

skill mismatch & talent mobility

consultation on EU-India Employers' Perspective on Skill Shortages and Talent Mobility

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 randstad



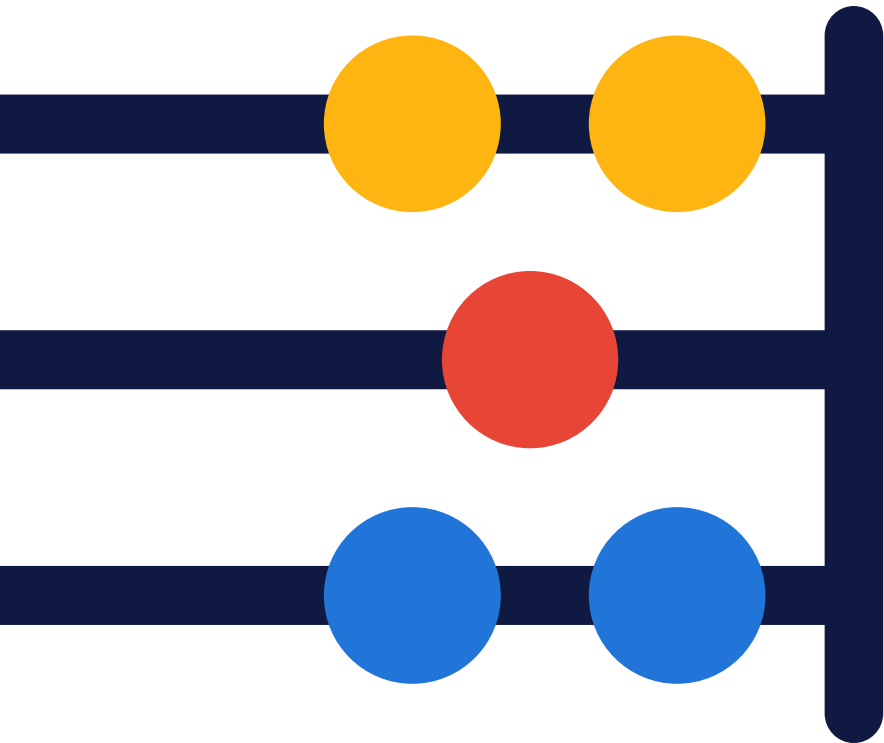
A woman with blonde hair tied back, wearing a bright yellow sleeveless top with a ruffled collar and large hoop earrings. She is smiling and looking off to the side. The background is a blurred view of a city skyline through a window.

our purpose is to
support people and
organizations in
realizing their true
potential

randstad
human forward.

randstad in numbers

second HR services provider worldwide.



year-end 2017

€ 23.3

billion in revenue

212,200

permanent placements

37,930

avg. corporate employees

4,858

offices in 39 countries

668,800

people we help to work every day

47%

women in leadership positions

our core values guide us in how we work.

Our values shape our culture. They help us develop, grow and better serve our clients, candidates and other stakeholders.

to know

We are experts. We know our clients, their companies, our candidates and our business. In our business it's often the details that count the most.

to serve

We succeed through a spirit of excellent service, exceeding the core requirements of our industry.

to trust

We are respectful. We value our relationships and treat people well.

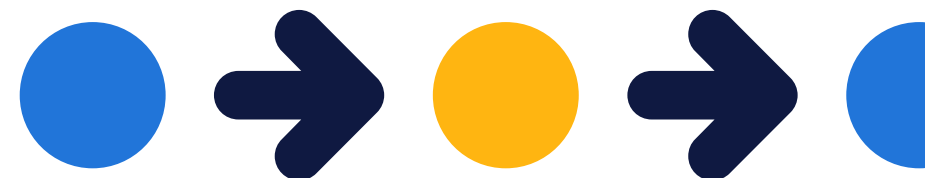
striving for perfection

We always seek to improve and innovate. We are here to delight our clients and candidates in everything we do. This gives us our edge.

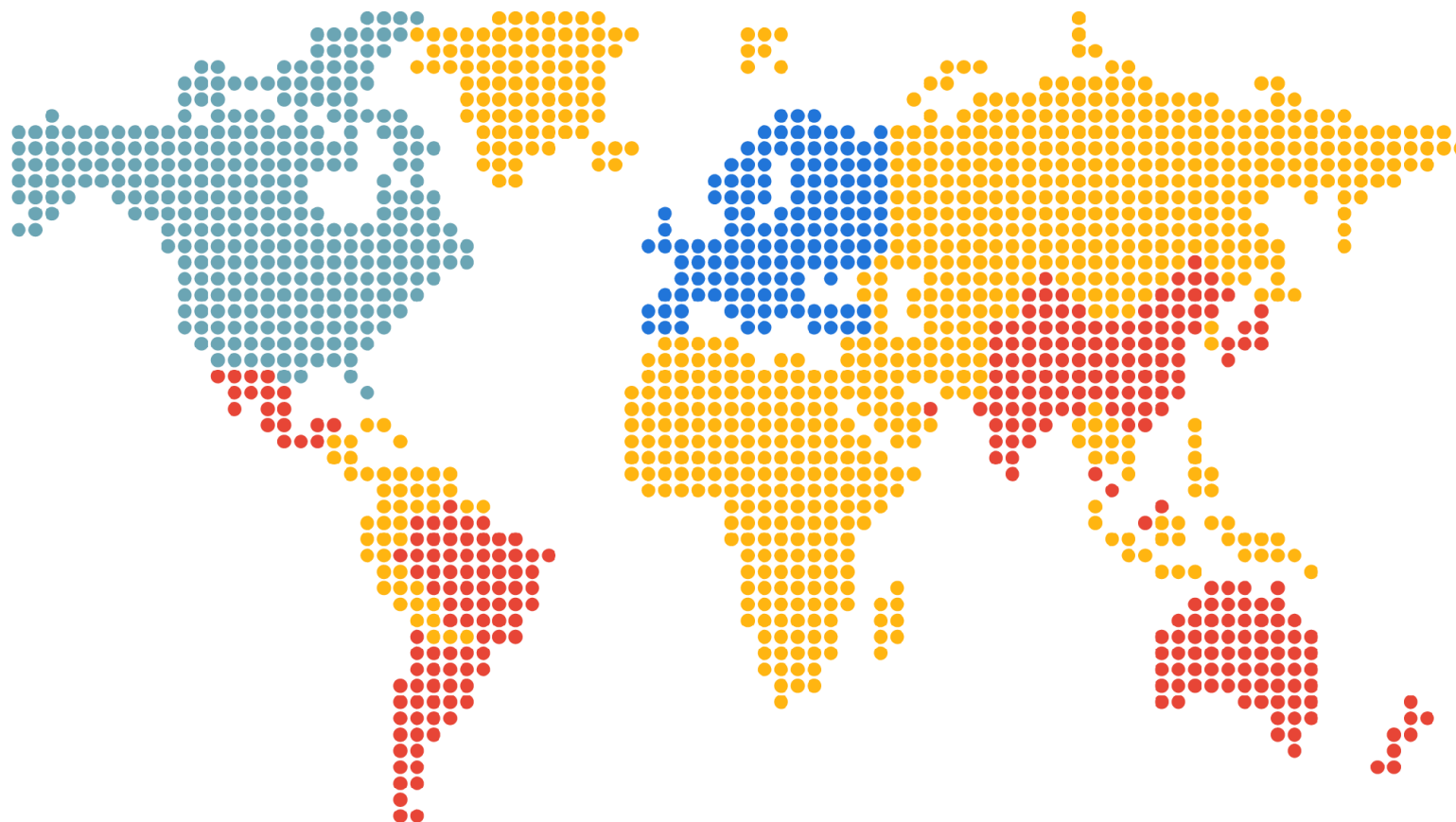
simultaneous promotion of all interests

We see the bigger picture and take our social responsibility seriously. Our business must always benefit society as a whole.

our key brands.



our global presence.



Andorra	Japan
Argentina	Luxembourg
Australia	Malaysia
Austria	Mexico
Belgium	Monaco
Brazil	Netherlands
Canada	New Zealand
Chile	Norway
China	Poland
Czech Republic	Portugal
Denmark	Romania
France	Singapore
Germany	Spain
Greece	Sweden
Hong Kong	Switzerland
Hungary	Turkey
India	United Kingdom
Ireland	United States
Italy	Uruguay

(represents over 90% of the
global HR services market)

A close-up photograph of a woman with dark, curly hair smiling and looking towards a man on her left. The man is wearing a colorful plaid shirt and is partially visible in profile. The background is blurred, showing other people in a social setting.

our ultimate goal.

touching the work lives
of 500 million people
around the world by 2030.

future of work
skills



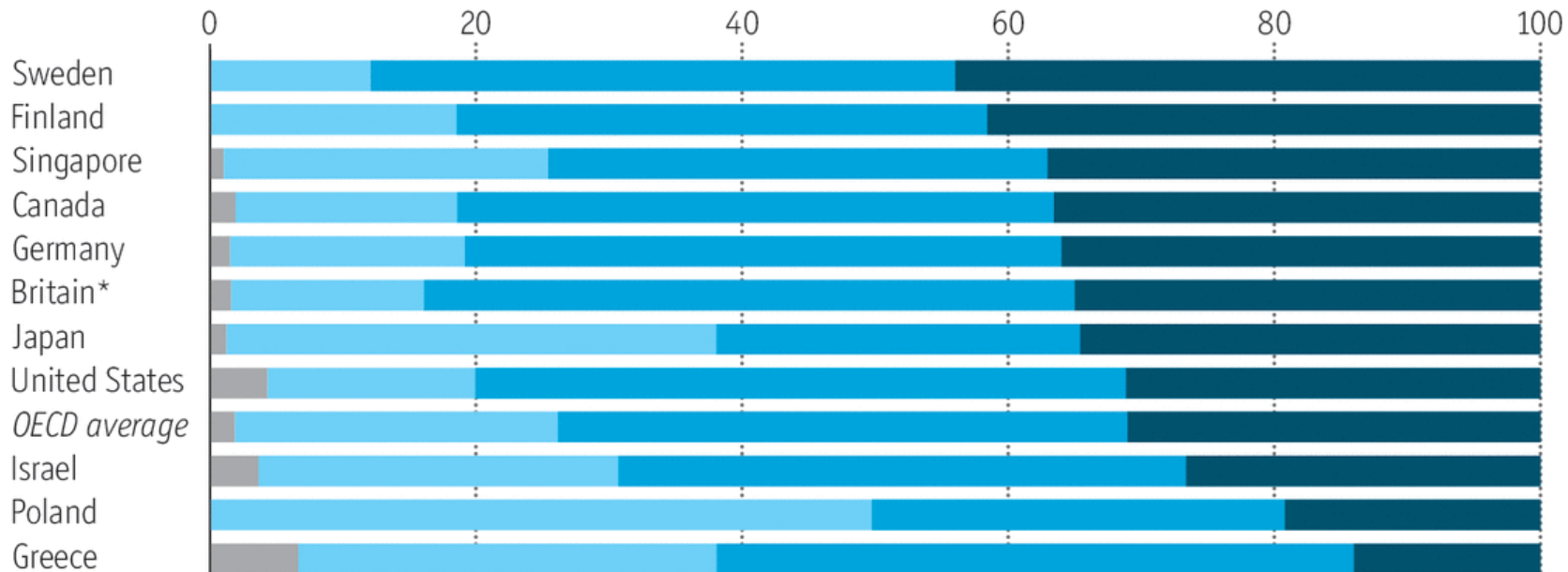
the new literacy

problem-solving skills using a computer.

The new literacy

Adults' problem-solving skills using a computer
2015 or latest available, % of total by skill level

None Low High
No data

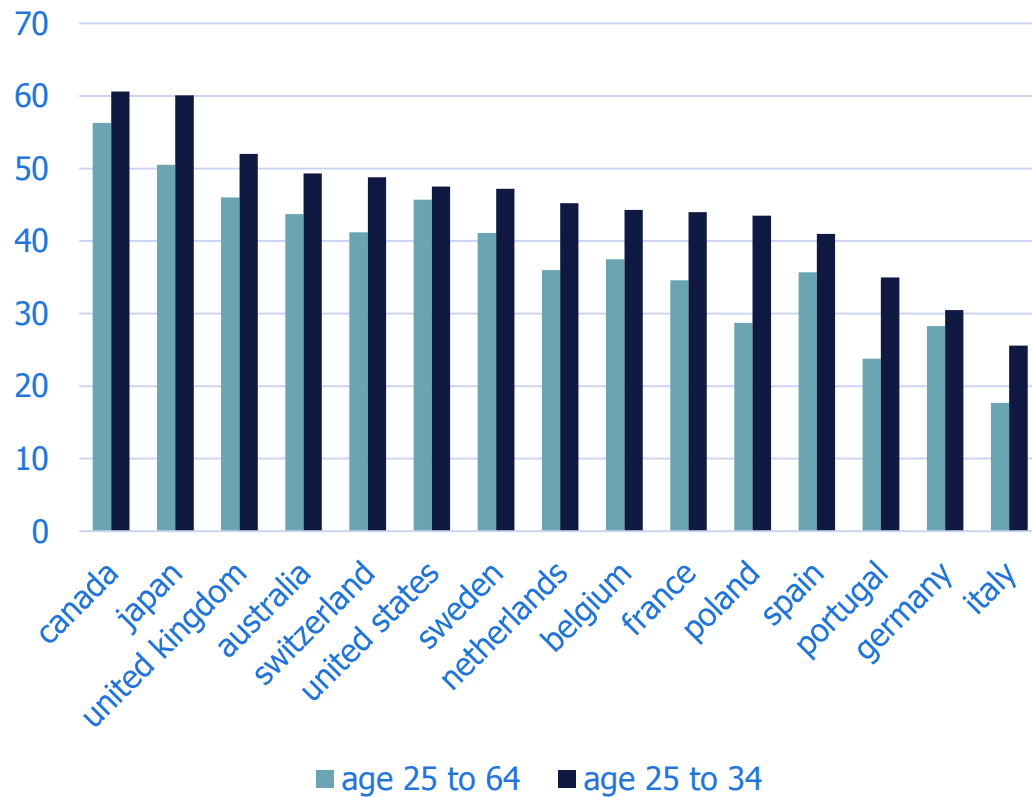


Source: OECD
Economist.com

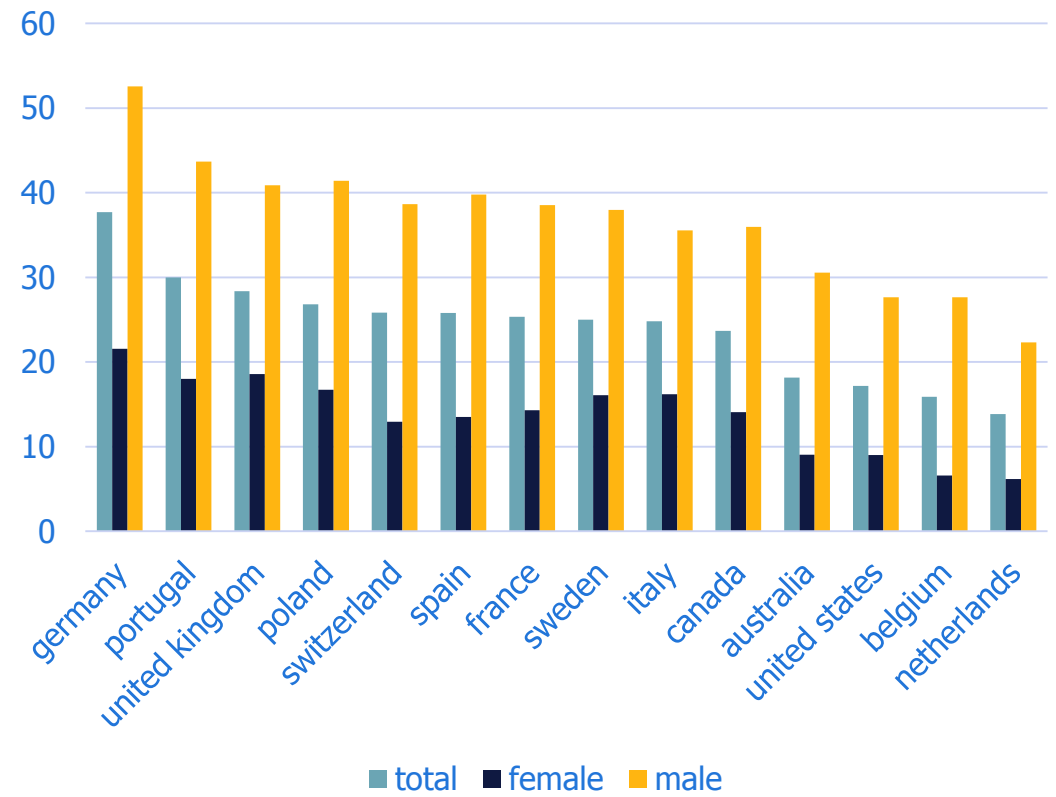
*England

need for high level skills in Science, Technology, Engineering and Mathematics.

share labor force with high education
2016 – in %

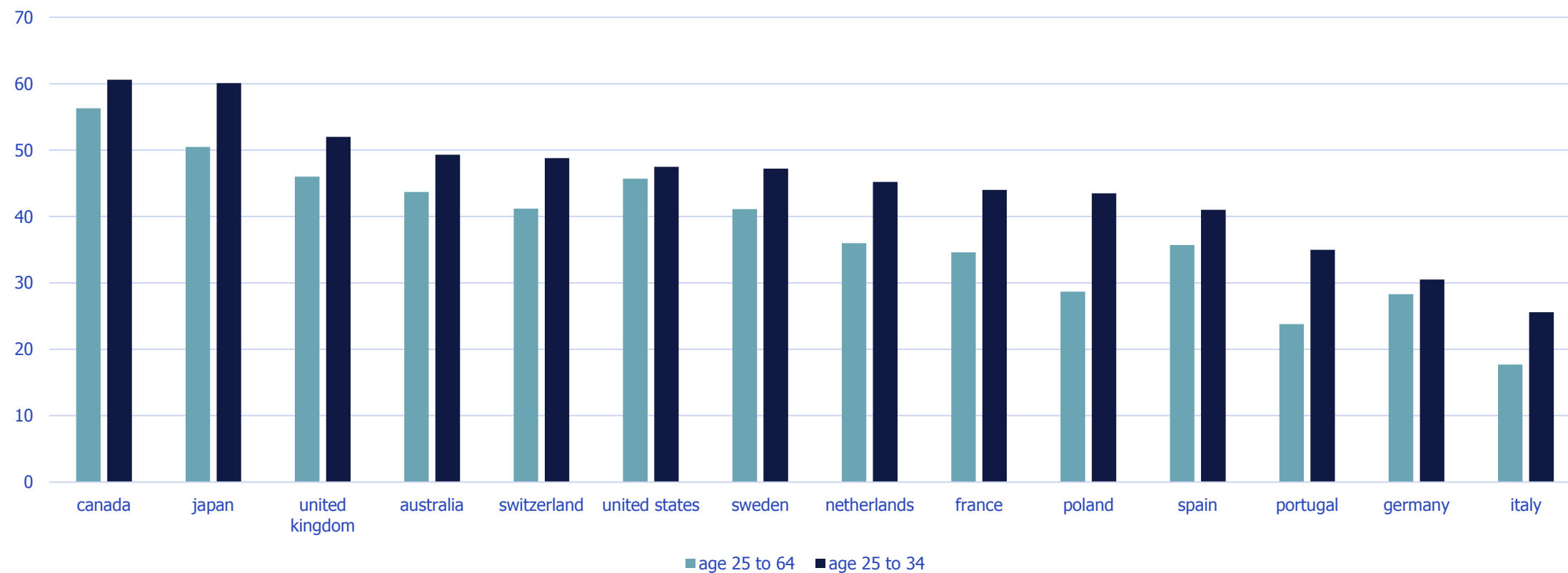


share STEM studies in high education
2015 – in %



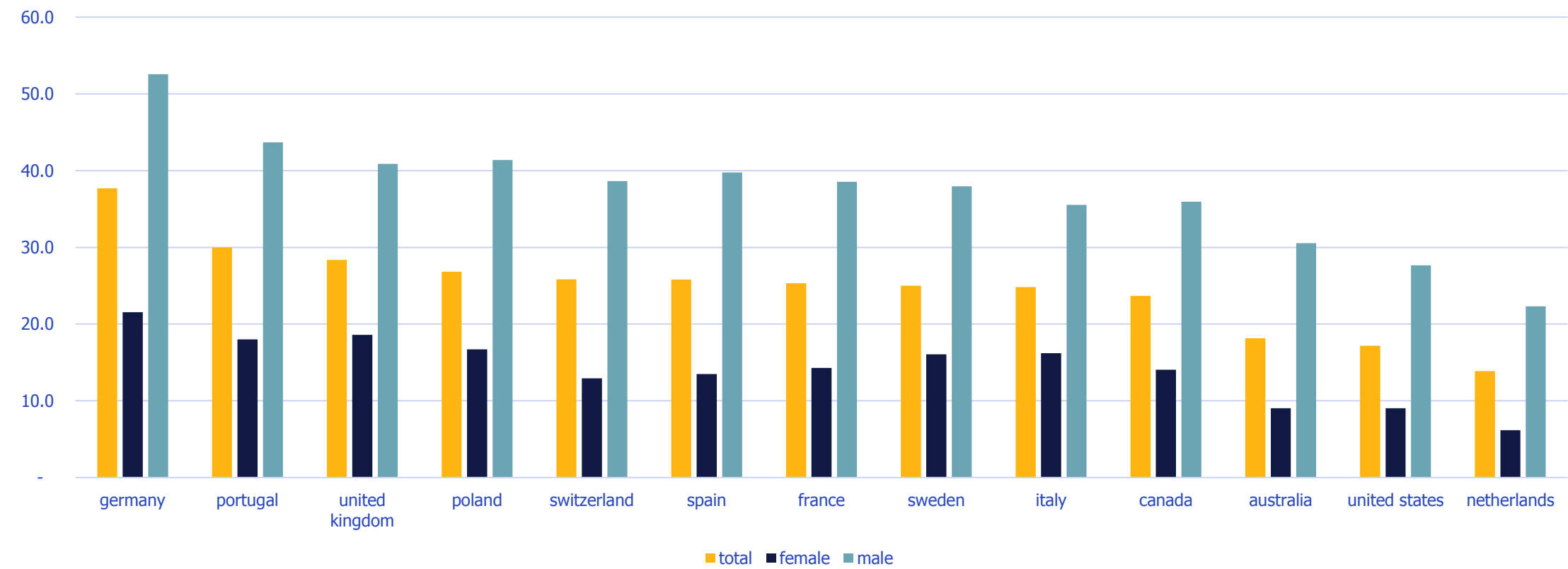
employment growth asks for higher skills.

share of tertiary skills in employment



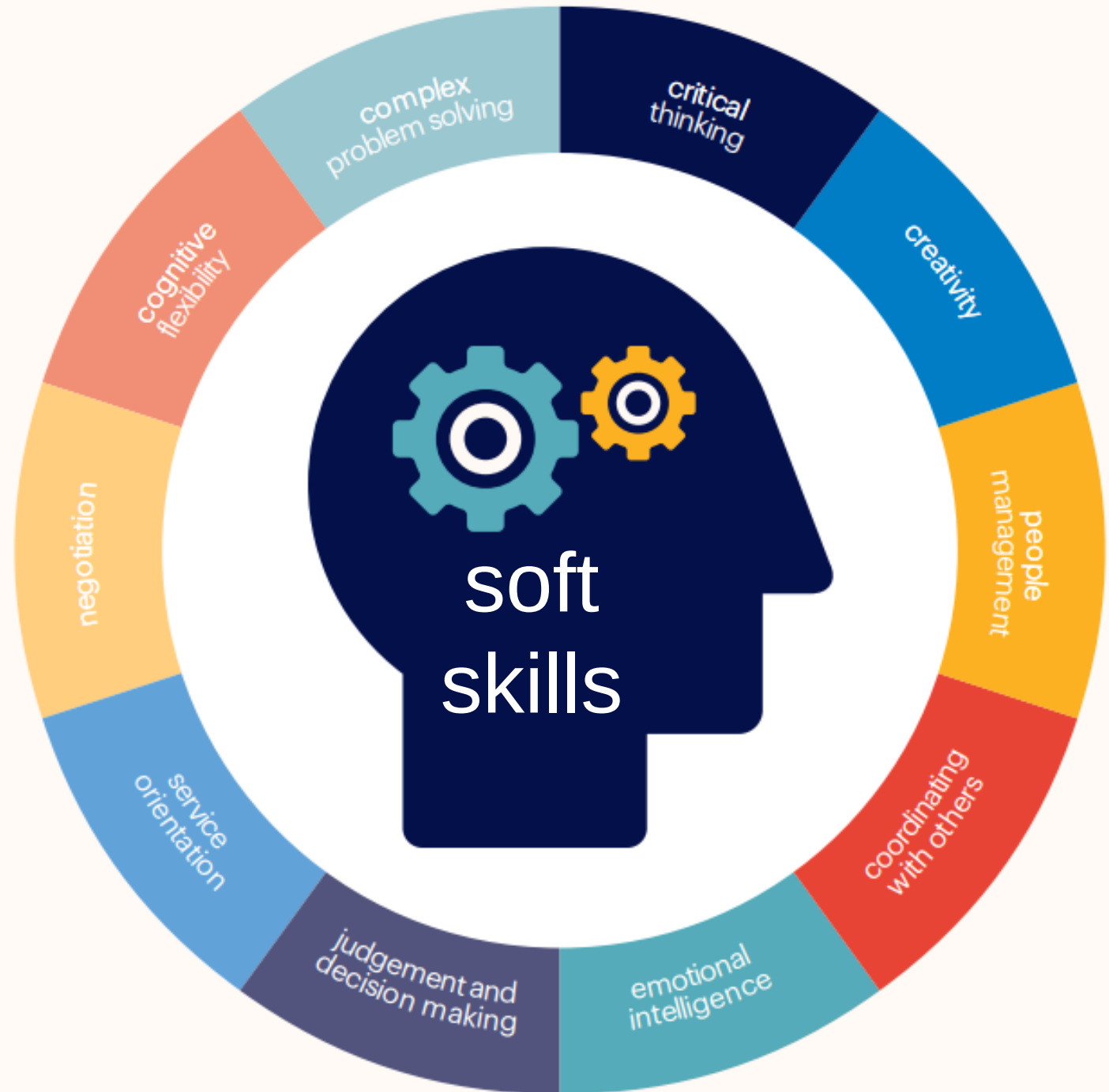
Science, Technology, Engineering and Mathematics skills for the future.

share of STEM in enrollment tertiary education



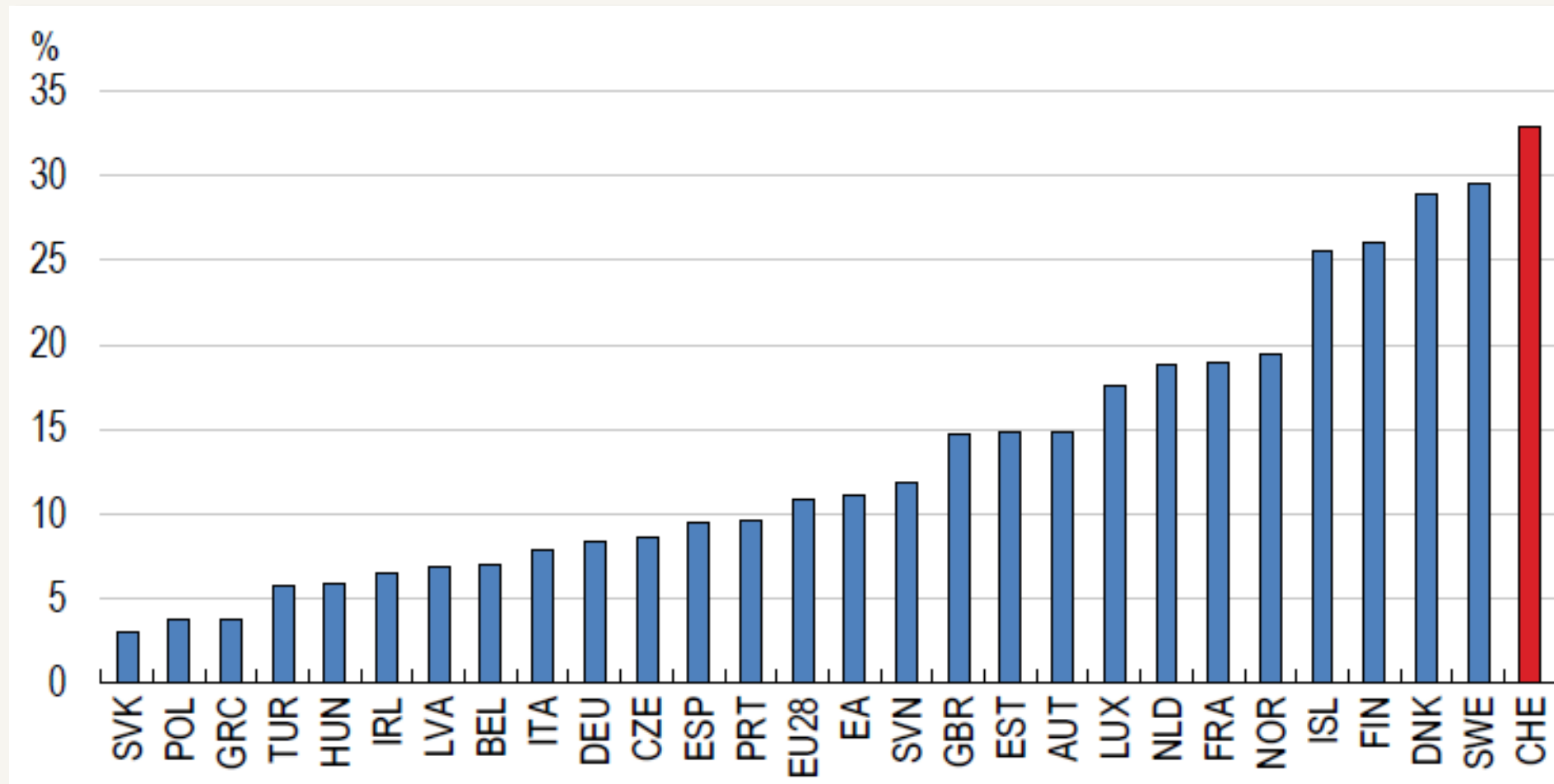
skills that will make a worker a talent.

- five years from now, over one-third of skills (35%) that are considered important in today's workforce will have changed
- creativity will become one of the top three skills workers will need
- with the avalanche of new products, new technologies and new ways of working, workers are going to have to become more creative in order to benefit from these changes



life-long learning will be key in the future of work

25-64 year-olds participating in education and training in the preceding four weeks.



Source: OECD 2016



future of work migration

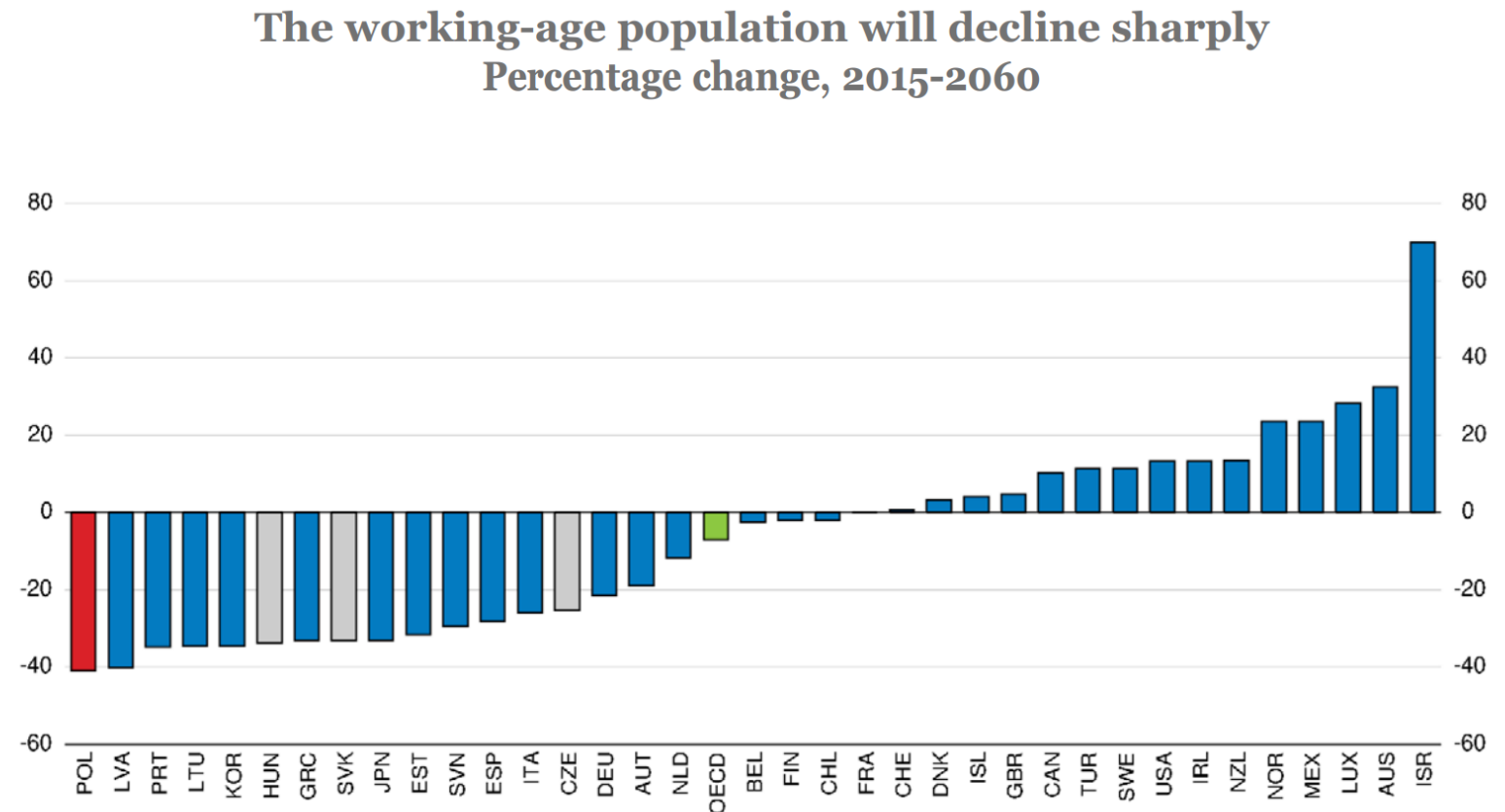
Last update: 2018-07-11



demographic challenge

population decline and aging 2015 - 2060.

- decreasing workforces in industrialized countries
- increasing funds needed for pensions and healthcare
- shift of economic power to countries with strong population growth



Source: United Nations (2017), “World Population Prospects: The 2017 Revision”, Department of Economic and Social Affairs, United Nations, New York.

demographic challenge

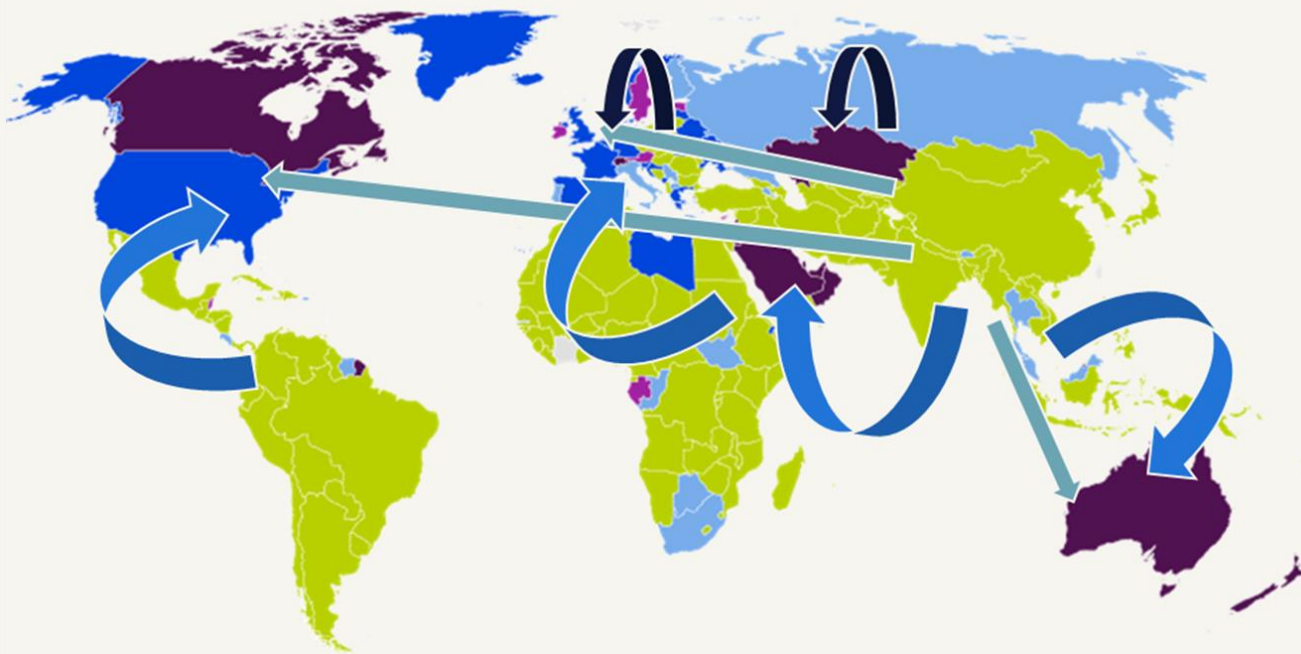
population growth 2015 - 2030



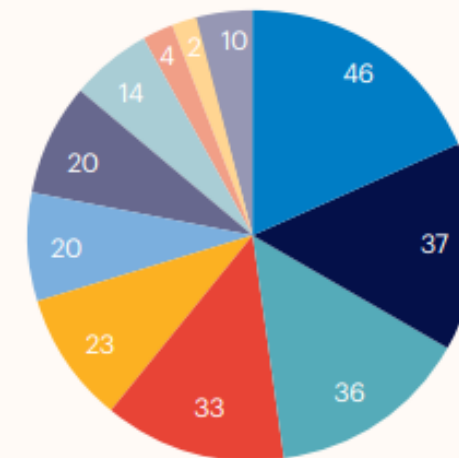
patterns of migration

240+ million migrants worldwide

■ less than 5 % ■ from 5 to 10% ■ from 10 to 15% ■ from 15 to 20% ■ more than 20%



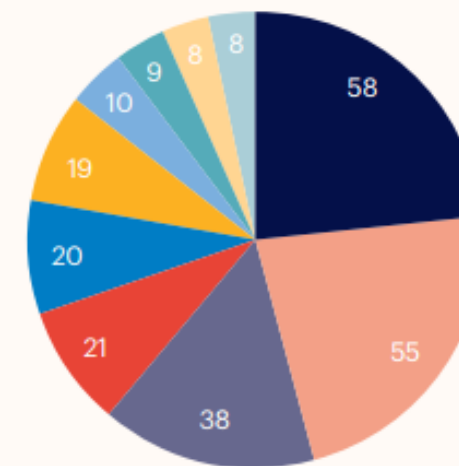
origin of migrants (millions)



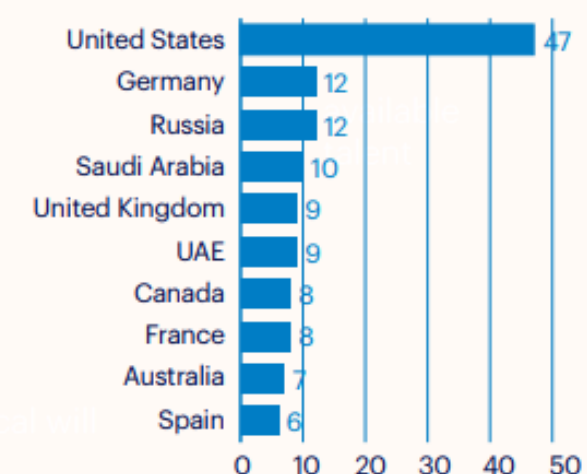
top 10 countries



destination of migrants (millions)



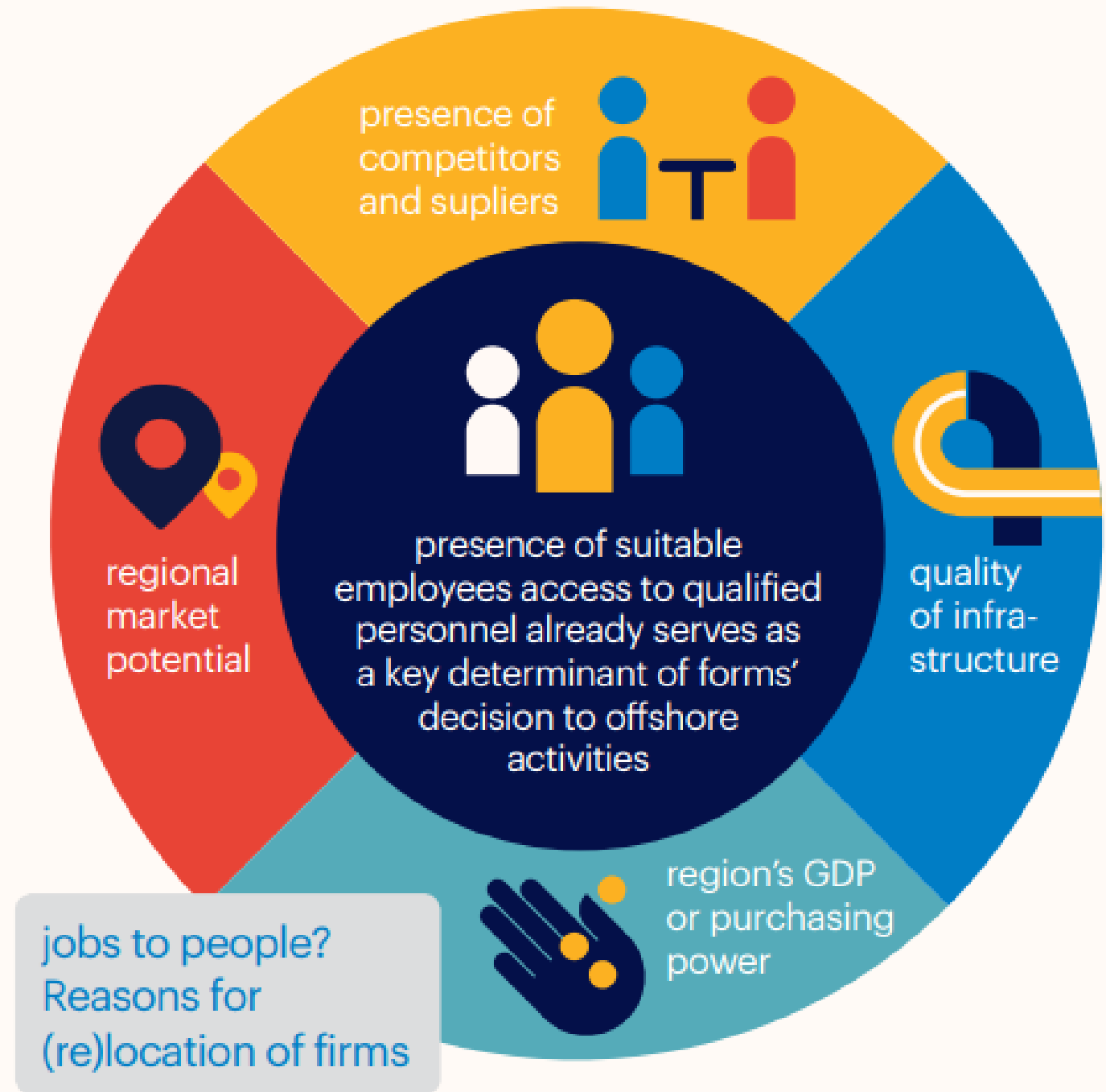
top 10 countries



■ South-Central Asia ■ Rest of Europe ■ Northern America
 ■ European Union ■ South-Eastern Asia ■ Oceania
 ■ Latin America ■ Western Asia ■ Undefined
 ■ Africa ■ Eastern Asia

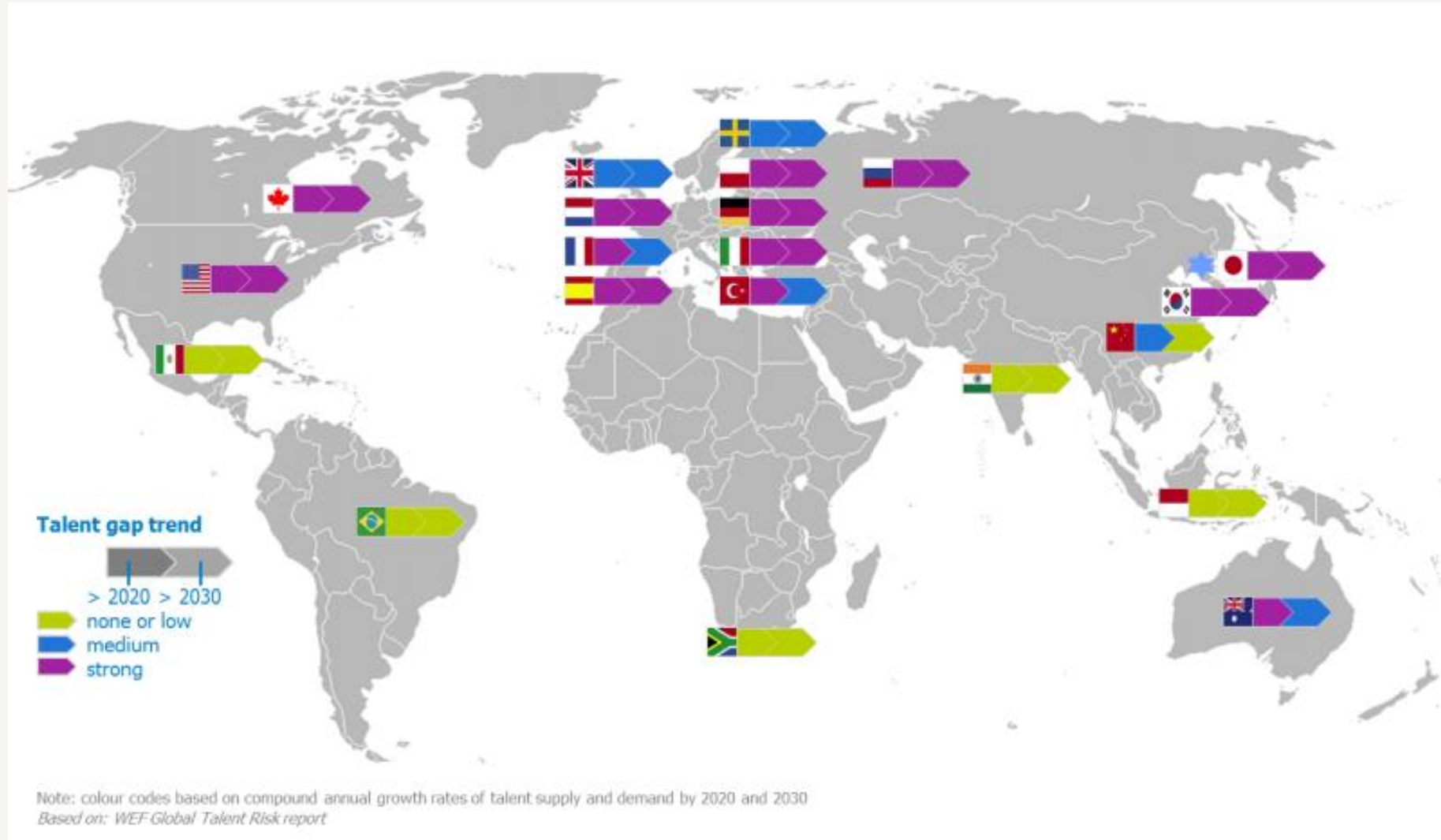
jobs to people?

presence of suitable
employees key for
(re)location of firms



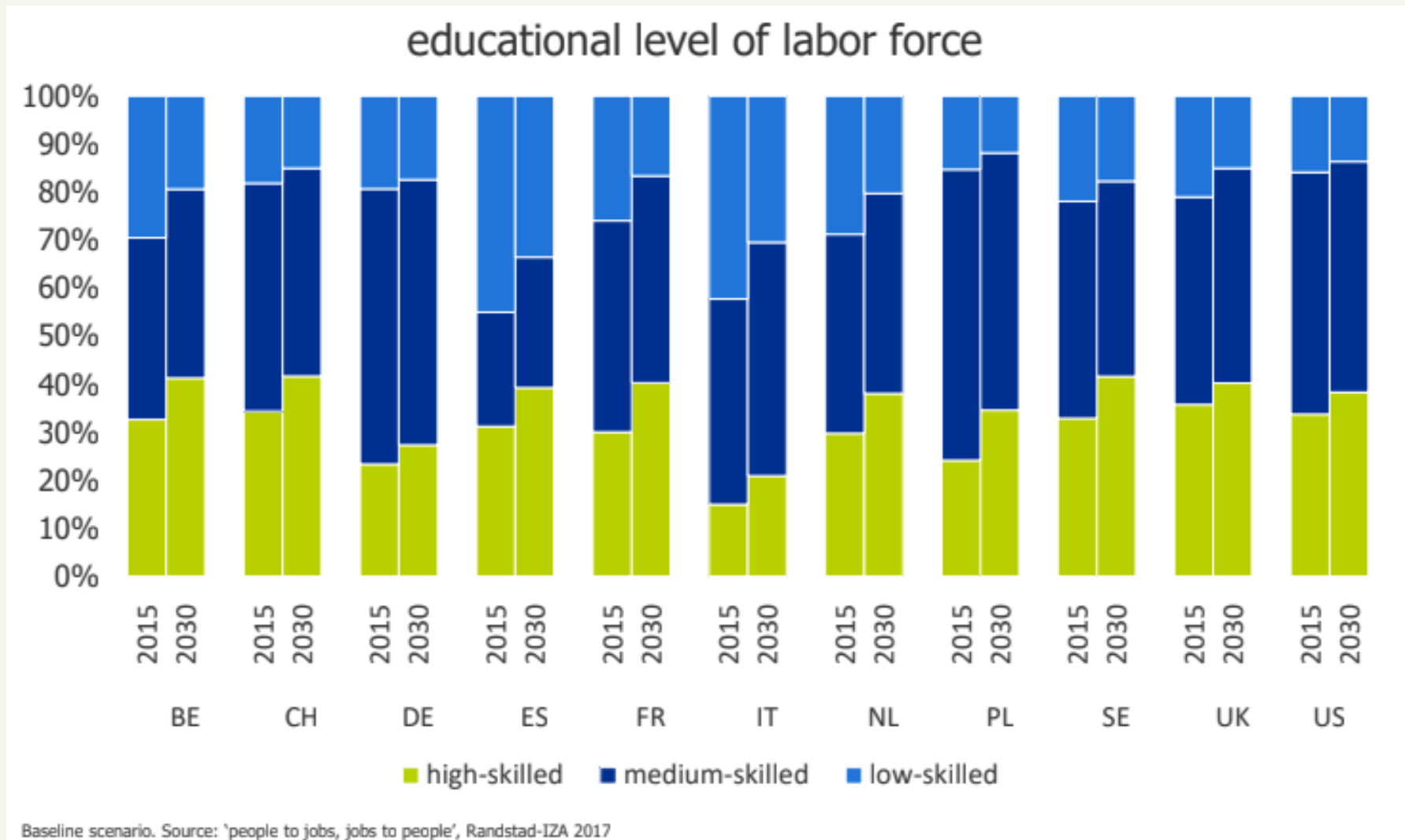
global mismatch of talent

the skills are available but not on the right location



developments in labor demand and supply

losses in labor force mitigated by intensive migration and by increase of high-skilled workers who supply considerably more hours worked



people to jobs, jobs to people

collective action on talent mobility

