

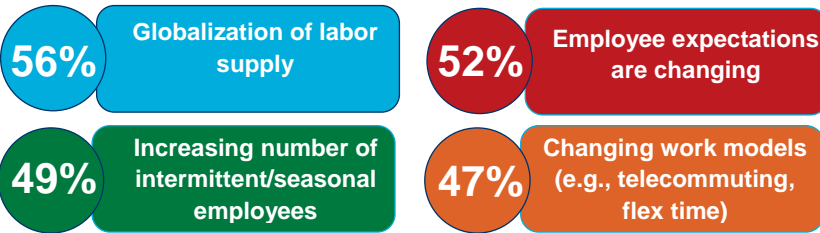


Country Fact Sheet: Netherlands

The Looming Talent Crisis

- ◆ The workplace of the future will be the most diverse the world has ever seen. In 2020, multiple generations working together will have different skills, experiences, habits, and motivations—and more of these workers will be freelancers and contractors. All of this represents a major opportunity for employers and employees alike.
- ◆ Our worldwide survey of 2,718 executives and 2,872 employees shows that most companies are not prepared to capitalize on these changes. Businesses are struggling with managing talent, cultivating leadership, encouraging learning, and understanding their employees—and they may not be making HR a priority.
- ◆ This fact sheet outlines key survey findings about the Netherlands.

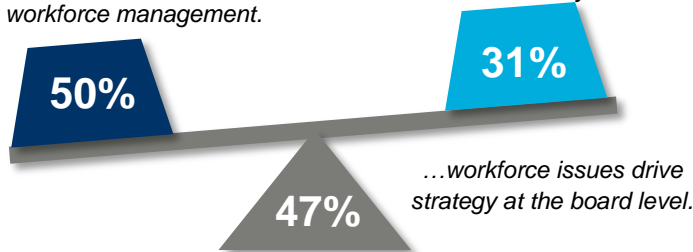
Netherlands' top 5 labor market shifts affecting workforce strategy:



Executives say...

...my company has an execution plan for achieving its vision of workforce management.

...my company has a strong vision for the workforce it wants to build in three years.



The New Face of Work

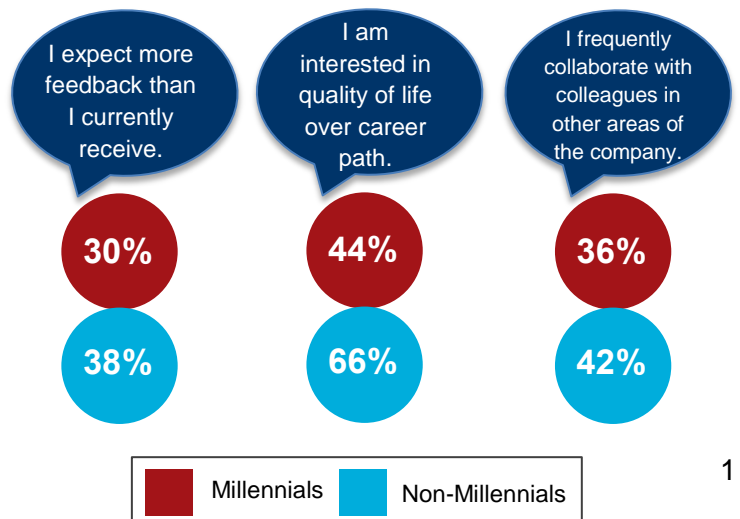
In some areas, HR is out of touch with workers and out of the loop with business leaders.

- ◆ 50% of Dutch employees get **ample training on workplace technology**; 31% get access to the latest technology. Companies and workers are unprepared for the growing need for technology skills (see “Bridging the Talent Gap”).
- ◆ 90% of Dutch companies say they are increasingly using **contingent, intermittent, seasonal, or consultant employees**, and 33% say that this **requires changing HR policy**. Overall, executives are rethinking compensation, training, and HR technology.
- ◆ 44% of Dutch companies use **quantifiable metrics and benchmarking** for workforce development; 45% know how to **extract meaningful insights** from that data.

A Millennial Misunderstanding

Millennials are different, but not as different as companies think.

- ◆ 53% of Dutch executives say they rely on **younger employees or recent graduates** to fill entry-level positions, but 40% of executives say **Millennials entering the workforce** are impacting workforce strategy.
- ◆ Dutch executives may be out of touch with what Millennials think—50% of executives say Millennials will consider leaving their jobs due to lack of learning and development, but only 6% of Millennials say they have done so.





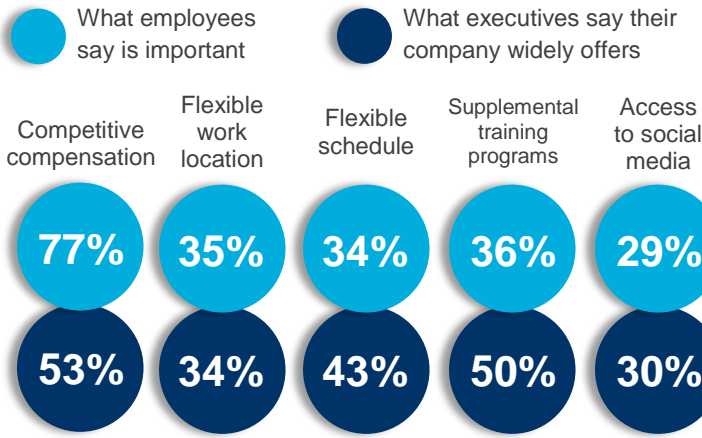
Workforce 2020—Netherlands



What Matters Most at Work

Companies do not understand what their employees really want from them.

- ◆ 44% of Dutch employees are satisfied or very satisfied with their jobs.
- ◆ The **most important benefits and incentives** to Dutch employees are: **competitive compensation** (77%), **bonuses and merit-based rewards** (48%), and **benefit plans for families** (44%). Dutch companies are significantly more aligned with employee needs when it comes to benefits and incentives.
- ◆ 46% of employees say **higher compensation** would increase loyalty and engagement with their current job.
- ◆ **Employees think** the following attributes are most important to their employer: **job performance and results** (41%); **the ability to learn and be trained quickly** (40%); and **diverse backgrounds** (33%).



What executives are saying...

“The most important challenge is finding employees with not only competence with the current job but who are able to develop new skills and to do it quickly. Because changes will come faster and faster, we need agile people who can grow with us.”

—Suzanne Jungjohann, Director, Performance Management at Randstad

The Leadership Cliff

Executives and employees agree that leadership is lacking—and companies are not focused enough on developing future leaders.

- ◆ Just 42% of Dutch executives say their company **plans for succession and continuity** in key roles. 50% say that when a senior person leaves, the company tends to fill the role from within the organization.
- ◆ 47% of executives say their plans for growth are being hampered by lack of access to the right leaders.
- ◆ Employees agree with employers when it comes to leadership—37% of employees say leadership at their company is equipped to lead the company to success.

Executives say...





Workforce 2020—Netherlands



Bridging the Talent Gap— The Learning Mandate

Better training and education opportunities would benefit employees and businesses alike.

- ◆ The need for technology skills (e.g., analytics, cloud) will grow, but **just 48%** of employees expect to be proficient in analytics in three years, and just **22%** expect to be proficient in cloud.
- ◆ **50%** of Dutch executives say their company widely offers **supplemental training programs** to develop new skills.
- ◆ But only **36%** of employees say their company provides the **right tools** to help them grow and improve job performance.
- ◆ **33%** of employees say their company **encourages continuing education and training** to further career development.

49%

of employees are most concerned about their position changing or becoming obsolete.

15%

of employees say they have experienced the most professional development through formal training.

70%

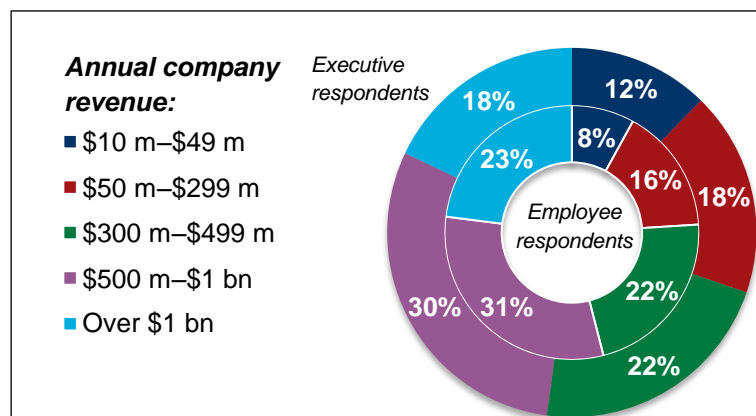
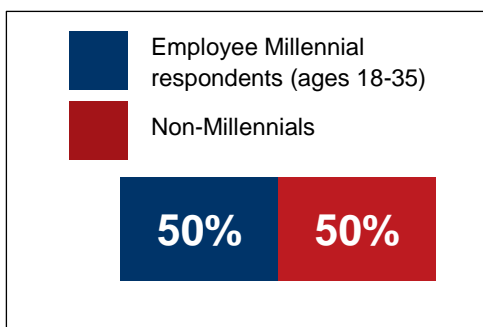
of executives say their company has a culture of continuous learning.

38%

of employees say HR has a good understanding of their skill sets.

Survey demographics: Netherlands

- ◆ **Executive industries:** Executives come from the following industries: **banking** (6%); **insurance** (10%); **retail** (20%); **public sector** (16%); **healthcare** (14%); **professional services** (20%); **consumer goods** (14%).
- ◆ **Employee industries:** Employees come from the following industries: **banking** (6%); **insurance** (9%); **retail** (10%); **public sector** (13%); **healthcare** (22%); **professional services** (25%); **consumer goods** (15%).
- ◆ **Employees by function:** **finance** (15%); **HR** (14%); **marketing** (9%); **sales** (16%); **operations** (8%); **production** (5%); **service** (14%); **IT** (19%).
- ◆ **Executive titles:** **CEOs** (3%); **COOs** (16%); **CFOs** (6%); **CIOs** (7%); **CMOs** (2%); **Chief Human Resources Officer** (6%); **VP/Directors of HR** (25%); **VPs of Learning/Development** (17%); **VPs Compensation & Benefits** (7%); **VP Recruiting or Talent** (11%).
- ◆ **Employee titles:** **front line** (43%) employees; **mid-level managers** (39%); **line-of-business managers** (18%).



About the project

Workforce 2020 is a large-scale global study to discover best practices and actual progress toward the creation of talent strategies for the future in the global economy. We surveyed more than 2,700 executives and 2,700 employees, and interviewed 28 executives across the following countries: Australia, Brazil, Canada, Chile, China, Colombia, the Czech Republic, Denmark, France, Germany, India, Japan, Kenya, Malaysia, Mexico, the Netherlands, Poland, Russia, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Turkey, UAE, UK, US. Survey respondents came from a variety of industries, company sizes, and age groups (49% of employee respondents are Millennials).

