



Future of Work

Opportunities for Business and Employers Organizations

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Introduction

- Egan Bernal & the Tour de France: How did he do it?
- Switching to Spanish

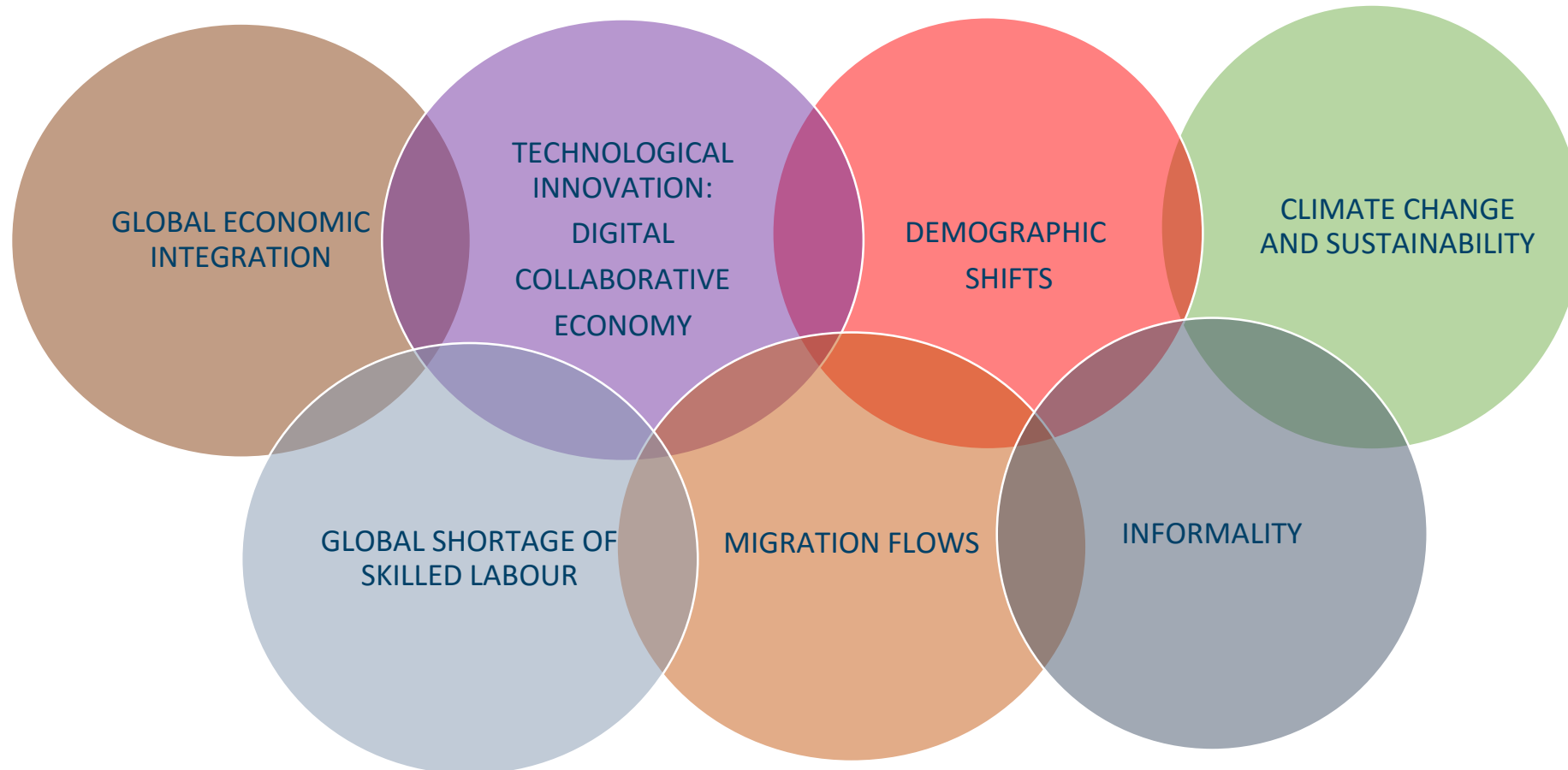


FOW in Colombia

- Understand the present to have a vision for the future
- Regional Context
- National - more Rutans needed, solutions for Medellin by Medellin
- Attitudinal change at all levels, Colombia and everywhere else, re: education, Ministries of Labour/people issues elevation, Developing world narrative in Global re-structure, focus on youth and women



New scenario? Speed of change



Job losses/Job creation/transformation

- More jobs/employment/tasks? More unemployment? (5.1 million job losses?)
- Wage stagnation/income inequalities increasing?
- Skills polarization?
- Income convergence among countries?



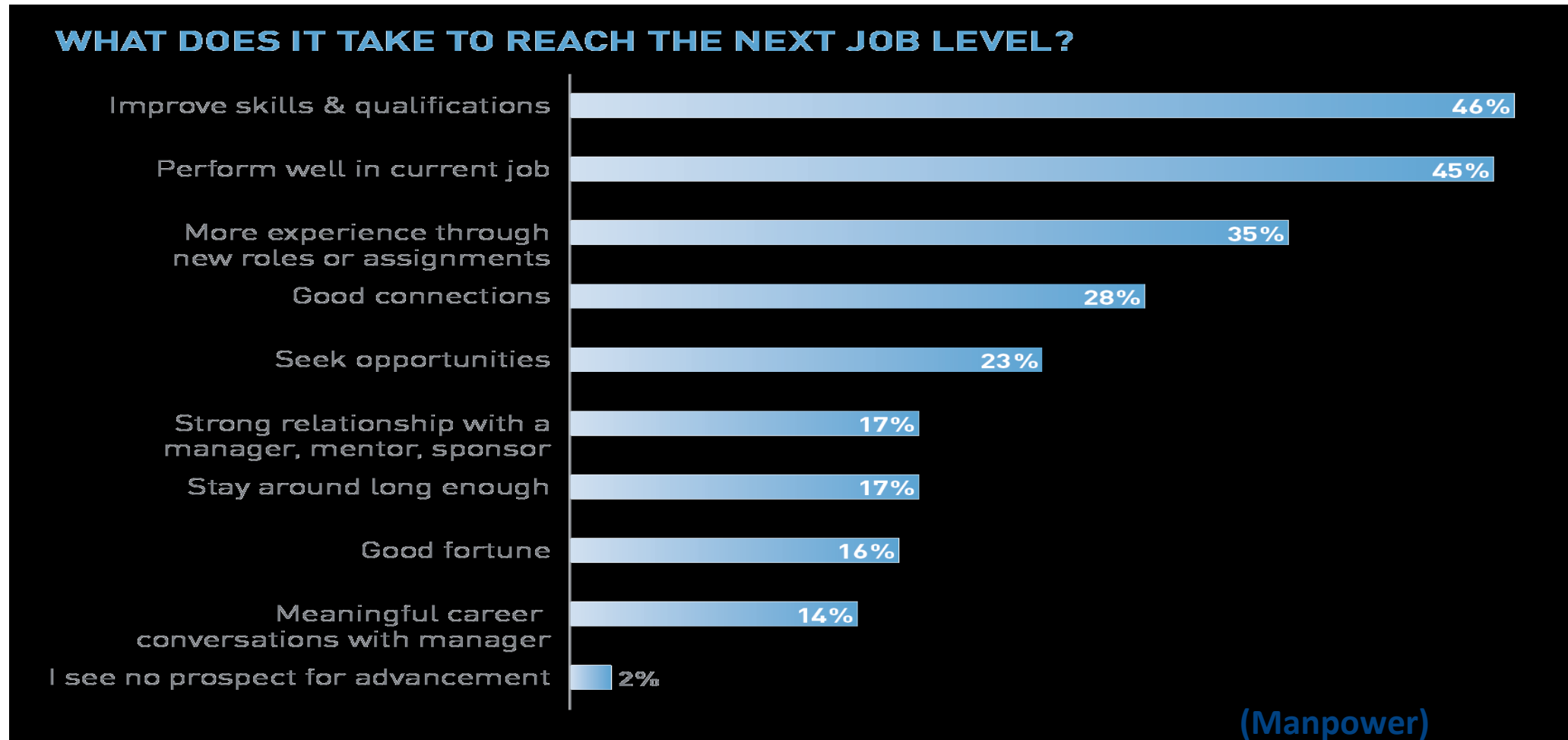
Structural/temporary trends?

Automatization: What will disappear?

- Number of affected jobs high in developed economies (35% UK, 49% Japan, 47% USA). Not necessary low qualified jobs but routine jobs
- 9% of Jobs will disappear/transform radically in OECD countries
- Sectors: transport, administrative tasks, **services**
- Qualitative element : Speed of change



“Learnability”: attitudes and capacities to learn



Artificial Intelligence

“Deep learning”: search engines, automatic translations (websites), voice recognition, image recognition, fraud detection, self-driving cars and drones, legal search/market analysis/essays? etc



...even software design!

Skills for the future

“STEM”: Engineering-mathematics-technology (14 of the 35)

Creativeness/Innovation/Social skills/Strategic approaches/Analytical thinking/ Communication/Attitudes

Health sector and social services

Green economy and energy sector

Big data/ IT security/Robotics/nanotechnology/ 3D printing



New business models

- Right now, most successful business models are **digital**
- **Businesses quick to grow but also quick to exit the market**
- **Start ups growth** is increasing both in developing and developed countries
- Also **easily leading to large/huge digital emporiums/firms:** barriers to competition
- Digital and technology means now **higher access to new customers, most importantly, to global markets**
- There is not, as such, a **“platform business model”**



Classical employment relationship at risk?

- Gig economy: the need to look into the number of freelancers, self-employees, evolving tasks
- There is a risk in misclassifying false dependent workers
- **Is the concept of the employer changing?**
- Multi-tasks-multi-jobs : growing in some countries and sectors
- Different mentality of young people? millennials
- **Again data missing**, both globally and locally



Are we changing the way we work?

- **Evolution of working time - More autonomy, less hierarchy**
- **Measuring productivity:** more sophisticated (does it affect privacy and create tensions?)
- Outsourcing/offshoring but also reshoring
- **Global talent competition**
- **New ways to update skills,** more informal, more customized to individual needs? (MOOC-Massive Open Online Course)



Global trend or just developed economies?

- New opportunities in developing countries
- Global talent competition
- Informality/new forms of work
- Phenomenon of “reshoring”. The work which can’t be automated is not decentralized outside
- Crucial: level of qualifications in new areas
- Essential: solid and stable institutions
- Level of connectivity/access to new technologies



Perceived Fears

- **Less jobs, worse conditions**, less protection to workers
- **Freedom of Association** will weaken
- Collective Bargaining will decrease
- Modern **slavery** (Amazon turk)
- **Inequalities will increase**
- **More informality**
- **Social protection schemes will not be developed** or will weaken
- **Perceived irresponsible behaviours** of MNEs in developing countries - on profit-making (Global Supply Chains)

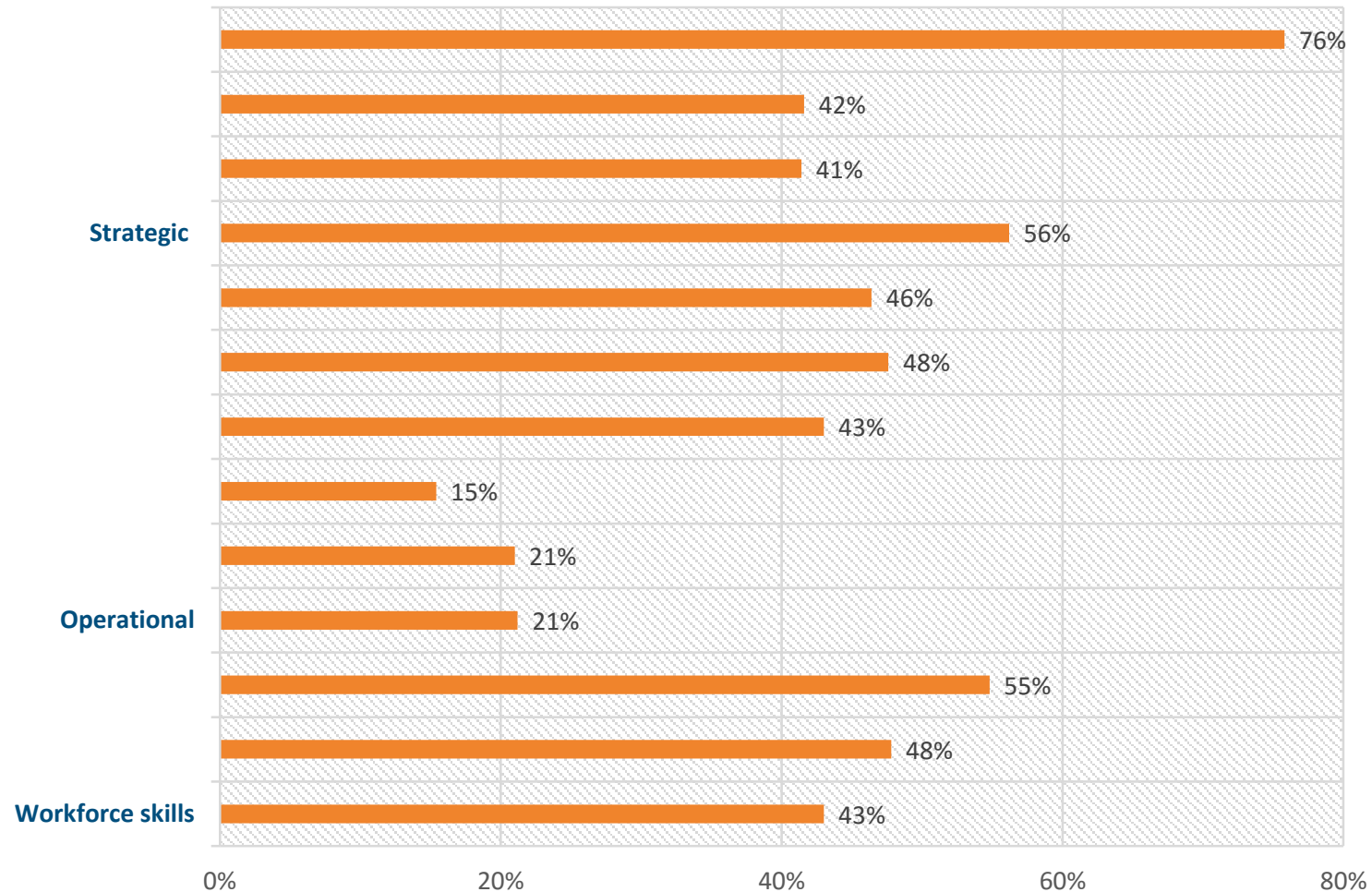


Innovative solutions?

- Minimum **Universal Income**
- Restriction/ban to the development of the collaborative economy
- Taxing machines and robots
- **Protectionism:** Trade, Social Clauses
- Global Supply Chains: demonizing them



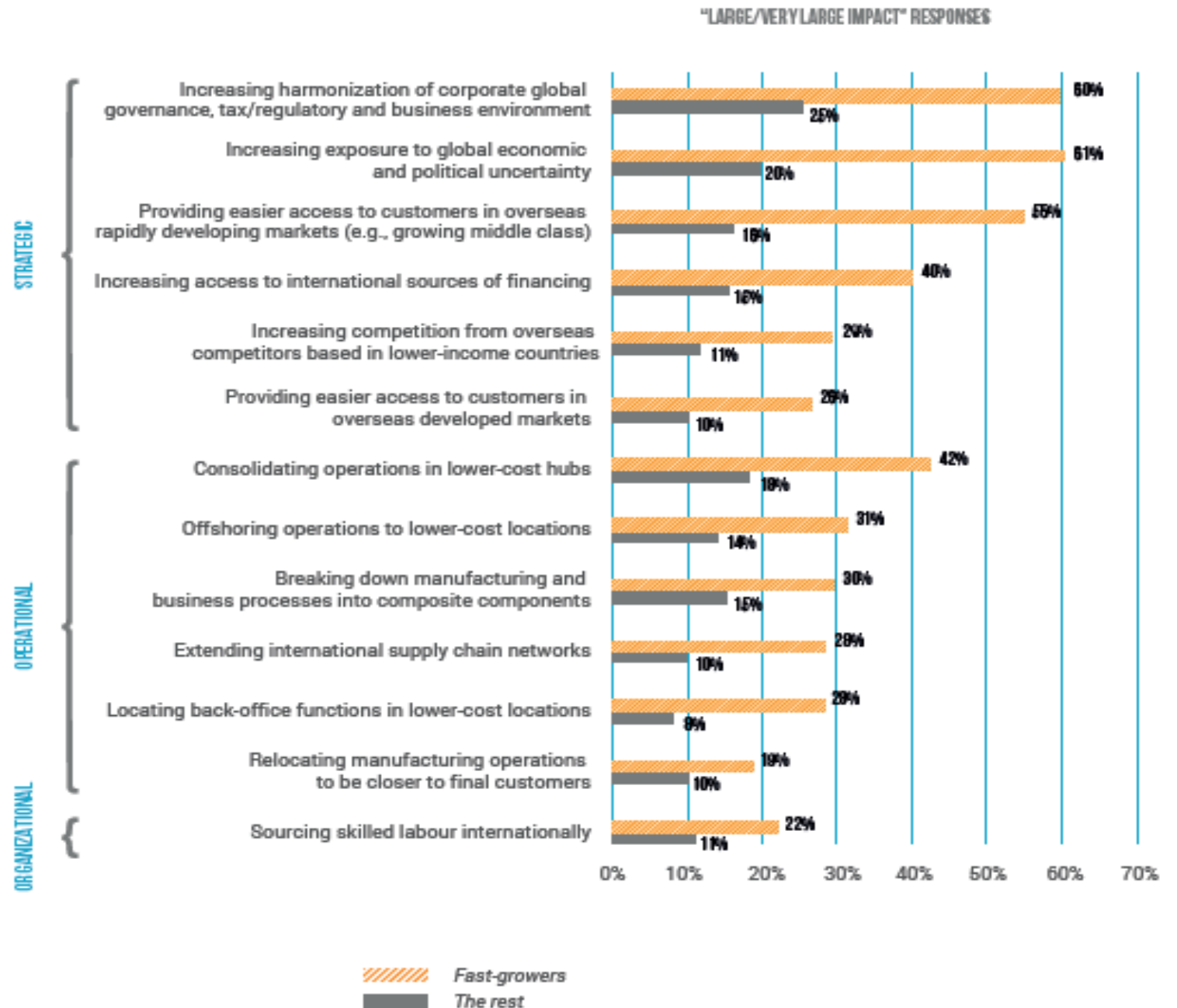
Technological innovation has the strongest impact on business



FAST-GROWING COMPANIES FEEL THE IMPACT OF GLOBALIZATION MOST

22 % - came from developed economies

78% - came from developing economies

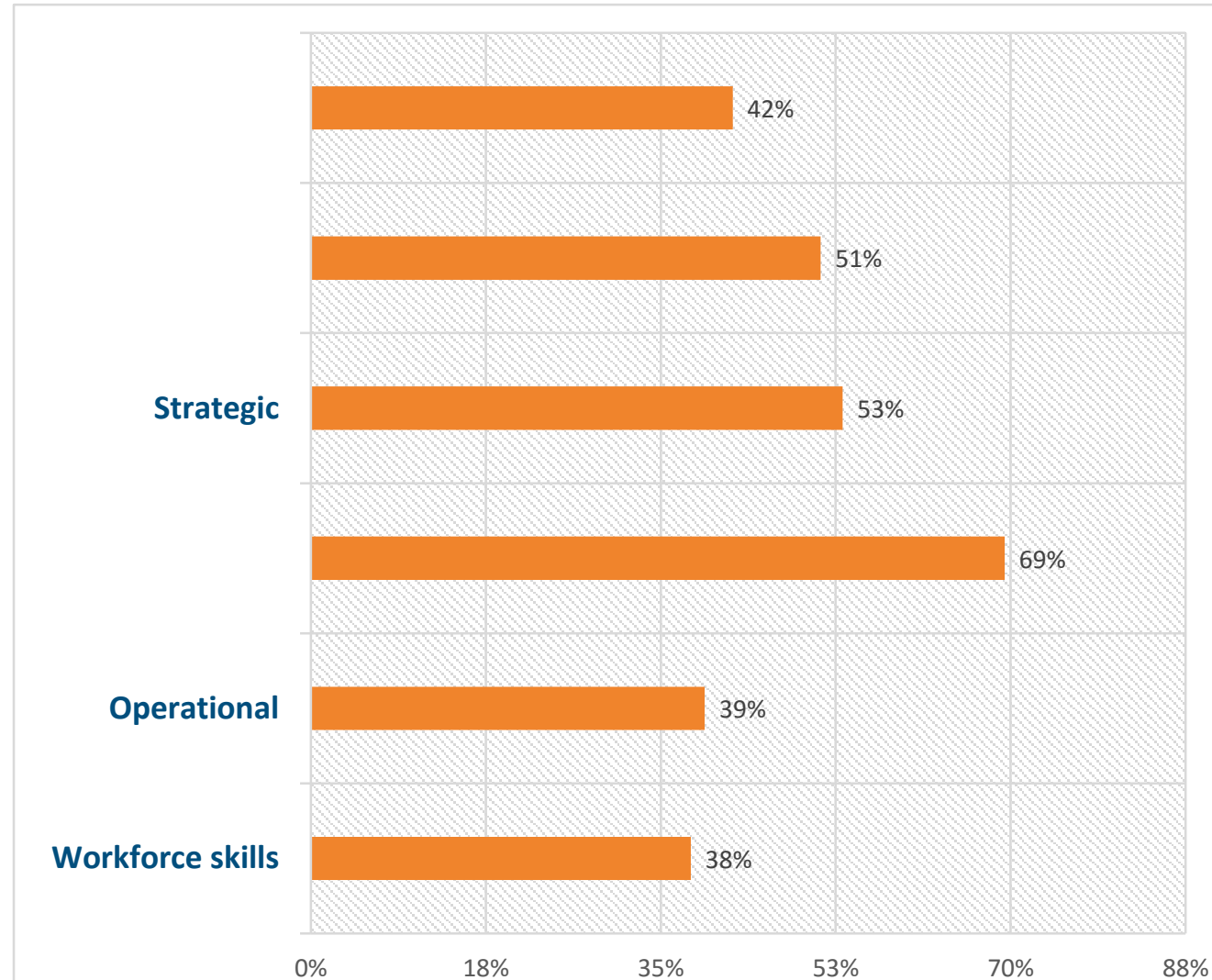


Sustainability at the core

Q13. From the following list of business consequences relating to sustainability, please assess the impact each has on your business. “Strong/Very strong impact” responses.

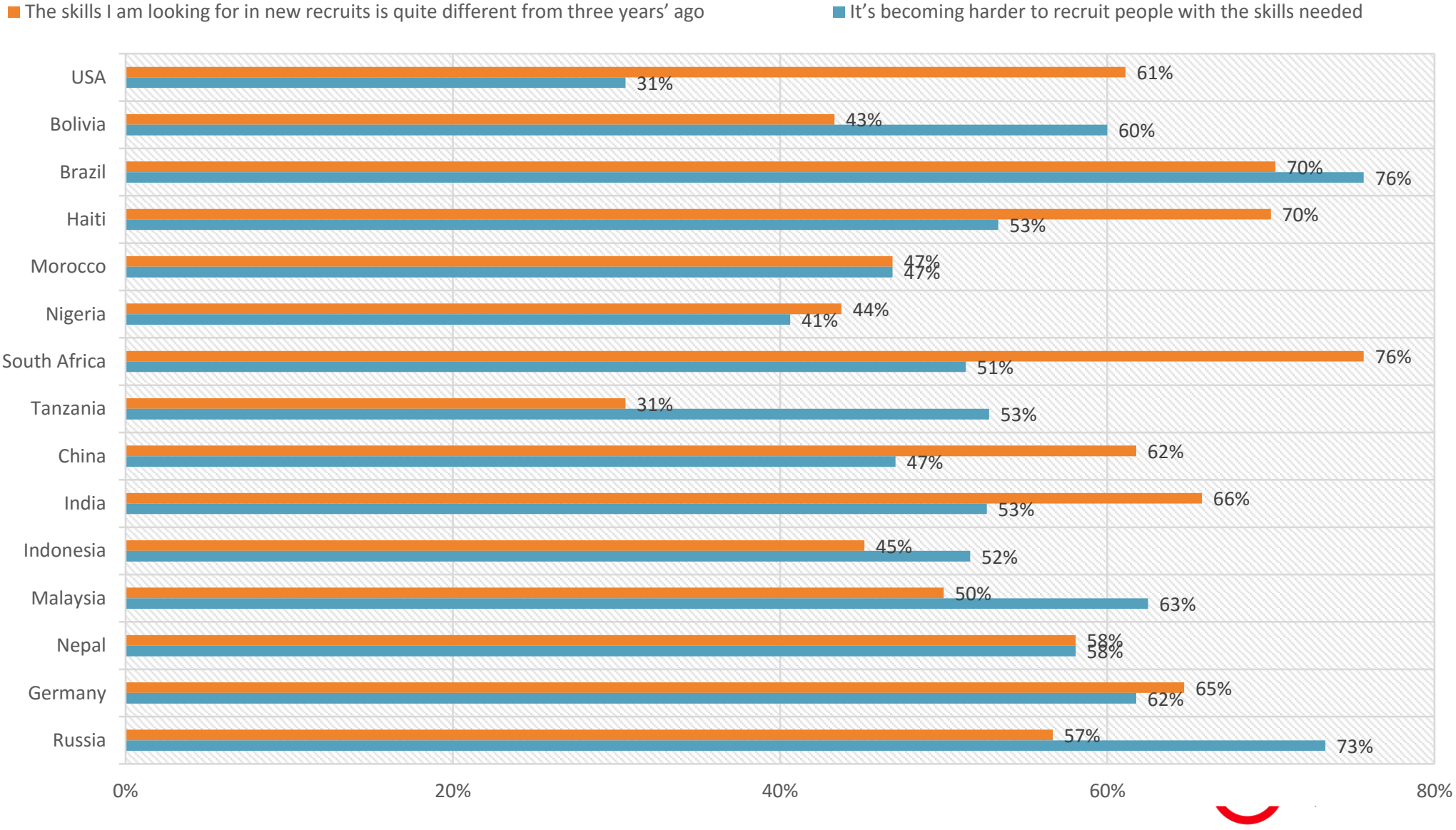
Companies are expected to become sustainable by considering the triple bottom line: profit alongside social and environmental impact.

Environmental risks are increasing the vulnerability of businesses and people worldwide



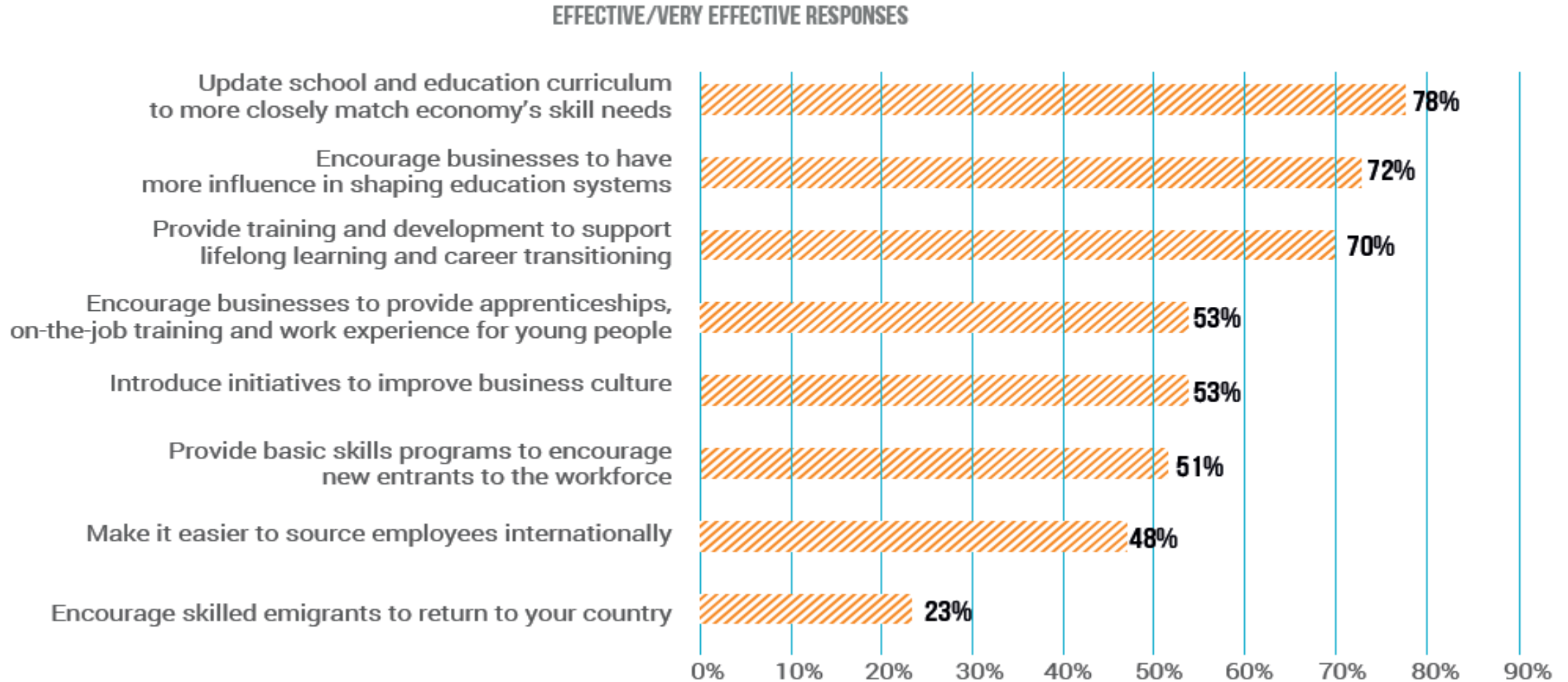
Skills are the currency of the modern workplace

Increasingly encountering challenges:
Locating, hiring, Retaining TALENT

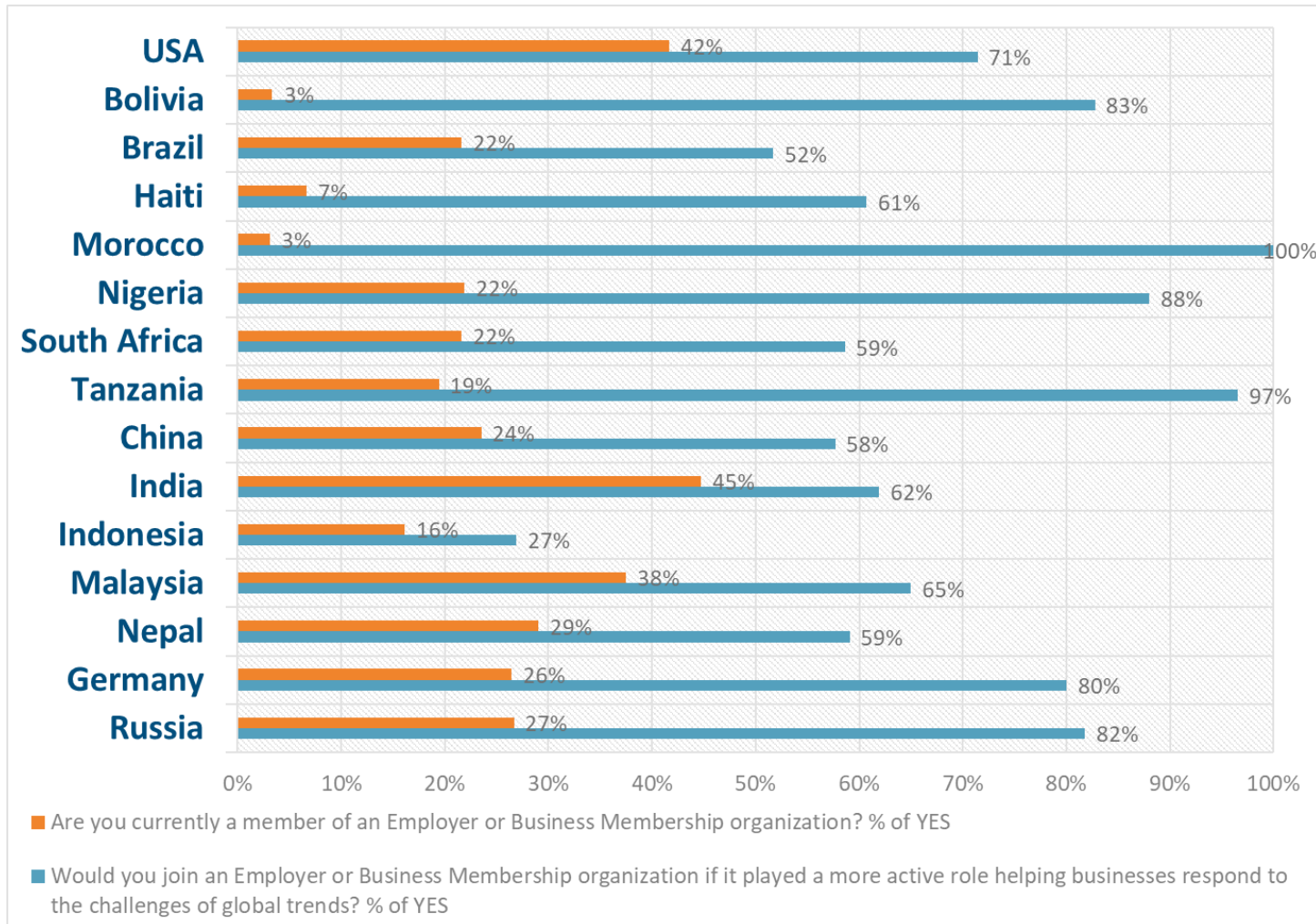


Skills initiatives needed

Figure 6.2 Please rate how effective the following external initiatives could be in helping your business source employees with the skills you need.



Implications For Employer Organisations



23% of surveyed firms are currently EBMO members.

70% of non-members would consider joining their relevant EBMO if it provided more support to businesses responding to global trends.

Implications For EBMOs: Unprecedented Opportunity To Improve Representativeness

- Anticipate/grasp “Future of business” as a priority
- Also leading by the example
- Work more efficiently with public institutions (effective PPPs)
- Strengthen links with different “stakeholders”
- Improve their representativeness if they are to remain the main private sector partner
- On this basis, provide different services



Growing Areas for new services from Employers Organizations

- Skills guidance (not just as training providers...)
- Education system: further engage with business leaders, universities, training providers
- Digital Transformation and digital communication
- How to access to new and potential markets through digital;
- Data protection, Internet of Things, cloud computing, Big Data. (Resource Centres)
- How to accelerate innovation cycles



Growing areas for new services from EBMOs

- Human Rights and Responsible conduct - developing country focus is required
- Efficient communication tools/guidance for business
- Better guidance on Human resources: recruitment, retention and performance-management



ILO Centenary Declaration for the Future of Work

- Adopted on 21 June 2019
- To reaffirm the Organization's values and principles
- To reinvigorate the Organization and its efforts to achieve social justice and universal lasting peace
- To set short and long-term vision and objectives in the light of the profound transformative changes of the world of work
- Resolution: contains concrete follow-up measures to give effect to the Declaration



Why is it important for business?

This Declaration has a great value in, inter alia:

- Confirming that concerted action of governments, employers and workers is essential to the development of social justice, democracy and the promotion of universal and lasting peace (preamble);
- Indicating the need to reinvigorate the Organisation (preamble);
- Recognizing the importance of the role of sustainable enterprises as generators of employment, and promoters of innovation and decent work (preamble);
- Harnessing the fullest potential of technological progress and productivity growth as one of the areas where the ILO must direct its efforts (Section II, A (ii));

Why is it important for business? (con't)

- Promoting the acquisition of skills where the ILO needs to become a global leader in providing concrete key policy guidance to address skills gaps (Section II, A (iii));
- Underlining the need for the ILO to support the role of the private sector as a principal source of economic growth and job creation by promoting an enabling environment for entrepreneurship and sustainable enterprises, in order to generate decent work, productive employment and improved living standards for all (Section II, A (ix));
- Promoting the transition from the informal to the formal economy (Section II, A (xiv));
- Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (Section III, C).

Other important elements

- Forward-looking approach on diverse forms of work arrangements, production and business models - to leverage opportunities for social and economic progress
- Avoided a reproduction of the ILO Global Commission on the Future of Work which is not tripartitely endorsed (such as “human centred agenda” and “social contract”) - **next slide**



Main recommendations of the GC FOW report

- **Increasing investment in people's capabilities**
 - Universal entitlement to lifelong learning
 - Support people through future of work transitions
 - Transformative agenda for gender equality
 - Guarantee universal coverage of social protection from birth to old age
- **Investing in the institutions of work**
 - Establish a Universal Labour Guarantee
 - Expand time sovereignty
 - Promote collective representation of workers and employers and social dialogue
 - Harness and manage technology in support of decent work
- **Investing in decent and sustainable work**
 - Promote investments in key areas for decent and sustainable work
 - Reshape business incentive structures to encourage long-term investments



Achievements

This Declaration is good for all social partners:

The creation of employment in its recognition that for decent work to happen, there must be economic growth, productivity and full productive employment.



Achievements



In over 100 years, we have never recognized the role of the private sector as a principal creator of jobs and this is a step forward!

Achievements

- Avoid getting into rights/standards without understanding what they are about (eg. OSH as a fundamental right, 'living wages' as opposed to adequate minimum wages)
- Without having cognizance for the real challenges that need pragmatic interventions, not idealistic and utopian concepts removed from reality



Achievements

- Highlighted that we have yet to overcome basic education challenges, yet talk about the right to lifelong learning
- UNESCO report on SDG 4 - high failure rate for children to finish their education
 - In 2030, when all children should be in school, one in six aged 6-17 will still be excluded
 - Many children are still dropping out: by 2030, it is expected 40% will still not be completing secondary education rising to 50% in Sub-Saharan Africa





Thank you!

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and balanced
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