

# Talent, Social and Changing Work

## Dynamic Briefing

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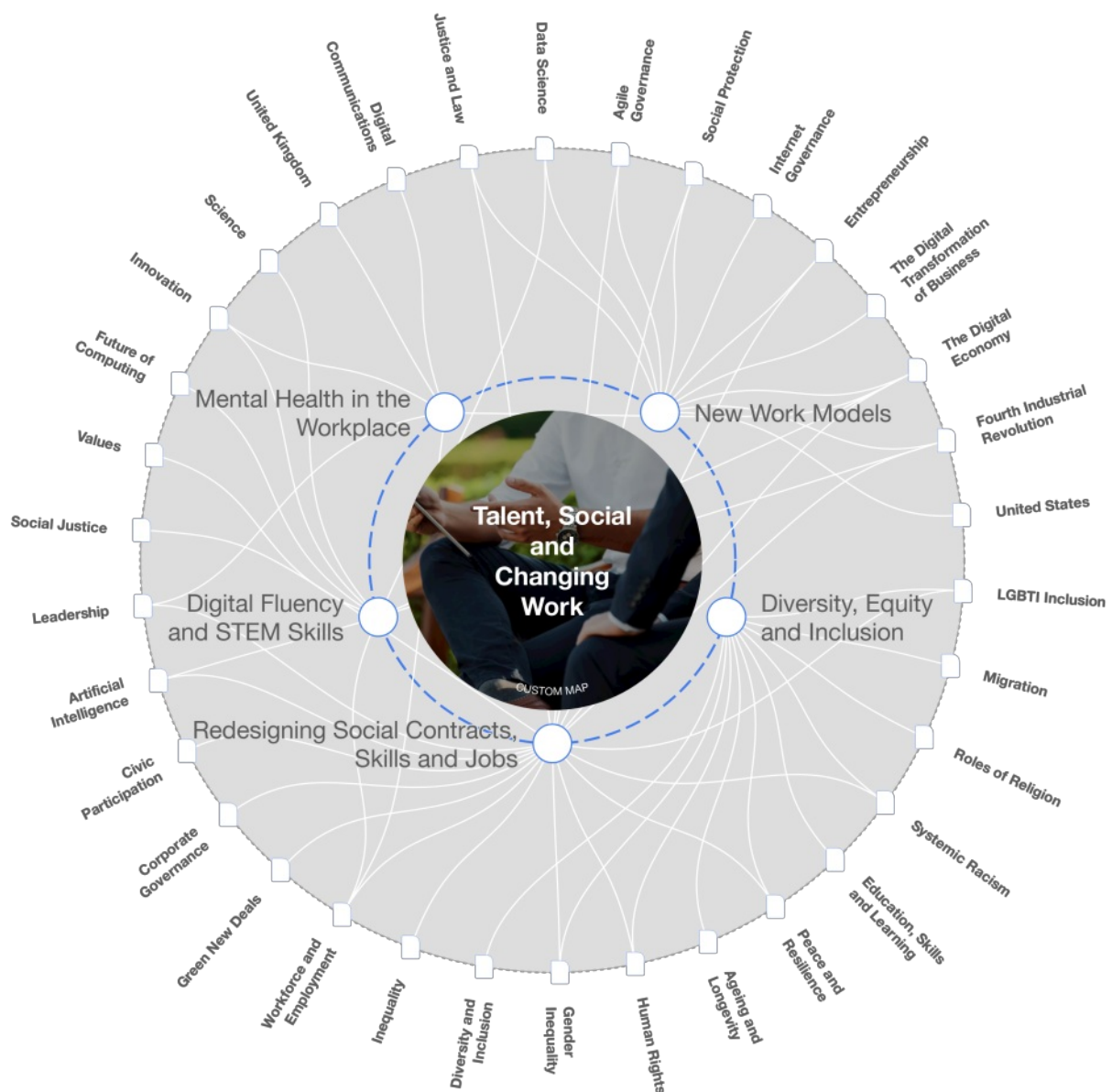


# Talent, Social and Changing Work

Last review on Sun 19 December 2021

## About

This dynamic briefing draws on the collective intelligence of the Forum network to explore the key trends, interconnections and interdependencies between industry, regional and global issues. In the briefing, you will find a visual representation of this topic (Transformation Map – interactive version available online via [intelligence.weforum.org](https://intelligence.weforum.org)), an overview and the key trends affecting it, along with summaries and links to the latest research and analysis on each of the trends. Briefings for countries also include the relevant data from the Forum's benchmarking indices. The content is continuously updated with the latest thinking of leaders and experts from across the Forum network, and with insights from Forum meetings, projects communities and activities.



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# Executive summary

Talent, Social and Changing Work Intelligence Map - insights and perspectives curated by Digoshen via World Economic Forum Strategic insights and contextual intelligence.

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## 1. New Work Models

Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment.

## 2. Diversity, Equity and Inclusion

Whether based on race, caste, religion, or gender, discrimination is rampant.

## 3. Redesigning Social Contracts, Skills and Jobs

The pandemic has laid bare the inequalities that create unnecessary suffering and hardship.

## 4. Digital Fluency and STEM Skills

Digital skills are essential, but real digital fluency means applying ethical considerations to technical achievement.

## 5. Mental Health in the Workplace

Employees who are more susceptible to mental health problems are more likely to see their work suffer.

# New Work Models

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## Temporary, part-time, and independent work remain overlooked in research and policy-making, even as they replace permanent employment

Global labour statistics tend to overlook temporary, part-time, and independent contracting work, and focus solely on full-time and permanent employment. Yet, research suggests that a significant portion of net employment growth since 2005 has occurred in the independent and self-employed categories - meaning that what was once deemed “non-standard” work is becoming the new norm. Managers are now more likely to oversee diverse, geographically-dispersed teams, to assess worker performance with new types of analytics, and to expand their searches for new recruits to non-traditional environments. The rise of “platform” economies (based on broad, far-reaching digital entities like Amazon or Uber) has created more flexible work opportunities and a “gig” economy. However, this flexibility is only rarely an advantage for workers, and mostly only a benefit for contracting entities. Workers must rely on their prioritization skills to maintain a work-life balance, and on their ability to cope with demands for near-immediate availability and instant comparisons (in the form of ratings) with their gig worker competition - which is constantly expanding. Customers are meanwhile exerting their own power via ratings and related algorithm tweaks, which creates more risk for individual workers than for the companies hiring them on a contract basis.

Concerns related to the lack of governance and legal protections for contractual work have increased, not least because its prevalence is poorly captured in current statistics. Most related studies have relied on data shared by relatively few digital talent platforms, and few countries have completed comprehensive labour market analyses that include these new forms of work. Data published by the US Bureau of Labor Statistics in 2017, for example, showed a surprising decline in American workers with “alternative work arrangements” compared with 2005, according to a report published by the Brookings Institution. However, it is estimated that by the year 2027 more than half of the roughly 145 million working Americans will fall within the “independent worker” category. Current legal standards in many countries for what constitutes an actual employee, rather than a contractual worker, are vague at best. Worker classification and related labour model regulation require updating, in order to formally recognize the needs of growing segments of the global workforce. It is crucial that more related data, research, and information be made available, and that relevant terminology and measurement standards are harmonized within and across countries.

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Related insight areas: [Justice and Law](#), [Data Science](#), [Agile Governance](#), [Social Protection](#), [Internet Governance](#), [Entrepreneurship](#), [The Digital Transformation of Business](#), [The Digital Economy](#), [Fourth Industrial Revolution](#), [United States](#)



VoxEU

## The impacts of parental job loss and job insurance policies on children

02 December 2022

Parental job loss can affect the performance of children in school and many other dimensions of their lives. This column uses rich administrative data to examine the negative impacts of income loss on children in Brazil. The results show that children aged 9-15 are roughly 10% more likely to drop out of school, and the impacts are significantly stronger for children in poorer families. Beyond education, teenage work, teenage crime (among boys) and teenage fertility all increase. Access to unemployment insurance can mitigate some of these effects.

# Diversity, Equity and Inclusion

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## Whether based on race, caste, religion, or gender, discrimination is rampant

Entrenched structural shortcomings have made inequality a reality in just about every part of the world. While Apartheid in South Africa was easily recognized as abhorrent, similar types of systemic bias continue to sustain patriarchy and privilege - and are either not-well-understood or wilfully ignored. These systems are often presented as meritocratic and fair, while in fact they serve to keep certain groups of people far from power and influence. Despite the aspirations of human rights activists and policy-makers, humanity still has not realized its collective talent potential - as significant parts of the population remain effectively excluded from obtaining a quality education. Structural discrimination rests on the twin pillars of prejudice and failure to prioritise systemic change. Some of the many factors at play include race in the US, caste and religion in India, sexual orientation in Uganda, gender in Saudi Arabia, immigration status in Europe, and statelessness in Haiti. Societies constructed on explicit or implicit bias require a retracing of the steps that got them there, a recalibration of historical attitudes, and more forward-looking approaches.

Prejudice is born of insecurity, and ensures that particular groups dominate. It is perpetuated by people (usually men) from dominant ethnic, racial, religious, or linguistic communities, with any departure from their “norm” treated as deviant and harmful. In previous centuries this fuelled colonization and false notions of the value of one civilization over others. This legacy is deep-seated, and continues to enable the subjugation of native populations, making their ancestral territories and resources subservient to dominant political powers. The general exclusion of women and others deemed “deviant,” such as the LGBTI community, has continued - though modernizing social norms are steadily outstripping ancient prejudices. Women's voices are coming to the fore, as seen in the #MeToo movement, racial intermixing and immigration are reshaping societies, and widespread support exists for the types of systemic change called for by Black Lives Matter and other movements. The scale and complexity of global problems requires tapping the broadest talent pool to find solutions; relying only on a relatively small portion of the population based on its privileged identity would be foolhardy.

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Related insight areas: [LGBTI Inclusion](#), [Migration](#), [Roles of Religion](#), [Systemic Racism](#), [Education](#), [Skills and Learning](#), [Peace and Resilience](#), [Ageing and Longevity](#), [Human Rights](#), [Gender Inequality](#), [Diversity and Inclusion](#)



Pew Research Center

### K-12 parents differ by party in how frequently they discuss certain national issues with their children

13 December 2022

Issues that have been at the center of national debates in recent months are also topics of conversation for some parents and their children. There are wide partisan divides in how often these topics come up in conversation, according to a Pew Research Center survey of parents. Overall, a quarter of parents of K-12 students in the United States say racism or racial inequality comes up in conversations with their children very or fairly often. About one-in-five (18%) say they and their children discuss the environment or climate change with the same frequency, and the same share say this about the topic of sexual orientation or gender identity. Some 15% of K-12 parents say guns or gun policy comes up at least fairly often with their K-12 children in conversation.



Harvard Business School Working Knowledge

### Buy-In from Black Patients Suffers When Drug Trials Don't Include Them

12 December 2022

Diversifying clinical trials could build trust in new treatments among Black people and their physicians. Research by Joshua Schwartzstein, Marcella Alsan, and colleagues probes the ripple effects of underrepresentation in testing, and offers a call to action for drugmakers.



German Development Institute

### Ten recommendations for Germany's feminist development policy

08 December 2022

Based on the experience of feminist foreign and development policy pioneers, this paper offers ten recommendations for Germany's feminist development policy. It highlights the need for a sound conceptual foundation and the necessary changes in the implementation of future development cooperation.



RAND Corporation

### Examining the Loss of Wealth and Downward Mobility of African Americans

07 December 2022

The position of middle-class African Americans remains precarious despite post-Civil Rights era gains. In this report, the author reviews research on the factors that may contribute to the downward mobility rates of middle-class African Americans.



RAND Corporation

### Overcoming Compound Racial Inequity

07 December 2022

The wealth gap between Black and white Americans is the result of inequities compounded over time. Using Survey of Consumer Finances data, the authors analyze the wealth gap and the potential impacts of disparity-reducing wealth-allocation policies.



Harvard Business School Working Knowledge

### Recruiters: Highlight Your Company's Diversity, Not Just Perks and Pay

30 November 2022

Employers are dangling all sorts of sparkling lures to capture hot job candidates in the battle for top talent: Generous compensation. Stock options. Lofty titles. Harvard business school research suggests that many companies fail to promote a key draw for many prospective employees today, particularly young people: the diverse, inclusive workplaces they've worked hard to develop. "Job seekers are more likely to click on job ads for firms with high diversity scores when presented with this information."



UN Women

### Pushing forward: Dismantling anti-LGBTIQ+ discrimination in Argentina

18 November 2022

Fernanda Rotondo is an Argentinian feminist, LGBTIQ+ and human rights activist, and writer and photographer. She is also the Gender and Human Rights Coordinator for the organization ANDHES (Lawyers in Human Rights and Social Studies in the Argentinean Northeast). In the face of inconsistent national policies and protections, Fernanda is fighting to advance the human rights of Argentinians across the country and to ensure a violence free future for all.



# Redesigning Social Contracts, Skills and Jobs

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## **The pandemic has laid bare the inequalities that create unnecessary suffering and hardship**

The spread of COVID-19 magnified the tenuous existence of many workers, and the inequality that plagues many societies. Unemployment claims in the US topped 40 million between mid-March and late May 2020, analysts speculate that China's unemployment rate will hit double digits, and many workers able to keep their jobs were often kept on the frontlines in healthcare, manufacturing, and service industry roles in ways that put their health at serious risk. In the US, for example, more than 10,000 (largely Latino) meatpacking workers have been infected, according to the country's biggest meatpacking union, and COVID-19 has been killing African-Americans at a disproportionate rate. Gig-economy workers have also been hit hard; as demand for services like ride-sharing evaporated, many drivers were unable to access traditional unemployment benefits. While the threat of COVID-19 may appear to be receding in many places, the size of this gig-economy workforce will likely continue to expand. By 2019, there were nearly 5 million gig-economy workers in Britain alone - including many people who had to take on the extra work in addition to more traditional jobs.

There are ways that economies can begin to forge a healthier relationship with their workforces as COVID-19 recedes. In terms of gender equity, for example, companies and policy-makers can apply a "gender lens" to addressing the jobs lost, the quality of work available, and the inordinate impact on the most vulnerable workers. Experts recommend such an approach in light of the fact that women have been more vulnerable to the pandemic than men - due in part to the fact that women make up 57% of those working on a part-time basis globally, a group that has suffered the heaviest job losses, according to the International Labor Organization. Many women will not have access to social safety nets due to the informal nature of their participation in the workforce, according to the ILO, including access to unemployment benefits. Unfortunately, much of the job losses related to COVID-19 may be permanent. According to a working paper published by the Becker Friedman Institute at the University of Chicago in May 2020, an estimated 42% of related layoffs in the US will result in permanent job loss.

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Related insight areas: [Inequality](#), [Workforce and Employment](#), [Entrepreneurship](#), [Green New Deals](#), [Corporate Governance](#), [Gender Inequality](#), [Peace and Resilience](#), [LGBTI Inclusion](#), [Social Protection](#), [Civic Participation](#), [Fourth Industrial Revolution](#), [Agile Governance](#), [Systemic Racism](#), [Artificial Intelligence](#), [The Digital Economy](#), [Leadership](#), [Social Justice](#), [Justice and Law](#), [Human Rights](#)





World Economic Forum

### 5 tips for women to get what they deserve at work

22 November 2022

It will take 132 years to close the global gender gap, according to the World Economic Forum's 2022 Gender Gap report. Women still face occupational disadvantages and barriers that stifle opportunities, hinder mobility and impair growth for both men and women in the workplace. By confidently claiming credit for their hard work and fostering a culture of recognition, women might move the needle on the gender gap. In a society still grappling with gender inequalities, women, especially women of colour, have unique barriers to overcome. Recognition is a crucial element in career progression - and as women, we must often work harder to receive that credit.



World Economic Forum

### Young Global Leaders: The alumni gathering 2022

20 October 2022

The alumni from the World Economic Forum's Young Global Leader programme meet this week in Geneva. Young Global Leaders complete a three-year programme aimed at developing new leadership models. Alumni have gone on to put their ideas into action all over the world. This week, over 200 of the alumni from the World Economic Forum's Young Global Leaders (YGL) programme convene in Geneva, Switzerland, under the theme "Emerging and Growing as Leaders". Because of the COVID-19 pandemic, it has been over three years since the community last got together.

# Digital Fluency and STEM Skills

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## Digital skills are essential, but real digital fluency means applying ethical considerations to technical achievement

Technology has provided a crucial lifeline during COVID-19 by linking people to loved ones and work - in ways that make it clearer just how digitized the near future will be. The hybrid forms of collaboration that have emerged as we move towards a new normal bring their own challenges, and may aggravate existing inequalities. To thrive in a contemporary workplace, young people need to develop digital fluency and science, technology, engineering and mathematics (STEM) skills from an early age. Real fluency starts with basic digital literacy - and adds an ability to apply critical thought and ethical considerations to using and developing technology, or dealing with data. While learners need help to attain an ability to apply innovation in ways that take into account ethical considerations, education systems need to ensure technology curricula are up-to-date on related issues - and teachers need opportunities to refresh their own skills and knowledge to keep up with real-world developments. The ethical use of technology should be embedded throughout an education and lifelong learning, to prepare people of all ages to deal with the thorniest related issues.

Properly matching STEM skills with a solid ethical grounding requires investment, though the benefits in terms of increased digital fluency can clearly exceed related costs. That is certainly true for businesses hiring young people equipped with fluency who are less likely to build artificial intelligence and other systems that result in litigation or scandal. Many of the most desirable jobs require a healthy understanding of math and science; according to projections made by the US Department of Labor, many of the 20 fastest-growing occupations for the period between 2016 and 2026 will require related backgrounds and skills. In addition, the European Centre for the Development of Vocational Training (Cedefop) has estimated there will be 11% employment growth within the European Union for occupations tied to science, engineering, and information and communications technology between 2020 and 2030. Given the importance of high-value-added STEM in future workplaces, it is imperative to ensure access to related education for people from all socio-economic groups. Girls and women are particularly underrepresented within STEM disciplines, and it is crucial to find ways to proactively increase their engagement during secondary and tertiary education.

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Related insight areas: [Values](#), [The Digital Economy](#), [Future of Computing](#), [Innovation](#), [Artificial Intelligence](#), [Data Science](#), [Workforce and Employment](#), [Science](#), [Fourth Industrial Revolution](#)



Asian Development Bank

## Challenges and Opportunities in Teacher Education Reforms

24 October 2022

This brief draws on lessons from Finland, Singapore, Sri Lanka, and Uzbekistan to explore how governments can strengthen training and continuous professional development for teachers to boost their skills and improve student learning outcomes.

# Mental Health in the Workplace

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## Employees who are more susceptible to mental health problems are more likely to see their work suffer

At any point, nearly one in five members of the working-age population in the UK has a mental health problem, according to a report prepared for the UK government by the RAND Corporation in 2014, and more than 40% of sickness benefit claims in the country cite a mental or behavioural disorder as a primary condition. However, a subsequent RAND Corporation report published in 2018 identified a number of potential wellbeing interventions related to mental health in the workplace, based on standards developed by the innovation and social-policy-intervention foundation Nesta (ranging from a “1” for articulating a clear logic, to a “5” for showing evidence of consistent, reliable results). For example, Be Mindful, a four-week online course that involves mindfulness meditation audio and video-led sessions aimed at reducing stress, depression and anxiety (and received a rating of “3”), had been implemented in 17 organizations for about 11,000 people annually, and showed statistically significant beneficial effects. In general, however, the tools and practices in place for occupational mental health, as well as the degree of access to mental health support in the workplace, remain insufficient.

In response, in 2017 the World Economic Forum’s Global Agenda Council on Mental Health published a set of seven steps that people can take to foster a healthier workplace. These include exploring ways to modify existing workplace practices in a way that could promote better mental health (keeping in mind that every workplace is unique), taking the time to learn from leaders and employees who have been successful in promoting better mental health in the past, borrowing successful models from other firms (the council provided case studies from companies including Bell Canada and British Telecom Group), making an effort to better understand the opportunities and mental health needs of your colleagues, building the internal and external partnerships needed to provide educational material and training necessary for successful mental health initiatives, and creating a culture where colleagues will not hesitate to ask for help (and will know exactly where to direct their questions).

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Related insight areas: [Leadership](#), [United Kingdom](#), [Innovation](#), [The Digital Economy](#), [Digital Communications](#), [Workforce and Employment](#)



London School of Economics and Political  
Science

## Is it ethical to be friends with research participants?

29 September 2022

In qualitative research building a rapport and friendships with participants is often presented as a means to gain access and data from research participants. However, as Helen Kara discusses, using friendship in an instrumental way presents serious ethical issues for researchers. Trainee qualitative researchers, learning the most popular research method of interviewing, are routinely taught to use ...  
Continued.

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## 1. New Work Models

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## 2. Diversity, Equity and Inclusion

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## 3. Redesigning Social Contracts, Skills and Jobs

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## 5. Mental Health in the Workplace

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## Acknowledgements

- Cover and selected images throughout supplied by Reuters.
- Some URLs have been shortened for readability. Please follow the URL given to visit the source of the article. A full URL can be provided on request.

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In today's world, individuals and organizations can find it difficult to keep up with the latest trends or to make sense of the countless transformations taking place around them.

How can you decipher the potential impact of rapidly unfolding changes when you're flooded with information—some of it misleading or unreliable? How do you continuously adapt your vision and strategy within a fast-evolving global context?

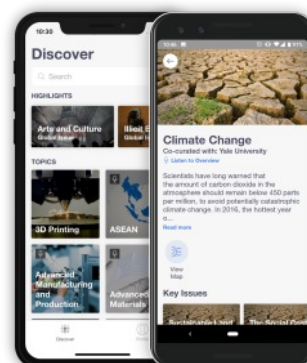
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