



THE CHANGING WORKFORCE IN A NEW ERA OF BENEFITS

#1 - Workforce Demographics, Attitude Shifts,
and the Transformation of Work | 10.03.19

CLEAN ENERGY BUSINESS NETWORK: THE SMALL BUSINESS VOICE FOR THE CLEAN ENERGY ECONOMY



POLICY SUPPORT



**MARKET & TECHNOLOGY
EDUCATION**



**BUSINESS DEVELOPMENT
ASSISTANCE**

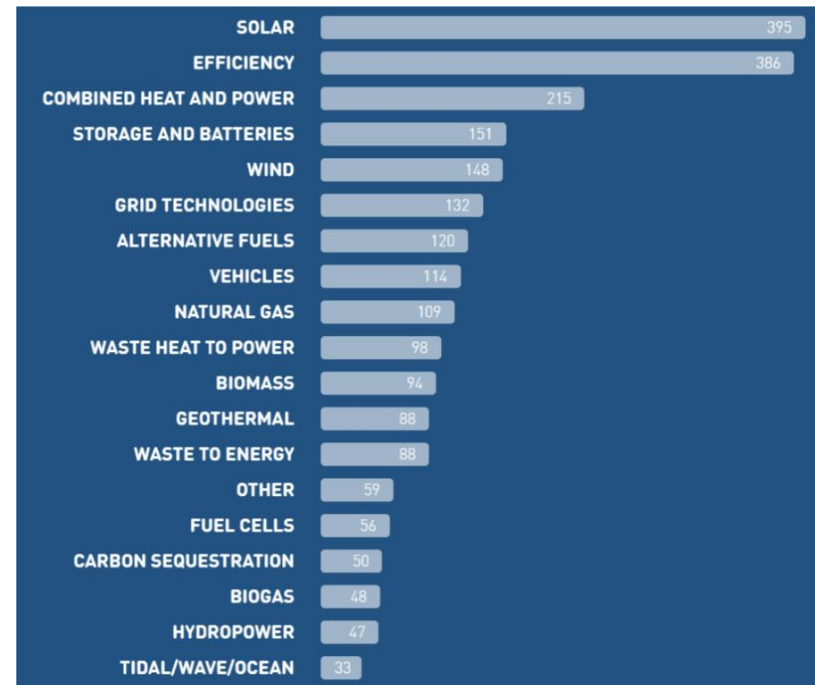
OUR MISSION

OUR REACH

3,000+ clean energy business leaders across 50 states and nearly 350 Congressional districts



Technology breakdowns for members who have been categorized:





*In 2019, Celebrating 10 Years of Supporting Small Businesses
and 2 Years Partnership with the Business Council for Sustainable Energy*

The small business voice for the clean energy economy



Policy
Support



Market &
Technology Information



Business
Development

CEBN's 2 Years of Partnership with BCSE

3,300+ basic members **48** premium members

45+ positive clean
energy case studies

75+ business meetings
& tours with policymakers

\$500M+ in funding
opportunities shared

4 regional conferences

400+ signatures on
letters to policymakers

1,100+ messages sent
individually to policymakers

Wins on clean energy funding, tax, & infrastructure policy

Visit www.cebzn.org to join our nationwide community
of clean energy business leaders.

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Today's Presenters



Ed Farrington

Executive Vice President, Retirement Strategies
Natixis Investment Managers



Philip Jordan

Vice President
BW Research Partnership



Surya Kolluri

Managing Director
Bank of America Merrill Lynch



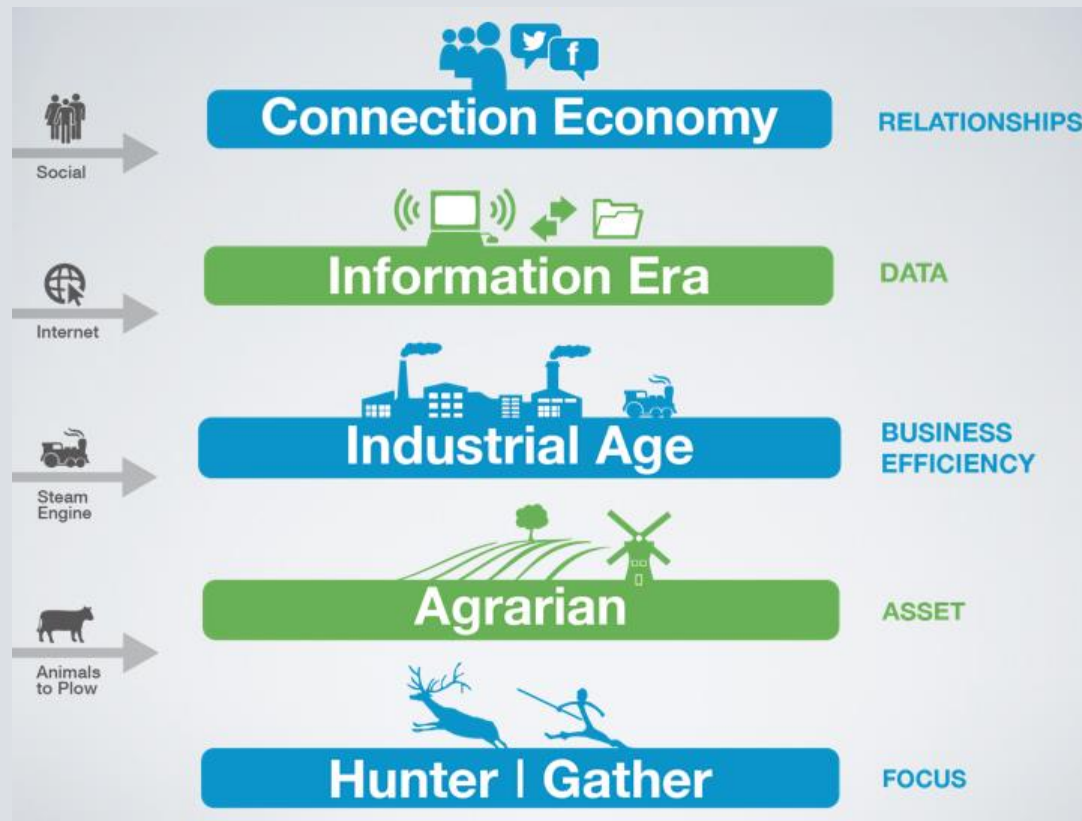
The Future of Work:
How a Changing World Will Impact Talent Strategy

[bw] RESEARCH
PARTNERSHIP







The 21st Century Economy

Overview



Changing Dynamics

Navigating the next industrial revolution

Revolution	Year	Information
	1	1784 Steam, water, mechanical production equipment
	2	1870 Division of labour, electricity, mass production
	3	1969 Electronics, IT, automated production
	4	? Cyber-physical systems

Key Themes

Societal Changes:

Globalization in Retreat and the Rise of Populism

Demographic Changes:

Generation Z is a Game Changer

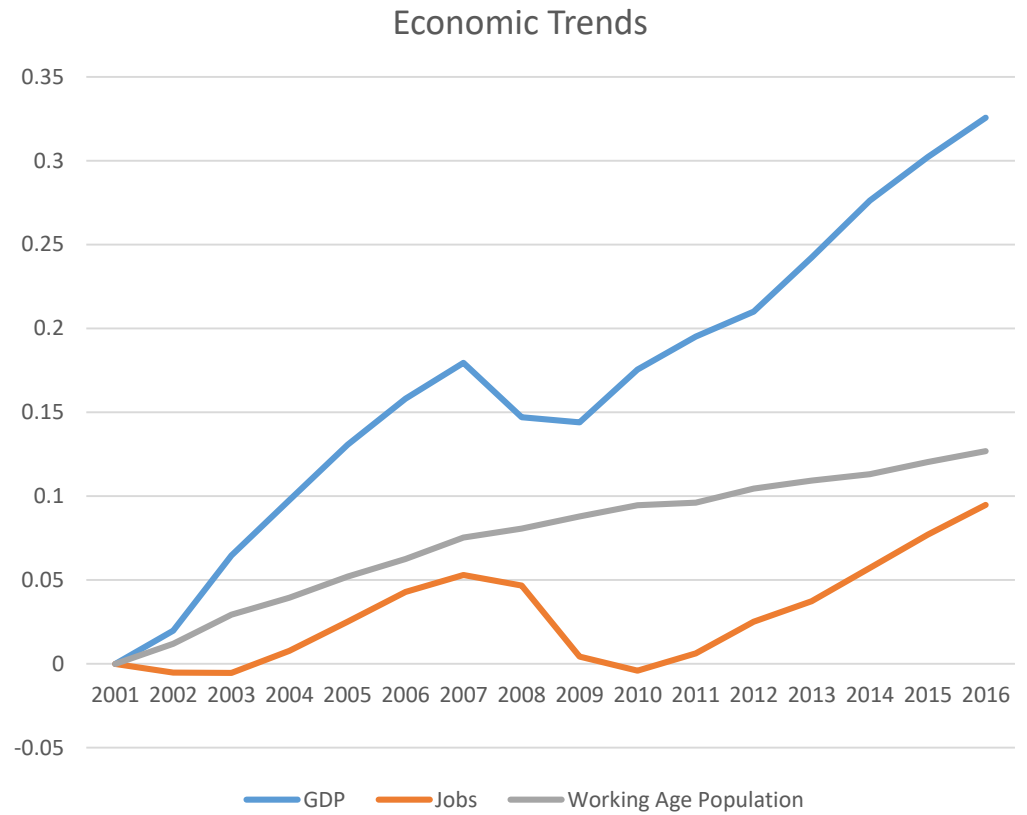
Technological Changes:

Volatility is the New Norm



Societal Change

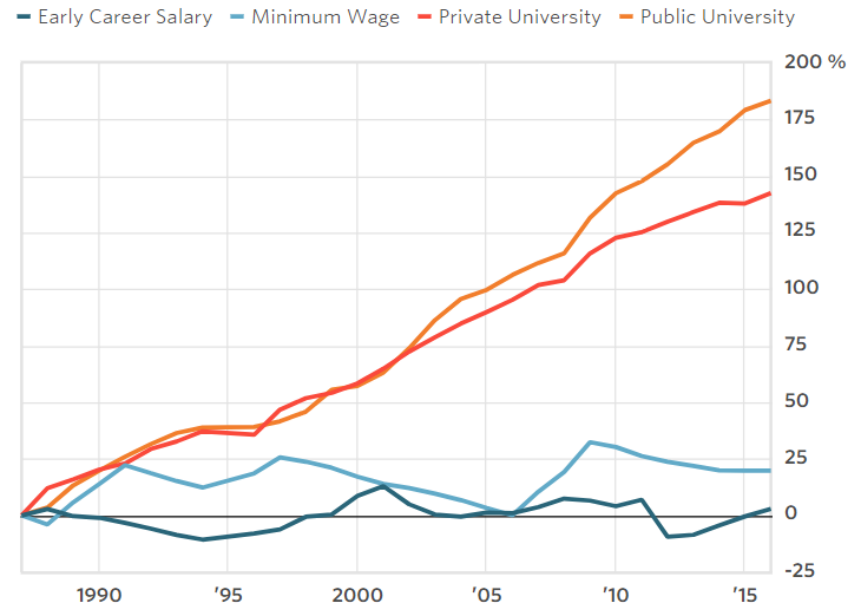
Changing Dynamics



Breaking of Social Contract

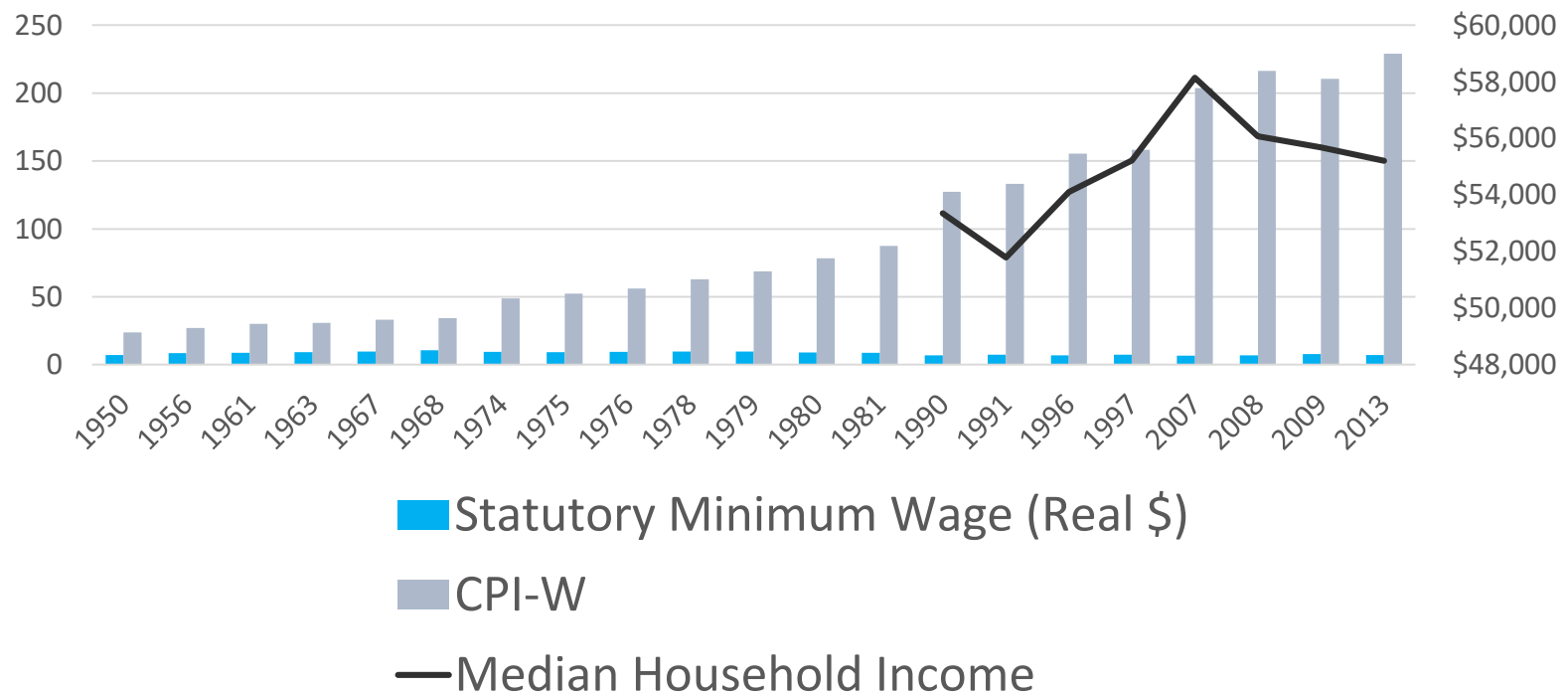
Tuitions rise, salaries don't

Percentage change since 1987, adjusted for inflation



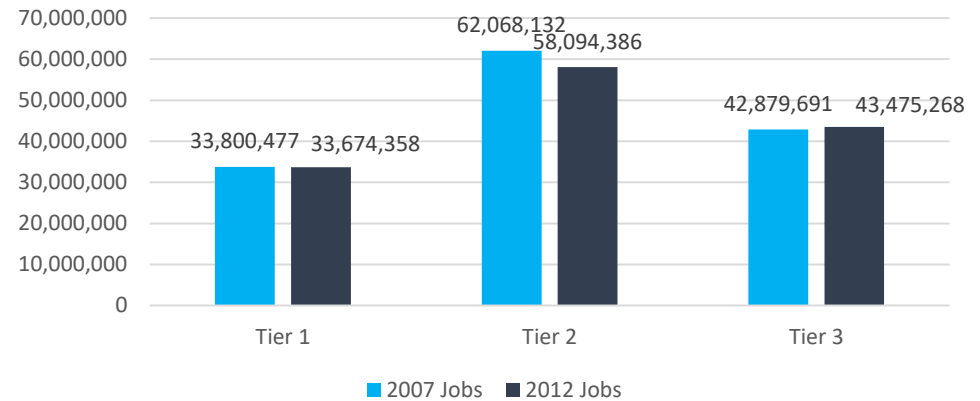
National Center for Education Statistics; National Association of Colleges and Employers; U.S. Department of Labor

Inflation and the Real Minimum Wage

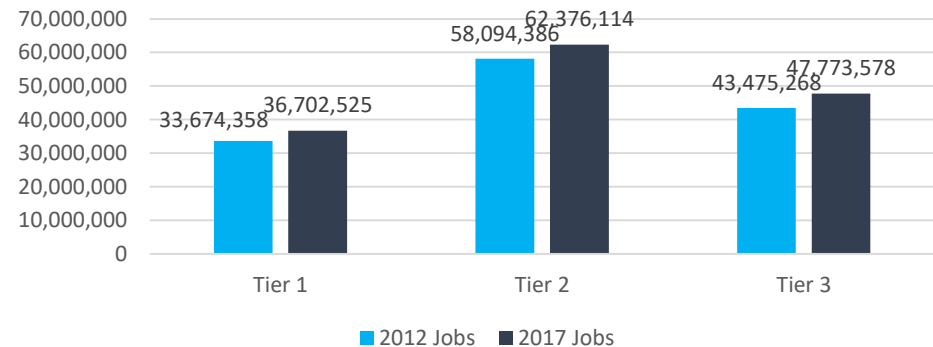


Lessons from U.S.: Knowledge Matters

Recessionary Job Change



Recovery Job Change



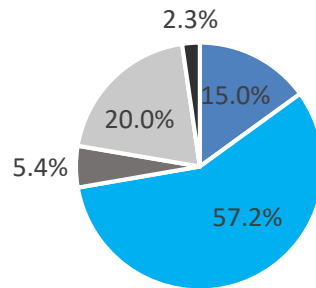
Regions Matter, too

Region	2006 Jobs	2017 Jobs	Change	% Change
Boston-Cambridge-Newton, MA-NH	2,620,538	2,931,913	311,375	12%
San Jose-Sunnyvale-Santa Clara, CA	989,265	1,196,379	207,114	21%
San Francisco-Oakland-Hayward, CA	2,269,542	2,679,723	410,181	18%
United States	150,997,139	161,224,372	10,227,233	7%



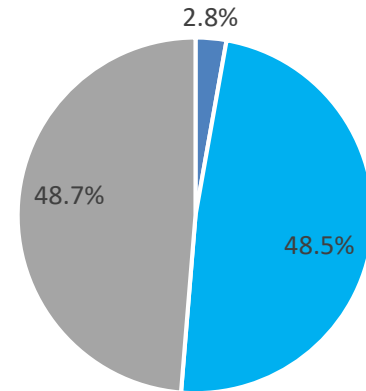
Generational Change

Gen Z: America's Most Diverse (and Skeptical) Generation



■ African American
■ Asian

■ White
■ Hispanic/Latino



■ Other ■ Male ■ Female

What Gen Z and Young Millennials Want

What Gen Z Cares About at Work

1. Pay and Benefits
2. Interesting Work
3. Opportunity to Grow & Develop
4. Flexible Work Hours

Top 3 Things They Look for in an Employer

1. Ethical/Altruistic
2. Fun & Friendly Environment
3. Treats Employees Well



Job Volatility

Defining Job Volatility

Job Volatility can be defined as the likelihood that a given occupation will experience disruptive change to the skills, requirements, and/or demand for those positions.

Occupational Segments Most Likely to be Impacted by Job Volatility

High Risk Occupations	Jobs in U.S.
Packing and Filling Machine Operators and Tenders	398,854
Shipping, Receiving, and Traffic Clerks	684,463
Laborers and Freight, Stock, and Material Movers, Hand	2,735,249
Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	87,378
Stock Clerks and Order Fillers	2,063,146
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	485,465
Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	190,137

Industry Clusters Most Likely to be Impacted by Job Volatility

Five Most Volatile Industries	2017 Jobs in US	Percent of Total Jobs in US
Agriculture & Food	4,378,761	3.03%
Logistics	7,064,478	4.89%
Other Manufacturing	5,622,049	3.89%
Tourism, Hospitality, and Recreation	12,827,683	8.88%
TOTAL	29,892,971	20.69%

Industry Clusters Least Likely to be Impacted by Job Volatility

Top Six Industries	2017 Jobs in US	Percent of Total Jobs in US
Education and Knowledge Creation	6,305,389	4.36%
Information and Communication Technologies	4,574,016	3.17%
Healthcare	18,337,564	12.69%
Finance, Insurance, and Real Estate	8,444,092	5.84%
Information and Communication	1,941,389	1.34%
Biotechnology and Biomedical Medical Devices	1,991,846	1.38%
TOTAL	41,594,296	28.79%

Factors that Impact Rate of Volatility

1. Cost of occupation
2. Preferences & priorities of each industry
3. Economic & employment environment

New Research by Natixis and BW

Teaser Takeaways

- Retirement and medical benefits are most important to employees across all demographic cohorts
- Younger workers prioritize ESG
- All cohorts agree that tech will not replace them, but that the future generation will earn less than they do
- Workers are very uncertain about the future, but cite global economic downturn and AI as biggest threats to job security

RETIREMENT & BENEFIT PLAN SERVICES

Workplace Benefits

Insights from 2019 Research

Surya Kolluri
Managing Director, Thought Leadership

For information relating to Bank of America's presentation, please see accompanying recording and research report in lieu of slide deck



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ADDITIONAL QUESTIONS/TO CONNECT WITH SPEAKERS:

Contact Andy Barnes
abarnes@cebn.org | 202.785.0507