



Mercer Skills-Edge Suite

Future Skills Survey Report



welcome to brighter

Executive summary

Nearly 200 companies from various industry sectors participated in Mercer's Future Skills Survey, conducted in partnership with Crunchr.

Skills related to **technological fluency and innovation** are expected to be most important to businesses over the next three years, followed by **desirable personality traits**.

Skills related to **people development** are set to be a particular focus for businesses, scoring highly for overall importance whilst simultaneously being difficult to recruit for.

This is entirely consistent with the narrative that upskilling and reskilling are going to be critical for businesses going forward.

The three individual skills identified as being most important in the next three years were:

1. **Growth mindset and adaptability**
2. **Skills related to people development**
3. **Resilience, stress tolerance and flexibility**

The three individual skills identified as being least important in the next three years were:

1. **Internal political influence/networking**
2. **Sales skills**
3. **Transdisciplinary Thinking**

Interestingly, commercial skills were overall seen to be less critical in the short- to medium-term.

Companies are particularly confident about being able to meet their needs for skills related to self-management, internal political influence/networking and sales.

Skills related to people development recorded the lowest score in terms of importance vs confidence in meeting short- to medium-term need.

Perhaps surprisingly, companies generally report a high level of confidence in their ability to meet their future skills needs.

Nevertheless, the three skills which were most commonly cited as expected to be difficult to recruit for were:

1. **Digital**
2. **IT**
3. **Emotional intelligence**

The three skills which were most commonly identified as being susceptible to automation are skills related to:

1. **Administration**
2. **Human Resources**
3. **Data entry**

Overview

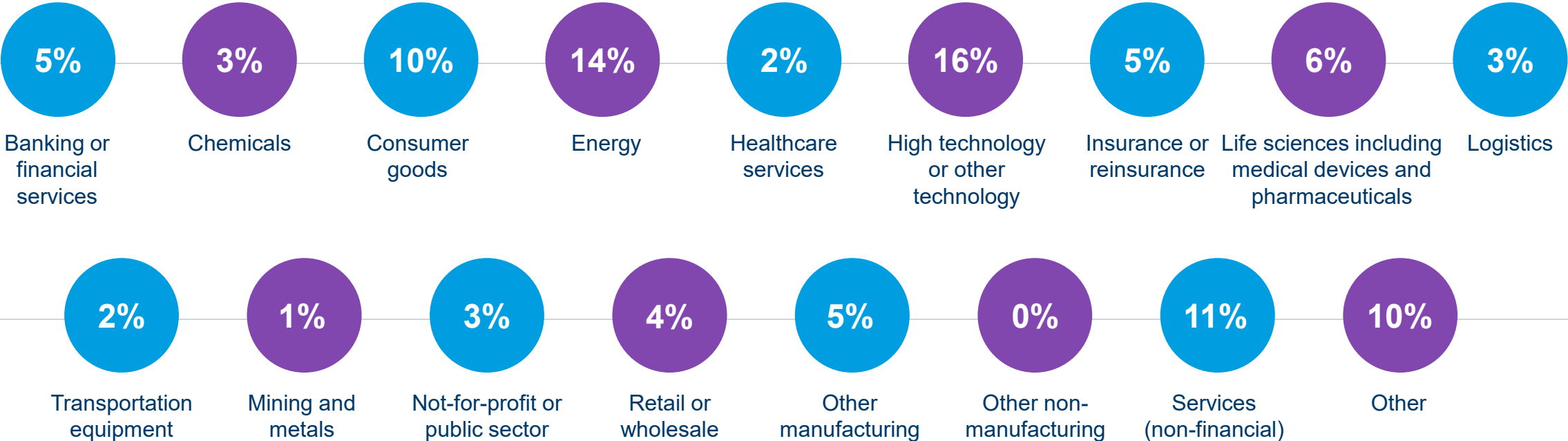
Company sizes in FTE



Company Locations



Company Industries



Results

Skills and Skill Categories



Technological/ Innovation Skills

- Analytical thinking/
complex problem solving
- Creativity, originality and
initiative
- Digital dexterity/fluency
- Innovation and adaption of
existing products



Commercial Skills

- Business acumen
- Market sensing
(commercial empathy)
- Persuasion, influence and
negotiation skills
- Sales skills



Personality Traits

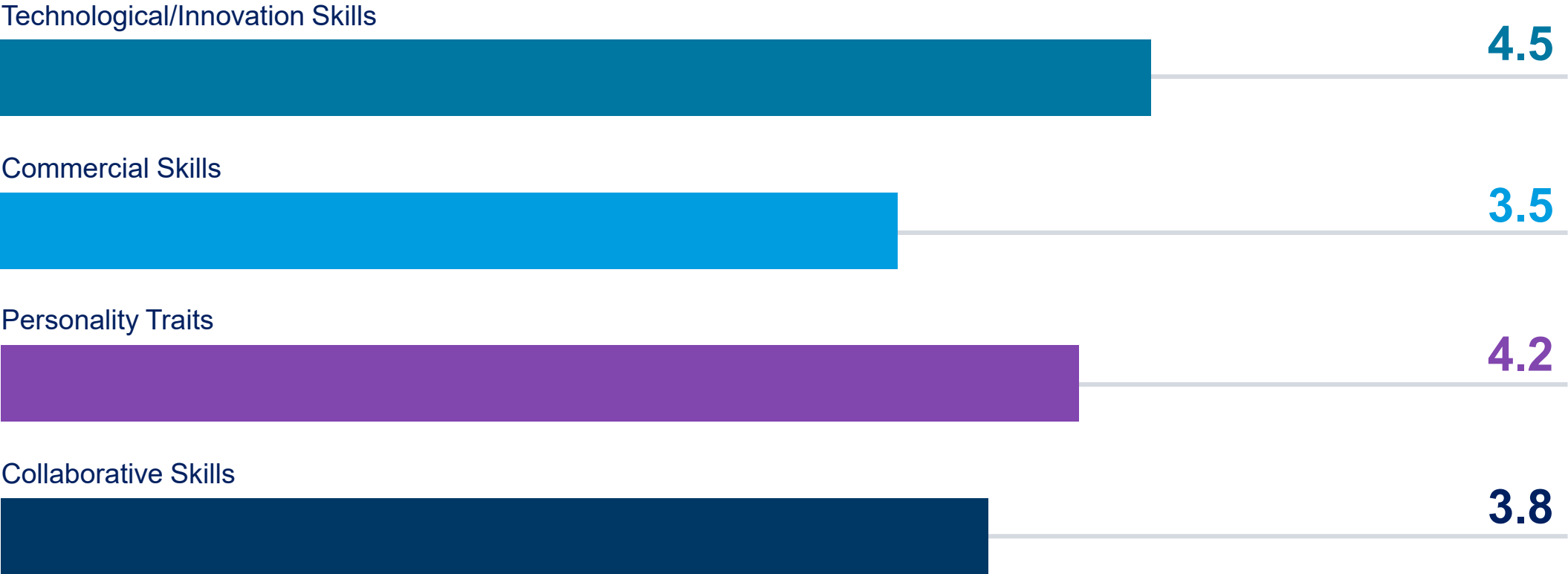
- Adaptability/growth
mindset
- Emotional intelligence
- Resilience, stress
tolerance and flexibility
- Self-management/
prioritization



Collaborative Skills

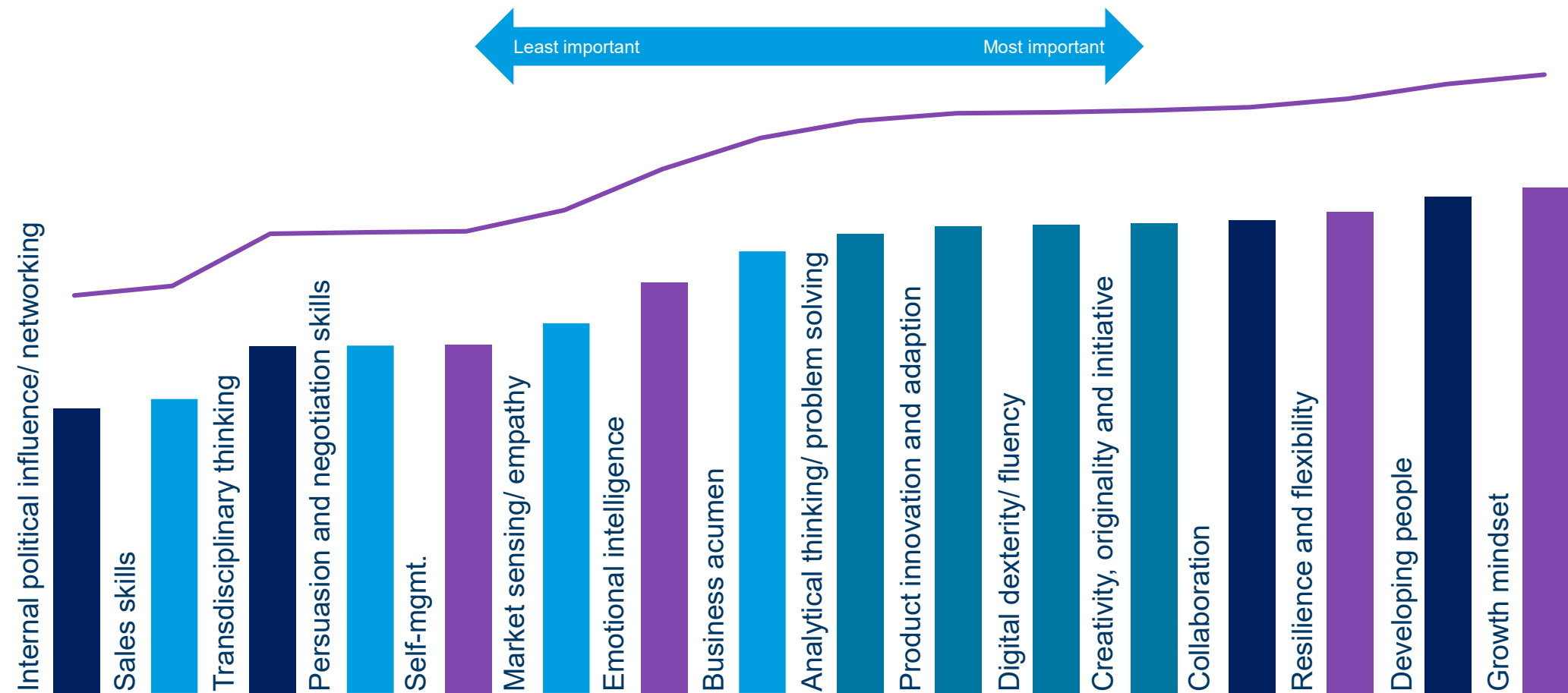
- Collaboration skills
- Internal political
influence/networking
- Skills related to
people development
- Transdisciplinary
Thinking

Which skill categories do participants value the most?

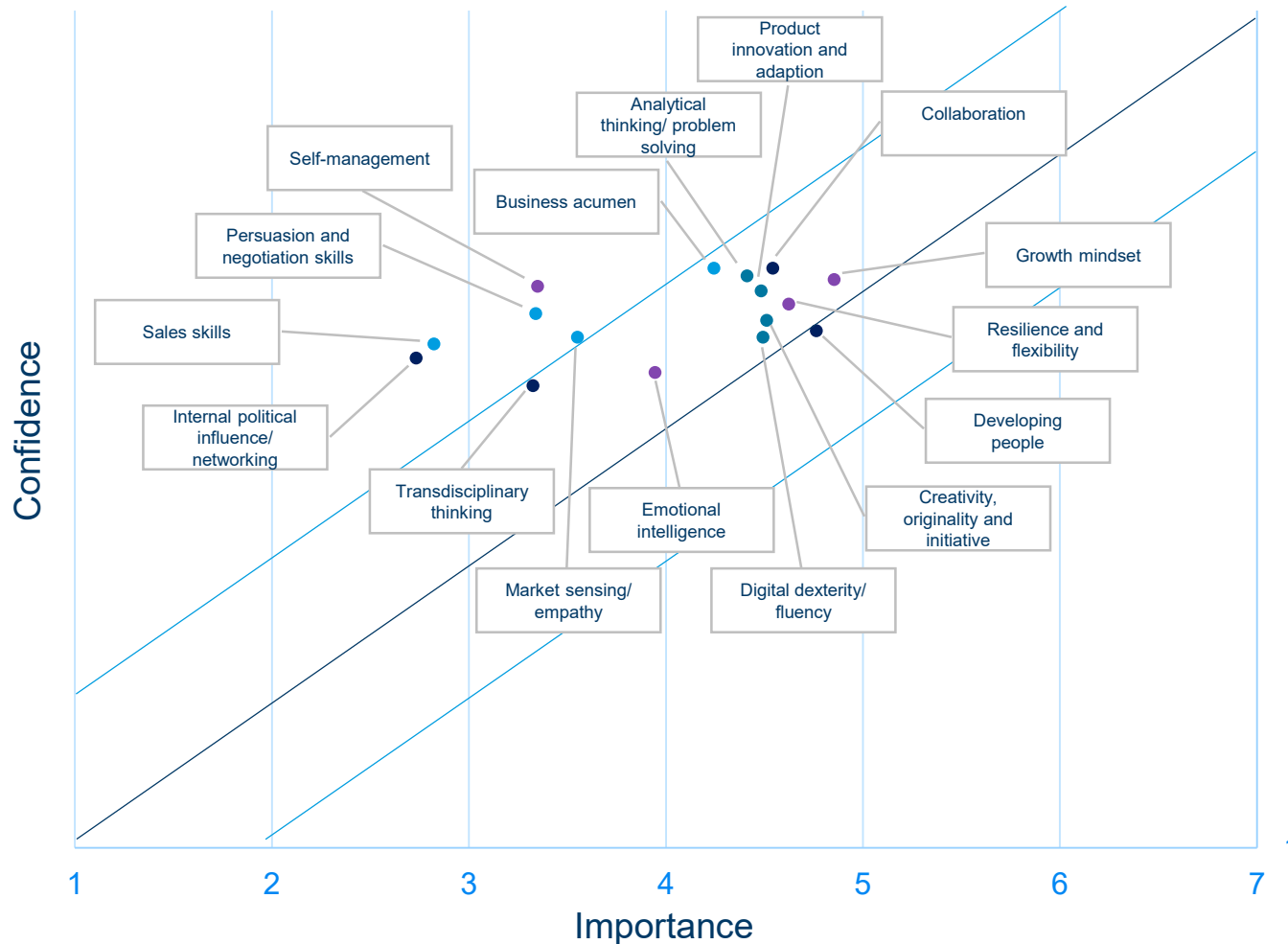


Maximum possible score = 7

What skills are expected to be the most important to your organization over the next 3 years?



Gap Analysis Matrix - confidence in being able to meet needs over the next 3 years for each skill



Underperforming

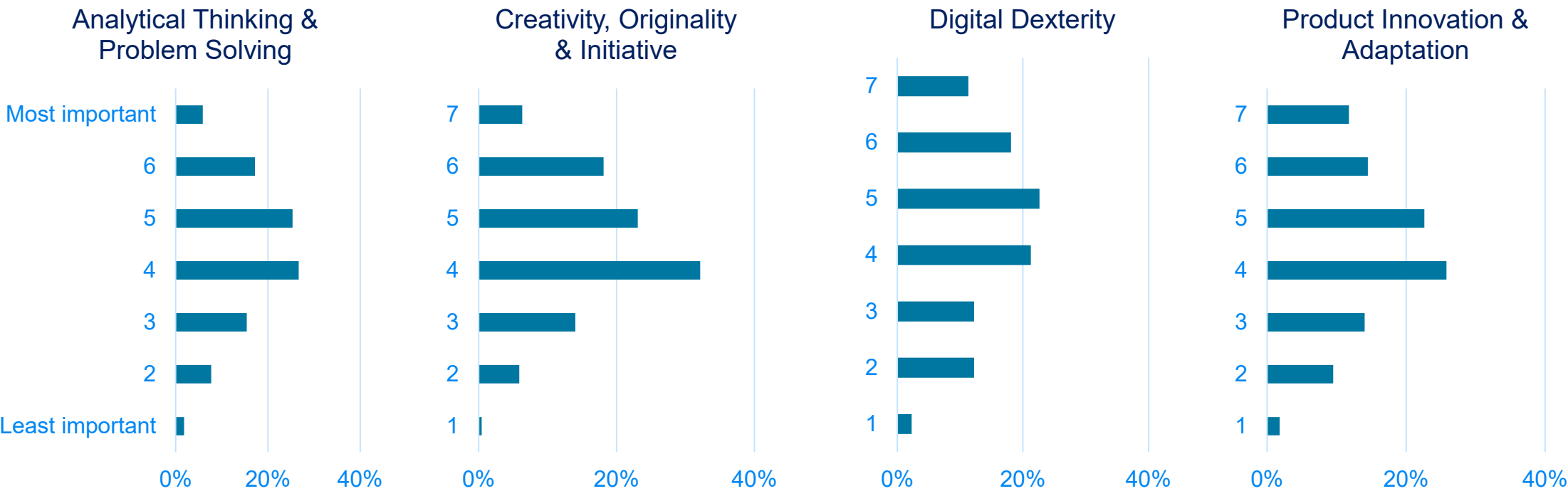
Skill	Score
Developing people	-0.0

Overperforming

Skill	Score
Market sensing/empathy	0.7
Persuasion & negotiation skills	1.0
Self-management.	1.1
Internal political influence/ networking	1.2
Sales skills	1.2

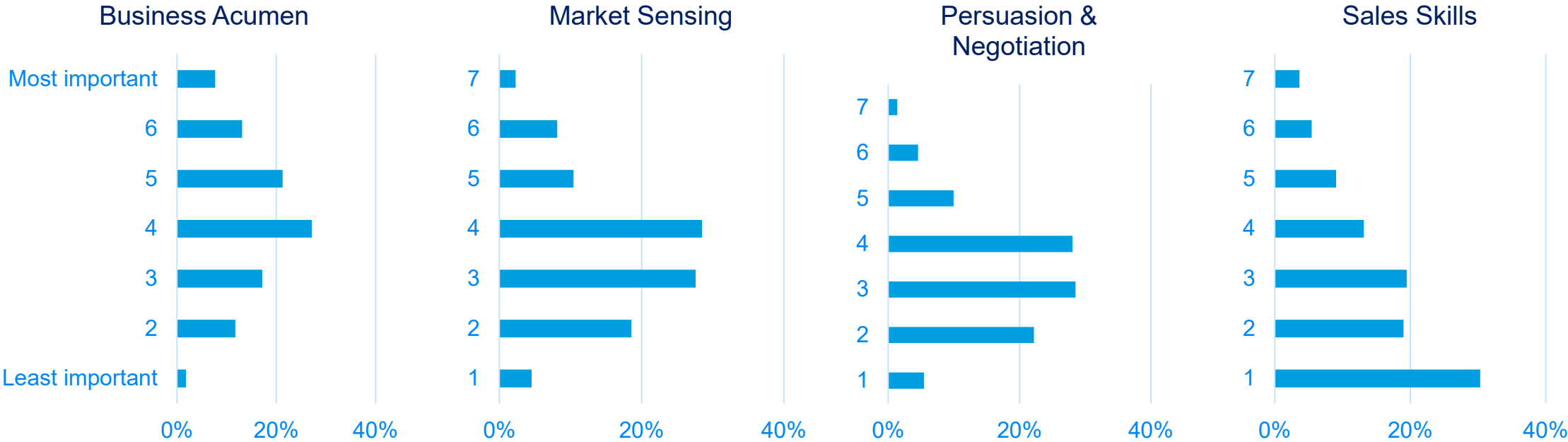
Response Distribution

Technological and Innovation Skills



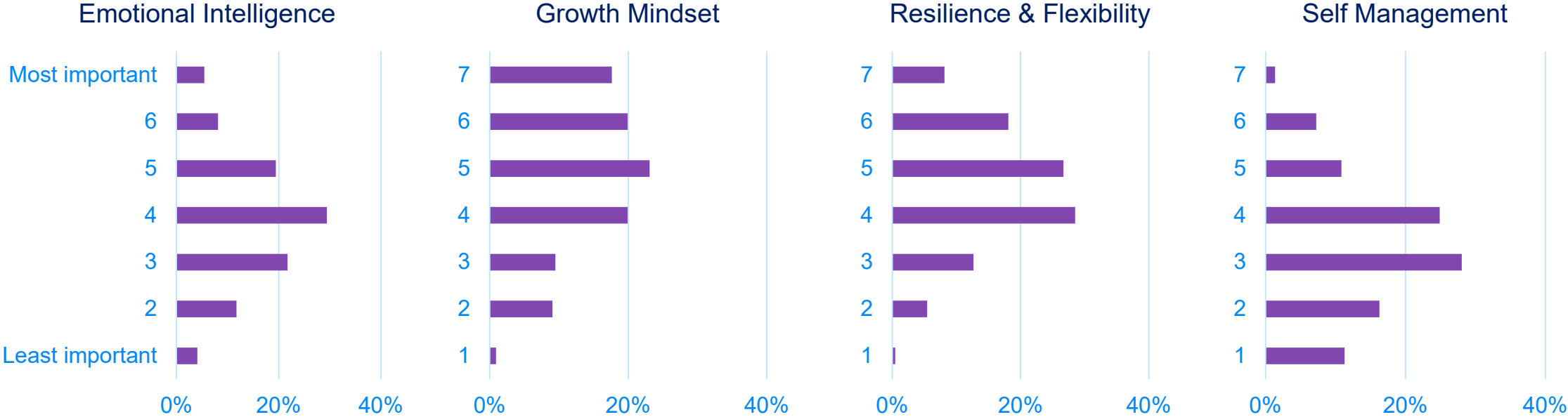
Response Distribution

Commercial Skills



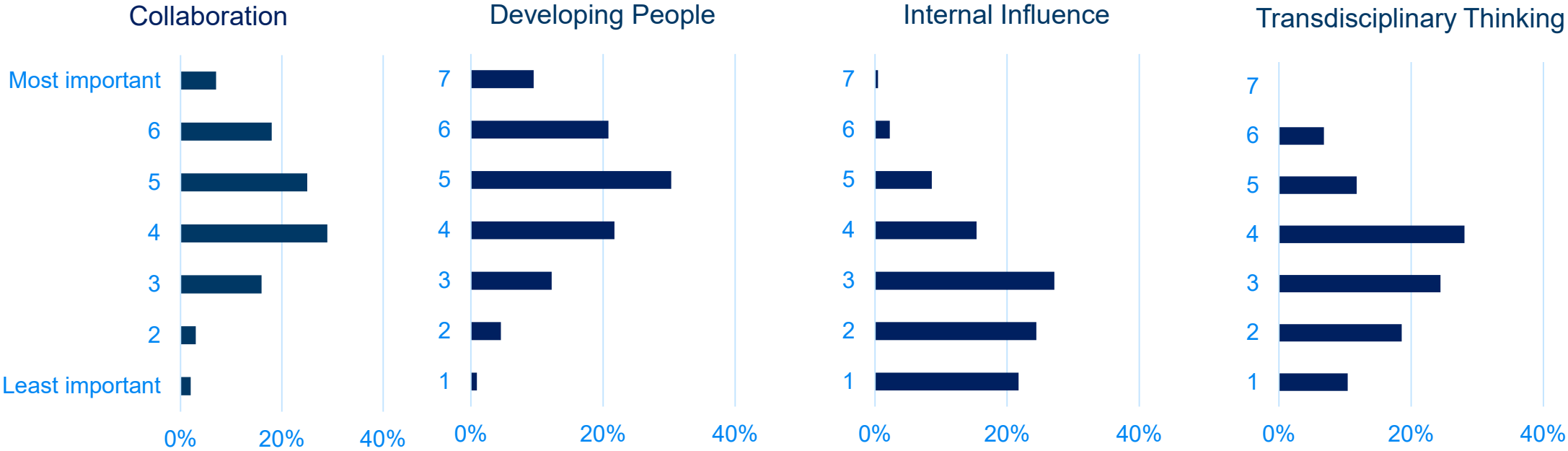
Response Distribution

Personality Traits



Response Distribution

Collaborative Skills



Skills that are particularly susceptible to automation over the next 3 years



Skills that will be particularly difficult to recruit over the next 3 years



Participants

Participating companies

3M Korea	Colgate Global Business Services	Groupe Bolloré	Karcher South Asia	Netzun	Reale Seguros Generales S.A:	TC Management Services Corporation Sdn. Bhd.
Acino Group	Colgate Palmolive	Grup Mutuam	KAV	NIVEA Polska sp z o.o.	Reckitt	TCI Chemicals (India) Pvt. Ltd.,
Acino healthcare - SA	Coloplast	Grupo San Cristóbal	Kellogg	Nokia	Rhenus Contract Logistics	Technical Research Center of Finland, VTT Ltd
Advance Info Service PLC,	Colsubsidio	Hanwha	KEO International Consultants	Nomentia India Private Limited	RLDatix	TechnipFMC
Afiniti	ConocoPhillip	HAVI	Keyrus nv	Norsk Hydro ASA	Robert Bosch AB	Tele Red Imangen SA
AIG	Continental Automotive Components India	Headsup Corporation	Kiwi.com	Novo Nordisk A/S	Russell Research	Terumo Europe
Al Ghurair Investments	Continental Resources, Inc.	Herbalife	KONE	Ntt Data	S.C. Johnson	The Coca-Cola Company
Allnex	CoorsTek	Hero AG	Laboratório Sabin	Occidental Insurance	Sage Group Plc	The Open University
Athora	Coral International	Hibbett I City Gear	Lenovo	Occidental Petroleum Corporation	Samsung India Electronics Pvt. Ltd. (Device Solutions)	UKZN Extended Learning
AXA	Couche-Tard Inc.	Hilco Global	Maersk	Oriflame Cosmetics	SAUL Trustee Company	Unilever
Axis Pension Trust	Daniel Swarovski Corporation AG	Hilcorp Energy	Mahle	Ornua Coop	Schneider Electric	UPC polska
BCPA	De Prati	Hong Kong Applied Science and Technology Research Institute Company Ltd.	Mapei	Otis Elevator Company	SFC Solutions India (Fluid) Private Ltd.	Vattenfall
Bechtel Global Corporation	Denso International Europe	Hunt Oil Company	Marathon Oil Corporation	OTP Bank	SGS	Verizon
bioMerieux	Devon Energy	Hyundai Motor Manufacturing Alabama, LLC	Mark Allen Group	Ovintiv USA	Siemens Ltd.	Vertiv
BMW SA	Diamondback Energy	IBM	Mazda North America Operations	Parkland Corporation	SIG Combibloc	Virgin Media
BPX energy	DigiOutsource	IFC Skincare Cantabria Labs Portugal	Melexis	PDC Energy	Simpson Strongtie Viet Nam LLC	Visit Huntington Beach
Bridgestone Southern Africa	Dussmann Group	iHerb LLC	Merck KGaA	Petrofac	Smart & Final Stores	Viterra Polska
BRITA GmbH	DyStar	Impaktify	Merit Energy Company	Philip Morris (M) Sdn Bhd	Smith&Nephew	Vorwerk International
Buhler AG	East-West Seed International Ltd.	Informa Markets	Monotype	Pratt & Whitney	Societe Generale Global Solution Centre	West Monroe
Canadian Public Accountability Board	Effective Language	Infosys Limited	Moog Controls Corporation	Proview Global Administration, Inc.	SourceitHR	Whyte and Mackay Ltd
CEVA Logistics	ERCO Worldwide LP	Inhala	Muang Thai Life Assurance Public Company Limited	Prudential	StarHub Ltd	Żabka Polska Sp. z o.o.
CF Industries	Ernst & Young	Intelecion	Munich Re	PT Bridgestone Tire Indonesia	STEP Energy	Zamara Risk & Insurance Brokers Ltd
Chartered Professional Accountants of Canada	Essilor Optical Laboratory Polska Sp. z o.o.	Jacobs Douwe Egberts	Murata Electronics Europe B.V.	PT Japfa Comfeed Indonesia, Tbk	Straits Construction Singapore Pte Ltd	华润置地 (上海) 物业管理有限公司
Chesapeake Energy	Firmenich	Jebsen & Jessen group	Murphy Oil Corporation	PT Indo Tambangraya Megah Tbk	SuntoryPepsico Beverage Thailand Co.,Ltd	
China Unicom Europe	Genel energy	John Deere Brasil	National Fire Protection Association	Randstad Portugal	Taiyo Yuden	
Cimarex Energy Co.	Green Dot Corporation	Kantar	National University of Singapore	Range Resources	Target Corporation	

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