



workplace ■
2025

embracing disruption in a post-digital world

Advancements in technology, how and where people connect and the analysis of big data are resulting in change at a frenzied pace. What seemed like science fiction just decades ago is commonplace in our digital world. Now, we are entering a post-digital era, a shift that will transform everything about the future of work. While disruptive change can strike fear in the minds of any business or HR leader, new ways of working must be embraced as business evolves and new models gain appeal.

Randstad is committed to staying on top of employment trends and continues to study, examine and understand the significant shifts taking place across the workplace. Our groundbreaking research initiative, Workplace 2025, peered into the minds and expectations of workers, and the c-suite and HR executives who oversee them, about the future of the workforce. The findings from the 1,500 business executives and 3,160 workers surprised even us.

It's evident that the traditional employment model and environment is evolving, driving home the message that companies must begin to prepare for eventualities. They must equip their businesses for what's to come – operationally, culturally and strategically. But for what, exactly, should they begin to prepare?

Agile (ag-ile;/'ajəl/) **Worker** (work-er;'wɜrkər/):

anyone who works in a temporary, contract, consultant or freelance capacity

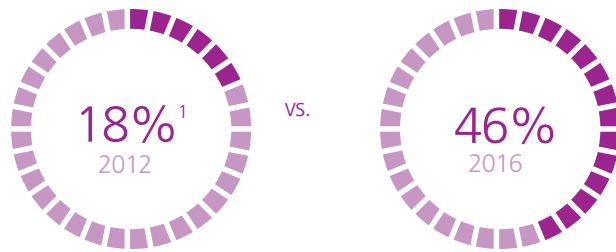
Agile (ag-ile;/'ajəl/) **Workforce** (work-force;'wɜrkfɔrs/) **Model:**

the strategic agility to anticipate talent needs, adjust in real-time and utilize workers from a variety of employment arrangements

opting for an agile path

Any discussion around the future of work would be lacking if it didn't acknowledge the rise of the agile workforce and its growing role in business efficiency. Our study provides evidence to support what we have theorized for years. In addition to permanent employees, who have traditionally served as the foundation of workforce models, companies will begin to rely more heavily on an on-demand, agile workforce to achieve the business dexterity needed to remain competitive in a fast-paced, fast-changing digital world.

companies are more committed to building an agile workforce model



As this revolutionary shift has progressed, companies have expanded their use of agile talent. Once used only to fill a talent void, supplement seasonal staffing needs, support year-over-year projects and employ highly specialized consultants, businesses are beginning to realize additional benefits. Today, such workers are used to manage and oversee critical enterprise initiatives and high-priority deliverables. The increased reliance on agile workers has become an important endeavor for companies looking to remain relevant in the future.

The appreciation of agile talent has increased 155 percent over the past four years, with 46 percent of companies surveyed indicating they are more committed to building an agile workforce model in 2016 versus 18 percent of companies in 2012.¹ Our study found that more than three-quarters (76%) of companies use some form of agile worker today. On average, these workers comprise 30 percent of their workforces.

drivers behind adoption of an agile workforce model

While there are many factors that lead to greater adoption of this new staffing model, three major disruptive changes appear to be driving this shift:

globalization, emerging technologies and greater interest among workers to pursue agile work arrangements.



globalization

In today's climate of talent scarcity and globalization, organizations' workforce strategies are increasingly dependent on their abilities to leverage a diverse, globally sourced workforce. In fact, a recent study by Fortune among the world's most admired companies found that 61 percent view globalization as one of the top three megatrends impacting their strategic workforce planning.²

According to the Randstad Workplace 2025 study, executives named the shortage of talent in the coming years (33%) and globalization (29%) among the top reasons to build an agile workforce.



pace of technological innovation

We are entering an era where technology will become so commonplace, it will fade to the background as an invisible reality of everyday life. Technology has already dramatically changed how and when we work, enabling millions of workers to choose agile arrangements and career paths. In fact, our study found that 68 percent of workers agree that advancements in technology and mobility have made working as an agile worker easier.

At the same time, developments have made collaboration and access to organizations' networks much less challenging for employees who need to contribute from sites other than the office. Virtual or remote workers make up about 22 percent of today's organizations. Our study indicates that companies expect this to increase to 33 percent by 2025.

by 2019, agile workers could comprise as much as 50% of the workforce



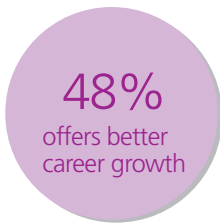


more workers chose agile careers

According to our study, 11 percent of today's workforce is made up of agile workers. In addition, nearly 4 in 10 (39%) of permanent workers say they are likely to consider shifting to agile work in the next two to three years. That means by 2019, agile workers could comprise as much as 50 percent of the workforce.

Approximately half (46%) of workers surveyed said they chose to become an agile worker, and another 28 percent said agile work was the best option for them. The reason may be that many of the misconceptions about agile employment are eroding. Consider that 48 percent of agile workers agree that agile work offers them better career growth than working as a permanent employee, and 56 percent say it generates more income.

agile workers agree agile work

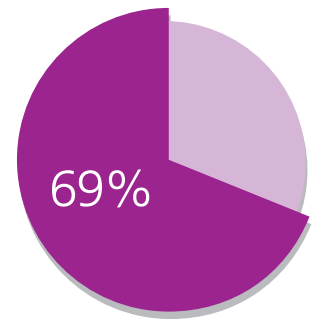


In addition, the perception that permanent employment offers more job security is quickly becoming a thing of the past. Nearly 4 in 10 (38%) of agile workers say they feel more secure working as an agile worker than they do as a permanent employee. Companies are recognizing this change, with 32 percent saying "because workers are opting for non-traditional employment" among the top reasons for building an agile workforce model.

the workplace of the post-digital era in 2025

One of the most compelling findings that emerged from the Randstad Workplace 2025 study is the similar projections among executives and workers when it comes to the pervasiveness of an agile workforce model by the year 2025.

expected
percentage
of agile
talent in the
workforce
by 2025



Fifty-two percent of c-suite executives say by 2025, their organizations will be much more committed to building an agile workforce. In fact, 68 percent of employers and 70 percent of employees agree that by 2025, the majority of the workforce will be employed in an agile arrangement. Employers expect 69 percent of their workforce to be agile talent by that time frame.

There are also abundant findings to support a connection between companies' utilization of an agile workforce model and their future success. Consider that nearly 9 in 10 (89%) employers and 92 percent of workers agree that by 2025, companies that are adept at managing a mix of traditional and agile talent will be most successful.

Similarly, most workers (63%) believe that working as an agile employee will make them more qualified in the future workplace. Perhaps that's why 81 percent of employees agree they will be more open to working as an agile employee by the year 2025.



ushering in a new contingent workforce partnership

It goes without saying that any disruptive shift will bring about new challenges for companies as they try to adapt and transform their workforce models. Building and leveraging this approach is, in many ways, a progression in contingent workforce management. Companies who embraced the contingent workforce model years ago will likely be ahead of the game, though all must adapt as it evolves.

For example, while the oversight of the contingent workforce model largely fell on the shoulders of HR and procurement in years past, the inclusion of an agile staff will, in many ways, be a shared objective among the c-suite as well. Suddenly, new stakeholders will be involved and will have real impact on the strategy – including IT, finance and operations. It will usher in the need to partner with workforce experts who can help build an agile talent strategy, implement the model, and ensure optimal supplier performance and supply chain optimization.

At Randstad, we will continue to study this dynamic trend. We are entering an exciting, and challenging, era and we are committed to helping businesses navigate this new terrain and achieve success.



1 Randstad Workforce360 Study

2 Fortune/World's Most Admired Companies 2015:
<http://fortune.com/2015/02/19/wmac-globalization2-0/>