

# Workforce Strategy Benchmarking Survey

**Middle East & North Africa  
(MENA) Data Sheet**



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**436 organisations**

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17 countries

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16 industries

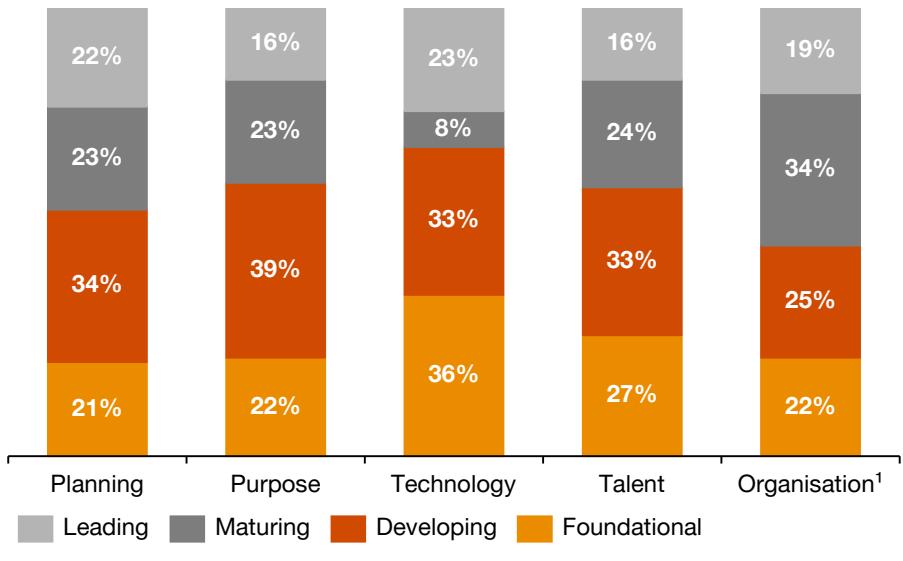
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**Society is living through a fundamental transformation in the way people work. Organisations need a strong workforce strategy today that helps them take action to prepare for tomorrow's world of work. PwC surveyed over 430 organisations in MENA to see how they stack up:**

## Stepping up to deliver a workforce strategy for the future

### Overall maturity by diagnostic component

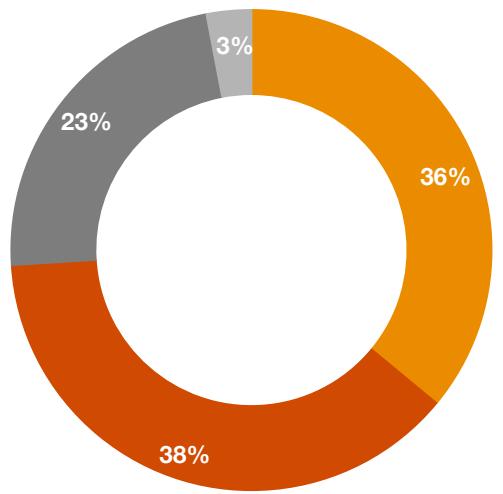
The maturity of MENA organisations' workforce strategy varied across diagnostic components. Notably, **23%** of MENA organisations are ranked as 'leading' in their strategic approach to **technology**, indicating they are making technology-related investments with human impacts in mind (e.g., employee experience and productivity). In comparison, only **16%** are ranked as 'leading' in their approach to aligning workforce strategy with their **talent strategy and practices** and **making purpose-driven decisions**.



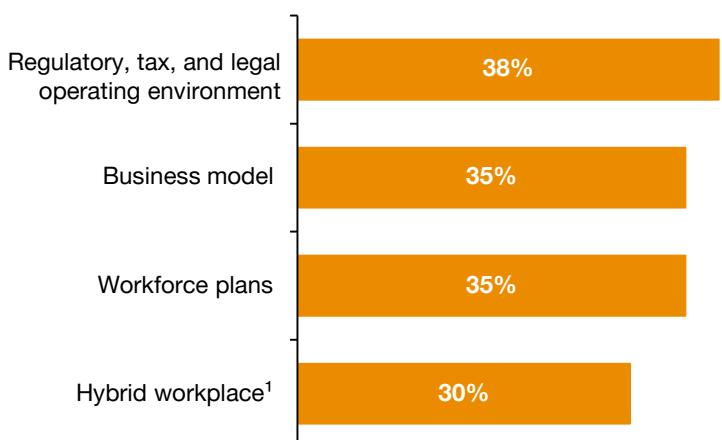
### The importance of planning – when linear predictions don't cut it

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, **36%** of organisations said they 'always' take a scenario-based approach to their strategic planning - with **26%** 'never' or only 'sometimes' taking this approach.

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



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



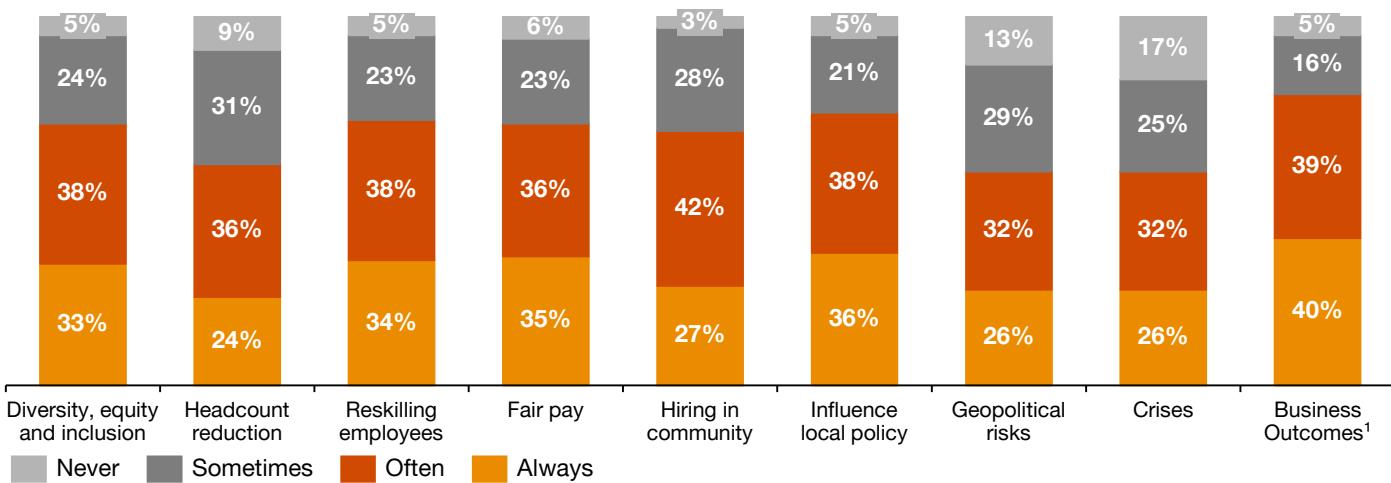
**Note:** This sheet reflects highlights and major trends for the five main components of the Workforce Strategy Diagnostic Survey. This does not reflect all questions within the diagnostic.

<sup>1</sup>: 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 organisations in MENA are making headway in aligning the management of headline-grabbing issues such as **Fair pay** with their purpose, they aren't faring nearly as well when it comes to thinking about **headcount reduction**. Just **24%** say they 'always' consider the organisation's purpose and values when considering headcount reduction. Organisations are also less certain that they make decisions based on purpose and values when they face up to prospective **geopolitical risk** and **crises** as they happen - **26%**, and **26%** say they 'always' align with purpose for each of these.

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

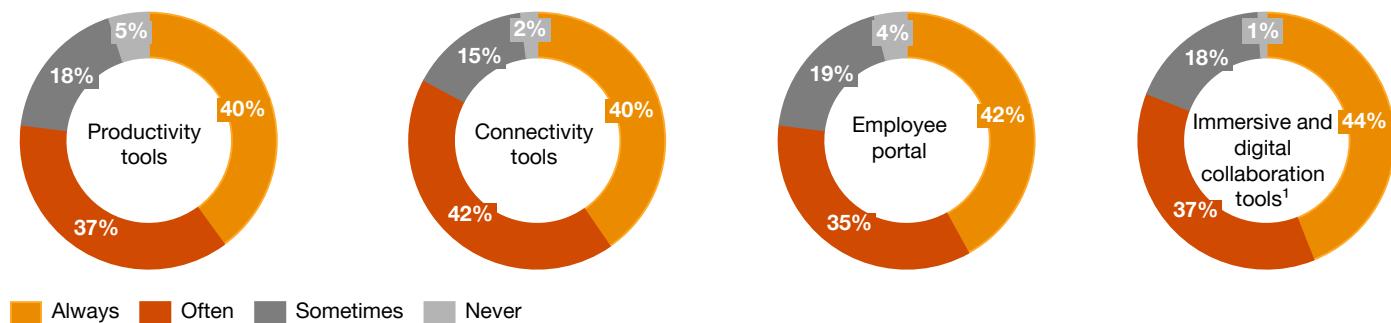


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

## 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 **40%** of 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?

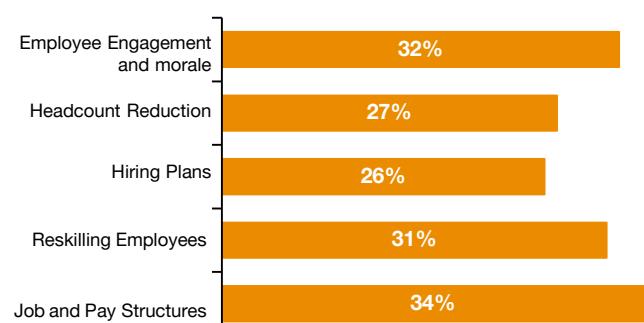


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

## 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 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** (32%), and the least about **hiring plans** (26%).

**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

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

**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')

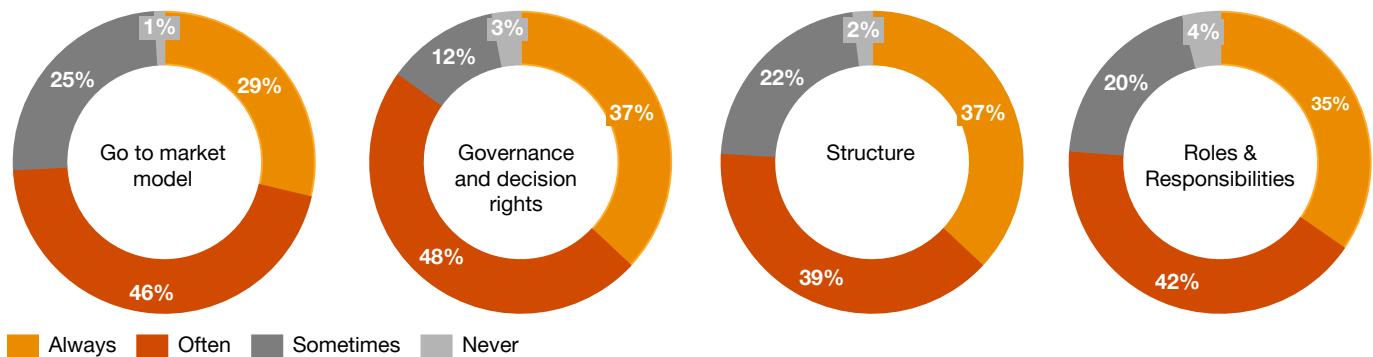


Source: PwC Workforce Strategy Benchmarking Diagnostic 2021

## Embed 'future of work' considerations throughout the organisation structure<sup>1</sup>

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 29% 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](http://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:

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