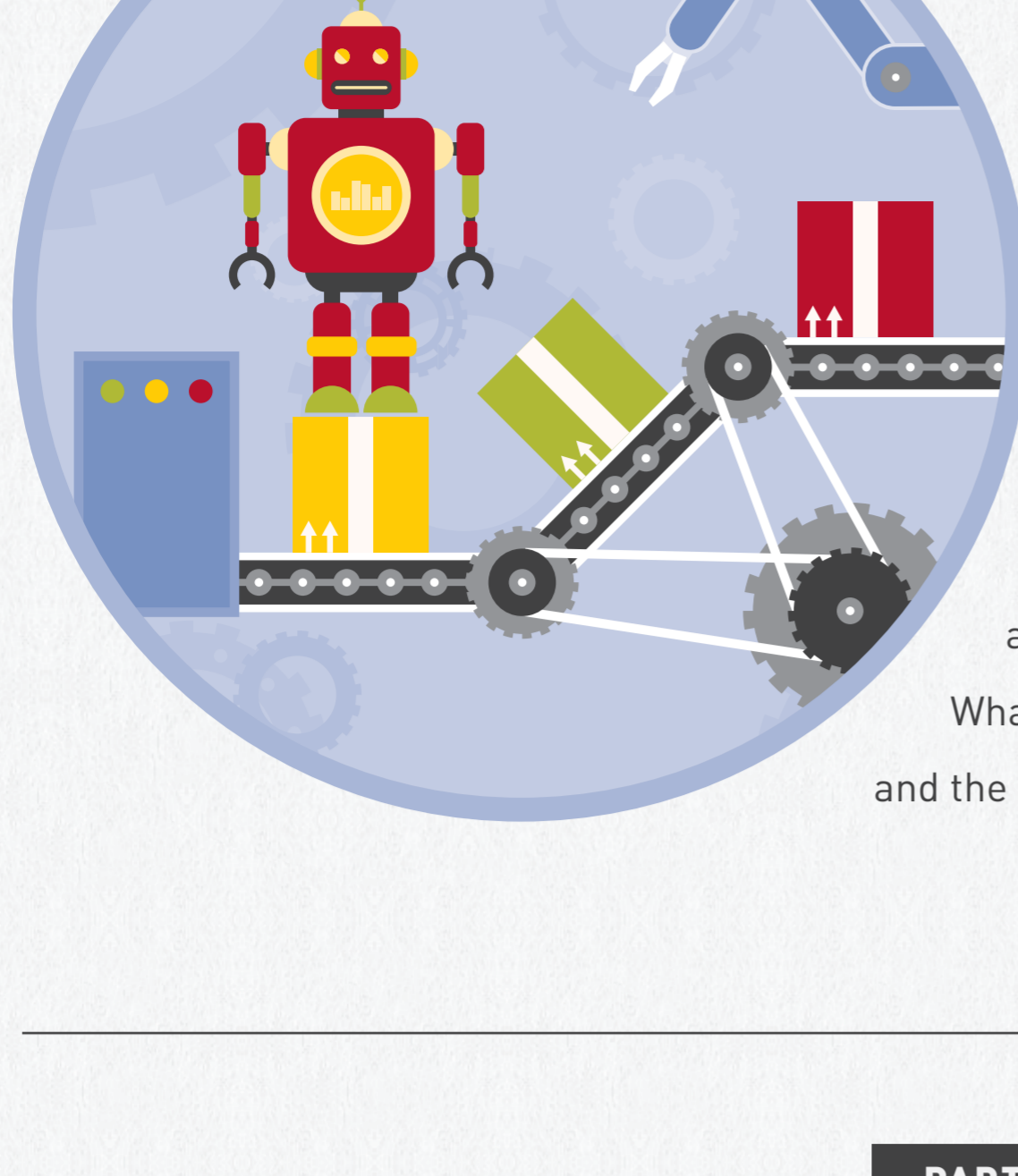


HOW TECHNOLOGY will CHANGE THE WAY WE WORK



Despite fears that technological advancements will lead to widespread unemployment, that has not been the case historically. **In 1900, for example, 40% of US workers were farmers** and the national unemployment rate was 5%. By 1999, only 2% of US workers were farmers and the unemployment rate was 4.2%. But it's unclear whether this pattern will hold, as **algorithms make it increasingly possible for machines to perform high-level cognitive tasks**. Beyond the use of robots, technology is also changing how, when and where we work.

What does this mean for the future of employment and the legal issues companies will have to navigate?

PART 1

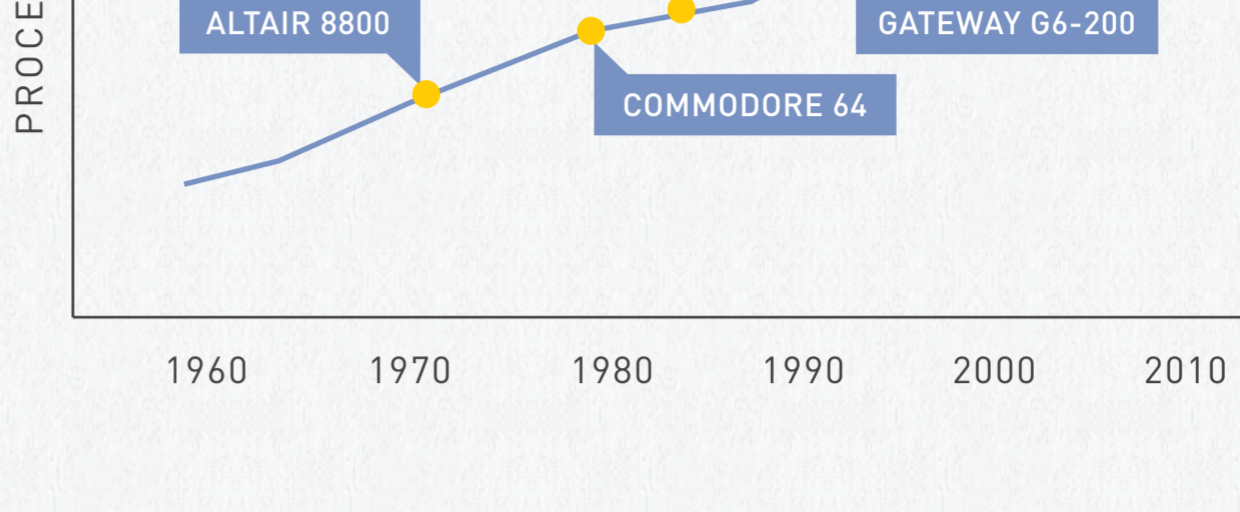
KEY TECHNOLOGICAL ADVANCEMENTS

IN THE PAST 20 YEARS

THE AMOUNT OF COMPUTER PROCESSING POWER YOU CAN BUY FOR \$1 HAS DOUBLED EVERY

18-24 MONTHS

A PHENOMENON KNOWN AS **MOORE'S LAW**.



CHEAP COMPUTING AND THE RISE OF BIG DATA HAVE LED TO THE AUTOMATION OF JOBS THAT PEOPLE ONCE CONSIDERED IMMUNE FROM COMPUTERIZATION, SUCH AS:

LANGUAGE TRANSLATION
Google translate

DELIVERING MEDICINE AND MEALS TO HOSPITAL PATIENTS
TUG robots

TAKING ORDERS
Online retail

DRIVING
Nevada issued a driver's license to an automated Google car in 2012.

GROWING SOPHISTICATION OF MOBILE DEVICES AND WIDESPREAD USE OF ONLINE NETWORKS HAVE LED TO AN EXPANDING VIRTUAL WORKFORCE. FOR EXAMPLE:



THE NUMBER OF US WORKERS WHO TELECOMMUTE **HAS RISEN 79%.**



1 IN 5 WORKERS AROUND THE GLOBE TELECOMMUTES AT LEAST ONCE A WEEK, PARTICULARLY IN THE MIDDLE EAST (27%), LATIN AMERICA (25%) AND ASIA (24%).

PART 2

THE FUTURE OF EMPLOYMENT

IN THE NEXT 20 YEARS

RISK OF AUTOMATION

47% OF JOBS IN THE US & 35% OF JOBS IN THE UK WILL BE AT HIGH RISK OF AUTOMATION, ACCORDING TO RESEARCHERS AT THE UNIVERSITY OF OXFORD.

JOBS AT HIGHEST RISK OF AUTOMATION INCLUDE:

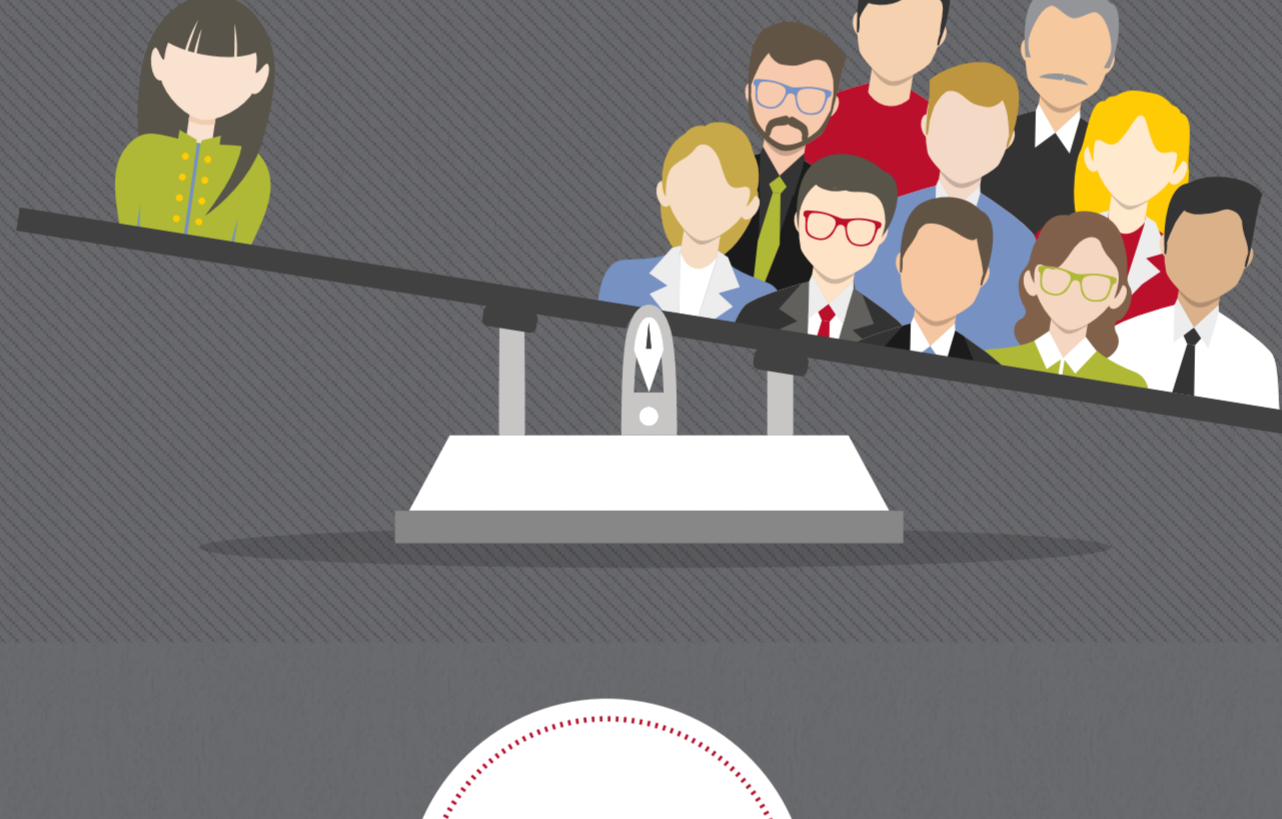
- AUDITORS AND ACCOUNTANTS
- BILLING CLERKS
- ELECTRONIC EQUIPMENT ASSEMBLERS
- PARALEGALS
- RETAIL SALESPERSONS
- TRUCK DRIVERS

JOBS AT LOWEST RISK OF AUTOMATION INCLUDE:

- COMPLIANCE OFFICERS
- COMPUTER SYSTEMS ANALYSTS
- FINANCIAL SERVICES AGENTS
- HUMAN RESOURCES MANAGERS
- PRODUCTION LINE SUPERVISORS
- SALES MANAGERS

OUTDATED SKILLS

AS A RESULT, EMPLOYERS WILL FACE NEW TALENT SHORTAGES AND A SURPLUS OF WORKERS WITH OUTDATED SKILLS.



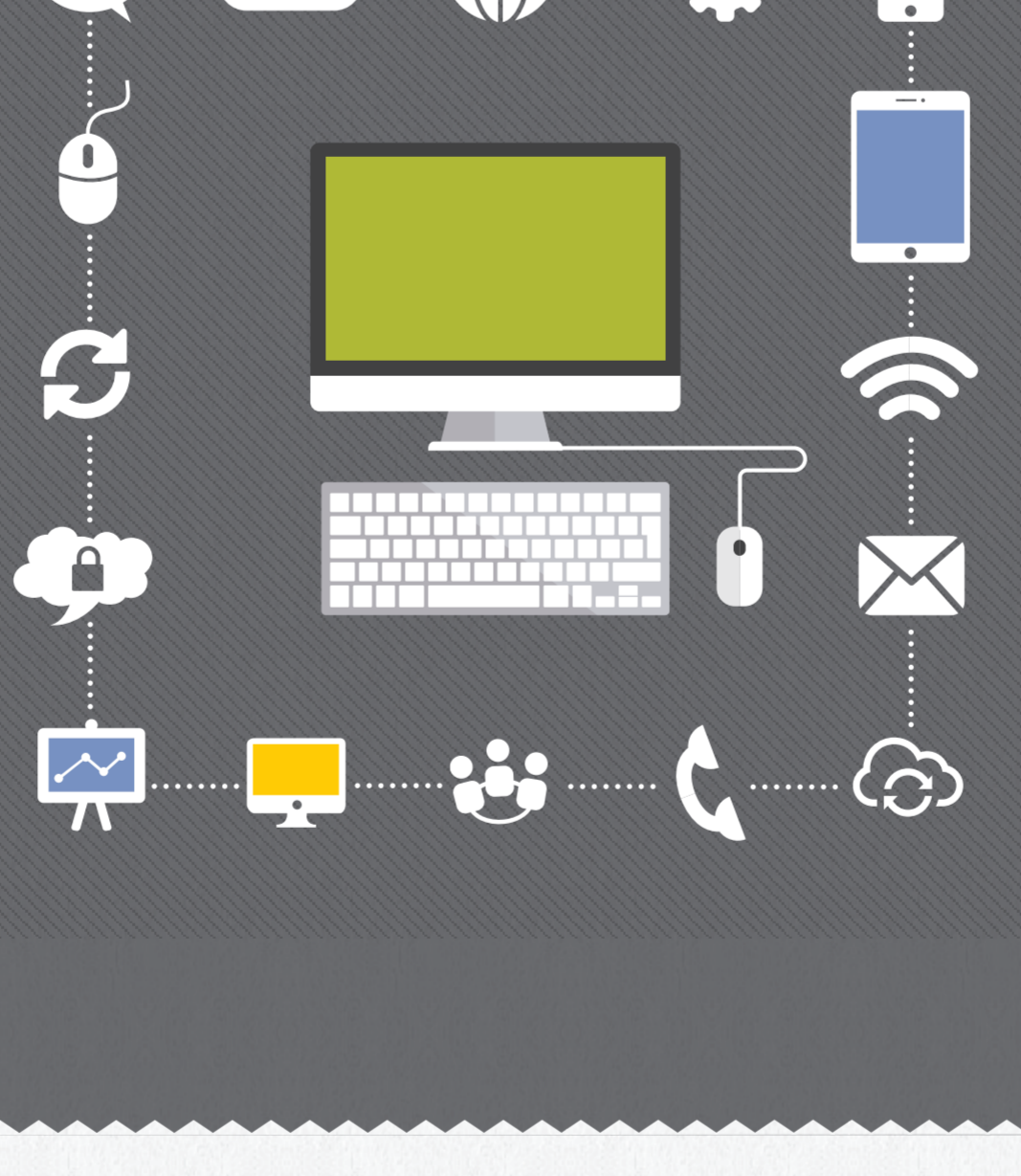
MORE VIRTUAL WORKFORCES

THEY WILL ALSO MANAGE EVEN MORE GLOBAL, VIRTUAL AND CROSS-CULTURAL WORKFORCES.



TOUGH TECHNOLOGY DECISIONS

EMPLOYERS WILL ALSO HAVE TO MAKE TOUGH DECISIONS ABOUT WHICH NEW TECHNOLOGIES TO EMBRACE, WEIGHING THE SECURITY, PRIVACY AND IP RISKS AGAINST THEIR ABILITY TO BE COMPETITIVE WITHOUT THEM.



PART 3

WHAT EMPLOYERS SHOULD BE THINKING ABOUT

- THE ULTIMATE FLEXIBLE WORKFORCE**
Creating a truly adaptable workforce by equipping them with the training and tools they need to evolve and have a fluid approach to the tasks they undertake.
- RESTRUCTURING**
If a workforce reduction proves necessary, ensuring compliance with national and local employment laws, such as notice, severance and social plan obligations.
- UNION, WORKS COUNCIL, AND POLITICAL RESISTANCE**
Being prepared to deal with pressure from works councils, unions, and local or national government bodies that could impact your ability to introduce new technology that would replace human workers.
- DATA SECURITY**
Assessing your IT security, data privacy and social media policies and procedures to ensure your networks, proprietary information and corporate reputations are protected amid rising mobile device use and cyber attacks.
- EMPLOYEE BURNOUT**
Addressing health and safety, work-life balance, and wage and hour issues arising from 24-7 connectivity that makes it less clear when employees' work days begin and end.



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