



# FUTURE OF WORK

DIFFERENT PERSPECTIVES ON TOMORROW'S WORKPLACE



cutting through complexity

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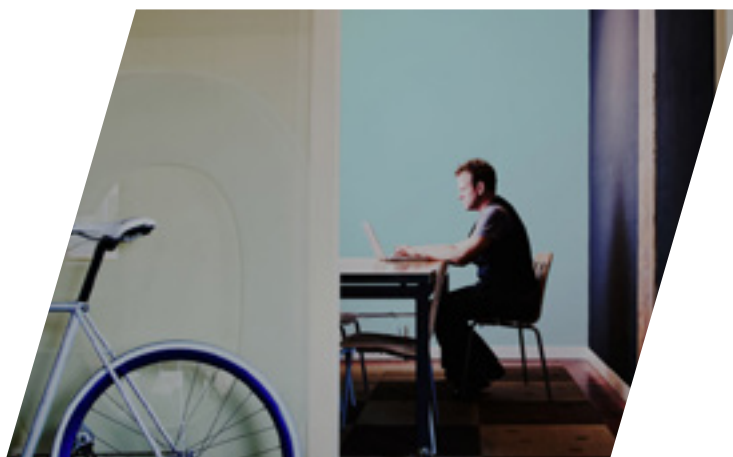
## FROM THE EDITOR

Central to the future of business is the human question. This edition has been looking at tomorrow's workplace and we've now added three additional articles that present further intriguing possibilities. 'The silver lining' looks at the growing importance of the older worker. 'Towards virtual employee networks' examines the potential benefits of home working. 'Rise of the portfolio worker' predicts a new type of employee who would combine the loyalty of a full-timer with the flexibility of a freelance.

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As the pay gap between the talented few and the rest continues to grow, David Fairs examines the consequences in.



Meanwhile, Robert Bolton argues in unleashing the talent within that organisations should concentrate on developing their entire talent base, not just the C-Suite.

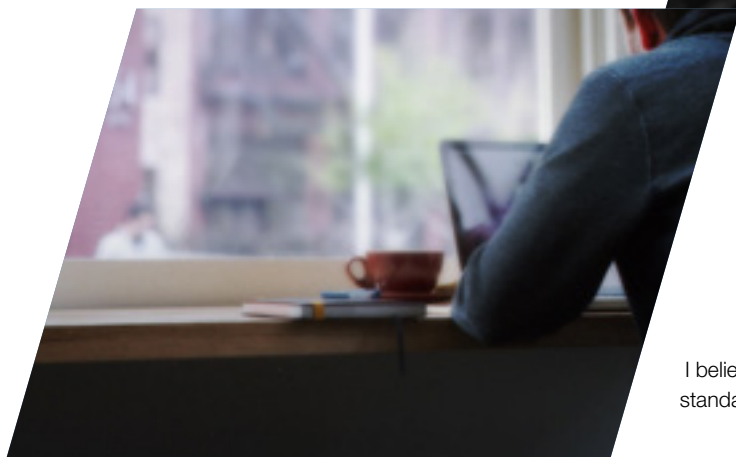
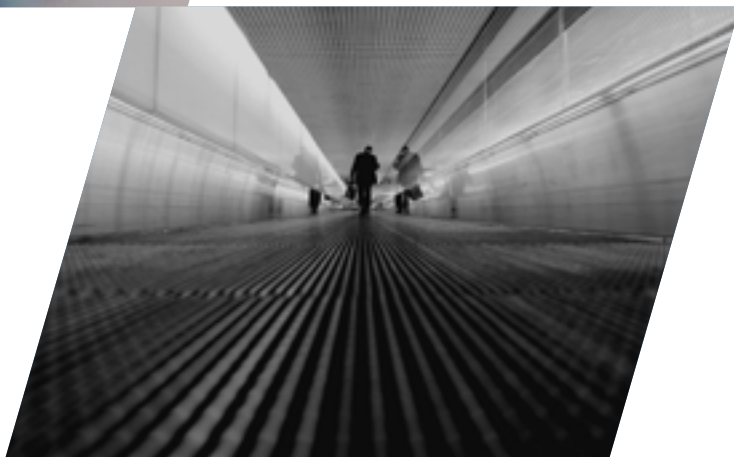
# FUTURE OF WORK

For some people, pay isn't everything. So what else will tomorrow's employees want? Kate Holt has a suggestion in beyond the pay cheque - the new key to employee engagement.



While Cassandra Hancock believes that Generation Z will demand nothing short of complete control in letting go to grow.

Looking beyond the immediate future, we foresee a dearth of both talent and capital. We then predict an intriguing new solution to both shortages in does capital have a human future?



I believe analytics will become a competitive standard for all businesses, online and offline.

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A new breed of employees could bring highly sought-after skills to as many as ten regular employers. David Knight explains more in rise of the portfolio worker.



In his third contribution David Knight says changing demographics and skills shortages mean that ageism in the workforce must end in the silver lining.

In the first of a regular series, by the numbers, we take a statistical look at the future of work.



Finally, we've taken all these ideas from our experts and spoken to a work experience student to get A Generation Z response to KPMG's Future of Work.