

It's (almost) all about me

Workplace 2030: Built for us



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It's (almost) all about me

Workplace 2030: Built for us

What will workplaces of the future look like? It's one of the top ten questions global businesses are asking themselves according to Deloitte's 2013 Human Capital Global trends report, *Resetting Horizons*. And for good reason: dealing with the here and now is critical, but prediction and adaptation are key to sustained success.

And there's something more: predicting the future is a favourite pastime, and our history is littered with fabulous ideas. Some, like talking on hand held devices, have turned out to be inspired. Others, like us living a life of leisure while robots do all the work, have turned out to be disappointingly fanciful. The challenge has always been about separating the insightful from the noise...

It may be that the future is just more of the same, only bigger and brighter... Our point of view is that the future workplace will look quite different

In 2013 AMP Capital tasked Deloitte Australia with sifting through the hyperbole, reading (some) of the library of futurist research and exploring the views of diverse subject matter experts.¹ Why? AMP Capital wanted to find the kernels of truth that would help them to think differently about their investments in buildings and precincts, and the relationships they have as a landlord to their tenants. More than just think differently, AMP Capital wanted to take a line of sight so they can make more informed decisions about what ideas are worthy of further exploration. Particular attention was paid to what the future may hold for knowledge workers in Australia.

Of course it may be that the future is just more of the same, only bigger and brighter. Our point of view is that the future workplace will look quite different and these differences will be reflected in, and driven by, changes in workers and the nature of work itself.

We also think that these changes will be influenced by mega trends, i.e. trends that will fundamentally reshape our lives. These different streams of ideas are interconnected, nevertheless to help navigate the story, this paper talks about mega trends, then changes to workers and work, before returning to the workplace.

In a nutshell, we think that in the future, power will shift from institutions to individuals, and so it will be all about 'me'. But me, or rather 'we', will look different (more she, older and, sadly, a little overweight) and be different (more sophisticated, educated, empowered and globally networked). We think that ideas will move between people, not institutions. And in a borderless knowledge economy, powered by big data and global networks, insight will be the new currency and the concept that 'time is money' will be left behind.

This means that organisations and workplaces will need and want to be different. But the changes won't be simple. We see a world of both paradigm shifts and paradoxes. For example: increased volatility combined with an accelerated pace of change will mean that organisations will be in a state of tension, seeking stability but needing both flexibility and agility. And another: we think that people will be working more in the cloud of data, and in virtual relationships that span the globe. And this work experience will create a countervailing pull to the ground, that is, a stronger desire for local connectivity and a sense of physical 'community'.

What will this mean for future workplaces? It means they will be designed to connect and facilitate, they will operate more like interconnected hubs and allow people to select from a variety of work spaces that will suit changing needs and wants (e.g. for face-to-face contact with colleagues, to be productive while in transit, to be close to home, or in networked isolation). We also predict that workplaces will be designed to attract and this will create a focus on vibrant precincts, with easy access to transport, services, entertainment, food, retail, housing and green spaces and sustainable practices.

We have taken a bold step by identifying what we see coming, drawing conclusions and putting our point of view in print. We could be wrong, we could be right, only time will tell. And we know that some ideas will resonate more strongly with some organisations and industries than others, so one size will not fit all. What we are certain of is this: those who don't try to predict will fall along the wayside. We hope our ideas will help you get there faster.

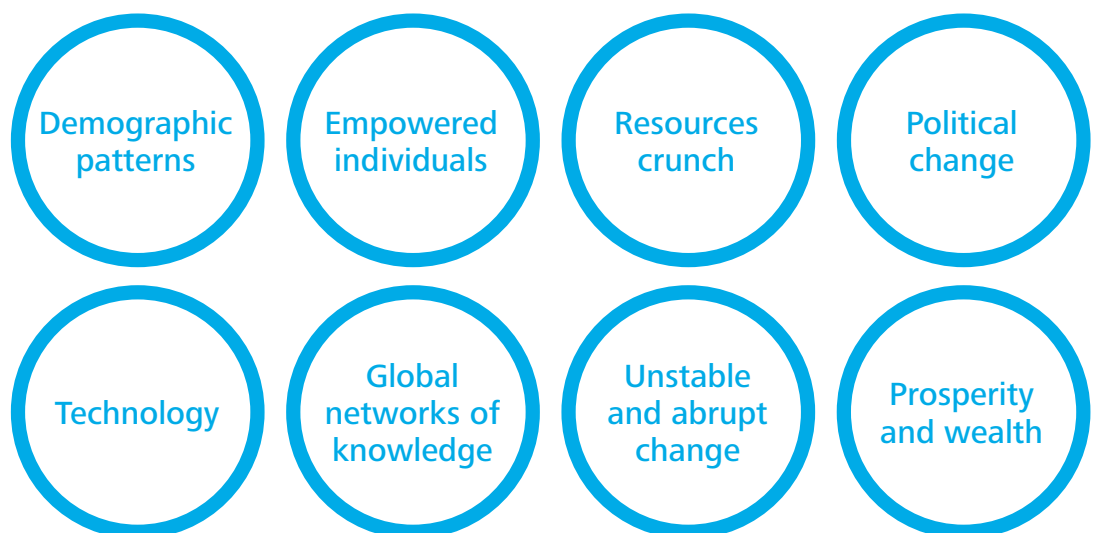


Some background noise on global mega trends

Having read (some) of the library of futurist research, drawn from diverse disciplines such as macro-economics, politics, sustainability, technology and human capital, we identified eight 'mega trends' or themes of change. Whilst we have a level of uncertainty about the impact of each individual trend, we suggest that their multiple points of intersection and cumulative weight will generate a powerful force that will reshape the world, and in the process will also reshape the world of work.

These headlines are like a tip of an iceberg and don't do justice to the mountain of detail lying just below the surface, but to include all of that detail is to repeat the library of research. We have opted for providing a few salient facts for each mega trend to give flavour to the headlines.

The mega trends



A few facts for each mega trend

Demographic patterns

Migration: By 2020 migration to Europe will be double or threefold what it is today. ²

Size: By 2030 our global population will reach 8.3 billion (today: 6.9 billion). Most growth will come from developing countries, where the population is predicted to grow at a rate seven times faster than developed countries. ³

Age: By 2050 the 60+ age bracket will be the fastest growing demographic segment globally, with a growth rate of 32% and 20% in developed and developing countries respectively. ⁴

Empowered individuals

Relationships: Today, 90% of consumers trust peer reviews, only 14% trust advertisements. ⁵

Service: By 2020 55% of companies expect they will compete primarily on a service basis. ⁶

Patterns of employment: By 2025 more people will work in non-traditional forms of employment, for example 45% of US workers will be 'contingent' workers (up from approximately 30% today). ⁷

Education: By 2030 91% of the world's population will complete primary education (today: 88%). ⁸

New professions: In 2030, new professions could include an Amnesia Surgeon, Autonomous Vehicle Operator, Chief Experience Officer, Energy Harvester, Office Concierge and Tarabyter (the evolved blogger). ⁹

Resources crunch

Energy: Demand for energy starts to exceed supply by 2020, resulting in price volatility and social unrest. ¹⁰

Water: By 2025, two out of three will live in water stressed regions. ¹¹

Demand: China's demand for steel is expected to double by the 2020s, while in India the government's target for steel production in 2020 is four times 2010 levels. ¹²

New supply: By 2030 20% of energy consumed in Europe will come from renewable energy sources. ¹³

Political change

Asian power: By 2030 China will be the largest economy, a first-rate-military power and an education magnet. Its GDP will likely be 140% larger than Japan's. ¹⁴

New power: The 'Next 11' – Colombia, Egypt, Indonesia, Iran, South Africa, Mexico, Turkey and others – will collectively overtake the EU-27 by 2030. ¹⁵

Security: Terrorists will increasingly target information infrastructure, including the internet, telecommunications networks and computer systems. ¹⁶



Technology

Rate of adoption: Radio took 38 years to reach 50 million users; Facebook reached 200 million users in less than a year.¹⁶

Data creation: By 2020 it is expected that 200 times more data will be created annually than in 2008.¹⁸

Storage: By 2030 data storage capabilities will improve to allow storage costs to be 0.5\$/TB2. The global market for cloud services is expected to be at \$241 billion by 2020.¹⁹

Moore's Law: By 2030, with a 10,000-fold improvement in computing power, we may have thought recognition.²⁰

Degree of penetration: Penetration of mobile-only internet users will increase from 0.1% today to 65% in 2030.²¹

Global networks of knowledge

Mobility: The number of people on international assignments has increased 25% over the past decade, and a further growth of 50% is predicted by 2020.²²

Connectivity: 5 billion users could be online by 2020 – that's equivalent to the entire global population in 1987.²³

Migration: By 2030 China, India and Brazil will become the world's major exporters of qualified talent.²⁴

Unstable and abrupt change

Risk of failure: Currently 14% of organisations projects already fail totally, with a majority of projects failing to some extent. Only 20% of projects meet their goals and come in on time and on budget.²⁵

Health: The world may expect two or three major pandemics that will have a significant global impact, but it is impossible to predict when or where an outbreak will develop, posing a global risk to millions.²⁶

Danger: Lethal and destructive technology is increasingly accessible by governments and individuals.²⁷

Economic stability: The health of the global economy will depend on the developing world, which already contributes more than 50% to global growth and to global investment.²⁸

Prosperity and wealth

Wealth distribution: It is generally accepted that wealth distribution currently works on an 80/20 rule, being 80% in the western world and 20% in developing countries. By 2050, the wealth distribution is predicted to change to 35/65 i.e. 35% in the western world and 65% in developing countries.²⁸

Middle class: By 2030, the world will be home to approximately 3 billion 'middle class' citizens compared to 1/3 today, and 2/3 will reside in Asia.²⁹

Global trade: By 2030 exports will account for 33% of global GDP, (today: 26%).³⁰

Financial power: More than 20 of the world's top 50 cities ranked by GDP will be located in Asia by the year 2050, up from eight in 2007.³¹

More than just facts and figures, these megatrends tell us a story about workers, work and, as a consequence, the workplace

At the global level, we see knowledge workers who have greater economic freedom and are more networked and sophisticated. These are people who will be comfortable with volumes of technology and data, sourcing ideas from a crowd, and adept at moving around the globe to chase work and educational opportunities. Of course we see movement: from developing countries to developed, from West to East, and from rural to urban.

And we see opportunities: the challenge is to unleash the value of workers' global and diverse networks and experiences, and to create workplaces that are more about being an iWorkplace than one size fits all.

What will these global trends mean for Australian workplaces?

To answer that question the following two sections will amplify and explore predictions for workers and the nature of work...

Workers: It's all about me

From power in institutions, to the rise of the '1s'



Unless we change quickly, Australia's problem won't be a lack of jobs – it will be a lack of workers. And we predict that the growth in demand, coupled with a shift in power, will force Australian workplaces to seek out and adapt to suit the needs of a worker with a new demographic profile and a different set of needs, capabilities and expectations.

Let's start with the fundamentals. Our working population is ageing, given that both immigration and birth rates are low. In recent times the impact of the Global Financial Crisis has delayed many baby boomers' retirement – however this relief will not last for long. Deloitte Access Economics predicts that whilst population and participation have been the major historical drivers of economic growth, in the decades to come they will deliver a net negative contribution to Australia's GDP.³² Consequently, the demand for local labour will outstrip supply, and the pressure to be more productive will intensify. We see two outcomes from these pressure points. Firstly, companies will search for talent in new places. Secondly, the more successful companies will not only access more diverse talent, but they will identify and leverage the new capabilities of a more mobile, sophisticated and empowered talent set.

So firstly, in relation to talent sources, we envisage companies paying more attention to historically marginalised population segments, for example older workers, and people with disabilities. And in particular attending to the needs of an older and more female workforce, which will be an extension of current trends rather than a radical new direction.

We say this noting that in April 2013 the Australian Bureau of Statistics advised that the average Australian is now 'a married woman, living with her husband and two children in a three bedroom house in a suburb of one of Australia's capital cities' In comparison to the past 'Mr Average', who was aged 29 in the 1960s and 24 in 1913.³³

We expect the Australian workforce of tomorrow will be older, more female and more ethnically diverse

And we also see companies making a bigger stretch to more actively seek out a broader range of international talent. Highly educated, skilled workers will be located in Brazil, China and India, and these groups are highly mobile.³⁴ So, looking at this from a needs point of view, we expect the Australian workforce of tomorrow will be older, more female and more ethnically diverse. We will also be more overweight, if current trends continue, given that women and men of working age weighed approximately 4 kilograms more in 2012 than in 1995 (and our height did not increase to compensate!).³⁵ These changes will have implications for the physical design of workplaces, for example in relation to infrastructure, space required per person and climate control.



We've become more educated, more connected and more vocal

These demographic led changes may seem a little cosmetic, and we predict that the more significant changes will be driven by a second pressure point, namely the trend away from the power of institutions and towards empowered individuals. The United States' National Intelligence Council argues that, globally, shifts in national power may be overshadowed by a more fundamental baton change. In this environment, driven by communication technologies, power will be located in multifaceted, amorphous networks and coalitions.³⁶ By way of example, witness the disruptive power of the global 1% protest/occupy 'movement', social media support for the imprisoned Chinese dissident artist Ai Weiwei, and the musical saturation of Gangnam Style by South Korean Songwriter Psy. We've become more educated, more connected and more vocal. And, we would argue, more empowered in our choices: who to buy from, who to associate our personal 'brand' with, who to work with/for and where to work.³⁷

What does all this add up to for an employer? Focus and opportunity, according to The Hon Bill Shorten MP, Australian Minister for Employment and Workplace Relations, Financial Services and Superannuation. The accumulation of our high levels of education, diverse work experiences and global networks show Australians have the 'capacity to change, capacity to transfer skills, capacity to learn new skills (and) this all bodes well for future change in our workplaces and how we work'. But this opportunity, and capacity, will remain a potential rather than a reality if organisations are complacent and fail to sense the scale of change on the horizon. More particularly, if workplaces do not focus on diverse worker needs, and amplify work value created through insight, connections and collaboration. And, getting even more granular, if employers forget to think about the implications in terms of leasing space(s). But all this is getting ahead of ourselves. We need to explore the changing nature of work itself before we turn to the workplace in detail. At this point all we can say with confidence is that in the workplace of the future it will be all about me, and 'we' will have different needs, and have different potentials, than the workforce of today.



Work: Insight will be the new currency

Tomorrow, time is no longer money



Data is not the whole story... What matters most is how we make sense of the data, and data insights will be generated through people

Today we have all but exhausted efficiencies to be gained from traditional methods of mass production and scale. And in the brave new world of technology-driven change, business models are being fundamentally disrupted. Book publishing, newspapers, video chains and in-store shopping are casualties of a short digital fuse with a big bang. Deloitte's 2012 report, *Digital Disruption*, estimates that 32% of the Australian economy falls within the 'short-fuse big bang' category, with another 33% waiting to explode as they sit in the 'long-fuse big bang' waiting room.³⁸

There is of course, another side to this story of disruption, and that is the story of prospects: there is huge potential to create value, not just reduce cost. It's a story however that is not being quickly adopted, or perhaps even grasped,³⁹ although helpfully some entrepreneurs are leaving breadcrumbs to show the way (see the Goldcorp case study).⁴⁰ It's a story about using big data to create insight as well as leveraging global connectivity and mobile devices to access low-cost high-value ideas that reside within the crowd. It's about understanding that by using predictive modelling, leaders, who currently sit above complex webs of people, products and markets, will be better placed to grow, protect, sustain and transform their business. Through this new channel, successful companies will be better able to isolate the amplifiers of value creation and the points of waste, quickly identify new markets and innovations, and quantify intangibles such as brand identity and accidental encounters.⁴¹

Yet data is not the whole story, and in fact it is not even the most important part of the story. What matters most is how we make sense of the data, and data insights will be generated through people, that is, very well connected people. And in the world of 2025, more people will be connected to each other than ever before: indeed Lynda Gratton, author of *The Big Shift*, estimates that 5 billion people will be connected by hand held devices.⁴¹ And these points of global connectivity, together with open source platforms and crowd sourcing methods, will radically redefine who can be part of a 'workforce'.⁴³

This expanded workforce will be in hot demand as complex problems call for diverse perspectives, and the likelihood that all the best ideas and solutions can be found within a workplace's four walls is remote (especially in the context of a move toward micro-specialisation). As a result, creating a workplace that enables people to connect – locally and globally – will be critical to success.

Case study

In 2000 Goldcorp, a Canadian gold producer, faced a dilemma. The company knew there were deposits of gold deep underground, they just weren't sure where.

Goldcorp then made an unconventional move. Rather than looking for answers internally, the company's founder and CEO, Rob McEwen, released 400MB of prized proprietary geological data and offered US\$575,000 in prizes to the general public.

The bold play paid off: over 110 new gold mine targets have since been identified, and more than 8 million ounces of gold mined.

So our prediction is that work models will focus on getting together the best minds, and that will mean that a company's physical headcount may reduce, but the size of their talent pool could grow by billions. We see this as part of a more open economy of skills, and it leads us to predict that work will be organised in more fluid ways. So the flexibility theme will now have two equally weighted parts, one driven by an organisation's desire to have a flexible workforce, and the other driven by employees' diverse working patterns (e.g. as a contractor or an alliance partner) and preferences (e.g. to balance work/life).

Bringing the best minds together in a more flexible world requires a wide network of relationships. And this will be enabled by more people working globally, virtually and in transitory partnerships, and with a stronger focus on personal (not brand) loyalty. If our analysis is correct, then it means that the future 'top' talent will be defined as the ones who hold the critical relationships, both within and outside the organisation. And if it is all about relationships, then workspaces will need to be designed to facilitate connections and promote collaboration. Workplaces will no longer be a site of 'containment' but a place where people meet, learn and share.

Workplaces will no longer be a site of 'containment' but a place where people meet, learn and share

One final comment about the nature of work. We've said that work will be about mining big data, and creating value through insight. It's also a story about leaders. Leaders who have the capability to lead a diverse, global and virtual workforce, and who have the flexibility to work across the blurred boundaries between competitors, partners, customers, workers and the general public. Why? Firstly, because in 2020 Deloitte estimates that global organisations will place people in 33 locations, an increase from 13 locations in 1998.⁴⁴ And as businesses become more global in their operations, what was once a local risk will become shared, and what was a local opportunity will be something global players fight over.⁴⁵ Secondly, knowledge is borderless and does not respect geographic, economic or political boundaries. And thirdly, because these multiple stakeholders, many of whom will lie outside organisational boundaries, will not respond well to command and control leadership. Active co-operation will be the byword. So to succeed in the new environment, leaders will need to be agile, inclusive, internationally mobile, adaptable, collaborative and good conceptual and contextual thinkers.⁴⁶

A new set of leadership capabilities may require a new development path, and it will certainly be demanding on the individual on a day-to-day basis. Creating workplaces that support the high value-add activities of collaboration, communication and innovation, and respond to the individual needs of top talent is our pathway back to the workplace of the future.

Knowledge is borderless and
does not respect geographic,
economic or political boundaries



Workplace 2030: Built for us

In locations that are where we want
to be **and** in vibrant precincts



Emeritus Professor Dexter Dunphy, predicts that in the future the *"workplace will no longer be defined by an office building but a collection of invisible interactions, aided by technology"*.⁴⁷ There's no doubt that as technology improves, teams are more virtual and global, and teleworking gains traction, the role of the 'office' will change significantly. For example, advances in cloud computing coupled with the almost universal usage of mobile devices will mean that live data can be accessed by anyone from virtually anywhere and an employee need not be tethered to a single location.

This is not to suggest that the workplace will simply move from an office to the home or cafe, but it does imply that the dominant paradigm of workers being housed within a central building is ripe for change. We see this as an outcome of three interacting factors. Firstly, technological advances as discussed above, secondly, changes to workers (being much more mobile, diverse and empowered). And thirdly, changes to work itself (much more about value through insight). All this adds up to companies operating in fundamentally different ways and workplaces that will be more digital, integrated and, fundamentally, built around you and me.

To some degree, meeting worker needs through work design is not a new idea, but are we prepared for the almost role reversal of architect to worker led design? Perhaps. There are signs that we are progressing down this path, for example co-worker hubs (called 'third' spaces) provide a place of work between home and the office, and are typically used for office related needs (for example formal meetings).⁴⁸ And we have observed the emergence of a fourth space which takes field work to a whole new level. Unlike co-working hubs, the 'fourth' space is purpose built for on-demand use by a transitory, highly mobile workforce. In Germany, for example, Regus has sensed the shift in demand and launched offices co-located at Shell petrol stations to enable drivers to conduct meetings, access printing and internet facilities, and mail and collect packages whilst on the road (see case study on page 16). The evidence points in one direction: work is already being conducted in multiple locations, around worker needs, and the challenge for organisations is to capitalise on these early experiences and adapt with pace.

Workplaces will be more digital, integrated and, fundamentally, built around you and me

This might not sound like good news to organisations with business models predicated on building or leasing large fixed workplaces, often in CBDs or business parks. Or it could sound like opportunity.

Could organisations create more spaces for formal moments of collaboration and connectivity, as well as informal or serendipitous encounters? Thinking horizontally, could landlords create chains of interconnected hubs, rather than standalone buildings, with lateral lease arrangements? Thinking in a box, could landlords package 'space' into different levels of access or service, where premium service is granted to authorised members through the use of swipe cards. And thinking outside the box, could it mean differentiated leases which provide lessees with access during on-peak (i.e. daytime) and off-peak (e.g. night time) hours. These questions challenge long-held assumptions about how buildings, leases and commercial arrangements are constructed.

And here's a few more ideas. In this new world, we predict that the focus will shift significantly away from increasing profits by decreasing office square meters per person, and toward configuring spaces and precincts that create and unleash value. For if workers are more empowered, and less likely to be working in formal working arrangements for a single company, then attraction is critical. *'Where once people simply followed the job market, in the 21st century knowledge workers are consciously choosing to locate themselves in places that nurture creativity'*.⁵⁰ This change of direction is likely to mean a greater focus on building attractive precincts, both within and around buildings.

It may seem counterintuitive to place greater weight on the building of precincts when we have just argued that workers will seek flexibility and options to move away from a central hub. And there is a paradox at the heart of this next prediction: we see that the more people work in the cloud, the more they will simultaneously seek a sense of community and connectedness on the ground (an early signal is the consumer trend of authenticity and provenance purchasing). And it is a worker need that will merge with (and be strengthened by) a contemporaneous work based need.

And what will that feel like? What will attract workers? Vibrancy is the key word, and a vibrant precinct will combine offices and residences, enable learning and play, provide services and retail, create a sense of safety and inspiration, and be green. And in a virtuous cycle, Moretti, in his book *The New Geography of Jobs*, shows that for every 'ideas-creator' job, five additional 'non-creative' jobs, for example carpenters and baristas, are created.⁵¹ So, whilst work could, technically, happen anywhere, creating vibrant precincts will meet worker and organisational needs for co-location, adjacency and community.

Knowledge workers
are consciously
choosing to locate
themselves in places
that nurture creativity

In the workplace of the future we see both variation and choice, with options built around worker needs and we see a greater emphasis on attraction to vibrant areas of co-location.





Case study

Regus is the world's largest provider of 'third-space' work solutions. The company uses a card-based system to allow members to occupy workspaces and access services as and when required.

In their words, 'globally there is surging demand for more productive ways of working on the move. Two thirds of professionals work more on the move than they used to, and we see this reflected very clearly in the way that our one million customers' requirements are changing. They want to work where, when and how it suits them.'

Sensing opportunity, Regus partnered with Shell to launch an innovative new offering: work hubs in petrol stations. While not necessarily everyone's first choice, the stations are designed to make life easier and more productive for the rising tide of motorists and flexible workers who need to work on the move.



Final words

(Tomorrow) business will not be as usual and change will not be incremental

We started this point of view by asking 'What will workplaces of the future look like?' We have suggested that business will not be as usual and change will not be incremental. Radically, we have suggested that workplaces will be more adapted to meet worker needs as workers will be more empowered, which will mean they can afford to be more selective. We have also suggested that in the future, workers will be different, which means that their needs will reflect a more diverse palate. This is likely to mean, given changes to technology, a greater variety of workspaces, including more use of the third space located somewhere in-between home, the office and customers or clients.

We have also argued that the nature and value of work is changing. High value work, for example solving complex problems, will only be addressed via the insights of dispersed, networked, groups of people.

How to attract and work with people who have not traditionally been thought of as its workforce, and how to help unleash value to ensure higher levels of productivity, will be amongst the challenges facing tomorrow's organisations. Challenges that in part can be met by addressing more of the worker's needs and wants within the workplace or precinct.

And these challenges will be tackled at speed, in an economy that will suffer more jolts and in an environment that is subject to abrupt changes. For AMP Capital, and for Deloitte, that may all feel disruptive but for the worker of tomorrow it will feel more like a workplace built around you and me.



Key takeaways



Workers will be...

- ... More diverse and individually empowered
- ... Highly valued for their connections across businesses, industries and the globe.

Work will be...

- ... Less about time and more about insight through data and collaboration
- ... More virtual and global.

Workplaces will...

- ... Enable people to work in the cloud and have their feet on the ground
- ... Be adapted to multiple needs and purposes
- ... Be in multiple places, including vibrant precincts.



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- ³⁷ See Deloitte (2012) *Digital Disruption: Small fuse big bang*, for a more detailed analysis and insights into how technology is disrupting different industries in Australia
- ³⁸ Deloitte Center for the Edge (2012) *Scaling Edges*
- ³⁹ Palantir and InnoCentive Inc. are two examples of how communication technology and an open economy of talent can be leveraged to reduce operating costs and deliver better outcomes. Palantir, the genesis of collaboration between PayPal alumni, computer scientists and intelligence agency analysts, builds software that connects data, technologies, humans and environments. Founded in 2004, today Palantir is valued at \$735 million and has seen its revenue double every year for the past three. InnoCentive Inc., on the other hand, was launched by scientists who saw the potential of the internet in a world where the cost of innovation was increasing at a faster pace than revenue. Today, InnoCentive is a virtual network of 25,000 “employees”, or self-selected participants in innovation challenges, from over 200 countries who come together using remote-access.
- ⁴⁰ Deloitte Center for the Edge (2011) *2011 Shift Index*
- ⁴¹ Gratton, L. (2011) *The Shift: The Future of Work is Already Here*
- ⁴² Deloitte Centre for the Edge (2013) *Work Environment Redesign: Accelerating Talent Development and Performance Improvement*, Internal Deloitte Presentation, March 2013
- ⁴³ Deloitte (2012) *Human Capital Trends 2012*
- ⁴⁴ *Ibid*
- ⁴⁵ Hay Group (2011) *Building the New Leader: Leadership challenges of the future revealed*. In an interview with the Future of Work project team, March 2013, Emeritus Professor Dexter Dunphy, opines that in the future top talent will be the people who are: “innovative, highly resilient, thrive on change and thrive on unpredictability and discontinuity. They have to see these things as opportunities, not problems. Being a professional or manager in the modern world is like being a surfer picking the right wave to drive you... have a sense of timing and what the forces are and where.”
- ⁴⁶ Dunphy, D. (2013) Interview with the Deloitte Future of Work project team, March 2013
- ⁴⁷ Lenaghan, N. (2013) GPT Group invests in new world of space, *Financial Review*, January 2013
- ⁴⁸ Alofs, P. (2012) *Passion Capital*, McClelland & Stewart Ltd. Pg. 101. Also see Richard Florida’s *The Rise of the Creative Class*.
- ⁴⁹ *Ibid*
- ⁵⁰ Moretti, E. (2012) *The New Geography of Jobs*, Houghton Mifflin Harcourt Publishing

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