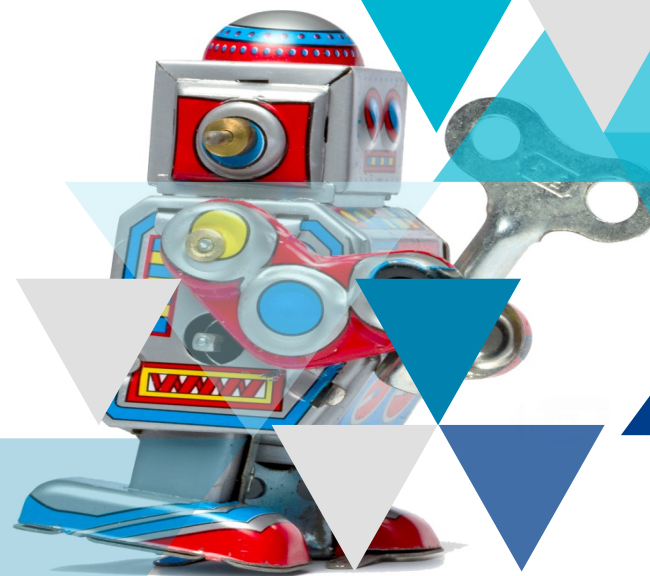


DIGITALIZATION AND FUTURE WORKFORCE

THE FINANCIAL SERVICES SCENARIO



GENERAL MACRO FACTORS IMPACTING JOBS

BUSINESS MODEL DISRUPTIONS

Impact felt already

2015 - 2017

2018 - 2020



Mobile Internet and
Cloud Technology,
Crowd sourcing



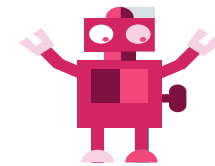
Big Data Analytics



The Internet of
Things



Advanced
Manufacturing and 3D
Printing



Robotics & Artificial Intelligence



Young
Demographics in
Emerging Markets



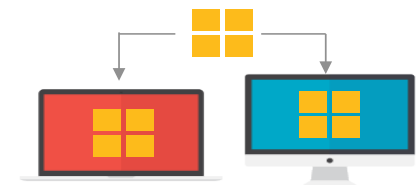
Flexible
Work



Longevity and
Ageing Societies



Women's Economic
Power, Aspirations



Blockchain Technology

*Digitalization, business model disruption, automation, and AI
are accelerating the evolution of work
while the nature of “a worker” is experiencing its own revolution*

ARE THESE THE ONLY CHALLENGES?

CROSS-INDUSTRY COMPARISON: WORKFORCE TRENDS (HR)

WHICH OF THE FOLLOWING WORKFORCE TRENDS ARE LIKELY TO HAVE THE MOST IMPACT ON YOUR ORGANISATION OVER THE NEXT 2 YEARS?

INDUSTRY	RANK 1	RANK 2	RANK 3	RANK 4	RANK 5	RANK 6	RANK 7
AUTOMOTIVE	GEN Z ENTERING THE WORKFORCE	AGEING WORKFORCE	TALENT DRAIN	TECH AT WORK (AI, AUTOMATION, ETC)	INCREASINGLY DIVERSE TALENT POOL	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY
CONSUMER GOODS	INCREASINGLY DIVERSE TALENT POOL	TALENT DRAIN	GEN Z ENTERING THE WORKFORCE	AGEING WORKFORCE	TECH AT WORK (AI, AUTOMATION, ETC)	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY
FINANCIAL SERVICES	AGEING WORKFORCE	TECH AT WORK (AI, AUTOMATION, ETC)	TALENT DRAIN	INCREASINGLY DIVERSE TALENT POOL	SUSTAINABLE FEMALE TALENT POOL	GEN Z ENTERING THE WORKFORCE	GIG ECONOMY
ENERGY/MINING	TALENT DRAIN	AGEING WORKFORCE	GEN Z ENTERING THE WORKFORCE	INCREASINGLY DIVERSE TALENT POOL	TECH AT WORK (AI, AUTOMATION, ETC)	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY
HEALTHCARE	AGEING WORKFORCE	INCREASINGLY DIVERSE TALENT POOL	TECH AT WORK (AI, AUTOMATION, ETC)	TALENT DRAIN	GEN Z ENTERING THE WORKFORCE	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY
HIGHTECH	TALENT DRAIN	AGEING WORKFORCE	TECH AT WORK (AI, AUTOMATION, ETC)	GEN Z ENTERING THE WORKFORCE	INCREASINGLY DIVERSE TALENT POOL	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY
LIFESCIENCES	TALENT DRAIN	SUSTAINABLE FEMALE TALENT POOL	TECH AT WORK (AI, AUTOMATION, ETC)	GEN Z ENTERING THE WORKFORCE	AGEING WORKFORCE	INCREASINGLY DIVERSE TALENT POOL	GIG ECONOMY
LOGISTICS	AGEING WORKFORCE	TECH AT WORK (AI, AUTOMATION, ETC)	TALENT DRAIN	GEN Z ENTERING THE WORKFORCE	SUSTAINABLE FEMALE TALENT POOL	GIG ECONOMY	INCREASINGLY DIVERSE TALENT POOL

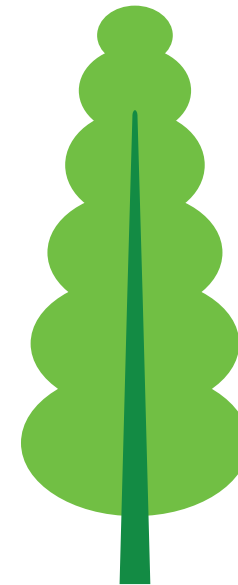
IMPACT ON EMPLOYMENT

In the Financial Sector 43% of the job are considered unstable.....

EMPLOYMENT OUTLOOK ACROSS INDUSTRIES

(JOBS CHANGE IN THOUSANDS, 2015-2020)

INDUSTRY	Stable	Unstable
Consumer	30%	71%
Healthcare	29%	71%
Energy	30%	70%
Professional Services	29%	71%
ICT	35%	65%
Transportation	39%	61%
Basic & Infrastructure	42%	58%
Financial Services & Investors	43%	57%



Source: Future of Jobs Report, World Economic Forum

NEW BUSINESS MODELS CALLS FOR NEWS OF WORKING AND NEW SKILLSET

DISRUPTION ON THE HORIZON

INTERNET OF THINGS

DIGITALIZATION

Business model disruption

New ways of working

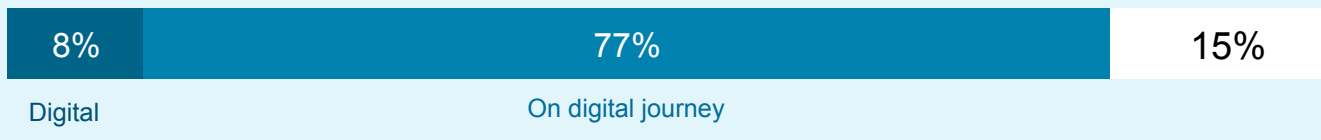
MACHINE LEARNING

Value creation opportunities



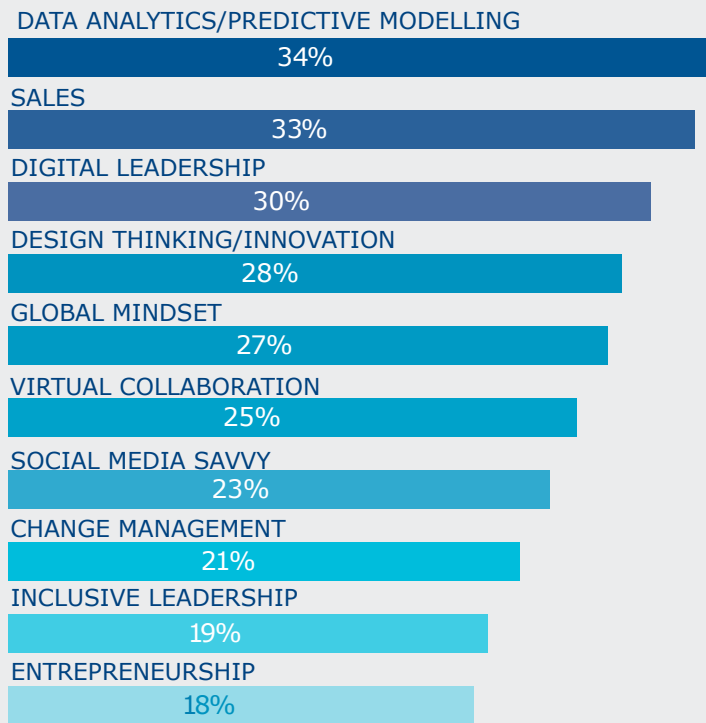
A more symbiotic relationship between man and machine will emerge

ORGANIZATIONS CONSIDERING THEMSELVES DIGITAL TODAY

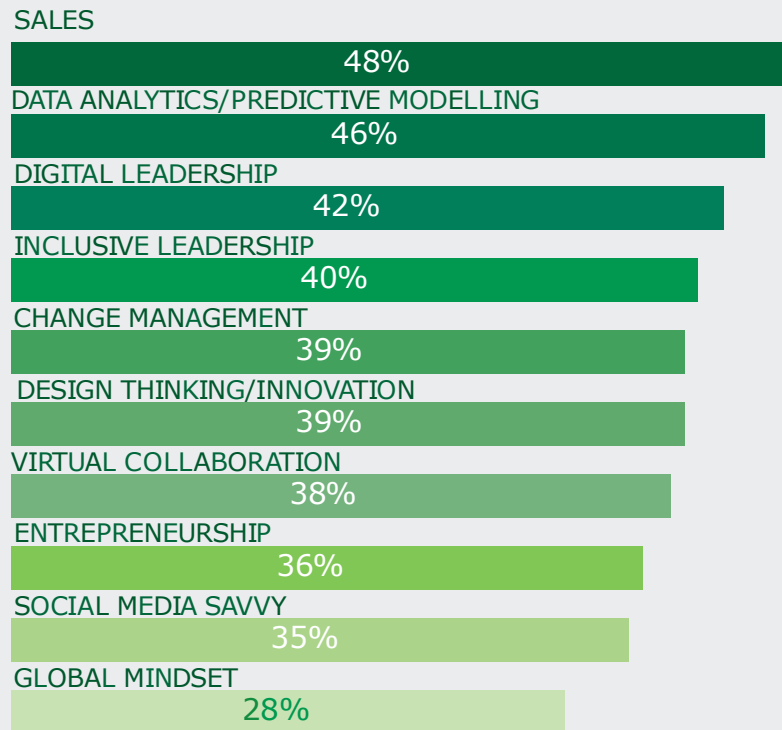


FINANCIAL SERVICES INDUSTRY: IN-DEMAND SKILL

EMPLOYEE

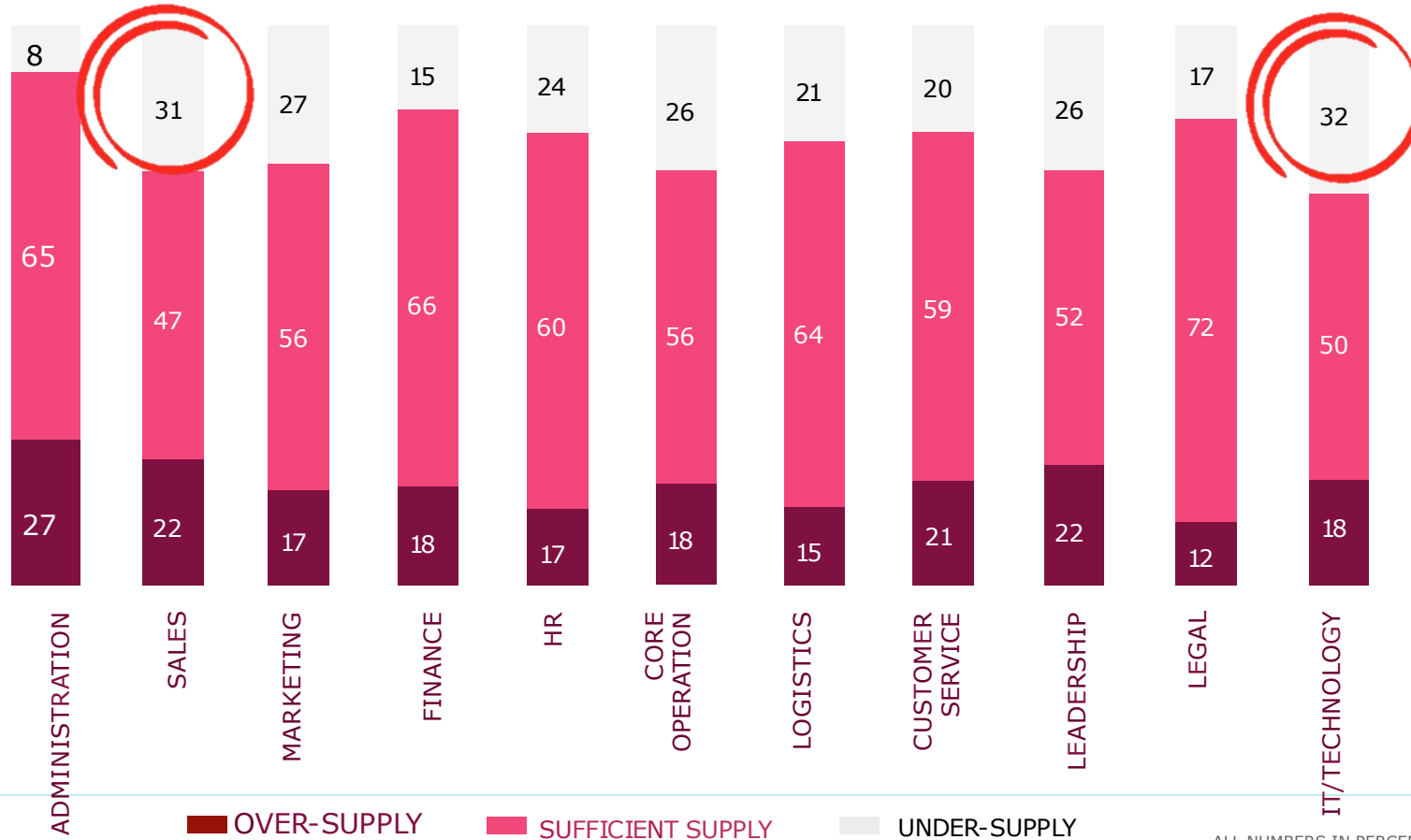


EMPLOYER (HR)

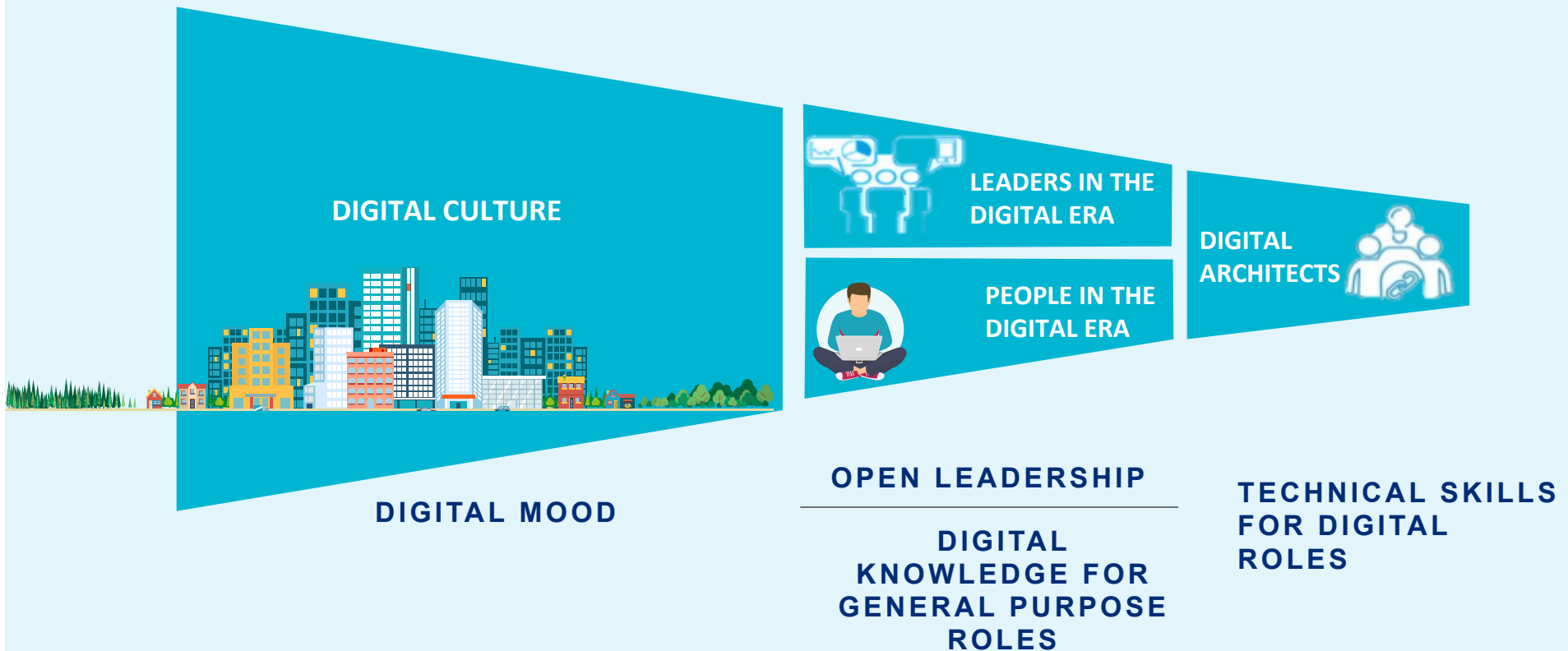


FINANCIAL SERVICES INDUSTRY: TALENT SUPPLY

Source: Future of Jobs Report, World Economic Forum



DRILL DOWN ON DIGITAL SKILLS: ARE ALL THE SAME?



ARE SKILLS EASY TO FIND?



PROCESSING POWER, BIG DATA



MIDDLE CLASS IN EMERGING MARKETS



MOBILE INTERNET, CLOUD TECHNOLOGY

Source: Future of Jobs Report, World Economic Forum

JOB FAMILIES	Expected change (2015-2020)	Skills stability	Ease of recruitment current	Ease of recruitment 2020
Business & Financial Operations Financial and Investments Advisers Investment Fund managers	= stable (0,79%)	63%	HARD	NEUTRAL
Computer and Mathematical Data Analyst Information Security Analyst	↑ growth (4,40%)	60%	HARD	HARDER
Sales and related Securities and Finance Dealers and Brokers Sales and Purchasing Agents and Brokers	= stable (- 0,68%)	70%	NEUTRAL	NEUTRAL
Management General and Operations Managers Business services and Administration Managers	↑ growth (2,20%)	48%	HARD	NEUTRAL

A WORKPLACE FOR ME

VOICE OF
THE EMPLOYEE:

“Help me invest in myself”

CARING FOR MY HEALTH

53% of employees want their company to focus more on their health and wellness



STEERING MY CAREER

1 in 3 employees do not feel empowered to create their own career success at work



Me, Inc.

BALANCING MY WORK/LIFE

56% want their company to offer more flexible work options



MANAGING MY MONEY

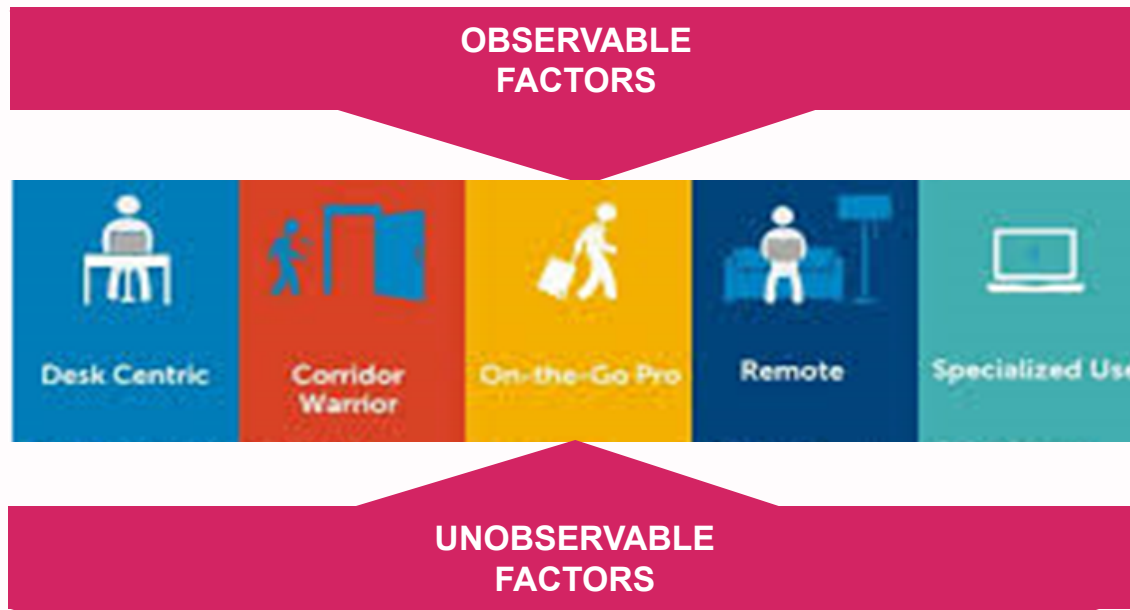
Mercer research shows that employees spend 13 hours per month worrying about money matters at work



Technology enables individualized choice without adding an undue administrative burden for HR

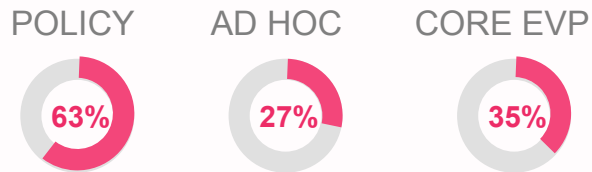
A WORKPLACE FOR ME: EMPLOYEE VALUE PROPOSITION

Employees are seeking ways to
“make work work”
for their individual circumstances

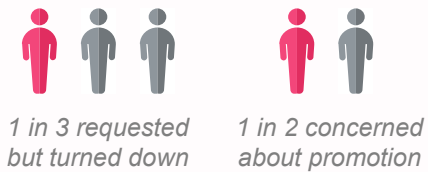


A WORKPLACE FOR ME: FLEXIBILITY

FLEXIBLE WORK ARRANGEMENTS



FLEXIBILITY IN PRACTICE



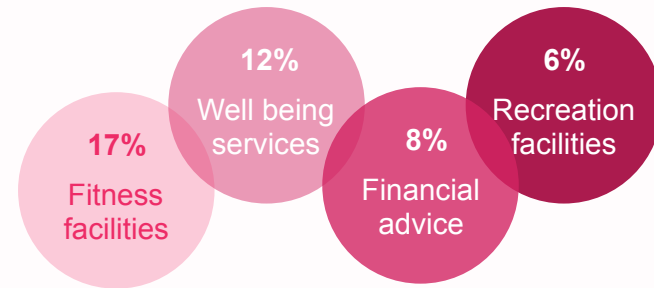
WHAT WOULD MAKE YOU WORK FOR ONE COMPANY OVER ANOTHER?

Top 6



- Additional paid holidays
- 4-day work week
- Paid holiday trips
- Unlimited paid vacation
- Summer Fridays
- 4yr @ 80%pay + 1 year off @ 80% pay

Others



41% would consider working on a contract basis

CHALLENGES FOR THE HR FUNCTION

SKILLS ENHANCEMENT FIRST

- Managing skills disruption as major concern
- Accelerate the skills renewal in both old and new roles with proactive and innovative skill building solutions
- Redesign the relationship individual/organization and new ways of engagement

DESIGN A COMPELLING EVP

- Articulated segmentation for individualized consideration
- Enhance individual responsibility

ADOPT THE TRANSFORMATIONAL LEADERSHIP

- Intellectual stimulation
- Individual consideration
- Inspirational motivation

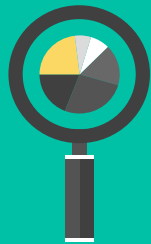
Contingent reward

MAKING USE OF DATA AND ANALYTICS

- Enhancing the HR ICT infrastructure for becoming more predictive

BUILD A NEW “REPUTATION”

- Embrace the consumerization of hiring by treating employees as customers



CALL TO ACTION

“I have a dream of organizations that are capable of spontaneous renewal...where an electric current of innovation pulses through every activity...[and] companies actually deserve the passion and creativity of the folks who work there.”

The Future of Management (2007) by **Gary Hamel & Bill Breen**

MAKE



**TOMORROW,
TODAY**