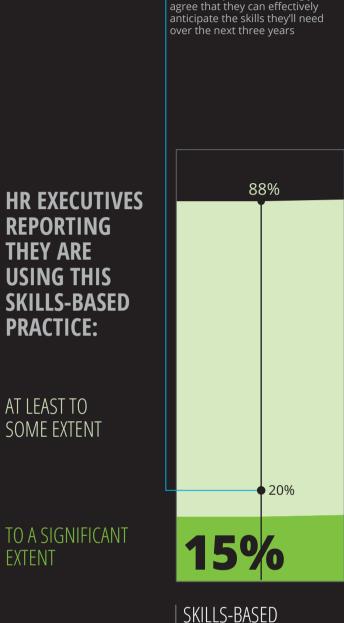
Accelerating the transition FROM JOBS TO SKILLS

MANY ORGANIZATIONS ARE SHIFTING THEIR WORK STRATEGY TO SKILLS-BASED PRACTICES TO UNLEASH AGILITY AND HUMAN POTENTIAL

To find out how work is being organized across industries and around the world, we surveyed 125 HR executives and 100 business executives in Q1 2022 in Australia, Brazil, Canada, Germany, India, Japan, Singapore, South Africa, the United Kingdom, and the United States.



WORKFORCE

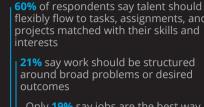
PLANNING

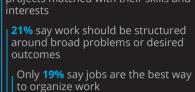
Annual planning for

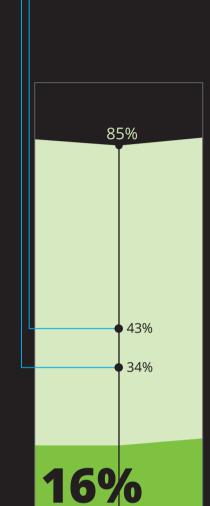
headcount in jobs

and work needed

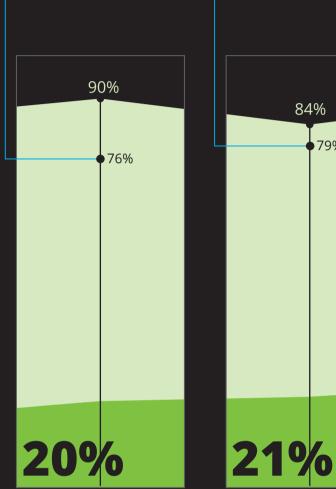
20% of respondents strongly







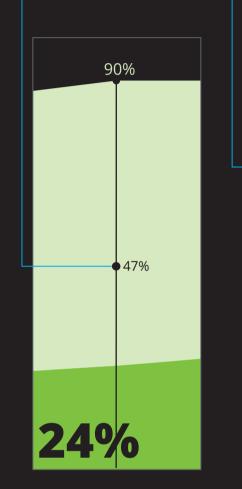
34% of organizations have reduced **76%** of respondents say making decisions about hiring, and deployment based on 43% plan to in the next three years people's skills would reduce pias and improve fairness



47% of HR execs cite **79%** of respondents say skills-based pay for, and skills-based learning and transparency on, what skills are development as their top worth would be a positive skills-based practices development for workers and

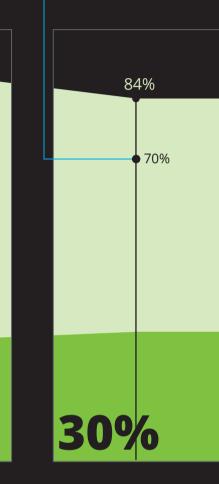
84%

79%



70% of respondents say hiring, promoting, and deploying people based on skills can help democratize access to opportunity

90%



70% of respondents support

providing workers with more

to apply their skills, with less

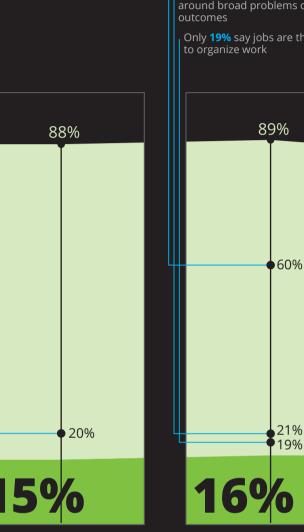
centralized control

autonomy, agency, and choice



AT LEAST TO SOME EXTENT

TO A SIGNIFICANT **EXTENT**



SKILLS-BASED

WORK **DEPLOYMENT**

FROM

Role-based vertical and horizontal moves based on job experience

Continuous "skillsforce" Using Al-powered internal planning: Determining talent marketplaces to match where to build, borrow, skills to projects and tasks buy, or bot based on skills

JOB **ARCHITECTURE**

SKILLS-BASED

Detailed lists of static jobs based on competencies, hierarchical levels, and careers

TO

Flexible work and skills architecture with fewer and broader roles and levels based on type of work and skills

SKILLS-BASED

PERFORMANCE MANAGEMENT

Recognizing and promoting people based on job performance

Recognizing and promoting people based on skills development and weaving it into performance discussion

SKILLS-BASED

REWARDS

Rewards based on jobs, level, and performance, with annual adjustments

Skills-based pay and rewards with frequent adjustments as skill and work needs evolve

SKILLS-BASED

LEARNING & DEVELOPMENT

Learning assigned or suggested based on workers' jobs and career paths

TO

Personalized learning, development, and reskilling opportunities based on workers' skills, potential, adjacent skills, and skill gaps

SKILLS-BASED

HIRING

28%

Hiring based on job experience and education

Hiring based on verified and adjacent skills and potential

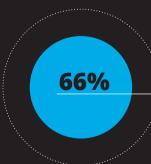
SKILLS-BASED

CAREERS

Career growth based on job experience in structured career paths

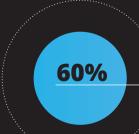
Al-powered suggestions guiding career opportunities based on workers' skills interests, and potential

EXECUTIVES SAY THAT THE FOLLOWING OUTCOMES ARE PRIMARY DRIVERS OF THEIR ORGANIZATION TRANSFORMING INTO A **SKILLS-BASED ORGANIZATION**



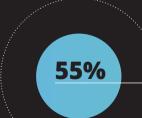
ENSURING THE ORGANIZATION HAS THE RIGHT TALENT FOR BUSINESS NEEDS

- Select workers based on skills rather than prior job experience and education
- Close skills gaps



IMPROVED WORKFORCE **PERFORMANCE** AND PRODUCTIVITY

- Utilize all the skills of the workforce
- Grow skills that are in demand
- Port skills to where they are needed most



ORGANIZATIONAL AGILITY

 Quickly access and move skills to business priorities



IMPROVED DIVERSITY. **EQUITY, AND INCLUSION**

- Make more equitable decisions based on people's skills rather than job experience
- Enable unique individuals with a range of skills beyond their job descriptions