

# Education Data & Insights

May 2020

AROWANA

# Human Capital



# The Challenge for Employers

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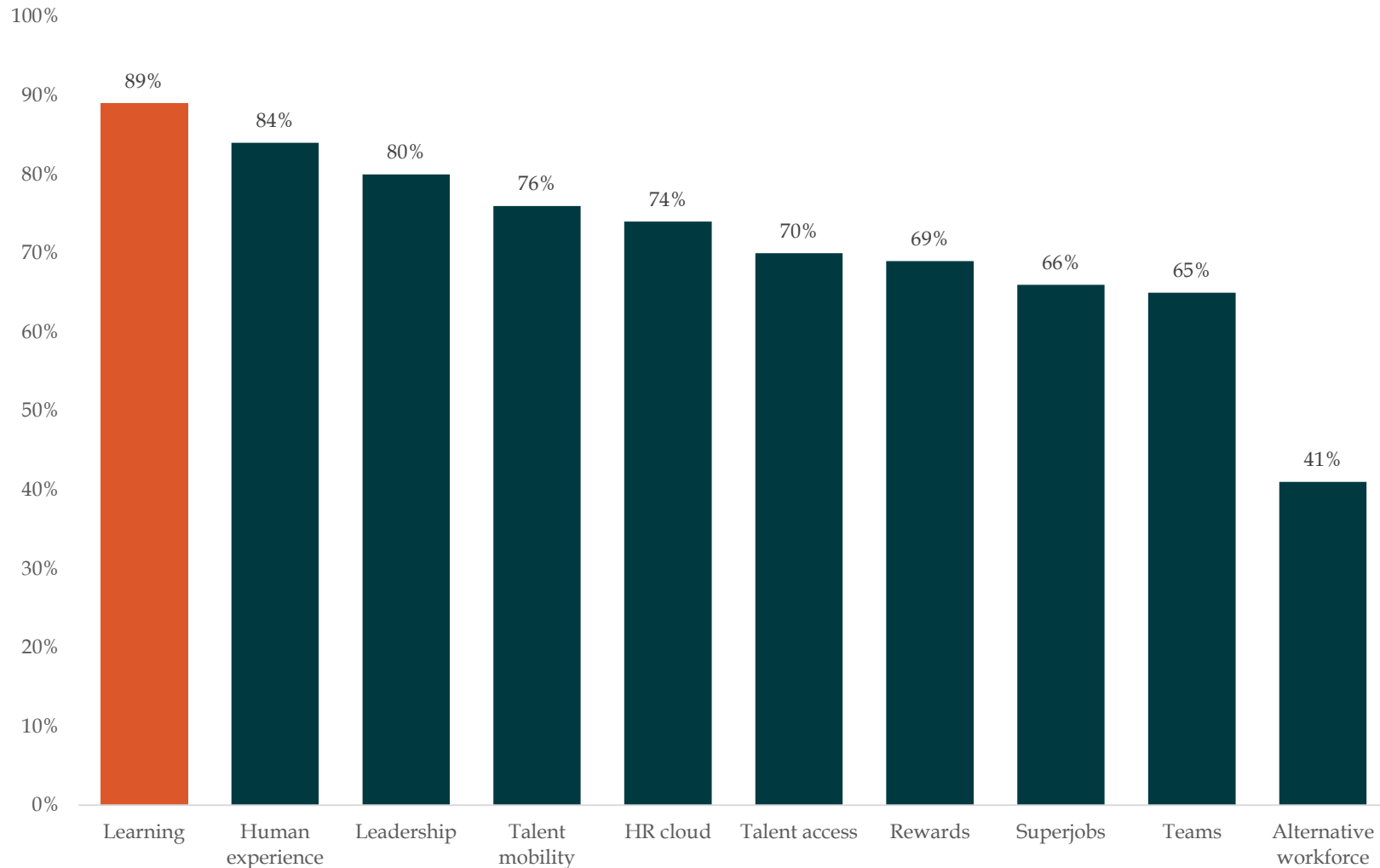
Evolving work demands and skills requirements are creating an enormous demand for new skills and capabilities

Jobs of today are more machine-powered and data-driven than in the past, and also require more human skills

Rapid and ongoing changes in the nature of work are changing the relationship between learning and work, making them more integrated

# Human Capital Trends

Percentage of respondents who said the topic was important or very important to their organisation's future success in the next 12 to 18 months



## Insights

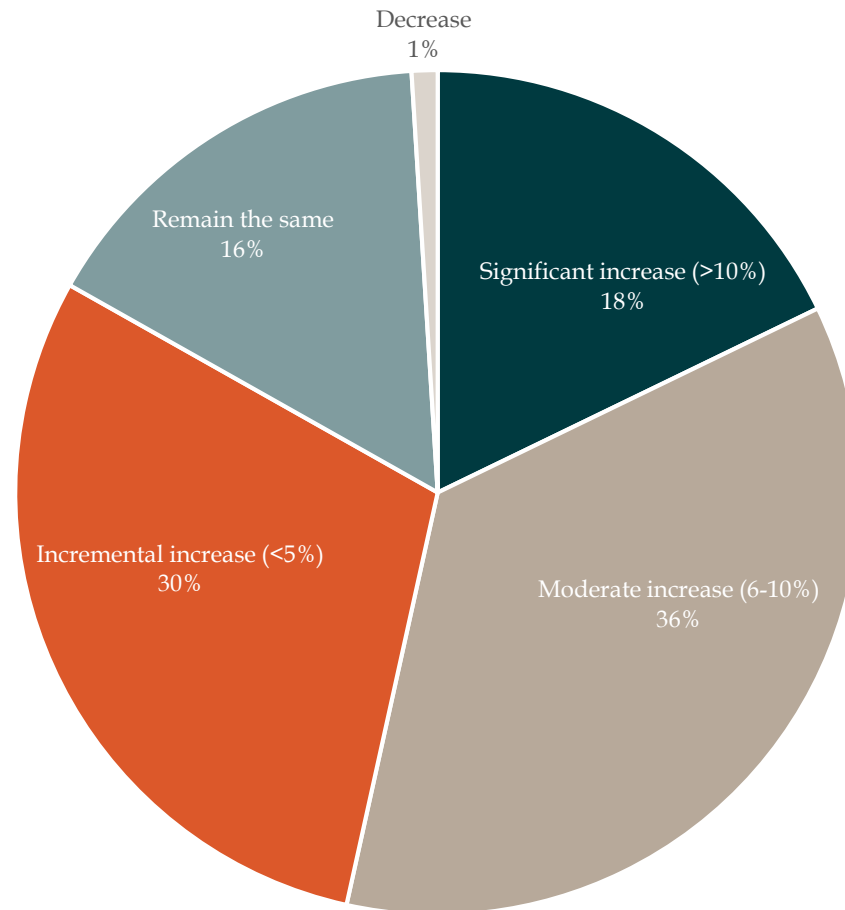
- Deloitte identified 10 human capital trends across three categories: the future of the workforce; the future of the organisation; and the future of HR
- **The number-one trend identified globally was the need for organisations to change the way people learn**
- Evolving work demands and skills requirements are creating an enormous demand for new skills and capabilities
- Until COVID-19, a tight labour market was making it difficult for organisations to meet needs by recruiting people from outside
- Three broader trends in how learning was evolving were identified: it is becoming more integrated with work; it is becoming more personal; and it is shifting toward lifelong models
- Organisations need a culture that supports continuous learning, incentives that motivate people to take advantage of learning opportunities and a focus on helping individuals identify and develop new, needed skills

## Source

2019 Deloitte Global Human Capital Trends

# Investment in Workforce Reskilling

What additional investment are you anticipating to accommodate workforce reskilling?



## Insights

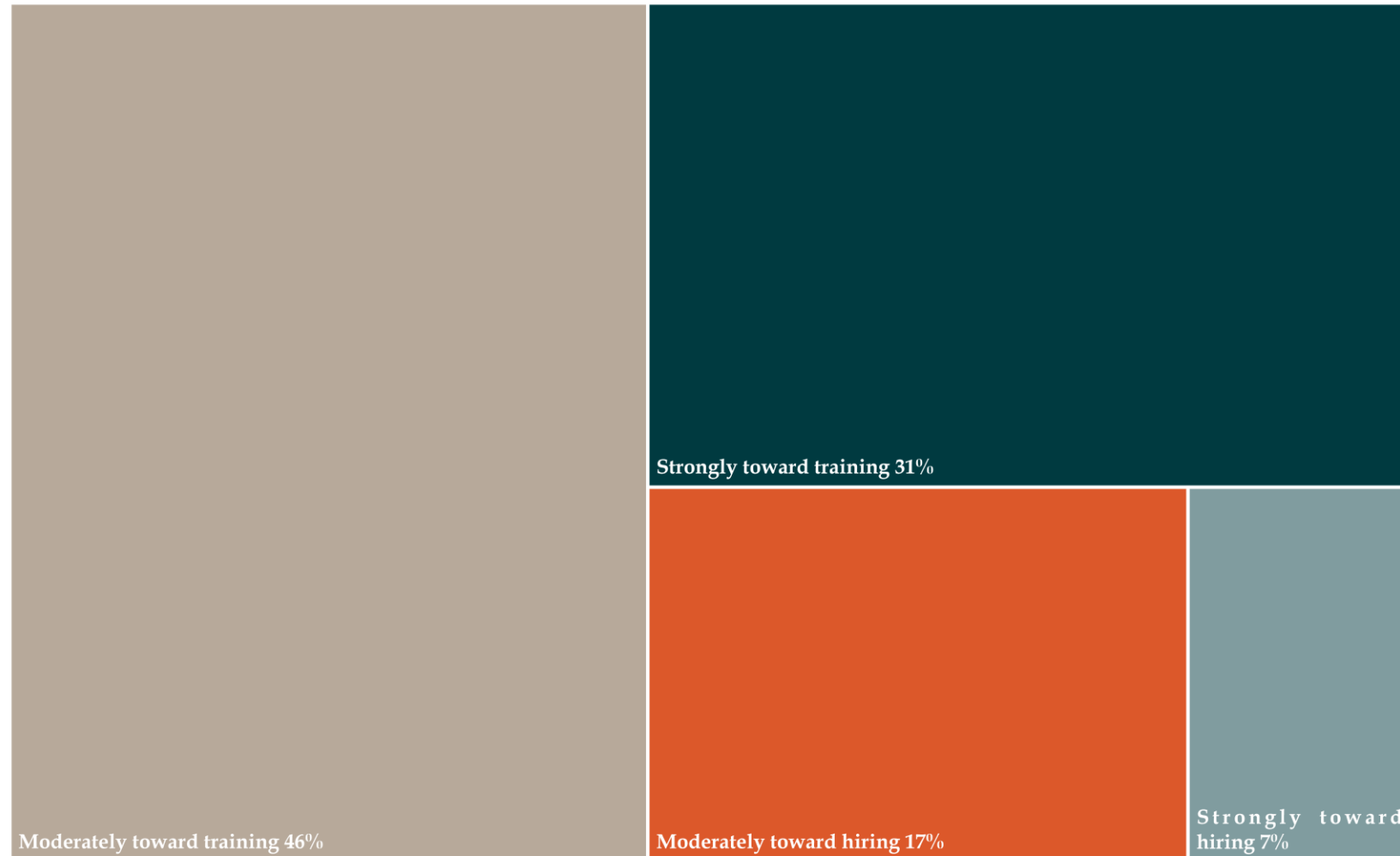
- Use of artificial intelligence (AI) and robotics to automate and augment work is on the rise, prompting the redesign of jobs in a growing number of domains
- Jobs of today are more machine-powered and data-driven than in the past, and also require more human skills in problem-solving, communication, interpretation and design
- Research by Deloitte posited that automation, by removing routine work, makes jobs more human, enabling the role and contribution of people in work to rise in importance and value
- The value of automation and AI lies not in the ability to replace human labour with machines, but in augmenting the workforce and enabling human work to be reframed in terms of problem-solving and the ability to create new knowledge
- **84% of respondents who said that automation would require reskilling reported that they are increasing funding for reskilling and retraining**

## Source

2019 Deloitte Global Human Capital Trends

# Training or Hiring

Given the choice between accessing new talent and training existing employees, where are you leaning?



## Insights

- Reskilling has become a growth imperative for organisations, many of which have seen positions go unfilled for months or years for lack of the right talent to fill them
- **When asked them how they will deal with issues of job redesign, more respondents leaned toward training than toward hiring as a way to obtain the talent they need**
- Rapid and ongoing changes in the nature of work are changing the relationship between learning and work, making them more integrated than ever before
- This creates a challenge and an opportunity to build robust work-centred learning programs, helping people consume information and upgrade their skills in the natural course of their day-to-day jobs
- Longer life expectancies, combined with frequent job changes and the accelerating rate of skills obsolescence, call for new approaches to creating diverse portfolios of learning and work experiences to support people who may work in many different fields and disciplines during their lives

## Source

2019 Deloitte Global Human Capital Trends

# The Solution for Employees

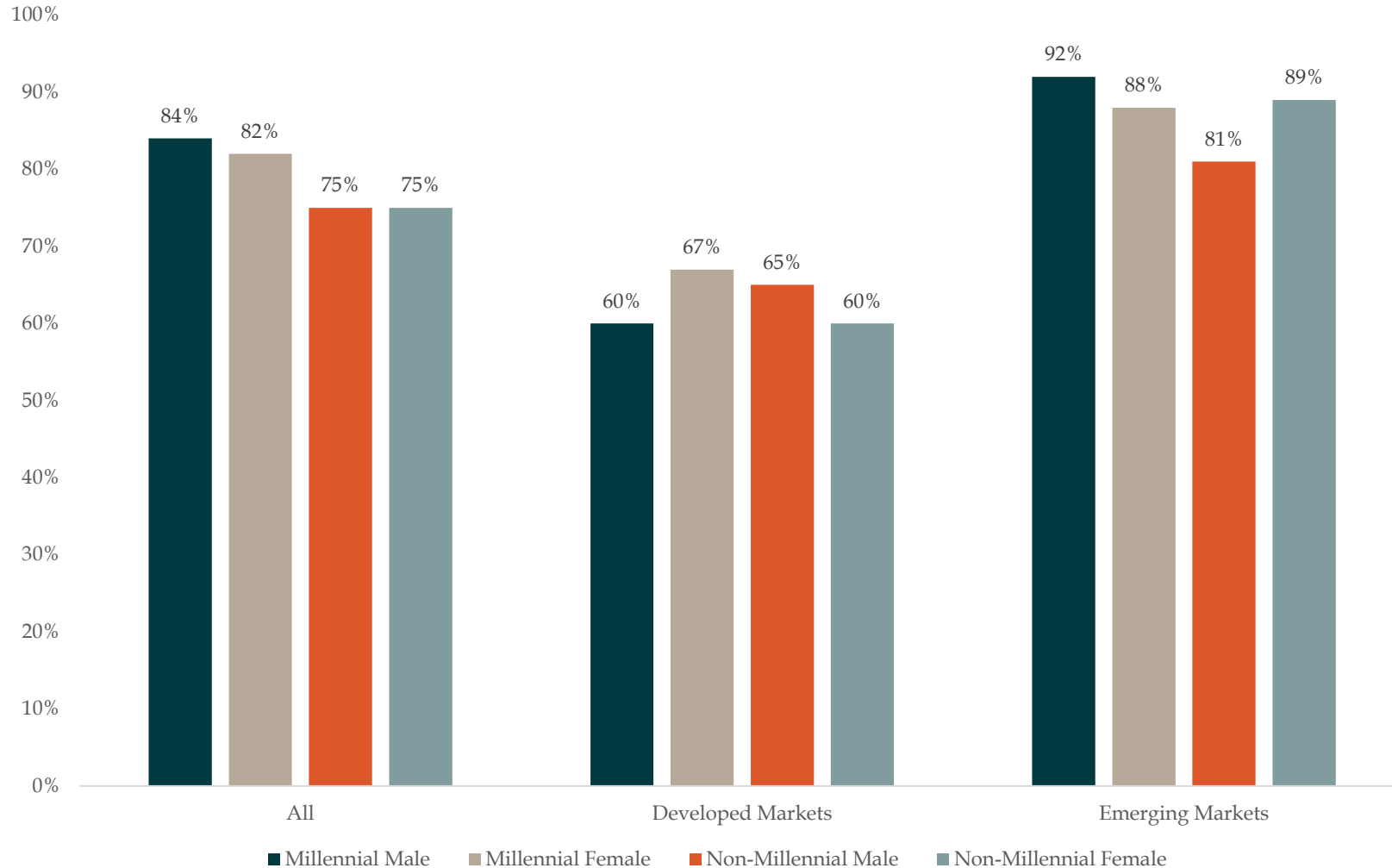
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Professional development opportunities are a key factor driving employer desirability

Employees see education less as a phase of life and more as a lifelong endeavour, and are willing to participate even if they have to pay for it

# Professional Development Opportunities and Employer Desirability

On-the-job training and professional development is very or somewhat important when considering employers



## Insights

- Professional development opportunities are a key factor driving employer desirability
- Superior on-the-job training opportunities can actually act as a source of positive differentiation for employers
- Over four-fifths of all Millennials surveyed, and three-fourths of non-Millennials, said on-the-job training/opportunities for professional development was an important factor while considering potential employers**
- This was especially true in emerging markets where nearly all respondents held this opinion

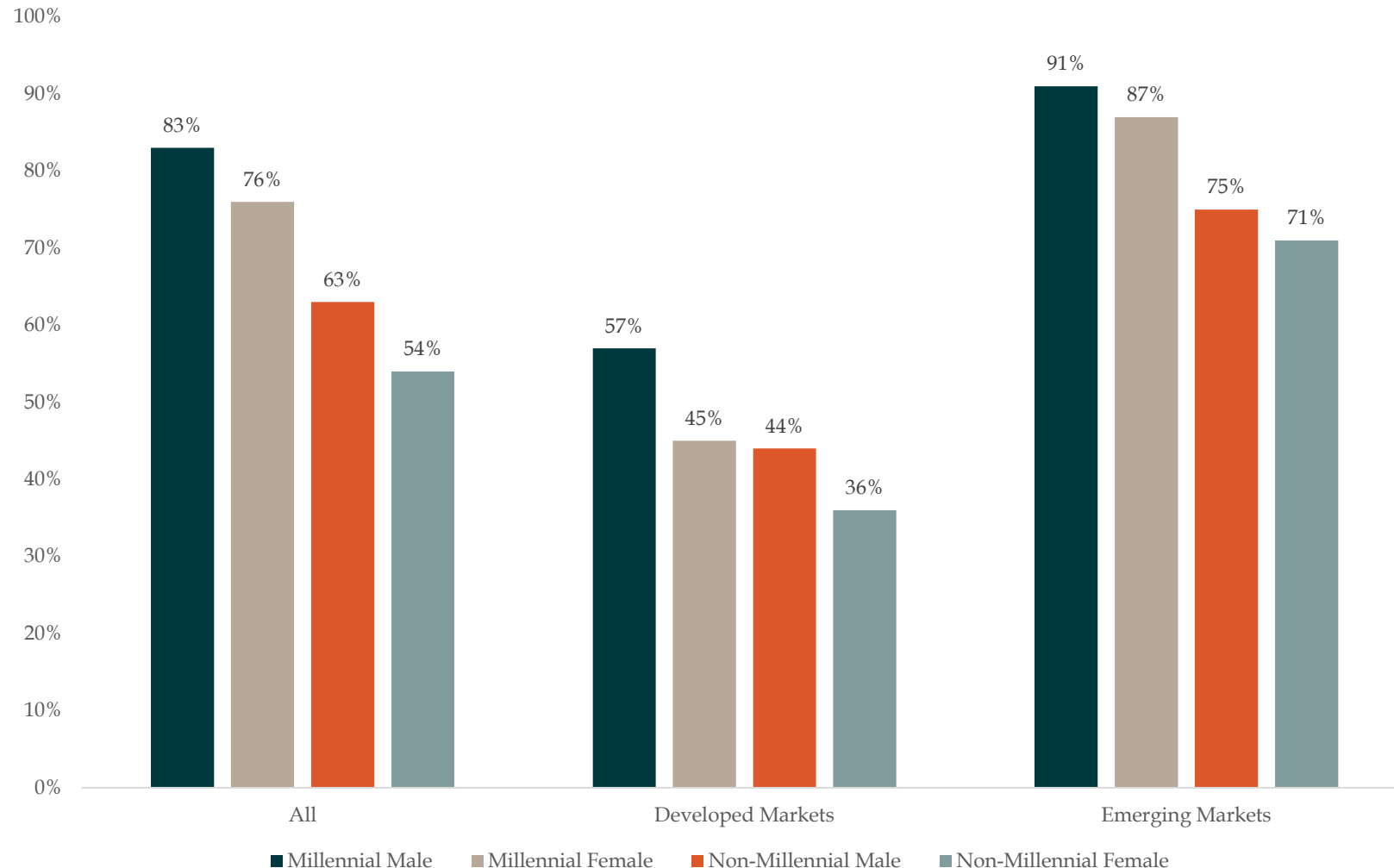
## Source

Citi Research



# Further Professional Training Participation

Would participate in further professional training / L&D if the opportunity arose - even if have to fully or partially pay for it



## Insights

- The 'half-life of knowledge' - an expression used to describe the time it takes for half the knowledge in a particular domain to be superseded - is declining rapidly
- Broadly, Deloitte now estimates the half-life of a learned skill at just five years
- According to some estimates, software engineers need to redevelop skills every 12-18 months
- The net effect is that education is now seen less as a phase of life and more as a lifelong endeavour, with the majority of respondents willing to participate in further education even if they have to pay for it
- Emerging markets respondents showed a markedly higher propensity to pay for supplementary education than their counterparts in developed markets
- **Almost 90% of Millennial emerging markets respondents were willing to participate in professional training opportunities even if they had to partially or fully pay for it**

## Source

Citi Research

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