Managing the modern workforce

Part 1: The workplace revolution
Over the last four decades, the face of UK employment has undergone radical change. From the decline of manufacturing, the dissolution of the job for life, and the birth of flexible working practices, to increased mobility, technical advancement, and the heightened presence of women and multi-generational workers, the British labour market of 2013 bears small resemblance to the trade dominated, career structured isle of 1970.

These changes have been revolutionary, but not without their complications. There are now more people in education than ever before, and yet the UK is falling dangerously behind the rest of the world in terms of business skills and literacy levels. Generation Y dominates the workplace, but youth unemployment remains at an all-time high. And whilst the workforce is at its most diverse thanks to equality laws around age, gender and ethnicity, employers are struggling to engage, motivate, and retain their best employees amid a sea of drastically varying needs and expectations.

The combination of these unprecedented changes makes for a complex set of management issues that employers must begin to face.

The UK continues to attract workers from other countries, but increasingly, we’re losing our native professionals to more competitive global arenas. And while the emergence of the UK as an ideas-led economy has created more opportunities for upcoming generations, there are fears that the current education system is ill-equipped to produce work-ready youngsters, or to even furnish them with an adequate understanding of the breadth of jobs that are now available.

Employers face a serious set of challenges. They must appeal to and cater for a multitude of conflicting needs across different generations; continually reassess existing practices to meet demands for flexible working; navigate a complex set of employment legislation; and address what their own role should be in helping to shape what some business leaders have described as a failing education system.

Planning for a successful future
As an employer, you will need to consider the following:

- How will you manage, engage and motivate an increasingly diverse workforce?
- How will you plan for the future skills requirements of your business, and build effective programmes to deliver against those needs?
- How will you harness new resourcing models to provide optimum access to the right skills and resources at the right time?

As the latest instalment of Unlocking Britain’s Potential, this report will explore the impact these developments have had on the UK workplace, its workforce, and the country’s wider economy.

It should make interesting reading for any employer looking to future proof their workforce and gain competitive advantage in an evolving global market.

Peter Searle  
CEO Adecco Group UK & Ireland
Executive summary

Over the course of the last 40 years, the landscape of the UK labour market has faced an unprecedented series of cultural, legal, and demographic changes; the impact of which has been as significant as that of the Industrial Revolution. With more women in the workplace, a narrowing of the pay and employment gap, increased reliance on technology, the globalisation of industry, and a surge in legislation, our working practices are almost unrecognisable from those of Britain in the 1970s.

The demise of Britain’s manufacturing industry was one of the greatest de-industrialisations of any major nation. With the reassurance that the UK’s future lay in working with its brains rather than its hands, the face of employment changed dramatically. In 1979, over a quarter (26%) of the UK’s workforce was employed in manufacturing, with 62% in the services industry. In 2010, manufacturing accounted for just 9%, while the dominance of the services sector rose to 84%.

<table>
<thead>
<tr>
<th>Year</th>
<th>Percentage of UK workforce employed in manufacturing</th>
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<tbody>
<tr>
<td>1979</td>
<td>26.1%</td>
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<tr>
<td>2010</td>
<td>8.9%</td>
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<table>
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<tr>
<th>Year</th>
<th>Percentage of UK workforce employed in the service Industry</th>
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<tbody>
<tr>
<td>1979</td>
<td>62.9%</td>
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<tr>
<td>2010</td>
<td>84.4%</td>
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The birth of opportunity calls the UK education system into question

Unemployment rate for 16-24 year olds is more than three times greater than for the over 25s (2010)

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Unemployment Rate</th>
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<tbody>
<tr>
<td>16-24 year olds</td>
<td>19.7%</td>
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<tr>
<td>25 year olds</td>
<td>6%</td>
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Percentage of population: UK born white, UK born non-white, Immigrants

<table>
<thead>
<tr>
<th>Year</th>
<th>UK born white</th>
<th>UK born non-white</th>
<th>Immigrants</th>
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<tbody>
<tr>
<td>1979</td>
<td>92.2%</td>
<td>2.4%</td>
<td>7.3%</td>
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<tr>
<td>2000</td>
<td>88.3%</td>
<td>2.4%</td>
<td>9.3%</td>
</tr>
<tr>
<td>2011</td>
<td>74.8%</td>
<td>12.2%</td>
<td>13%</td>
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With manufacturing, production and agricultural roles less readily available, younger generations are now far less likely - and largely unable - to follow their parents into a trade. They face the challenge of understanding which jobs exist, and how to get them. Adecco Group’s 2012 Unlocking Britain’s Potential report (which includes the findings of a project focused on the actions UK business might take to unlock the potential of its workforce), found that without family connections, access to meaningful work experience can be a challenge too far - leaving many young people without the necessary insight into the reality of the workplace, and what’s expected of them. This has called not only career guidance into question, but the very role of the UK’s education system. The question gains greater import in light of the worrying rise in youth unemployment.

While the UK is now educated to a higher level than ever before, less value is placed on degrees and qualifications. In a market saturated with graduates, too many lack the most basic of workplace skills, and yet employers continue to demand degrees as standard. So, as job seekers have had to adapt to a changing economy, so too must employers. If we are to transform what many employers now view as a failing education system for the good of our economic future, UK businesses face a new challenge: to get involved with education at grass roots level; not only in terms of work experience, but in its very curriculum.

But it’s not in conquering youth unemployment alone that employers must rally; the increasing diversity of the UK workforce calls for employers to understand, appeal to, and cater for all genders, ages, religions, and nationalities. The contraction of male-dominated industries, growth of the gender-neutral services industry, and gradual erosion of traditional gender roles have all combined to fuel a rise in the number of women in the workplace. This - along with a surge in migration and an ageing workforce who are retiring later in life - has contributed to the increasing diversity of the UK labour market. Employers must therefore change their working practices to appeal to a much wider range of personalities, skills, interests and beliefs.
In a market saturated with graduates, too many lack the most basic of workplace skills.

Employers must change their working practices to appeal to a much wider range of personalities, skills, interests and beliefs.
Flexible working and increased mobility creates a management conundrum

Alongside these developments, Britain has also experienced a notable increase in mobility. Workers are commuting further than would have been possible 40 years ago, yet making far greater demands for flexible working - something helped by the unprecedented growth in and reliance on new technologies. People have also largely abandoned the notion of a job for life. Fuelled by a culture of materialism and the birth of the ‘see it, want it’ generation, there is far more focus on job satisfaction, achievement, and personal growth. Where 40 years ago, many would have chosen a trade, joined a company, and stayed for life, long service is seen by some as a mark of the unambitious. The question for UK business is whether to embrace or navigate these changes: creating internal career paths to retain workers, or welcoming the fresh vigour that staff turnover can create.

54% of Generation Y has already had three or more jobs
A surge in workplace legislation fuels major changes in employee expectations

The vast changes in legislation over the past four decades also mean that people know their rights. This has led to more obligations on employers, and created tidal waves in the behaviours and expectations of the working population. Fuelled by the demise of manufacturing, the rapid influx of legal changes, and the ease of access to jobs globally, people believe they can be anything they want to be. But are they prepared to work for it?

Popular culture in recent years has created the aspirational ‘X Factor generation’, with the attitude that they have the right to work the hours they want, in the job they want, with the benefits they want. Work-life balance has been pulled firmly into the spotlight, and more people are choosing to contract for the flexibility it offers. But the modern day phenomenon of flexible working - a phenomenon that is undoubtedly here to stay - has actually handed employers the ideal attraction tool. Rather than responding to requests for flexible or remote working, why not change recruitment practices to actively promote it? If companies are to stand any chance of competing in a global economy, they must adapt to meet modern demands.

At the same time, over-engagement is also to be avoided. As part of its Unlocking Britain’s Potential report, Adecco Group found that 52% of companies were concerned that some of their employees were too engaged. Over-engagement runs the risk of decreasing productivity, and preventing the natural turnover that allows organisations to benefit from the impact of new blood. The challenge for employers is to find the optimum level of employee engagement for their business.

Employers must be as fluid as the era they operate in - reinventing their role and approach to meet the changing needs of a changing time; and with that, the changing demands of their people. They will need to learn how to care for and manage the complexities of a diverse workforce, understand which skills are needed for the future of their organisation (and where to find them), and embrace the help at their disposal in navigating the unparalleled rush of legal developments, obligations and pitfalls.
The structure of the workforce

• As manufacturing and public sector employment plummets, the UK takes on a new identity as an ideas-led economy.

• There are fears that children from deprived communities will miss out on meaningful work experience and well informed career advice.

• With more women in the workplace, increased migration, and an ageing workforce, employers face a serious engagement challenge in appealing to all.

• There are more people in education than ever before, but UK business literacy is lagging behind the rest of the world – putting apprenticeships back in the spotlight.

• A recent trend for onshoring could see low-skilled jobs return to UK shores, in a bid to combat the country’s long term and youth unemployment crises.
In 1979, the public sector and the manufacturing industry accounted for 29.8% and 26.1% of the UK’s total employment figures; since that time, these figures have plummeted to 20.8% and 8.9% respectively. Despite a rich heritage in manufacturing (which includes car makers, food manufacturers, and a ship building industry that was the envy of the world), the UK fell victim to global competition from countries with lower labour costs. In its place, and driven by an increase in private sector services (from 33.1% to 63.6%), the service sector now dominates 84.4% of UK employment. In a dramatic shift, the UK labour market was heavily impacted by the emergence of the technology sector, which now employs more people than the once dominant construction industry: representing 5.2% and 4.7% of the total workforce.

While some people believe that technology was the driving force behind the loss of British production and manufacturing jobs - the work of an entire production line can now be accomplished by machines and just a handful of engineers - issues around cost, productivity, and the emergence of economies that could offer a better business deal made an even greater impact. And while the technology sector may have contributed towards the decline of manufacturing roles, the internet creates 2.6 jobs for every one it destroys.

The decline of manufacturing and the rise of the services industry dramatically influenced the variety of skills that are now expected and valued by employers - but the wider societal effects are just as profound. Historically, a local economy and its surrounding community could revolve around a handful of major employers, such as the cotton mills of Lancashire or the ship building yards of Teesside. However, a myriad world of opportunity has opened before the younger generations. The question born of this sector shake-up is whether children from traditionally trade-dominated or deprived communities have access to the knowledge and guidance needed to understand the options available to them in an ideas-led economy.

1. Social Trends No. 41 - Labour Market Data; Office for National Statistics
2. Internet Matters: The Net's sweeping impact on growth, jobs, and prosperity, May 2009; McKinsey Global Institute

<table>
<thead>
<tr>
<th>Percentage of UK workforce employed by sector (1979-2010)</th>
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<tbody>
<tr>
<td><strong>Manufacturing</strong></td>
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<td>1979: 26.1%</td>
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<td><strong>Public sector services</strong></td>
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<tr>
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</tr>
<tr>
<td><strong>Private sector services</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td>2010: 63.6%</td>
</tr>
<tr>
<td><strong>Construction</strong></td>
</tr>
<tr>
<td>1979: 5.9%</td>
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<td>2010: 4.7%</td>
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The demise of manufacturing also coincided with the erosion of traditionally male-dominated industries. The growing dominance of the gender-neutral service industry, bolstered by the introduction of the Equal Pay Act and Sex Discrimination Act in the 1970s have seen women gain an increasingly equal footing in the workplace and job market. Between 1971 and 2011, the employment rate for women rose from 53% to 66%, while male employment rates dropped from 92% to 76%. At the same time, the pay gap has lessened from a 28.7% difference in pay between the genders in 1975, to below 10% in 2012. Since 2006, this gap is only evident beyond the age of 34, and narrows again after the age of 50.

The workforce as a whole is getting older, as employees work for longer to fund their retirement. People born in 2009 can, according to the Office for National Statistics (ONS), expect to live 20 years longer than those born in 1930, and in line with this expectation, the proportion of the workforce aged 65 and over rose from 13% in 1971 to 17% in 2010 - the largest increase of any age bracket. This, coupled with the abolition of the default retirement age, has placed a new set of pressures and expectations on employers.

As the workforce ages, employers must learn to manage and integrate teams made up of differing generations. The knowledge gleaned by older workers must be capitalised upon, as their experience - when complimented by the fresh approach of upcoming generations - presents a recipe for success, providing their differences are catered for accordingly.

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As the UK slips behind the rest of the world, could apprenticeships be the answer?

"If apprenticeships are to tackle the growing problem of youth unemployment, they must teach young people how to operate in the workplace.

The number of people in non-compulsory education (post GCSE) has more than doubled in the last 40 years; the number of people in further education (post A-Level) has increased almost three times from 2.3 million to 6.2 million. Within that, the number of women in education has seen the biggest increase, with those at university or equivalent increasing more than sevenfold, from 200,000 to nearly 1.5 million - overtaking the number of men in both further and higher education. Furthermore, with GCSE pass rates increasing every year (except one) since they were introduced 25 years ago most young people, no matter when they end their schooling, are better qualified than their parents. Unfortunately this is not the view held by the media, the World Literacy Foundation (who rate the UK as having the third worst literacy in Europe, ahead of only Ireland and Italy), or The Organisation for Economic Co-operation and Development, which relegated the UK from 7th in terms of literacy to 25th (out of 65 developed nations) over the last decade. The UK, it seems, is slipping dangerously behind the rest of the world.

Historically apprenticeships were directed at skilled trades, such as welders, builders, and plumbers. If they are to be part of the solution to a modern day crisis, they need to be adapted to meet the demands of the modern world. In the mid 1960s, the number of apprenticeships in the UK topped 240,000; by 1990, this figure had plummeted to 53,000. However, following a number of Government incentives, a marked increase in the take up of apprenticeships saw figures peak at 520,000 starts in 2011. But if apprenticeships are to tackle the growing problem of youth unemployment, they must teach young people how to operate in the workplace.

5. Social Trends No. 39 - Education Training, Office for National Statistics
7. National Apprenticeship Service
8. Apprenticeship Statistics, 8 Feb 2013, House of Commons Library
Rise in youth unemployment signals alarm for UK business, education and economy

The number of houses where no resident has ever worked has risen by 70% in the last ten years

Unemployment overall has varied quite considerably over the last four decades. The first half of the 1980’s saw unemployment levels of over 10%, and the recession that followed the Black Monday stock market crash of the early 90’s also saw unemployment top 10%. The UK enjoyed low levels of unemployment in the early part of the 21st century, and although this has risen over recent years, it is the rise in long term and youth unemployment that is the most alarming. According to data from the 2011 census, the number of houses where no resident has ever worked has risen by 70% in the last ten years. The number of people out of work for more than a year is also at its highest rate for 16 years, nearing 1 million. And whilst the unemployment rate for 16-24 year olds has long been higher than the total unemployment rate, the gap has been growing since 2004: currently more than three times higher than the unemployment levels for those over the age of 24.

During the recent recession, the number of applicants per vacancy doubled from 2.3 to 5.1 between March 2008 and March 2011. With more graduates than ever before, the current market is saturated with degree-qualified job seekers - thereby widening the gulf between those with skills and those without, and increasing the competition for ever-scarcer roles. The need to vie for jobs once again puts education firmly in the spotlight. Employers must be able to identify the skills needed within their own organisation, and young people must be given the chance to understand and acquire them.

Unemployment rate (2010)

- 16-24 year olds: 19.7%
- 25 year olds: 6%

10. Social Trends No. 41: Labour Market Data, Office for National Statistics
Almost half of all people leaving the UK permanently are British citizens

The competition in the marketplace is not only increasing within the indigenous population. The last 40 years have seen a greater number of migrants working in the UK, making the employment market even more competitive. A right of freedom to move within the European Economic Area for workers has existed since the Treaty of Rome was signed in 1957; however, there was a significant change in 2004. The Directive - which allowed European citizens the right to move and reside freely - was soon to be impacted by the enlargement of the European Union, which came to include Latvia, Slovakia, the Czech Republic, and most significantly, Poland. According to the most recent Census data\(^\text{11}\) the number of non-native citizens in England and Wales has risen from 4.6 million to 7.5 million (over 61%) since 2001 - with Polish migrants second only to those from India. A recent report from the Home Office does however suggest that almost half of all people leaving the UK permanently are British citizens - so as well as attracting migrant workers, we’re also losing our own\(^\text{12}\). Most worryingly from an employer’s point of view, ‘a large and increasing proportion of British citizens emigrating from the UK are those from professional or managerial occupations and this may have implications on the availability of skills in the UK’.

The impact this has on the workforce is significant. There are now more people from a greater range of countries in the UK workplace, which means more languages, varied educational backgrounds, and wildly differing cultures and expectations; but it also means new ideas and fresh perspectives. With 5% more graduates among immigrants than UK born residents, migrants appear to be adding significantly to the educational standard of the UK workforce. Despite the manifold benefits that diversity can bring to any British business, it does still pose a significant management challenge. Employers must be aware that creating and integrating a multicultural workforce requires careful planning and studied insight. Nearly seven out of ten of the employers surveyed as part of the Unlocking Britain’s Potential project\(^\text{13}\) perceive those companies with a diverse workforce as best placed to succeed, yet 29% admit to recruiting a certain ‘type’.

If the British education system is failing to generate employees with a sufficient grasp of literacy and numeracy, employers have the opportunity to plug that skills gap - but they must first learn how to cater for a mixed workforce. Once again, effective and well targeted engagement is key, and employers must draw on the resources available to them in determining the most appropriate course for the future of their business.

\(^{11}\) 2011 Census: Key Statistics for England and Wales, March 2011; Office for National Statistics
\(^{12}\) Emigration from the UK, Research Report 68 (Second Edition), November 2011; Home Office 2007; Department for Business Enterprise & Regulatory Reform
\(^{13}\) Unlocking Britain’s Potential, 2012; Adecco Group UK & Ireland
Boost in mobility broadens recruitment options of modern employers

In January 2013 we surveyed 1000 British workers in our Modern Workplace survey. According to the results, today’s workers are far more mobile than ever before, with almost half (49%) prepared to travel for up to an hour a day for the right job, and 16% prepared to travel for up to two hours - a figure that rises to just under a quarter for Generation Y. Unsurprisingly, the more senior the position, the more willing people are to travel - with 80% of directors prepared to accept anything up to a 60 minute commute.

With this surge in mobility, employers need to think about casting the net further when trying to attract new staff, given that people are prepared to travel for up to two hours for the right job, and 42% of workers (those who have been in their careers for less than 15 years) are prepared to move house for a job. The recruitment search should therefore extend far beyond the local talent pool if employers want to have their pick of the country’s most promising professionals.

Percentage of UK workforce prepared to travel for the right job

- 49% One hour a day
- 16% Two hours a day
- 80% Percentage of directors prepared to accept anything up to a 60 minute commute

1. Modern Workplace Survey, Jan 2013, Adecco Group UK & I
Onshoring spells a return of low-skilled jobs to UK shores

Onshoring would mean bringing production and manufacturing back to the UK, but in areas with lower wage costs.

It’s not mobility alone that has impacted workforce geography. Whilst offshoring has long been a significant factor in the labour market, the last twenty years have actually seen a reduction in the offshoring of production, and an increase in the offshoring of services. IT offshoring was a $14 billion global industry in 2006\(^\text{15}\) - representing $2.5 billion in Western Europe. And whilst the practice of offshoring has removed jobs that would have otherwise been destined for UK residents, research from the Department for Business Enterprise and Regulatory Reform suggests that without the movement of these jobs overseas, the pay gap in the UK would be 37% higher\(^\text{16}\), the argument being that without the availability of low skilled roles, people are forced to train for more highly skilled and better paid positions.

The recent trend for onshoring (keeping jobs within the country but situated at lower wage cost locations) could however help to assuage those high youth unemployment levels in light of the current crisis, and increased competition for skilled roles. Onshoring would mean bringing production and manufacturing back to the UK, but in areas with lower wage costs, such as Wales or the North-East. In August 2012, the Department for Business Innovation & Skills suggests that the UK automotive industry is actually planning to purchase more from UK manufacturers\(^\text{17}\). If jobs were to start moving back to some of the UK’s more deprived areas, it may help to address the rise in long term unemployment.

Whatever happens over the next 40 years, it’s clear that in the face of such monumental and unprecedented developments in the UK labour market, both employers and their workers must adapt to meet the changing needs of a geographically varied, ethnically diverse, technologically driven workforce head on, or get left behind.

\(^{15}\) Worldwide Offshore IT Services 2005-2009 Forecast. No. 33529, 2005; IDC
\(^{16}\) Employment Relations Research Series No. 91, Has offshoring contributed to greater wage inequality in the UK?, December 2007; December for Business Enterprise & Regulatory Reform
\(^{17}\) Growing the UK automotive supply chain; the road forward - 2012 update; Department for Business Innovation & Skills
The changing rights and obligations of UK employment law

- 1970 saw the introduction of the Industrial Relations Act, which regulated industrial action and signalled a decade of strikes.

- Official trade union membership has declined from its peak of 13 million in 1979, yet employees have more rights than ever before.

- Employees better understand their rights as legislation is much more widely accessible and promoted.

- Before 1970, legislation was on the side of the employer; in 2012 it's much more equal.

From laws and regulation governing rights, to Equality Acts and legislation around discrimination, the last 40 years have seen the introduction of more employment laws in the UK than ever before.

Despite its advantages, the introduction of such impactful legislation has not only changed employment practices beyond recognition, but also presented significant challenges for employers.

The demands on employers are far-reaching: not only must they find new and continually evolving ways to engender better working relationships with their staff, but they must also take every possible precaution against breaching the complex laws now governing employment.
Before 1970, the legislation was on side the employer; in 2012 it’s much more equal.

The last 40 years have seen the introduction of more employment laws in the UK than ever before.
**Employment rights table**

**Equal Pay Act**
*Implication:* Women receive the same pay and conditions as men when performing the same role.
*Effect:* The gender pay gap has lessened and the number of women in the workplace has increased.

**Industrial Relations Act**
*Implication:* Regulated industrial action, introduced a statutory mechanism for unions to secure bargaining rights and protected workers against unfair dismissal.

**Race Relations Act**
*Implication:* Protected all workers from discrimination on the grounds of race (replaced by the 2010 Equality Act).
*Effect:* Brought race discrimination to the forefront and paved the way for issues of a racial nature to be addressed within the workplace.

**Sex Discrimination Act**
*Implication:* Provided workers with protection from unlawful discrimination on the grounds of gender or marriage (replaced by the 2010 Equality Act).
*Effect:* Women given a more equal footing in the workplace.
Disability Discrimination Act
Implication: Protected workers from discrimination on the grounds of a disability (replaced by the 2010 Equality Act).
Effect: The Act contributed to diversity in the workplace by giving people with a disability more of an equal standing.

Employment Rights Act
Implication: A consolidation Act.
Effect: Consolidated all previous legislation and now forms the basis of most employment law in the UK.

Working Times Regulations
Implication: Imposed a maximum 48 hour working week, the now mandatory 28 days minimum paid leave, and a minimum 20 minute rest break per 6 hour shift.
Effect: Set minimum working hours standards for all UK roles.

Public Interest Disclosure Act
Implication: Protection for workplace ‘whistleblowers’.
Effect: Protected whistleblowers from persecution by employers.

National Minimum Wage
Implication: UK workers could not be paid below a minimum hourly wage.
Effect: Helped to raise the standard of living, and increased mobility by setting basic standards and reducing the pay gap between the sexes.

Employment Relations Act
Implication: The right to be accompanied at a grievance or disciplinary hearing by a companion who could be a trade union representative.
Effect: Gave employees confidence that the records taken in disciplinary meetings could be called upon in legal proceedings.

Maternity & Paternity Leave Regulations
Implication: Parents were awarded the right to take unpaid leave.
Effect: Made it easier for people to balance the demands of work with those of being a parent, and increased workplace diversity by helping parents to remain in employment.
Fixed Term Employees Regulations
Implication: Fixed term workers given the right to complain about treatment less favourable than that given to permanent counterparts when performing the same role.
Effect: Protected fixed term and contract workers from unfair treatment.

Employment Act
Implication: A mandatory dismissal procedure introduced to ensure certain steps were followed before a dismissal could take place.
Effect: Imposed further controls on management behaviour, however the law was scrapped after a five year period.

Trade Union Recognition Order
Implication: Unions given a statutory right to recognition for collective bargaining.
Effect: Increased the bargaining power of employees in contract negotiations. Rules were more likely to be adhered to by managers, and the fairness of their behaviour became increasingly regulated.

Part Time Workers Regulations
Implication: Part time workers given the right to complain about treatment less favourable than that given to full time counterparts when performing the same role.
Effect: Part time employees are extended equal treatment to that of full time employees.

Paternity & Adoption Leave Regulations
Implication: Fathers and parents of adopted children awarded the legal right to parental leave.
Effect: Helped parents balance the demands of their children against those of their career.

Flexible Working Regulations
Implication: The right to request flexible working in order to care for a dependant child.
Effect: Gave employees more leverage in the workplace, further adding to their ability to balance the needs of parenthood with work, and possibly contributing to the trend towards flexible working.

Information & Consultation of Employees Regulations
Implication: The right to request the establishment of a consultation procedure.
Effect: Minimal effect.

Employment Equality Religion or Belief Regulations
Implication: Worker Protection against being discriminated against on the grounds of religion or belief (replaced by the 2010 Equality Act).
Effect: Further paved the way for a more diverse workforce and recognition of different people's cultural beliefs.

Employment Equality (Sexual Orientation) Regulations
Implication: The right not to be discriminated against on the grounds of sexual orientation (replaced by the 2010 Equality Act).
Effect: Further contributing to diversity in the workplace, giving people a right to voice dissatisfaction where they feel they're not being treated as equals due to their sexual orientation.

European Union - Directive 2004/38/EC
Implication: Citizens of the EEA given a right of free movement.
Effect: Effectively an amendment to rights of movement within the UK dating back to 1968. This law extended the right to work of those citizens of the former Soviet Union, thus opening up the borders to new skills.

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Agency Workers Directive
Implication: Agency workers now to receive the same pay and conditions as their permanent counterparts when performing the same role (after 12 weeks in an assignment).
Effect: Effects of AWR are still in dispute. All equal rights measures for different working types are now underpinned by EU legislation.

Equality Act
Effect: Simplified and strengthened existing laws, through consolidation and promotion.

Additional Paternity Leave Regulations
Implication: Extended a father’s entitlement to paternity leave.
Effect: Allowed fathers to balance the demands of having a child with that of a career, and gave mothers more freedom to return to work.

Unfair Dismissal Regulations
Implication: Extended the qualifying period to two years.
Effect: Employees must now work for longer in order to qualify for protection against unfair dismissal.

Companies Act
Implication: Employers obliged to disclose the ways in which they have fulfilled their legal obligations to their employees.
Effect: Companies are required to have a level of understanding, hire skilled professionals or seek external consultation to make sure they remain compliant with the new rules and regulations.

Employment Equality (Age)
Implication: The right not to be discriminated against on the grounds of age (replaced by the 2010 Equality Act).
Effect: Led to increasing the age range and experience of the UK workforce.

Transfer of Undertakings Regulations
Implication: Amended TUPE 1981. These regulations prohibit working conditions from being lowered as a result of a company’s change of ownership.
Effect: Additional security to employees, but added a further consideration for potential buyers.

Pensions Act
Implication: Compulsory Pensions Enrolment means that all employees will be automatically enrolled in their company’s pension scheme.
Effect: Provided employees with a sense of security after retirement.

Maternity & Paternity Leave (Amendment)
Implication: No minimum period in order to qualify for maternity leave.
Effect: Employees no longer have to fear losing maternity or paternity rights when moving to a new company.

Unfair Dismissal Regulations
Implication: Agency workers now to receive the same pay and conditions as their permanent counterparts when performing the same role (after 12 weeks in an assignment).
Effect: Effects of AWR are still in dispute. All equal rights measures for different working types are now underpinned by EU legislation.
Behaviours and expectations

The modern day employee has far more bargaining power when it comes to contract negotiations than any worker pre 1970

- Younger generations are more driven by materialism than their parents’ generation; they not only want more, but expect more - both personally and professionally

- The availability of technology to the masses has led to a melding of people’s professional and personal lives; people are now contactable out of work, but accept this as part of the bargain for greater flexibility

- Part-time, contract, and remote working has gained popularity in recent years; making flexible working methods an engagement tool that employers could actively promote, rather than simply respond to

- The age-old idea of a job for life is fast becoming a thing of the past, replaced by the concept of portfolio careers and constant reinvention

- Whilst the current education system struggles to produce work-ready youngsters, workplace training is still in decline
The idea of a job for life is fast becoming a thing of the past

Today’s workplace is almost unrecognisable from the labour market of 40 years ago. The workforce has spent longer in education, its make up is far more diverse, and an equal set of rights supports all. The workplace itself is less rigid, no longer defined by the traditional 9-5, and entirely unrestricted by geographical confines. Unsurprisingly, such major developments have changed people’s behaviours and professional expectations. Gone are the days that school leavers would follow their parents into a trade: continuing the family tradition is no longer the norm, and the idea of a job for life is fast becoming a thing of the past. The upcoming generations are curious, aspirational, and - owing to the rise of popular reality shows like the X Factor - believe they can be anything they want to be.

Almost a quarter (22%) of today’s workers believe that anyone in their organisation has the right to become Managing Director - a belief that rises to 29% among Generation Y workers.18

There is also a certain expectation from over a fifth of today’s workers (21.6%) that they should be given the opportunity for promotion at least every two years. This belief is even more prevalent for Generation Y, with 47% expecting a promotion every two years, and 16% expecting one annually. The shift in expectation of those entering the workplace simply cannot be ignored; employers must either manage expectations, or demonstrate clear career progression.

In the current market, the top three barriers to career progression are development opportunities (40.4%), not knowing the right people (33%), and a lack of self confidence (28%).19 However, Generation Y sees development opportunities (23%) as their biggest barrier - suggesting that employers are not providing sufficient opportunities for Generation Y workers to progress at a rate they’re satisfied with. If employers want to retain top talent, they need to consider the development opportunities on offer.

18. Growing the UK automotive supply chain: the road forward - 2012 Update; Department for Business, Innovation & Skills
19. Growing the UK automotive supply chain: the road forward - 2012 Update; Department for Business, Innovation & Skills
As expectations peak for Gen Y, Baby Boomers need different drivers

Largely driven by the materialism that is so inherent in a commercialised society, people now see exotic holidays as a right rather than a luxury to be saved for, lust after the celebrity lifestyle as a model for success, and sometimes expect more from life than the previous generations. This materialistic ideal has forced a cultural shift in the UK workforce, and expectations are soaring. Different generations also expect different things from the workplace. The ‘Baby Boomers’ (those in their early 50s and 60s) enjoy face-to-face communication, respect titles, and like to be told they are needed. Generation Y (those born between 1981 and 2000), operate in an entirely different manner: they prefer electronic communication, will actively request feedback, and are prepared to challenge authority. Young people entering the workforce may not be a new phenomenon, but Generation Y is the most educated and self aware generation in the history of UK employment, and will present its own set of challenges to employers. With union membership down and individual rights on the up, employees are negotiating their own contracts. People are now acutely aware of their worth and increasingly aware of how to achieve it, partly because they expect to move more freely if their demands are not met. The idea of ‘worth’ is also changing: the workforce is increasingly valuing factors beyond titles and money, and becoming interested in benefits and work-life balance. A job is no longer the biggest part of a person’s life; it’s just one part.

Gen Y is the most educated and self aware generation in the history of UK employment

20. Mixing and Managing Four Generations, 2005; Fairleigh Dickinson University
Leaps in technology create the dawn of the flexible workforce

1 in 5 employers think they need to allow more flexibility around their social media and instant messaging policies

The groundbreaking leaps in technology (and its availability to the masses) over the past few decades have led to an unmistakable fusion of professional and personal lives, in a way that is largely controllable by the individual. Last year, Facebook topped 30 million users in the UK, and by 2015, the level of active mobile phone users in the UK is expected to reach 85%. At one time, taking personal phone calls in the office was forbidden; now, 1 in 5 employers think they need to allow more flexibility around their social media and instant messaging policies. Perhaps not surprisingly, Generation Y has the highest expectation of any generation when it comes to accessing social media for personal use during work, with 11% expecting 20-21 minutes of access every hour. However, our research shows that employee expectations are also influenced by industry: of those working in IT and Telecoms, 50% of employees have an expectation of being able to access social media for personal use (the highest of any industry); in stark contrast, 86% of retail, catering and leisure employees expect to be without access to social media for personal use. Employers in an office environment should therefore consider providing access to their workers if they hope to move with the times.

The trade off for many workers has been the acceptance of emails and phone calls out of hours. According to research from IT recruiters Modis, six out of ten employees regularly check their emails throughout the weekend, yet still believe the flexibility such technological developments have afforded has given them a better work-life balance. And because of these developments, managing a workforce is no longer as straightforward as managing an office. In addition, the growth in expectations of Generation Y, who expect to be able to bring their own devices to work, means that the lines between people’s business lives and personal lives are even more blurred.

Thanks to conference calling and video conferencing, people no longer need to be in the same locality to work collaboratively. But as with most of the changes over the past four decades, such a dramatic shift...

21. Financial Times Digital Media & Broadcasting Conference 2011, Speech from Joanna Shields (Vice President & Managing Director, EMEA, Facebook)
22. Western Europe Mobile: Trends, Case Studies and Best Practices, April 2011, eMarketer
24. Modern Workplace Survey, Jan 2013, Adecco Group UK & I
25. Modern Workplace Survey, Jan 2013, Adecco Group UK & I
26. Portable devices: Workplace shackle or liberator?, Nov 2012, Modis blog
Six out of ten employees regularly check their emails throughout the weekend.

Flexible working in its various guises has become increasingly popular in recent years, and in 2002, the right to request flexible working was introduced under the 2002 Employment Act. Unsurprisingly then, 81% of today’s workforce longs to escape the 9-5 office routine in favour of flexible hours and locations - a desire even more prevalent among the young27. Over three quarters (76.6%) of workers believe they have a right to work from home - a figure that rises to 84% amongst Generation Y, and drops to 68% for the over 55s28. This demonstrates how attitudes to flexible working differ between the generations. Older workers still cling to the traditional 9-5 bricks and mortar office, believing that their physical presence at work is still important. This belief is unlikely to cap the demand for flexible working.

The Confederation of British Industry describes flexible working as ‘a standard feature in the modern workplace29 with nearly all employers offering at least one form, and seven in ten offering more than three: the message here being that for employers to remain relevant, competitive and engaging, they need to address their flexible working options, and where possible, make sure that all types of workers are catered for. The increased presence of women in the workplace has also heavily impacted the demand for flexible working and the demands on employers in general. This raises potential management issues around how employers monitor workloads and quality of output, along with absenteeism and performance.

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27. Work 3.0 The Next Generation Model for Smarter Business, July 2012; Mitel
28. Modern Workplace Survey, Jan 2013; Adecco Group UK & I
29. Navigating choppy waters, CBI/Harvey Nash employment trends survey 2011; Confederation of British Industry
81% of today’s workforce longs to escape the 9-5 office routine in favour of flexible hours and locations

Aside from the increased need for maternity cover, there are now more parents in the workplace, more working dads, and more dual-earner households. Between 1996 and 2010, the employment gap between women with dependant children and those without narrowed from 5.8% to 0.8%. Employers therefore need to consider how to accommodate the need for flexible working as more employees attempt to balance the demands of parenthood with a career.

Eight out of ten (85%) of workers believe they have a right to work on a part-time basis. This increases with age as other commitments play a bigger factor in their lives, such as starting a family. But it’s not just working parents that will need to be catered for: according to recent research from Office Angels, 53% of working fathers would like to reduce their hours in order to spend more time with their children – and the recent changes to laws governing paternity leave are likely to cast further reverberations. If employers act now and embrace the positives of flexible working, they stand a far better chance of retaining skilled, experienced and committed workers – workers who, despite parenthood, still wish to forge a successful career.

In today’s workplace, expectations around flexibility extend beyond family commitments alone: almost a quarter (23%) of Generation Y workers believe they should be entitled to an additional five days per year in order to work in the community on a voluntary basis. Employers should consider this in working towards retaining employees.

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30. Social Trends No. 41: Labour Market Data, Office for National Statistics
31. Rise of the Part-time dads, Jan 2013; Office Angels
During his autumn statement, Chancellor George Osborne announced unemployment levels of 7.8% (way below official estimates), and reassured the country that they were not expected to rise beyond 8.3%. This was mainly due to the rise in flexible working practices. Whilst employment fell by 3.1% overall, part time work rose by 5.6% - a rise partly attributable to flexible workers being afforded the same legal rights as their permanent counterparts, along with the positive change in cultural views surrounding them. Flexible workers have actually been shown to be more likely to work beyond the hours expected of them than those in a traditional office environment.

At present, the right to request flexible working is a demand that many employers simply react to, but if businesses really want to harness the power of engagement that can be born of flexible working, they would be wise to turn their attention to current recruitment practices, and consider actively promoting it.

There is also a growing proportion of the population who are opting against committing to permanent posts, in favour of being employed on a contract or project basis. The 2011 census showed that out of a self-employed register of 4.2 million, 1.565 million (just over one in three) worked as a professional freelancer. The appeal for freelancers is undoubtedly one of flexibility - a lifestyle choice. Where financially possible, freelancers choose their projects, and their hours along with it. For freelancers to succeed, they must be specialists in their field, able to execute a project quickly and efficiently. If this trend is set to continue - with more and more people developing specialist skill sets - employers must be able to identify the skills needed for a given project before going to market. They will also need to be aware of how permanent employees, flexible workers, and freelancers operate - in particular, the differences between them. In an age where engagement is king, accommodating the varying needs and working practices of this diverse demographic is likely to increase both retention and productivity.

32. Social Trends No. 41: Labour Market Data; Office for National Statistics
33. Employment Relations Research Series 122; The Fourth Work-Life Balance Employee Survey, July 2012; Department for Business Innovation & Skills
The rise of the portfolio career signals the end of the job for life

More than half of Generation Y will have already had three or more jobs by the time they’re 30

But it’s not working practices alone that have developed: employees now expect their career to challenge them, excite them, and provide them with the opportunity to progress. If they can’t get these things in one job, they’ll simply move on. As early as 1995, the Association of Graduate Recruiters reported the death of the ‘job-for-life’ supported by the fact that job tenure is getting shorter with each passing generation. More than half of Generation Y will have already had three or more jobs by the time they’re 30; and according to RPO providers hyphen, one in four employees aged 16-34 will aim for 8-12 jobs throughout their career. This is in stark contrast to the over 45s, who capped their limit at four.

It’s unlikely that any approach from today’s employers will deeply impact this trend. Instead, employers would be better served to examine their current recruitment and retention methods, so that they are aimed less at the long term potential of a candidate, and more at their ability to deliver in the short term. However, for employers to retain top talent for as long as possible, they must be sure that the needs of their best workers are understood, and where possible, catered for. Whilst this appears to be strengthening the bargaining position of the candidate in much the same way as increased employment rights, it is a necessary evil for the employer of today. Companies must align their practices with a modern day workforce, whilst also examining the most effective recruitment methods of the day for the inevitable time that a replacement must be made.

34. Skills for Graduates in the 21st Century, July 1995, Association of Graduate Recruiters
35. The gap in the workplace, Generation Y, 31 May 2008, Employers Forum on Age
36. hyphen Survey, Sept 2011
As workplace training figures fall, self-development becomes the province of the employee

In light of the increased mobility of today’s workers, employers also need to examine the role of training and development in the workplace. According to the Adecco Group Modern Workplace survey almost a third (30%) of workers believe that both they and their employer have equal responsibility for their personal development - this is a real shift in expectations from 20 years ago, when the onus was solely on the employer.

With half of all graduates leaving their first role within two years, employers need to reconsider the role of training and development - not just in terms of skills enhancement, but for the purposes of retention and engagement also. In the past, a clearly defined career structure - and with that, a company training scheme - went hand-in-hand with the concept of a job for life, but with the dawning of portfolio careers and self-development, employers are unlikely to reap the benefits of that training for long before a worker’s newfound skills are taken elsewhere. With the movement of workers from one company to another - and more significantly, one career to another - training is now less about acquiring the skills to perform a particular role, and more about personal development. Perhaps apprenticeships then - with a modern day focus on transferable skills, rather than the trade disciplines of old - are the answer.

The question of training gains greater import when we consider the shortcomings of the British education system that were highlighted in Adecco Group’s Unlocking Britain’s Potential report, which found that more than half of employers felt the education system was failing to meet the business needs of today. Of those surveyed, 53% also felt that university left graduates ill-equipped with the necessary skills to succeed in the workplace. Perhaps most worryingly, one in four employers reported a serious deficit in basic literacy and

Training is now less about acquiring the skills to perform a particular role, and more about personal development

37. Unlocking Britain’s Potential, February 2012; Adecco Group UK & I
Percentage of those surveyed who felt that university left graduates ill-equipped with the necessary skills to succeed in the workplace.

53%

If the employability skills of UK school leavers are in decline, this will have serious implications on the ability of the workforce to perform, succeed, and innovate the UK economy for generations to come. The Leitch Report of 2006 suggests that these implications are already being felt, with skills gaps present across all sectors. This is not a problem that is easily fixed by a single government leader, educational body, or employer. In fact, two out of three employers agree that a collaborative effort between government, employers, parents, individuals and the education system is needed to make sure that those entering the workplace have the necessary skills to succeed in a fast-paced, ever-changing environment, but before these needs can be met, employers must play their part in identifying and communicating precisely what they are.

38. Unlocking Britain’s Potential, February 2012, Adecco Group UK & I
Employee jobs: by industry

<table>
<thead>
<tr>
<th>United Kingdom</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>26.1</td>
</tr>
<tr>
<td>Construction</td>
<td>5.9</td>
</tr>
<tr>
<td>Total services</td>
<td>62.9</td>
</tr>
<tr>
<td>All industries (millions = 100%)</td>
<td>246</td>
</tr>
</tbody>
</table>

1. Data are at Q1 each year and are not seasonally adjusted

NB. ‘All industries’ covers: agriculture; mining and quarrying; electricity supply; water supply; waste management; manufacturing; construction; wholesale and retail; transport and storage; accommodation and food services; information and communication; finance and insurance; real estate; professional scientific and technological activities; administration; public administration and defence; education; health and social work; arts, entertainment and recreation; and other services.

Source: Social trends no. 41 - Labour Market Data; Office for National Statistics

Agriculture’s contribution to the economy

Source: UK Agriculture - 20 years plus trend watch
Agricultural employment

Source: UK Agriculture - 20 years plus trend watch

Employee jobs\(^1\): by sex and industry

1. Data are at June each year and are not seasonally adjusted
2. Includes agriculture, construction, energy and water. See Appendix, Part 4: Standard Industrial Classification 2003

Employment and labour market inactivity 1971-2008

Gender pay gap by age 1975 and 2006 full time employees

NB: Since 1992, the percentage of female employees who work part time has remained fairly stable hovering between 41 and 43 per cent while the male figure has almost doubled from 5.6 per cent in 1992 to 10.7 per cent towards the end of 2008.

Source: Women and Gender Equity in Employment: Patterns, progress and challenges, Feb 2009, Diane Perrons, Professor of Economic and Gender Studies; London School of Economics and Political Science.

Source: Women and Gender Equity in Employment: Patterns, progress and challenges, Feb 2009, Diane Perrons, Professor of Economic and Gender Studies; London School of Economics and Political Science.
Employment rates\(^1\): by age group

![Graph showing employment rates by age group for the United Kingdom](image_url)

1. The headline employment rate is the number of people in each age group in employment divided by the population in that age group. Data are seasonally adjusted.

Source: Social trends no. 39 - Edition (full report); Office of National Statistics

Population aged 90 years and over: by sex\(^1\)

![Graph showing population aged 90 years and over by sex for Great Britain](image_url)


### GCSE grades

#### Percentage of GCSE's awarded grade A or A*

<table>
<thead>
<tr>
<th>Year</th>
<th>GCSEs (A or A*)</th>
<th>GCSEs (A)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1990</td>
<td>8.4%</td>
<td>10.8%</td>
</tr>
<tr>
<td>2000</td>
<td>15.8%</td>
<td>15.8%</td>
</tr>
<tr>
<td>2010</td>
<td>22.6%</td>
<td>22.4%</td>
</tr>
</tbody>
</table>

#### Percentage of GCSE's awarded grade A* - C

<table>
<thead>
<tr>
<th>Year</th>
<th>A*</th>
<th>A</th>
<th>A or A*</th>
<th>A* - C</th>
</tr>
</thead>
<tbody>
<tr>
<td>1988</td>
<td>41.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>69.4%</td>
<td>57.3%</td>
<td>63.9%</td>
<td></td>
</tr>
<tr>
<td>1993</td>
<td>46.3%</td>
<td>63.9%</td>
<td>58.4%</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>69.1%</td>
<td>69.1%</td>
<td>93%</td>
<td></td>
</tr>
</tbody>
</table>

#### All subjects

- 1988: 41.9%
- 2012: 69.4%

#### English

- 1988: 41.9%
- 2012: 57.3%

#### Maths

- 1993: 46.3%
- 2012: 58.4%

#### Chemistry

- 1993: 69.1%
- 2012: 93%

Source: How have GCSE pass rates changed over the exams’ 25 year history, Monday 17 Sept 2012, John Burn-Murdoch; The Guardian
England and Wales 2011, usual residents aged 16 and above

Source: Social Trends no.41 - Labour Market Data; Office of National Statistics

Apprenticeship starts (thousands) Academic years (Aug 1 - Jul 31)

Source: BS Data Service; HC Deb 14 Feb c560-TW (PQ 28062) Data prior to 02/03 are not directly comparable to later years
Economy activity and inactivity rates

1. The headline employment and inactivity rates are based on the population aged 16 to 64 but the headline unemployment rate is based on the economically active population aged 16 and over. The employment and inactivity rates for those aged 16 and over are affected by the inclusion of the retired population in the denominators and are therefore less meaningful than the rates for those aged from 16 to 64. However, for the unemployment rate for those aged 16 and over, no such effect occurs as the denominator for the unemployment rate is the economically active population which only includes people in work or actively seeking and able to work.

Source: Social trends no. 41 - Labour Market Data; Office of National Statistics

Unemployment rate for 16 - 24 year olds since 1994

UK: Young adult unemployment; the poverty site

<table>
<thead>
<tr>
<th>Year</th>
<th>Aged 16 - 24</th>
<th>Aged 25 to retirement</th>
<th>Age 16 to 24</th>
<th>Age 25 to retirement</th>
</tr>
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<tbody>
<tr>
<td>1993</td>
<td>17.9%</td>
<td>8.9%</td>
<td>900,000</td>
<td>2,010,000</td>
</tr>
<tr>
<td>1994</td>
<td>16.7%</td>
<td>8.2%</td>
<td>800,000</td>
<td>1,850,000</td>
</tr>
<tr>
<td>1995</td>
<td>15.7%</td>
<td>7.4%</td>
<td>730,000</td>
<td>1,690,000</td>
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<tr>
<td>1996</td>
<td>15.4%</td>
<td>6.8%</td>
<td>710,000</td>
<td>1,570,000</td>
</tr>
<tr>
<td>1997</td>
<td>14.1%</td>
<td>5.7%</td>
<td>650,000</td>
<td>1,320,000</td>
</tr>
<tr>
<td>1998</td>
<td>13.5%</td>
<td>5.0%</td>
<td>610,000</td>
<td>1,160,000</td>
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<tr>
<td>1999</td>
<td>12.9%</td>
<td>4.8%</td>
<td>580,000</td>
<td>1,120,000</td>
</tr>
<tr>
<td>2000</td>
<td>12.4%</td>
<td>4.3%</td>
<td>560,000</td>
<td>1,010,000</td>
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<tr>
<td>2001</td>
<td>12.0%</td>
<td>3.9%</td>
<td>540,000</td>
<td>920,000</td>
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<tr>
<td>2002</td>
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<td>3.9%</td>
<td>560,000</td>
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<tr>
<td>2003</td>
<td>12.4%</td>
<td>3.7%</td>
<td>570,000</td>
<td>890,000</td>
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<tr>
<td>2004</td>
<td>12.3%</td>
<td>3.4%</td>
<td>580,000</td>
<td>810,000</td>
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<tr>
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<td>13.0%</td>
<td>3.4%</td>
<td>600,000</td>
<td>810,000</td>
</tr>
<tr>
<td>2006</td>
<td>14.2%</td>
<td>3.9%</td>
<td>660,000</td>
<td>940,000</td>
</tr>
<tr>
<td>2007</td>
<td>14.5%</td>
<td>3.7%</td>
<td>680,000</td>
<td>900,000</td>
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<tr>
<td>2008</td>
<td>15.1%</td>
<td>4.1%</td>
<td>740,000</td>
<td>1,010,000</td>
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<tr>
<td>2009</td>
<td>19.1%</td>
<td>5.7%</td>
<td>920,000</td>
<td>1,440,000</td>
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<tr>
<td>2010</td>
<td>19.7%</td>
<td>6.0%</td>
<td>930,000</td>
<td>1,510,000</td>
</tr>
</tbody>
</table>

Source: UK: Young Adult Unemployment; The poverty site

Number of unemployed people per vacancy

Source: UK excluding agriculture, forestry & fishing. Data are seasonally adjusted.

Source: Social trends no. 41 - Labour Market Data; Office of National Statistics
England and Wales, 2011, all non-UK born usual residents

![Bar chart showing percentage of non-UK born residents from 1940 and before to 2000 - March 2011.](chart)


<table>
<thead>
<tr>
<th>Country</th>
<th>Number</th>
<th>Per cent</th>
<th>Country</th>
<th>Number</th>
<th>Per cent</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Republic of Ireland</td>
<td>473</td>
<td>10</td>
<td>India</td>
<td>691</td>
<td>9</td>
</tr>
<tr>
<td>2 India</td>
<td>456</td>
<td>10</td>
<td>Poland</td>
<td>579</td>
<td>8</td>
</tr>
<tr>
<td>3 Pakistan</td>
<td>308</td>
<td>7</td>
<td>Pakistan</td>
<td>482</td>
<td>6</td>
</tr>
<tr>
<td>4 Germany</td>
<td>244</td>
<td>5</td>
<td>Ireland</td>
<td>407</td>
<td>5</td>
</tr>
<tr>
<td>5 Bangladesh</td>
<td>153</td>
<td>3</td>
<td>Germany</td>
<td>274</td>
<td>4</td>
</tr>
<tr>
<td>6 Jamaica</td>
<td>146</td>
<td>3</td>
<td>Bangladesh</td>
<td>212</td>
<td>3</td>
</tr>
<tr>
<td>7 USA</td>
<td>144</td>
<td>3</td>
<td>Nigeria</td>
<td>191</td>
<td>3</td>
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<td>8 South Africa</td>
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<td>9 Kenya</td>
<td>127</td>
<td>3</td>
<td>USA</td>
<td>177</td>
<td>2</td>
</tr>
<tr>
<td>10 Italy</td>
<td>102</td>
<td>2</td>
<td>Jamaica</td>
<td>160</td>
<td>2</td>
</tr>
</tbody>
</table>

Immigration population as a percentage of the working age population

Source: The A8 countries include Czech Republic, Estonia, Hungary, Latvia, Lithuania, Poland, Slovakia, Slovenia. The figures are based on the Country of Origin. Classifications changed in 2007 - for example prior to 2007 the 'former USSR' is an option. Cyprus and Malta are also included.

Unemployment rate for 16 - 24 year olds since 1994

Source: Generation Y and the Workplace Annual Report 2010; Johnson Controls
### Immigrants and UK-born whites in Britain (population of working age)

<table>
<thead>
<tr>
<th>Year</th>
<th>UK-born white</th>
<th>UK-born non-white</th>
<th>Immigrants</th>
<th>West Indian</th>
<th>African</th>
<th>Indian</th>
<th>Pakistani</th>
<th>Bangladeshi</th>
<th>Chinese</th>
<th>Other non-whites</th>
<th>Irish</th>
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Source: Home Office: Labour Market Performance of Immigrants in the UK labour market
## Generational behaviours

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<td>Gen X – 30-44</td>
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### Veterans: 1922-1945

- **Work Ethic/Values:** Hard work, respect authority, sacrifice, duty before fun, adhere to rules
- **Work is…:** An obligation
- **Leadership style:** Directive, command and control
- **Interactive style:** Individual
- **Communications:** Formal written
- **Feedback and rewards:** No news is good news, satisfaction in a job well done
- **Messages that motivate:** Your experience is respected
- **Work and family life:** Family first

### Baby Boomers 1946-1964

- **Work Ethic/Values:** Workaholics, work efficiently, crusading causes, personal fulfilment, desire quality, question authority
- **Work is…:** An exciting adventure
- **Leadership style:** Consensus, collegial
- **Interactive style:** Team player, loves meetings
- **Communications:** In person
- **Feedback and rewards:** Don’t appreciate it, money, title recognition
- **Messages that motivate:** You are valued, you are needed
- **Work and family life:** No balance, work to live
### Generation X – 1965 - 1980

| Work Ethic/Values: | Eliminate the task, self-reliance, want structure and direction, sceptical |
| Work is…: | A difficult challenge, a contract |
| Leadership style: | Everyone is the same, challenge others, ask why |
| Interactive style: | Entrepreneur |
| Communications: | Direct, immediate |
| Feedback and rewards: | Sorry to interrupt, but how am I doing? Freedom = best reward |
| Messages that motivate: | Do it your way, forget the rules |
| Work and family life: | Balance |

### Generation Y – 1981-2000

| Work Ethic/Values: | Whats next, multitasking, tenacity, entrepreneurial, tolerant, goal oriented |
| Work is…: | A means to an end, fulfillment |
| Leadership style: | The young leaders century |
| Interactive style: | Participative |
| Communications: | Email, voice mail |
| Feedback and rewards: | Whenever I want it, at the push of a button, meaningful work |
| Messages that motivate: | Working with other bright, creative people |
| Work and family life: | Balance |

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<th>Gym is important</th>
<th>Likely to get a job in another sector within 5 years</th>
<th>Must conform to expectations to be successful</th>
<th>Joining bonus is important</th>
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Source: [http://www.fdu.edu/newspubs/magazine/05ws/generations.htm](http://www.fdu.edu/newspubs/magazine/05ws/generations.htm) (Fairleigh Dickinson University)
Full and part-time employment over the 2008-09 recession

United Kingdom

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NB. People aged 16 and over. Data are seasonally adjusted.
Source: Social trends no. 41 - Labour Market Data; Office for National Statistics
Proportion of employees receiving training
