

# Shaping the workforce

Future-proofing today's workforce starts with establishing a clear workforce strategy. This is based on talent supply and demand trends—not only within a given organization, but also across the labor market. Five different workforce scenarios have been identified:



## Buy:

What permanent employee mix will we recruit?



## Build:

How will we build talent through upskilling and reskilling?



## Borrow:

Where and when will we borrow contingent contractors and consultants?



## Bot:

What roles can be augmented with bots (automation)?



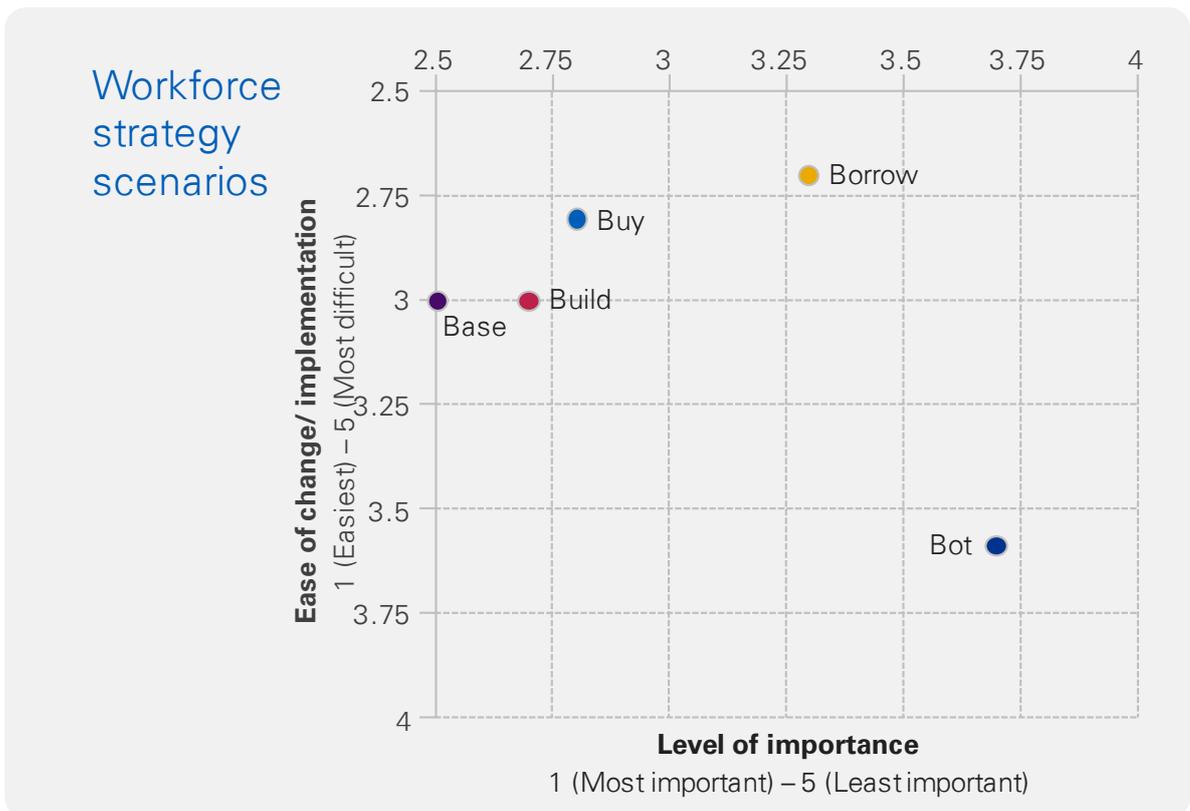
## Base:

What mix of base options will we offer (e.g., home, virtual and company locations of working)?



Our findings reveal the following picture for organizations’ potential workforce composition over the next 12-24 months:

- Fifty percent rated the Base and Build scenarios as important factors. The emphasis is on new ways of working (virtual) and fortifying internal talent capabilities.
- Forty-six percent and 50% rated the Buy and Borrow scenarios as easiest to implement, respectively. This indicates relatively easy access to the desired talent pool to shape the workforce.
- Automation remains a low priority for the HR function. Sixteen percent indicated a Bot scenario as important, while 50% considered a Build scenario.



### A flexible workforce

Our survey indicates that contingent, temporary or “gig” workers will comprise 16% (21% globally) of an organization’s total workforce. While this number remains low, we expect the proportion will rise over the coming years. In today’s dynamic business environment, there is a demand for the right skills in the right place at the right time. Simultaneously, organizations may be able to reduce costs related to recruitment and learning and development. An active gig economy could take off with the right supporting legal and regulatory mechanisms.

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