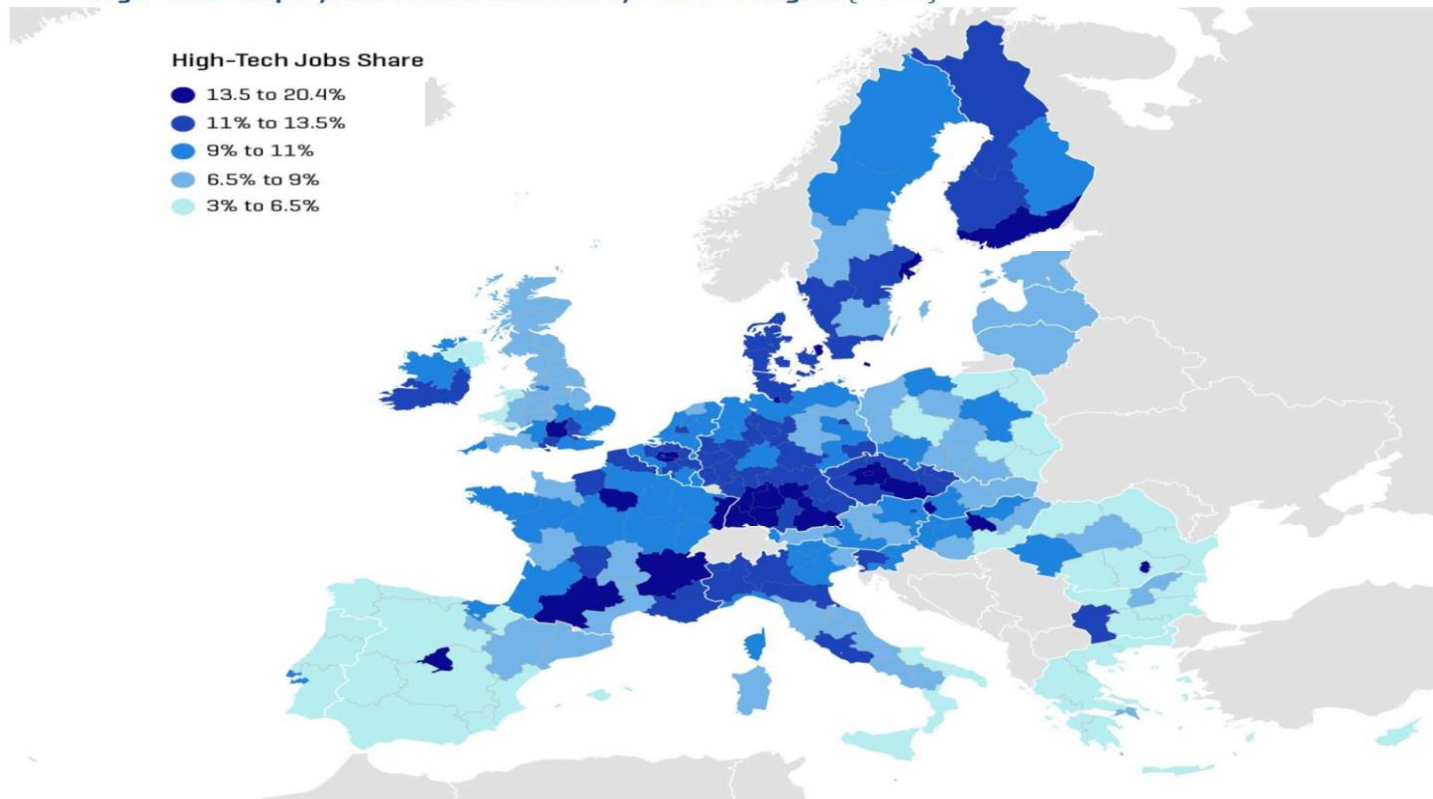


Regional polarization...

Fast-growing tech-hubs versus lagging periphery

High-Tech Employment Concentration by NUTS-2 Region [2011]



Source: Randstad, Flexibility@work 2016

The big picture: job creation and job destruction



High-tech manufacturing

New industries evolving in high-tech automotive, ICT, green energy and biotechnology. Strong demand for STEM-skills.



High-skilled services

Strong growth of demand for services with STEM skills, centralized in 'tech hot-spots'. Low supply in STEM-skills as a result of young choosing social studies.



Talent gap & skills mismatch



Mid-tech manufacturing

Mixed bag: loss of jobs due to robotization. Relocation of mid-tech jobs to mid-wage countries. Demand for tech and engineering.



Mid-skilled services

Loss of mid-skilled admin jobs through robotization, big data and internet of things. Leading to wage pressure and polarization of the labor market.



Squeezed middle



Low-tech manufacturing

No productivity growth. Further job-relocation to low wage countries.



Low-skilled services

Growth of jobs by job multiplier (1 high-tech job leads to 4 low-skilled service jobs, local in 'tech hot-spots') and in health care due to aging.



Low-skilled sectoral shift

What skills will make a worker a talent in 2020?

Top 10 soft skills in 2020



1. Complex problem solving



2. Critical thinking



3. Creativity



4. People management



5. Coordinating with others



6. Emotional intelligence



7. Judgment and decision making



8. Service orientation



9. Negotiation



10. Cognitive flexibility