

Initial Concept for a new CSR Europe Business Platform:

The Future of Work



1. Megatrends influencing the world of work

Megatrends	Challenges
1) Digitalisation & electrification <ul style="list-style-type: none"> Industry 4.0, Big Data, automation / innovation Creation, retooling & destruction of job: routine vs. non-routine 	<ul style="list-style-type: none"> Major shift in skills needed: hard & soft Dualization of labour markets / job polarisation Need for lifelong learning @ the job
2) Ageing population <ul style="list-style-type: none"> Increasing societal costs Longer working life requirements 	<ul style="list-style-type: none"> Labour shortages after 2020 HR systems not equipped/ social protection needs Employability levels Changing career paths and enhanced flexibility
3) Globalisation / business re-organisation <ul style="list-style-type: none"> Shifting geopolitical/economic power “the human cloud” / open talent economy More fluid company borders (in/out) 	<ul style="list-style-type: none"> Non-linearity of careers; new forms of work Agility & Innovation vs. Resilience & Quality of work Worker protection & social protection Legitimacy of trade arrangements

2. A joined agenda for companies and policy makers

1) For policy: improvements in performance of the labour markets, social protection systems & trade <ul style="list-style-type: none"> More flexible arrangements: refitting education, investments in skills Portability of social rights & customization of social policies– protection linked to the individual. Towards inclusive globalisation through trade arrangements
2) For companies/policy: employability & skills <ul style="list-style-type: none"> HR focus from “resource” to “talent” More active role in lifelong learning and on-the-job training – throughout different life-stages
3) For companies: career development/quality of work/resilience of workers/contract arrangements <ul style="list-style-type: none"> Employee well-being focus adapted to different life-stages; HR focus on physical, mental and financial resilience Support workers transitions including social protection
4) For companies: new business models and the organisation of work <ul style="list-style-type: none"> More collaborative and flexible work environments – zig/zag career support Less closed company boundaries for workers – shifting in/out arrangements

Launch of the Platform @ BXL SDG Summit, 23 May 2018 (European Business Summit)

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