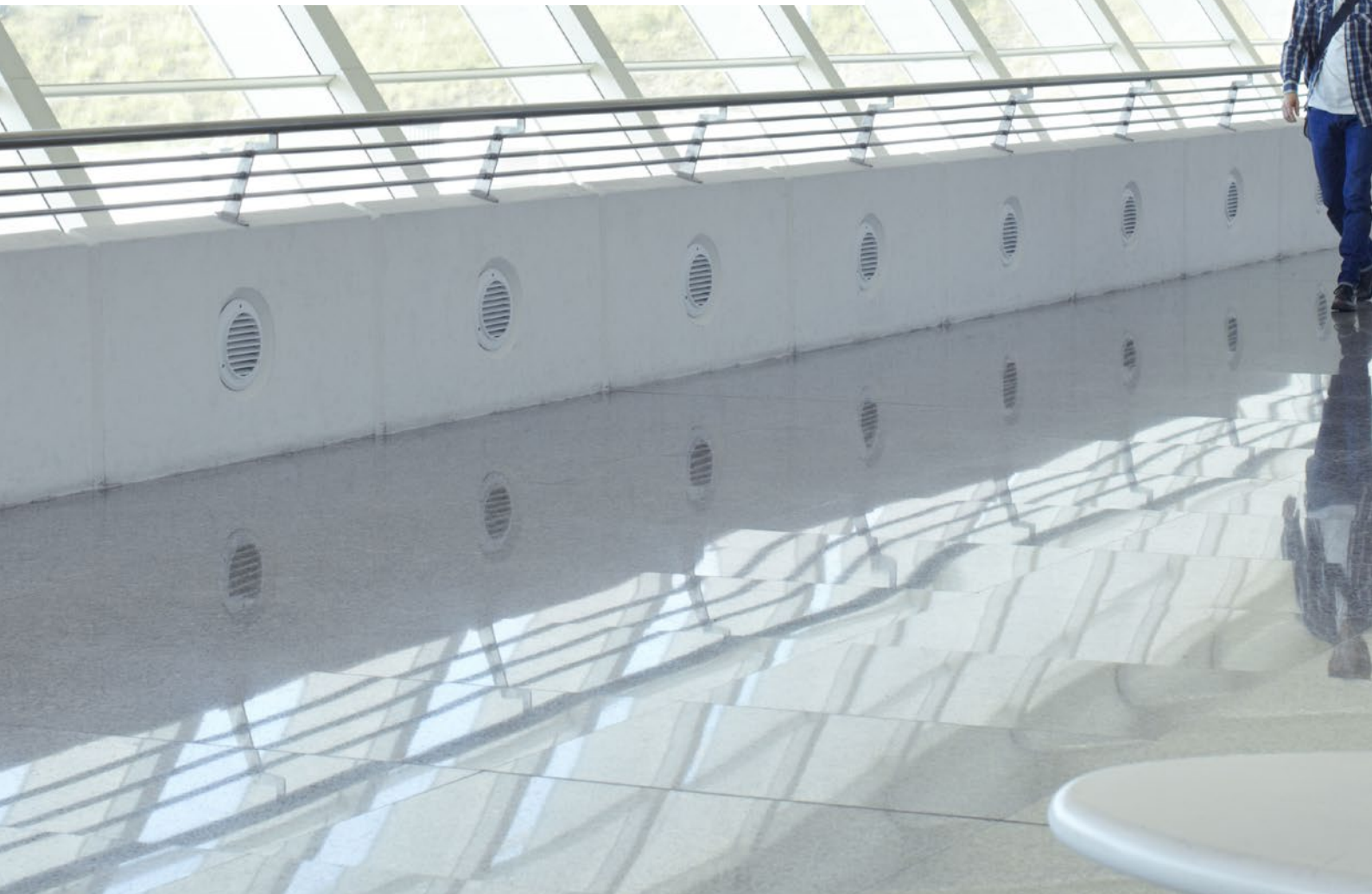


The power to perform: Human capital 2020 and beyond



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The challenge of disruption

Financial services is facing huge disruptions – technological, regulatory and political – and rapidly shifting customer expectations. And with this comes the need for new talent with a different set of skills, an innovative and agile mindset and new ways of attracting, motivating and organising your people.

By 2020, the role and function of HR and the makeup of the workforce will have been overhauled. Financial services should prepare for this to remain competitive. How are workforce strategies executed, and will these strategies enable your company to negotiate the playing field levelled by disruption and to support organisational ambitions?

How can you optimise your human capital today while building for tomorrow? How can you ensure that you'll have the people you need to remain relevant and competitive?

In *The power to perform: Human capital 2020 and beyond*, we focus on how these developments are shaping a new people agenda, and set out how financial services (FS) organisations can proactively manage human capital to ensure they remain relevant and competitive. Drawing on our projections for 2020 and beyond, we've identified seven key human capital priorities that will enable FS organisations to position themselves for success in the future.

This concise report is an executive summary of the main global report for the Netherlands and includes the key take-aways of interviews with six FS-dedicated Partners of the Dutch People and Organisation practice.



The way forward: 7 key priorities for action

Priority 1

Rebuild trust and redefine employer brands to attract and retain tomorrow's workforce



By 2020, 60% of FS CEOs believe that top talent will want to work for organisations with social values that are aligned to their own¹.

But FS is the least trusted sector in the Edelman Trust Barometer². So how can your organisation rebuild trust and reassert its value to society?

Facts & forecast 2020:

- The FS industry reputation continues to suffer across a broad range of stakeholders, including talent, clients, regulators and the general public.
- Employee preferences are evolving (i.e. desire to work for more cutting-edge and more socially conscious organisations), and the lines between personal and professional life continue to blur.
- Talent will readily switch to another organisation that better aligns to their values, or if their experience of working for the organisation does not line up to the initial promise.

How can FS organisations respond?

- Revitalise organisational purpose and employer brand to align with stakeholder expectations in key areas including different career paths, flexibility, diversity and delivering value to society.
- Encourage behaviours that reinforce the redefined culture, employer brand and sense of purpose.
- Revamp offices to promote innovation and collaboration and ensure access to sophisticated technology tools.
- Enhance the employee experience, including social impact opportunities.

¹ Shifting demands, competing priorities: Adjusting to the new talent realities in financial services, Key talent findings in the financial services industry, PwC 19th Annual Global CEO Survey, February 2016 (<http://www.pwc.com/gx/en/financialservices/publications/assets/key-talent-findings-in-the-financial-services-industry-feb-2016.pdf>).

² Edelman Trust Barometer 2016 (<https://www.scribd.com/doc/295815519/2016-Edelman-Trust-Barometer-Executive-Summary>).





Increase attractiveness for young talent

Financial services organisations are under huge pressure because of three trends:

1. FinTech is shaping Financial Services: new entrants, new technologies, and new playing fields. Bill Gates' statement (1990) "Banking is necessary, banks are not" is still relevant when discussing the future of banks;
2. The fact that customers stay should not be interpreted to mean that they are loyal;
3. FS organisations are no longer perceived as employers of choice; their appeal to young talent has faded somewhat. In the past, the major Dutch banks were able to attract many graduates because of their reputation as excellent training institutes for top talent.

Financial services organisations seem to be in the centre of a perfect storm, amidst critical customers, fast-moving fintech entrants, continuous pressure from the financial regulators – and internal pressure to keep costs minimal, operate with agility and rebuild trust. Add to that the need to redefine or reinvent the business of the future. For example, could banks analyse and sell specific data such as payment behaviour, earning capacity, debt behaviour?

Looking forward, HR must claim their role as strategic partners now and define the right people agenda, embrace people data analytics for relevant decision-making and outsource areas such as recruitment and L&D to be able to focus on key people business priorities.

An essential element of the Employee Value Proposition (EVP) is leadership. People don't follow strategies, people follow people – inspiring leaders, leaders who walk their talk, embody the purpose and visibly put their values into practice. 'Iconic leaders' attract iconic hires. Building tomorrow's leaders should be at the top of the people agenda. Promotions are still primarily performance-driven, but both delivery of performance and practicing the values should be decisive factors in promotion decisions. In addition, organisations can use real-time feedback tools to ask stakeholders whether they would recommend that a specified person join the leadership team.

Another essential EVP element is the possibility to agree on a tailor-made package of employment conditions. Currently, employment conditions are based on collective agreements (CLAs) and one-size-fits-all contracts. In order to create more flexibility, employers should be allowed to break down existing CLAs and offer a variety of packages to new hires and existing personnel. Continuous learning opportunities could be part of the value proposition deal – e.g. joining an innovation lab, developing new business ideas in collaboration with FinTech, participating in the L&D curriculum of a network partner, learning entrepreneurial skills in a different business environment, and re-training and re-skilling programmes.

Rebuilding trust: creating a clear and consistent brand promise in and outside your organisation

As indicated previously, attracting key talents is required to successfully explore new business models for most financial institutions. To attract and retain tomorrow's workforce, it takes more than just relaunching the employer brand and the employee value proposition. It is not about marketing. This should be fully aligned and consistent with the brand promise made by the company to its customers. This should also be transparent for all internal and external stakeholders. Only this way trust can also be rebuilt in the market and society at large.



Data scientist is the most sought after job for millennials in a 2015 survey by Forbes, with financial planner being the only FS post to make the top ten³.

³ Best jobs for millennials, Forbes, 17 July 2015 (<http://www.forbes.com/sites/susanadams/2015/06/17/the-best-jobs-formillennials/#266a66216203>).



What's on the hearts and minds of pension participants?

Pension fund asset management is not only a matter of balancing risk and return on investments. For the purpose of determining their investment policies, the larger Dutch-based pension administrators investigate the preferences of the participants. What's on their hearts and minds? What are their views on 'responsible investment policies', i.e. selection on the basis of environmental, social and governance (ESG) criteria? For example, do they prefer investments in alternative energy, environmental technology, microfinance or infrastructure? Knowing your ultimate customer, the pension participant, is increasingly important for pension funds for two reasons: first, the opportunity to offer a variety of options associated with increasingly personalised products and second, the impact on the purpose in the future. What will a pension be worth 40 years from now if the earth is uninhabitable by then?



2 out of 5 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.

Priority 2

Develop dynamic workforce supply/demand models to prepare for the workforce of the future

Facts & forecast 2020:

- Labour arbitrage and industry disruption will forge a workforce that is increasingly versatile, mobile, digital and automated.
- Business strategies will shift to take advantage of changing market dynamics. Speed of deployment, ability to implement flexible workforce plans, and adaptability of talent will be critical for organisations to keep pace and compete.
- FS organisations will increasingly tap into alternative sources of talent (e.g. contingent workers) to help drive workforce flexibility.

How can FS organisations respond?

- Implement strategic workforce planning to better anticipate and plan for a variety of scenarios and changes to strategy.
- Enhance dynamic workforce modelling capabilities to enable proactive redeployment of talent and better connect business needs with the required talent.
- Recruit and develop talent with multiple skill sets enabling them adapt to a variety of business scenarios.
- Establish internal mobility processes enabled by technology (e.g. talent marketplaces).
- Implement contingent workforce management processes (e.g. purpose-designed platforms).
- Build a culture of flexibility that is embraced by the leadership.

Flexible workforce needs, failing laws and regulations

Following large-scale job cuts and business restructurings, we see that most FS organisations have constructed a flexible shell around their workforce. Regardless of how they are labelled – self-employed individuals, independent professionals, contingent workers, on-call contractors, freelancers – together they form a flexible layer in the workforce. A Dutch-based insurer spent € 75 million on contingent workers in 2015. Most IT specialists are hired as independent professionals, often through long-term contracts.

However, the agility businesses require during transformation is seriously impeded by new legislation. The Assessment of Employment Relationships Deregulation Act (Wet DBA), effective as of 1 May 2016, is intended to combat pseudo-self-employment, i.e. disguised employment. Currently, the implementation of the rules and regulations is chaotic (i.e. the type of model contract required, the interpretation of criteria for real independence). The regulator has created such a mess that there are voices calling for ‘crying together and starting all over again’. In the meantime, FS organisations have to deal with the law, organise their compliance and show they’re in control. Given the relatively large size of the contingent workforce versus the ‘solid core’ of employees, the risk of tax claims relating to contingent workers deemed to be employed can be material. FS companies will have to revisit their processes and systems and embed the regulatory requirements in their tax control framework.

In the near future, we anticipate a fundamental change of the labour market, in terms of types of contracts, types of pension arrangements and the powers of social partners to conclude CLAs.

Transformational dilemmas

To be successful in the new world, businesses need agility, courage, decisiveness and speed-to-market. Digitised processes, increased efficiency and tailored operations are required to meet customer expectations. Furthermore, these huge transformations are essential to sustainable operating models. Large financial institutions have difficulties in harnessing these core capabilities and need of more talent with the right skills to make swift progress. How can they increase their attractiveness for this talent? In this respect it could help to build potential new business as stand-alone initiatives mimicking a start-up environment. This could help to foster innovation initiatives and create an environment in which talented people are given the opportunity to explore, experiment, proceed by trial and error, are allowed to fail and try again. This approach requires clear strategy and direction. If that’s not available, you will end up in an impossible situation. Thus, make sure that the strategy and direction are crystal-clear from the start. If a financial organisation is still struggling in this respect, it’s impossible to move forward quickly – a genuine dilemma.

Accelerate the pace of change and readiness to respond to market opportunities

The agility of people working in the pension sector will be a critical success factor towards 2020 and beyond. Pension is a complex area; many technical aspects are connected with it. That’s why the pension sector needed – and still needs – a large range of technical specialists. Such super-specialists are excellent in their field of expertise, thorough in their analysis and, by nature, focused on their own knowledge area. They tend to ‘silo’ behaviour and are first and foremost product-driven. However, customers become more demanding and expect personalised services and solutions. The Dutch-based pension administrators are fully aware that they need to move out of the old world into a new world. Agility, flexibility and collaboration are the key concepts underlying change. What we see is that organisations in the pension sector are adopting short-cycle development processes, accelerating the pace of change and building their readiness to respond to market opportunities. Obviously, they need people with different skill sets. One way of attracting new talent is to form alliances or ecosystems with expert partners – for example, a campus in which a large pension administrator, a major ICT company and a university collaborate.

Building the future of pension administrators requires an ambitious change agenda: digitalisation of the back office, investing in data analysis and the use of artificial intelligence and machine learning to provide tailor-made solutions to customers (‘robot advice’). The major challenges for pension organisations include the level of change they can cope with and the organisation of the change itself. Such a transformation is like a store remaining open while undergoing radical remodelling.



Priority 3

Maximise the potential of digital 'talent exchanges' to promote a better match between talent 'buyers' and 'sellers'

Facts & forecast 2020:

- Increasingly competitive market for top talent will shift job selection power to the employee.
- Social media and job rating sites are expanding access to information about prospective employers and influencing decisions on whether to apply for and take up roles.
- Growing demand for employer/employee transparency and information sharing throughout the recruitment process (i.e. the 'uberisation' of recruitment).
- To compete for the best candidates, organisations will need to provide candidates with greater access to information about the business, its aims and what the role really involves.
- Increased transparency will empower both employers and employees in the selection process, and foster a closer cultural fit.

How can FS organisations respond?

- Engage in transparent, technology-enabled talent marketplaces where two-way employee/employer feedback is provided (e.g. former employees provide reviews, employers rate employees).
- Develop talent communities to connect with candidates and keep them up-to-date with company news, events and opportunities.
- Provide meaningful and immersive pre-employment visualisation and experience through gamification, virtual reality, shadowing, and short-term trials (e.g. a 'day in the life' preview).
- Maximise potential of gamification and psychometric testing to better understand candidate skill sets, attributes and cultural fit.
- Develop programmes and processes for outplacement to strengthen cultural fit.

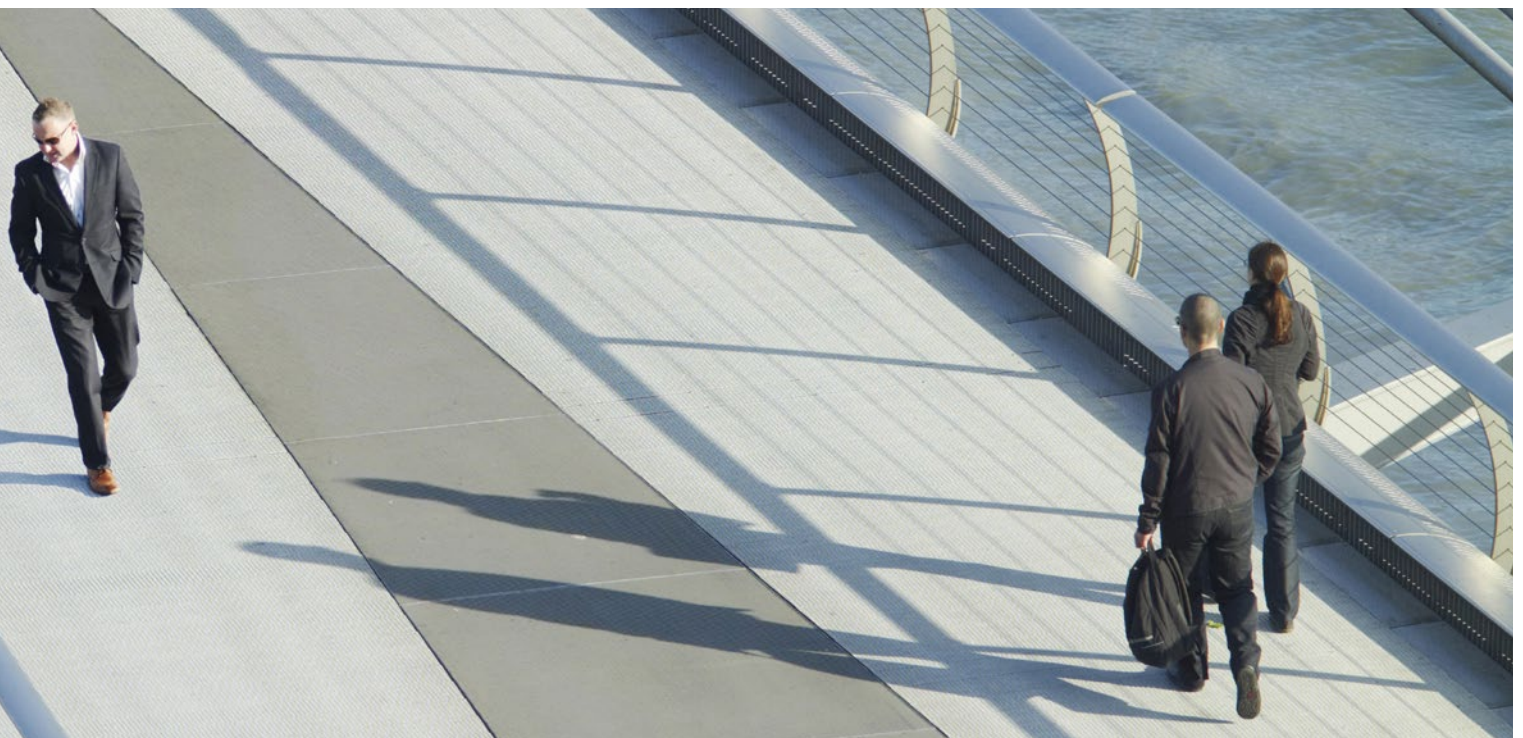


Priority 4

Influence redesign of academic curricula and modernise corporate learning & development (L&D) to build an adaptive workforce

Facts & forecast 2020:

- Concerns over the lack of people with key skills and the right combination of capabilities.
 - Return on investment from some university education continues to be challenged.
 - Academic institutions need to transform learning curricula to meet new workforce skills and mind-set requirements.
 - Organisations will be challenged to create meaningful development opportunities for staff all through their careers.
 - A review and rethink of traditional L&D models is needed to create a more immersive learning environment, and drive employee skills development during the course of their careers.
- How can FS organisations respond?
- Build capabilities to perform and lead in the new marketplace including technological skills, capacity for innovation, emotional intelligence and the ability to adapt to different cultures, constant change and an environment of volatility, uncertainty, complexity and ambiguity (VUCA).
 - Focus on building ‘multi-hatted’ talent with combined business, technical and regulatory acumen to enhance cross-functional execution capability and credibility.
 - Challenge traditional L&D models and begin employee development earlier through more immersive programmes ahead of graduation:
 - Apprenticeships within companies for students.
 - Influence curriculum design via partnerships with universities, including the development of customised programming to match company needs.
 - Promote lifelong learning and adaptability through regular re-skilling to meet changes in market events or business model.
 - Reach out to non-traditional sources of talent such as more people taking vocational courses rather than full degrees.
 - Revisit corporate training programmes, and augment with open online courses and other externally available content.
 - Vigilant tracking and transparency around L&D, supported by real-time feedback and technology enablement.
 - Design and implement career paths outside the organisation to provide new experiences (e.g. one-year rotation in a FinTech business and back into the FS organisation).





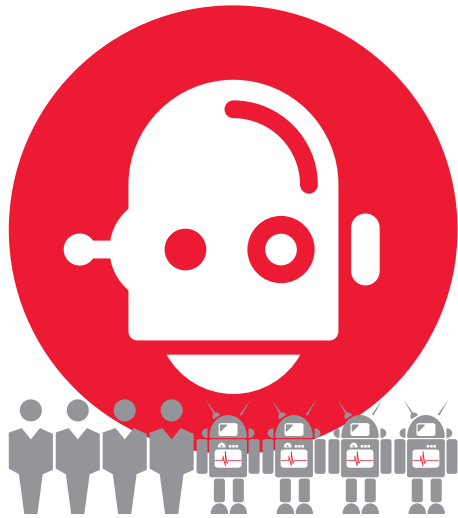
Workforce dilemmas in a VUCA world

We live in a world where volatility, uncertainty, complexity and ambiguity set the tone – a VUCA world. For the upcoming years – say up to 2020 – it makes sense to consider dynamic workforce planning models, but looking beyond 2020 the key questions are: Where is FS going? Will they succeed in reinventing themselves? What type of sustainable business model will survive? The truth is that nobody knows. There's a great deal of uncertainty about the future of financial services. Today, FS is faced with major challenges occurring simultaneously, causing complexity and dilemmas. Leadership must feel they have to solve a series of equations with multiple unknowns – which is impossible. A somewhat pessimistic though realistic scenario, the 'inconvenient truth':

- Digitalisation, robotisation and innovation will lead to net job losses in professional and financial services. Many 'old-style' jobs have already been replaced by 'new-style' jobs and this trend is expected to continue.
- Employers need talent with different skills than those of the present workforce. There is already a shortfall in STEM skills – science, technology, engineering, and mathematics – leading to serious mismatches. Traditional 'old style' re-training cannot bridge the gap between supply and demand in the labour market. Mobility programmes cannot solve the problem, either.
- Within FS there is a relatively large group of older (say 50+) employees with 'old-style' jobs. As the retirement age has been increased to 67 and is expected to increase further in view of a higher life expectancy, FS organisations should find a solution for their ageing workforce. Older unemployed people have little chance of finding a new job. They have no future work prospects and often feel frustrated, useless and worthless.
- A significant loss of employment will inevitably lead to lower productivity and more time for leisure. It will stimulate the debate on the desirability and feasibility of a basic income for all.
- International competition on the labour market is increasing. The talent pool will widen. A Stanford University professor put his college online together with exam opportunity (massive open online courses, MOOCs). An 18-year old Pakistan girl passed her exam with the best score of all students. So the smartest, brightest people may come from developing countries.
- FS organisations should accelerate their capability to search, mobilise and deploy the right skills at the right time, in the right place and at the right cost. This is a data challenge. Our colleagues in the US developed a mobile app to see who's ready to move on to a new role.
- Banks in the Netherlands know that their future is uncertain and that doing nothing is not an option. The dilemma is that the traditional three-to-five-year plans no longer work in this VUCA world; the 'dot on the horizon' is moving.

FS needs people with entrepreneurial spirits, guts and courage – agile, curious people who embrace technology and have high-value capabilities: complex problem-solving skills, intuition, creativity, persuasion, interpersonal interaction and situational adaptability. A few banks have taken on the challenge to move forward with energy and do things differently without exactly knowing where they are going. FS organisations that succeed in connecting talent with speed-to-market will eventually win.

Priority 5



The new face of work

Work is being increasingly automated and digitised. Nearly half of jobs are likely to be computerised over the next 20 years. So when we talk about the workforce, we could just as easily be referring to a robot as a human. Are your people ready to work alongside artificial intelligence as part of a hybrid workforce?

Digitalise the workplace to fuel increased workforce productivity

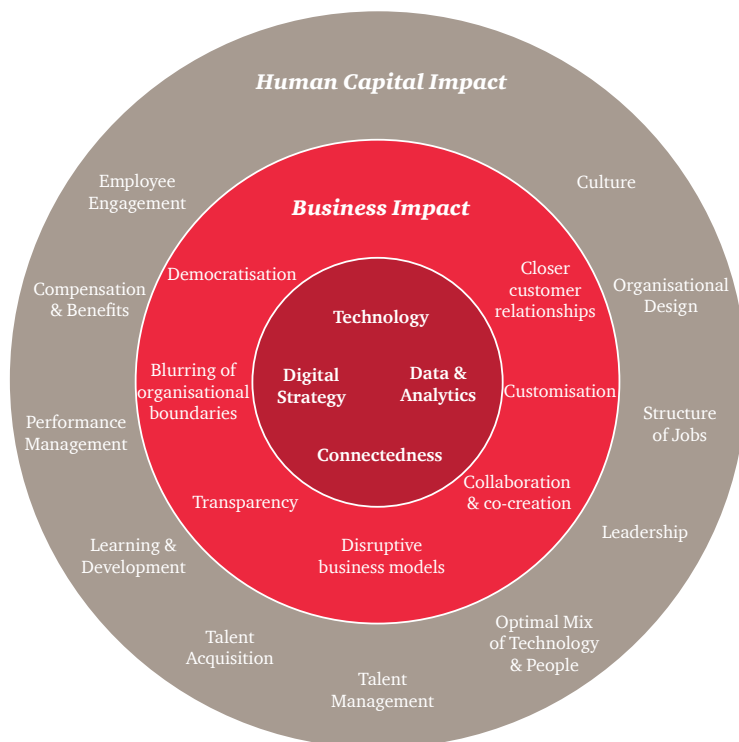
Facts & forecast 2020:

- Robotics and artificial intelligence are replacing repeatable, transactional tasks, both those facing the customer and the employee.
- Automation of work is commonplace; business process management solutions and cloud-based HR technologies are automating formerly manual tasks (on-boarding, recruitment, workload management, performance reviews), driving self-service delivery and freeing up capacity to focus on more strategic, high-value activities.

How can FS organisations respond?

- Analyse impacts of new technologies on job roles, accountabilities, skills and mind-set.

- Redesign job frameworks (capabilities, job families, roles, pay) based on the new business models and disruptive technology.
- Make use of efficiency gains from increased HR self-service to refocus HR on strategic projects which have direct impacts on business strategy (e.g. talent strategy development, workforce planning and employer brand promotion).
- Develop programmes that enable workers displaced by technology to be re-skilled/ redeployed internally.
- Revamp HR operating model with a focus on new capabilities, effective governance, best fit technology and clear metrics to demonstrate how HR contributes to business value.



Digital transformation has a ripple effect on business and human capital⁴

Digital transformation harnesses the synergy of four central elements – technology, connectedness, data and analytics, and digital strategy – to create business value by meeting customer needs. Digital transformation may be concentrated in selected parts of the organisation, or reshape the company, or disrupt an entire industry.

⁴ Source: The Conference Board, Digital Transformation: What Is It and What Does It Mean To Human Capital, July 2016 - <https://www.conference-board.org/digital-transformation-human-capital/>

Digital transformation: what is the impact on people?

Digital, technology and robot science are developing fast, e.g. the devices mesh with embedded sensors to collect integrated data leading to smarter systems and algorithms, 3-D printing is used for mechanical parts, advance machine learning is replacing data collection and analyses by people, drones are being used for parcel delivery, and advanced customer architecture is predicting behaviours based on imitations of the human brain.

FS organisations are more aware of the central elements of digital transformation, the impact on their business model, and the expectations of their stakeholders: customers, business and expert partners, shareholders and investors, regulators, employees and the society at large. FS organisations are going through digital transformation. And what does this mean for people – their current people and the people they need in the future? Taking the employee life cycle of inflow, through-flow and outflow as a starting point, we think there are many innovative opportunities and supporting challenges for FS organisations.

HR Opportunities supporting the challenges

Employer branding and employee value proposition	<ul style="list-style-type: none"> Organise flexibility in jobs, roles, types of contract – employment, independent (self-employed, freelance, contingent) and internal mobility. Re-balance permanent/flex work and full-time/part-time jobs. Speak with ‘one voice’: Ensure that the purpose, culture and value proposition are embedded in the overall branding and employer branding.
Recruitment	<ul style="list-style-type: none"> Use gamified psychometric screening tools, e.g. virtual reality assessment games, offering candidates a realistic experience of the workplace and culture. Revamp recruitment campaigns with a clear purpose and employee value proposition: what makes your company an attractive employer to work for?
Onboarding	<ul style="list-style-type: none"> Ensure that on-boarding of new hires is interactive. Use online programmes and game mechanics to enable the new hire to get to know the organisation and colleagues quickly, but also provide a platform to share first impressions and experiences. Include an on-boarding ‘company experience’ to embrace the candidate with the culture and way of working.
Jobs and roles	<ul style="list-style-type: none"> Create an internal online marketplace for new jobs and roles on which people can apply. Collect instant 360° feedback (‘crowdsourcing’). Build data-based employee profiling to enable early alerts on new jobs, roles and positions but also on availability of employees.
Learning & Development	<ul style="list-style-type: none"> Promote continuous learning in accordance with the 70-20-10 model: 70% on the job, 20% via coaching and feedback and 10% via classical training and courses. Recognise participation in massive open online courses (MOOCs), expert communities and knowledge sharing initiatives. Introduce serious games: simulations, scenario testing, and visualisation related to positions and desired behaviours in your organisation.
Performance and Reward	<ul style="list-style-type: none"> Use real-time and transparent feedback tools and regular check-ins to review performance and support development. Ensure that special rewards can be linked to successful completion of a project. Consider pay structures that reward entrepreneurial spirit and value creation, based on ownership.
Leavers	<ul style="list-style-type: none"> Ensure that leaving is also interactive: arrange an ‘exit interview’ with the leaver and give him/her access to a leaver-specific online feedback tool.
Council Board	<ul style="list-style-type: none"> Embrace diversity in the broad sense: give a platform to school pupils and students to voice their opinion on current and future developments and challenge them to come up with out-of-the-box solutions.

Priority 6

Integrate human capital data analytics in priority business decisions

Facts & forecast 2020:

- Many FS organisations lack the robust analytical capabilities needed to make meaningful use of workforce data.
- Increasing volumes of workforce data and integrated technology platforms will enable major advances in workforce analytics, including:
 - predictive analytics to identify skills and experiences that are indicative of success at an organisation.
 - biometric data from wearables.
 - labour market analytics to inform new market entry.
 - surveillance data to monitor potential misconduct.

How can FS organisations respond?

- Ensure that investments in HR technology include robust data analytics and visualisation capabilities (either acquired externally or developed internally).
- Recruit and develop HR talent with quantitative data modelling skill sets, as well as the ability to interpret data and understand its business implications.
- Make it clear to employees how workforce data is used.
- Provide the value from employee data that will encourage them to provide more information.
- Partner with the business to identify how human capital descriptive, predictive and prescriptive analytics can inform strategic decision making.

Explore leading principles for remuneration

Remuneration within Dutch-based financial enterprises is subject to strict EU regulations and national legislation. For example, the 20% bonus cap is perceived as a serious threat to the competitiveness of the financial sector.

We see three leading principles for a relevant and appropriate remuneration framework:

1. What can we afford based on an economically healthy business model? What financial leeway do we have to reward our people? Is there financial scope to invest in new talent with the skillsets we need?
2. What type of performance culture do we have? And which remuneration structure fits well with that culture? What ratio of fixed to variable remuneration is right for us and our business?
3. Regulatory constraints, restrictive legislation and policies: no matter how difficult and complex the rules, the perception of society is that there's always a way to circumvent them. It is, therefore, imperative to ensure our remuneration framework is and remains based on our company's DNA.

As regards the fixed/variable pay ratio, there are different approaches used by the various businesses in FS. Remuneration in retail banking has clearly shifted to more fixed income in response to the regulatory developments. In investment management and fintech, remuneration remains heavily linked to the profitability and value creation. Although this is not surprising given the underlying business models, these developments do pose challenges. In retail banking the reduction of fixed costs is key leaving little avail regarding people expenses. This is likely to lead to reduction in numbers as the most likely resort. As regards investment management and fintech it may well be possible that huge value is created by a small group of key performers. Consequently, these people may be earning significant amounts of variable remuneration. This may be appropriate in this context, but may be perceived as excessive by the general public. Offering ownership structures to key people could be the solution. They are then required to invest a substantial amount of their own funds in a private enterprise and show real entrepreneurship – run the risk and reap the reward. However, as indicated above, this will only work if this approach is consistent with your company's DNA.

Priority 7

Redesign jobs and compensation models to reward contribution to business value

Facts & forecast 2020:

- Downward pressure on compensation in FS is coming from regulatory changes, public scrutiny and investments in technology.
- Current pay structures are not sustainable – FS organisations will need to move away from traditional pay models that reward tenure and focus on contribution to business value.
- Redefinition of required capabilities, redesign of job, redefinition of internal/external sourcing models based on access to talent and links to dynamic market-based rewards are required.

How can FS organisations respond?

- Design new compensation structures and ensure that high performance and delivery of strategic business objectives are rewarded.
- Revise processes to release lower performers to make way for fresh new talent.
- Redefine job frameworks and organisational hierarchies to align to new compensation structures.
- Establish robust value metrics and measurement techniques to ensure that new organisational roles are fairly rewarded for the value they provide (pay for value).
- Anticipate and embed regulatory requirements in reward design, performance management and rewards processes.

Getting started:

10 key questions to address if you want to optimise talent today while building for the future

1. What forces are changing your business and its markets?
2. What implications do those changes have on your workforce strategy?
3. What skills do you need to achieve your business goals?
4. How can you develop a more data-informed, forward-looking and strategically aligned approach to workforce planning, capable of dealing with the demands of a fast-shifting marketplace?
5. How can you broaden access to people with the most competitively priced skills and capabilities, including attracting people who are currently put off or haven't considered a career in FS?
6. What role will digitalisation, robotisation and artificial intelligence play in delivering your objectives and what are the implications for your human workforce?
7. What role will contingent labour play in achieving your objectives and how can their contribution be managed in a more proactive and systematic way?
8. How can you manage the differing demands of an increasingly diverse workforce?
9. How can you maximise the operational agility and organisational cohesion of your workforce?
10. How can you ensure that rewards are sustainable and reflect real value creation?

By determining a clear and decisive response to these questions, your organisation will be able to keep pace with fast-changing customer expectations and capitalise on emerging opportunities ahead of your competitors.

If you simply rely on tried and trusted approaches to human capital or take a reactive approach to unfolding demands, you won't be able to execute your strategy and you risk losing relevance within the marketplace.

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