

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.

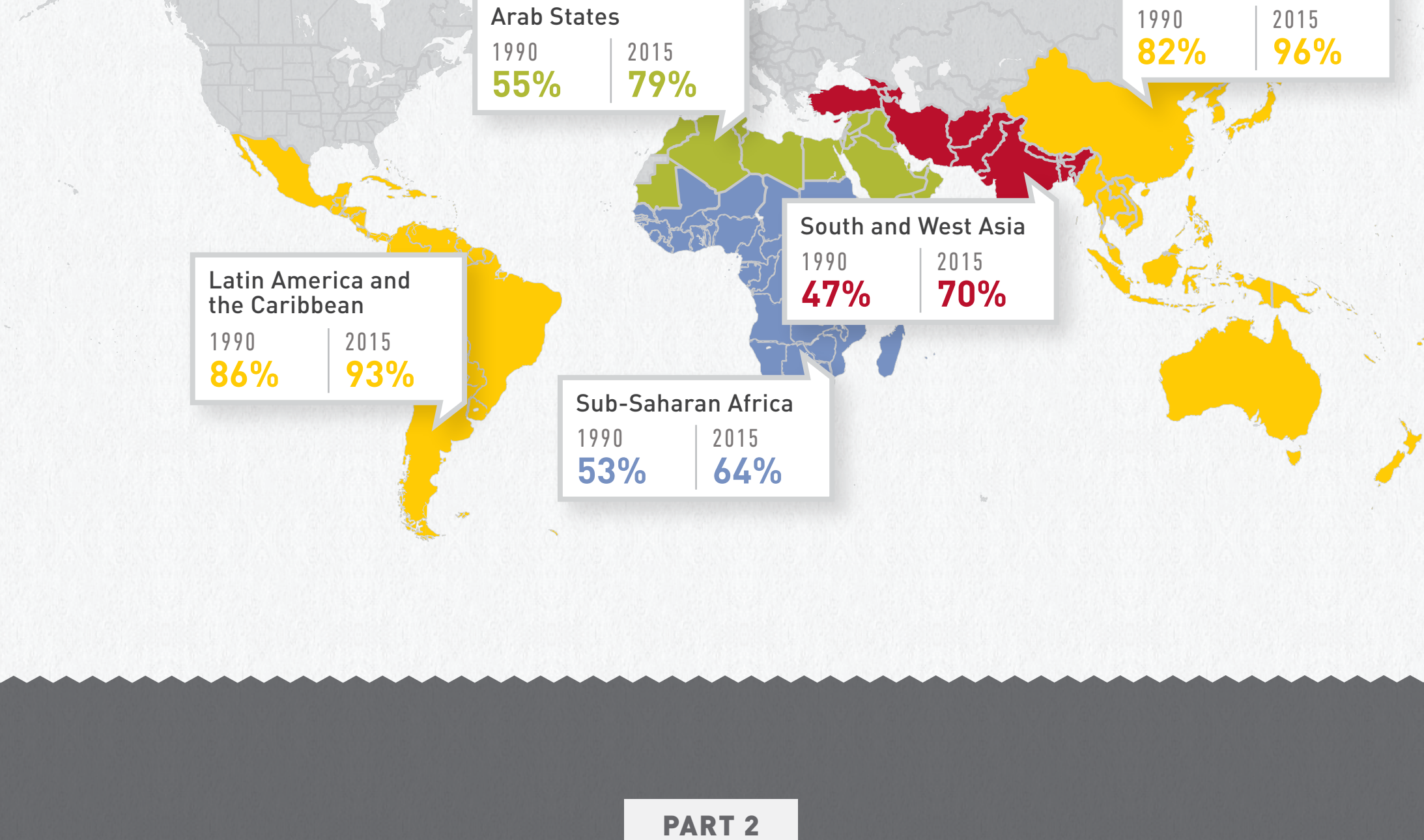
FERTILITY RATES IN OVER HALF THE COUNTRIES IN THE WORLD HAVE COLLAPSED.

AFRICA IS THE ONLY REGION WHERE BIRTH RATES WILL REMAIN ABOVE REPLACEMENT LEVELS WITHIN THE NEXT 20 YEARS.

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.



PART 2

THE FUTURE OF EMPLOYMENT

IN THE NEXT 20 YEARS

TALENT SHORTAGE

ADVANCED ECONOMY WORKFORCES WILL DROP TO

600 MILLION PEOPLE

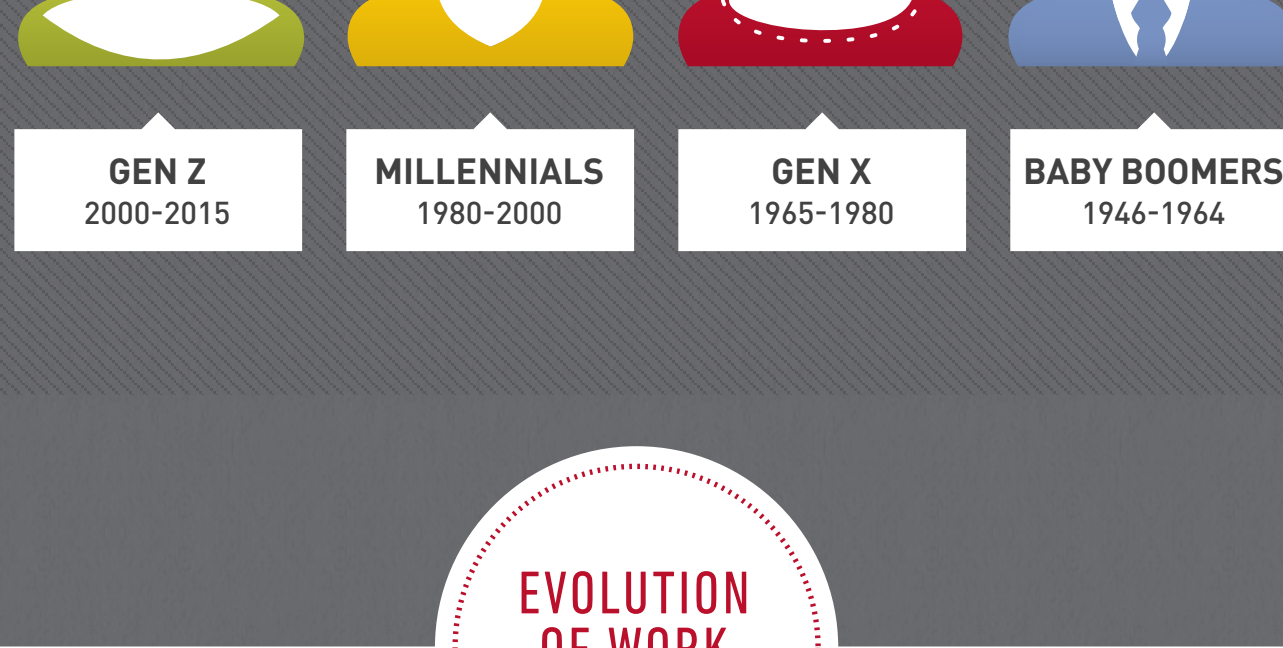
FROM THE CURRENT 800 MILLION, CREATING A TALENT SHORTAGE OF 200 MILLION WORKERS IN DEVELOPED MARKETS.



FOUR GENERATION WORKPLACE

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

FOUR GENERATIONS.



EVOLUTION OF WORK STRUCTURES

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 WILL BECOME EVEN BIGGER ISSUES, AS EMPLOYERS COMPETE FOR GLOBAL TALENT, SEND WORKERS TO LOCATIONS AROUND THE WORLD AND MANAGE AN INCREASINGLY MOBILE WORKFORCE.



PART 3

WHAT EMPLOYERS SHOULD BE THINKING ABOUT

1 BEING A GLOBAL EMPLOYER OF CHOICE

Determining what factors will attract and retain the talent you need and demonstrating that your organization is a good corporate citizen that shares the values of potential recruits.

2 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 laws and business customs.

3 MANAGING A MORE DIVERSE WORKFORCE

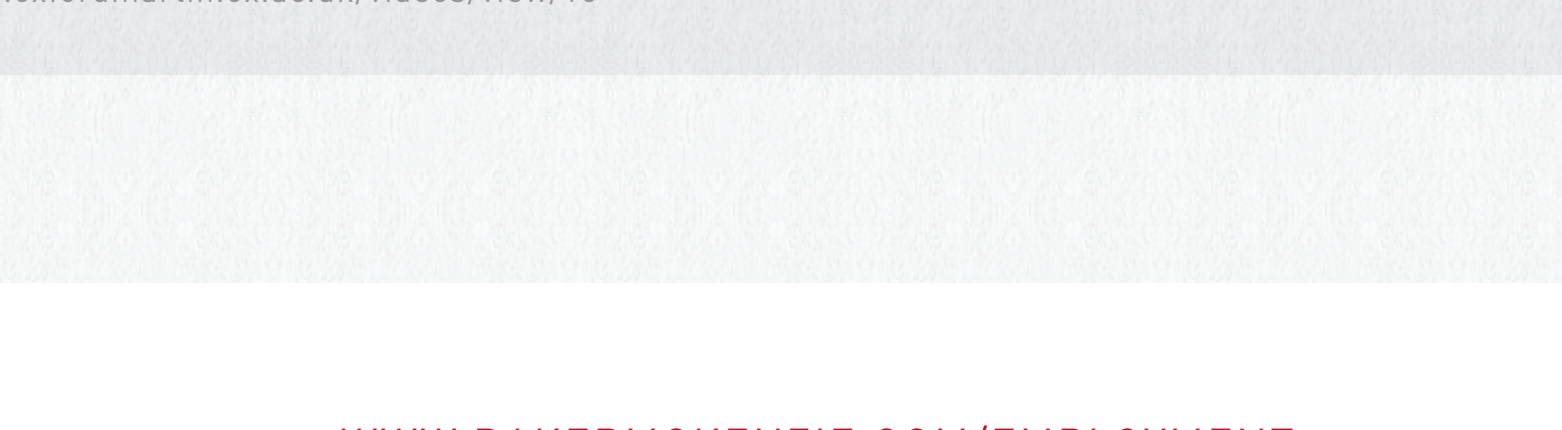
Developing strategies to manage an older and more diverse workforce, including absence and disability management, reasonable accommodations, and training to reduce the likelihood of discrimination claims.

4 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.

5 GLOBAL MOBILITY PROGRAMS

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



SOURCES

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