

Workforce Strategy Benchmarking Survey

Global Data Sheet

4,095 organisations

4 regions

84 countries

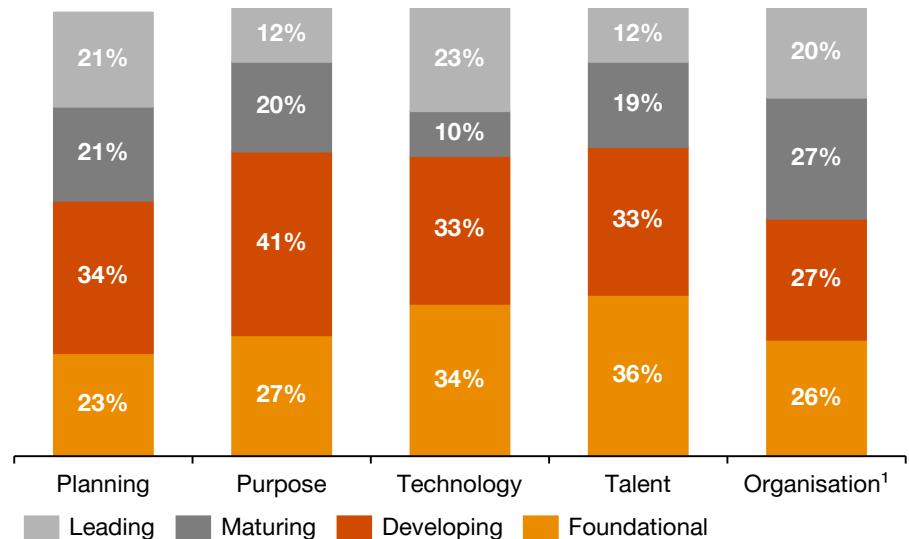
Global Data Sheet

Society is 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. PwC surveyed over 4,000 organisations in 84 countries to see how their organisations stack up:

Stepping up to deliver a workforce strategy for the future

Overall maturity by diagnostic component

The maturity of organisations' workforce strategy varied across diagnostic components. Notably, **23%** of 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 **12%** are ranked as 'leading' in their approach to aligning workforce strategy with their **talent strategy and practices** and **making purpose-driven decisions**.

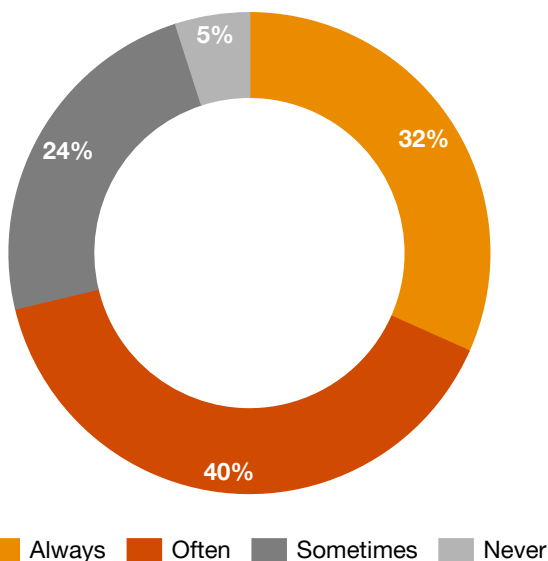


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

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

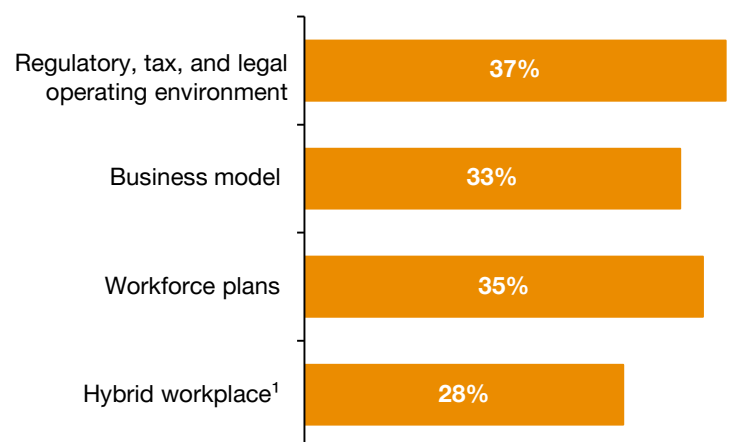
To plan for the future, organisations need to engage in integrated business, financial and workforce planning, bringing together the right stakeholders, data and mindset to engage in **"scenario planning"**. Overall, **32%** of organisations said they 'always' take a scenario-based approach to their strategic planning - with **29%** '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 2021

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



Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

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

1: The Workforce Strategy Diagnostic was refreshed in May 2021 to reflect a small number of net-new topics related to the latest workforce trends and an organisation component for which the number of respondents is approximately 1,000

Make decisions based on purpose and values

A coherent workforce strategy must align key decisions with the organisation's purpose and values. Though businesses are making headway in aligning the management of headline-grabbing issues such as **diversity and inclusion** and **business outcomes** with their purpose, they aren't faring nearly as well when it comes to thinking about **headcount reduction**. Only **19%** say they 'always' consider the organisation's purpose and values when making decisions in this area. Organisations are also less certain that they make decisions based on purpose and values when they face up to prospective **geopolitical risks** and **crises** as they happen - only **21%** reported 'always' aligning with their purpose for each

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

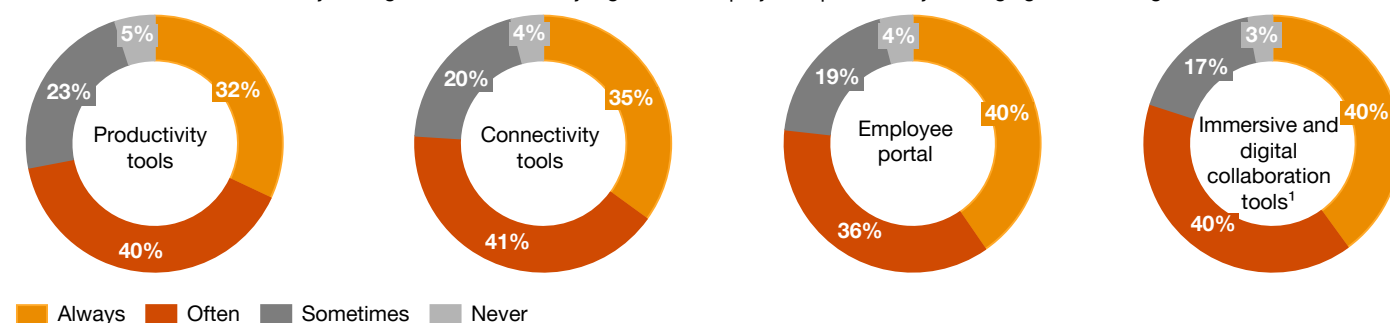


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

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 **32%** of organisations report that they are 'always' effective in the ways they digitise productivity, connectivity, employee portal, and immersive and digital collaboration tools.

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

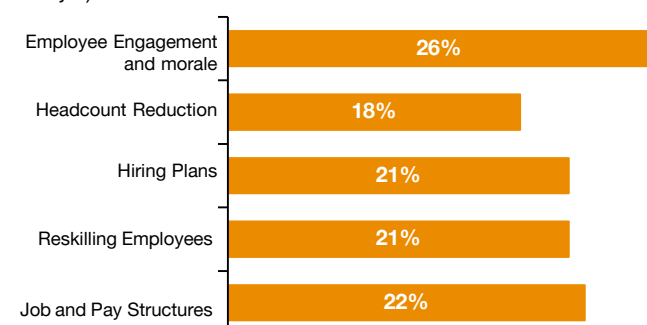


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

Focus on talent, humans, and the humane

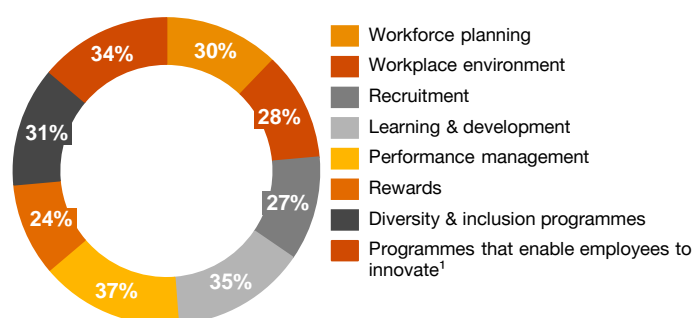
While several organisations consider the people impacts of robotic process automation (RPA) and artificial intelligence (AI) on their workforce and talent programmes, this is one of the least mature component of the five. The percentage of respondents answering 'always' suggests that organisations are thinking most about RPA and AI impacts on **employee engagement (26%)**, and the least about **headcount reduction (18%)**.

Question: To what extent does your organisation consider the people impacts of deploying digital solutions (e.g., automation/RPA, other productivity/cloud technology solutions, etc.) on the following? (Percentage of those that responded 'always')



Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

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')



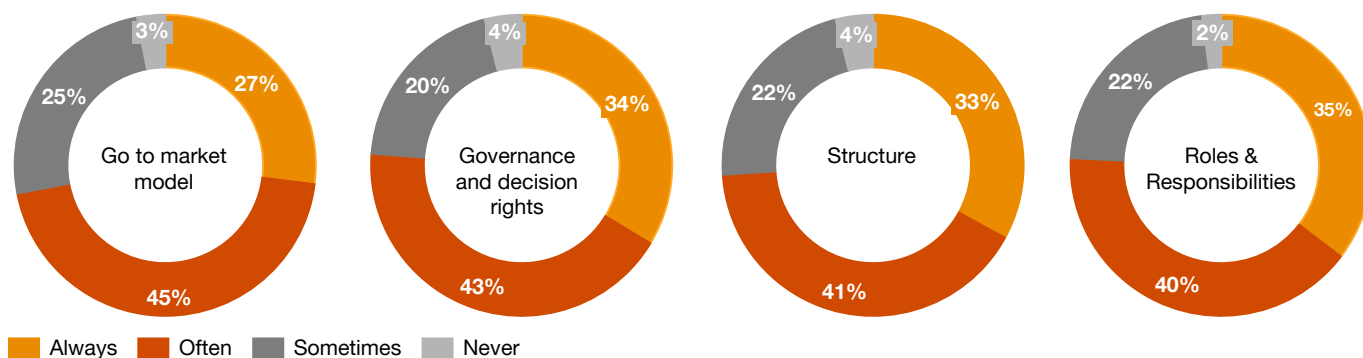
Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

1: The Workforce Strategy Diagnostic was refreshed in May 2021 to reflect a small number of net-new topics related to the latest workforce trends and an organisation component for which the number of respondents is approximately 1,000

Embed 'future of work' considerations throughout the organisation structure¹

Even the most strategic of workforce plans won't make an impact to an organisation if structure or go-to-market models are not considered hand in hand. We found that more than **26%** of organisations report that they 'always' embed future of work considerations in their organisation structure, including governance and decision rights and roles & responsibilities.

Question: To what extent does your organisation embed 'future of work' considerations in the re-design and evolution of your operating model, including...?



Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

¹: The Workforce Strategy Diagnostic was refreshed in May 2021 to reflect a small number of net-new topics related to the latest workforce trends and an organisation component for which the number of respondents is approximately 1,000



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

[Global P&O Page](#) - Building the workforce of the future. The world of work is changing – fast.

[Global Workforce Strategy Page](#) - Creating the right talent mix to drive value in a world that is changing.

[Talent Trends 2020](#) – Chief Executive Officers (CEOs) are concerned about the availability of key skills and how that would constrain growth, but progress on upskilling can be the key to building confidence in today's uncertain world.

[Upskill My Workforce](#) - The impacts of COVID-19 have ramped up the pressure on costs and productivity for many organisations and this new environment is accelerating the need for upskilling in today's digital world.

About the Survey

The purpose of this diagnostic is to allow organisations to assess their workforce strategy maturity across five distinct areas: planning, purpose, technology, talent, and organisation. As of May 2021, the diagnostic has been taken by 4095 respondents in 84 countries across 16 industries.

Questions? To learn more, contact:

Bhushan Sethi

Joint Global Leader,
People and Organisation
Principal, PwC US
bhushan.sethi@pwc.com

Peter Brown

Joint Global Leader,
People and Organisation
PwC United Kingdom
peter.c.brown@pwc.com

Julia Lamm

Global Workforce
Strategy Leader
Principal, PwC US
julia.w.lamm@pwc.com

Alexandra Hom

Organisation &
Workforce Transformation
Senior Manager, PwC US
alexandra.hom@pwc.com

www.pwc.com/people

© 2021 PwC. All rights reserved. PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details. This content is for general information purposes only, and should not be used as a substitute for consultation with professional advisors.