

EBOOK

DESTINATION: 2030

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THE YEAR IS 2030

Baby Boomers are settling into retirement and are the first to travel on the all-electric cruise ships.

In their place, Millennials are rising up the ranks and asserting their influence through inclusive leadership and an organizational focus on purpose.

Gen Z, the largest generation in history, has entered the workplace and has radically altered how people regard work. How people approach work now is based on individual needs and desires.

The skills that businesses need have rapidly evolved. Seniority is not linked to age. Retirement age is determined by how many careers a worker is able or willing to take on. Employees are promoted and rewarded based on their contribution and the value they bring, not by their years of experience or tenure.

Fragmentation and cohesion are the new buzzwords. The workforce is diverse in terms of demographics but also in terms of contract type. The 9-5 permanent employee is in the minority. Flexible, project-based work and global working visas are the norm.

Employers now work harder than ever to create “stickiness,” expanding their role in society to plug the gaps in public services by providing healthcare and education to employees and their families.

Technology is, unsurprisingly, critical. It is the driver of both unity and personalization, fostering inclusion for dispersed employees and creating unique employee experiences, value propositions and reward packages.

It took 28 years for credit cards to hit 50 million users, but only 4 years for Facebook, and just 19 days for Pokémon Go.

As Justin Trudeau, Prime Minister of Canada said at Davos 2018, “The pace of change has never been this fast, and yet it will never be this slow again.”

If the last few years are anything to go by, we ain’t seen nothing yet.

Are you ready for the ride?

Buckle up and join us as we travel to the world of work in 2030. First, we look at recent workplace trends and how our attitudes to work are changing. Then, we look to the future and predict what our work will look like, how and where we’ll do it and what we’ll look for in a future employer and job.



TABLE OF CONTENTS

01

WORK
REDEFINED

MAKING WORK, WORK

SHIFTING ROLES
WITH INNOVATION

AGILITY FUELS
CREATIVITY

02

CULTURAL
COHESION

BUILDING BELONGING
AN AUDIENCE OF ONE

04

PREDICTIONS
FOR 2030

03

DEMOGRAPHIC
DYNAMICS

THE BABY BOOMERS'
LONG GOODBYE

MILLENNIALS MAKE
WORK MEAN MORE

GEN Z EASES IN
GENTLY

05

FOUR KEY
TAKE-AWAYS



WORK REDEFINED

Work-related stress is at an all-time high, and individuals are increasingly looking at ways to make work, work for them.

Some seek out a happy trade-off between working less and living more simply. Others choose to be “overemployed” in the “fight club” world of white-collar workers with two full-time jobs. Then there are the 30-somethings looking to max out their earning potential and retire early. According to [a report by Ernst & Young](#), the Financial Independence Retire Early (FIRE) movement “has gained traction as a small but growing cohort of people attempt to live frugally, save aggressively and retire in their 30s or 40s.”

Work can be a means to an end; a calling; a lifestyle choice. And everything in between.

MAKING WORK, WORK

People across the globe are changing their attitude to work and their colleagues.

In response to this, organizations need to find ways to better harness skills and bring out the best in people. Traditional hierarchies, siloed departments and middle management are being replaced by new structures that challenge old perceptions that tenure is linked to ability and that age is correlated with seniority.

SHIFTING EMPLOYEE EXPECTATIONS

Thanks to technology and remote working, employers are feeling the pressure to provide flexibility across everything from contracts to working patterns.

A recent study from Future Forum revealed what knowledge workers are looking for:

- 93% want a flexible schedule
- 76% want more choice in where they work
- 56% would be open to a job change

Priorities have changed, with 88% of workers saying the meaning of success has changed for them. Work-life balance, mental health and flexibility are now top priorities.



The larger an organization gets, the wider the gap between the individual and the mission.

CONNECT TO WHAT MATTERS

Progressive organizations are swapping siloed departments for cross-functional teams who are brought together with a shared purpose.

When these groups have autonomy over things like working practices and recruitment processes, organizations enjoy both scale and hyper-engaged teams. More people are hired on a project, contractor or freelance basis. This means employees can take on work according to their skills and preferences, ensuring they can work in the way they want to, when they want to, on the issues they most care about.

SHIFTING ROLES WITH INNOVATION



It is suggested that the increased use of technology can actually help us become more connected to the work that we do.

The narrative around people and robots is shifting from one of fear—pitting humans against machines—to opportunity. Smart technology is creating value by empowering us and augmenting our abilities.

JOB TYPES CONTINUE TO EVOLVE

Many jobs that were previously done by humans are now done by machines. However, the pace of change and growing environmental concerns, means a whole host of new jobs are emerging.

Looking at the evolution of the job market over the last 25 years, it seems inevitable that many of the jobs we'll be doing in 2030 simply don't exist yet. **One-third of new jobs created in the United States in the past 25 years were types that did not exist**, or barely existed, previously in areas including IT development, hardware manufacturing, app creation and IT systems management.

HUMANS CHANGE FOCUS

Emotional intelligence is as important to our lives as artificial intelligence. Artificial Intelligence (AI) uses logic and rational

arguments; humans can experiment and try new things that fall outside set parameters.

Yet, according to a recent study by the Massachusetts Institute of Technology (MIT), AI will drive massive innovation that will fuel many existing industries and could also create new sectors—and many more jobs.

And because AI is typically unable to perform any “thinking” outside its prescribed programming, human problem-solving and abstract thinking will become even more important.



AGILITY FUELS CREATIVITY

As new technologies emerge and old ones become obsolete, the world of work is evolving, demanding different approaches and behaviors.

LEARNING TO LEARN

In order to stay on top of change, employees must adopt a learning mindset and get comfortable with acquiring new knowledge and skills throughout their career. Learning & Development programs are being designed around different learning styles but will also need to fit into different working models.

AI too, will have a role to play. Digital personal assistants already exist, but adapted for work, digital mentors could provide long-term consistent support for individuals, helping them acquire the skills and traits they need to be successful throughout their career.

The ability to learn and develop personal agility will become a core quality that employers look for in the talent of 2030.

POTENTIAL MATTERS

Employers look for people who can quickly adapt to new trends and technologies. As the business landscape evolves, employers have a growing need for existing employees to move teams, take on new responsibilities and even take on a completely different job.





CULTURAL COHESION

Corporate culture matters
more than ever.

The workforce is becoming much more fluid, increasingly characterized by project teams, evolving roles, new technologies, different contracts and agile approaches. As change accelerates and our career paths become as unique as we are, employees crave consistency when it comes to what employers stand for, how organizations work and what they expect from their people.

The more things change, the more culture must be at the forefront of leadership priorities. This requires consistent vision and action, along with clear communication of the values and traditions that underpin the organization. Social skills and emotional intelligence are an advantage for workers. Empathy, self-regulation and self-awareness will shape the resilient, sustainable work culture of the future.

BUILDING BELONGING

People want a working culture that gives them a true sense of belonging.

With staff working remotely and with varying contracts, having a consistent culture is crucial. A disparate workforce needs to understand who they're working for, on every level, and what's expected of them—both for the job and culturally.

But, how can employers ensure people adopt consistent behaviors that still allow for individuality—without diluting the overarching culture?

GLOBALLY DISPERSED TEAMS

With 5G everywhere and international work permits, people can work anywhere. Employees can live in Spain while working

for a UK-based company, or even live and work out of a campervan on the beach, surfing at lunchtime. Nomadic workers move from project to project and place to place, taking their insights and experiences with them. They contribute substantially to the global cross-fertilization of ideas, to embedded diversity and to the emergence of a new, more project-based working model.

“Lifers” and long service awards are becoming a thing of the past, with organizations embracing a much greater mix of employment contracts.

FIGHTING FRAGMENTATION

While technology delivered in terms of connecting the already connected, there is still a gap in realizing this for new joiners, contractors, or those hired on a freelance basis. The result is one culture for those who have been in a physical workspace together before, and another culture for the post-COVID joiners.

As the second group gets larger, organizations must put more effort into creating a community that can thrive, fostering inclusion and collaboration for all staff in a hybrid world. In a world that's more digitally connected and less physically so, culture will become an intrinsic part of everything an organization says to its employees, and everything it does.

GUESS WHO'S BACK?

Employees may leave to further their education, start their own venture, or try a new sector or industry all together. And, as organizations get wise to the expression “better the devil you know,” rehiring from the alumni pool has become a more attractive proposition rather than something to avoid.

Rehiring so called “**boomerang employees**” has many benefits. Even if they re-join to do a wildly different role, they understand the way the business operates, how to get things done, and have an existing sense of the company culture to draw on. Plus, these boomerang employees can share new perspectives gained during their time away, whether it's how a competitor tackles a similar challenge, or viewpoints honed while on the other side of a supplier, client or agency relationship.



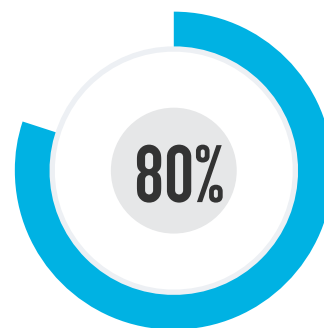
AN AUDIENCE OF ONE

Personalization is a growing trend—especially when it comes to attracting consumers.



89% of businesses are investing in personalization as a critical strategy for their current and future success

80% of consumers are more likely to purchase from a brand that provides personalized experiences



{Source: Yieldify}

How can employers leverage this marketing tool to attract and engage talent?



TECHNOLOGY DRIVES PERSONALIZATION AND CONNECTION

Technology and the vast quantities of data it generates is central to personalized experiences. Netflix is a prime example, using machine learning algorithms to point people to relevant new content based on past behaviors. Data-driven experiences are undoubtedly here to stay and set to grow.

Technology has become an increasingly important way of uniting employees through a shared a culture while balancing an employee’s desires to feel both special as an individual and part of a unified group.

BENEFITS TO SUPPORT THE WHOLE EMPLOYEE

As overpopulation continues to put strain on public services such as healthcare and education, employers are rising to the challenge and finding ways to provide security and enrichment for their employees while also enhancing their employer value proposition to stand out from their competitors.

In the learning and development space, Waste Management in North American launched “Your Tomorrow” in 2021, “a first-of-its-kind program that provides WM employees, as well as their eligible dependents, the opportunity to choose from a full range of education options, including earning a college degree, at no cost to the employee.” As we approach 2030, organizations will play a larger part in educating not just its employees, but their families too.



DEMOGRAPHIC DYNAMICS

Today's workplaces are more demographically diverse than ever before.

For the first time in modern history, four generations are working side-by-side: Baby Boomers, Gen X, Millennials and Gen Z.

As we move towards 2030, the percentages will change—and so will each group's level of influence. Three generations in particular will shape the world of work as we move forward, and they will each need different things from their working lives. Employers need to think holistically about their EVP and what they can offer different demographics.

THE BABY BOOMERS' LONG GOODBYE

In most major economies today, there are around six workers for every retiree. But by 2030, all Baby Boomers will have reached 65, the general retirement age threshold, meaning this figure is set to drop substantially.

Japan, for example, is projected to have a [ratio of just 1.5 workers per retiree](#) at the start of the next decade. In some of Europe's biggest economies and the U.S., the outlook is not much better with the figures hovering at around the [2.4 mark](#).

This is partly because, although [we're living longer](#), it seems we want to retire sooner. [Retirement numbers surged during 2020](#), more than any other year. If this trend continues, by the end of the decade, there could be very few Baby Boomers still in the workforce. For employers, that creates a problem.

RETAINING SKILLS

While we've talked about the need for employee to harness new skills, what is equally important is ensuring that skills aren't lost generation to generation. There is already a skills shortage in many fields, from haulage to engineering and healthcare to hospitality. Losing this demographic from the workforce will intensify the challenge of filling skilled roles—not to mention reduce the dissemination of knowledge for the generations coming up behind.

The biggest responsibility for Baby Boomers leading up to 2030 is knowledge transfer and mentoring. They should work closely with new joiners and less experienced colleagues to impart their wisdom and share their organizational and sector connections. And, with new technologies, organizations can ensure their skills, insights and knowledge can be stored and harnessed indefinitely.



Keeping Baby Boomers in the workplace for as long as possible is going to be vital as we move towards 2030. But that's going to mean some fundamental changes.

STAYING ON

Few of this generation, if any, will want to continue working in a typical full-time contract after they hit 65. Family responsibilities and the desire for more leisure time are key concerns for them. Many won't want to continue taking on high-pressure responsibilities either.

If employers make certain concessions, Baby Boomers might be persuaded to stay a little longer, therefore preventing the "cliff-edge" effect.

MILLENNIALS MAKE WORK MEAN MORE

Today, some 1.9 billion people across the world are Millennials.

Millennials are the biggest generation in a number of countries including the UK, the U.S., Australia, Brazil and Malaysia. By 2030, they will make up the biggest generation in the global workforce, representing a massive 40% of all workers.

So, how will this change the landscape of work?

GOING BEYOND FACE VALUE

Millennials are much more motivated by the difference they can make in the world than they are by how much money they

can earn. They want to know that their work has a positive impact on the wider world, whether that's by tackling green issues, building a sustainable economy, offering cultural enhancement and more. They want to work for organizations that do business in the most responsible, ethical and sustainable ways.

This means people are less drawn to specific industries and more to an overall ethos. So, while an employer's success and status are still in the mix when it comes to a candidate's key motivators to join—and stay—it's the cultural fit, values and purpose that matter most.

LEADING ETHICALLY

In a 2019 survey of Millennial and Generation Z individuals across 42 countries, Deloitte found that 29% of Millennials place the environment as their top concern (out of 20 options) and more than a quarter (27%) believe that businesses should try to improve and protect the environment. The same survey reported 32% of Millennials think businesses should try to improve society.

As they take on more and more responsibility, their strong focus on

issues like the environment, social justice and climate change will underpin their decisions about where they work and what they do. Empowering Millennials to provide ethical leadership is key to keeping them engaged.

Employers must ensure they have robust corporate social responsibility (CSR) and sustainability strategies in place, and that their vision and values align with those of the people they need to lead the business into the future.



GEN Z EASES IN GENTLY

It's the biggest generation in history.

An incredible two billion people around the world were born between 1997 and 2012, so the impact Gen Z will have on the world of work can't be underestimated. It's the biggest generation in history.

Many of this generation are yet to enter the workforce, but by 2030, all of them will be of working age.

THE SOFT SKILLS GAP

Young people today spend more time interacting with technology than any generation before them—primarily via their smart phones. According to a 2021 uSwitch survey, Gen Z now spend a whopping nine hours a day in front a screen.

Growing up entirely in the digital age has undeniably had an impact on how this

generation approaches life. With fewer in-person interactions, some 37% of Gen Z feels worried that technology weakens their ability to maintain strong interpersonal relationships and develop people skills. Living in a world of non-stop communication through apps and social media also contributes to mental health conditions like anxiety. The strain of modern living on mental health has been further exacerbated by the pandemic and lockdown life.

ALL AROUND SUPPORT

To help Gen Z workers become as productive and successful as possible, employers need to offer a combination of ongoing wellbeing support and robust soft skills training. This generation will also be looking for personal stability and security.



10 PREDICTIONS FOR THE WORLD OF WORK IN 2030

1. WORK WILL BE A SERIES OF SPRINTS, NOT A MARATHON

Contracts will no longer specify working days or hours. Instead, employees will have personalized Key Performance Indicators (KPIs) aligned to their role which will evolve and change over time. This allows individuals to complete their work around other aspects of their life including their energy levels or family commitments.

As a result, workers can deliver when they are at their most productive. Today, if you work best between 6am and 8am, many organizations will still expect you to be available at the end of the day. In 2030, workers will be given the freedom to do their work, their way.

2. OUTPUTS WILL DEFINE SUCCESS

As employees reject traditional ways of working and organizations are made up of people with wildly different working patterns and

contract types, employers will find different ways to define success. A leader's perception of a "good employee" will move away from proximity bias (the theory that those who are most visible at work are more likely to get promoted) and presenteeism, to output focused. Employees of 2030 will be measured by their ideas, productivity, and their wider contribution to the company, rather than hours spent working.

3. BALANCE WILL DRIVE A HOLISTIC APPROACH TO WELLBEING

By 2030, we have developed much clearer boundaries between our work world and world away from work. Working 9-5, Monday to Friday, is no longer the standard working pattern. Autonomy over working hours is no longer just a luxury for freelancers. Personalized working patterns are the norm, and employees fit their work around family obligations and personal preferences—without anxiety about their job security. The most

successful employers of 2030 actively encourage their employees to have strict boundaries in place to prevent the blurring between home and work life.

Employers who want to keep their staff healthy and productive will invest in the whole person—their health (physical and mental), their financial stability, their education, their families. Wellbeing is a core focus for all working environments and employers offer benefits packages that support the diverse lifestyles of their multi-generational workforce.

On-site and remote mental health practitioners offer guidance and support, giving everyone (and particularly the members of Gen Z with less work experience behind them) the confidence they need to make an active contribution and handle a wide range of situations. With this support, employees bring their best selves to their work and are more present in their personal lives.



4. TECH DOES THE MUNDANE WORK SO HUMANS CAN INNOVATE

After a long period of rapid technological innovation and change, past predictions of it all being doom and gloom on the jobs front are proven wrong. Technology handles repetitive, labor-intensive and time-consuming work that requires accuracy and systematic approaches. Self-service channels will grow across all industries, not just retail, but staffing levels don't drop substantially.

While technology is handling the more time-consuming, data-driven tasks, employees are free to interact with customers on a deeper level. They're also able to spend significantly more time using their imaginations on all sorts of other weird, wonderful and lifechanging new innovations.

“Some people call this Artificial Intelligence, but the reality is that this technology will enhance us. So instead of Artificial Intelligence, I think we'll augment our intelligence.”

- Ginni Rometty, CEO of IBM

However, luxury brands still prefer to use human skills across the majority of tasks, believing this results in the kind of higher quality, more bespoke output for which wealthier consumers are happy to pay a premium. These specialist employees command far higher salaries than they did in the past.

5. PERSONALIZATION WILL REVOLUTIONIZE THE EMPLOYEE EXPERIENCE

The data generated by technology used in the workplace will be aggregated and analyzed to uncover employee insights. These insights can then be used by talent leaders to drive workplace learning, development and reskilling programs. Employees have a personalized help desk at the ready offering guidance on practical work issues, wellbeing support (advice on when to take a break, for example) and proactive suggestions like external training opportunities.

AI and IoT draw upon the vast amounts of data we generate through wearable technologies like Apple Watches and Fitbits to create meaningful analyses about how, when and where we are at our best and most productive. Using this data, employees optimize their performance and employers are flexible enough to account for individual preferences.

Work better in 45-minute chunks and an outdoor walk at lunchtime? Not a problem. Focus better with a 6am start followed by a HIIT workout? It's your call. Late start but finish tasks while the kids' dinner is the oven? You're the boss.

If we begin to spend too much time on mundane tasks when our skills would be better spent elsewhere, that work is automatically redistributed to an AI assistant. This all helps to keep us happy and motivated in work, meaning we feel happier and healthier outside of it.

6. CROSS-FUNCTIONAL TEAMS WILL DRIVE INNOVATION

In 2030, whole teams will be dedicated to turning ideas into reality. Ideation teams will take a challenge or an idea and develop a solution quickly and iteratively, using colleagues to test and feedback on their concepts. These in-house incubators will consist of a core team with a revolving door of new perspectives (for example, boomerang employees or advisory boards), making innovation accessible to large corporations and start-ups alike. For employees, this means an increased opportunity to reskill and move into different sectors.

7. RESKILLING WILL DRIVE BUSINESS RESILIENCE

The ability to reskill to meet changing demands means organizations recruit based on potential rather than experience. When employers identify skills gaps, their first step is to reskill the talent they already have rather than looking externally.

Training for new Gen Z joiners is centered around soft skills like resilience, relationship building and empathy, enabling people from this cohort to manage their own stress levels effectively and to understand when and how they should ask for help. Face-to-face support and mentoring programs are a core element of training for Gen Z. Multi-generational employee resource groups (ERGs) and peer-to-peer learning groups are formed based around shared interests rather than demographics.

Reverse mentoring is widely embraced by organizations across a whole host of industries, enabling more senior employees to tap into the knowledge and insights of less experienced employees. Gen Z provides invaluable mentoring on areas like technology, new trends and social media.

8. DIVERSITY AND BELONGING ARE THE NORM

By 2030, every industry has diversified their staff. Diversity is fully embedded into organizational culture rather than an aspiration. Neurodiversity will be regarded as an advantage. Social mobility is the norm.

Growth in diversity fuels innovation on a scale not seen before. Employees from all walks of life are bringing their own individual skills and personality traits to the workplace. People may have different skills and different ideas, but everyone is working towards, and for, the same goal.

By extension, the board room of 2030 looks dramatically different. With companies losing pitches and contracts due to the lack of diversity at the top of their organization, companies will adapt or die.

Belonging is a strategic initiative, led by the new roles of Chief Culture Officer and VP of Belonging, who ensure that all demographics feel included. All of this goes beyond today's focus on minority groups, drilling down into the intersections between different groups, and then layering working styles and employment contracts on top.

9. BABY BOOMERS ARE CRUCIAL IN CLOSING THE SKILLS GAP

In 2030, employers will offer a range of incentives to entice Baby Boomers and older workers to continue working in order to counteract skills gaps and onboard Gen Z. This includes new hyper-flexible contracts that enable people to work significantly reduced hours, or the opportunity to provide specialist support for specific projects on an ad hoc, consultancy-style basis.

This not only helps employers, but it also enables people to move into retirement more gradually, with the additional stability

and security that provides. Many opt for pre-retirement packages, which allow for increased time off for leisure activities as they move closer towards retirement age.

10. CORPORATIONS DO THEIR PART

With Millennials at the helm in 2030, all organizations, across every industry, have a purpose that goes beyond profit. That manifests itself in various ways, from gender balance and broader socio-economic representation at C-suite level to reduced water footprint and management of climate risks across the value chain. Internal issues like fair pay and safety are table stakes.



THE FOUR KEY TAKE-AWAYS

There are four factors that will shape the world of work in 2030 more than any others.

1. Flexibility

Flexibility is here to stay, and it will apply to everything from where and how we work to the roles we do and who we do them for. Learning becomes a constant, allowing us to reskill whenever we need to. This will manifest differently from generation to generation, so organizations need be flexible in themselves in order to facilitate working arrangements for different demographics.

2. Fluidity

There will be no hard and fast rules about working hours and shifts. People will work with talent from all sorts of specialties as they move from project to project. Technology helps to support our wellbeing as the lines between work and home become more blurred.

3. Focus

The vast majority of employees will choose to work for organizations that have a clear purpose and are committed to working in the most ethical, sustainable and socially responsible ways. Technology means people can focus on the work that matters and less on mundane tasks.

4. Forward-thinking

Organizations will compete when it comes to creating innovative new technologies and using those technologies in the most creative ways. But, they'll also be happy to pool some resources to create a better future for everyone.



Is your workforce ready for 2030? Contact us to learn how PeopleScout's robust talent acquisition solutions can take your talent program from now to NEXT.

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PeopleScout, a TrueBlue company, is one of the world's largest RPO providers managing talent solutions that span the global economy, with end-to-end MSP and talent advisory capabilities supporting total workforce needs. PeopleScout boasts 97% client retention managing the most complex programs in the industry. The company's thousands of forward-looking talent professionals provide clients with the edge in the people business by consistently delivering now while anticipating what's next.

Affinix™, PeopleScout's proprietary talent acquisition platform, empowers faster engagement with the best talent through an AI-driven, consumer-like candidate experience and optimizes the talent process through data and actionable insights. Leveraging the power of data gleaned from engaging millions of candidates and contingent associates every year, PeopleScout has served clients across more than 70 countries with headquarters in Chicago, London and Sydney and global delivery centers in Toronto, Montreal, Bristol, Krakow, Gurgaon and Bangalore.

GLOBAL HEADQUARTERS

860 West Evergreen Ave.
Chicago, IL 60642-2634
United States

www.peoplescout.com

EMEA HEADQUARTERS

265 Tottenham Court Rd.
London, W1T 7RQ UK
United Kingdom

www.peoplescout.co.uk

APAC HEADQUARTERS

Level 7, 44 Market Street
Sydney, NSW 2000
Australia

www.peoplescout.com.au

