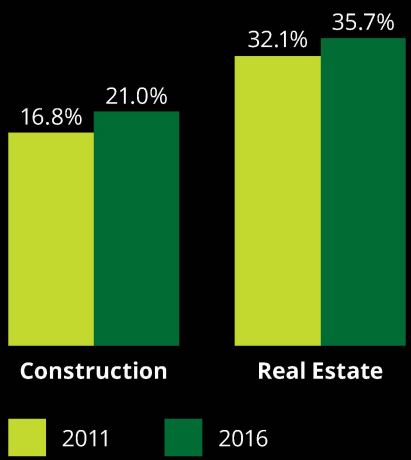


Figure 5: Numberspeak: Talent, leadership, and cultural challenges faced by the RE&C industry

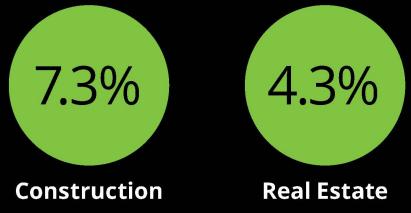
RE&C companies face several talent, leadership, and cultural challenges, which may hinder growth during the ongoing digital transformation of the industry.

Aging demographics

The proportion of Baby Boomers (55 years and older) in the RE&C workforce is on the rise



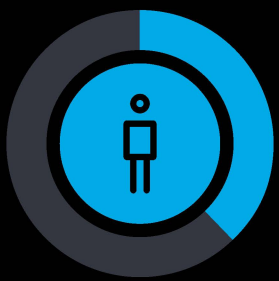
The proportion of workers in the 20-24 age group are essentially flat for both the industries during the same period



Source: Bureau of Labor Statistics, accessed on July 30, 2017.

Traditional leadership models

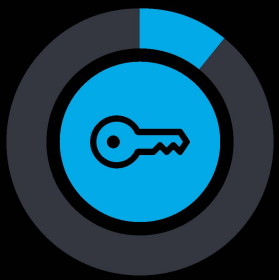
Lack of leadership vision¹



Only 38 percent of the RE&C respondents agree or strongly agree that their leaders have the vision necessary to lead their digital business efforts

And...

Limited focus on succession planning²

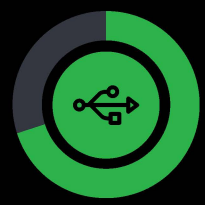


Only 11 percent of senior real estate leaders believe the industry is adequately prepared for CEO succession

Source: ¹ MIT Sloan Management Review and Deloitte Digital's 2017 global study of digital business and Deloitte Center for Financial Services analysis.

² "Avoiding Vacancy: Becoming a 'Succession Leader' in the Real Estate Sector," Russell Reynolds Associates.

Less emphasis on employee experience



77 percent

of RE&C respondents agree or strongly agree that their jobs will change considerably over the next three to five years as a result of digital business trends

However...



Only 29 percent

of respondents agree or strongly agree that their organization provides adequate resources to develop skills to thrive in a digital business environment

And...



59 percent

of RE&C respondents expect to work for their organization no more than three years

Source: MIT Sloan Management Review and Deloitte Digital's 2017 global study of digital business and Deloitte Center for Financial Services analysis.