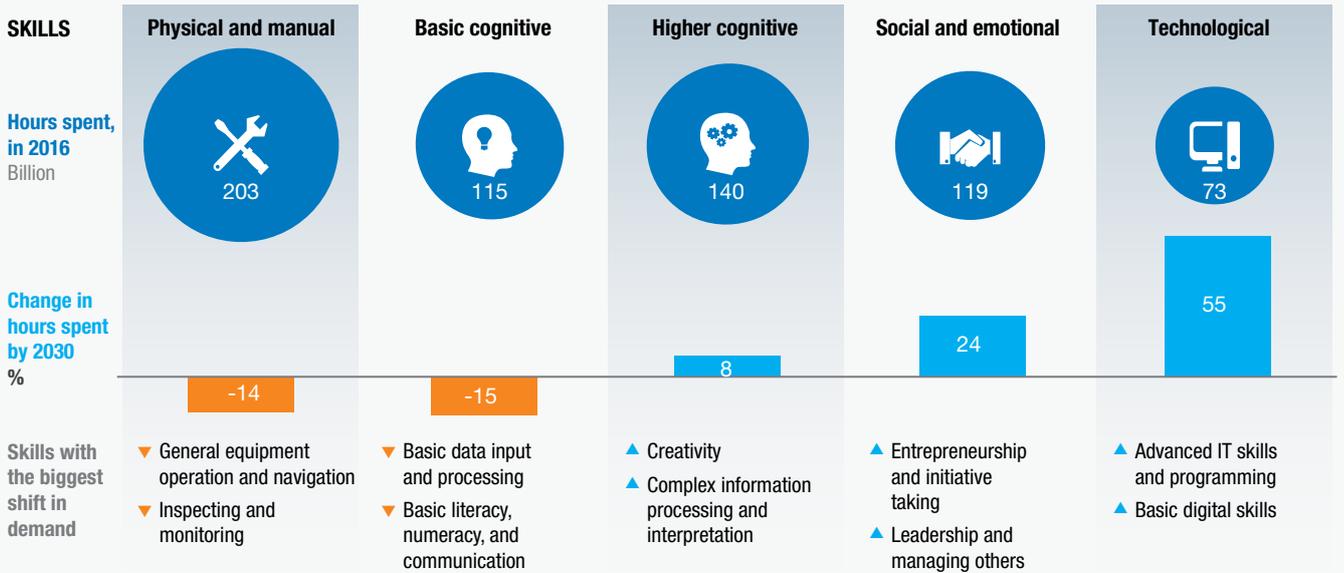


Automation and AI will change the skills needed in the workforce

Total is for United States and 14 Western European countries



HOW WORKFORCE SKILLS WILL SHIFT

MINDSET SHIFT

Instilling a culture of life-long learning and providing training opportunities for employees

ORGANIZATIONAL SET-UP

More agile corporate structures featuring less hierarchy and more collaborative team networks

"NEW COLLAR" JOBS

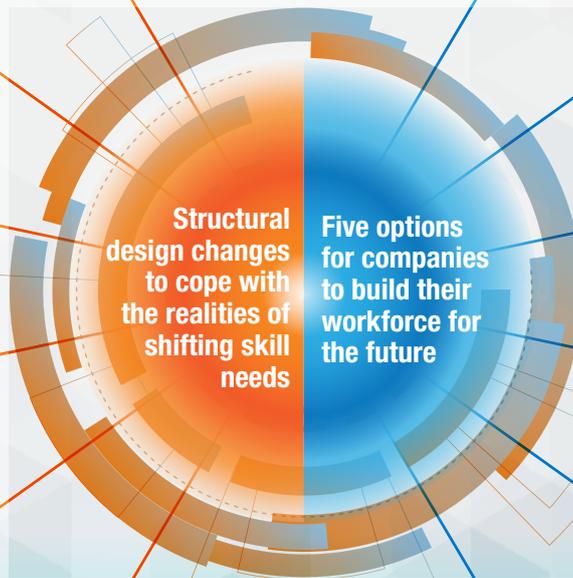
Activities will be reallocated between workers with different skill levels, creating a new set of middle-skill positions

WORKFORCE COMPOSITION

The booming gig economy will lead to a rise in the use of independent contractors and freelancers

C-SUITE AND HR CHANGES

Senior leadership and key functions will also need to adapt, including a change in CEO mindset and talent strategies to orchestrate the changes



RETRAIN

Raise skill levels of employees by teaching them new or more advanced skills

REDEPLOY

Shift parts of the workforce by redefining work tasks or redesigning processes

HIRE

Acquire individuals or teams with the requisite skills, increasing the workforce

CONTRACT

Leverage external workers, such as contractors, freelancers, or temporary workers

RELEASE

Remove skills not needed by freezing new hiring, waiting for normal attrition and retirement, or, in some cases, laying off workers

Competition for talent

To recruit the people they need for a new era of automation, companies say they will



Hire away from competitors

Offer more attractive wages

Broaden recruiting efforts including from non-traditional sources

Use industry connections