WORLD ECONOMIC FORUM

Talent Management and Evolving Work Dynamics

STRATEGIC INTELLIGENCE BRIEFING

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Below is an excerpt from the transformation map for Talent Management and Evolving Work Dynamics, with key issues shown at the centre and related topics around the perimeter. You can find the full map later in this briefing.

1 Latest insights

A synthesis of the most recent expert analysis.

Below are your latest updates on the topic of Talent Management and Evolving Work Dynamics spanning 10 different sources.

1.1 Current perspectives

GovLab - Living Library

Once It Has Been Trained, Who Will Own My Digital Twin?

23 December 2024

Software tools are limited by their training data and are not sentient or capable of creativity. Despite this, chatbots and digital twins are being developed to replicate historical figures and engage with users. The ownership of the intellectual property behind these digital twins is already being shaped, with many organizations positioning themselves to capture value. While some universities have liberal views on intellectual property ownership, others are more restrictive. The value and potential of these digital twins are still uncertain and will take time to fully realize.

Social Europe

Climate change adaptation means rights for workers

20 December 2024

Spain's response to recent floods by establishing a "labour shield" to protect affected workers offers a model for climate change adaptation. The regulation includes provisions for paid "climate leave," employer communication of weather warnings, and the development of action plans through collective agreements. It also commits to developing a comprehensive legislative framework for worker protection from climate-related risks within a year. This shows progress in recognizing the direct impact of climate change on working conditions and the need for broader policy development at the EU level.

Institute of Developing Economies, Japan External Trade Organization

Transnational Social Protection in Southern Africa: Labour Migration to South Africa from Mozambique and Malawi - Institute of Developing Economies

19 December 2024

This book examines social protection for migrant workers from Mozambique and Malawi who move to South Africa. It discusses the literature on social protection for international migrants, migration and social protection policies in post-apartheid South Africa, and issues related to occupational diseases and access to benefits for migrant mineworkers. The book argues that both the governments of migrant-receiving and sending countries, as well as regional organizations, must play important roles in ensuring social protection for migrant workers in the southern African region.

IUS Laboris (Publications)

Talent without borders: unlocking a diverse workforce - Ius Laboris

12 December 2024

A diverse workforce is beneficial for businesses as it brings different perspectives and enhances employee performance. With labor shortages in some sectors, businesses are looking to attract employees from abroad, which opens up a wider talent pool. However, hiring foreign employees adds complexity as they need work and/or residence permits/visas. Immigration for business purposes varies among EU member states, with some having quotas and market tests for foreign

employees. Exceptions exist for highly skilled workers and those in shortage professions. In non-EU countries like Switzerland, the UK, Ukraine, and Turkey, there are different rules and requirements for immigration. Different countries also have more flexible immigration routes for certain categories of employees.

GlobalData

Enterprise AI predictions 2025: the year GenAI creates tangible value?

11 December 2024

In 2025, GenAI is predicted to create tangible value and be the fastest-growing segment within the AI market. The AI market is expected to reach $1 trillion by 2030, but there are obstacles such as increased hardware costs and limited availability of graphic processing units. AI agents will focus on identifying inefficiencies, optimizing workflows, and prioritizing critical actions. Conversational AI combined with graphical user interfaces will result in intuitive, AI-driven user experiences. Agentic AI, which employs intelligent autonomous agents, will be a top priority, improving operational efficiency and enhancing customer experience. Ethical innovation will become a standard, with demands for transparency and accountability. Challenges hindering AI implementation will be addressed and attention will turn to using AI for applications that provide tangible value.

World Economic Forum

What companies do now will determine their future in the Intelligent Age

23 December 2024

Companies must fully implement scalable, enterprise-level AI strategies to remain competitive in the Intelligent Age. Reskilling and upskilling the workforce are essential, as AI reshapes roles. Rapid transformation supported by AI adoption enables cost savings, innovation, and sustained growth. Organizations that do not have an AI strategy risk stalling in pilot mode. Job impact depends on organizational decision-making and reskilling efforts. Investments in workforce reskilling could significantly increase GDP. Enhancing employee experience and creating professional opportunities are crucial in the Intelligent Age. Once AI is adopted and employees are developed, organizations must revisit their business models and refine their AI strategies to benefit customers.

National Bureau of Economic Research

Gender Inequality in the Labor Market: Continuing Progress?

23 December 2024

Gender inequality in the US labor market has seen progress in the past, but has since slowed down. Women's labor force participation, occupational attainment, and wage convergence with men have plateaued. The author argues that policy intervention is necessary to resume progress in narrowing gender gaps. New policy initiatives addressing work-family issues and labor market discrimination show potential for increasing female labor force participation and reducing gender inequities. This article draws on research conducted by the author and her collaborators, and was presented as a lecture at Cornell University's ILR School.

Project Syndicate

Our AI Near-Future

16 December 2024

Artificial Intelligence (AI) has the potential to revolutionize various fields such as education, art, medicine, and robotics. However, the risks associated with AI are not being adequately addressed. Despite the uncertain future of AI, it is possible to make some predictions about its impact.

GlobalData

Enterprise AI predictions 2025: The year GenAI creates tangible value?

11 December 2024

The AI market is predicted to reach $1 trillion by 2030, with generative AI (GenAI) being the fastest-growing segment. GenAI has the potential to drive business process automation and create new business models. In 2025, AI agents will focus on identifying inefficiencies, optimizing workflows, and prioritizing critical actions in real-time. Conversational AI combined with GUIs will enhance user experiences, offering personalized, emotionally intelligent guidance. Agentic AI, which employs autonomous AI agents, is expected to improve operational efficiency and customer experience. Ethical innovation will be crucial, with organizations needing to embed ethical considerations into their AI development process. Challenges hindering AI implementation, such as trust, inaccuracies, and AI rights, are expected to be addressed by 2025.

Istituto Affari Internazionali

Challenges and Opportunities of Using Generative AI for Research: Opening the Discussion

19 December 2024

The rise of generative AI tools raises urgent questions for knowledge production processes. This forum brings together the perspectives of four editors and researchers to discuss the potential benefits and risks. Topics covered include the impact of generative AI on scholarly journals, responsible use by researchers, hidden biases and power relations, and constructing context-specific AI software.

World Economic Forum

How can we transform the economic growth we have into the growth we want?

20 December 2024

Global economic growth is facing several challenges, including environmental problems and inequalities. The World Economic Forum's Global Future Council on the Future of Growth has identified four key foundations for achieving a better quality of economic growth: innovation, inclusivity, sustainability, and resilience. To transform existing economic growth into the desired growth, it is crucial to decouple growth from environmental pressures, uplift low-income and vulnerable countries, and invest in green and digital skills. This new era of growth will require radical changes and global cooperation.

The Conversation

AI won't take your job – but that doesn't mean you should ignore it

20 December 2024

AI has sparked a debate about its impact on jobs. While AI can automate certain tasks and improve worker productivity, it doesn't necessarily replace human expertise. AI tools have shown to benefit newer and less-experienced workers the most, leveling the playing field. Companies need workers who can effectively use AI tools, and integrating AI into workflows is crucial for job security. Lifelong learning, AI literacy, and organizational adaptation are key strategies for navigating this transition. The ability to work alongside AI will increasingly determine career success.

The Conversation

Generative AI is making traditional ways to measure business success obsolete

06 December 2024

Generative AI is revolutionizing business operations by offering instant results and high-quality output without high costs or delays. This AI technology is capable of generating text, images, ideas, and even complex code in response to user prompts. Businesses can leverage generative AI for tasks such as creating menus, providing customer support through chatbots, analyzing social media sentiment, automating marketing and content creation, and handling routine inquiries and scheduling. Generative AI tools like GPT-4, GeminiAI, and Co-Pilot are becoming more accessible and affordable, enabling small firms to benefit from advanced capabilities. This technology enables businesses to achieve both speed and accuracy, streamlining operations, lowering costs, and improving competitiveness. By embracing generative AI, organizations can transform efficiency, productivity, and accessibility, enhancing their chances of survival in challenging economic environments.

1.2 Potential scenarios

In this section, we use experimental artificial intelligence to surface a range of scenarios related to the topic. These are not predictions but are provided to anchor discussions and help you think through and anticipate potential opportunities and risks.

Please note that this section is part of our ongoing trials using experimental artificial intelligence technology to enrich our user experience and bring our members the very latest developments and trends. We'll continue to innovate and refine our efforts based on these pilots.

1. Government mandates personalized learning in all schools

A new government policy mandates that all schools must adopt personalized and adaptive learning approaches, using data analytics and artificial intelligence to tailor learning experiences to the individual needs and preferences of students. This leads to improved learning outcomes, but some teachers struggle to adapt to the new approach, and there are concerns about the privacy and security of student data.

Related topics: Digital Fluency and STEM Skills

2. A rise in remote work leads to an increase in global teams

As companies continue to adopt new technologies and work models, there is a rise in the number of workers who are able to work from anywhere in the world. This leads to a decrease in the need for workers to be physically present in the same location, and a rise in the number of global teams. As a result, companies begin to invest more heavily in cross-cultural training and communication tools to help workers collaborate effectively across different time zones and cultures.

Related topics: New Work Models, Digital Work Design

3. A major corporation announces plans to implement a new mental health policy that requires employees to disclose their mental health status

A major corporation implements a new mental health policy that requires employees to disclose their mental health status, leading to concerns about privacy and discrimination.

Related topics: Mental Health in the Workplace

4. Automation leads to a rise in unemployment and a growing skills divide

As companies continue to adopt new technologies and automate processes, there is a decrease in the need for certain types of jobs, such as manual labor and administrative work. This leads to a rise in unemployment and a growing divide between those with the skills needed to succeed in the digital age and those without. As a result, governments and companies begin to invest more heavily in education and training programs to help workers develop the skills needed to succeed in the new economy.

Related topics: Job Creation and Entrepreneurship, Digital Work Design

5. Legal industry adopts blockchain-based legal document management system

The adoption of blockchain technology in the legal industry leads to the creation of a more efficient and secure system for managing legal documents. However, the implementation of this system requires significant investment in digital infrastructure and training programs for legal professionals. Additionally, new policies and regulations need to be developed to ensure the protection of client data and privacy.

Related topics: Digital Skills and Human Capital

6. A focus on sustainability leads to a more socially conscious workplace culture

As companies become more focused on sustainability and social responsibility, there is a rise in the number of workers who are able to work on projects that have a positive impact on the environment and society. This leads to a more socially conscious and environmentally friendly workplace culture, with greater opportunities for workers to make a difference in the world. As a result, companies begin to invest more heavily in sustainability initiatives and social responsibility programs.

Related topics: Inclusive Labour Markets

A variety of articles have been used by our artificial intelligence in order to formulate these scenarios. These acted as our "signposts" and provide clues or hints about what the future may entail. We recommend reading them for further context:

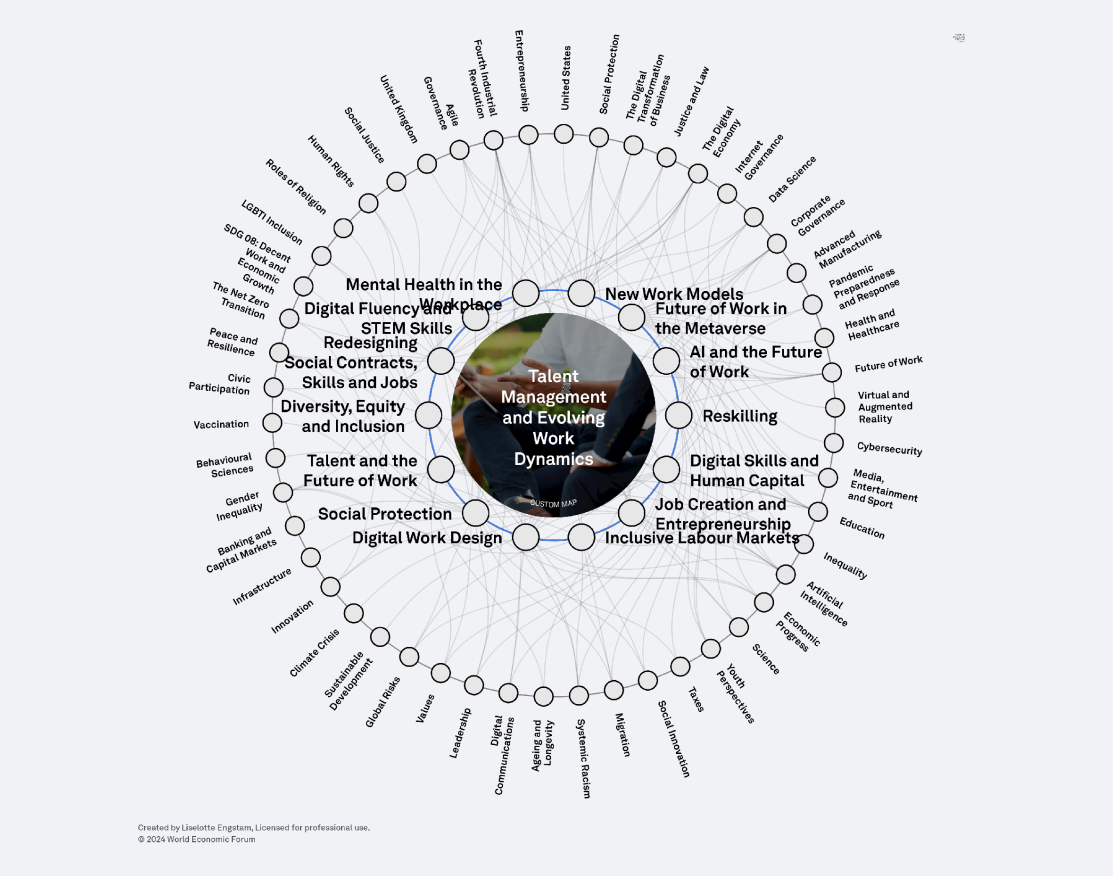
- What the GDPR can teach us about AI regulation, *World Economic Forum*
- Metaverse could put a dent in global warming, *Science Daily*
- Is your industry at risk of a cyberattack?, *World Economic Forum*
- Why U.S. Regional Banks Are Still in Crisis, *Kellogg School of Management*
- A troubling turn in Darfur violence, Ethiopia food aid suspension fallout, and the EU's deadly borders: The Cheat Sheet, *The New Humanitarian*
- Global Governance in an Age of Fracture – LSE Phelan US Centre Event Review, *London School of Economics and Political Science*
- How to Scale Local Innovations in Big Companies, *Harvard Business Review*
- Key enforcement issues of the AI Act should lead EU trilogue debate, *Brookings*
- States are leading the way in tearing the 'paper ceiling' and making good jobs available to workers without degrees, *Brookings*
- Central banks' rate push a risk to growth, and other economy stories to read this week, *World Economic Forum*
- High-quality child care contributes to later success in science, math: Children with caregivers who provide warmth, cognitive stimulation do better in STEM subjects in high school, *Science Daily*
- Research on improving teaching and learning often lacks a holistic focus—a new collaborative research project hopes to change this, *The Brookings Institutions – Center for Universal Education*
- Cannabinoids for behavioral symptoms in severe dementia: Safety and feasibility in a long-term pilot observational study in nineteen patients, *Frontiers*
- AI is a powerful tool, but it's not a replacement for human creativity, *World Economic Forum*
- How the four-day week benefits women at work, *World Economic Forum*
- What makes China so attractive to manufacturers?, *World Economic Forum*
- Will AI Replace the Front Office in Pro Sports?, *Harvard Business Review*

2 Strategic context

The key issues shaping Talent Management and Evolving Work Dynamics.

The following key issues represent the most strategic trends shaping the topic of Talent Management and Evolving Work Dynamics. These key issues are also influenced by the other topics depicted on the outer ring of the transformation map.

FIGURE 1 **Transformation map for Talent Management and Evolving Work Dynamics**



2.1 New Work Models

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.

Related topics: Agile Governance, Fourth Industrial Revolution, Entrepreneurship, United States, Social Protection, The Digital Transformation of Business, Justice and Law, The Digital Economy, Internet Governance, Data Science

2.2 Future of Work in the Metaverse

Entirely new industries, professions, and economic models are possible

The metaverse heralds a new direction for the future of work, in ways that promise to interweave advanced digital constructs with profound societal shifts. The technology has triggered a reimagining of learning paradigms, as classrooms are potentially transformed into immersive spaces where students from around the world can participate in shared, enriched experiences enhanced by virtual and augmented reality - potentially democratizing access to valuable STEM (science and technology)-based curricula and other practical tools. Both virtual classrooms and other immersive learning experiences facilitated by augmented and virtual reality have the potential to transform pedagogical approaches, in ways that make education more accessible and engaging. Traditional, related business models are being reimagined, as companies integrate virtual spaces, digital assets, and metaversal strategies into their operational frameworks. As the metaverse gains traction, it has the potential to catalyse the emergence of entirely new industries, professions, and economic models.

The nascent development of everything from virtual real estate to digital asset management has created potential avenues for job creation and new wealth generation that are vast and varied. Some of the novel industry positions and job roles being fashioned in the metaverse include virtual asset managers and digital architects, carving increasingly unique paths to professional development, economic contributions and greater diversification. The metaverse embodies the essence of the Fourth Industrial Revolution, which has been underpinned by the convergence of physical, digital, and biological realms. Augmented and virtual reality technologies, in tandem with artificial intelligence and the Internet of Things, are pivotal. As they move beyond gaming and entertainment, AR and VR have become handy for professional training, design, and general collaboration. On the precipice of what will likely turn out to be a transformative era, a fuller understanding the multifaceted impact of the metaverse on work, education, and manufacturing is crucial for businesses and people everywhere.

Related topics: Corporate Governance, Advanced Manufacturing, Pandemic Preparedness and Response, Health and Healthcare, Future of Work, Virtual and Augmented Reality, The Digital Economy, Cybersecurity, Media, Entertainment and Sport, Education, Inequality, Artificial Intelligence

2.3 AI and the Future of Work

How exactly will artificial intelligence impact jobs?

There has been a great deal of speculation and debate about the impact of artificial intelligence on the future of work - particularly in terms of the toll it will take on available jobs. Some argue it will eliminate a significant number, and will predominantly impact low-skilled workers in ways that exacerbate existing inequality. Others believe AI could create new job opportunities, by adding nuances to existing work and making it more creative. Generative AI is particularly likely to transform the workplace; its ability to create new and seemingly original content can automate tasks ranging from editorial processes to the design of scientific experiments and software coding. Companies can potentially ease the impacts of AI integration in the workplace by developing programs to support employees during a transition period - such as retraining. To increase worker trust in AI systems, diverse teams of developers and data scientists must try to create systems using fair and unbiased training data. And policy-makers at multiple levels must set ethical, fair standards for the use of AI in the workplace.

Related topics: Corporate Governance, Future of Work, Justice and Law, Economic Progress, Science, Youth Perspectives, Media, Entertainment and Sport, Agile Governance, Education, Taxes

2.4 Reskilling

The Fourth Industrial Revolution and demographic shifts require short-term reskilling to meet labour market demands

Given the pace of the Fourth Industrial Revolution compared to those of the previous three, there is an uncomfortably short interval available to build the training systems and labour market institutions necessary to develop new skillsets. A report published by Gartner predicted net job creation through the use of artificial intelligence by 2020, and two million net-new jobs as a result of the technology by 2025. However, related public spending has fallen steadily for years in most Organisation for Economic Co-operation and Development countries, according to the McKinsey Global Institute. The AI & Machine Learning Imperative, a guide published by MIT SMR in 2020, predicts a growing gap between the sophisticated tools companies can produce with technology, and the parts of these companies that can actually use the tools in production - due to a lack of skills. Enabling the three billion members of the global workforce to navigate this industrial revolution requires a greater variety of adult training and learning opportunities. Only about 11% of adults in the European Union aged between 25 and 64 were participating in education and training programs as of 2019, according to a European Association for the Education of Adults report.

Gaining formal qualifications alone will not equate to successful re-skilling, however; lifelong learning opportunities such as modular short-cycle courses, experience on the job, and exposure to new projects are necessary to help more people gain the skills that match labour market demand (certifications do enable workers to validate their skills wherever they may apply them, it should be noted). Businesses need to recognize and invest in their “human capital” as an asset, rather than see it as a liability, according to a World Economic Forum report. Global demographic shifts are impacting economic growth tremendously, and drawing distinctions between established, rapidly ageing economies, and developing regions with large, burgeoning populations of young people. Strategies for bridging this emerging division include automation (used extensively, for example, in Japan) and encouraging immigration flows (as has been the case in Germany and Italy) in older countries, and working to ensure that school systems are well funded in younger countries (such as in the Middle East and sub-Saharan Africa). According to the OECD, closing the skills gap will require a solid understanding of the current skill base, proactive talent management strategies, and sustained dialogue among companies, governments and education providers.

Related topics: Fourth Industrial Revolution, Youth Perspectives, Social Protection, Artificial Intelligence, The Digital Economy, Education, Social Innovation, Migration, Systemic Racism, Ageing and Longevity, Data Science

2.5 Digital Skills and Human Capital

Educational systems that are in sync with the evolving dynamics in labour markets will help countries gain a competitive edge

The rapid development of technologies will continue to transform the world of work and international labour markets. Cultivating robust digital skills will be necessary to constructively participate in the digital economy - and key related priorities include the need for government decision-makers to understand the value that digital skills can bring, so they can facilitate more inclusive approaches to investing in human capital development. Policy-makers should devise long-term strategic plans and incentives to build public awareness, and attract private-sector partners to both share technical expertise and support government efforts to upskill and reskill workforces in ways that are resilient. Establishing clear related roles for academia, the public sector, and industries will be key for measuring digital skills gaps and developing comprehensive strategies to address them. Understanding that technology is for everybody, and equipping the public with the right tools to promote digital literacy and engender responsible artificial intelligence principles, while also training data scientists and cybersecurity experts, will help create societies that can better collectively respond and adapt to change.

The expanded use of emerging technologies does not have to be at odds with positive social and economic growth. But this requires more advanced digital skills, to ensure broader inclusion and to properly unlock new value and enhance productivity. In Europe, for example, an estimated 90% of jobs already require basic digital skills, along with literacy and numeracy skills. Through effective policies and digitally-appropriate educational programmes, governments can pave the way for technological progress and put people at the centre of the digital transition by equipping them with the right skillsets to drive digital growth. Educational systems and vocational training that are in sync with these evolving dynamics in labour markets will help countries gain economic competitiveness, and guarantee the general public can benefit from advantages gained through emerging technologies.

Priorities for collaboration:

-Develop holistic national education systems to ensure inclusive digital and financial literacy for the future of work.

-Incentivize the private sector to support governments throughout the upskilling and reskilling journey of the existing workforce.

-Co-create innovative teaching methods and key competencies required for the future of work.

Related topics: Digital Communications, Leadership, Values, Fourth Industrial Revolution, Global Risks, Education, Youth Perspectives, Corporate Governance, Sustainable Development, Climate Crisis, Agile Governance, Internet Governance, Innovation

2.6 Job Creation and Entrepreneurship

The changing global economy can quickly create value but is slow to generate sustainable jobs, calling for new approaches

Recent decades have witnessed significant change in the ranks of the most predominant companies. In some places, up to 90% of the firms considered the strongest and most successful as of the 1980s no longer enjoy that status. The past 15 years in particular have seen the rapid and successful rise of firms equipped with new, digital business models that have departed from the more traditional methods of former market leaders. For many older and established firms, this period has not just been a referendum on their success, but on their survival - and their ability to preserve jobs and offer the employment opportunities that they have traditionally provided. Many of the new, digital, and platform-based firms have been able to win both significant market valuations and large (often dominant) market shares both quickly - and with relatively few employees, and scant job opportunities. For example, Kodak, the one-time market leader in analogue photography, once employed close to 150,000 people - whereas Instagram, a leader in digital imagery and sharing, had roughly a dozen employees when it was sold to Facebook in 2012 for about $1 billion.

As economies become increasingly automated and machine-driven, their general ability to create new jobs will likely become more limited. According to the US Bureau of Economic Analysis, returns to capital and to labour in the US have diverged in the past - and the current prognosis is that both wages and the numbers of jobs available in classic industrial sectors will continue to decline, as automation and machines increasingly take over (and low-paying jobs are at particular risk). In order to address these challenges, creative entrepreneurship will no doubt be necessary. However, global entrepreneurship surveys suggest that actual entrepreneurial intention, stability, and feasibility differ greatly between and even within countries. Social-, infrastructure-, human- and financial-capital need to be directed at increasing overall entrepreneurial activity. And, the private and public sectors, including the scientific community, need to work together much more closely, in order to enable the fundamental research at universities to either be commercialized by existing

firms, or by new firms created for that specific purpose. Meanwhile efficient startup ecosystems need to embrace all stakeholders, create regional networks, and provide necessary support and infrastructure.

Related topics: Entrepreneurship, Social Protection, Economic Progress, Infrastructure, Banking and Capital Markets, The Digital Transformation of Business, Fourth Industrial Revolution, Science, Global Risks, Artificial Intelligence

2.7 Inclusive Labour Markets

The technological disruption of labour markets creates both challenges and opportunities for people

The creation of labour markets that enable everyone to participate regardless of race, ethnicity, or background has been a long-time goal of many organizations. While some advances have been made with regard to the share of women in the workforce, and laws barring discrimination, a lack of inclusivity has persisted - not least in relation to women and young people from developing countries. According to the World Economic Forum's 2020 Global Gender Gap Report, there is a necessity for action as women occupy just 21% of the ministerial positions in the world, and spend at least twice as much time on unpaid work as men. Meanwhile the integration of migrants and refugees into labour markets requires linking up a wider array of stakeholders, supporting entrepreneurship, and facilitating the identification, assessment, and validation of skills. There is more to addressing inclusion than simply reforming education - research has shown that qualified women often exit the technology industry because they have concerns about their work environment, and a lack of ethnic diversity and ageism have been documented at some of the fastest-growing companies.

Some of the most common measures used to combat bias include diversity training - and it has been shown that shifting social norms and affecting the collective mindset can be more effective than solely focusing on changing individual outlooks. The influence of TV and the media in general appear to be of particular importance in this regard, as evidenced by a Brazilian study on the effect of telenovelas on decisions about family size and female participation in the labour market made by their audiences. The COVID-19 pandemic has increasingly made work virtual, which has had an impact on teamwork and interaction. In addition, technologies such as blockchain have created greater entrepreneurship opportunities, as they make traditional intermediaries less relevant. In the coming years, we can expect that increasing globalization will give even more people the opportunity to work virtually (and independently) from anywhere in the world. This means that more will theoretically be exposed to employment opportunities that were previously inaccessible. In order to truly boost the inclusivity of labour markets, however, this trend must be accompanied by initiatives to re-regulate employment and bolster social protection systems.

Related topics: Migration, Social Innovation, Education, Media, Entertainment and Sport, Entrepreneurship, Gender Inequality, Systemic Racism, Social Protection, Behavioural Sciences

2.8 Digital Work Design

Organizations have needs for flexibility, speed, and scalability that call for new ways of organizing work

Finding new ways to organize work - both within firms and at their fringes - has become a central factor in economic success or failure. As the focal point of organizations shifts alongside the global economy from an emphasis on products to information, a shift is also occurring from linear to exponential organizations. Organizations now need to be ambidextrous, in the sense of providing structure, culture, and processes for older, established work and products, while at the same time they provide new and different work designs for the technology-product-market combinations of tomorrow. One related trend that has only been accelerated by the advent of the COVID-19 crisis is the importance of being able to work globally in virtual teams. As more companies (such as Twitter and Microsoft) announce that employees can now work from home at least part of the week indefinitely, a new work reality will take hold that is more bottom-up than top-down, and shifting from concentrated, large structures to distributed smaller structures, and from hierarchical organization to team-and-work-group-based structures across departments and even whole entities.

This calls for new ways to ensure entrepreneurship, and for the identification of ways colleagues can function even while having never met face to face. One key for organizing this new work paradigm will be setting the correct defaults - as they are the most effective and efficient way to influence behaviour. In some parts of an organization, control may be the best default, whereas in others it may be trust. Some parts of a company may flourish through bureaucracy and perfection, whereas others produce the most value possible through

iteration and experimentation. Digital work design will be influenced by some developments that will continue indefinitely. Greater openness, for example, means companies will have more permeable boundaries, allowing permanent employees to work together with "free permanent" employees handling project based work on a temporary contract - in turn giving both companies and workers the benefits of "flexicurity" (flexibility and security). In addition, democratization and de-hierarchization will increase participation in decision-making at multiple levels, and will involve everything from choosing team members and leaders to direct ownership through equity stakes.

Related topics: Corporate Governance, Pandemic Preparedness and Response, Fourth Industrial Revolution, The Digital Economy, Digital Communications, Data Science, The Digital Transformation of Business, Social Innovation, Economic Progress, Gender Inequality, Artificial Intelligence

2.9 Social Protection

New work models and technology disruption call for innovative regulation aligned with the needs of workers

Adequate safety nets can provide workers with (at least) short-term buffers against periods of unemployment and skills that have become obsolete. These crucial protections help ensure human dignity in the face of the large-scale economic and social disruption triggered by the Fourth Industrial Revolution. However, according to the International Labour Organization, only 29% of the global population currently enjoys social security coverage that is adequate for weathering labour market disruption. More than 220 million people do not hold citizenship in the country where they live - a group equivalent in size to the fifth-largest nation in the world by population - denying them many labour protections enjoyed by their peers - according to a study published in Oxford Development Studies. Globally, only 55% of migrants receive social protection in their country of residence but have no access if they leave that country, 23% have access and portability, and 22% lack any at all, according to the Swiss Agency for Development and Cooperation (in some cases unilateral social protection programmes issued by origin countries mitigate non-transferability). Transnational social protections could help mitigate the vulnerability of workers, and of entire healthcare systems in host countries.

It will be critical for countries to carefully review their existing safety nets, in order to prevent labour market changes from worsening inequality - and to better ensure the efficiency and utility of worker benefits. Current systems vary in terms of balancing the responsibility for workforce protection between governments and employers. Government-provided social safety nets, where they exist, can be outdated. Meanwhile employer-based insurance systems for health, unemployment, and retirement may not be well suited for an era when workers no longer remain with a single employer throughout much of their careers. Bolstering social protections could aid the switch from informal to formal employment for many workers, and a United Nations report has suggested that there has been a rapid expansion of social assistance programs in developing countries in the last 15 years, including non-contributory pensions and employment guarantee schemes. The development of new instruments and new incentives could lead to greater related innovation. Indicators of the success of these tools may include the ability to ensure minimum income security, and to guarantee human dignity. And a key question for any policy-maker looking to reform existing approaches will be how to introduce efficiencies while re-structuring benefits systems.

Related topics: Fourth Industrial Revolution, Entrepreneurship, Corporate Governance, Taxes, Global Risks, Migration, Vaccination, Civic Participation, Social Protection, Economic Progress, Peace and Resilience, The Net Zero Transition

2.10 Talent and the Future of Work

CLOs are well positioned to steer work culture in a healthier, better-prepared, and more inclusive direction

Work and workplaces are rapidly evolving, so a key consideration for any Chief Legal Officer is the need to ensure that their organization is future-prepared with employee policies that fully align with its values and culture. The evolving role of the CLO in the context of the future of work goes beyond legal considerations and labour-regulation compliance; in light of increasing employee activism, workplace focus areas should now include not just legal requirements - the minimum standard for any organization - but also social aspects (the "S" in "ESG"), as well as values. CLOs generally work closely with human resources departments, to advise on future of work and talent issues ranging from remote work, employee vaccination policy, and parental leave. They are therefore well-positioned to help create fair and equitable workplaces, support diversity, equity and inclusion (DEI), and shape the nature of work in the gig economy.

Related topics: Inequality, Artificial Intelligence, Future of Work, SDG 08: Decent Work and Economic Growth, Values, Education, Gender Inequality

2.11 Diversity, Equity and Inclusion

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.

Related topics: Peace and Resilience, Education, LGBTI Inclusion, Systemic Racism, Gender Inequality, Migration, Roles of Religion, Ageing and Longevity, Human Rights

2.12 Redesigning Social Contracts, Skills and Jobs

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.

Related topics: Civic Participation, Peace and Resilience, Entrepreneurship, The Net Zero Transition, Social Justice, Corporate Governance, Inequality, Artificial Intelligence, Social Protection, Future of Work, Fourth Industrial Revolution, Gender Inequality, Human Rights, Agile Governance, LGBTI Inclusion, Justice and Law, The Digital Economy, Systemic Racism, Leadership

2.13 Digital Fluency and STEM Skills

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.

Related topics: Artificial Intelligence, The Digital Economy, Future of Work, Science, Data Science, Fourth Industrial Revolution, Values, Innovation

2.14 Mental Health in the Workplace

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).

Related topics: Future of Work, The Digital Economy, Digital Communications, United Kingdom, Innovation, Leadership

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The maps harness the Forum network's collective intelligence as well as the knowledge and insights generated through our activities, communities and events. And because the Transformation Maps are interlinked, they provide a single place for users to understand each topic from multiple perspectives. Each of the maps has a feed with the latest research and analysis drawn from leading research institutions and media outlets around the world.

At the centre of each map is the topic itself. This is surrounded by its "key issues", the forces which are driving transformation in relation to the topic. Surrounding the key issues are the related topics which are also affected by them. By surfacing these connections, the map facilitates exploration of the topic and the landscape within which it sits.

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