- megatrends
- fast-changing roles
- business functions
- talents & skills

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MACROTRENDS driving business Transformation 2023-27

Technological advancement through
increased adoption of new frontier technologies and Broadening Digital Access

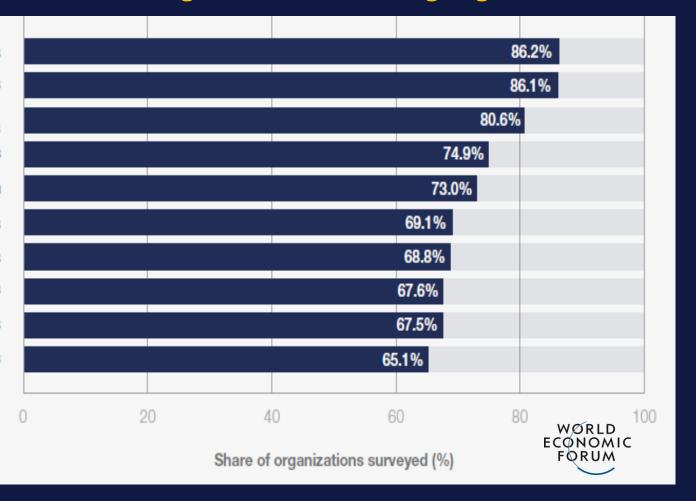| Macrotrend	Share of organizations surveyed (%)
Increased adoption of new and frontier technologies	86.2%
Broadening digital access	86.1%
Broader application of Environmental, Social and Governance (ESG) standards	80.6%
Rising cost of living for consumers	74.9%
Slower global economic growth	73.0%
Investments to facilitate the green transition of your business	69.1%
Supply shortages and/or rising cost of inputs for your business	68.8%
Consumers becoming more vocal on social issues	67.6%
Consumers becoming more vocal on environmental issues	67.5%
Climate-change induced investments into adapting operations	65.1%

Share of organizations surveyed (%)

WORLD ECONOMIC FORUM

TOP 15 fastest-changing roles

Source: World Economic Forum, Future of Job Survey 2023.

Left chart (fastest-growing roles), top to bottom:
- AI and Machine Learning Specialists
- Sustainability Specialists
- Business Intelligence Analysts
- Information Security Analysts
- FinTech Engineers
- Data Analysts and Scientists
- Robotics Engineers
- Big Data Specialists
- Agricultural Equipment Operators
- Digital Transformation Specialists
- Blockchain Developers
- E-commerce Specialists
- Digital Marketing and Strategy Specialists
- Data Engineers
- Commercial and Industrial Designers

Axis: -50 -25 0 +25 +50

Right chart (fastest-declining roles), top to bottom:
- Relationship Managers
- Software testers
- Claims Adjusters, Examiners, and Investigators
- Credit and Loans Officers
- Security Guards
- Door-To-Door Sales Workers, News and Street...
- Statistical, Finance and Insurance Clerks
- Legislators and Officials
- Accounting, Bookkeeping and Payroll Clerks
- Material-Recording and Stock-Keeping Clerks
- Administrative and Executive Secretaries
- Data Entry Clerks
- Cashiers and Ticket Clerks
- Postal Service Clerks
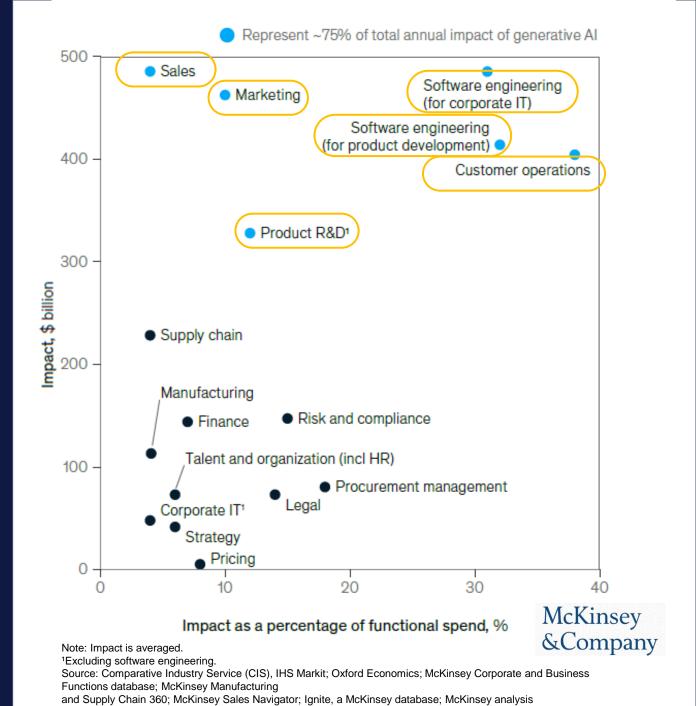- Bank Tellers and Related Clerks

Axis: -50 -25 0 +25 +50

The fastest-growing roles are tech/digital driven by Artificial Intelligence, Sustainability, Business Intelligence, Security, Blockchain, RPA

The fastest-declining roles are expected in administrative roles and in traditional, security, factory and commerce roles.
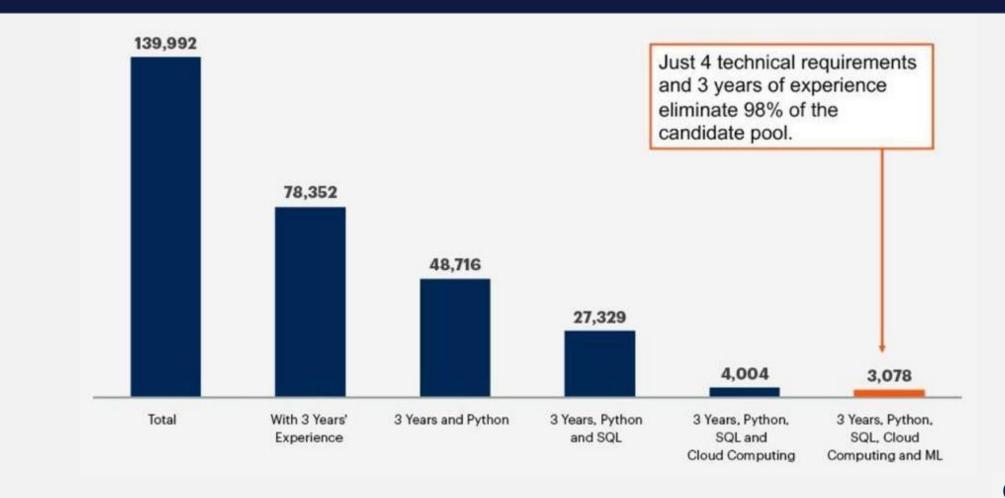
Using generative AI in just a few functions could drive most of the technology's impact across potential corporate use cases.

- **Sales**
- **Marketing**
- **Software Engineering**
- **Customer Operations**
- **Product R&D**

Represent ~75% of total annual impact of generative AI

Impact, $ billion

- Sales
- Marketing
- Software engineering (for corporate IT)
- Software engineering (for product development)
- Customer operations
- Product R&D[1]
- Supply chain
- Manufacturing
- Finance
- Risk and compliance
- Talent and organization (incl HR)
- Corporate IT[1]
- Strategy
- Legal
- Procurement management
- Pricing

Impact as a percentage of functional spend, %

Note: Impact is averaged.
[1]Excluding software engineering.
Source: Comparative Industry Service (CIS), IHS Markit; Oxford Economics; McKinsey Corporate and Business Functions database; McKinsey Manufacturing and Supply Chain 360; McKinsey Sales Navigator; Ignite, a McKinsey database; McKinsey analysis
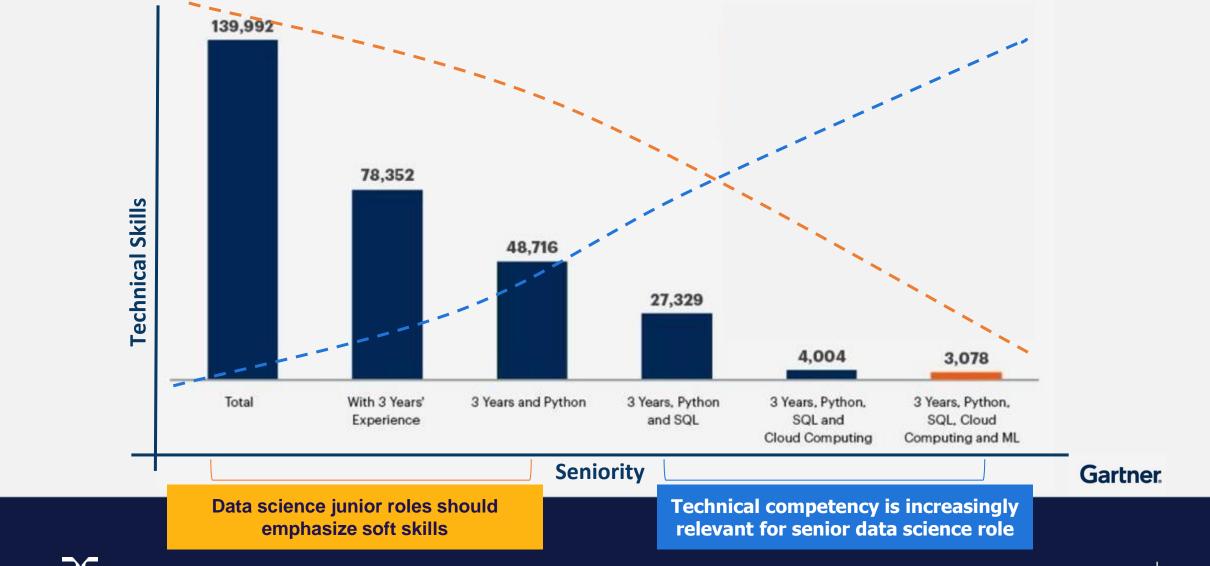
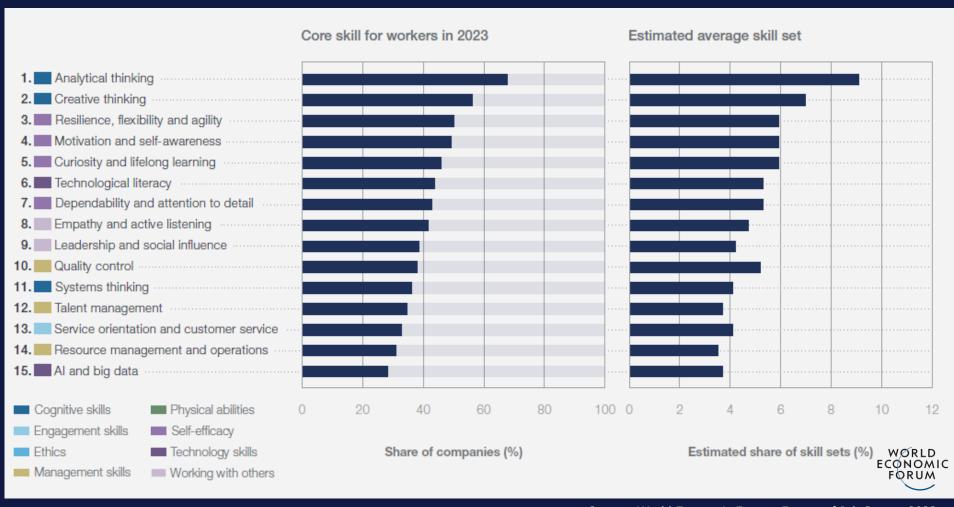McKinsey & Company

AI Talent hard to find

AI Talent hard to find

TOP 15 Core Skills for Workers

Analytical & Creative
thinking for workers are the most important skills for workers

Top Self-efficacy Skills
Recognition of the importance of workers ability to adapt to disrupted workplaces.

Core skill for workers in 2023

Estimated average skill set

1. Analytical thinking
2. Creative thinking
3. Resilience, flexibility and agility
4. Motivation and self-awareness
5. Curiosity and lifelong learning
6. Technological literacy
7. Dependability and attention to detail
8. Empathy and active listening
9. Leadership and social influence
10. Quality control
11. Systems thinking
12. Talent management
13. Service orientation and customer service
14. Resource management and operations
15. AI and big data

Share of companies (%)

Estimated share of skill sets (%)

Legend:
- Cognitive skills
- Engagement skills
- Ethics
- Management skills
- Physical abilities
- Self-efficacy
- Technology skills
- Working with others

WORLD ECONOMIC FORUM

Source: World Economic Forum, Future of Job Survey 2023.

- how we innovate
- AI principals
- what we are doing

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How we support innovation

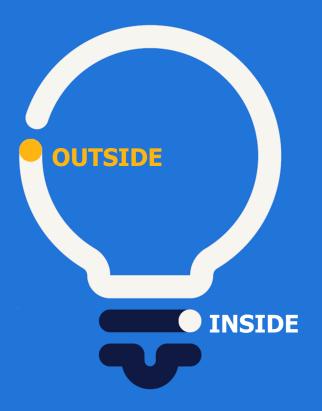**Proactively scouting** new digital solutions and support call for ideas

Act as a **HR digital observatory** monitoring new tech trends and opportunities

Experiment new solutions with proof of concept and short term pilot

Build an **open innovation ecosystem** with partners

OUTSIDE

INSIDE

VIP

Very Innovative People

A pool of resources from different business units, working collaboratively for designing new corporate solutions.

Startup Pitch

A recurrent event where startups present new concept and idea aiming to cope with business needs and market trends.

Digital Sponsors

Aim to spread the new solutions across the field, collecting pros and cons of new and existing solutions.

Artificial Intelligence principles

**At Randstad, we believe the best results are achieved by combining
our passion for people with the power of today's technology,
with the goal of supporting people and organizations in realizing their true potential.**

human forward
beneficial outcomes for
society as a whole

human oversight
human direction and control

transparency & explainability
transparent about the use
provide meaningful information

accountability
all times responsible
and accountable

privacy and security
comply with applicable privacy
and data protection laws

fairness & inclusivity by design
treat individuals fairly and respect principles
of non-discrimination, diversity and
inclusiveness.

AI pilots on going

Sales Activities
- Improve pipeline execution through better data usage
- More focused contacts and reduce waste of time

Customer Operations
- AI chatbot for easy resolution in selfcare
- More efficiency and fast answers to talent and client

AI Talent Support
starting from job adverts creation
- SEO/SEM optimized
- Easy to use, faster to release

Mktg Budget Allocator
- AI predictive engine to address advertising budget to maximize best talent fit to open positions
- Same costs higher conversion

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human forward.