Workforce of the future: The competing forces shaping 2030

Presentation to UNDP RISE SDG, New York

July 17, 2018
Key messages

- Multiple external and internal **change drivers** impacting today’s workforce
- Integrate **scenario planning** across strategy, finance and workforce
- Manage **today’s and tomorrow’s people issues** - wellness, reskilling, rewards, employer models, mobility, immigration, productivity etc
- **Sustainable Development Goals** directly and indirectly related to future workforce strategy
- Engage and manage multiple **stakeholders** (e.g. current/future customers, employees, leadership, society, community, government, vendors etc)
- **Who cares** - your clients, products, employees, family and friends (and you)
Global megatrends

- **Technological breakthroughs**
  Rapid advances in technological innovation

- **Demographic shifts**
  The changing size, distribution and age profile of the world's population

- **Shifts in global economic power**
  Power shifting between developed and developing countries

- **Rapid urbanization**
  Significant increase in the world’s population moving to live in cities

- **Resource scarcity and climate change**
  Depleted fossil fuels, extreme weather, rising sea levels and water shortages
Uncertainty: The human impact

Business fragmentation: Small is good.
Large businesses lose their dominance as customers seek relevance and organizations find scale a burden rather than a benefit. Social bubbles and affinity groups take on a new importance. Many could not exist without digital platforms.

Collectivism: Fairness and equality dominates.
The common good prevails over personal preference, e.g. collective responsibility for the environment, social good and “fairness” over individual interest.

Individualism: Where “me” first rules.
A focus on individual wants; a response to the infinite choices available to consumers.

Corporate integration: Big business rules all.
Companies get bigger and more influential - the biggest have more influence than some nations. Brands span many business areas.

Source: Workforce of Future: The competing forces shaping 2030
CEOs believe the world is moving towards corporate integration

Source: PwC’s 21st CEO Survey of 1,293 CEOs in 85 countries

North America (148), Western Europe (274), Asia Pacific (464), Latin America (136), CEE (139), Middle East (52), Africa (80)
CEOs are split on the direction of Collectivism

North America (148), Western Europe (274), Asia Pacific (464), Latin America (136), CEE (139), Middle East (52), Africa (80)

Source: PwC’s 21st CEO Survey of 1,293 CEOs in 85 countries
2030: Four worlds of work

**The Yellow World**
- **Humans come first**
  - Social-first and community businesses prosper. Crowdfunding capital flows to ethical and blameless brands. A search for meaning and relevance with a social heart. Artisans, makers and 'new worker Guilds' thrive. ‘Humanness’ is highly valued.

**The Green World**
- **Companies care**
  - Social responsibility and trust dominate the corporate agenda with concerns about demographic changes, climate and sustainability becoming key drivers of business.

**The Red World**
- **Corporate is king**
  - Big company capitalism rules as organisations continue to grow bigger and individual preferences trump beliefs about social responsibility.

**The Blue World**
- **Innovation rules**
  - Organizations and individuals race to give consumers what they want. Innovation outpaces regulation. Digital platforms give outsized reach and influence to those with a winning idea. Specialists and niche profit-makers flourish.

Source: [Workforce of Future: The competing forces shaping 2030](#)
Workforces are changing

Purpose

Aging
Talent mix
Diversity
Generations

Soft skills
Wellness
Work/life

Mobile
Employee Experience
Brains+bots
Fear & optimism amongst CEOs & General Public

PwC’s 21st CEO Survey of 1,293 CEOs in 85 countries

- Availability of key skills: 80%
- Changing workforce demographics: 65%
- Potential ethical scandals: 51%

PwC 2017 survey of 10,029 members of the general population based in China, Germany, India, the UK and US

- 37% are worried about automation putting jobs at risk – up from 33% in 2014.
- 74% are ready to learn new skills or completely retrain in order to remain employable in the future.
- 60% think ‘few people will have stable, long-term employment in the future’.
- 73% think technology can never replace the human mind.
**SDG Reporting: Business and citizens priorities are misaligned**

- 37% Selected priority SDGs
- 38% Made no mention of the SDGs
- 25% Mentioned the SDGs

**Most popular business priorities**
- CLIMATE ACTION
- DECENT WORK AND ECONOMIC GROWTH
- RESPONSIBLE CONSUMPTION AND PRODUCTION

**Most popular citizen priorities**
- ZERO HUNGER
- NO POVERTY
- GOOD HEALTH AND WELL-BEING

**Least popular business priorities**
- ZERO HUNGER
- NO POVERTY
- LIFE BELOW WATER

Source: PwC SDG Reporting Challenge – based on review of 470 companies across 17 countries
# No-regrets moves

<table>
<thead>
<tr>
<th></th>
<th>Really understand the skills you have – and those you need</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Nurture adaptability and a flexible talent mix</td>
</tr>
<tr>
<td>3</td>
<td>Changing career paths make talent management a priority</td>
</tr>
<tr>
<td>4</td>
<td>Invest in innovation and building new skills</td>
</tr>
<tr>
<td>5</td>
<td>Use analytics &amp; workforce planning for multiple-scenarios</td>
</tr>
<tr>
<td>6</td>
<td>Build the right HR function to deliver</td>
</tr>
</tbody>
</table>
Find out more...

www.pwc.com/futureworkforce

https://dm.pwc.com/SDGSelector/
Thank You

Bhushan Sethi
PwC Global Workforce Strategy & Financial Services People & Organization Leader

📞 (646) 471-2377
🌐 bhushan.sethi@pwc.com
🐦 @bhushansethi1
🌐 www.linkedin.com/in/bhushansethi

© 2018 PwC. All rights reserved. PwC refers to the US member firm or one of its subsidiaries or affiliates, and may sometimes refer to the PwC network. Each member firm is a separate legal entity. Please see www.pwc.com/structure for further details.