

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



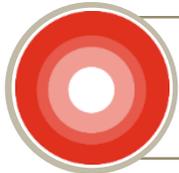
Shifts in global economic power

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

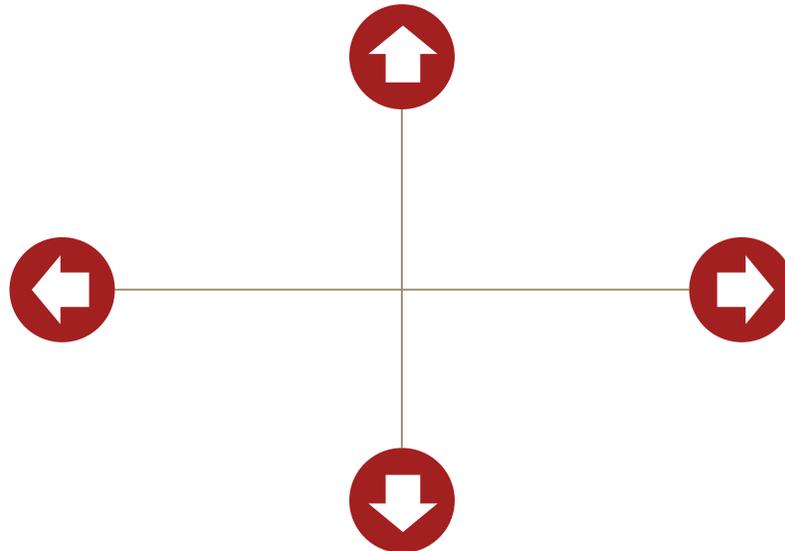
Business fragmentation: *Small is good.*

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:

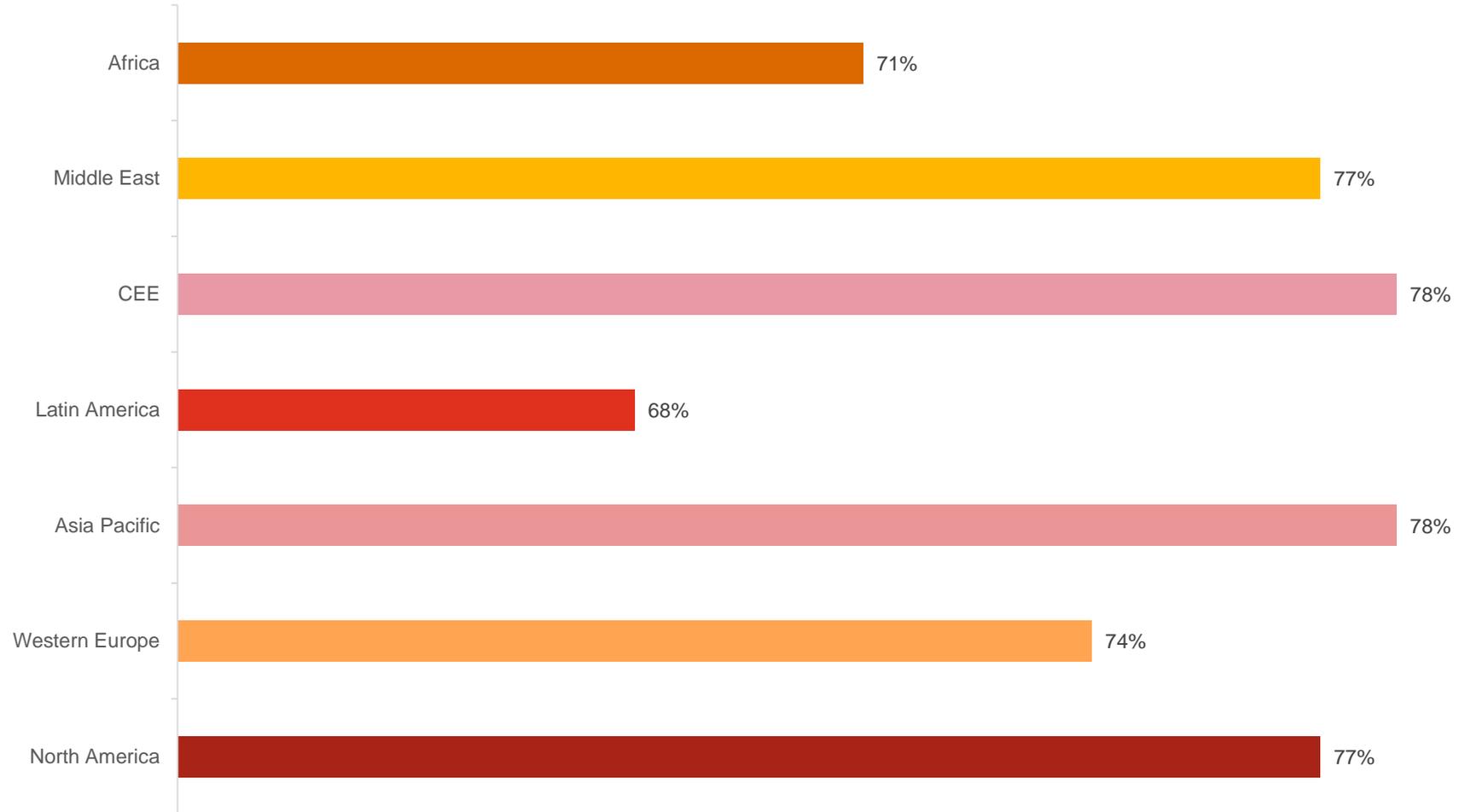
Where “me” first rules.

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.

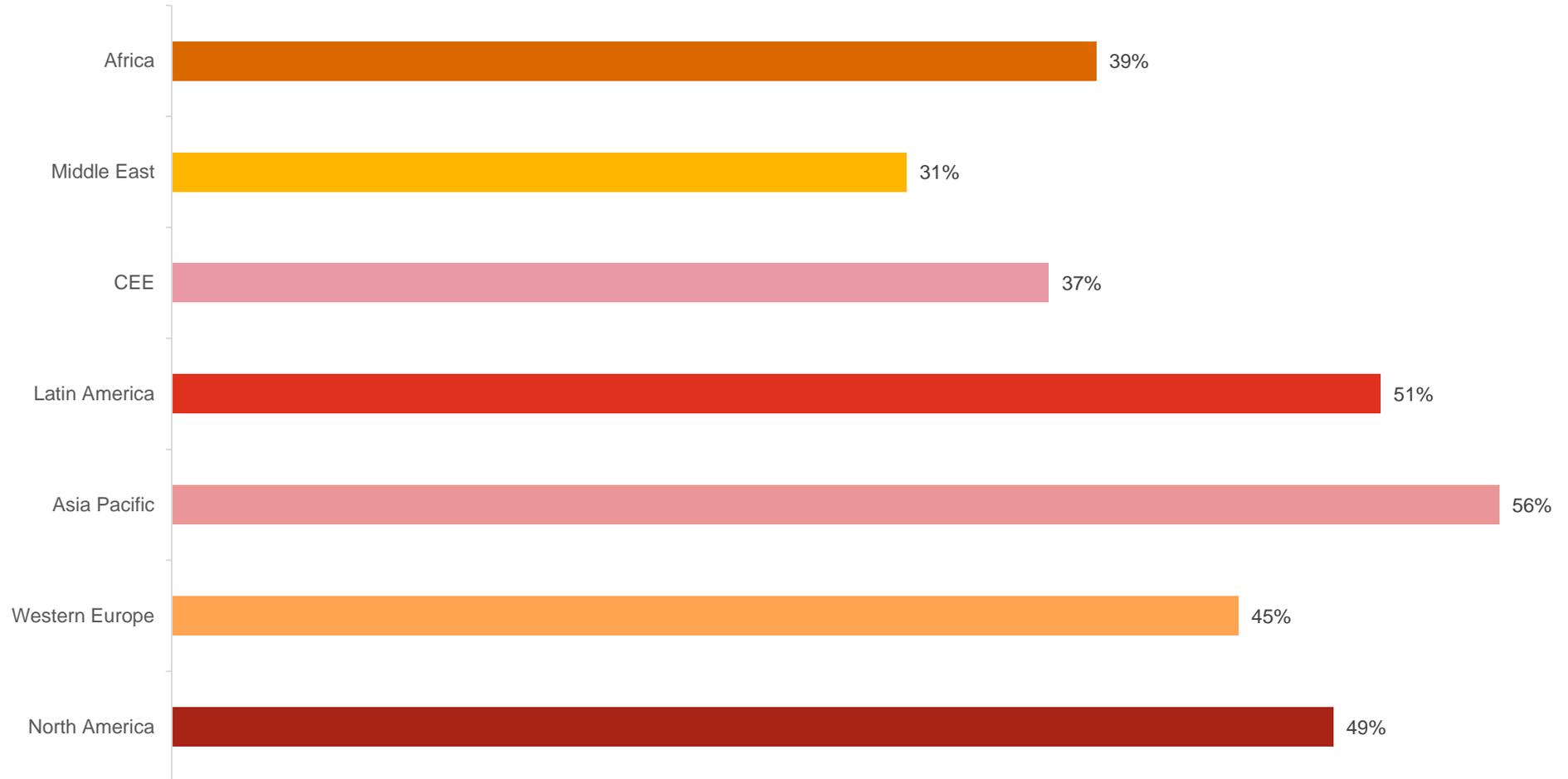
CEOs believe the world is moving towards corporate integration



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

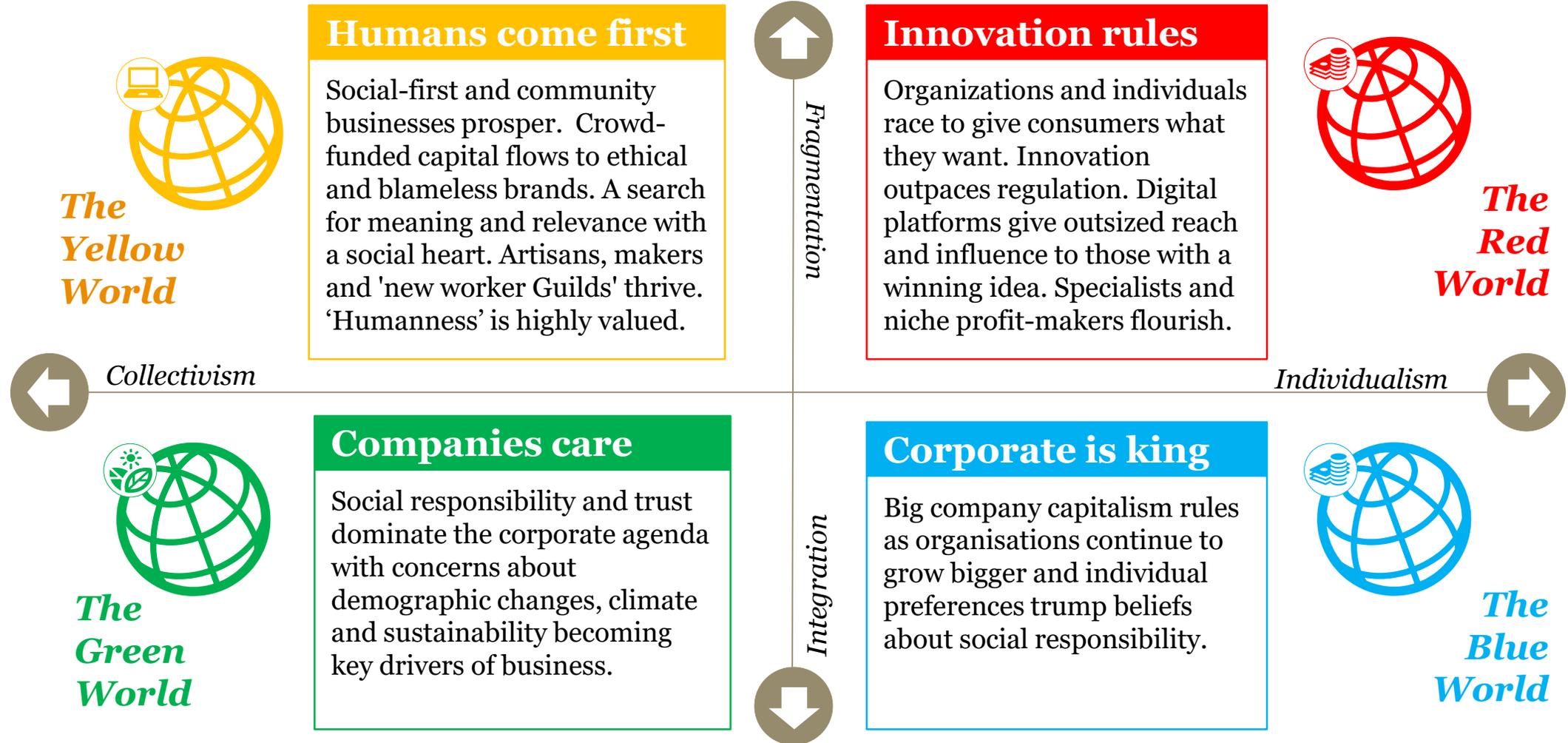
CEOs are split on the direction of Collectivism



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



Workforces are changing

Purpose
Soft skills
Wellness
Work/life
Mobile
Employee Experience
Brains+bots
Generations
Aging
Talent mix
Diversity

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.



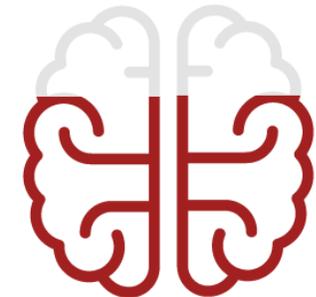
74%

are ready to learn new skills or completely retrain in order to remain employable in the future.



60%

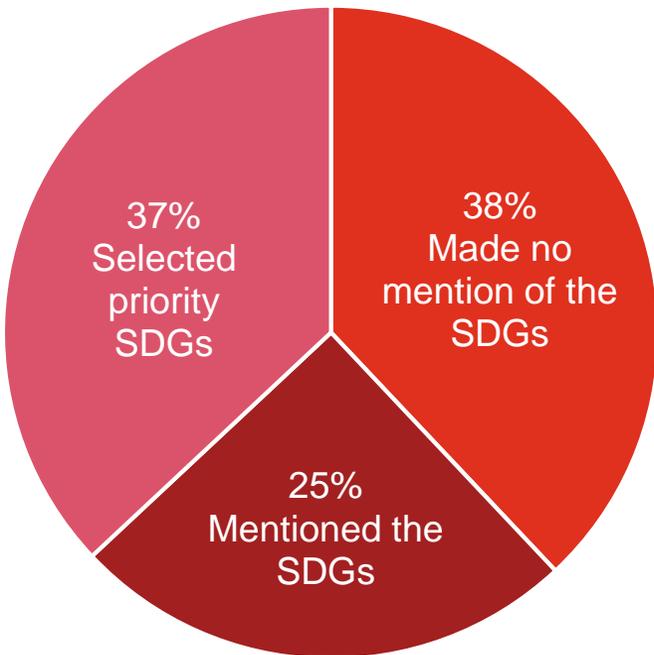
think 'few people will have stable, long-term employment in the future'.



73%

think technology can never replace the human mind.

SDG Reporting: Business and citizens priorities are misaligned



Most popular business priorities



Most popular citizen priorities



Least popular business priorities



No-regrets moves

1 *Really understand the skills you have – and those you need*

2 *Nurture adaptability and a flexible talent mix*

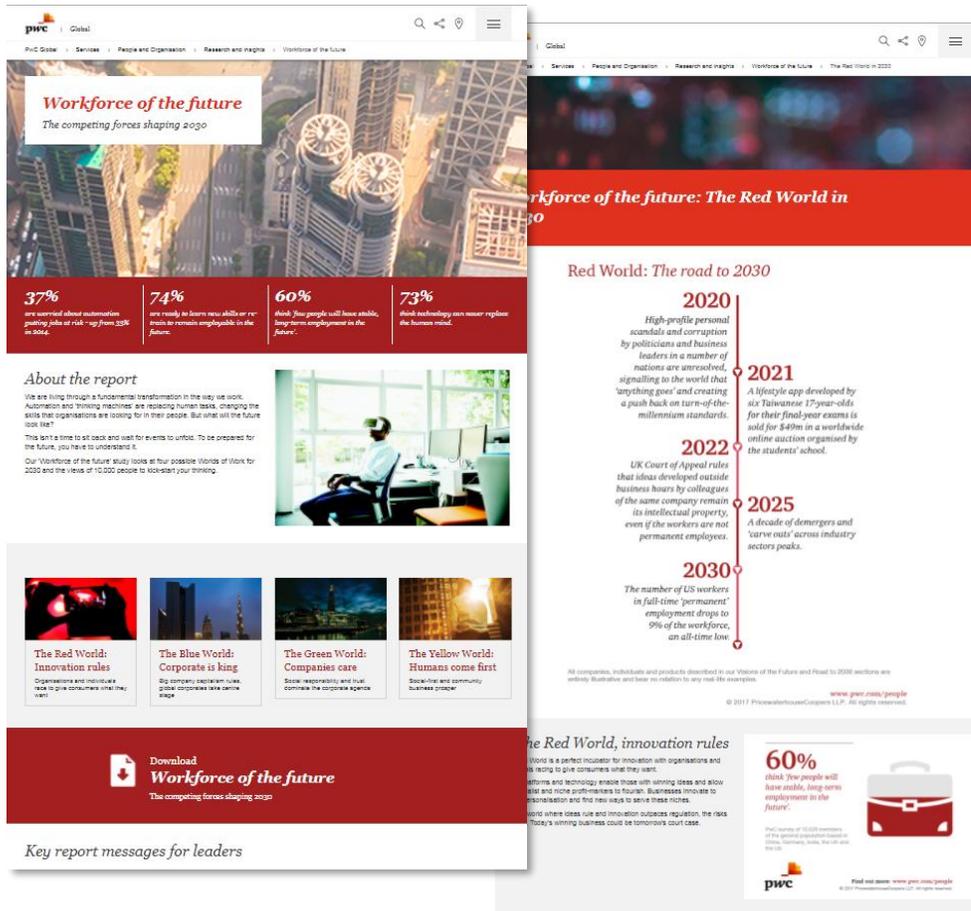
3 *Changing career paths make talent management a priority*

4 *Invest in innovation and building new skills*

5 *Use analytics & workforce planning for multiple-scenarios*

6 *Build the right HR function to deliver*

Find out more...



www.pwc.com/futureworkforce



SDG Selector

It's easy to think that the SDGs are something for governments to deliver, after all it was 193 governments that agreed to them. But delivering the goals will have an impact on business - governments will introduce new policy, regulation, incentives and taxes to drive new behaviours. So expectations are high that business will play a key role in helping to achieve the Goals. CEOs will want to know how their business helps or hinders the SDGs being delivered and identify opportunities too.

Which SDGs are relevant to you and your business? Please select by one of the following: industry OR country OR theme

Industry Impact:

(business has the greatest impact on these SDGs)

Industry Opportunity:

(business sees the greatest potential opportunity)

Country:

Theme:

We're the official knowledge partner at the Responsible Business Forum on Sustainable Development 2016. If you're attending, [click here](#) to confirm your workshop choice.

At PwC, we believe that the Global Goals are a game changer for the planet and that business can make a significant contribution to help achieve them. You may find some results surprising and unexpected, but they are driven by complex data sets aligned to the underlying targets - talk to [Louise Scott](#) or your [local PwC team](#) to discuss. Or [Find out more](#) about how we are helping business to understand the risks and opportunities.



What drives the SDG Selector? In our 2015 readiness research for "Make it your business", we asked business leaders which SDGs they thought their business had an impact on and which might be an opportunity for them going forward – their responses drive the industry SDG selections. Our [Global Business Navigator tool](#) takes over 200 data sources to score countries performance against each SDG target - this data drives the country SDG selection. We've also cut the SDGs by theme – people, prosperity, planet, peace and partnership.

<https://dm.pwc.com/SDGSelector/>

Thank You



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