**The future – what it means**

**Inclusive economic growth**

Business must be responsible for experience-based **learning** and helping employees learn how to learn. But a true lifelong approach to education and learning is fundamental.

**Education, skills and career development** will be more critical than ever to inclusive growth.

Policies must support a **dynamic workforce** that can constantly upskill and reskill, and enable innovation and workforce inclusiveness.

**The workforce**

Don’t get caught up in the STEM hype to the detriment of humanities. Quality **learning** is needed across both.

Success will take not just the right heads with the right skills but the right mix of heads both in the workforce and delivery teams.

Those able to **apply knowledge** will fare best.

The learning curve may not be the earning curve. Workers may have to upskill continually to simply stand still financially.

Wage growth has been the strongest for those with BOTH cognitive and social skills.

**Drivers**

77 million millennials (more than half the workforce) expect a mobile work environment, and are fuelling the new “freelance economy” and will change employers after 16 months on average.

42% surveyed expect to increase the use of robotics and cognitive technologies AND 20 percent expect automation to increase hiring levels.

76% surveyed expect automation will require new workforce skills in the next one to three years.

42% surveyed expect to increase the use of contingent workers in the next three to five years.

A “hollowing out” of the labour market is seen in some markets, leading to growing inequality in skills and earnings.

Measuring the workforce is becoming more unclear. For one company it could be 18000, 30000 or 57000 depending on how the worker is defined.

A shifting balance of work time to leisure time, more specialization, and a cultural evolution.

A need for more skills, including digital know-how, management capability, creativity, entrepreneurship, and complex problem solving.

Technology can make learning available anywhere, anytime to anyone.

**Impacts**

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**The future of the workforce**

Drivers and Challenges

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**1 Deloitte Human Capital Trends 2016**