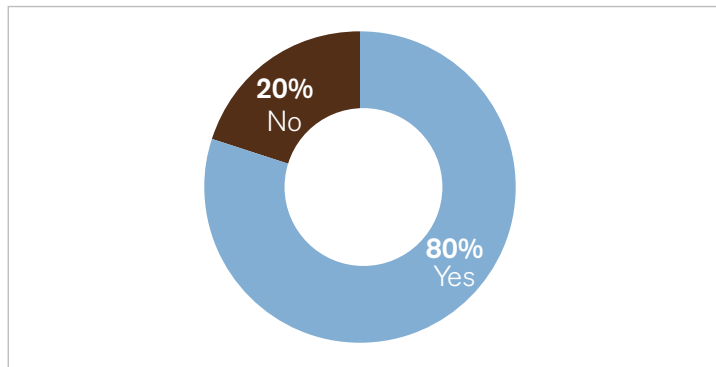


Talent Acquisition and Retention | Key Findings

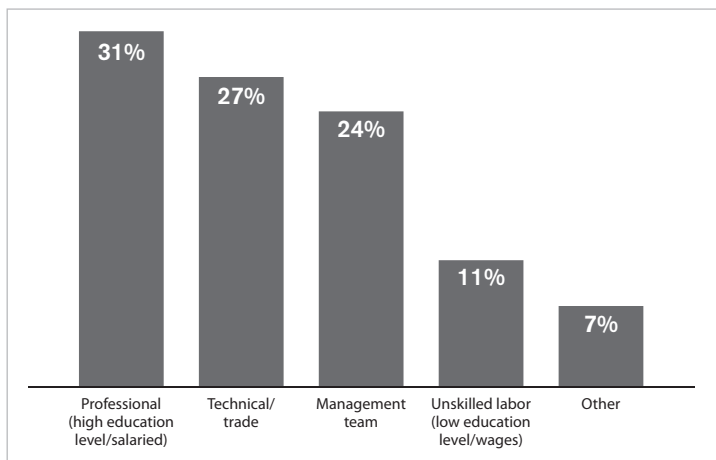
The J.P. Morgan Chase Executive Advisory Board is a select group of more than 2,000 Commercial Banking clients who participate in periodic surveys to help us gain insight on relevant topics impacting today's businesses. In June, board members were asked to share their perspectives on talent acquisition and retention. The key findings detailed below provide a snapshot of the views of business executives around this topic.



TALENT ACQUISITION

Is talent acquisition a current challenge at your company?

- More than three fourths of respondents feel that talent acquisition is a current challenge at their company.
- Respondents in manufacturing (89%), retail (88%) and wholesale (83%) industries were most likely to cite talent acquisition as a current challenge. Those in the real estate industry were least concerned with talent acquisition (only 33% said it was a challenge).



HIRING CHALLENGES

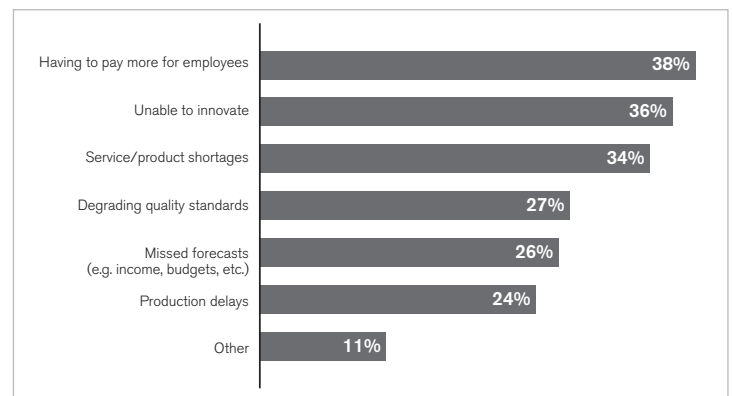
Which of the following positions present the greatest challenge for hiring?

Note: Results above are gathered from a follow-up question to respondents who cited talent acquisition as a challenge.

- Of the respondents that find talent acquisition to be a challenge, nearly one third cited professional positions as the position with the greatest challenge for hiring.
- Respondents in the Northeast are more likely than other regions to cite this position as a challenge (41%).
- Technical/trade positions present the greatest challenge for companies in the South (32%).
- Over 40% of answers cited in the 'other' category were for sales positions.

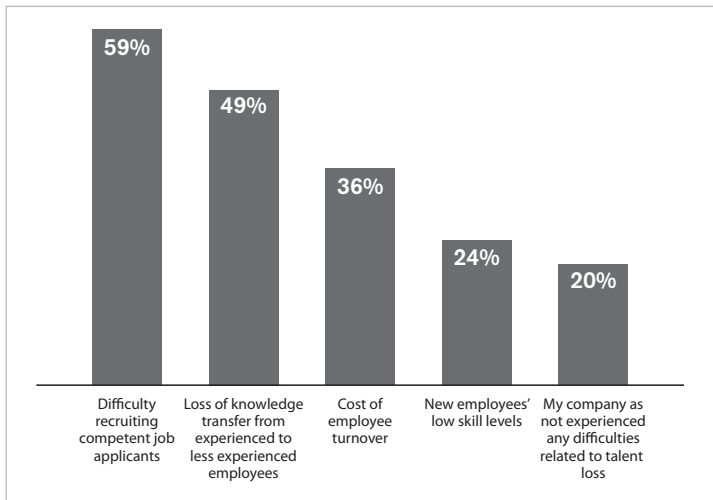
Why does the position present you the greatest hiring challenge?

- Of those respondents who find professional positions as a challenge for hiring, over two thirds cited unique skills needed, 41% cited work ethic and 15% of respondents felt their company cannot accommodate talent requirements as it relates to professional positions.
- Aging workforce/baby boomers retiring is the primary challenge for respondents who have difficulty hiring for technical/trade positions (39%).
- Nearly a quarter of respondents cited immigration laws and citizenship status as a reason for the challenge.
- Respondents cited the management team as a challenge for hiring frequently cited unique skills needed (56%) and work ethic (34%) as reasons for this challenge.
- The most frequently cited challenge to hiring unskilled labor is work ethic (71%).



IMPACTS OF SKILLS SHORTAGE

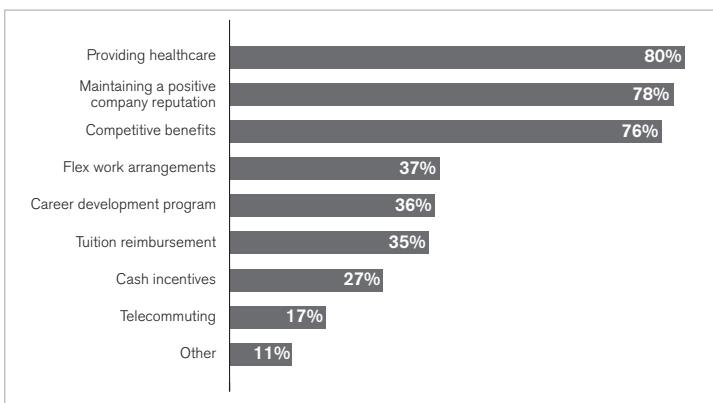
What are the impacts of the skills shortage your company has experienced?



- Respondents most cited having to pay more for employees as an impact of the skills shortage.
- Inability to innovate and service/product shortages closely followed at 36% and 34%, respectively—the Midwest was most likely to cite these impacts. 'Other' impacts cited include lost business and stretching workforce.

IMPACT OF TALENT LOSS

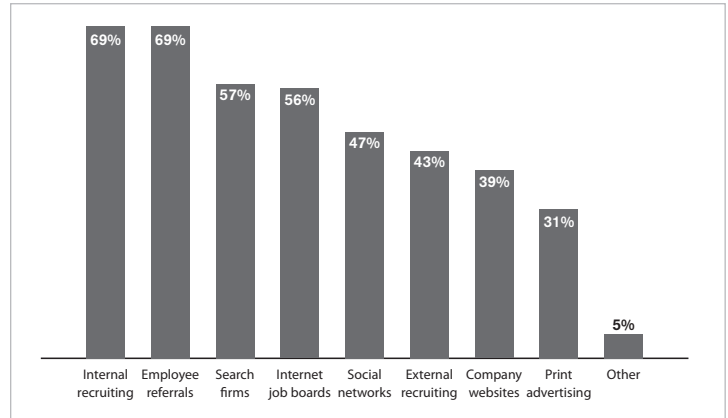
Which of the following difficulties has your company experienced related to talent loss?



- Nearly 60% of respondents have experienced difficulty recruiting competent job applicants as it relates to talent loss—respondents in the Midwest were more likely than other regions to cite this difficulty (34%).
- Almost 50% of respondents cite loss of knowledge transfer from experienced to less experienced employees as a difficulty
- Only one in five respondents have not experienced any difficulties as it relates to talent loss.

TALENT RETENTION

How does your company promote employee retention?



- Providing healthcare (80%), maintaining a positive company reputation (78%) and providing competitive benefits (76%) are the most popular methods for retaining employees.
- One fourth of respondents that selected 'other' cited promoting company culture as a strategy for employee retention.

RECRUITING

How does your company recruit for employees?

- Respondents utilize internal recruiting (69%) and employee referrals (69%) most for recruiting efforts.
- 'Other' recruiting methods include temp to hire and hiring those who exceed at internships.

What tactic or strategy has your company found to be most successful in Talent Acquisition and Retention efforts?

- The most frequently cited tactic or strategy is using referrals (28%)—members feel that the highest retention rates come through these referrals.
- Respondents also expressed concern regarding the talent pool shrinking—reasons cited include higher compensation expectations, lacking skill set and low work ethic.