

THE HISTORY OF WORK

HOW EMPLOYMENT HAS CHANGED OVER TIME

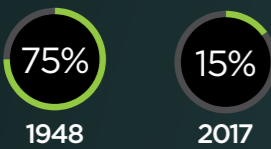
Pre-industrial revolution - Self-employed Guild member
Present - Employed by organisations
Future - Self-employed / flexible work?

POPULIST UPRISINGS
 symptom of the times?

200 YEARS

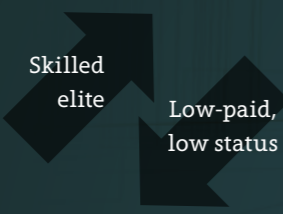
labour markets have existed for two centuries

SHARP DECLINE IN MANUFACTURING JOBS



Hollowing out of the labour market

TWO-SPEED EMPLOYMENT MARKET



EVER CHANGING, ALWAYS THE SAME
 labour market has always evolved, current changes are nothing new

THE GIG ECONOMY

20-30%

working age population in U.S. engaged in 'gig' work in some way

NOT JUST UBER

Traditional jobs in retail, healthcare, academia all impacted by gig economy

DOWN 6%

average commute distance in last 15 years. Much of this attributable to gig / flexible work

TWO VIEWPOINTS ON GIG WORK

Opportunity: freedom and chance to supplement income

Challenge: reduces workers' rights, reduces income

CHALLENGES FOR THE GIG ECONOMY:

Are gig economy workers employed or self-employed?
Tighter immigration - could limit supply of gig labour in future

50%

Proportion UK jobs predicted to be affected by automation

WORK IS CHANGING

UNEMPLOYMENT LOW



participation rate in UK labour market

AVERAGE WORKING HOURS A WEEK UK



Technology advances mean we're working fewer hours

Hours worked does not equal productivity

GENDER DIFFERENCES

Pay - women still paid less than men
 1 in 9 women forced out of labour market after maternity



REGULATION

Failed to keep up. Drawing the line between having a free economy and safeguarding workers' rights is going to be challenging.

THE ROLE OF TECHNOLOGY

TAKE OVER THE WORLD?

Is there evidence of existential risk of technology?

ROBOTICS AND AI

- > Used in **manufacturing** for **decades**
- > **Next sectors: healthcare and logistics**
- > **Low wage jobs** will be **relatively unaffected** by robots
- > **Main focus** will be on **high wage jobs**, like **train drivers, financial accounts managers and taxation experts**

DIGITAL LABOUR

probability of role being automated



100 YEAR LIFE

50% chance of a child born today living to 100

We need to plan for this extra longevity
 Technology will have a role to play

THE SHORTER 'CORPORATE' LIFE

50%

Life expectancy of a Fortune 500 company fallen by half

No more job for life

IN ASSOCIATION WITH:

HARVEY NASH

The Power of Talent

KPMG

A summary of what was discussed at the Rustat Conference, Jesus College, Cambridge. In association with Harvey Nash and KPMG. For a full report visit: <http://bit.ly/2lXkPQC>

QUESTIONS FOR LEADERS

1

How to seize opportunities of automation while maintaining workers' wellbeing and good labour relations?

2

Will less work lead to an unsustainable rise in unemployment?
 Is Universal Basic Income realistic?
 Can work be shared and 'part-time' destigmatised? How can career trajectories and standards be maintained?

3

How to promote a higher-purpose conversation between business and government that asks: in the future, how will individuals cope with having less work?

4

How can businesses be incentivised to improve the 'shape' of their workforce, rather than simply decreasing it? Should we tax the use robots and AI, or lower tax for employing humans?

5

While we tackle the problems of reduced workloads, human lifespans are increasing. How to develop employees' intangible assets and promote the multi-stage life?

6

Given the importance of labour markets in recent political campaigns in Europe and USA, how can businesses better protect employees - both direct and indirect - from political decisions beyond their control?