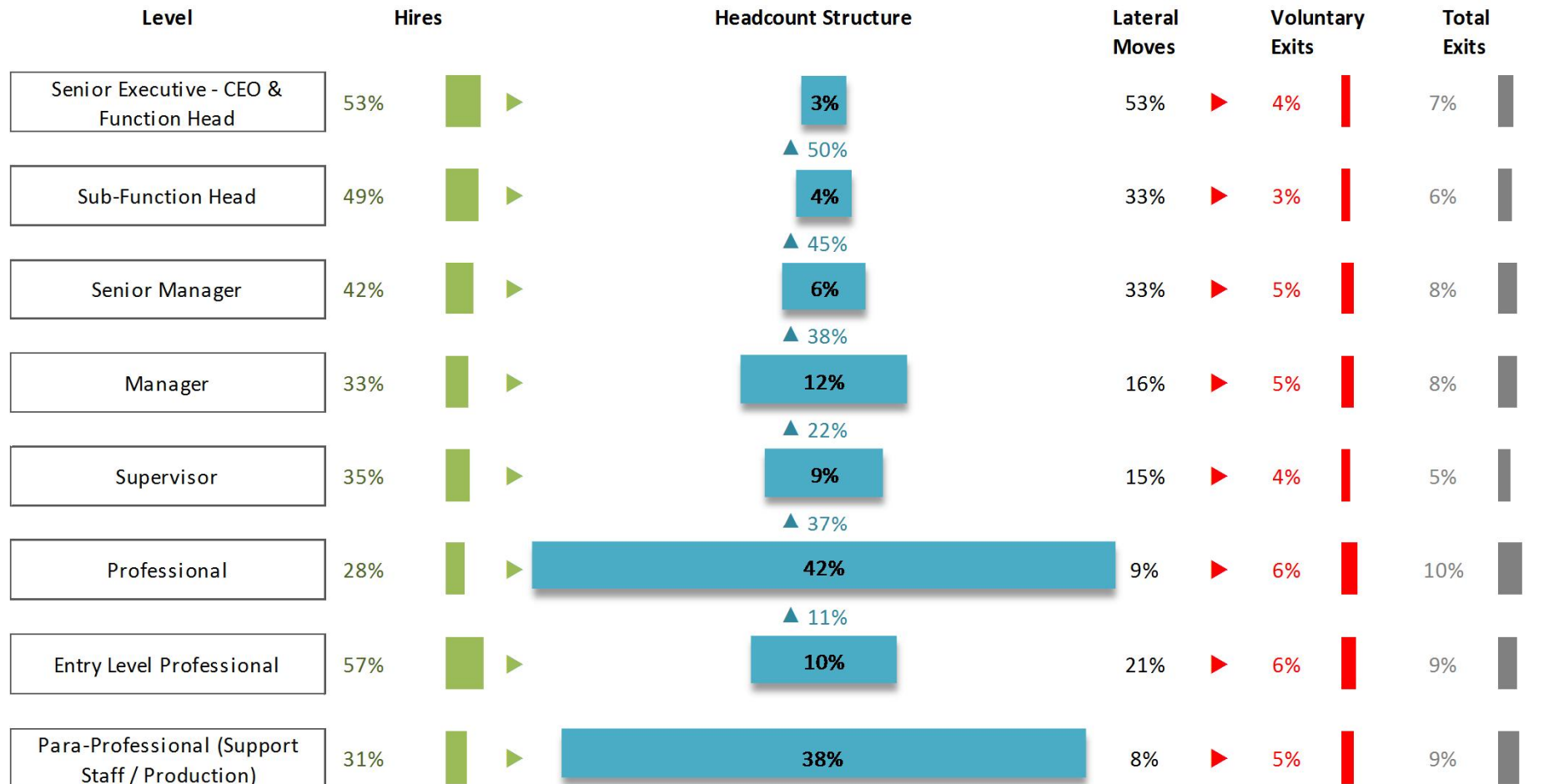
VOLUNTARY TURNOVER FUNCTIONS BY REGION

2015 VOLUNTARY TURNOVER FOR SELECTED FUNCTIONS,
THERE IS DATA ON 14 FUNCTIONS AVAILABLE.



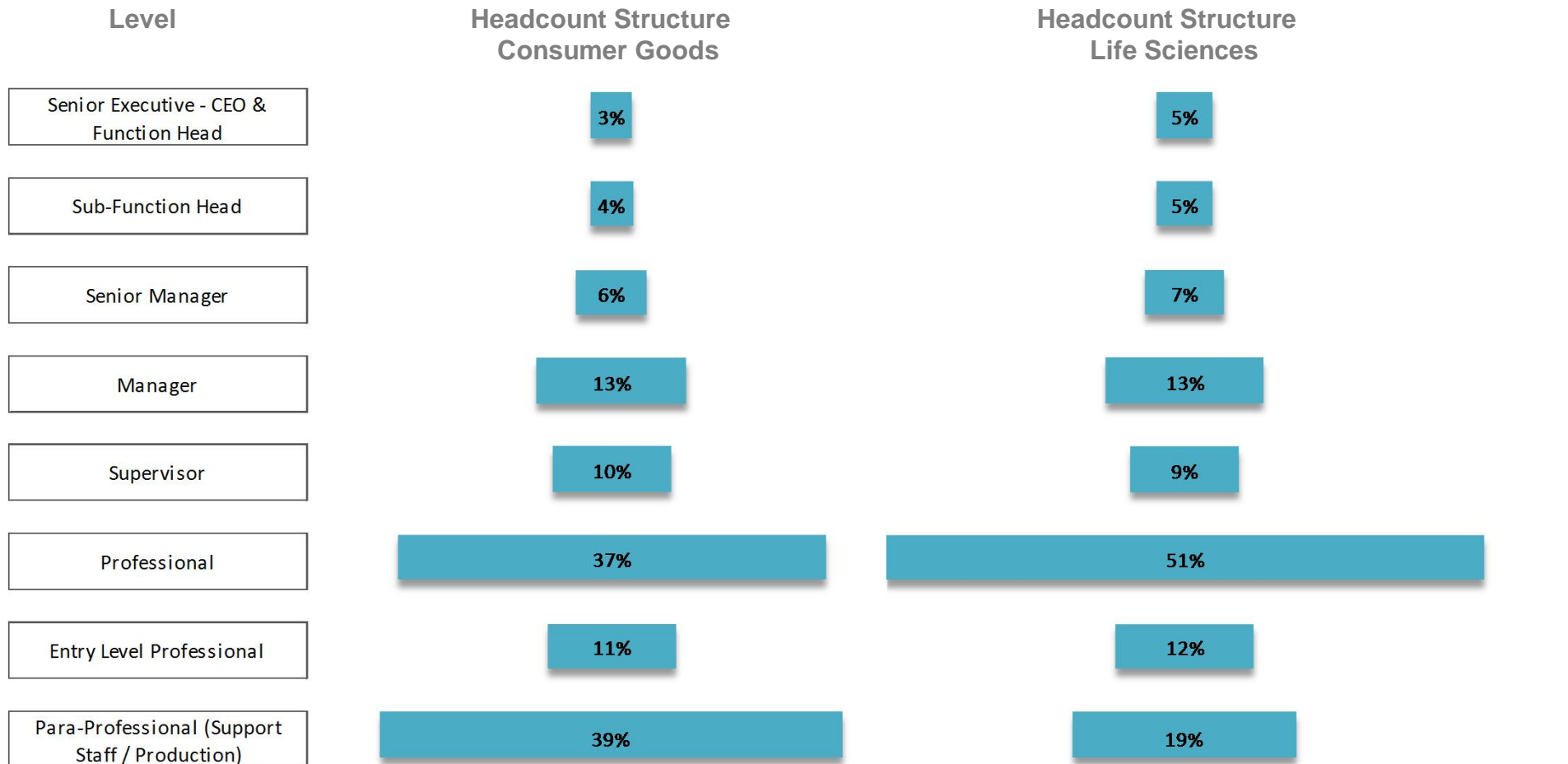
LABOR FLOWS WESTERN EUROPE

SHOWCASED BY LEVEL, HIRE PROMOTION, LATERAL AND EXIT RATES AGAINST AVERAGE HEADCOUNT IN 2015



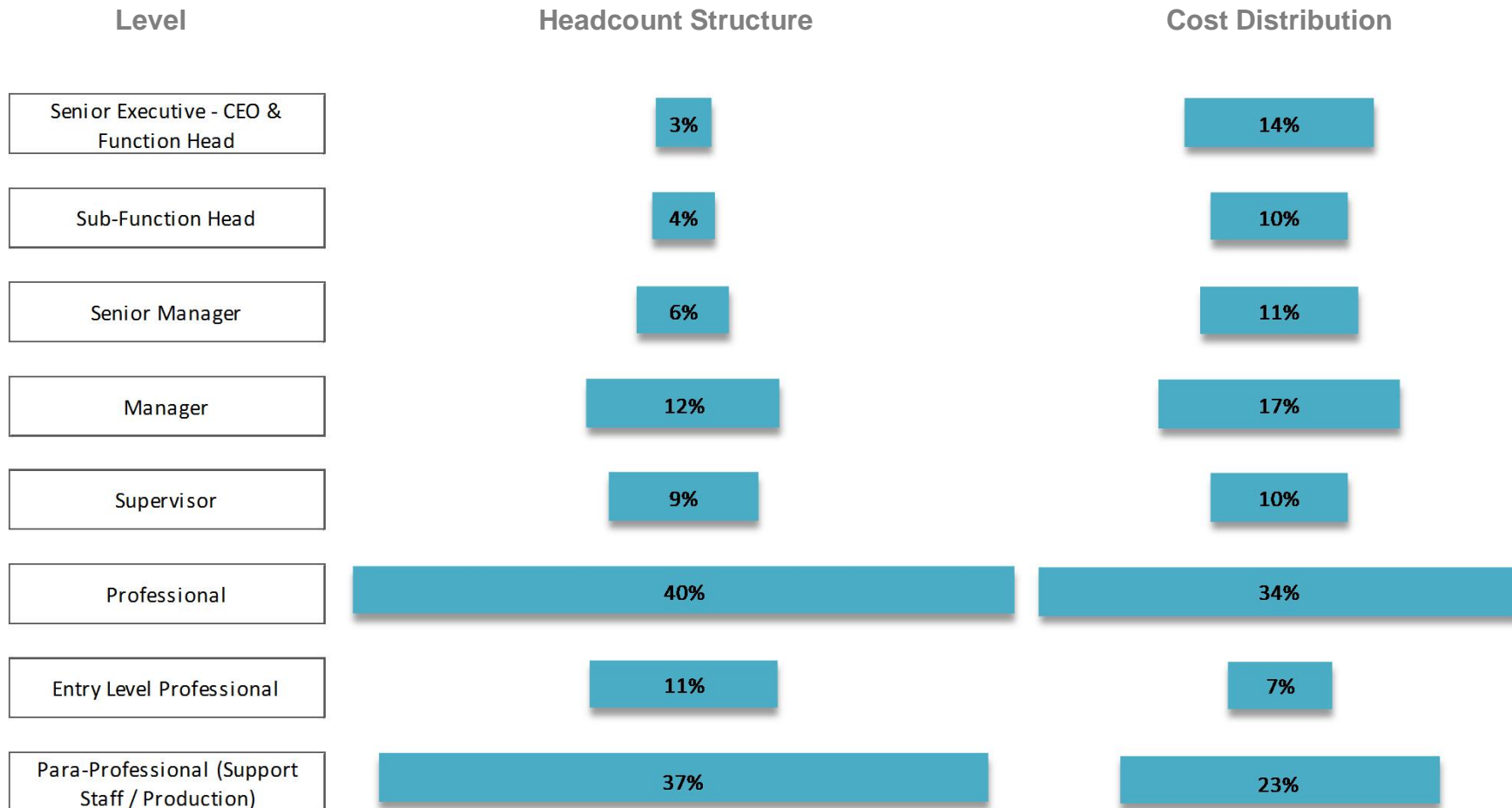
LABOR STRUCTURE ACROSS INDUSTRIES

SHOWCASED BY LEVEL IN CONSUMER GOODS AND LIFE SCIENCES 2015



LABOR STRUCTURE COMPARED TO COST

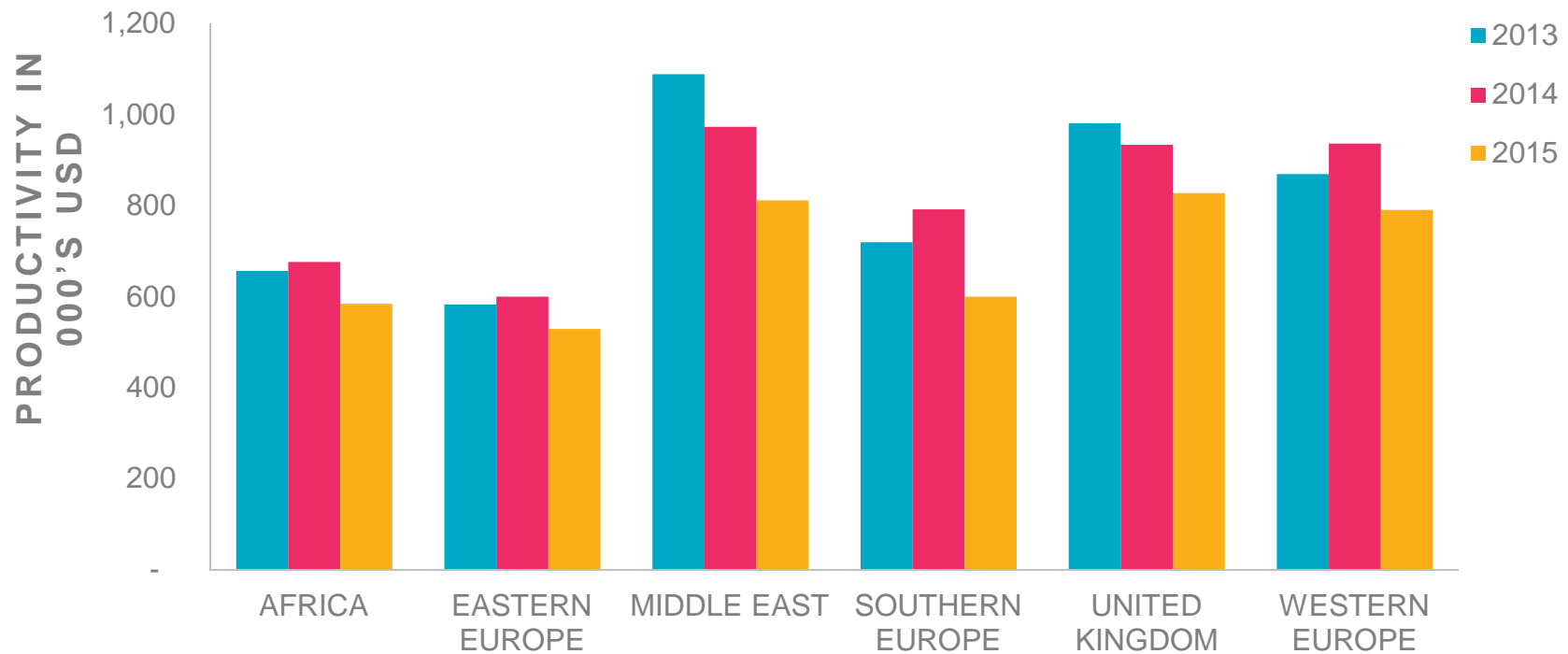
SHOWCASED BY LEVEL, AVERAGE HEADCOUNT AGAINST TOTAL COST AVERAGE HEADCOUNT IN 2015



PRODUCTIVITY ACROSS REGIONS

2013 – 2015 TREND

AVERAGE PRODUCTIVITY BY REGION IN ALL INDUSTRIES
(2013 – 2015)



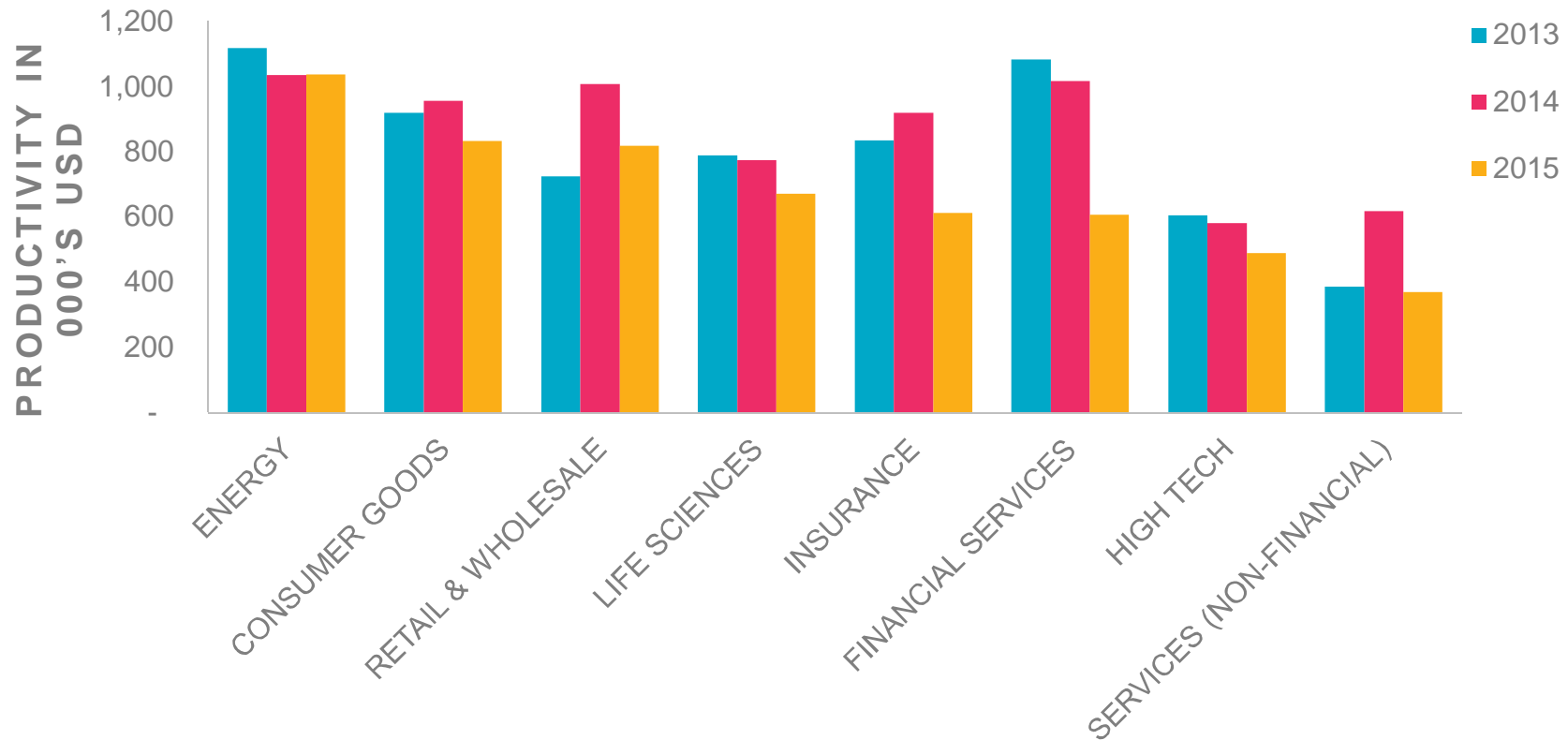
Productivity: Defined as revenue / FTE

© MERCER 2015

PRODUCTIVITY ACROSS INDUSTRIES

2013 – 2015 TREND

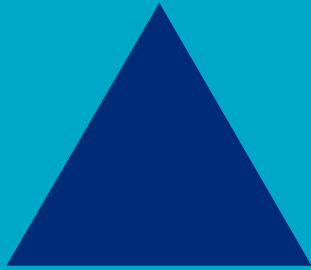
AVERAGE PRODUCTIVITY BY INDUSTRY IN EMEA
(2013 – 2015)



Productivity: Defined as revenue / FTE

© MERCER 2015

RESOURCES AND NEXT STEPS



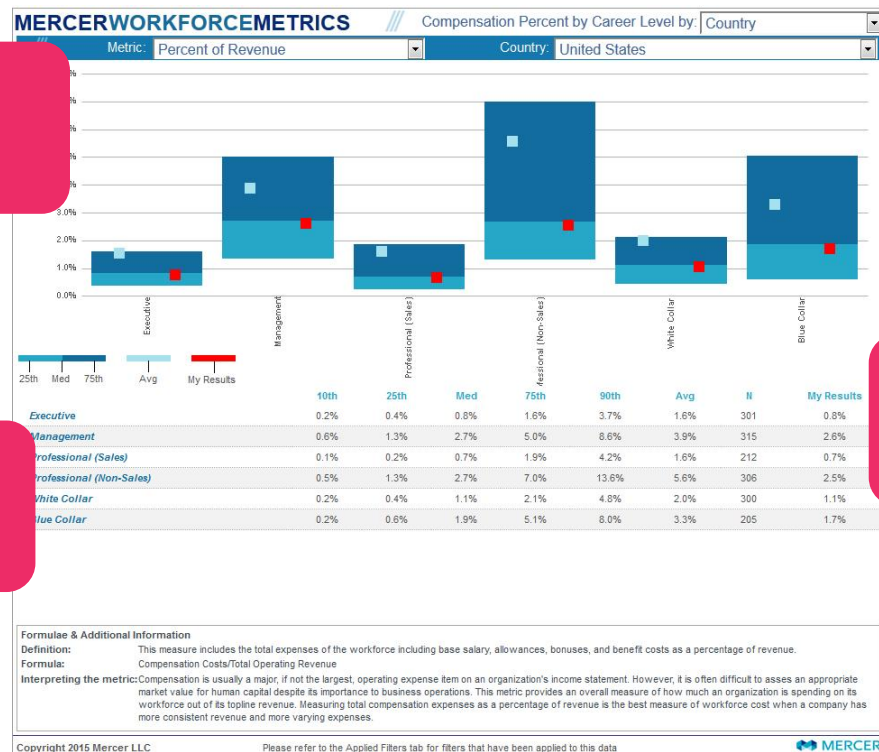
WORKFORCE METRICS SOLUTION

SLICE AND DICE YOUR WORKFORCE METRICS TO REFLECT YOUR ORGANISATION'S BUSINESS CONTEXT.

OUR NEW DASHBOARD SHOWS METRICS BY CAREER LEVEL OR FUNCTION IN A SUMMARY VIEW AND CAN BE FILTERED BY YEAR, INDUSTRY, HEADCOUNT, OR COUNTRY.

Export all of your workforce metrics data into PDF or Excel

Detailed information and formula on each metric



Easy to use and intuitive platform

ADDITIONAL RESOURCES

MERCER | COMPTRYX

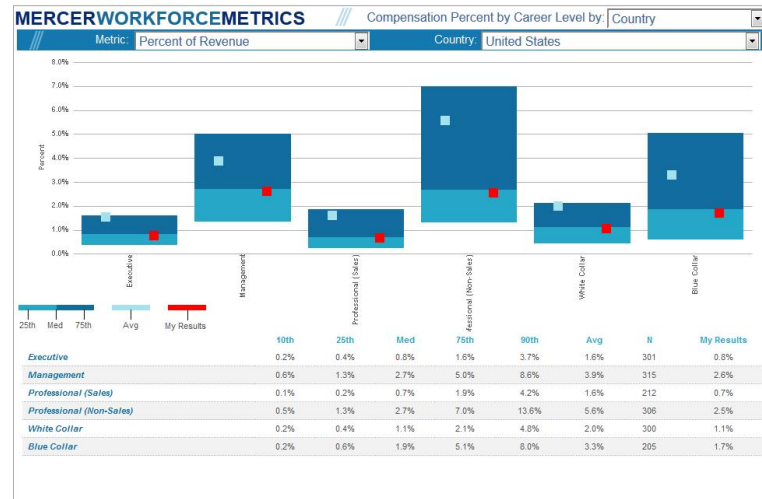
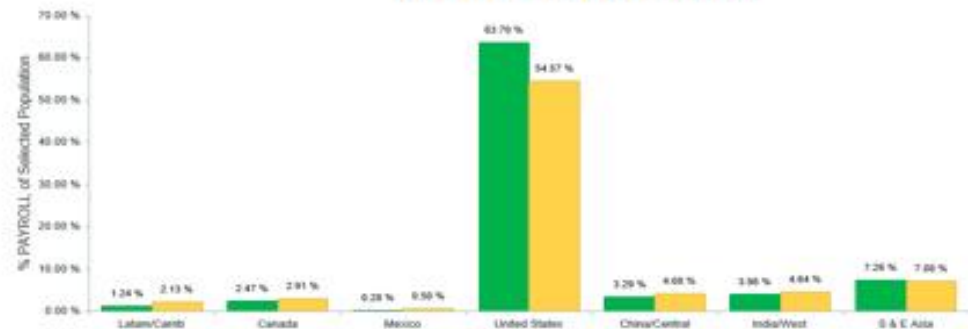
www.imercer.com/products/comptryx

NEW

WORKFORCE METRICS

www.imercer.com/workforcemetrics

% Payroll by Region



NEXT STEPS



BENCHMARKS
ARE A
GUIDEPOST

DATA FLEXIBILITY
ENABLES
DEEPER DIVES
INTO WHAT YOU
NEED TO KNOW

CONTEXT
MATTERS

PARTNER WITH
THE BUSINESS
ON A JOINT
REVIEW

QUESTIONS?



Sue Filmer
Principal,
London



David Elkjaer
Senior Associate,
Copenhagen

QUESTIONS

Please type your questions in the Q&A section of the toolbar and we will do our best to answer as many questions as we have time for.

To submit a question while in full screen mode, use the Q&A button, on the floating panel, on the top of your screen.



**CLICK HERE TO ASK A QUESTION
TO "ALL PANELISTS"**

FEEDBACK

Please take the time to fill out the feedback form at the end of this webcast so we can continue to improve. The feedback form will pop-up in a new window when the session ends.

**MAKE
TOMORROW
TODAY**

