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EXECUTIVE SUMMARY

INCLUSIVE FUTURE OF WORK:
A CALL TO ACTION

Imagine you are a medical transcriptionist, responsible for converting voice-recorded medical records into written documentation and correcting errors made by speech-to-text software.
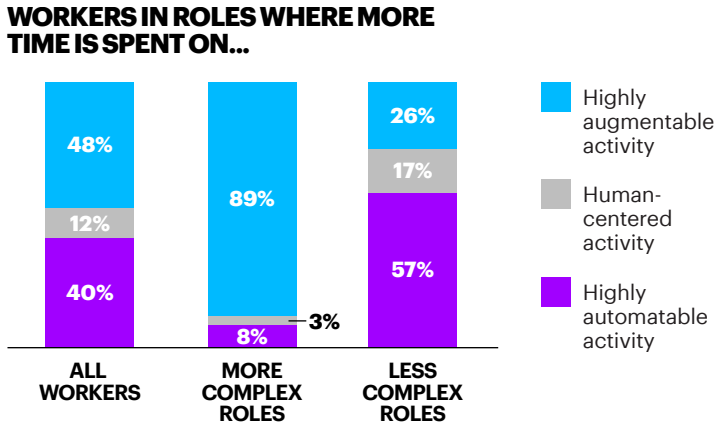
One day, your supervisor introduces an advanced voice analysis program with machine-learning capabilities. With each correction you make, the software's accuracy improves. Over time, your job changes to include new tasks that require a different set of skills, but you have not had the opportunity to pursue additional schooling or on-the-job training. This is the only job you've ever had, and you're not sure you can make the transition. You have limited savings and significant family responsibilities. How do you navigate this challenge?

Today, intelligent technologies—such as Analytics, Big Data, Artificial Intelligence (AI) and Robotics—are reshaping work and redefining which skills are in demand across industries and geographies. There is a huge opportunity for workers to learn new skills and for businesses to create more value. In fact, by 2022 AI alone could increase revenues by 38 percent and employment by 10 percent.[1]

Our call to action focuses on workers facing a double disadvantage. These workers have:

1. **Higher likelihood of technological disruption from automation** given the nature of their work—less complex roles consist largely of routine tasks and typically require only primary or secondary education (see Figure 1).

2. **Fewer resources** to navigate career transitions—limited financial safety net,[2] lower job security,[3] lower proficiency in high-demand skills,[4,5] and unequal access to training.[6]

Figure 1: Proportion of Workers in Roles by Complexity (%)*

WORKERS IN ROLES WHERE MORE TIME IS SPENT ON...

	ALL WORKERS	MORE COMPLEX ROLES	LESS COMPLEX ROLES
Highly augmentable activity	48%	89%	26%
Human-centered activity	12%	3%	17%
Highly automatable activity	40%	8%	57%

*Average across Brazil, France, Germany, Japan, South Africa, UK, and US. It's Learning. Just Not As We Know It., Accenture, 2018 Analysis on Employment data from National Statistical Offices, ILO and O*Net Database.

How to support vulnerable workers as they transition to new career pathways?

At Accenture, we are dedicated to positively impacting our people, our clients and our communities by creating **"new skilling"** pathways for an **inclusive future of work** —a future in which all workers have the motivation, means and opportunity to thrive in the digital economy. To that end, we are collaborating across Corporate Citizenship, Human Resources, our Talent & Organization practice, and our Innovation Architecture to close the current knowledge and action gap in communities around the world.

THE AGE OF "NEW SKILLING"

We refer to "new skilling" rather than "reskilling" because skillbuilding is additive. We aim to provide workers with new skills to supplement their existing expertise, rather than discredit or discount what has already been learned.

TODAY'S WORKFORCE CAN BE TOMORROW'S.

Actionable Solution Spaces for an Inclusive Future of Work

Through a series of ~60 ethnographic interviews with workers, over 30 expert interviews, a series of design workshops, and survey data analysis of more than 14,000 workers and 1,200 employers, we developed a framework of four solution spaces (see Figure 2). These solution spaces are sets of workforce interventions that will enable workers to **envision** new career pathways, **expand** access to relevant learning inside and outside of work, **experience** new roles and build work history, and **empower** themselves and each other to pursue lifelong learning through mutual support, mentorship, and peer-to-peer learning.

HOW CAN WE SUPPORT WORKERS TO...

ENVISION career pathways built on strengths and the confidence to get there

EXPAND access to relevant learning inside and outside of work to future-proof skills

EXPERIENCE new roles and add to work history by putting skills into practice

EMPOWER themselves and each other to pursue lifelong learning through mutual support, mentorship and peer-to-peer learning

Figure 2: Four Solution Spaces for an Inclusive Future of Work

ENVISION
Map the Journey

EMPOWER
Network and Grow

EXPERIENCE
Put Skills into Practice

EXPAND
Future-Proof Skills
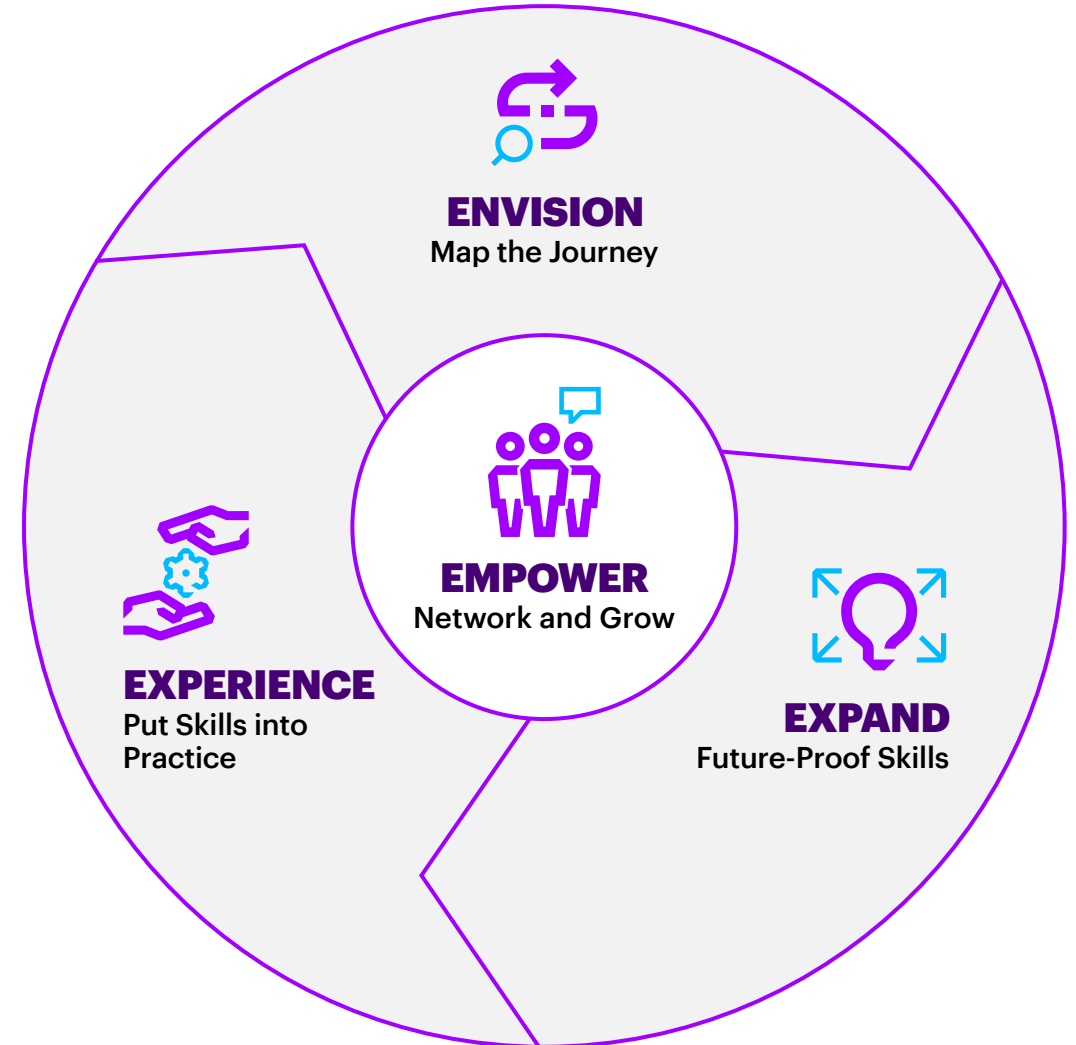
ENVISION
Map the Journey

Supporting Workers with Actionable Solution Spaces

"Envision" solutions build workers' confidence, as well as their mental and emotional resilience, to transition to new or different career pathways. They enable workers to look beyond familiar roles, envision new career paths, and pursue new skills at any stage of life. As a result, future career options are more visible and actionable.

"AI, robots that are coming in… they're not just hitting my industry, they're hitting a lot of industries. Especially accounting and financial services, so it's a little bit difficult to say what I'd go into. If I just go into another role, it might be under the same sort of stresses."

– Logistics Operator, Ireland

Highlighting a New Skilling Pioneer

French start-up Bayes Impact created **Bob Emploi**, a digital service that uses algorithms based on data from the French Employment Agency to help job seekers find resources that best match their specific profiles. They assess a jobseeker's individual situation before providing personalized recommendations of viable employment strategies. Within their first year, Bob Emploi had reached 130,000 users, 42 percent of whom say the platform contributed to their finding a job.[7]

EXPAND
Future-Proof Skills
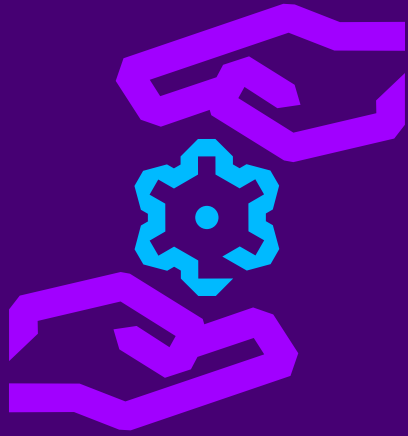
Supporting Workers with Actionable Solution Spaces

"Expand" solutions reframe the employer-employee relationship to include mutual investment in their career growth and development. These solutions ensure new skilling is flexible and builds in-demand skills that align with both market need and workers' interests. As a result, workers are more likely to transition to new roles faster while still employed.

"[Building] a career takes time and money. I don't have either."

– Construction Laborer, India

Highlighting a New Skilling Pioneer

The **SkillsFuture Movement** develops Singapore's social compact on skills. The Movement works alongside tripartite partners, education and training providers as well as strategic intermediaries to build a dynamic skills ecosystem to support pre-skilling, re-skilling and deep-skilling of individuals to be resilient for the new economy. The range of support includes course fees subsidy, SkillsFuture Credit, work-learn programs, and online-and-offline career and learning advisory services.[8,9]

EXPERIENCE
Put Skills Into Practice

Supporting Workers with Actionable Solution Spaces

"Experience" solutions give workers firsthand insight into jobs and roles via real and virtual experiences without interrupting income. To achieve this, employers must redesign roles to activate different types of skills, and workforce development organizations must help employers recognize and hire talent based on performance and potential rather than pedigree.

"Often people change roles and find the grass isn't always greener. It's a drastic step to take and one that can be hard to reverse."

– Property inspector, UK

Highlighting a New Skilling Pioneer

QUEST Alliance has trained over 20,000 youth for jobs in India's retail, customer interaction and services sector, with 70 percent placement. The organization blends in-person training with computer-based and mobile learning in Vocational Training Centers. QUEST is currently exploring the application of virtual reality tools for skill building and career development.[10]
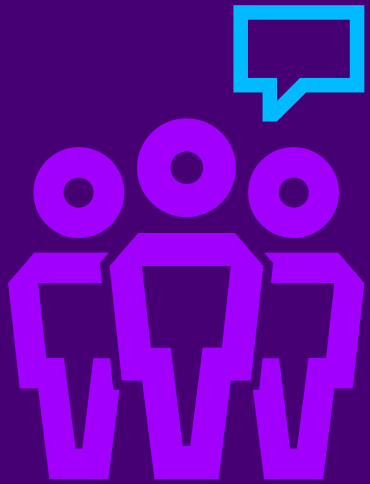
EMPOWER
Network and Grow

Supporting Workers with Actionable Solution Spaces

"Empower" solutions help workers learn with and from each other as they upskill, unlearn old habits, and pay it forward to their community. These solutions also enable workers to share the burden of learning, career objectives, and family and financial commitments. As a result, workers have improved visibility into local opportunities and strengthened their community ties through new, diverse networks.

"Just being able to know that someone else is going through the same thing, [that] you are not alone, makes it a whole lot more bearable and hopefully enables you to accomplish the goal of finding a new job."

– Librarian, US

Highlighting a New Skilling Pioneer

Skillshare is a US-based online learning community that connects individuals with expertise in dozens of creative and entrepreneurial disciplines with others who wish to learn from them. Today, the Skillshare community consists of over 5 million members, of whom six thousand are teachers, delivering courses from 100+ countries around the world. In addition to taking classes, members can also use the site to receive feedback on projects, connect with others in their industry, and discover new career opportunities. Premium membership, which offers unlimited access to the full catalog of 20,000 classes, starts at just $8 per month.[11]

Join Us to Build an Inclusive Future of Work

The new skilling solutions outlined in this report are intended as tools for business and workforce development leaders to prepare the workforce for a changing world of work. Investing in new skilling solutions would benefit all:

Workers would benefit from skillsets tailored to local demand, better access to opportunities, and a more appropriate job fit.

Employers would gain a deeper talent pool, reputational benefits, and an improved scale of learning and training opportunities.

Workforce development organizations would achieve improved outcomes for workers through strengthened employer relationships and improved longevity of impact.

However, to achieve impact at scale, actions must be taken across sectors, not in silos. We believe that systems-level change is required by leaders across sectors to reframe the conversation on technology and work.

Three Principles for an Inclusive Future of Work

SHIFT THE CONVERSATION

Employers start courageous conversations with workers—actively planning for and communicating about the impact of intelligent technologies on work and equipping their people for successful transitions.

Workforce development organizations look ahead to engage with employers on transitioning workers to the roles of tomorrow and to support workers with new skilling.

REIMAGINE WORK

Employers pivot the workforce and prepare workers to collaborate with intelligent technologies by redesigning roles to support continuous learning.

Employers shift from workforce planning to work planning—restructuring how tasks are allocated across their business and carving out work for agile teams.

RECOGNIZE INHERENT VALUE

Workforce development organizations build workers' confidence and resiliency encouraging workers to share their strengths with others and promoting peer-to-peer networks.

Employers develop new talent pools—prioritizing potential over pedigree and embracing new skilling.

JOIN US TO BUILD AN INCLUSIVE FUTURE OF WORK

We are actively engaging an ecosystem of partners to design, develop, and pilot solutions to address the issues raised in this report—starting with a first wave of projects underway in the US and UK. These pilots will serve as laboratories to test and improve our new skilling framework with the aim of helping workers in less complex roles navigate the transition ahead.

Let us know if you would like to help us mobilize pilot projects, scale what works, or serve as an advisor. Contact us at corporatecitizenship@accenture.com

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About Accenture Corporate Citizenship

At Accenture, we innovate to build more inclusive societies. To create positive, meaningful impact, we put people first and use technology to develop sustainable solutions to complex societal challenges. With our partners, our clients and our communities, we are improving the lives of millions around the world, now and for the next generations.

Join the Conversation

#FutureWorkforce

#InclusiveFutureOfWork