

Work-life 3.0: Understanding how we'll work next

Consumer Intelligence Series



Research methodology

To understand the future of work, we dove deep to unpack the changing dynamics at hand—the state of jobs today and where they’re headed—and assess how employers can best manage and optimize the workforce for success in the years ahead.



We conducted in-depth qualitative and quantitative research with both workers and employers



Focus Groups

In May 2016, we conducted two focus groups in New York City—one with workers only, and one with executives who are decision makers of, or directly influence, the “people policy” within their organization.

Online Surveys

We conducted two online surveys in May 2016.

1. Employee Survey

This survey was designed to explore worker attitudes toward their current jobs and their expectations for the future of work. The survey was conducted among a nationally representative sample of 1,385 US workers. Within that sample, we explored the following subgroups:

- Baby Boomers, Gen X, Millennials and older Gen Z workers
- Small, medium and large organization workers
- Independent or freelance workers
- Small business workers
- Workers in creative industries

2. Employer Survey

This study examined employers’ perceptions of their employees’ feelings toward work; in conjunction with our Worker Survey, this created a comparison of perceived vs. actual employee sentiment. The sample included 200 C-level executives who are decision makers of, or directly influence, the “people policy” within their organizations. Within that sample, we explored the following subgroups:

- Large organizations (those with 1,000+ employees)
- Medium-sized organizations (those with 50 – 999 employees)
- Small businesses (those with fewer than 50 employees)

Employees seem happy—but cracks are deepening beneath the surface

Overall, most of the 1,385 employees we surveyed say they like their jobs. When asked how happy they are with their job, 60% rate their current job an 8, 9 or 10 on a scale from 1 to 10 (with 10 being the highest). More than half strongly agree that they know what's expected of them at work.

But much like dress codes, this happiness may be merely aesthetic—our research shows many frustrations simmering beneath the surface.

The large majority of workers don't give their company's management high marks—only 38% rate their company's leadership as a 4 out of 4 in terms of overall regard.

More than half strongly agree that they seek work-life balance—yet only 34% say they've attained it. There's also a pervasive feeling of disempowerment. Only 36% agree with the statement, "At work my opinions seem to count," and just 36% say, "I feel appreciated at work."

And for many, jobs feel stagnant. Only 33% say that they've had opportunities to learn and grow on the job in the past year.

As a result, loyalty is in question. Three in ten workers say they expect to change jobs within six months, and 38% expect this change to happen within the next year.

Employers are often out of touch with these frustrations. Among those we surveyed, 62% view their relationship with employees as "a committed partnership." By contrast, employees are more likely to view the relationship as a "marriage of convenience" or "casual acquaintanceship."

Half of executives believe that their employees have the resources necessary to do their jobs. Just 39% of workers agree. And while nearly one-half of executives agree that "the mission of my company makes employees feel their job is important," only 37% of workers agree.

Companies, of course, are up against external pressures, such as meeting profitability and investment demands and adapting to new regulations and industry changes—particularly around Fair Labor Standards. As a result, having happier employees isn't just a matter of giving employees what they want—it's about doing so in a way that keeps the company both compliant and competitive.



62%

of employers view their relationship with employees as "a committed partnership"

&

55%

of Boomer employees say they are in "a committed partnership" with their employer

vs.

33%

of workers under the age of 35 who say they are in "a committed partnership" with their employer

"I'm committed up to my eyeballs."

– Employer focus group participant

Younger workers are particularly on edge

Younger workers—Millennials and Gen Z—are far more likely to have fickle attitudes toward their employer than are their Boomer counterparts. Nearly one-half of Gen Zers and one-third of Millennials say they are very or somewhat likely to change jobs in the next six months. For Boomers, that figure is comparatively low at 19%.



1/3 of the workforce expects to be at a different job in the next six months

Similarly, while 55% of Boomers say they are in a committed partnership with their employer, just 33% of workers under the age of 35 do. As one member of our employee focus group put it: “If you’re doing freelancing or contract work because you like to do it continuously, that’s great. But it’s a great way to date a company. You do a three-month project, a six-month project, you test the waters.”

And younger consumers are more wary of their employers—only 38% of Gen Z workers say they have a “great deal” of trust in their employer, vs. 56% of Boomers who say the same.

They also feel less clear about their roles within the organization—roughly one-third of workers under the age of 35 agree with the statement, “My job description aligns with what I am asked to do,” while half of Boomers agreed with this statement. Similarly, younger workers feel less like they have the opportunity to do what they do best at work (just 33% agree), and they’re less likely to feel that their opinion matters (only 29% agree).

This is problematic in an era when surveys repeatedly show that younger consumers want to work for companies that prioritize employee well-being, allow flexible hours and—perhaps most importantly—imbue them with a strong sense of purpose.

In PwC’s 2015 [“Bonfire of the Brands” report](#), we found that Millennials are twice as likely to view brands as leaders when they feel that the brand’s values align with their own. The interactions consumers have with the brand through front-line employees is an important part of the brand-building experience—particularly in sectors such as retail, travel and hospitality, healthcare and financial services, where employees play a critical role in delivering more personalized, engaging experiences.

In part, the discrepancy in job satisfaction between older and younger workers is rooted in the nature of the work they do. 43% of Boomers are business owners, while only 13% of Millennials are. Just 1% of Gen Zers are business owners. So while many Boomers enjoy the autonomy to set their own hours and make meaningful decisions, few in younger generations share those privileges.

For example, while 58% of workers under the age of 35 say they are allowed to work from home only occasionally or not at all, 60% of Boomers have the authority to work from home one day a week or more. This flexibility creates a more palatable work structure for Boomers, 41% of whom say they have “extremely good” work-life balance, compared with 30% of workers under the age of 35 who say the same.



38%
of Gen Z workers say they have a “great deal” of trust in their employer

vs.

56%
of Boomers who say the same



Small businesses seem to be getting things right

Our analysis shows that workers in small businesses (those with fewer than 50 employees) are significantly happier and more engaged than their peers in large organizations (those with 1,000+ employees). Small business employees are nearly 50% more likely to rate their company as “high-functioning” and 43% say they feel happy at work—vs. just 27% of their large business peers. Similarly, 42% of small business workers say they feel respected at work, while only 33% of large business workers do.

Why the discrepancy? Small companies often appear to have less bureaucracy, tighter cultures and more leniency around work policies—like working flexible hours and working from home.

Yet size doesn’t always dictate the small company feel. Bigger firms can create environments more akin to those at start-ups, fostering behaviors and mindsets among employees to drive a more close-knit team and a culture of engagement.

The internal “small company” ethos can strongly influence external customer perceptions. According to BAV data, consumer trust today is less about being a staturesd, established brand and more about being approachable and straightforward—the type of attributes that small firms tend to exude.

43%

of small business workers say they feel happy at work



vs.

27%

of their peers at large businesses who say they feel happy at work



The culture of casual is increasingly complex



Casual Friday, popularized in the 1990s by a Levi's Dockers® ad campaign, has now given way to everyday casual.¹ Three-piece suits and pantyhose have been usurped by collared shirts and skinny jeans—often all the way up the corporate chain.

“Making people wear suits and ties at any time of year makes very little sense. It’s an antiquated tradition we have somehow clung onto, despite very few people enjoying it.”

– Richard Branson, in a blog post on Virgin.com²

Today, nearly one-third of companies allow casual dress every day, according to a 2014 Society for Human Resource Management’s Employee Benefits Survey.³ Looser regulation around dress codes leads to greater personal comfort—and with it, employee satisfaction, or so the thinking goes.



1/3 of companies allow casual dress every day

The dress code isn’t the only work institution that has loosened up over the years. Cubicles have come down in favor of open floor plans, designed to foster greater collaboration. The 9-to-5 day has taken on amorphous hours, bleeding life into work and work into life. And remote offices are becoming increasingly popular.

In theory, changes like these create an energizing and appealing workplace, one in which employee satisfaction runs high—and with it, productivity. Yet today’s work structure is more complicated than ever, convoluting the dynamics between employer and employee.

While the late 20th century was dominated by an ethos of corporate paternalism and the early 21st century has been defined by a more transactional “fee for service” model in which employee autonomy trumps loyalty, the modern era is riddled with complexity and fluidity—at many companies, there’s no clear balance of power between employer and employee, and perceptions of jobs are often grossly out of sync.

¹ <http://www.marketplace.org/2012/08/17/business/workplace-culture/dress-code-history-business-casual>

² <https://www.virgin.com/richard-branson/drop-the-dress-code>

³ https://www.shrm.org/Research/SurveyFindings/Documents/14-0301%20Benefits_Report_TEXT_FNL.pdf

The appeal of work from home

Over the past decade, as cell phones, laptops and tablets have become ubiquitous mediums of connectivity, the “remote office” has become increasingly popular within the workplace.

Today, 38% of employees say they are able to work from home at least one day a week. Those employees have notably higher job satisfaction than those who aren’t allowed the same perk—they’re 48% more likely to rate their job a “10” on the happiness scale, with 10 being the highest.

In our survey, small businesses exhibit far more flexibility than do larger companies when it comes to taking advantage of remote work spaces. While 86% of large company workers would like to work from home one or more days a week, only 26% do. By contrast, more than half of small business workers say they enjoy this perk.

Size isn’t necessarily a constraint when it comes to dialing in remotely, however. Many large companies have implemented work from home policies within their

organizations with much success—and appreciation from employees. At Microsoft, more than 40% of employees reported being able to work from home, according to a survey conducted by PayScale.⁴ (Microsoft also upped its generosity around flexibility this past October, when it instituted a parental leave policy that gives both men and women up to 12 weeks off, fully paid.⁵)

Perhaps as a result, 70% of Microsoft employees cite high job satisfaction, according to the PayScale study. Similarly, at Cisco, where 67% of employees say they can telecommute or work remotely, 75% of employees say they are highly satisfied with their job.⁶

Not only does work from home flexibility boost morale, it can also shore up productivity. When the Chinese travel website Ctrip gave its call center staff the opportunity to work from home for nine months, it found that those who worked from home completed 13.5% more calls than the in-office staff did and quit at half the rate of people in the office—ultimately saving Ctrip an estimated \$1,900 per employee over the nine-month period.⁷



48%

Those who work from home at least once a week are 48% more likely to rate their job a “10” on the happiness scale, with 10 being the highest

⁴ <http://www.businessinsider.com/best-companies-to-work-for-in-america-2015-4?op=1>

⁵ <https://careers.microsoft.com/benefits>

⁶ <http://www.businessinsider.com/best-high-paying-employers-in-tech-2016-4>

⁷ <https://hbr.org/2014/01/to-raise-productivity-let-more-employees-work-from-home>

The power of autonomy and appreciation

While there are many reasons workers can choose to leave their jobs—pursuit of better pay and perks high among them—the main reason for quitting is a lack of a career path or growth opportunities, according to a 2015 employee survey by Randstad USA, a staffing firm.⁸ This is particularly true for younger generations, who seek real-time feedback and recognition (and rewards) for work well done.

According to our survey, small businesses are more mindful of acknowledging good work and presenting opportunities. 75% of small business employees agree with the statement, “In the last year, I have had opportunities to learn and grow in my job,” and 80% say they feel appreciated at work—compared with just 71% and 69%, respectively, of large business owners.



80% of small business employees say they feel appreciated at work

At Blink UX, a 70-person digital consultancy, two employees each year are selected to become partners in the business, chosen based on their embodiment of the company’s values.⁹ At Integrated Project Management, the roughly 150-person company holds an annual planning process in which all full-time employees are active participants, ensuring that everyone’s voice is heard.¹⁰

And at Tasty Catering in Chicago, the 90-person catering firm has just 2% turnover—vs. an industry norm of roughly 50%. In large part, this is because Tasty’s owners are champions of their employees’ personal ambitions, helping to fund employee-led ventures including a bakery, a gift company and a creative agency.¹¹

In New York, the start-up Managed by Q, which provides cleaning, IT and logistical services, views its employees as key assets—rather than as overhead costs. It pays employees well above the industry average and gives them wide latitude to make decisions on the job.¹²

While larger companies are catching on to the importance of gratitude and purpose within employee ranks, many still fall short in the eyes of their employees.



⁸ <https://www.randstadusa.com/about/news/randstad-survey-reveals-more-employees-leave-jobs-for-career-growth-than-money/>

⁹ <http://www.forbes.com/companies/blink-ux/>

¹⁰ <http://www.forbes.com/companies/integrated-project-management>

¹¹ <http://www.forbes.com/sites/boburlingham/2016/01/27/the-best-small-companies-in-america-2016/#566c81037412>

¹² <http://www.crainsnewyork.com/article/20151030/TECHNOLOGY/151039985/why-the-uber-for-janitors-doesnt-1099-its-employees>

The gender gap—different priorities for women

In our study, only 34% of women give their work happiness a 9 or 10 rating, compared to 38% of men. Women are less likely than men to rate their company as highly functional, they are less likely to say “exciting work” is part of their current job, and they have lower regard for their company’s leadership.

In part, this is due to a perceived lack of opportunity for advancement. While one-third of men strongly agree that they are given opportunities to advance, only one-fifth of women say the same. Women are also less likely to feel that they have control over their work—which can dampen motivation—and less likely to feel that they will achieve their career goals.

Employers looking to shore up satisfaction among their female employees should take note of the distinct values that women prioritize in the workplace—notably, work-life balance (64% of women say this is very important, vs. 54% of men), “feeling like I can be myself” (58% of women say this is very important, vs. 49% of men) and meaningful work (55% of women say this is very important, vs. 48% of men).

Moreover, many studies show a positive correlation between having more women in leadership positions and on executive boards and seeing higher shareholder value and overall better financial performance—signaling that there is considerable ROI to be gained by getting women more engaged and satisfied within the workplace.



BAV Consulting, Employer and Employee Surveys, 2016

What does the future of work hold?

As Baby Boomers retire and Millennials and Gen Zers dominate the workforce, people still expect to have jobs—55% disagree with the statement that, “In the future, the concept of a job as we know it will become obsolete.”

Yet what these jobs look like may well change—and signs point toward jobs that allow far greater flexibility and autonomy than the average job today allows.



The age of independent talent

There is an unquestionable clamor for independent work. The Freelancers Union’s “2015 Freelancing in America” survey reports that 34% of the total US workforce is made up of freelancers—nearly 54 million workers.¹³ Numbers released by the US Bureau of Labor Statistics show less scale but still signal growth—their study cites an increase from 14 million self-employed workers in May 2014 to 15.1 million in May 2015.¹⁴

In our study, 41% of non-independent workers say they expect to become independent workers in the next year—and 53% say they expect to become independent workers within the next five years.

Two-thirds of employees in our survey agree that future career paths will be determined by workers themselves, not by their companies. Similarly, 63% say the eight-hour workday will become obsolete, and 68% say that work will be done remotely instead of in a traditional office.

Moreover, 76% of workers believe that benefits and healthcare will be squarely their own responsibility, rather than their employers’.

86% of respondents at least somewhat agree that they have a strong desire to work independently. Why? Because independent work is perceived to allow greater flexibility in schedule and control over work environment, the opportunity to earn more, and a better work-life balance.

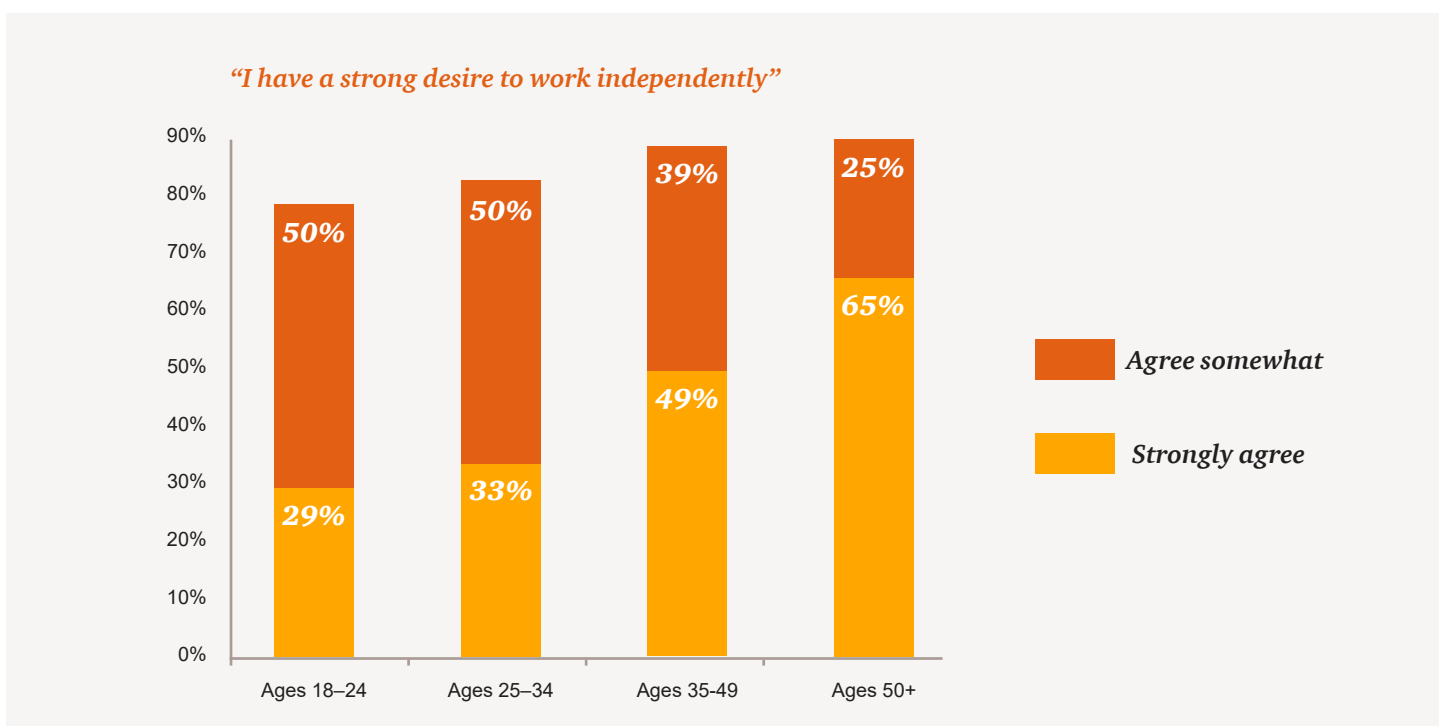
“The new contract is no contract. Yes, you’ll have a physical piece of paper, but it means nothing.”

– Employee focus group participant

And yet, there are pitfalls that come with forgoing a steady paycheck and consistent hours in favor of freelance work—39% of those surveyed say that uncertainty of income is the least appealing aspect of freelancing.

This trade-off speaks to the dichotomy that employees and employers face in today’s workplace—while flexibility is a prized value, there is concern that such flexibility comes at the expense of the reliability and stability that post-recession workers seek. This is particularly the case for Millennials, who, despite their skepticism about company loyalty, are nevertheless entering a life stage in which stability is a critical comfort.

In fact, the desire to work independently actually goes up with age. Those ages 50 and older are roughly two times more likely to want to work independently than those ages 18 to 34.



BAV Consulting, Employer and Employee Surveys, 2016

¹³ <https://blog.freelancersunion.org/2015/10/01/freelancing-america-2015/>

¹⁴ <http://www.bls.gov/spotlight/2016/self-employment-in-the-united-states/pdf/self-employment-in-the-united-states.pdf>

Whereas pre-recession, Millennials entered the workforce in an era of prosperity—they had plenty of opportunities in a job market in which demand for employees was high—they now enter into their 30s in a tenuous economy. In this context, security and reliability have become more important.

In this world in which younger workers crave autonomy but need stability, ‘complexity’ and ‘fluidity’ are the hallmarks of the new work order. No longer is there just one social contract between employer and worker—each must be tailored to the needs of the employer and employee alike, rather than being rigid and rule-driven.

This new work order demands greater coaching and stronger feedback loops between employee and employer. It necessitates treating workers with dignity and respect, rather than as cogs in a wheel. And it requires mutual responsibility for the relationship, in which values are clearly articulated and a sense of purpose is openly shared.

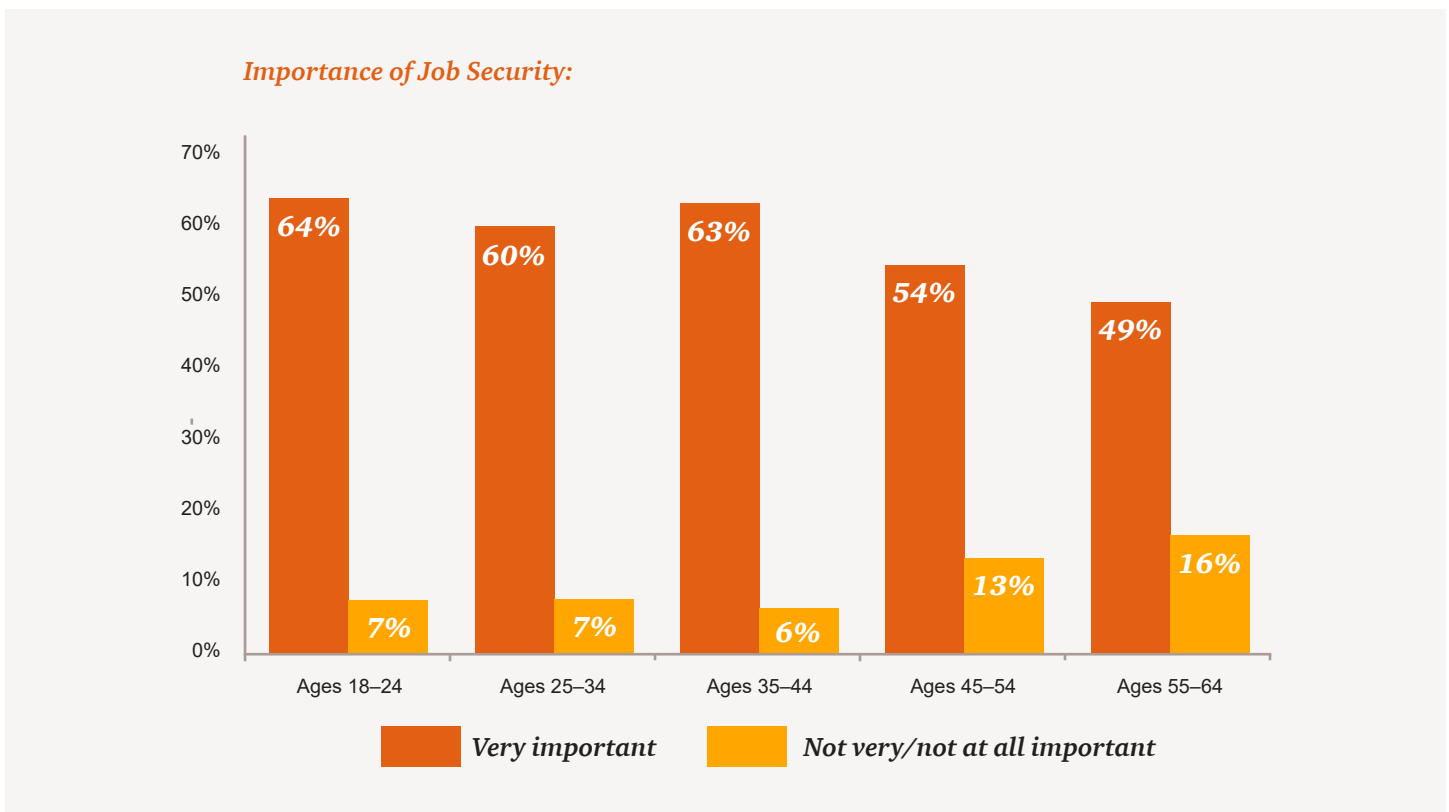
According to PwC’s 19th Annual Global CEO survey, 69% of organizations have a purpose focused on societal value, and 67% predict talent will focus more on corporate value than on pay in five years’ time.¹⁵



67% of Global CEOs predict that in five years, workplace talent will focus more on corporate culture and values than they do on pay

In this context, corporate social responsibility is not just a public relations stunt: it’s also an appeal to the demands of consumers and workers—providing jobs that are vibrant and satisfying, creating a ripple effect of well-being within communities.

Businesses are no longer standalone institutions in communities—they are part of a trifecta that includes business, academia and government, finding ways to work together to improve livelihoods of constituencies that go beyond simply the employees who walk in the door.



BAV Consulting, Employer and Employee Surveys, 2016

¹⁵ <https://www.pwc.com/gx/en/ceo-agenda/ceosurvey/2016.html>

PwC's Talent Exchange: Putting a trend into action

At PwC, early on we identified an emerging macro change in the US marketplace: talented employees were seeking freelance and contract work in record numbers. Moreover, this shift began to impact our own professional services industry. For both professional and personal reasons, individuals were pursuing independent careers in which they would have the freedom to make their own decisions about where, when and how they worked.

Estimates show this trend accelerating, with nearly 40% of the US workforce expected to be “freelancers by choice” by 2020.¹⁶ To succeed in this landscape, organizations will need to re-evaluate how they treat, view and manage their workforces so that independent talent and full-time talent can coexist strategically.

As one of the world's top professional services firms, talent is our critical differentiator and we are committed to proactively addressing these changing market dynamics. That's why we built the Talent Exchange, a first-of-its-kind marketplace that connects top independent talent with exciting opportunities at PwC. Now in its pilot phase, this new platform enables PwC to tap into a broad range of exceptional independent talent, at scale, for real-time deployment on client projects.

While freelance and contract models have typically relied on intermediary staffing agencies, PwC's Talent Exchange bypasses this process. It removes the barriers between independent talent and engagement teams, forging a direct relationship between PwC and a valued community of individuals with expertise that's relevant to our business and client base.

At PwC, our culture is highly dynamic—we frequently pull in diverse teams and new perspectives to strengthen

our client work. While the Talent Exchange is an industry disruptor, creating an independent talent pipeline that's unprecedented in the industry, we've designed the platform to integrate seamlessly with our existing processes.

We're building direct and ongoing—not short-term and transactional—relationships between independent talent and PwC teams. While our existing workforce is robust and rich, the Talent Exchange allows us to better manage surge demand and access specialized knowledge.

This independent talent complements and supplements our existing workforce in ways that strengthen the work we produce for our clients, and allows us to pursue engagements that previously may have been out of our remit.

To streamline processes and facilitate the entire independent talent lifecycle—including role searching, onboarding, and hours and expense submissions—we've created an integrated technology platform. This provides greater transparency into proposed project pipelines and timing, so that lack of clarity doesn't get in the way of building strong relationships.

To date, the Talent Exchange pilot has proven to be a powerfully effective way to bring a wide array of talent into our firm—helping us seamlessly tap into individuals with specific skills and experience that complement our business. Over time, we expect our Talent Exchange strategy to yield valuable insights and lessons that will help our clients and other organizations reshape the future of work as we know it.

Learn more by visiting PwC's Talent Exchange at www.talentexchange.pwc.com



¹⁶ Intuit & Emergent Research, 2010

Rethinking the Employee Value Proposition

With 38% of the workforce expecting to change jobs within the next year, do you need to revisit your Employee Value Proposition?

Today, leaders are faced with an ever-increasing complexity on their side of the employment pact. Value-based levers, such as purpose and respect and the importance of strong relationships, are expanding the currency of management. Success is not simply about creating a good customer experience, it's also about designing a more engaging and rewarding employee experience.

Today's workforce—a cross-section of Boomers, Gen X, Millennials and Gen Z—has distinct wants, needs and ways of thinking. This has increased the level of leadership complexity and requires more tailored solutions—catering to desires for both flexibility and autonomy and for a more stable work environment and paycheck. To attract and retain talent, leaders must demonstrate their commitment to the needs and success of their disparate workforce.

The changing workforce dynamic has often strained the employment value proposition and the core relationship between leaders and their employees. Our research indicates a discrepancy between how employees feel and how employers think their employees feel—creating frustration within the workplace. And yet, many employers may be attuned to the needs of their workforce, but may not be equipped with the necessary tools and experience to think in fundamentally different ways.

As talent wars continue, employers must remain innovative in how they attract, engage and retain top talent. A strong employer brand, employee value proposition, and organizational culture are critical to the success of talent acquisition processes—and businesses are investing heavily in these areas.

This means building up talent management as a strategic capability, particularly around talent acquisition and talent development, including:

- Designing a candidate-centric approach to personalize the talent acquisition process, and offer recognition awards to drive accountability to these practices
- Incorporating more digital platforms and tools to streamline orientation programs and enable real-time collaboration

Here are a few strategic imperatives we've identified for success in today's marketplace:

Embrace technology as a significant driver in reshaping the future workforce:

Employees want mobile and wearable technology at work, so employers are identifying opportunities in which these new technologies provide value to employees, business processes or strategic initiatives. These opportunities help uncover insights that impact both up- and downstream HR initiatives, such as healthcare costs, work-life balance gains, workforce agility and employee satisfaction.

Robotic Process Automation (RPA) is a productivity software capability that sits on top of existing systems and performs manual, repetitive and rule-based activities traditionally performed by individuals. RPA enables the next level of productivity optimization by redefining work and reassigning employees to execute higher value activities. RPA can reduce cost and human errors, increase compliance and efficiency.

Understand which cultural complexities are reshaped by shifting employee requirements:

Employees today are looking for a culture that promotes relationship development and connectivity, personal and professional development, social consciousness and respect. It is important not only to feel valued as an employee, but also to feel the work you do has meaning and purpose. Ethical values, employee engagement and work-life balance in return for loyalty toward an organization that does right by its employees—this is the future of the workforce culture.

Focus on employee experience to directly drive business performance:

To be competitive, companies are creating exceptional employee experiences from hire-to-retain. Although many organizations are already implementing customer-centric HR practices, most lack a holistic approach in creating an exceptional employee experience and only focus on the early stages of the employee journey. Organizations that can attract and develop top talent are improving the organization's ability to compete, innovate and deliver to customers. Many are applying lean start-up type thinking to the employee experience, building a prioritized roadmap of releases to drive impact over time, with ongoing testing and learning. As a result, retention rates and productivity improve because employees are engaged and satisfied, thus reducing costs and improving performance.

Successful organizations consider the employee's needs at every interaction they have with the employee—for instance, when they move, when there is a promotion, or when they have a health issue. This experience is sustainable—not just a one-off improvement, but one that becomes habitual so you can achieve success both today and in the future.

Understand that the “gig economy” isn't right for all workforce populations:

Flexibility, autonomy and varied challenges are job characteristics we hear the Millennial and Gen Z workforce populations asking for. On the surface, it would seem the freelance economy is a perfect match; however, the short-term nature and lack of stability aspects of this business model may be some of the reasons we don't see more Millennials taking the plunge into the freelance economy.

These workforce populations may not have the experience, the network or the capital that the Baby Boomer and Gen X populations may have to venture into this new territory. Two out of five people around the world believe that traditional employment won't be around in the future. Instead, people will have their own “brands” and sell their skills to those who need them. Some organizations are taking the concept of the “gig economy” internal and allowing employees to choose projects and negotiate project terms and deliverables based on their high-demand skillsets. Compensation is adjusted based on the amount of time worked. These employees are allowed the autonomy of freelance, but with the safety net of the larger organization.

Evolve HR to achieve the new capabilities needed to accelerate tomorrow's workforce:

The role and structure of HR is shifting from transactional to strategic to keep up with the changing marketplace. Some examples of emerging roles include:

- **Data Analytics and Technology Integrator:** forecaster of skills, data modeler, integrator of talent technology experience for employees
- **Organizational Engineer:** facilitator of virtual teams, developer of leadership, experience designer, expert in talent transitions
- **Culture Architect:** talent brand builder and cultural advocate, connects employee purpose and corporate purpose
- **Global Talent Scout:** identifies the right talent from any labor pool around the world to match the business needs, and works to develop and mature this talent
- **Social Policy and Community Activist:** CSR leader, policy influencer, talent and community engager

Visible shifts require HR organizations to rethink and retool how they deliver an enhanced employee experience and support new ways of working.

- **Implement an HR Operating Model** that is fit for purpose and flexible enough to adjust as the business portfolio inevitably changes in the future.
- **Increase technology maturity** to get the organization more comfortable with user-friendly, on-demand solutions that quickly address the most common and pressing business needs.
- **Implement holistic metrics** that track the business impact of HR and not just standard HR efficiency and effectiveness metrics.



For more information on this research, the PwC Consumer Intelligence Series, or how changing consumer preferences are shaping your industry, please contact one of our specialists:

Deborah Bothun

Entertainment, Media and Communications
(646) 471-9048
deborah.k.bothun@pwc.com

Matthew Lieberman

Consumer Intelligence Series
(213) 217-3326
matthew.lieberman@pwc.com

Matthew Egol

Digital Services
(212) 551-6716
matthew.egol@pwc.com

Justin Sturrock

People and Organization
(973) 236-7767
justin.a.sturrock@pwc.com

Explore other issues of this series online at www.pwc.com/consumerintelligenceseries

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