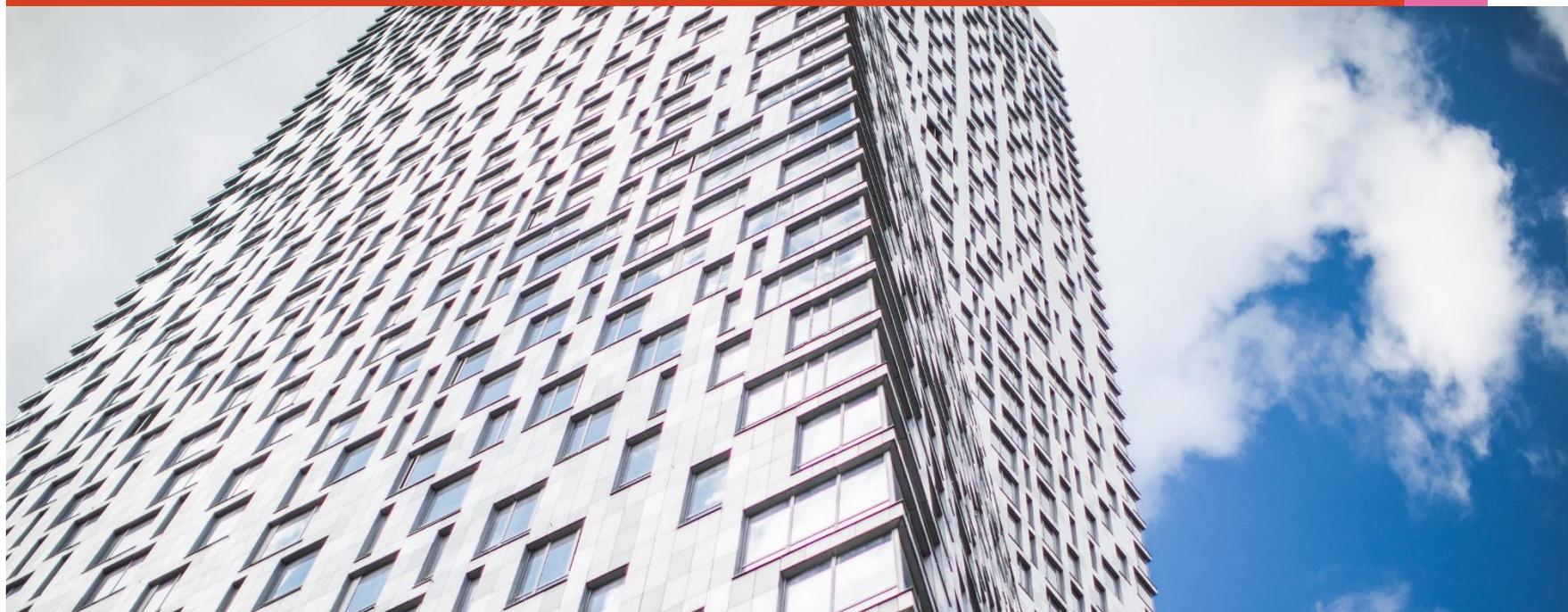


www.pwc.ru

The future of work

A journey to 2022



The golden age

Our Golden Age Index is constructed using 7 key labour market measures

① Employment of 55-64 year olds

② Employment of 65-69 year olds

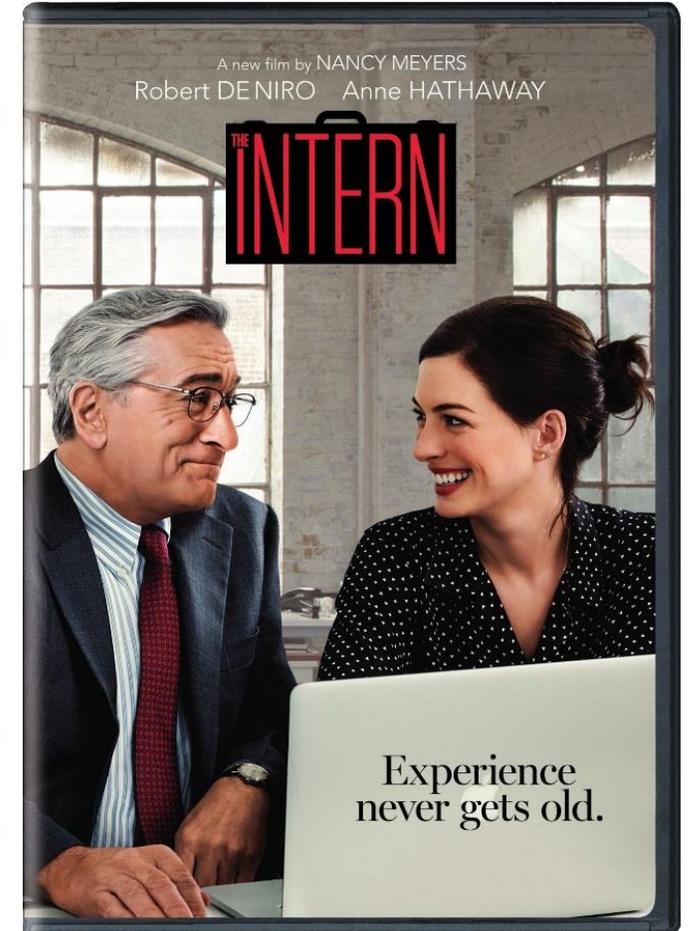
③ Gender gap in employment

④ Incidence of part-time work

⑤ Full-time earnings

⑥ Effective labour force exit rate

⑦ Participation in training



Today



What CEOs think?

- Globalisation is disrupted
- Focus on digital and technology
- The right talent on board

How people feel?

- Career and reward
- Engagement
- Trust to leadership



Tomorrow

The future of work

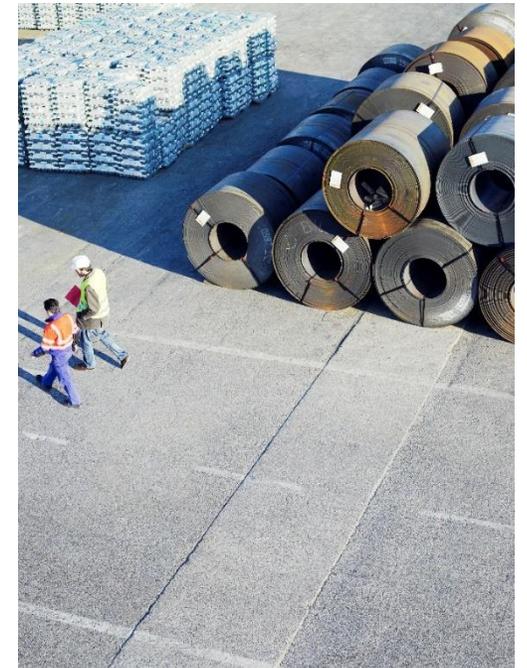
A journey to 2022



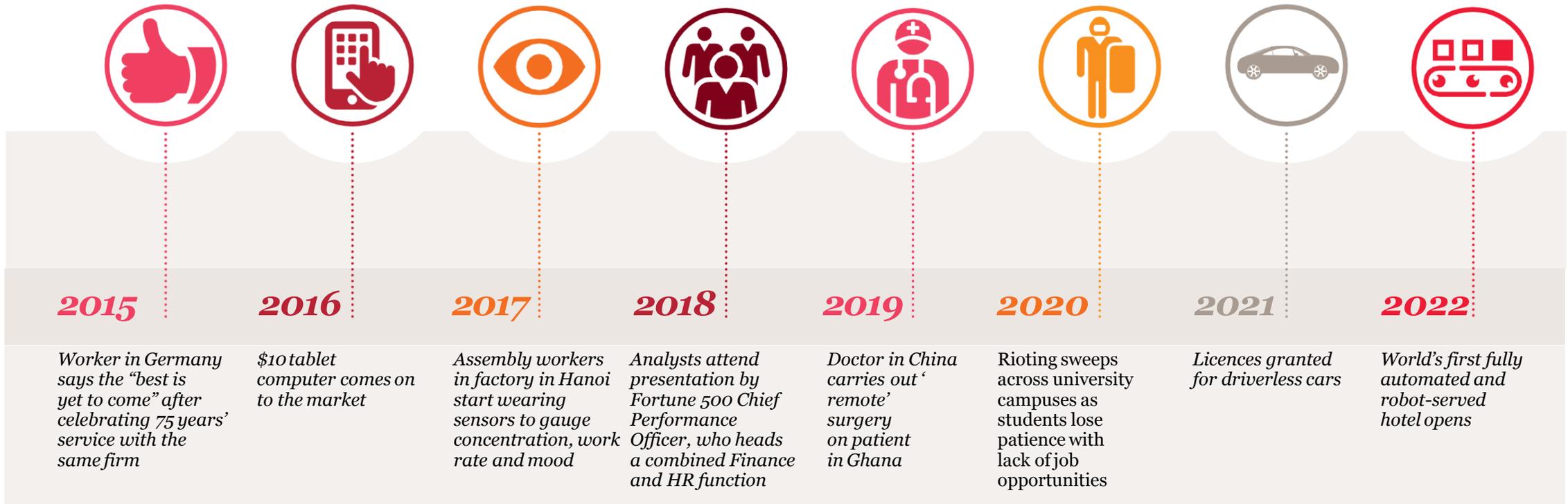
10,000 people in China, India, Germany, the UK and the US give their views on the future of work and what it means for them

66% see the future of work as a world full of possibility and believe they will be successful

53% think technological breakthroughs will transform the way people work over the next 5 – 10 years



What's to expect?



The blue world: Corporate is king. The bigger the better

Where big company capitalism reigns supreme

The globalisers take centre stage, consumer preferences dominate, a corporate career separates the haves from the have-nots.

Driving goal

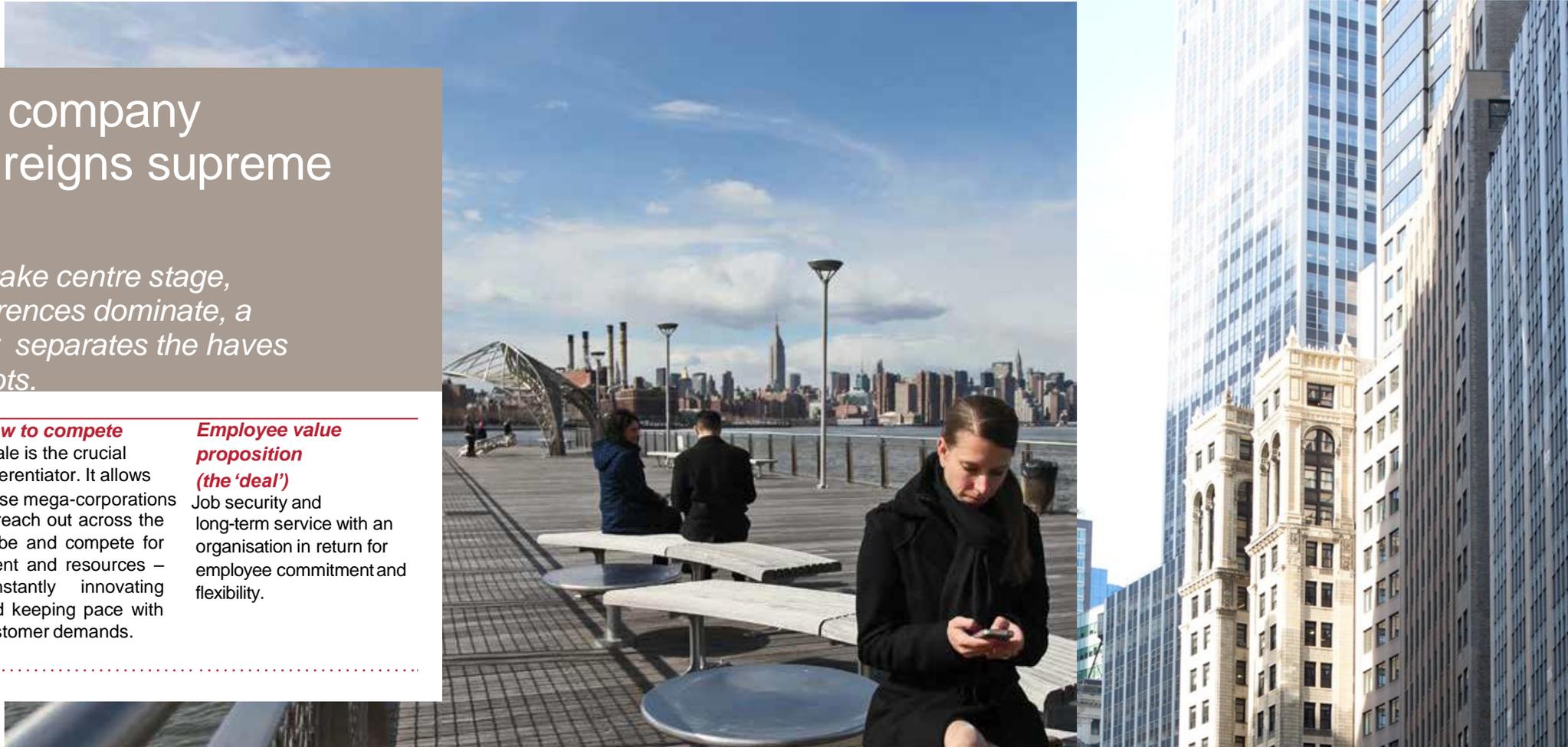
Profit, growth and market leadership.

How to compete

Scale is the crucial differentiator. It allows these mega-corporations to reach out across the globe and compete for talent and resources – constantly innovating and keeping pace with customer demands.

Employee value proposition (the 'deal')

Job security and long-term service with an organisation in return for employee commitment and flexibility.



Orange world: Small is beautiful. Innovation rules

Where big is bad, for business, for people and for the environment

Global businesses fragment. Technology empowers a low impact, high-tech business model. Networks prosper while large companies decline.

Driving goal

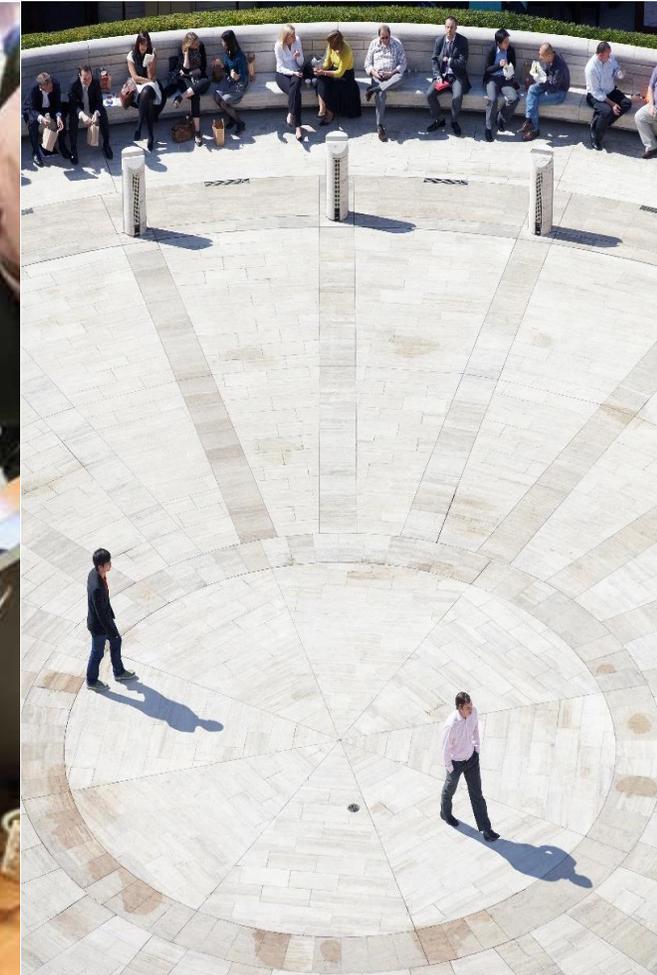
Maximising flexibility while minimising fixed costs.

How to compete

Embracing the rise of the portfolio career, hiring a diverse mix of people on an affordable, ad hoc basis.

Employee value proposition (the 'deal')

Flexibility, autonomy and varied challenges in return for working on a short-term contractual basis.



The green world: Companies care. Rethinking values and goals

Where consumers and employees force change

Companies develop a powerful social conscience and green sense of responsibility. Consumers demand ethics and environmental credentials as a top priority. Society and business see their agendas align.

Driving goal

Socially and environmentally beneficial good.

How to compete

A social and environmental conscience is demanded by customers and staff right through the organisation and its supply chain. The organisation must get it right in order to survive and compete.

Employee value proposition (the 'deal')

Ethical values and work – life balance in return for loyalty towards an organisation that does right by its employees.



How is business success defined in 21 century?

“A highly-profitable modern company has to invest in its employees, the global environment, and a better life for others. Today we see more and more successful people spending their money on healthcare, educational, ecological problems. In my opinion, the fact that this happens more and more often is an important maturity indicator of domestic business”.

*Herman Gref,
CEO, Chairman of the Executive Board,
Sberbank*

PwC 19th CEO survey

Lets have a dialogue

- 1. To which world you belong now?**
Blue, Orange, Green
- 2. In which world you prefer to live?**
Blue, Orange, Green
- 3. Are you positive about the future?**
Yes, No, Difficult to say



Meanwhile in our company...



Blue world signs:

- HR data analytics
- Innovation rewards
- Skype for business



Orange world signs:

- Talent model 10-30-60
- Distant working
- TalentLink – virtual teams

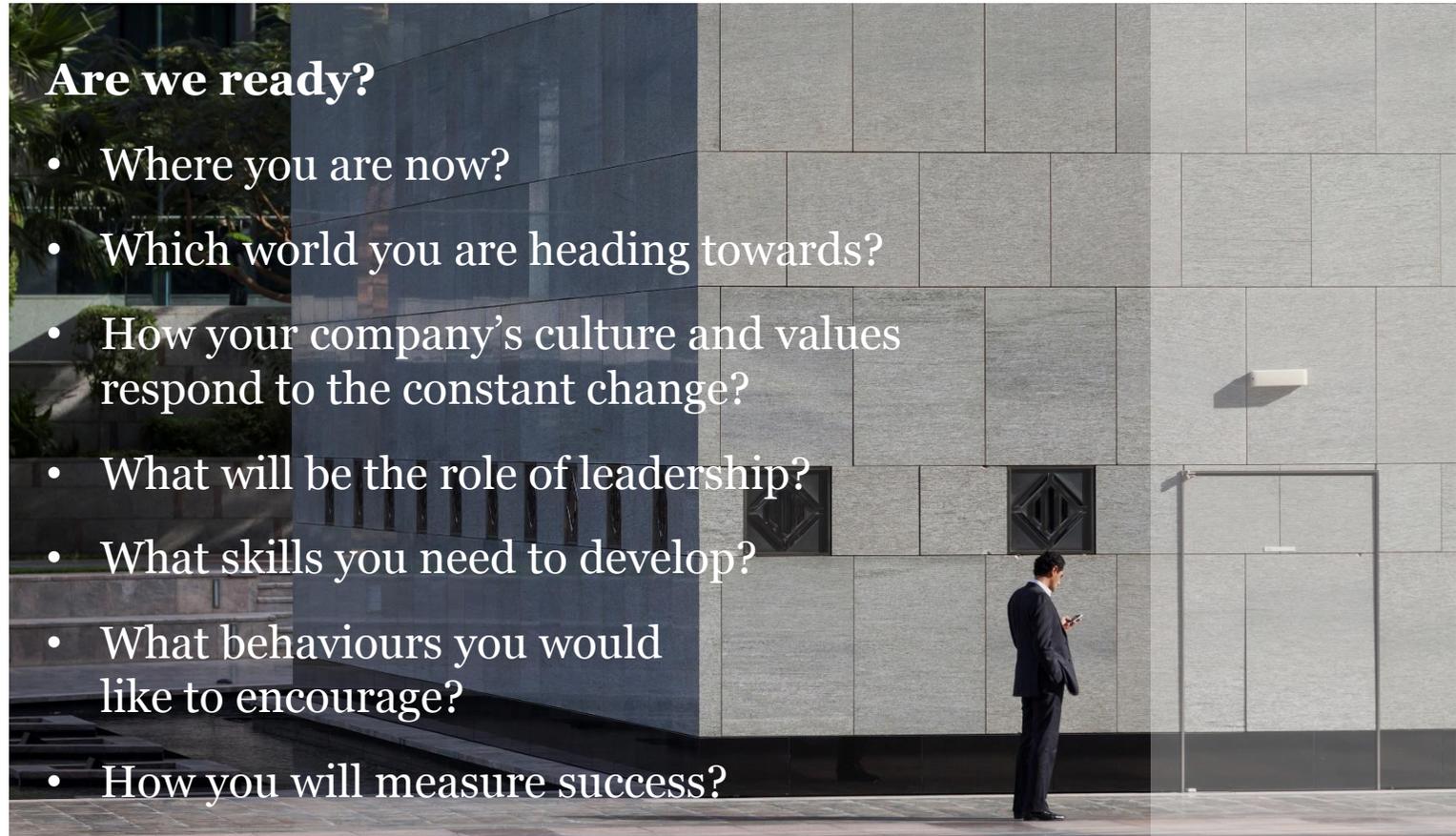


Green world signs:

- Mission and values
- Corporate social responsibility
- Care about health

Are we ready?

- Where you are now?
- Which world you are heading towards?
- How your company's culture and values respond to the constant change?
- What will be the role of leadership?
- What skills you need to develop?
- What behaviours you would like to encourage?
- How you will measure success?



My lessons at difficult times

- ◆ Increase the Circle of Influence
- ◆ Adapt, but have your dream
- ◆ Invest in what do you believe
- ◆ Remember that the best investment is training
- ◆ Be Agile vs be Perfectionist
- ◆ Trust your people and involve them
- ◆ Develop from strengths
- ◆ IQ+EQ+VQ



*The best thing to predict
the future is to create it.*

Abraham Lincoln

- *It is impossible to believe
in the impossible!*
- *You have little experience.*

Lewis Carrol