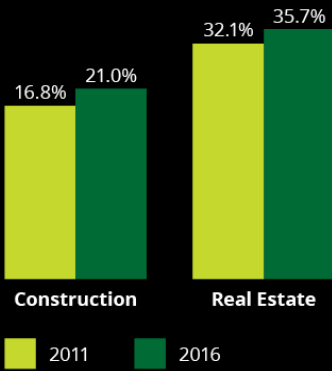
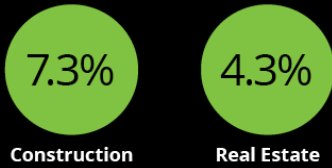


Aging demographics

The proportion of Baby Boomers (55 years and older) in the RE&C workforce is on the rise



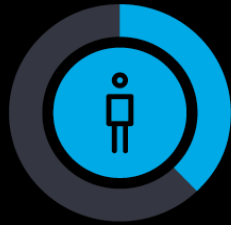
The proportion of workers in the 20-24 age group are essentially flat for both the industries during the same period



Source: Bureau of Labor Statistics, accessed on July 30, 2017.

Traditional leadership models

Lack of leadership vision¹



Only 38 percent

of the RE&C respondents agree or strongly agree that their leaders have the vision necessary to lead their digital business efforts

And...

Limited focus on succession planning²



Only 11 percent

of senior real estate leaders believe the industry is adequately prepared for CEO succession

Source: ¹ MIT Sloan Management Review and Deloitte Digital's 2017 global study of digital business and Deloitte Center for Financial Services analysis.

² "Avoiding Vacancy: Becoming a 'Succession Leader' in the Real Estate Sector," Russell Reynolds Associates.

Less emphasis on employee experience



77 percent

of RE&C respondents agree or strongly agree that their jobs will change considerably over the next three to five years as a result of digital business trends

However...



Only 29 percent

of respondents agree or strongly agree that their organization provides adequate resources to develop skills to thrive in a digital business environment

And...



59 percent

of RE&C respondents expect to work for their organization no more than three years

Source: MIT Sloan Management Review and Deloitte Digital's 2017 global study of digital business and Deloitte Center for Financial Services analysis.