Shaping the FUTURE

Are you ready?

How four megatrends are shaping the way organisations incentivise, recognise and reward their people globally.

BI
WORLDWIDE

Change is happening FAST

It's not only the human experience which is evolving under the growing influence of global megatrends, the customer and employee experience is also being directly impacted and shaped.

With ever more complicated routes to market and increasing points of consumer influence to consider being created as a result of these trends, they can't be ignored. However, with the rapid nature in which the waves are coming to shore, many business leaders are seeking support and advice on how to minimise any negative impact and maximise the opportunities that they present for an organisation, its employees and channel partners.

Whether you're feeling overwhelmed or excited, we're at the centre of so much that's changing within today's increasingly socialised, decentralised and agile workplaces, with senior leaders challenging managers to solve many of these issues.

We understand this as we work with your peers across the world. As specialists in designing and delivering global incentive solutions, we know that to drive measurable business results we need to inspire people.

The impact? Increased effort, greater commitment and improved health and wellbeing.

It's why we're constantly reviewing trends and academic and internal research to ensure our approach remains relevant and effective in achieving our mission – INSPIRATION!

The great resignation, supply chain challenges and globalisation are all terms that haven't been out of the business headlines since the pandemic. All of them are symptoms of the larger forces at play globally, impacting and altering the needs, expectations and, ultimately, how your people (both employees and channel partners) show up at work.

In this report we explore four of the most influential megatrends and how they're impacting the future of global incentives, reward and recognition.

Read on for our perspective on these trends and practical advice to support immediate and ongoing strategy development for incentives, reward and recognition through your organisation and sales channels.

Why? When we're inspired, our work has a buzz. We have a sense of purpose, buoyed by the feeling that our talents are being put to good use. We're doing what we should be doing.[1]

What are the major megatrends?

1 Climate Change

One of the fastest-growing global crises of our time. With rising sea levels, growing demands for food and energy, and water forecasts showing a risk to drinking water supplies, the global consciousness is becoming more aware and active on climate change. This is affecting how people think and feel about the world around them, the businesses they buy from and the companies they work with.

Climate-driven changes to the earth are happening faster than we thought

Oceans Heating

40% Faster

Himalayan glaciers melting

100% Faster

Sea level rising

57% Faster

Greenland ice cap melting

670% Faster

2

Individuals are becoming more aware of their impact on the planet and are looking for ways to support change. Initiatives such as the Sustainable Development Goals are achieving greater prominence, and there's a growing expectation for businesses to engage with this global framework.

People are demanding organisations listen to their needs and mandating a greater focus on sustainable practices.

2 Shifting Economic Power

The influence of emerging and developing economies will mean huge changes for business, society, and the way we invest.

Major engines of global growth such as China and India continue to show faster growth than former Western giants such as the US.

India could replace the USA as the world's second largest economy by 2050

3

Data shows emerging economies have **75% faster growth** than the established West and trends show emerging economies will account for **50% of global growth** by 2025. [4]

In 2019, China boasted at least 100 unicorns (private companies with a $1 billion valuation) and an impressive six million enterprises were registered in China last year, up from 2.5m in 2013.[4]

3 Digitalised World

Advancing technology and the digitalisation of our lives is at the centre of all megatrends.

The digital revolution has no boundaries or borders. It's changing behaviour and expectations as much as the tools used to deliver new services and experiences.[5]

A raft of new technologies is hitting maturation, posing vast opportunities for many industries and an expected leap in widespread usage in the coming decades – AI, AR, IOT, Blockchain, Drones, Robots, VR, 3D printing and more.[5]

Machines will learn faster than humans and personal data will be a valuable commodity.[6]

60% of all occupations could see a third or more of their constituent activities automated.[6]

4 Changing Demographics

Changes in global demographics will bring about transformations to the social fabric of society;

By 2030…

• The world's population is projected to rise by more than I billion.[7]

• I3% of the global population will be over 65 years old (8% today).[4]

• 90% of the world's under 25's will live in emerging economies.[4]

There's increasing acknowledgement that a more diverse workforce is a major source of strength for businesses.

For example, Fortune 500 companies with a higher representation of female board members outperformed those with none. Firms with women on the C-suite are I5% more profitable.[8]

The next decade will be shaped by the maturation of Generation Z, the largest generational cohort in history

Gen Z (I0-24 years)	Gen X (40-54 years)	boomer (55-74 years)
I.8b	I.4b	I.2b
I.7b	I.3b	0.3b
millenial (25-39 years)	New Gen (Up to 9 years)	silent (75+ years)

Source: EY analysis of World Bank Population Projections and Estimates data for 2020; age ranges adapted from Pew Research for globally consistant data

A constant in
changing times

In general, people like routine and consistency. When faced with change it creates uncertainty and discomfort. The reality, however, is that the megatrends will inevitably create change. In an article by FEE, they stated **only 10.4 percent** of the **Fortune 500 companies** in 1955 have remained on the list during the 64 years up to 2019.[9]

Clearly, it's not a case of 'if' there will be change, but 'how much'.

> **Change is the law of life and those who look only to the past or present are certain to miss the future.** - John F. Kennedy

The degree of disruption will depend on the ability of business leaders to revise their strategies to not only address the challenges that the changes represent but to also capitalise on the opportunities they pose.

The good news is that what makes us human doesn't change. Our fundamental needs and psychological drivers remain relatively constant. As such, when it comes to business strategy and, specifically for this report, approaches to reward and recognition, we can balance the need for change with the understanding that human behaviour remains the same.
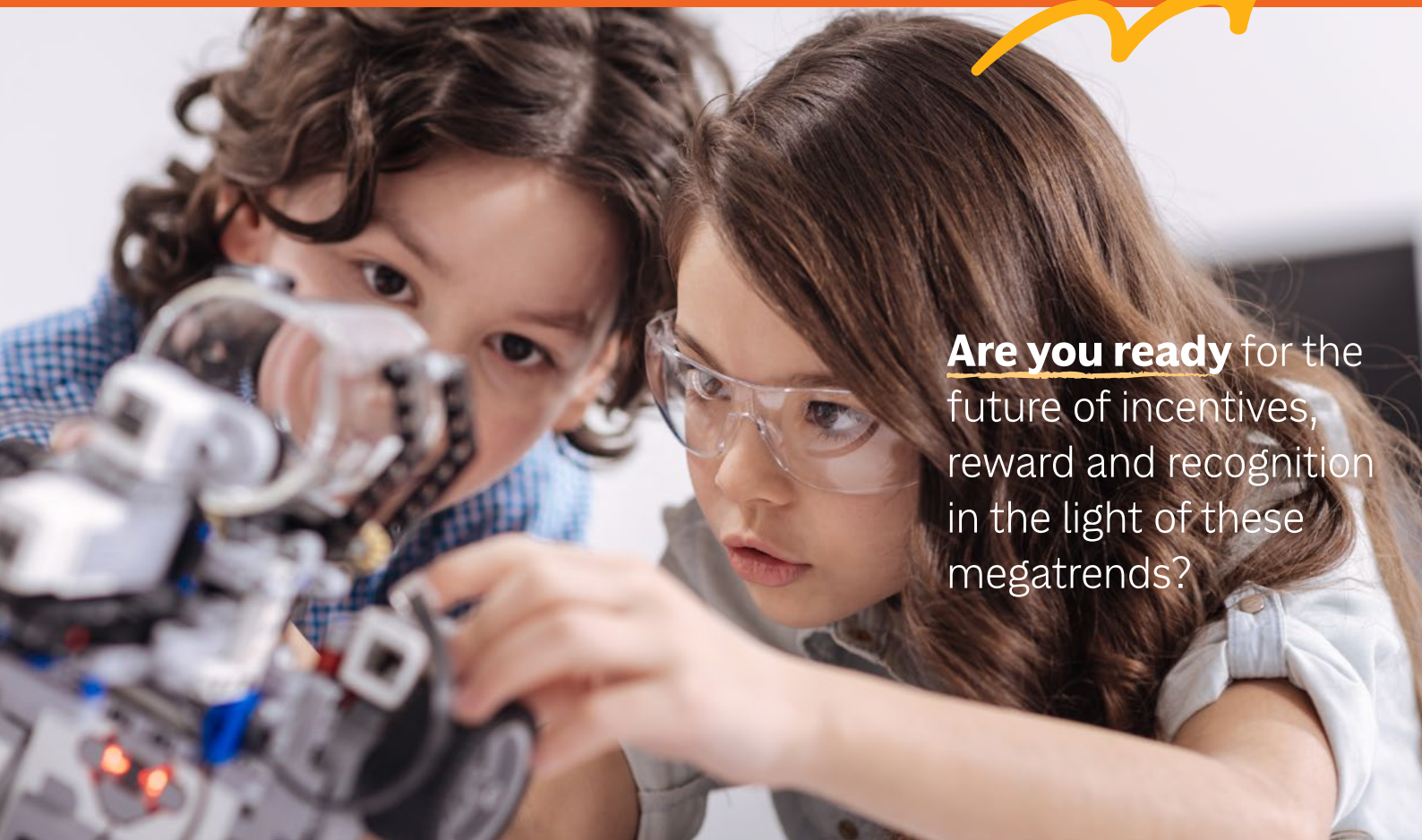
Are you ready for the future of incentives, reward and recognition in the light of these megatrends?
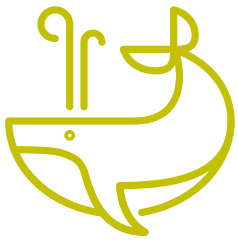
Climate Change

As we all already know, sustainability, citizenship, diversity, equity and inclusion are all non-negotiables in the development of our employee value propositions and often at the centre of our ability to retain our best people.

Research shows **79% of Millennial employees** are loyal to companies that care about their effect on society. [10]

Employees want to work for companies that reflect their personal values and expect their employer to pursue a sustainability agenda that balances financial results with social issues, equity and inclusion, and especially environmental impact.

According to the Deloitte Gen Z and Millennial Survey 2022, after the cost of living, climate change was the second highest concern for both these key employee demographics. The vast majority **(90%) of Gen Zs and Millennials** are attempting to reduce their personal impact on the environment. By contrast, **less than 20%** feel their employers are acting on climate change.[11]

However well we're doing, we know we must continue to react and strive to do better, it makes good economic sense too!

McKinsey research revealed that **83% of C-suite leaders and investment professionals** felt ESG (Environmental Societal Governance) programmes would contribute more shareholder value in the next five years.[12]

How is climate change going to affect how you motivate and inspire your employees?

The conversation of the last decade has moved from intention to action.

In organisations that are creating value through sustainability, **57% of employees** say that sustainability is a part of the corporate culture.[13] Companies that walk the talk on their core values - through company purpose, work standards and investment strategies - will relate better with both customers and employees.

The recognition and reward programmes of our clients have always been driven by the vision and values of their organisation, but they're now being supercharged by their focus on organisational purpose.

- **Opening up a world of opportunity**
- **Connecting people for a better world**
- **Better health outcomes for society**

These are just some of the purpose statements of our clients that are now key pillars of the recognition programmes that we manage for them – and every one of them is underpinned by the fundamental drive for better ESG strategies and ambitious targets to achieve Net Zero carbon emissions.

Recognition, of course, has a unique opportunity to align desired behaviours to all these objectives and to place a spotlight on celebrating the successes achieved.

How can we help

Recently, one of our global banking clients launched a recognition initiative across **57 countries** to spotlight behaviours in support of their ESG objectives. Already we've seen **11,956 recognitions** made to support their sustainability strategy. Importantly, we've also been able to harvest hundreds of personal success stories from all over the world that can be shared as a clear picture of "what good looks like", driving more desired behaviours, more recognitions and more impact on organisational purpose.

Re-prioritise programme objectives

While not all the changes in behaviour needed to fight against climate change are within the power of employees, many are, and we're seeing increasing focus on behaviours and objectives in recognition programmes on:

- Reducing energy consumption
- Reducing waste
- Optimising employee's transportation
- Promoting environmentally friendly ways of working
- Raising awareness among employees, clients and stakeholders

Choose aligned partners

Some of the power to drive change sits directly in the hands of business owners through the recognition and reward strategies that you pursue and the vendors that you choose. As well as using recognition initiatives to actively support your organisation's ESG strategy,

the downstream delivery of **your reward strategy** can make a significant impact to those objectives;

- **Consider rewards** - use rewards sourced responsibly and locally, minimising the need for transportation and environmental impact. Simply opting for vouchers doesn't offset the responsibility and, importantly, **studies show that they're significantly less effective at engaging employees**.[15]

- **Engaging experiences** - ensure experiences such as concert tickets, travel and cultural activities are part of your reward strategy to minimise manufacture, packaging and delivery, and maximise personal development and emotional engagement with the programme.

- **Consider rewards** - make sure vendors are committed to the same, or better, ESG targets as your organisation and create a commercial model that supports your sustainability or charitable partners.

> **Facilitate altruistic behaviour**
>
> In the past five years, we've seen a year-on-year increase in the value of charitable donations through our EMEA marketplace and, in 2022 alone, EMEA donations **increased by over 200%**, demonstrating a trend towards more altruistic redemption behaviour. With cost-of-living pinching on employee disposable income, their ability to donate and support causes of meaning to them may be limited. Allow them to **use their rewards** to close the gap between their desires and abilities.

PwC stated that sustainability has become the '**lens through which a business is judged by its consumers, workforce, society and increasingly investors**'[14]
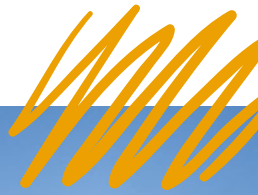
Shifting
Economic Power

Since 1970, Asia has experienced a profound transformation from being the poorest continent to, in less than 50 years, accounting for more than....

• **30 percent of the global GDP** [17]
• **40 percent of world manufacturing** [17]
• **Over one-third of world trade** [17]

Forecasts also predict that by 2050, a century after the end of colonial rule, Asia will once again provide more than one-half of the world GDP and be home to more than one-half the people on Earth. [17]

So, driven by strong growth in emerging countries, an economic power shift from west to east is already taking place. By 2017, the E7 countries already surpassed the G7 in economic powers. [18] This brings about changes in the international system, given that the world will no longer be dominated by a strong power block but by diversified power centres.

Unsurprisingly, this shift in economic power is already having a significant impact on growth potential for companies and the countries in which future investments will be made.

> If the world were **100** people, **60** of them would be in Asia. [16]

How is shifting economic power going to affect how you motivate and inspire your employees?

At BI WORLDWIDE, we're already witness to these changes and supporting the changing dynamic of the employee experience within our global clients.

If we look at the global footprint of the five largest clients headquartered in EMEA and managed by our EMEA office, we manage employee recognition programmes for...

16% in China and Hong Kong **13%** in India and **41%** in Asia overall versus **15%** in North America.

Decades of largely US-led psychology and design thinking in this area means that employee programmes weren't always landing well in all parts of the world and delivering globally successful recognition programmes has required a shift in thinking, infrastructure and global footprint on our part.

How can we help?

Be inclusive from the outset

At a basic level, this may simply mean being more inclusive in the design process and ensuring all parts of the world are represented.

For our global banking client with over **200,000 employees**, that meant design conferences in **five strategic locations** with our local teams across four continents and a stakeholder engagement roadshow that kicked off in **London before visiting Dubai, Hong Kong, Sao Paolo and Toronto.**

Acknowledge cultural differences

At a more nuanced level, it meant understanding subtleties such as...

The importance of symbolic awards in their service anniversary programme for employees in Asia and Latin America versus those in Europe and North America

That some cultures in Asia don't want to share the number of years being celebrated at key milestones

That within a single continent like Asia there are many cultural interpretations of public celebrations of employee achievements and recognition and we needed to be able to support them all.

Offer tailored support

At an operational level, it means being ready to respond to all the cultural, geo-political and economic realities of supporting our clients where their employees are, such as...

- Arranging shop collection of commemorative medals in Hong Kong.

- Developing mobile-friendly platforms as it's often the primary device in countries such as China, India and Indonesia.

- Supporting teams in the three distinct areas of North, West and South India, meaning the 11 most spoken languages are supported for employee queries.

- Arranging local invoicing for countries with significant currency and tax restrictions like China, India, Bangladesh, Vietnam and The Philippines.

Integrate local technology

As a perfect example of shifting mindset, to be truly successful with any digitised platform in China **you must understand the absolute importance of WeChat**, the Chinese super-app for everything, with over 1 billion users each month.

We've listened to our clients and built integrations between our recognition platforms and WeChat so that our client's programmes aren't just PiPl compliant but sit alongside all the other day-to-day apps and platforms used in China and are front of mind for employees.

> **51% of CEOs** are now making significant changes in how they use technology to assess and deliver on wider stakeholder expectations.

Mega**Trend** #3

Digitalised **World**

As everyday consumers, we've all experienced the digitalisation of our customer experience over the last decade, from basic online shopping to parking, holidays, personal health, banking (**93% of the UK adult population now use a banking app**[19]) and even ordering drinks and food when we venture out socially.

But even that social experience has changed through a myriad of global platforms where we now meet and converse with family and friends or share, interact and date liked-minded strangers. It's no surprise then that the employee experience is undergoing many of the same changes.

But that brings its own challenges...

The digitalisation of the work experience is a trend that's seen the fastest and most dramatic changes, especially over the last five years, and has been a catalyst for many other changes that were already happening in an increasingly socialised workplace – employee mobility inside and between organisations, agile working, and breaking down traditional management structures.

Added to this, whilst there was the beginning of a shift towards remote working before the pandemic (about 3.5% of the US workforce then worked remotely), now more than half of the world's companies offer some opportunity to work remotely, and nearly 20% of the global workforce are permanently physically remote from their colleagues. As a result, digital interaction has become a larger component of the overall employee experience.

Collaboration trends in Microsoft Teams and Outlook show that interactions with our immediate team, or close network, strengthened with the move to remote work. However, interactions outside of that team, or distant networks, have diminished.[20]

And that's not going to change anytime soon with more than 70% of employees believing they're more productive working from home and over 90% wanting to continue **working in a hybrid way** in the future.[21]

How is digitalisation going to affect how you motivate and inspire your employees?

It's no great surprise that we're seeing our clients placing recognition at the centre of their new hybrid working culture.

We've seen a significant shift in the design of programmes. Accepting that the power of a personal thank you is more important than ever, an increasing number of programmes now empower ALL employees to recognise their peers with rewards, rather than only line or senior managers having this opportunity. One such client saw over 1 million recognitions with reward points attached given by their employees last year.

Looking more to the future, PwC cited maturing technologies, such as AR and VR, that will begin to migrate from the realms of early adopters to mainstream consumers and, as has been seen with several other elements of the B2B experience, the consumer experience will begin to be adopted in workplaces.[5]

Employee concern over data security will also continue to rise. In the World Economic Forum, Global Risks Report 2022, respondents believe "cybersecurity failure" will continue to test the world's digital systems over the next two years and, to a lesser extent, in three to five years.[22] Therefore, a business's approach to global reward and recognition solutions, technology choice and data storage will need handling with care and caution to ensure data security remains the number one priority to retain employee trust and confidence.

We've also seen more clients evolving their programmes to include mobile apps or access to their programme. Our reality is that 75% of the world now own a mobile phone and it will strengthen its position as the go-to device for new generations. Therefore, in order to engage employees, people and culture platforms will need to follow the B2C suit and become mobile-first in terms of their design.

Our research shows: that the targeted, timely prompts to managers **increases recognition by 16% and reward issuance (points) by 18%** compared with programmes where nudges weren't sent.

How can we help?

Integrate recognition tools

We've seen more integration of our recognition functionality into the collaboration technologies we now rely on every day. Using our RecognitionNow technology, employees can now recognise each other, according to the rules structures of the programme, directly from inside Outlook, Teams, Slack and other enterprise-wide employee systems.

Adopt digitised celebrations

Alongside hybrid working, the celebration of social and workplace milestones, such as anniversaries, births, and weddings, has also become hybrid. Whilst still effective, the office card has been upgraded with digital alternatives bringing those celebrations to the entire organisation. Reflecting this shift, we're launching a new Life Events programme for a global pharmaceutical company where any of the **100,000 employees from over 100 countries** can trigger an online celebration for a colleague anywhere in the world that will invite contributions from peers, friends, and colleagues within the global organisation.

Introduce intelligent technology

When it comes to 'everyday' recognition, AI technology can help. Whether it's alerting managers to overdue recognition, possible bias in their recognition behaviour or the recognition activity of their teams, AI can provide the critical support managers need to maintain the engagement and commitment of their teams.

Our Recognition Advisor and Equity and Inclusion Advisor tools within our platform leverage BI WORLDWIDE research and 'nudge' users towards specific recognition behaviours based on their activity.

Prioritise data security

Much like the WeChat integration we developed specifically to accommodate employees within China (see Shifting Economic Power), it's critical when developing global solutions that you have knowledge of local data protection legislation. With cybersecurity failure being cited as a concern, our **Glocal operation model** ensures our clients and their employees have confidence in the security of their data.

MegaTrend #4
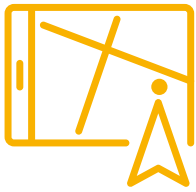
Changing Demographics

The workplace has never been more diverse. An ageing population, the rise of Gen Z in the workplace and growing awareness in the importance of a diverse and inclusive culture are all driving significant change in an increasingly socialised workplace.

And it's changing rapidly. The number of working people per elderly person is decreasing. In Europe, the decline in the working age population will be particularly acute. For every four working age people per elderly person in 2015 there'll be just two by 2050.[7]

> For every four working age people per elderly person in **2015** there'll be just two by **2050**. [7]

The pandemic also introduced some new dynamics; the explosion of collaboration technologies, the pent-up impact on staff retention and recruitment, and the new phenomenon of employees who have never experienced the pre-pandemic culture that their new employers had worked so hard to create.

All these factors have driven a fundamental change in the breadth of activity and scope of influence of our clients' recognition programmes on the working population of their organisations.

Our research shows: In a recent exercise, our Analytics & Insights team completed a study of the impact of recognition on new employees across 30,000 employees from four key clients in Retail, Financial Services and Business Consulting.

What they found was **employees who received at least one recognition message within their first sixty days showed increased recognition giving and receiving over the next twelve months**. They actually **gave 3 times** more recognitions and **received 2.5 times** as many recognitions as those employees who didn't receive any recognition in their **first 60 days**.

But, more fundamentally, it found that for employees with a minimum of six months' tenure within the programme, the churn over the following year of those who had received recognition in the first six months was 26%, whilst for those who hadn't received any recognition within the same period the same statistic revealed a higher rate of nearly 44%.

This insight has fundamentally shifted some of our clients' approach to onboarding and manager training and how we connect them both to their recognition programme. Similar insight from our clients' recognition data is driving so much of our focus on new initiatives and functionality.

Where traditional silos had existed within the HR organisations of our global clients, we're now seeing the recognition programme being a centralised vehicle for the promotion and reward of recruitment, onboarding, wellbeing, learning, diversity and inclusion, and retention strategies – disciplines often owned by very disparate parts of the HR organisation.

How are changing demographics going to affect how you motivate and inspire your employees?

How can we help?

Promote early recognition

Current client insight shows the **average employee turnover is 4.8 years**. Within the Millennials and Gen Z subset, according to research by Deloitte, an average of 30% stay beyond five years, although optimistically this number is increasing and those leaving within two years is decreasing.[II 23]

Gen Zs

	2021		2022
Stay beyond 5 years	21%	↑	23%
Leave within 2 years	53%	↓	40%

Millennials

	2021		2022
Stay beyond 5 years	34%	↑	38%
Leave within 2 years	36%	↓	24%

Research shows that early recognition has a significant impact on an employee's discretionary effort and their likelihood to remain in the business, so look **to structure your programme** to acknowledge the impact that newer recruits have on your business.

With only 23% of companies recognising and rewarding employees for 1-3 years' service, a simple and effective solution is to review service milestone celebrations.

Enable inclusive recognition

Our most recent research exercises have looked at the challenging areas of Diversity & Inclusion and Burnout. In both instances, we have found data to support the pivotal role that engagement through recognition plays.

In our research, those who felt they'd experienced some form of inequity in their workplace were:

- 4 times more likely to wish they were working somewhere else.
- 7 times more likely to be harassed in some way at work.
- 4 times more likely to report that harassment
- 37% planned on leaving their organisation in the next 12 months.

Using this data, we created the Equity & Inclusion Advisor on our clients' platforms, providing all their people managers, wherever they are in the world, with key insights from their own recognition activity to overcome the potentially negative impact of unconscious or confirmation bias, similarity preference or conformity.

This is worthwhile and impactful because we know that **those who feel seen and included are 15 times more likely to find their work inspiring, and over three quarters of them will recommend their employer as a great place to work.**

Top reasons respondents took jobs

	Gen Z	Millennial
Good work/life balance	32%	39%
Learning and development opportunities	29%	29%
High salary or other financial benefits	24%	27%

When it comes to attracting staff, a Deloitte survey of Gen Z and Millennial employees suggested the top three reasons they took jobs were:

1. **Offer of work/life balance**
2. **Learning opportunities**
3. **Financial incentives**

Focus on learning and development

With the widely documented suggestion that we have an increasing skills gap coming down the track as a result of retirement and technology advancements, a focus on learning and development opportunities for this group in particular will be critical to engagement. What's more, our research shows that those who said they received learning or development opportunities to further their career are 2 times more likely to be committed to the organisation and 3 times more likely to put in extra effort at work.

Research from Axonify confirms this – **nearly 92% of employees suggest their engagement levels rise with access to well-planned employee training** programmes

With increasing investments in developing employees, this also elevates the importance of retaining talent.

The Great Resignation is still in progress.

While job loyalty is up slightly from last year, **four in 10 Gen Zs and nearly a quarter of Millennials would like to leave their jobs within two years, and roughly a third would do so without another job lined up, signalling significant dissatisfaction levels.** [II] The main reason for this according to the survey was pay (with 47% living paycheck to paycheck and 30% concerned about their long-term financial future).

Top reasons respondents left their jobs

	Gen Z	Millennial
Pay wasn't high enough	22%	27%
Felt the job was detrimental to their mental health	12%	17%
They were feeling burned out	12%	14%

The average employee turnover is **4.8 years**

Give meaning to work

When it comes to burnout and wellbeing, we're convinced that workplace culture and engagement help contribute to employee health, so convinced in fact that we set out to support that belief with our own research:

Our research shows: that **the difference in hours worked between those who considered themselves burned out and those who didn't was only 1 hour!** [25]

When we look at the complete picture it's clear that too much work doesn't cause burnout, but too little meaning in our work does. So, with long-term financial futures and day-to-day finances continuing to be top stress drivers affecting mental health alongside fair pay, the link to recognition and frequent positive reinforcement of an employee's value is obvious.

How inclusive is your company?

Our research identified 10 indicators of an inclusive work culture. The more of these your employees experience, the more return you'll realise from your diversity initiatives (and your workforce in general).

Inclusion Indicators

1. My manager supports me.
2. I am supported when I make mistakes.
3. My organization is open to my ideas.
4. I trust the leadership of my company.
5. The work I do matters.
6. I see opportunities to move up.
7. I feel recognized and appreciated.
8. I feel connected to my co-workers.
9. I feel empowered to do my best work.
10. I can achieve my full potential.

Can your employees make all these statements? If so, you've nurtured an inclusive work culture and are optimising the value of your investments in diversity. Not only that, but you've also created an environment that will result in highly committed, highly engaged, high-performing employees.

If you've got some room to improve, **click here** to find out more.

Our
Summary

We've all seen in the research that above all else 'a sense of purpose' not only shapes the human experience but also the employee experience.

Purpose and meaning = Inspiration

A sense of meaning in our work has never been more important, providing us with the necessary inspiration to navigate the complex world of work and its intrinsic links to the megatrends that are changing all our lives.

Your recognition and reward strategy is uniquely positioned with the potential to positively shape your employees' experience through every moment that matters during their time with you, to arm them with purpose, to reinforce the meaning in their work, and to share the appreciation of their commitment to your organisation.

Feet on the street

It's clear that the way to navigate the changing world is to be immersed in it. At BI WORLDWIDE we have 'feet on the street' in as many parts of the globe as possible. It's only through this unique vantage point that we can see things from the perspective of the organisations we're supporting and their people who we're collectively trying to attract, engage, inspire, and retain.

If you can see your organisation being increasingly shaped by **Climate Change, Shifting Economic Power, Digitalisation, Changing Demographics** or any other trend affecting the employee experience, we've curated, through our extensive research and experience, **12 Rules of Engagement** that will help you shape strategies to mitigate the impacts of these global megatrends now and in the future.

Are you ready to hear more? Check out our website at **www.biworldwide.co.uk** or contact us on **enquiries@eu.biworldwide.com** - we'd love to share more with you!
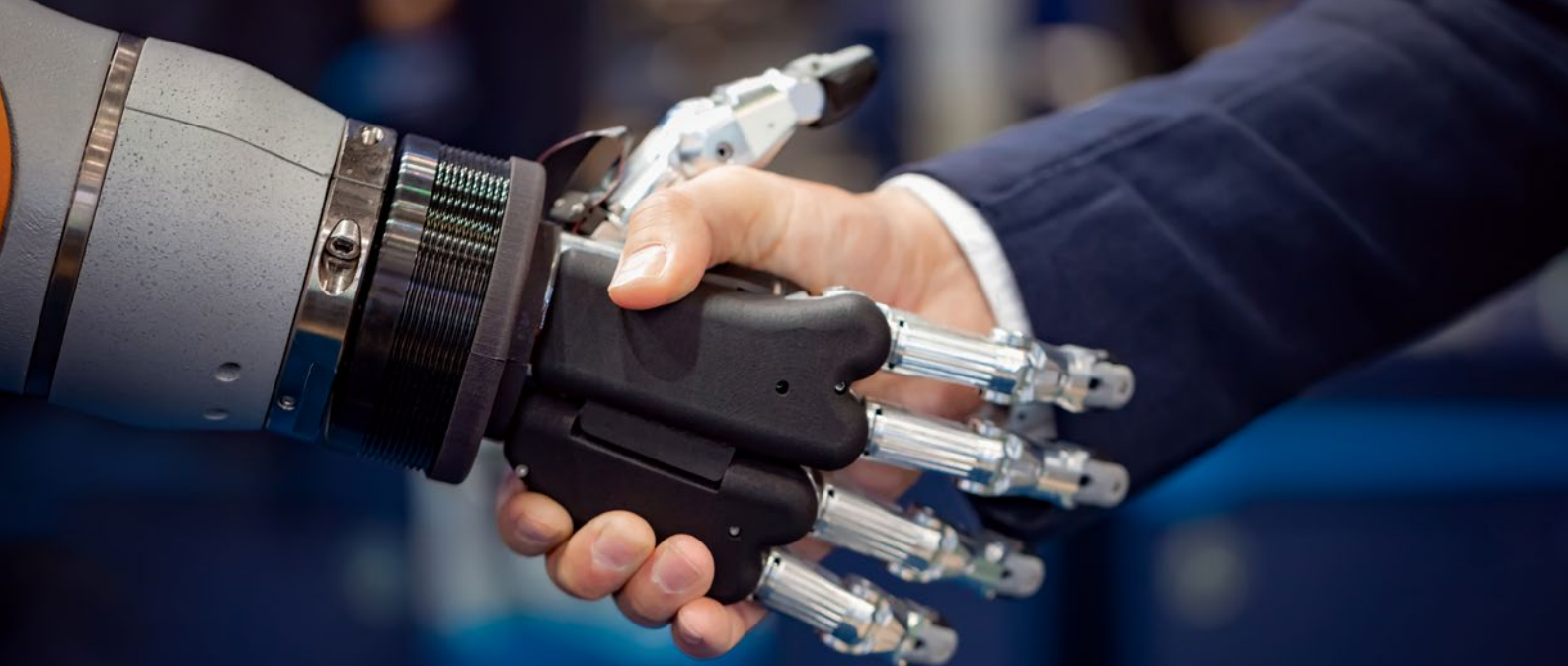
The shape of things to come ...maybe?

Jobs will be more varied, and teams will continue to get larger and more distributed

Throughout this report, we've shared the strategies currently being put into action for the near future. But what about beyond? Unsurprisingly, there are many mind-blowing and wild predictions out there; here are some of the interesting suggestions we've seen for the workplace in 2050 that might inspire how you shape your future and that of your employees.

Future of the workplace

- Jobs will be more varied, and teams will continue to get larger and more distributed. A [game development] team may be situated in Lithuania with an artist in Vietnam and coders in Argentina. The developers may be 15 years old, as it's easier to get into the digital economy than a traditional job [at that age].[26]

- Employment growth in synthetic biology and other new industries will boom, while self-employment will become an aspirational norm for many, accounting for 2 billion people.[27]

- The concept of retirement will be nearly gone, as most people work beyond the usual retirement age on issues that interest them rather than being employed by others.[27]

- A powered exoskeleton "muscle suit" for the lower back, developed by Japanese company Innophys Co. is designed to help older workers in fields like farming, nursing and manufacturing to lift heavy objects.[28]

Future of the Office

- We'll see [more] companies with no central office; all communication will be digital, and employees will come together once a year for an offsite meeting.[26]

- Under construction in Oklahoma, architect David Dewane's 'eudaimonia machine' is rethinking the office with his designs dividing the workplace into five or six zones which workers move through during the day. Each space has its purpose, from socialising to research, with the culmination of the design being a deep-work chamber, intended for focus and free of distractions, that includes features such as showers and space to change - a sort of 'cleansing' from the outside world.[29]

Future Professions

- **Fitness Commitment Counseller** - predictive and preventative approaches to counselling, paired with digital wearables like Apple Watches and FitBit dashboards couple human accountability to maintaining fitness. And per the Cognizant Jobs of the Future (CJoF) Index, it's a role that grew 28.7% in QI '21.[30]

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- **Algorithm Bias Auditor** - given the increasing statutory scrutiny on data, it's a near certainty that when it comes to how they're built, verification through audits will help ensure the future workforce is also the fair workforce.[30]

. . . .

- **Tidewater Architect** - Tidewater Architects will work with nature – not against it – in some of the biggest civil engineering projects of the 21st century.[30]

. . . .

- **Human-Machine Teaming Manager** – Human-Machine Teaming Managers will operate at the intersection of people and robots and create seamless collaborations.[30]

. . . .

- **Paramedic Drone Programmer** - an AI expert with medical knowledge to 'teach' drones to help emergency rescue teams.[31]

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- **Tech Fashion Designer** - create the next-generation of sustainable smart clothing and wearables, like garments that can react and respond to the weather.[31]

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