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Workforce and Business Reinvention: Delivering business expectations through a future fit workforce

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Workforce today is increasingly the decisive factor in whether business reinvention and transformation succeeds—and HR functions are expected to enable and empower this. Across our recent PwC studies, a clear message emerges: in an AI-enabled economy, HR must be repositioned as a core engine of transformation, with skills, operating model, and responsible AI adoption at the heart of its mandate.

The Reality Through CEOs' Eyes

PwC's *27th Annual Global CEO Survey* highlights two critical workforce-related insights:

1. Workforce relevance is both the biggest challenge and the greatest enabler: Future skills, workforce adaptability, and culture are now seen as the primary barriers to transformation—but also the most powerful accelerators when managed effectively.
2. AI and workforce sits at the center of business reinvention: CEOs increasingly view AI adoption as business model redesign, not just a technology rollout. This requires fundamental changes to roles, capabilities, and ways of working.

Simply put, AI and people are at the heart of business reinvention.

CEOs increasingly view AI adoption not merely as a technology upgrade, but as a redesign of the business model itself. This requires fundamental changes in roles, skills and ways of working.

In this context, HR can no longer operate as a support function. It must help leaders answer questions relating to how we bring the right people with the right skills in, how they can leverage AI in a way that creates value for the business, and how we can make efficient processes.

How HR Needs to Respond

To become a true transformation engine, it is clear that HR should be in the forefront in two strategic areas which are of critical importance:

1. Understand how roles and skills will evolve.

HR must move from traditional headcount to workforce architecture through redesigning roles and processes around what can be automated and where human involvement is critical for value creation, innovation, and customer experience. In this process, HR must take an outward looking mindset, to understand industry shifts and technological advancements to better serve business priorities.

2. Embed AI Responsibly

Embedding AI in a manner that delivers benefits to the business involves everyone. The strategy, approach and principles should be holistically viewed and codesigned with the Top Management, Legal, Risk, and IT capabilities. In this, HR should bring the workforce element into play and be in a position to understand how decisions around AI impact, skills, processes, hiring and developing the people to meet expectations and future roles.

The next step for HR

As AI moves from experiment to everyday reality, HR faces a choice: take the comfortable back seat—or architect a workforce and operating model capable of delivering sustained business growth and real value.

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Our more than 1,100 people in Cyprus join forces with 284,000 professionals from our global network in 155 countries, forming a team of experts that combine intelligent approaches, experience, and technological innovation. At PwC Cyprus, we have transformed our business model, leveraging AI tools and capabilities to strengthen our position as a leading professional services organization while always standing by our clients, our people, and society. Recently, PwC renewed its

corporate identity to better reflect its strategic role for its clients. Through its expertise and technology, the organization provides a wide range of services that meet even the most complex needs. Learn more at www.pwc.com.

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