

Workforce Strategy Benchmarking Survey

Business Services Data Sheet



120 organisations

4 regions

10 countries

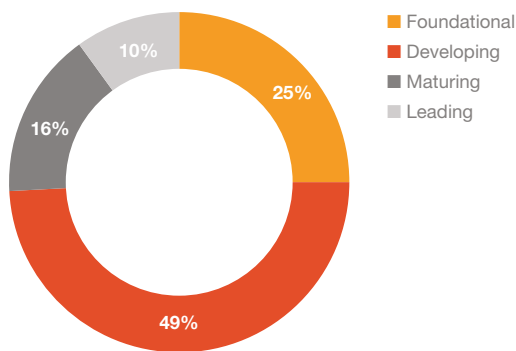
We are living through a fundamental transformation in the way people work. Organisations need a strong workforce strategy today that helps them take action to prepare for tomorrow's world of work. We surveyed over 100 Business Services organisations to see how they stack up:

Stepping up to deliver a workforce strategy for the future

Overall, **10%** of global Business Services organisations are classified as 'leading' in their approach to workforce strategy. These businesses are prepared for the future across the four diagnostic components: planning; purpose; technology; and talent.

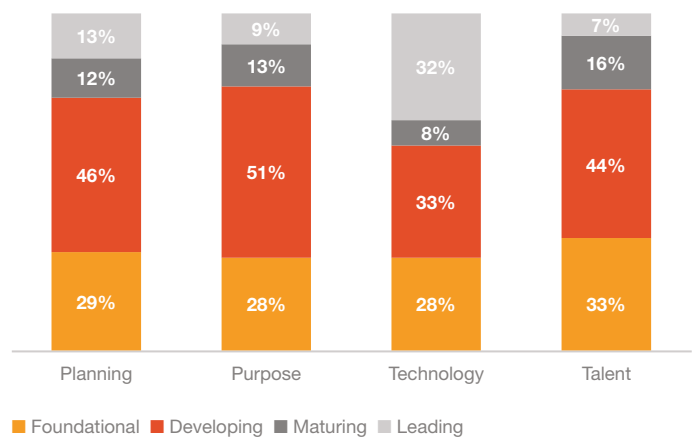
The maturity of Business Services organisations' workforce strategy varied across diagnostic components. Notably, **32%** of Business Services organisations are ranked as 'leading' in their strategic approach to **technology**, indicating they are making technology-related investments with human impacts in mind (e.g., employee experience and productivity). In comparison, only **9%** are ranked as 'leading' in their approach to aligning workforce strategy with their **corporate purpose and values**.

Overall maturity designations



Source: PwC Workforce Strategy Benchmarking Diagnostic 2019

Overall maturity by diagnostic component

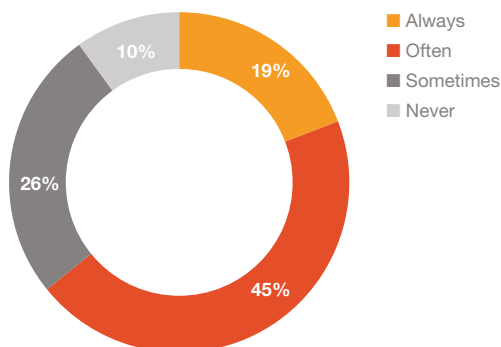


Source: PwC Workforce Strategy Benchmarking Diagnostic 2019

The importance of planning – when linear predictions don't cut it

To plan for the future, organisations need to engage in integrated business, financial and workforce planning, bringing together the right stakeholders, data and mindset to engage in "scenario planning". Overall, **19%** of Business Services organisations said they 'always' take a scenarios approach to their strategic planning - with 36% 'never' or only 'sometimes' taking this approach.

Question: To what extent does your company engage in strategic scenario planning?



Source: PwC Workforce Strategy Benchmarking Diagnostic 2019

Question: To what extent does your organisation create future scenarios that consider the impact on your...? (percentage of those that responded 'always')



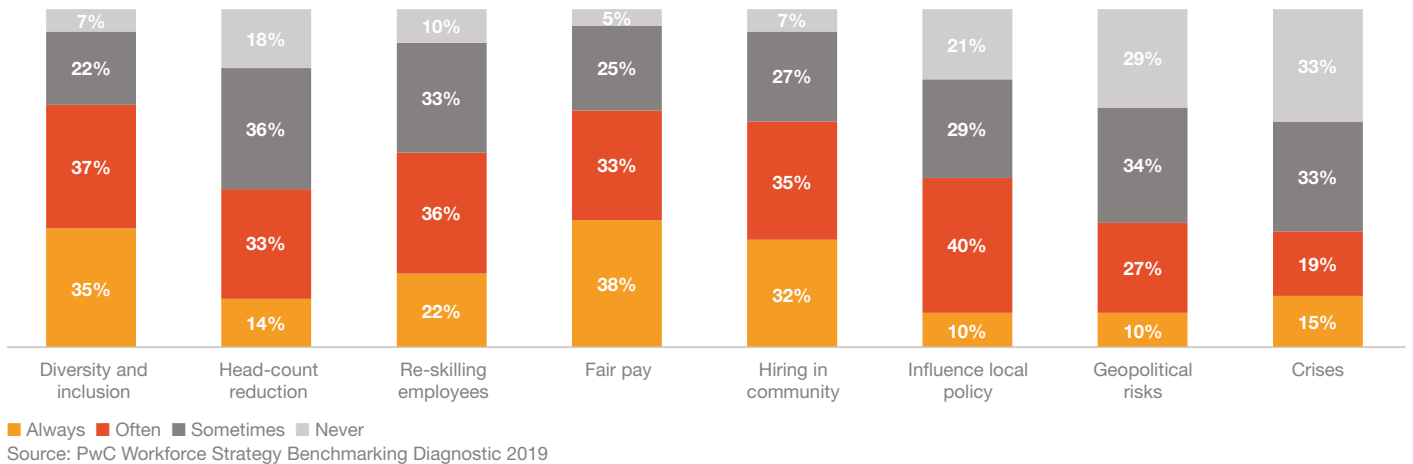
Source: PwC Workforce Strategy Benchmarking Diagnostic 2019

Note: This sheet reflects highlights and major trends for the four main components of the Workforce Strategy Diagnostic Survey. This does not reflect all questions within the diagnostic.

Make decisions based on purpose and values

A coherent workforce strategy must align key decisions with the organisation's purpose and values. Though Business Services organisations are making headway in aligning the management of headline-grabbing issues such as **fair pay** and **diversity and inclusion** with their purpose, they aren't faring nearly as well when it comes to thinking about **influencing local policy** and **geopolitical risks**. Just 10% say they 'always' consider the organisation's purpose and values when making decisions in these areas. Organisations are also less sure that they make decisions based on purpose and values when it comes to **head-count reduction** and facing up to **crises** as they happen - **14%** and **15%** say they 'always' align with purpose for each of these, respectively.

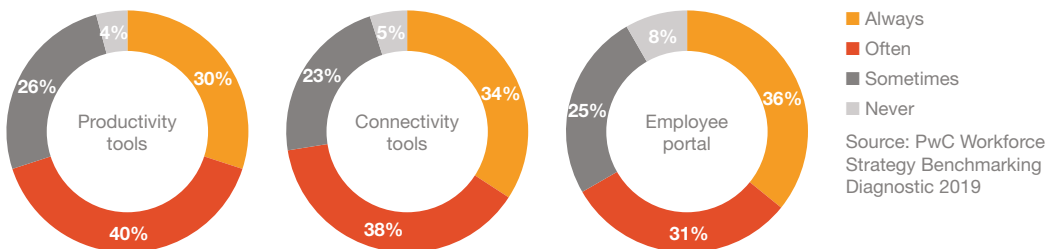
Question: To what extent does your organisation manage each of the following consistently, with your organisation's purpose and values?



Embrace technology as a force for good

Getting the technology component of workforce strategy right can be the difference between gaining competitive advantage in the market and falling behind. Decisions about technology need to be made with their impacts on the workforce clearly in mind, or they risk harming the employee experience, productivity and morale. More than **30%** of Business Services organisations report that they are 'always' effective in the ways they digitise productivity, connectivity and employee portal tools.

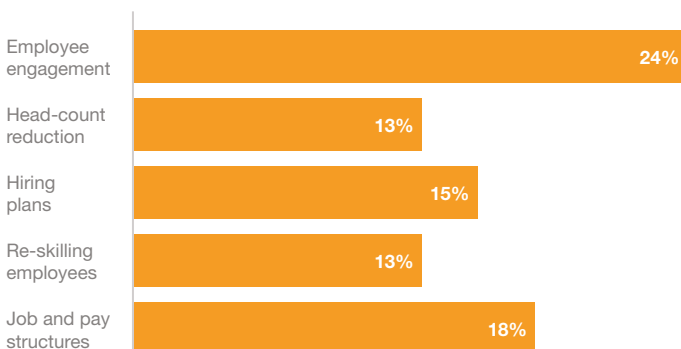
Question: To what extent does your organisation effectively digitise the employee experience by leveraging the following tools?



Focus on talent, humans, and the humane

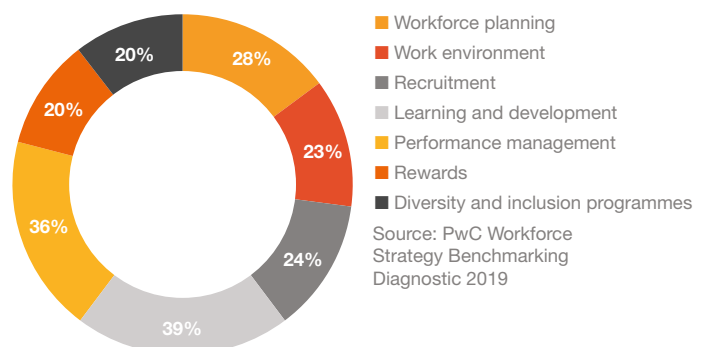
While several organisations consider the people impacts of robotic process automation (RPA) and artificial intelligence (AI) on their workforce and talent programmes, this is the least mature component of the four. The percentage of respondents answering 'always' suggests that Business Services organisations are thinking the most about RPA and AI impacts on **employee engagement (24%)** and **job and pay structures (18%)**, and the least about **head-count reduction (13%)** and **re-skilling employees (13%)**.

Question: To what extent does your organisation consider the people impacts of RPA/AI on the following? (Percentage of those that responded 'always')



Source: PwC Workforce Strategy Benchmarking Diagnostic 2019

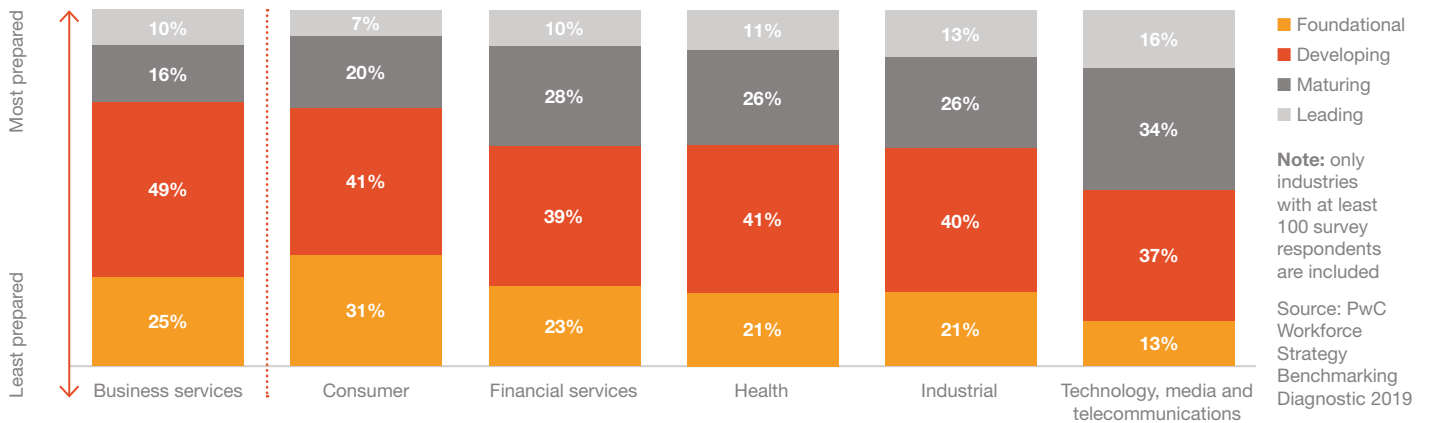
Question: To what extent does your organisation evolve or redesign talent programmes to meet changes in market or workforce needs? (Percentage of those that responded 'always')



How do organisations in Business services compare to those in other industries?

Business Services organisations fall in the middle of the pack when compared to other industries, suggesting some preparations for future work and workforce needs have been made, but there is room to grow. **10%** of Business Services organisations are considered 'leading' in their preparedness for future workforce needs; in comparison, **16%** of Technology, Media, and Telecommunications organisations fell into this category, while only **7%** of Consumer respondents did so.

Overall maturity by industry



Take the Workforce Strategy Diagnostic

Diagnose the maturity of your organisation's workforce strategy and see how you compare with others in your region and industry.

www.pwc.com/workforce-strategy-diagnostic

Related reading

[Workforce of the future: The competing forces shaping 2030](#) - What will the world of work look like in 2030. What are the key items leaders should be considering?

[Preparing for tomorrow's workforce, today](#) - Insights from a global survey of 1,200 HR and business leaders in 79 countries highlight the key risks for organisations - and the actions they need to take today - as they look forwards at the work, workers and workplace of tomorrow.

[Our status with tech at work: It's complicated](#) - Leaders think they're choosing tech to get great work from employees - yet our global survey of 12,000 workers shows a disconnect between what leaders and workers think.

About the Survey

The purpose of this diagnostic is to allow organisations to assess their workforce strategy maturity across four distinct areas: planning, purpose, technology, and talent. As of January 2019, the diagnostic has been taken by 1243 leaders in 36 countries across 12 industries.

Questions? To learn more, contact:

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