



Creating People Advantage - Revisiting a success story

Netherlands country results

JUNE 2021

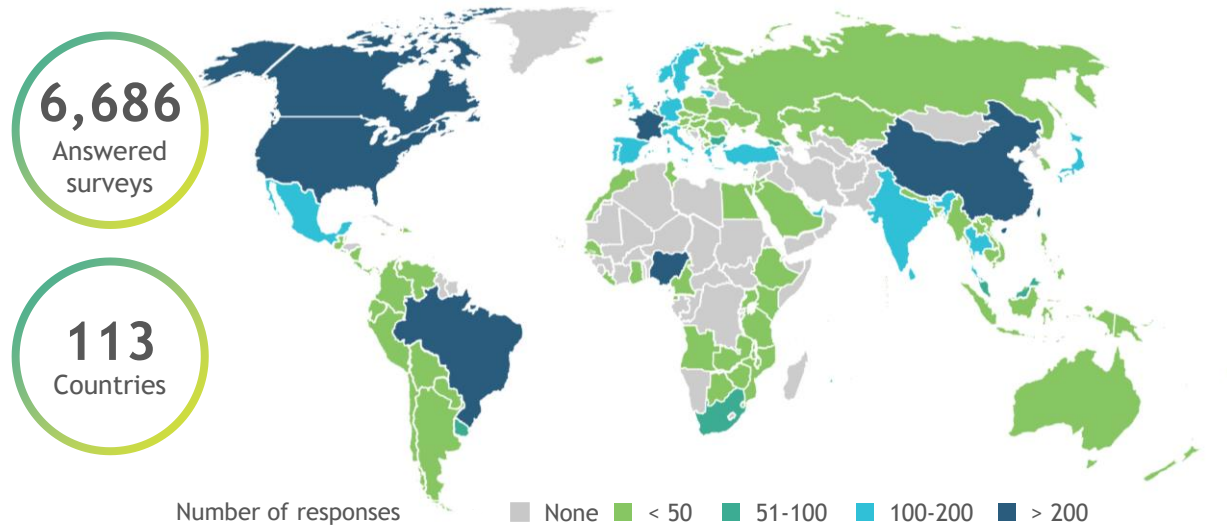




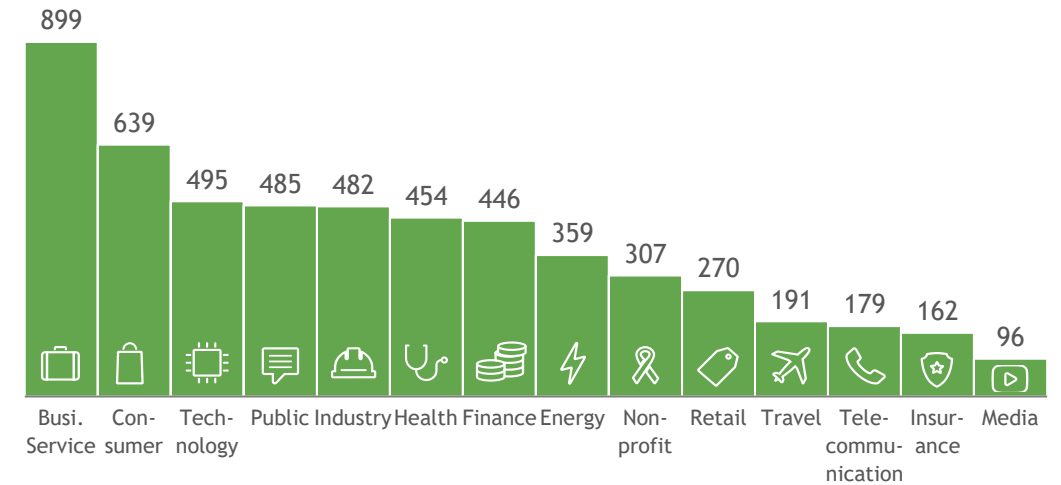
Global overview on results



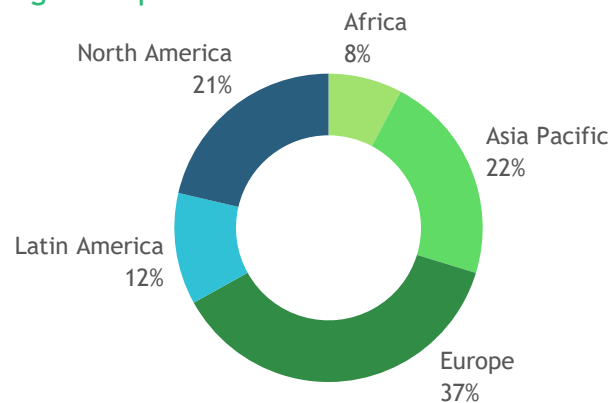
Creating People Advantage—A survey of 6,686 respondents in 113 countries



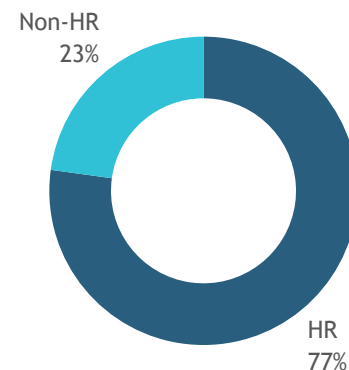
Industry split



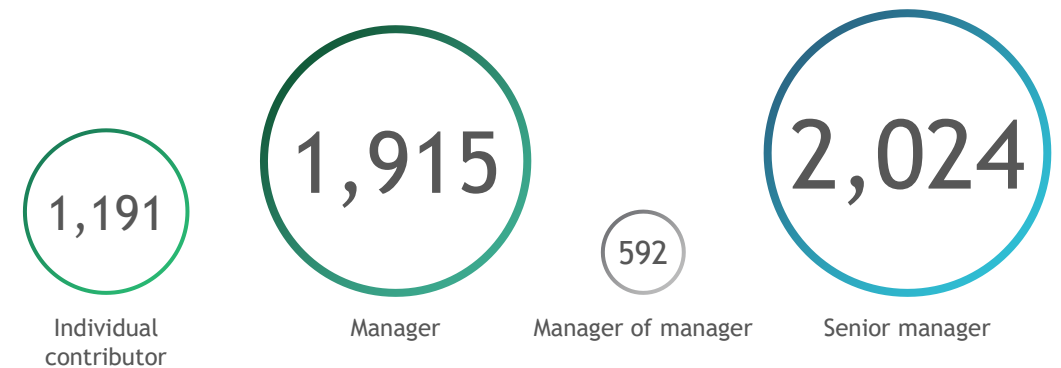
Regional split



Current position



Level of Seniority





32 HR and People Management topics in nine clusters were assessed

Clusters

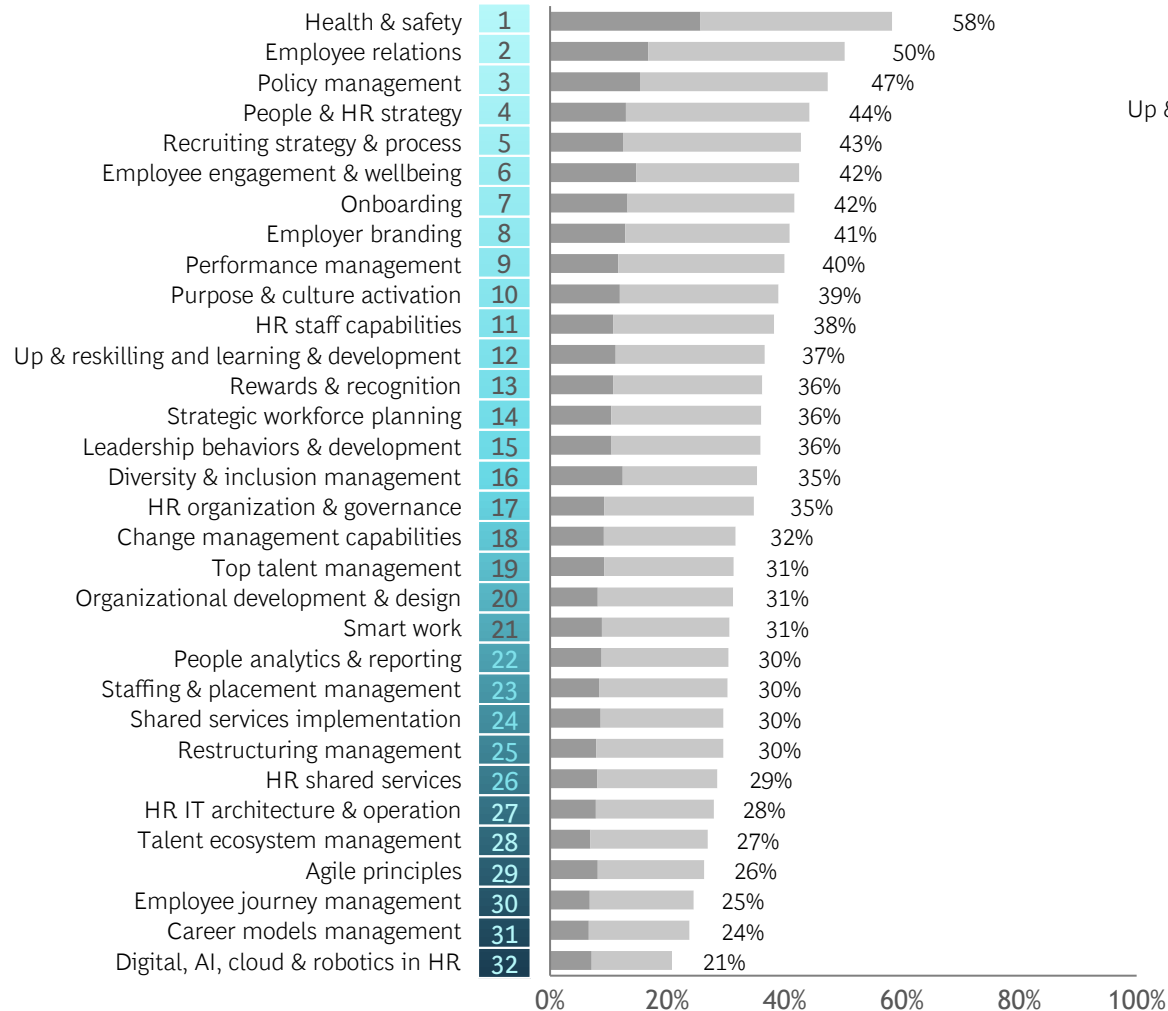
HR and People Management Topics

People and HR strategy, planning and analytics	People and HR strategy		Strategic workforce planning		People analytics and reporting		
Talent acquisition	Employer branding	Talent ecosystem management		Recruiting strategy and process		Onboarding	
People development	Up- and reskilling and learning and development		Career models management		Top talent management		Staffing and placement mgmt.
Performance, rewards and engagement	Performance management		Rewards and recognition		Employee engagement and well-being		
Purpose, behavior, leadership and culture change	Purpose and culture activation		Change management capabilities		Leadership behaviors and development		Diversity and inclusion management
Labor and employee relations	Policy management		Employee relations		Health and safety		
Organizational transformation	Agile principles	Org. development and design	Smart work	Shared services implement.	Restructuring management	Employee journey mgmt.	
Digital and IT	HR IT architecture and operation				Digital, AI, cloud, and robotics in HR		
HR operating model	HR organization and governance		HR shared services		HR staff capabilities		

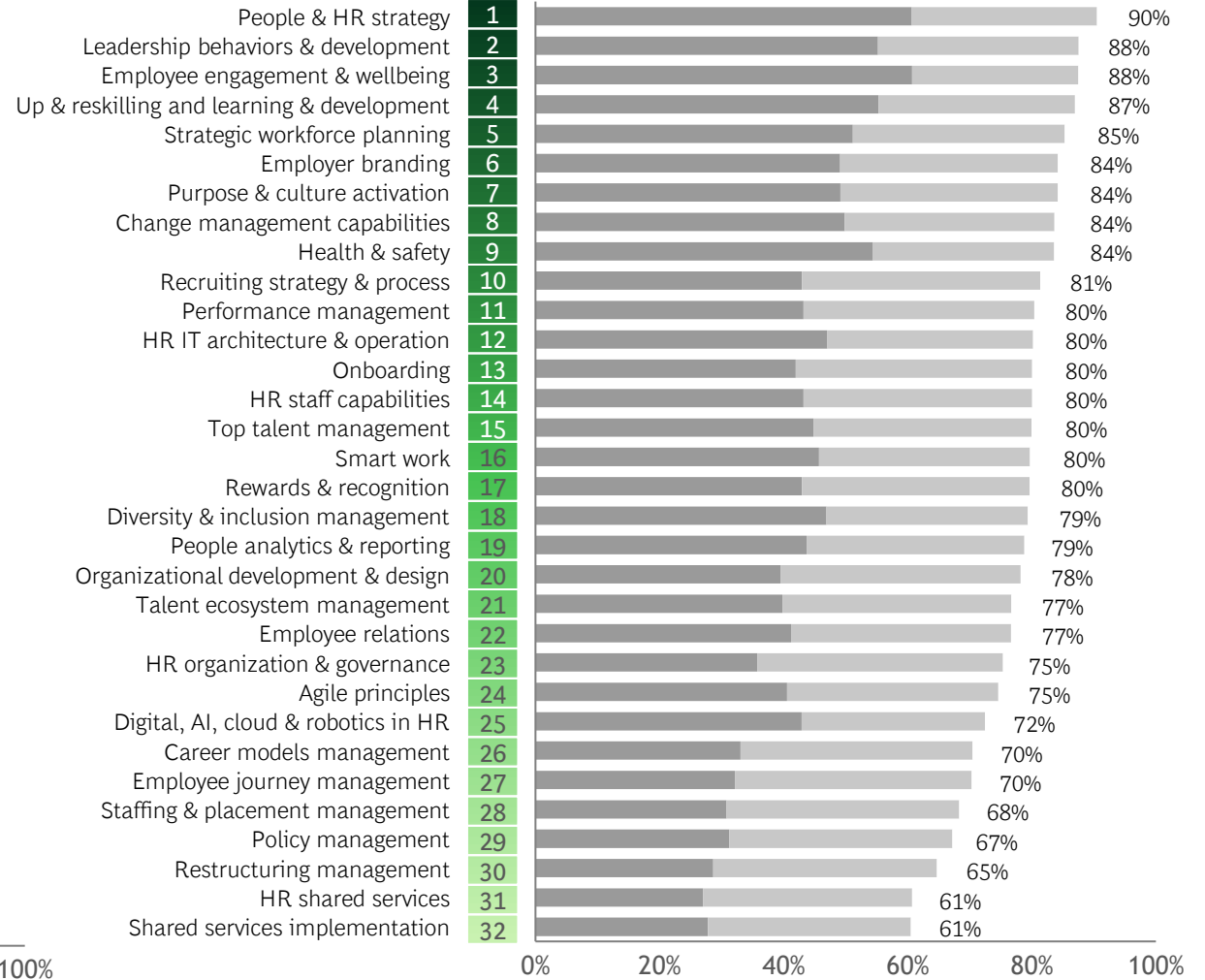


Ranking of 32 topics for Current Capabilities and Future Importance

Ranking Current Capabilities



Ranking Future Importance

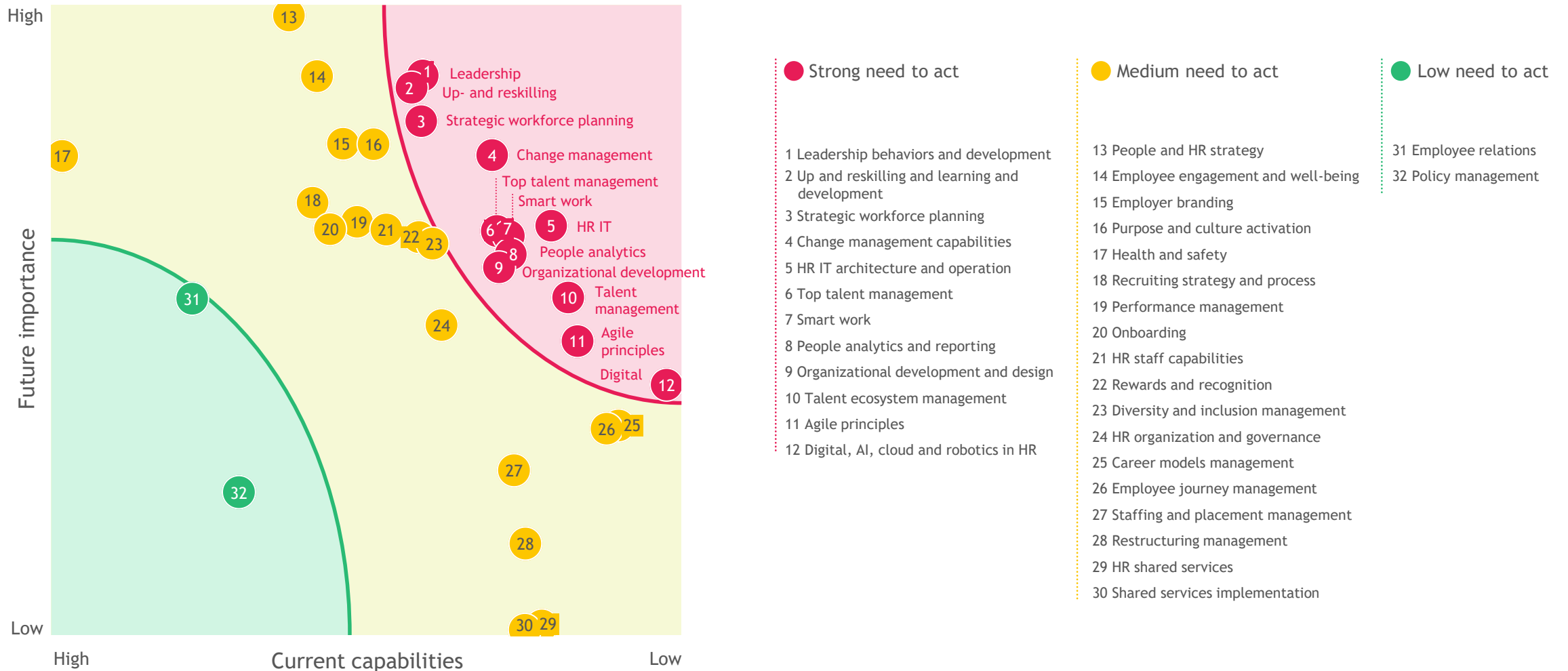


Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686).
 Note: Ranked by highest number of responses in "high" and "somewhat high".

■ High ■ Somewhat high



Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities



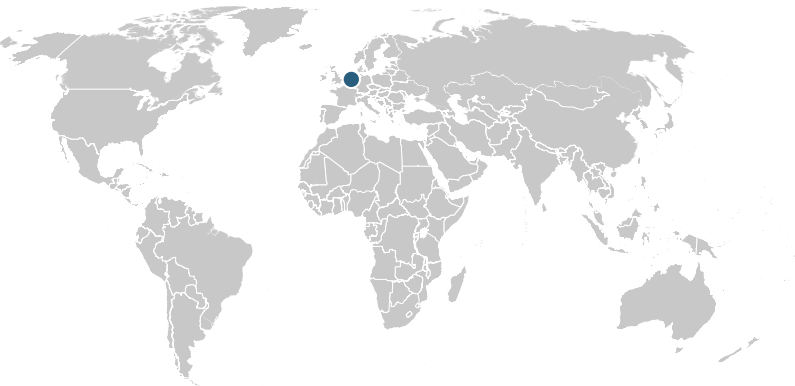
Source: 2021 BCG/WFPMA proprietary web survey and analysis (n = 6,686).
 Note: Based on answers "high" and "somewhat high".



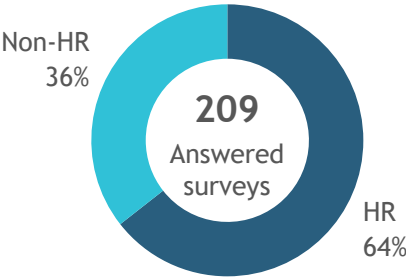
Netherlands country results

Our survey drew responses from 208 Netherlands participants

Geography



Current position



Level of Seniority

Individual contributor



Manager



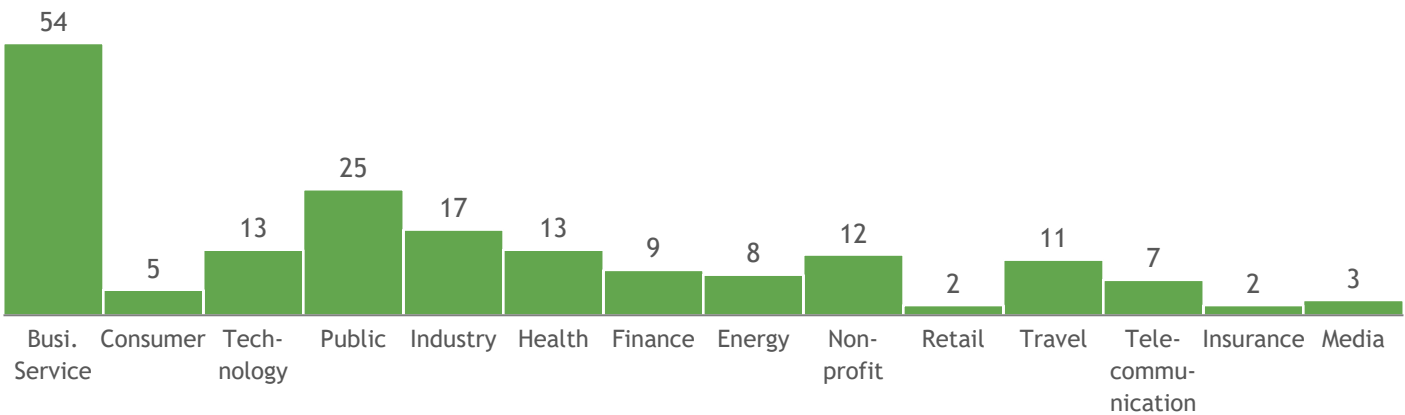
Manager of manager



Senior manager



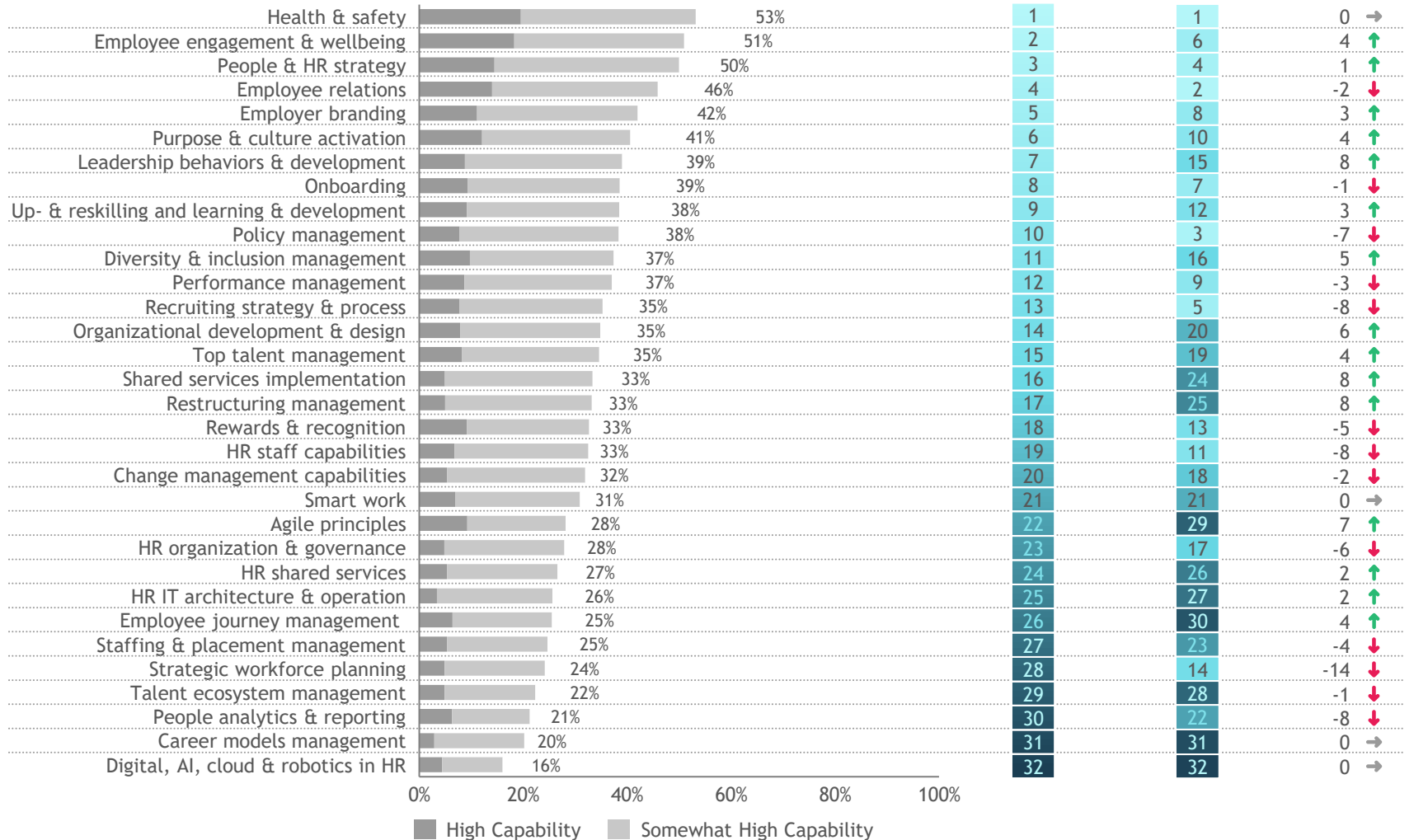
Industry split



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686, Netherlands n = 209).
Not Included: N/A and other answers (Industry split: 28 respondents in other industries)

Ranking of 32 topics for Current Capabilities

Ranking Current Capabilities

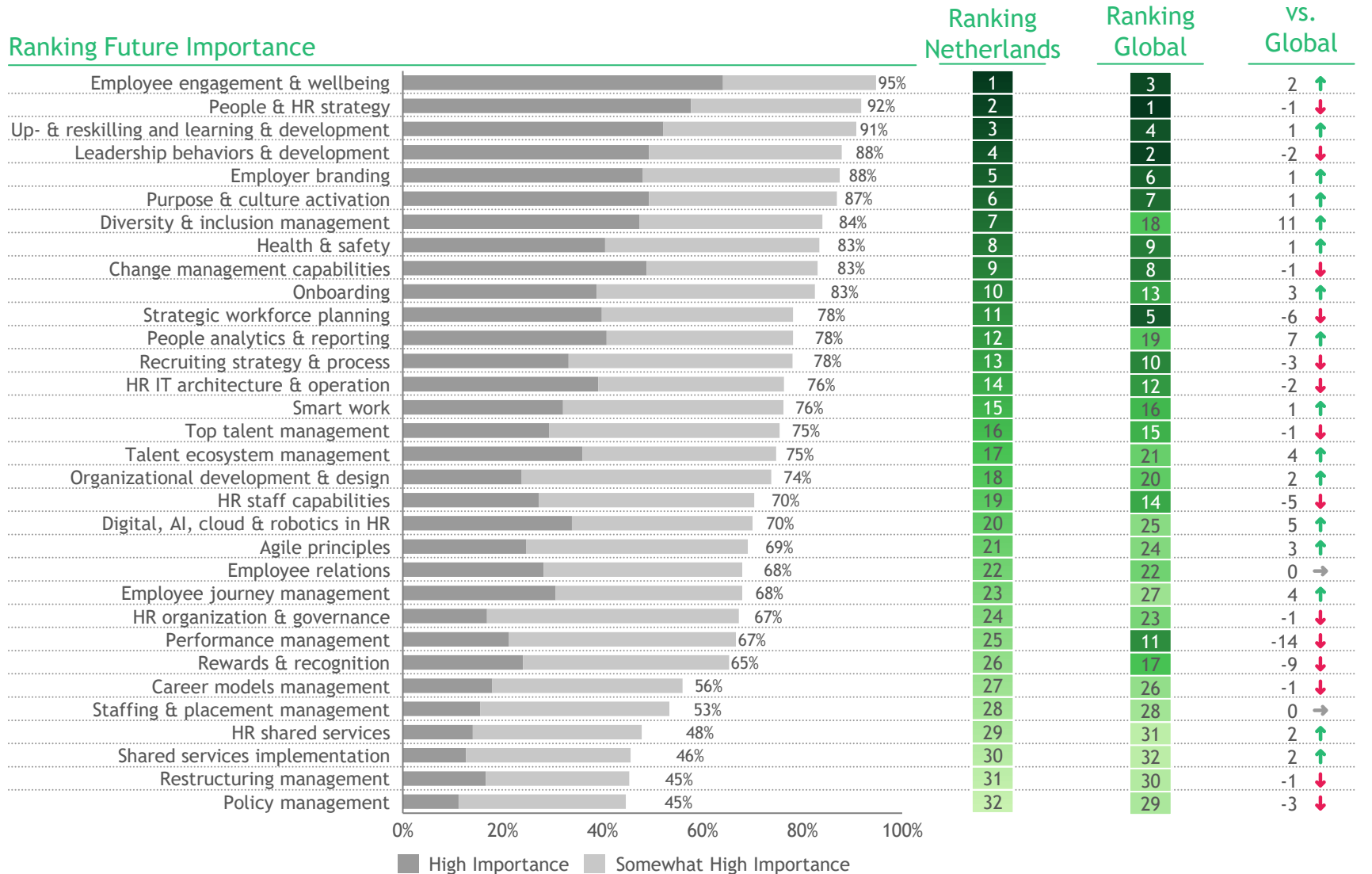


Key highlights

- Current **Shared services implementation, Leadership behaviors & development and Restructuring management** capabilities ranked much higher by Dutch respondents vs. global average (+8 positions)
- Current **Strategic workforce planning** capabilities ranked much lower by Dutch respondents vs. global average (-14 positions)

Ranking of 32 topics for Future Importance

Ranking Future Importance

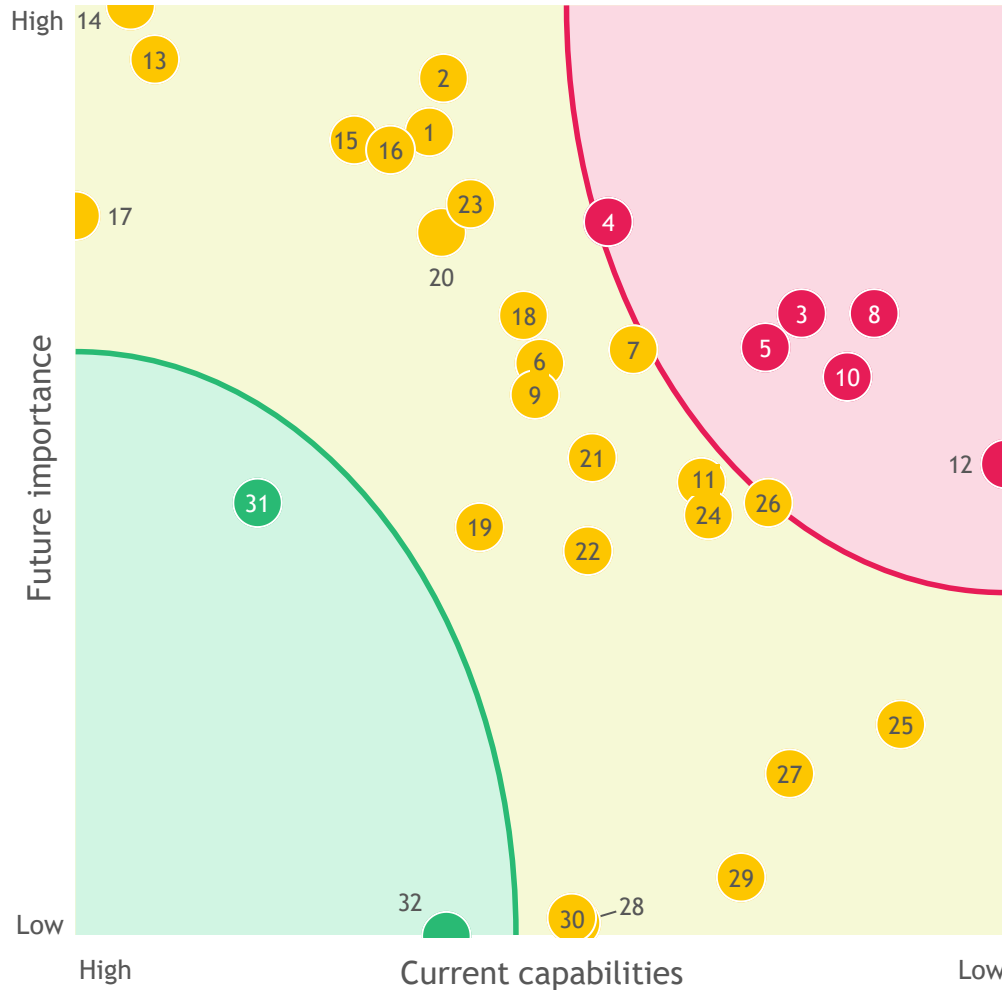


Key highlights

- Future importance of **Diversity & inclusion** ranked much higher by Dutch respondents vs. global average (+11 positions)
- Future importance of **Performance management** ranked much lower by Dutch respondents vs. global average (-14 positions)



Segmenting HR topics by Current Capabilities and Future Importance identifies People Management priorities








- Strong need to act**
 - 3 Strategic workforce planning
 - 4 Change management capabilities
 - 5 HR IT architecture & operation
 - 8 People analytics & reporting
 - 10 Talent ecosystem management
 - 12 Digital, AI, cloud & robotics in HR
- Medium need to act**
 - 1 Leadership behaviors & development
 - 2 Up- & reskilling & learning & development
 - 6 Top talent management
 - 7 Smart work
 - 9 Organizational development & design
 - 11 Agile principles
 - 13 People & HR strategy
 - 14 Employee engagement & wellbeing
 - 15 Employer branding
 - 16 Purpose & culture activation
 - 17 Health & safety
 - 18 Recruiting strategy & process
 - 19 Performance management
 - 20 Onboarding
 - 21 HR staff capabilities
 - 22 Rewards & recognition
 - 23 Diversity & inclusion management
 - 24 HR organization & governance
 - 25 Career models management
 - 26 Employee journey management
- Low need to act**
 - 31 Employee relations
 - 32 Policy management

Source: 2021 BCG/WFPMA proprietary web survey and analysis (Netherlands n = 209).
Note: Based on answers "high" and "somewhat high".



Cluster ranking across economies by Current Capabilities

Current Capabilities

																											
	Global	Americas				Europe										Africa		Asia Pacific									
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Nether-lands	Norway	Portugal	Spain	Sweden	Switzer-land	Turkey	UK	Nigeria	South Africa	China	Hong Kong ¹	India	Japan	Sri Lanka	Thailand	UAE
Labor & Employee relations	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	5	1	1	1	1	1	
Performance rewards & engagement	2	3	2	4	2	2	2	2	2	2	2	2	3	3	3	2	5	2	4	2	3	1	2	3	2	2	2
Talent acquisition	3	5	3	2	3	4	3	4	4	3	3	4	4	2	6	3	3	5	2	4	2	6	5	2	4	3	9
People & HR strategy, planning & analytics	4	2	4	3	4	5	8	3	3	4	4	6	2	4	4	5	4	6	5	6	5	3	4	8	5	4	3
Purpose, behavior, leadership & culture change	5	4	5	5	5	6	4	5	5	5	5	3	5	5	2	6	6	3	7	7	6	9	7	5	3	5	8
HR Operating Model	6	7	6	6	6	3	7	6	7	6	7	5	6	7	5	4	2	4	3	3	7	2	6	4	6	7	4
People development	7	6	8	7	9	7	5	8	8	7	6	9	7	6	8	8	7	7	8	5	4	8	3	6	7	6	5
Organizational transformation	8	8	7	8	8	8	6	7	6	8	9	7	8	8	7	7	8	8	6	9	8	7	8	7	9	9	6
Digital and Information Technology	9	9	9	9	7	9	9	9	9	9	8	8	9	9	9	9	9	9	9	8	9	4	9	9	8	8	7
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106



1. Hong Kong is a special administrative region of The People's Republic of China
Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 6,686).

Low Capability  High Capability



Topic ranking across economies by Current Capabilities

Top & bottom five topics: Current Capabilities

																											
	Global	Americas				Europe										Africa		Asia Pacific									
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong ¹	India	Japan	Sri Lanka	Thailand	UAE
21. Health & safety	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	3	21	1	1	2	1	1
20. Employee relations	2	3	2	5	2	2	3	2	2	3	4	2	3	2	3	4	2	5	3	3	8	23	2	3	1	2	3
19. Policy management	3	10	4	2	3	9	2	3	3	2	10	5	6	5	2	2	4	4	2	4	6	6	9	2	3	6	2
1. People & HR strategy	4	2	5	7	4	7	11	5	4	6	3	8	2	7	4	9	5	2	19	21	12	7	7	17	4	4	6
6. Recruiting strategy & process	5	7	7	3	9	6	9	6	5	5	13	7	5	6	9	3	7	11	5	6	2	8	5	4	15	10	18
5. Talent ecosystem management	28	22	28	21	29	29	31	28	28	28	29	32	28	10	32	32	28	26	26	26	19	18	24	26	20	18	32
22. Agile principles	29	26	21	29	28	26	26	23	18	27	22	24	31	32	24	28	30	30	29	31	30	18	32	21	32	29	31
27. Employee journey management	30	17	30	23	31	23	28	30	29	29	26	26	26	30	31	29	28	29	28	32	32	31	29	29	30	31	29
9. Career models management	31	25	31	31	32	27	30	31	29	30	31	31	30	26	28	30	30	31	31	29	13	16	12	21	31	28	22
29. Digital, AI, cloud & robotics in HR	32	32	32	32	30	32	32	32	32	32	32	30	32	31	29	31	32	32	32	26	28	13	31	32	26	30	28
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106






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Low Capability  High Capability



Cluster ranking across economies by Future Importance

Future Importance


																											
	Global	Americas				Europe										Africa		Asia Pacific									
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong ¹	India	Japan	Sri Lanka	Thailand	UAE
People & HR strategy, planning & analytics	1	1	2	1	1	3	2	2	3	1	2	2	1	4	2	2	1	2	2	1	1	7	2	1	2	2	2
Purpose, behavior, leadership & culture change	2	3	1	4	2	4	1	4	2	3	1	1	4	1	1	1	6	1	6	9	7	5	5	3	4	3	5
Performance rewards & engagement	3	2	3	6	3	2	5	1	1	2	4	5	2	2	5	5	4	3	4	5	3	4	1	4	1	4	7
Talent acquisition	4	5	4	3	4	1	3	3	4	4	3	3	3	3	4	4	3	4	3	7	8	6	4	5	6	7	6
People development	5	7	6	5	6	5	6	5	6	6	6	9	6	6	7	6	5	5	5	2	2	3	7	2	3	5	4
Digital and Information Technology	6	4	7	7	7	6	4	7	5	5	5	4	5	5	3	3	2	8	9	3	4	8	8	7	7	1	1
Labor & Employee relations	7	6	5	2	5	7	9	6	7	8	7	6	7	7	6	9	8	7	1	8	6	2	3	9	5	9	8
HR Operating Model	8	8	8	9	8	8	8	9	9	9	9	8	9	8	9	8	9	9	7	4	5	1	6	6	8	8	9
Organizational transformation	9	9	9	8	9	9	7	8	8	7	8	7	8	9	8	7	7	6	8	6	9	9	9	8	9	6	3
Number of responses	6,686	222	245	173	1,162	204	158	130	141	153	209	153	117	103	131	63	109	121	290	74	230	143	145	196	191	148	106

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Low Future Importance  High Future Importance

Topic ranking across economies by Future Importance

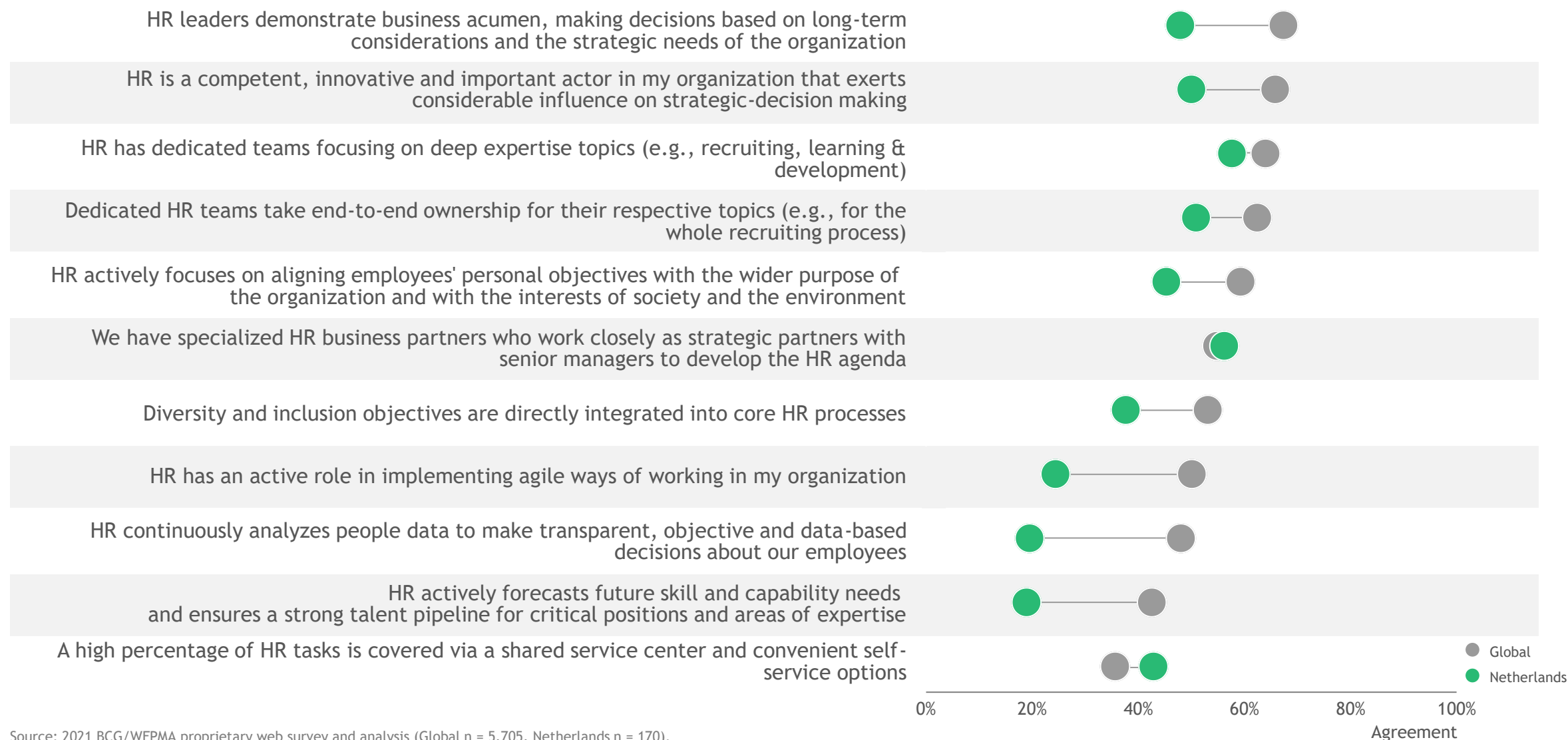
Top & bottom five topics: Future Importance

																											
	Global	Americas				Europe										Africa		Asia Pacific									
Order by global ranking		Brazil	Canada	Mexico	USA	France	Germany	Greece	Italy	Lithuania	Netherlands	Norway	Portugal	Spain	Sweden	Switzerland	Turkey	UK	Nigeria	South Africa	China	Hong Kong ¹	India	Japan	Sri Lanka	Thailand	UAE
1. People & HR strategy	1	1	1	2	1	1	3	1	1	2	2	1	2	1	4	8	1	4	7	1	1	21	9	1	2	4	10
17. Leadership behaviors & dev't	2	2	3	7	3	10	2	4	4	1	4	4	4	4	3	1	16	2	5	16	19	4	8	3	7	2	10
14. Employee engagement & wellb.	3	6	2	9	2	3	1	6	3	3	1	2	3	5	1	11	13	1	20	19	11	23	3	11	3	13	12
8. Up- & reskilling and learning & dev't	4	2	10	3	13	2	6	2	1	7	3	3	1	2	5	2	3	6	3	2	2	1	2	2	1	1	2
2. Strategic workforce planning	5	8	4	6	4	9	10	8	21	9	11	8	7	9	9	8	14	9	10	5	3	16	5	5	11	11	3
11. Staffing & placement mgmt.	28	30	28	26	28	28	27	30	28	28	28	29	28	28	26	30	28	26	21	12	11	26	31	6	23	31	21
19. Policy management	29	29	29	30	21	29	32	26	30	32	32	26	29	29	30	32	31	25	1	31	23	12	15	28	24	32	17
26. Restructuring management	30	31	31	26	30	30	29	27	29	29	31	25	30	32	29	27	29	27	23	25	28	8	29	15	30	21	25
31. HR shared services	31	28	30	31	32	31	31	31	32	31	29	31	32	30	32	29	32	32	31	32	24	20	25	30	31	29	31
25. Shared services implementation	32	32	32	32	31	32	30	32	31	30	30	32	31	31	31	28	30	31	29	13	29	32	32	32	28	27	19
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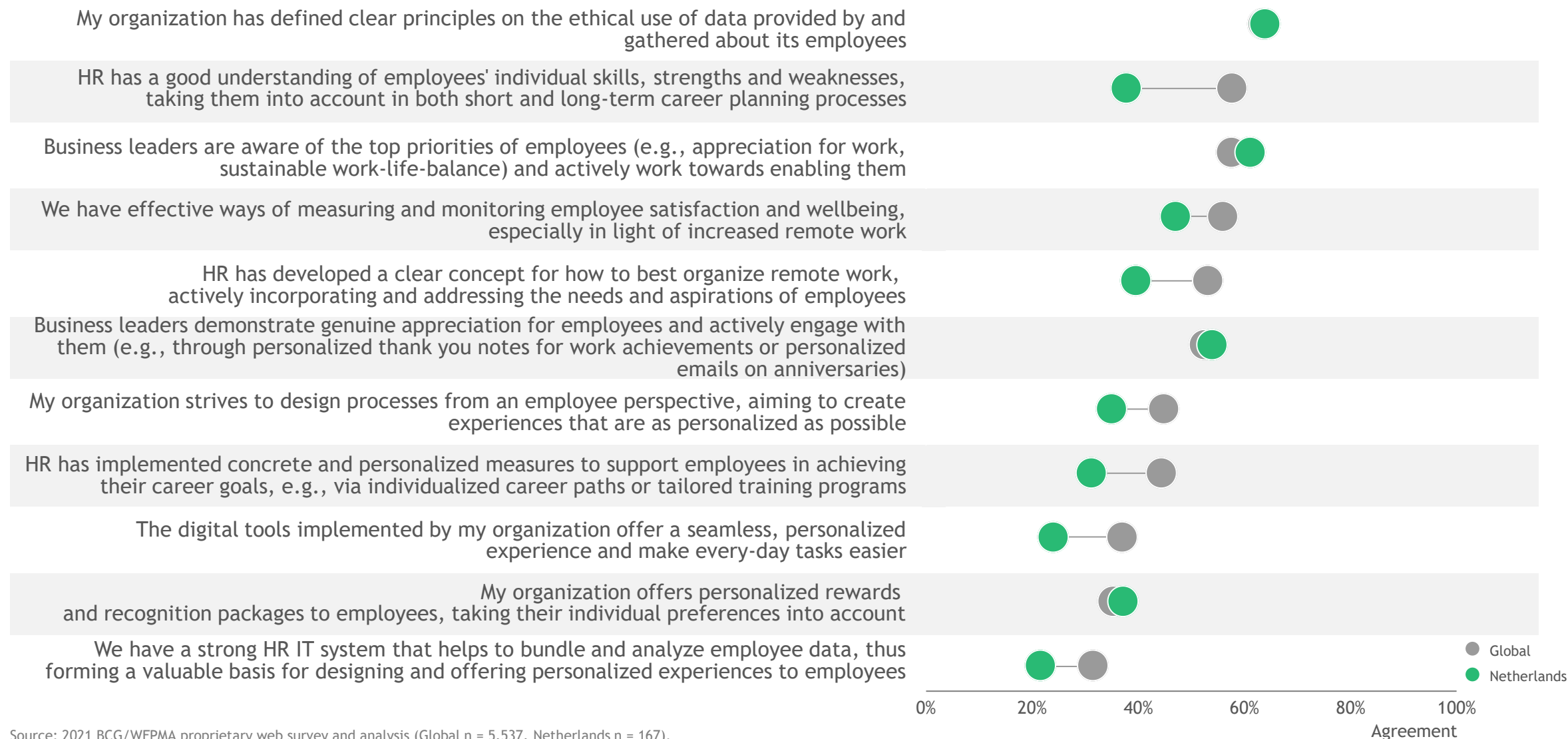
Low Future Importance High Future Importance

Future of HR - Gap size between Netherlands and Global responses



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,705, Netherlands n = 170).
 Note: Percentage agreement by answers "agree" or "tend to agree" to the listed hypotheses.

Personalized experiences - Gap size between Netherlands and Global responses



Source: 2021 BCG/WFPMA proprietary web survey and analysis (Global n = 5,537, Netherlands n = 167).
 Note: Percentage agreement by answers "agree" or "tend to agree" to the listed hypotheses.