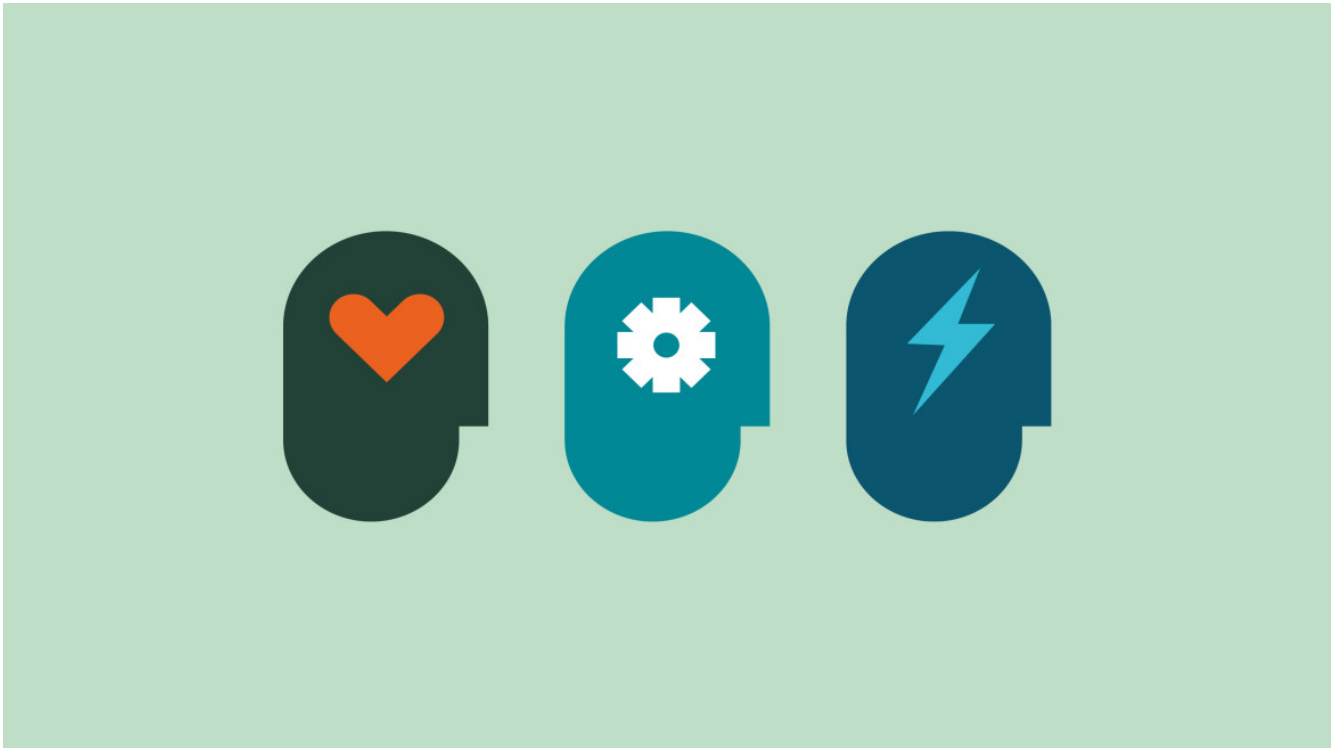


Trends 360

Man, Machine, and Creativity



Robots, AI, automation—many jobs will change as a result of these technologies. Some may even disappear. But if history is right, most changes will be good ones.

Between 1982 and 2012 employment grew significantly faster in occupations that embraced the use of computers. As automation eliminated routine, repetitive work, humans had more time to do what machines can't do—creative work. The future will need everyone to unleash their creative potential to solve complex problems, make new connections and generate ideas. The future is creative.

TECHNOLOGY: PROMISE OR PERIL?

52%

Activities people are paid to do in the world's workforce that could potentially be automated by current technologies.

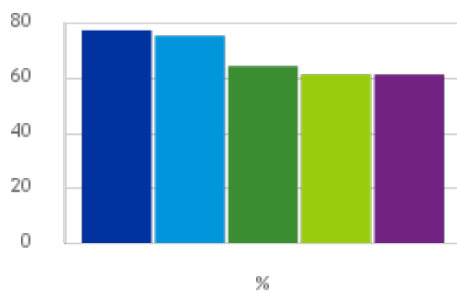


42% Percentage of jobs predicted to be transformed by digitalization in France in the next 10 years.

5% Less than 5% of all occupations can be entirely automated.

REGIONAL JOB IMPACT FROM AUTOMATION IN THE NEXT 15 YEARS

■ Creativity + Innovation ■ Leadership ■ Emotional Intelligence ■ Adaptability ■ Problem Solving



A LEADER'S PERSPECTIVE



77% CEOs concerned that key skill shortages could impair their company's growth.

61% Leaders that don't believe their company is very creative.

52% CEOs that plan to hire more employees, but the skills they consider most important are those that can't be replicated by machines.

THE CREATIVITY GAP

42% of employees say their company measures productivity by how much work they produce.

34% of employees say their company measures productivity by how creative their ideas are.



77% Workers who believe creativity will be a critical job skill in the future.

65% Employees who say they are not living up to their creative potential.

40% Employees who say their company has a culture that encourages creativity.

By 2020, more than **1/3** of the desired core skill sets of most occupations will be comprised of skills that are not yet considered crucial to the job.

65% of kids entering school today are going to be doing jobs that currently don't exist.

Sources: (1) McKinsey Global Institute analysis (2) UK Economic Outlook, PwC, 2017 Think Act, Les Classes (3) Moyennes Face à La Transformation Digitale, Roland Berge Strategy Consultants, 2014, (4) 20th CEO Survey, PwC, 2017, (5) Adobe State of Create 2016 (6) 20th CEO Survey, PwC, 2017 (7) 20th CEO Survey, PwC, 2017, Sources: (8) Steelcase Creativity and the Future of Work Survey, 2017 (9) Adobe State of Create 2016 (10) Steelcase Creativity and the Future of Work Survey, 2017, (11) The Future of Work Report, World Economic Forum, 2017, (12) McKinsey Global Institute Analysis

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