Job creation in the new context of employment
The role of business

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Future of business

• Impact of digitalisation on the form and nature of enterprises

• Easier to create/ lower survival rate?/More global/more local

• Fragmentation or concentration of companies: smaller or bigger?

• Cluster of business in under-developed rural areas

• Main trends in business services. Key for investment

• Externalization/Outsourcing: still the trend or reversing?

• Supply chain management: what influence on general operations? social practices/business models in GSC?

• The platform economy allows faster growth of business but also has risks of excluding new competitors
Future of employment and skills

- Flexible contracts / atypical contracts
- Are “freelance” / self-employees increasing in number?
- Is the concept of employer changing?
- Multitasks-multijobs: growing in some countries and sectors
- Increasing inequalities? / more opportunities / more incomes / unemployment?
- Ageing populations / skills shortages?
Is the way we work changing?

- Working time?
- Working place?: working at distance
- More autonomy, more horizontal organizations?
- **Measuring productivity**: more sophisticated (privacy/?tensions?)
- **New ways to update skills**, more informal, more customized to individual needs? (MOOCs)
- Global talent competition
• New (small) companies which cross easily borders

• Difficult to control/Regulation?/do they increase informality?

• They create big networks and new incomes/new services

• Improve quality of services: better follow up of custom satisfaction

• Affecting a wide and growing range of services in very different manners: transport/restauration/hotel/cleaning/social aids/financial investment, etc).

• But just 1% employment in developed countries. Data missing on how they are evolving!

• Turnover figures expanding (UBER: 4 billion en 2015, Airbnb more than Hilton in 2016)
Fears...

• Freedom of association will be weakened
• Collective bargaining will decrease
• Modern slavery (Amazon turk) will grow
• Employment protection will be diminished
• Precariousness will grow
• Inequalities will increase
• More informality
• Social protection schemes will not cover many individuals
• Global supply chains will stimulate irresponsible behaviours
“Deep learning”: search engines, suggest responses to messages, web page translation, voice recognition, image recognition, credit card fraud detection, driving vehicles, drones, legal research/global and financial analysis, back office activities, etc.

Also software design...!

Automation affects specially:
- non-cognitive routine codifiable activities

...not just industry: service sector
“Learnibility”: attitudes and capacities to learn

WHAT DOES IT TAKE TO REACH THE NEXT JOB LEVEL?

- Improve skills & qualifications: 46%
- Perform well in current job: 45%
- More experience through new roles or assignments: 35%
- Good connections: 28%
- Seek opportunities: 23%
- Strong relationship with a manager, mentor, sponsor: 17%
- Stay around long enough: 17%
- Good fortune: 16%
- Meaningful career conversations with manager: 14%
- I see no prospect for advancement: 2%

(Manpower)
Anticipating skills

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

Health sector and social services

Big data, management and network security

Green economy and energy sector

Robotics/nanotechnology/ 3D printing

Cognitive skills: analytical thinking

Socio-emotional: Creativeness/innovation/social skills/communication
Cognitive/Social Skills??

- Critical Thinking
- Collaboration/leading by influence
- Agility/adaptability
- Initiative/Entrepreneurship
- Oral and written communication
- Curiosity/imagination

Early childhood development
Fabiola Gianotti, a particle physicist and the Director General of CERN. (Large Hadron Collider as well as other Big Science projects:

“We need to break the cultural silos. Too often people put science and the humanities, or science and the arts, in different silos. They are the highest expression of the curiosity and creativity of humanity,”. “): music is as important as maths”
Action on Skills development:

• Effort to include skills development (STEM and social skills)

• Youth need to embrace STEM field (both men and women!) and digital economy. Change attitudes, also from adults

• Partner with innovative and technologically-advanced labs

• Innovation: reskilling and upskilling employees. Informal and digital learning

• Efficient PPPs to improve the quality of TVET programmes, including apprenticeships

• Avoid protectionism!: open economies succeed

• Boost skills mobility in a systematic way
Improving competitiveness

- Labour productivity
- Labor Institutions: employment regulation/social protection
- Improving competition in product markets
- Improving the level of investment
- Creating a stable macro-economic environment
- Skills: updating/reskilling: attitudes
- Employment rates need to increase: the business case of gender inclusion
- Solid Institutions
- Infrastructure
Thank you

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Future of business/employers organizations?

- Will it be affected too as the **concept of dependent employment**?

- **More service-oriented**, Challenges: competition with their own members/non-lucrative role

- Enlarging the scope of their membership to new kinds of businesses.

- Why an EOs is **representative**?

- **Reputational areas of growing interest/risk**: business and human rights, CSR.

- Changes in **industrial relations**, globally: Online global campaigns/ supply chains

- But **Lobby** will remain as well as **institutional representation**

- EOs are not companies, either
Is it a global phenomenon?

- **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