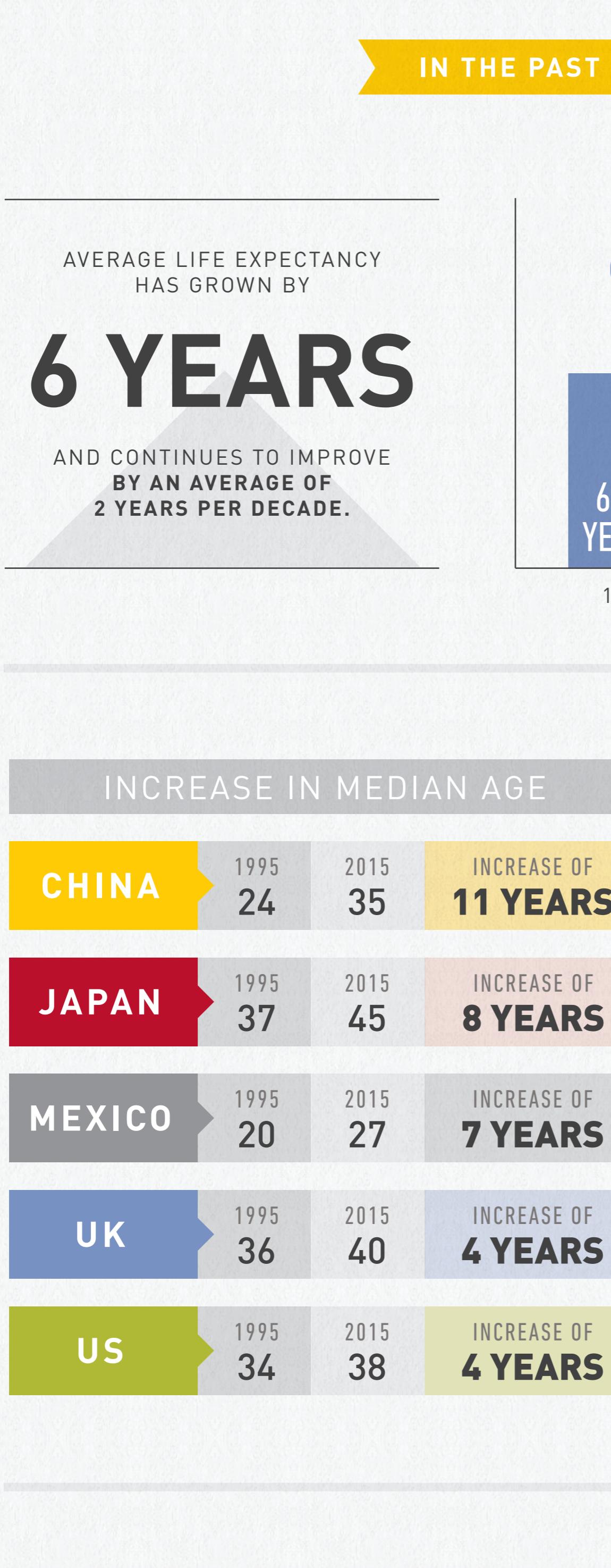


# HOW DEMOGRAPHICS will CHANGE THE WAY WE WORK



Since the 1980s, the world population has increased by 2 billion, faster than any other period in history. Infant mortality has dropped and life expectancy continues to rise, creating an aging population. With 80% of the world living in metropolitan areas, more people than ever have access to ideas, products, services and each other. What do these demographic shifts mean for the future of employment and the legal issues employers will have to navigate?

## PART 1

## KEY DEMOGRAPHIC CHANGES

## IN THE PAST 20 YEARS

AVERAGE LIFE EXPECTANCY HAS GROWN BY

**6 YEARS**  
AND CONTINUES TO IMPROVE  
BY AN AVERAGE OF  
2 YEARS PER DECADE.

## GLOBAL LIFE EXPECTANCY



## INCREASE IN MEDIAN AGE

**CHINA** 1995 24 2015 35 INCREASE OF 11 YEARS

**JAPAN** 1995 37 2015 45 INCREASE OF 8 YEARS

**MEXICO** 1995 20 2015 27 INCREASE OF 7 YEARS

**UK** 1995 36 2015 40 INCREASE OF 4 YEARS

**US** 1995 34 2015 38 INCREASE OF 4 YEARS

AS LIFE EXPECTANCY HAS GROWN,  
THE MEDIAN AGE

OF THE GLOBAL POPULATION  
HAS RISEN DRAMATICALLY,  
PARTICULARLY IN ASIA.

FERTILITY RATES IN  
OVER HALF  
THE COUNTRIES IN THE WORLD  
HAVE COLLAPSED.

## AVERAGE NUMBER OF BIRTHS PER WOMAN WORLDWIDE



## AVERAGE NUMBER OF BIRTHS PER WOMAN IN AFRICA



LITERACY RATES HAVE RISEN ACROSS ALL REGIONS OF THE WORLD, PARTICULARLY IN DEVELOPING COUNTRIES WHERE EMPLOYERS ARE INCREASINGLY LOOKING FOR STRONG TALENT.

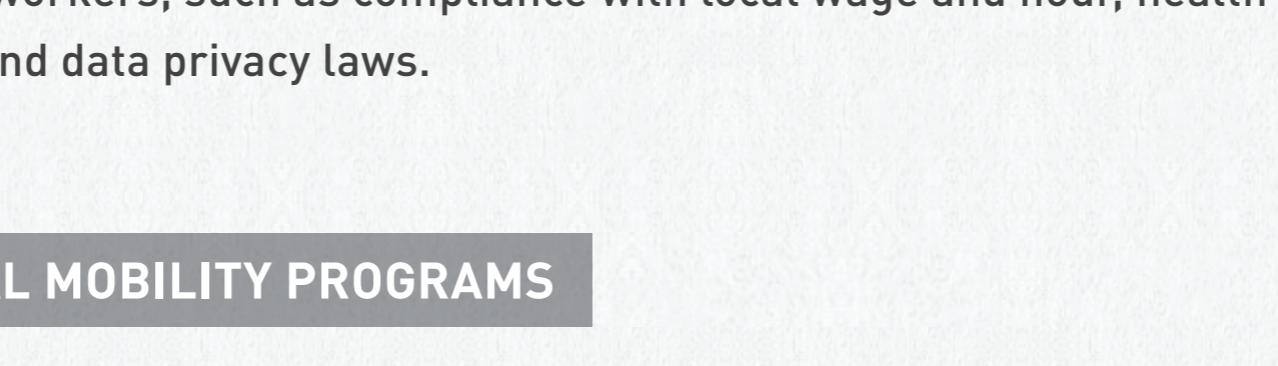


## TALENT SHORTAGE

ADVANCED ECONOMY WORKFORCES WILL DROP TO

**600 MILLION PEOPLE**

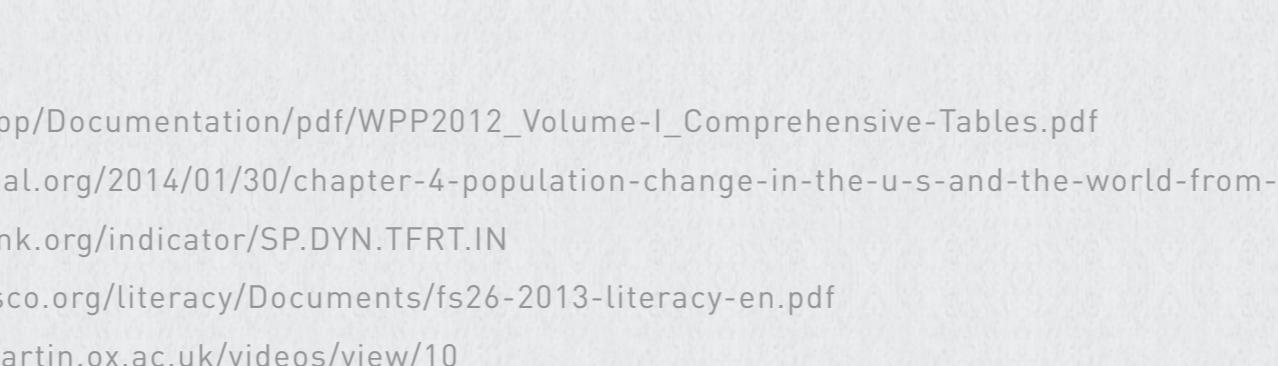
FROM THE CURRENT 800 MILLION, CREATING A TALENT SHORTAGE  
OF 200 MILLION WORKERS IN DEVELOPED MARKETS.



## FOUR WORKPLACE

PEOPLE WILL WORK MUCH LONGER, INTO THEIR 70s AND 80s,  
CREATING A WORKPLACE DEMOGRAPHIC THAT SPANS

**FOUR GENERATIONS.**



## EVOLUTION OF WORK

WORK STRUCTURES WILL CONTINUE TO EVOLVE TO ACCOUNT FOR GREATER NUMBERS OF CONTINGENT, FLEXIBLE AND MOBILE WORKERS.



## COMPETITION FOR GLOBAL TALENT

GLOBAL MOBILITY STRATEGIES AND NATIONAL IMMIGRATION POLICIES  
GLOBAL TALENT, EVEN WORKERS IN LOCAL EMPLOYERS COMPETE FOR AND  
MANAGE AN INCREASINGLY MOBILE WORKFORCE.



## SOURCES

[http://esa.un.org/wpp/Documentation/pdf/WPP2012\\_Volume\\_I\\_Comprehensive-Tables.pdf](http://esa.un.org/wpp/Documentation/pdf/WPP2012_Volume_I_Comprehensive-Tables.pdf)

<http://data.worldbank.org/indicator/SP.DYN.PT.RL2015>

[http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy\\_en.pdf](http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy_en.pdf)

<http://www.oxfordmartin.ox.ac.uk/videos/view/10>

WWW.BAKERMCKENZIE.COM/EMPLOYMENT

@BMCN\_Employment #rethinkwork

## PART 2

## THE FUTURE OF EMPLOYMENT

## IN THE NEXT 20 YEARS

## TALENT SHORTAGE

ADVANCED ECONOMY WORKFORCES WILL DROP TO

**600 MILLION PEOPLE**

FROM THE CURRENT 800 MILLION, CREATING A TALENT SHORTAGE  
OF 200 MILLION WORKERS IN DEVELOPED MARKETS.



## FOUR WORKPLACE

PEOPLE WILL WORK MUCH LONGER, INTO THEIR 70s AND 80s,  
CREATING A WORKPLACE DEMOGRAPHIC THAT SPANS

**FOUR GENERATIONS.**



## EVOLUTION OF WORK

WORK STRUCTURES WILL CONTINUE TO EVOLVE TO ACCOUNT FOR GREATER NUMBERS OF CONTINGENT, FLEXIBLE AND MOBILE WORKERS.



## COMPETITION FOR GLOBAL TALENT

GLOBAL MOBILITY STRATEGIES AND NATIONAL IMMIGRATION POLICIES  
GLOBAL TALENT, EVEN WORKERS IN LOCAL EMPLOYERS COMPETE FOR AND  
MANAGE AN INCREASINGLY MOBILE WORKFORCE.



## SOURCES

[http://esa.un.org/wpp/Documentation/pdf/WPP2012\\_Volume\\_I\\_Comprehensive-Tables.pdf](http://esa.un.org/wpp/Documentation/pdf/WPP2012_Volume_I_Comprehensive-Tables.pdf)

<http://data.worldbank.org/indicator/SP.DYN.PT.RL2015>

[http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy\\_en.pdf](http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy_en.pdf)

<http://www.oxfordmartin.ox.ac.uk/videos/view/10>

WWW.BAKERMCKENZIE.COM/EMPLOYMENT

@BMCN\_Employment #rethinkwork

## PART 3

## WHAT EMPLOYERS SHOULD BE THINKING ABOUT

## 1

## BEING A GLOBAL EMPLOYER OF CHOICE

Demonstrating that factors will attract and retain the talent you need and the values of potential recruits.

## HR POLICIES AND STRATEGIES

Creating policies that achieve your corporate objectives and support the development of a nimble and highly trained workforce, while balancing compliance with local employment and business workforce laws.

## 2

## MANAGING A MORE DIVERSE WORKFORCE

Developing strategies to manage an older and more diverse workforce, including absence and disability management, reasonable accommodations, and training to reduce the likelihood of discrimination claims.

## COMPLIANCE RISKS

Accounting for risks associated with a growing number of contingent and remote workers, such as compliance with local wage and hour, health and safety, and data privacy laws.

## 3

## GLOBAL MOBILITY PROGRAMS

Establishing global mobility programs that enable you to import and deploy talent where you need it while complying with local immigration, social security, tax and employment laws.

## EVOLUTION OF WORK



## SOURCES

[http://esa.un.org/wpp/Documentation/pdf/WPP2012\\_Volume\\_I\\_Comprehensive-Tables.pdf](http://esa.un.org/wpp/Documentation/pdf/WPP2012_Volume_I_Comprehensive-Tables.pdf)

<http://data.worldbank.org/indicator/SP.DYN.PT.RL2015>

[http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy\\_en.pdf](http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy_en.pdf)

<http://www.oxfordmartin.ox.ac.uk/videos/view/10>



## COMPETITION FOR GLOBAL TALENT

GLOBAL MOBILITY STRATEGIES AND NATIONAL IMMIGRATION POLICIES  
GLOBAL TALENT, EVEN WORKERS IN LOCAL EMPLOYERS COMPETE FOR AND  
MANAGE AN INCREASINGLY MOBILE WORKFORCE.



## SOURCES

[http://esa.un.org/wpp/Documentation/pdf/WPP2012\\_Volume\\_I\\_Comprehensive-Tables.pdf](http://esa.un.org/wpp/Documentation/pdf/WPP2012_Volume_I_Comprehensive-Tables.pdf)

<http://data.worldbank.org/indicator/SP.DYN.PT.RL2015>

[http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy\\_en.pdf](http://www.uis.unesco.org/literacy/Documents/ls26-2013-literacy_en.pdf)

<http://www.oxfordmartin.ox.ac.uk/videos/view/10>

WWW.BAKERMCKENZIE.COM/EMPLOYMENT

@BMCN\_Employment #rethinkwork

## PART 3