



# A talent friendly city

*Jim Sims, Béla Kézy*

URBACT Programme



A TALENT FRIENDLY CITY



# Key Questions

- How to encourage others to make use of life-long learning?
- How to sort out the necessary analytical data?
- How to identify demand for capabilities in the labour market in future?
- How to signal to politicians and entrepreneurs that it is necessary to make changes to the system of life-long learning and education?
- How to facilitate the flow of qualified employees in Europe?
- How to finance research, analytical instruments and allocation?

**WHY**  
care?

do we



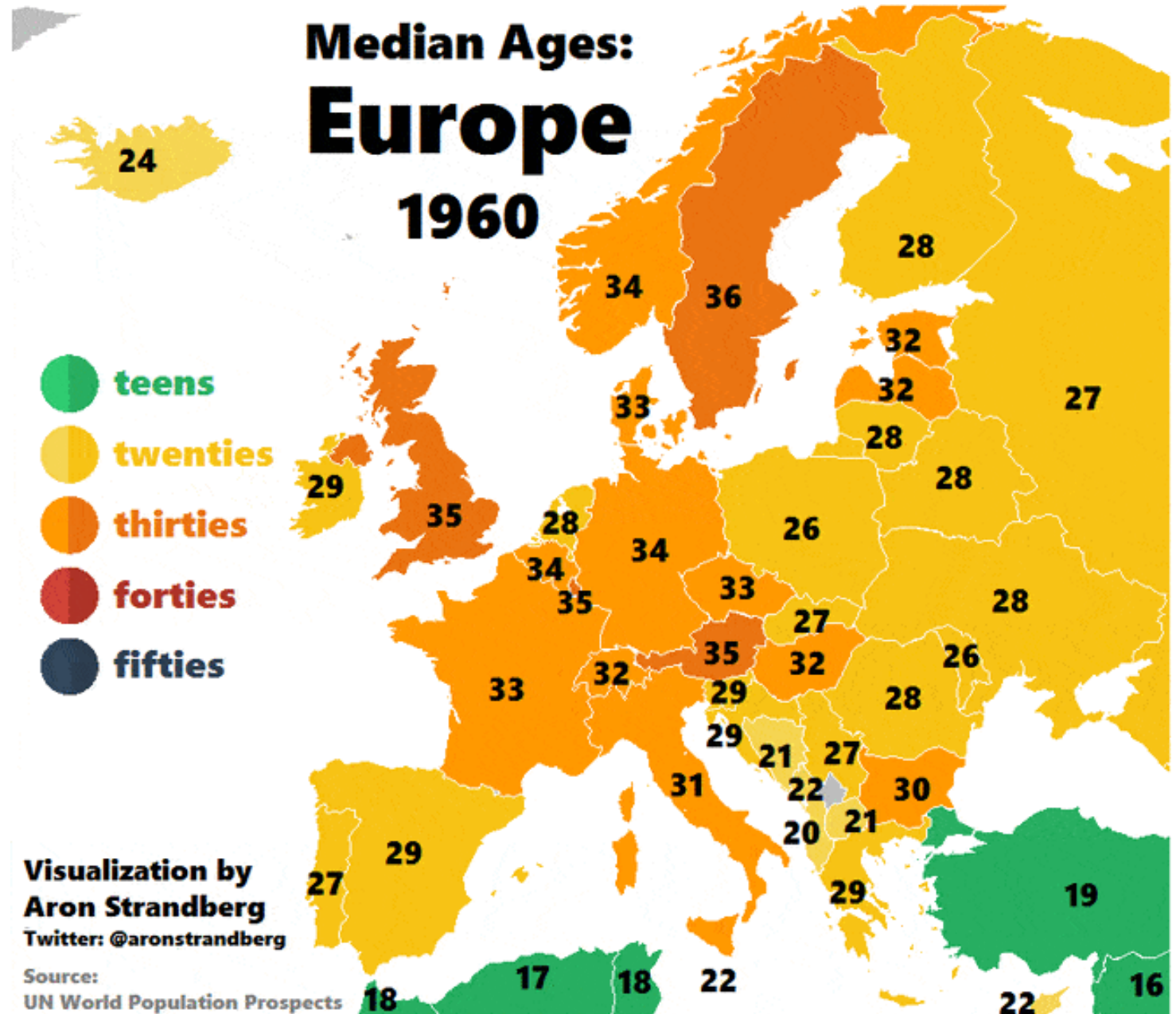
**WHY**

should cities care?

**Economy**  
**Employment**

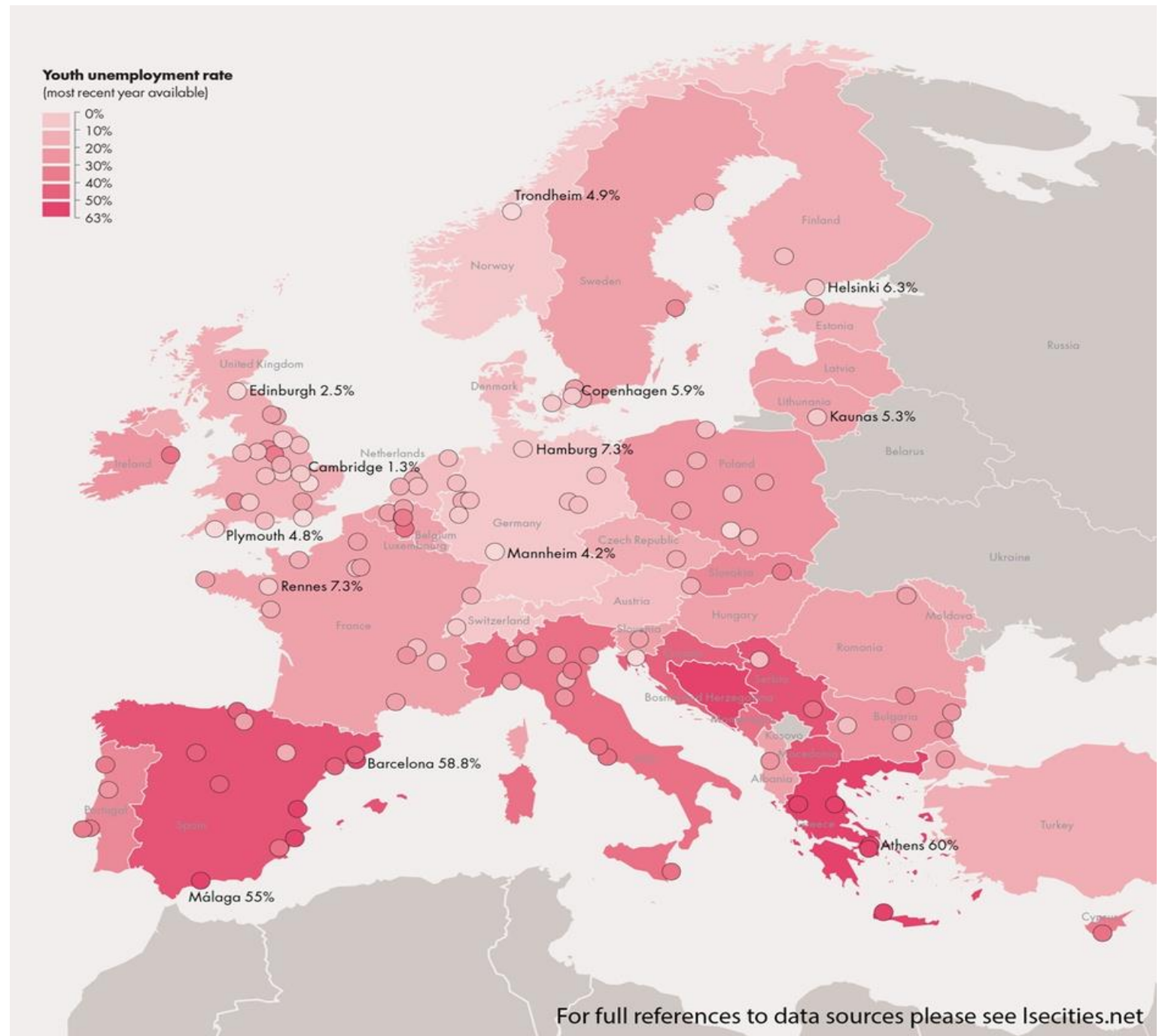
A thick blue horizontal line is positioned to the right of the word "Economy", extending across the middle of the image.

# Demographic Patterns

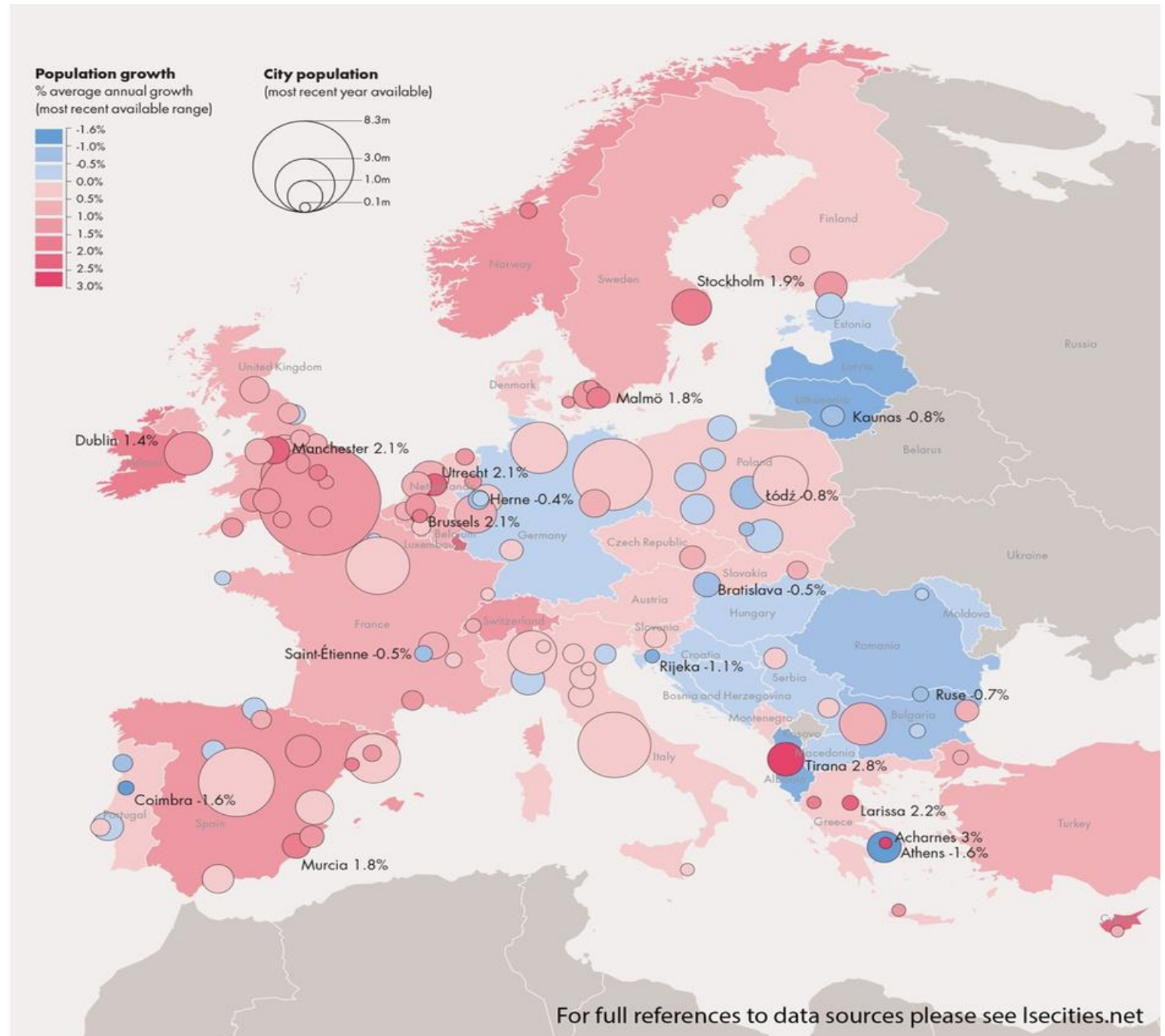




# Youth Unemployment



# Population Growth & Shrinkage



**INVESTOR**

Infrastructure  
Grant  
(Free) land  
Tax incentives  
(Lobby)

**FRIENDLY**

~~IT WORKS!~~  
DOES IT WORK?

Assembly plants

Wage level

Disposable income

Robotization

Expectations of employees

Expectations of companies

2020

12M

new jobs requiring highly  
qualified people will be  
created in Europe

~~12M~~

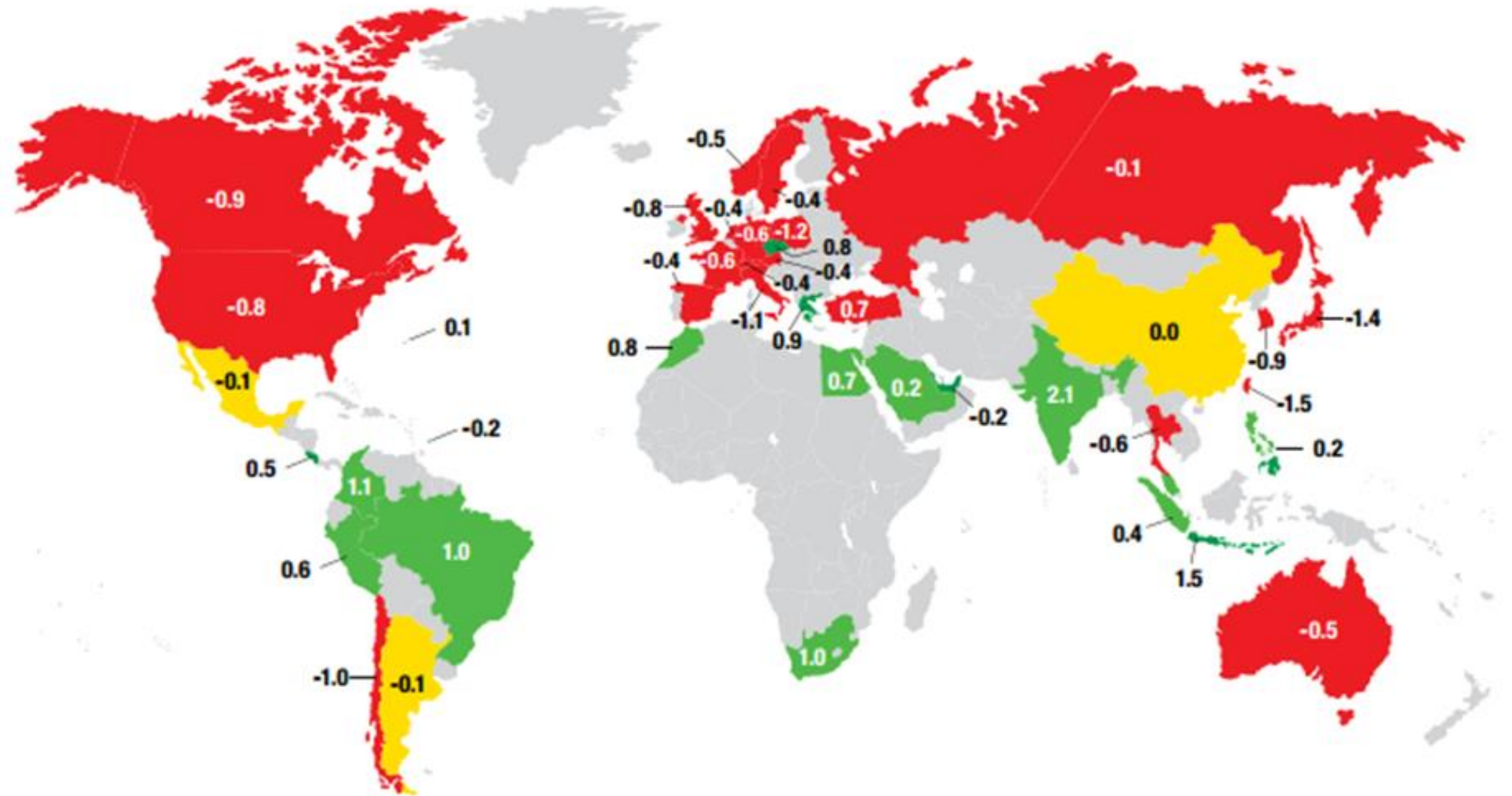
jobs requiring no qualification  
will cease

“You can keep your tax incentives and highway interchanges; we will relocate where the highly skilled people are.!”

Carly Fiorina, HP



# Global Talent 2021 (<http://www.oxfordeconomics.com/my-oxford/projects/128942>)

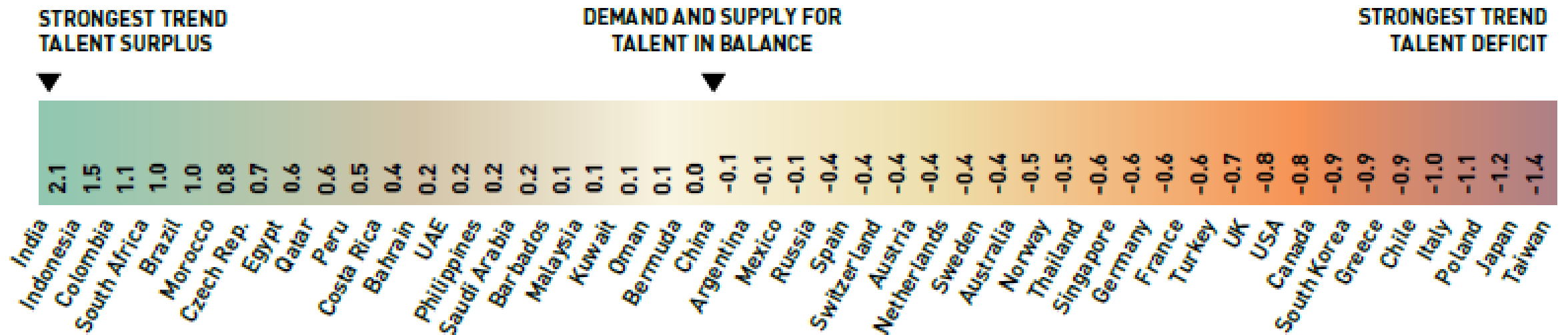


## Global Heat Map

The gap between the growth in demand and the growth in supply of talent, 2011 to 2021

(Red indicates a trend deficit, green a trend surplus, yellow a broad balance. Numbers show trend growth as annual percentages.)

# Global Talent 2021 <http://www.oxfordeconomics.com/my-oxford/projects/128942>



Source: Oxford Economics, 2012

- Notes:
1. The table ranks countries according to how their talent gaps are expected to evolve over the next decade.
  2. Talent deficits are shown as red (negative numbers), talent surpluses as green (positive numbers) and broad balance as yellow.
  3. Numbers report the average annual % change of the deficit/surplus.



# The Future of Jobs?

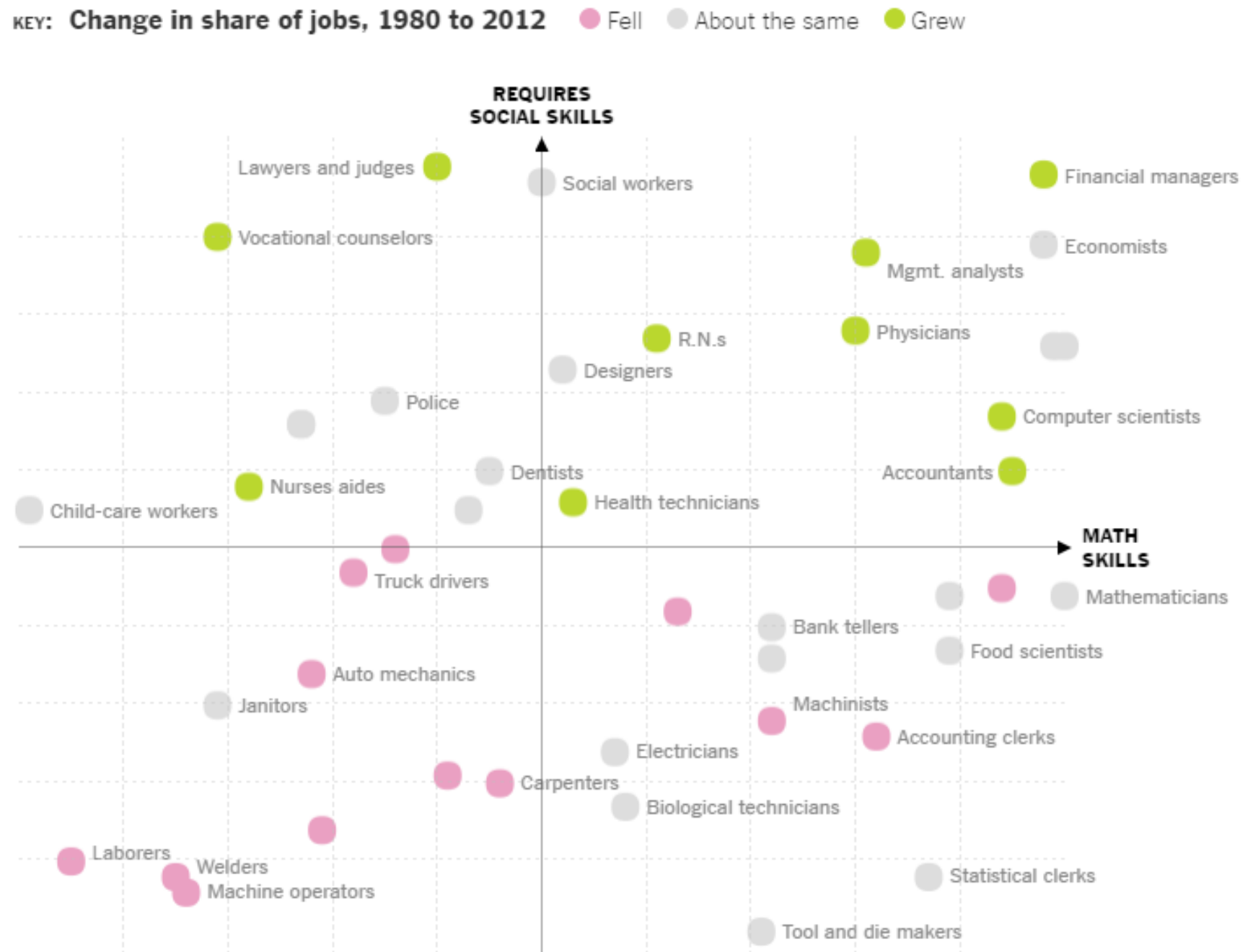
“Some forecasts suggest around 7m technical job openings will emerge between 2016 and 2025 .Whilst demand for tech people continues to increase, the number of people choosing to pursue tech careers continues to fall.

Whilst the share of STEM University graduates has increased in 15 Member States and at European level since the mid-2000s, the number of STEM Technicians has decreased over the same period.”

DG for Internal Policies, March 2015

# The Future of Jobs?

- [David Deming](#), associate professor of education and economics at Harvard University, has mapped the changing needs of employers and identified key skills that will be required to thrive in the job market of the near future.



Source: David Deming, Harvard University

# The Future of Jobs?



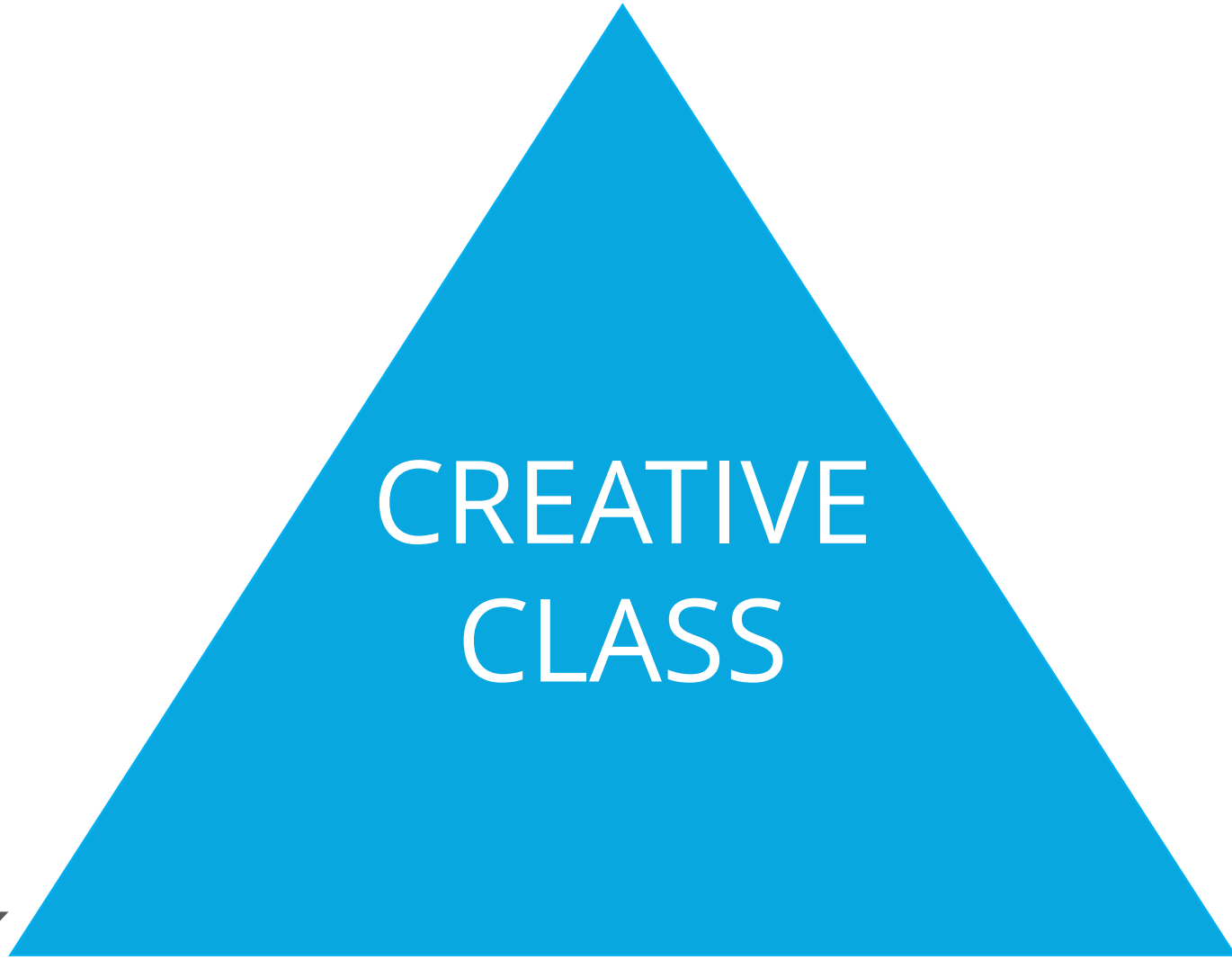
**T**ALENT   **T**ECHNOLOGY   **T**OLERANCE

LIVE

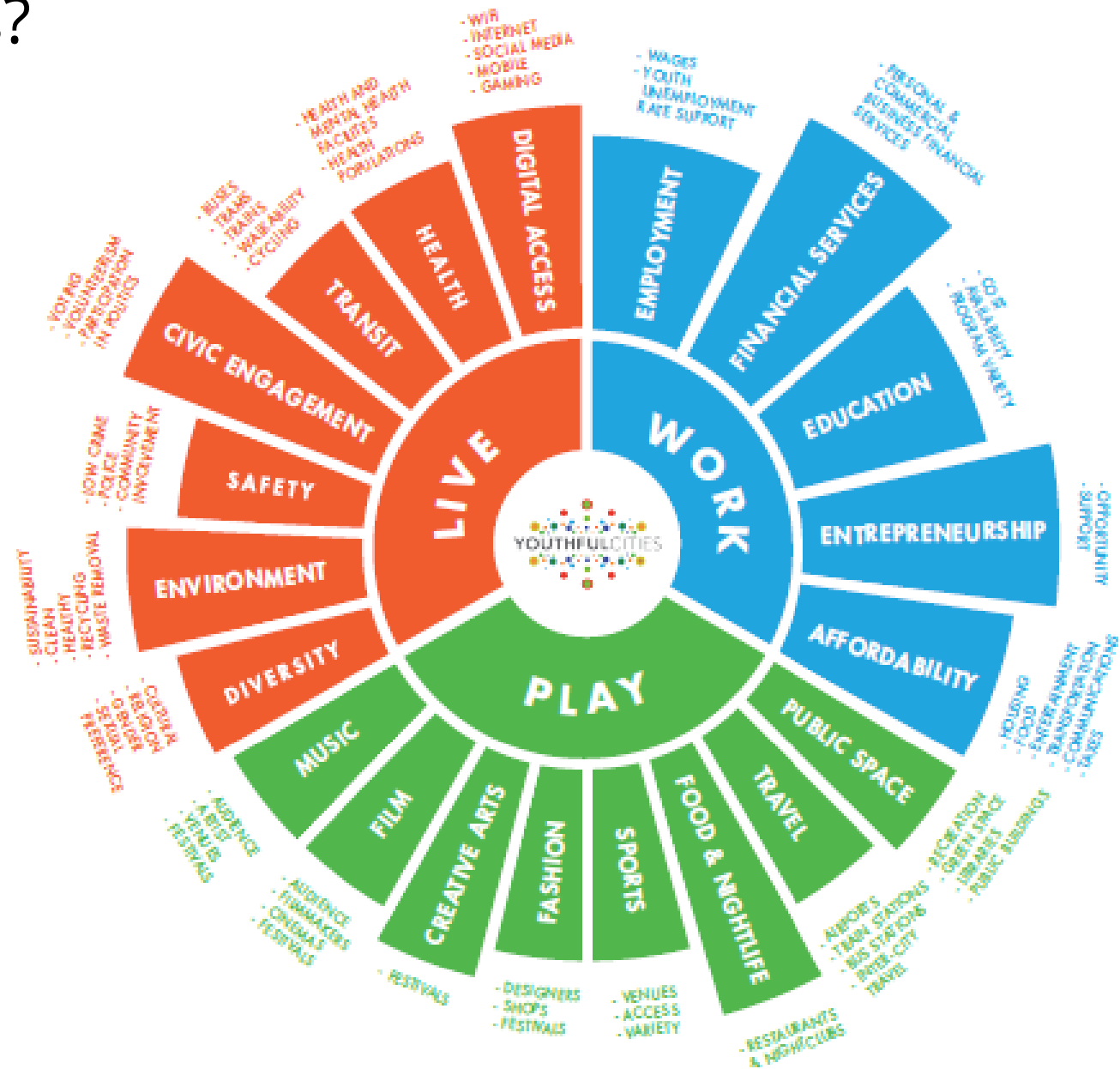
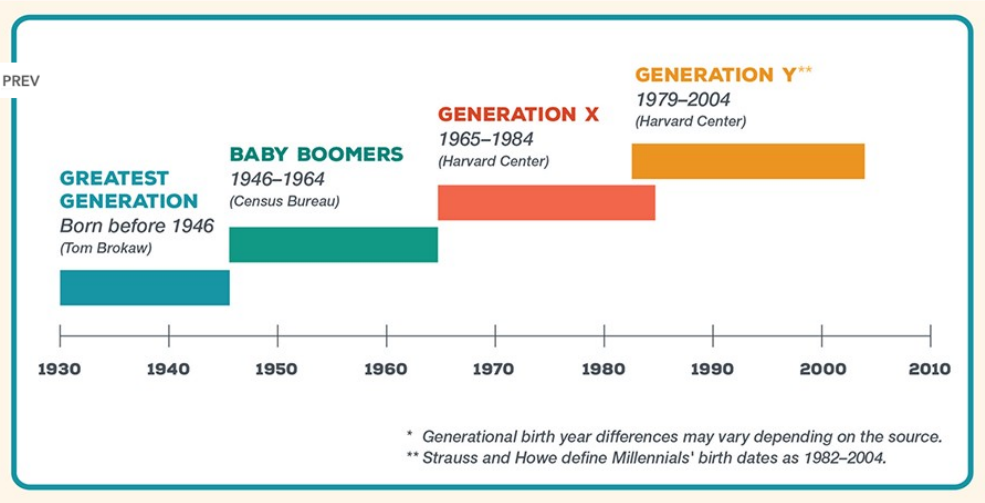
CREATIVE  
CLASS

WORK

PLAY



# So what about Gen-Y/Millennials?



WORK

quality  
stability  
variety  
income

What do  
millennial  
s want in  
a job?



**What do  
millennials  
want in a job?**

WORLD  
ECONOMIC  
FORUM



# What do millennials want in a job?

## What Different Generations Look for When Applying for a Job

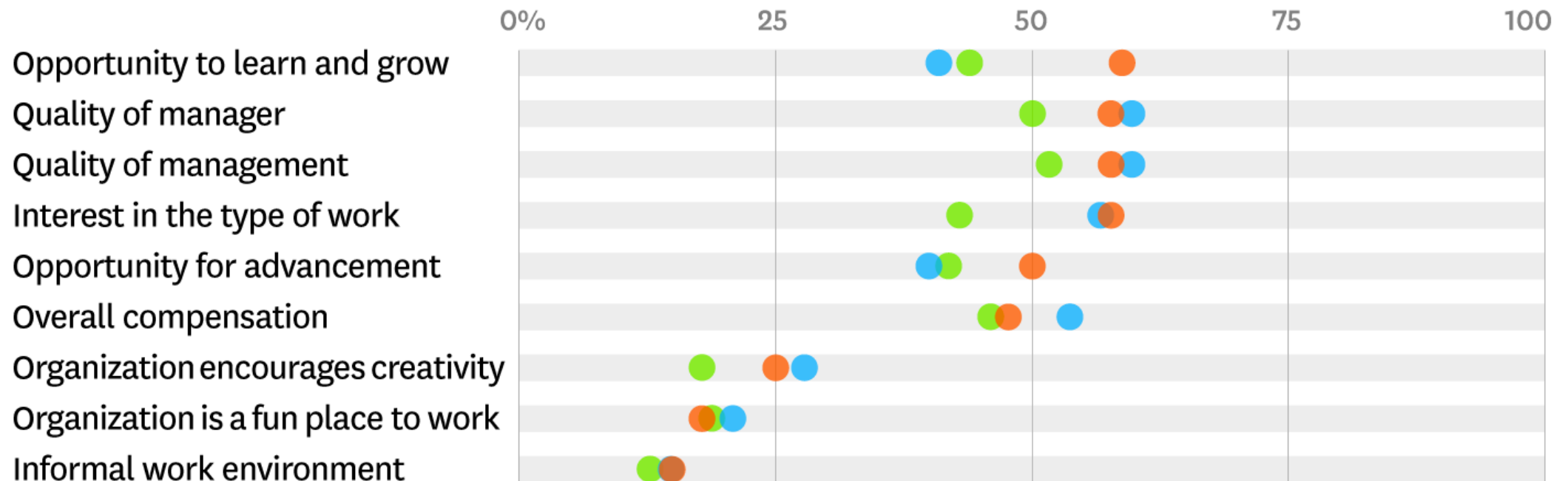
According to a survey of 1,700 U.S. workers.

PERCENTAGE RESPONDING “EXTREMELY IMPORTANT”

Baby Boomers

Gen Xers

Millennials



SOURCE GALLUP

© HBR.ORG

# What do millennials want in a job?

Willing to Relocate

**91%**

Top 3 Locations

U.S., U.K.,  
GERMANY

Top 3 Emerging Markets

U.A.E., China,  
Brazil

Opportunity to make  
a difference in  
society/  
my city/country

**65%**

Opportunities to

Learn **51%**

Career Advancement

**40%**



## CITY GROWTH / MILLENNIALS



Which sectors will drive your city's growth in the next two years? Choose up to three.



**33%**  
INFORMATION  
TECH



**27%**  
TOURISM



GOVERNMENT **23%**



GOVERNMENT  
**54%**



EDUCATION  
**42%**



AGRICULTURE  
**24%**



Which sectors in your country will require the most change to adapt to Millennials. Choose up to three.

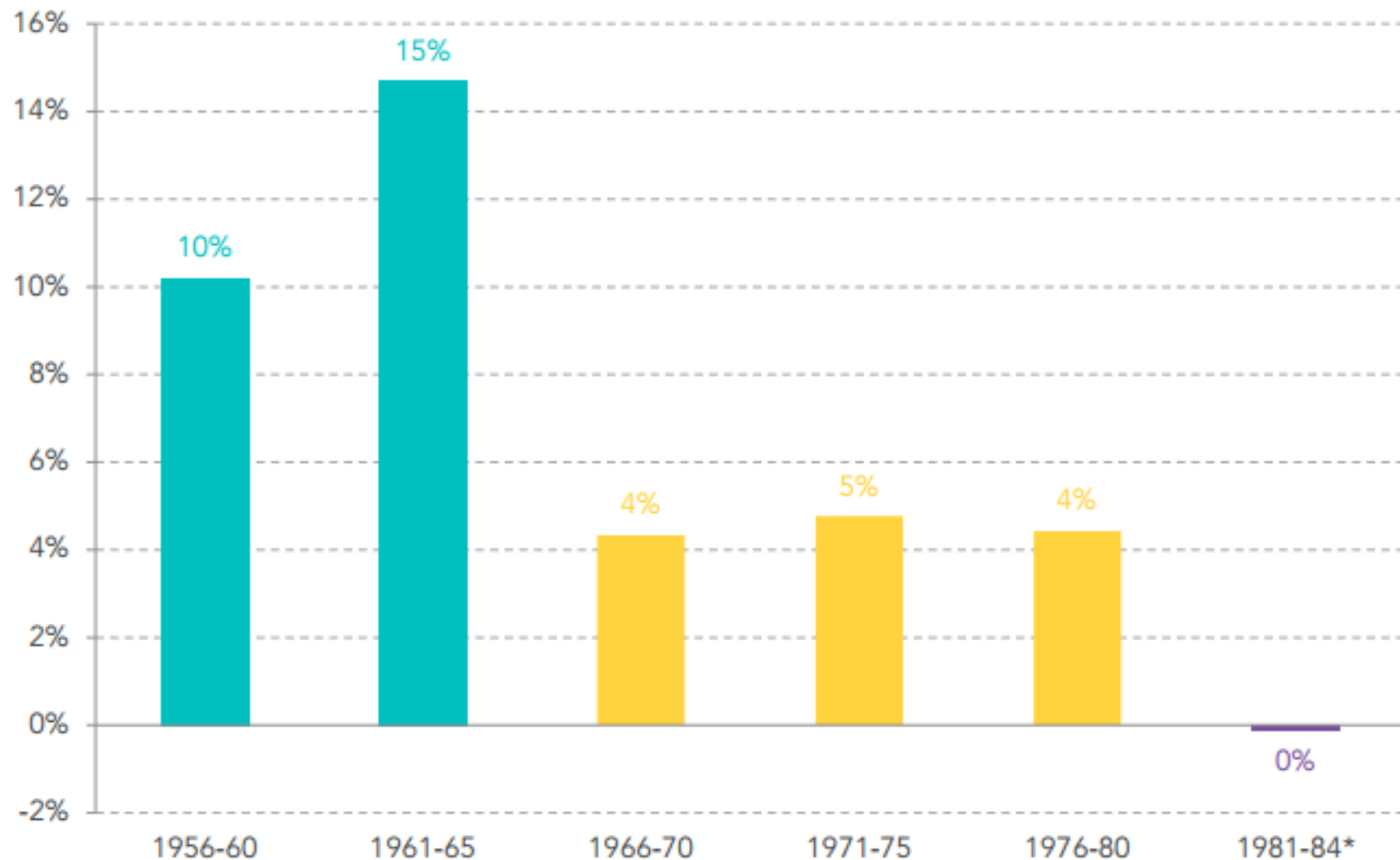
HOUSING

affordable  
quality  
variety

# Why affordability is so key to millennials?

Figure 9: Median earnings at age 25 compared to the previous five-year cohort: UK, 1981-2009

Growth in median real weekly pay for all employees between cohorts (RPIJ-adjusted)



**Notes:** Figures for each generation are derived from a weighted average of estimates by single year of age for each single-year birth cohort within that generation; generations are included if at least five birth years are present in the data; for the years in which it is available, published *Annual Survey of Hours and Earnings* pay estimates (which cover the UK as a whole, as opposed to the microdata which only covers Great Britain) are used as control totals, and the results from each individual dataset are indexed to those from the *Annual Survey of Hours and Earnings* to create a consistent series over time; (\*) the first millennial cohort spans only four birth years, in order to avoid the impact of the post-crisis downturn.

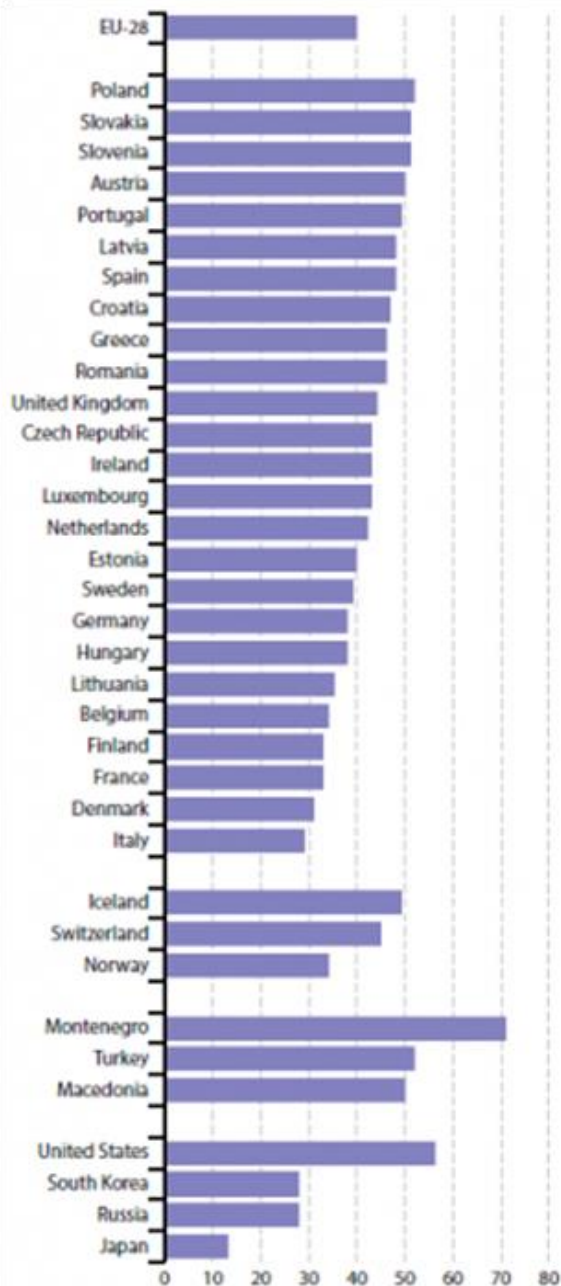
**Source:** RF analysis of ONS, Quarterly Labour Force Survey; ONS, *Annual Survey of Hours and Earnings*; ONS, *New Earnings Survey Panel Dataset*

BUSINESSES

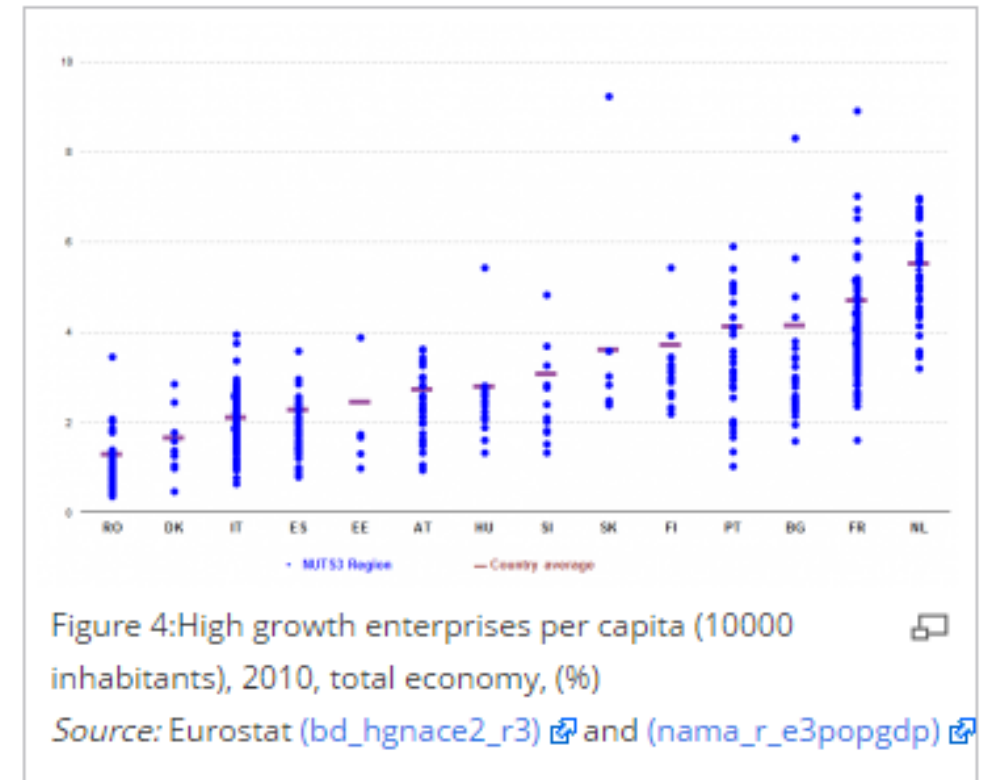
spaces and places  
community  
support  
(university)

# How to convert entrepreneurial interest into action amongst GEN-Y/millennials?

- Whilst at least 50 % of the adult population in four EU Member States believe they have the skills and knowledge to start a business;
- Business birth rates traditionally peak around the 10-15% mark; and
- High growth start-ups around 5-6%



(\*) EU aggregate based on 25 countries; 2012 data for AT and DK, 2010 data for IS and ME.



# URBAN ENVIRONMENT

safe  
attractive  
clean, healthy

# What do Gen-Y look for in a city?

- 58% of Millennials surveyed said they plan to leave their city within the next 10 years, citing **affordability, employment** and **safety** as key drivers.
- Only 17% of Millennials feel that their city governments are listening to them. 55% of youth want to participate in meetings about the future of their city. **Millennials want to be engaged, they recognise the economic importance of living in a youthful city and they want to help create it.**
- Millennials confirm that a youthful city is one that is **connected, dynamic, open, curious, inventive and playful**. Millennials believe a youthful city delivers **more jobs, a better economy and a happier population**.

<http://www.youthfulcities.com/>



RECREATION

third places

community

vibrant life

sports

variety

# Indoor Recreation: World Council on City Data

(<http://open.dataforcities.org/>)



# PUBLIC SERVICES

education  
kindergarten  
healthcare  
quality  
online

# Education

- A [report](#) by the Economist Intelligence Unit ranked 35 cities on their education and training prospects. Hong Kong took the top spot as a result of the abundance of financial assistance offered to higher education students, and prevalence of world-class educational institutions.
- Five US cities ranked joint second, thanks to a number of city-led youth programmes aimed at providing on-the-job training, internship opportunities and networks for additional educational development.

ADVANCED (70.1-100)

PROGRESSING (50.1-70)

EMERGING (30.1-50)

NASCENT (0-30)

## Education and Training

Rank		Score
1	Hong Kong	85.9
=2	Chicago	84.0
=2	Los Angeles	84.0
=2	Miami	84.0
=2	New York	84.0
=2	Washington DC	84.0
7	Singapore	83.2
8	Sydney	83.0
9	Madrid	76.9
10	Moscow	76.1
11	Toronto	75.4
12	Taipei	75.2
13	Seoul	73.5
14	Kuala Lumpur	72.6
15	Dubai	71.9
16	Tel Aviv	70.5
17	Warsaw	70.2

18	London	68.1
19	Sao Paulo	64.0
=20	Delhi	62.1
=20	Mumbai	62.1
22	Panama City	61.2
=23	Beijing	58.2
=23	Shanghai	58.2
25	Bangkok	56.0
26	Johannesburg	55.7
27	Mexico City	54.0
=28	Buenos Aires	52.8
=28	Jakarta	52.8
30	Bogota	52.6
31	Istanbul	52.1
32	Lima	51.3
33	Manila	48.7
34	Lagos	41.9
35	Casablanca	36.1
	Average of the 35 cities above	66.4

Note: Normalised scores 0-100, where 100 = most favourable conditions;  
= before the rank indicates a tie in rank with another geography.

# URBAN MOBILITY

walkable

bike-friendly

public transport

quick and comfortable

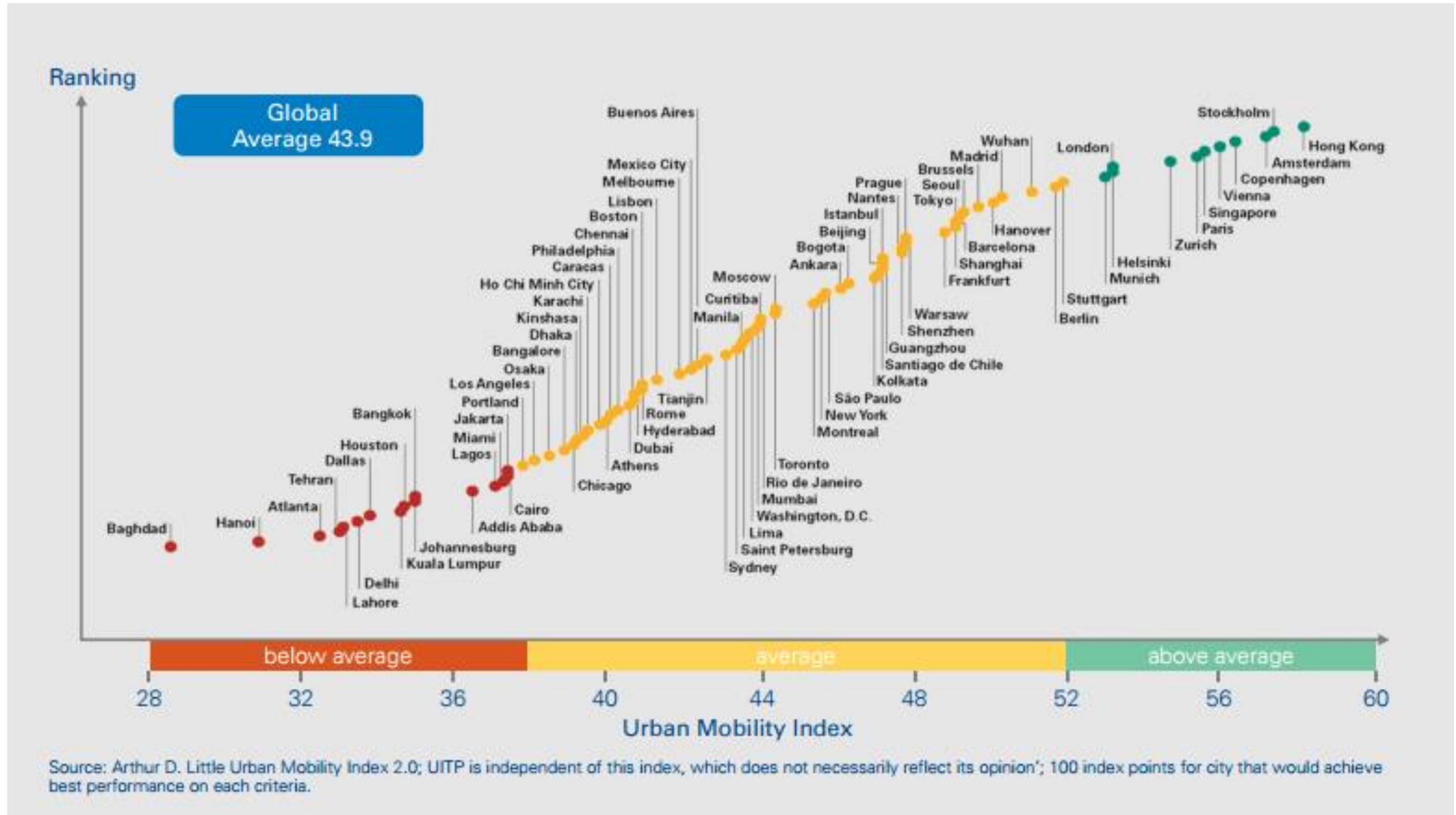
safe

# EXTERNAL ACCESSIBILITY

quickly  
anywhere  
work and play  
(airport!)

# Urban Mobility Index

([http://www.adlittle.com/viewpoints.html?&no\\_cache=1&view=639](http://www.adlittle.com/viewpoints.html?&no_cache=1&view=639))



SOCIETY

open

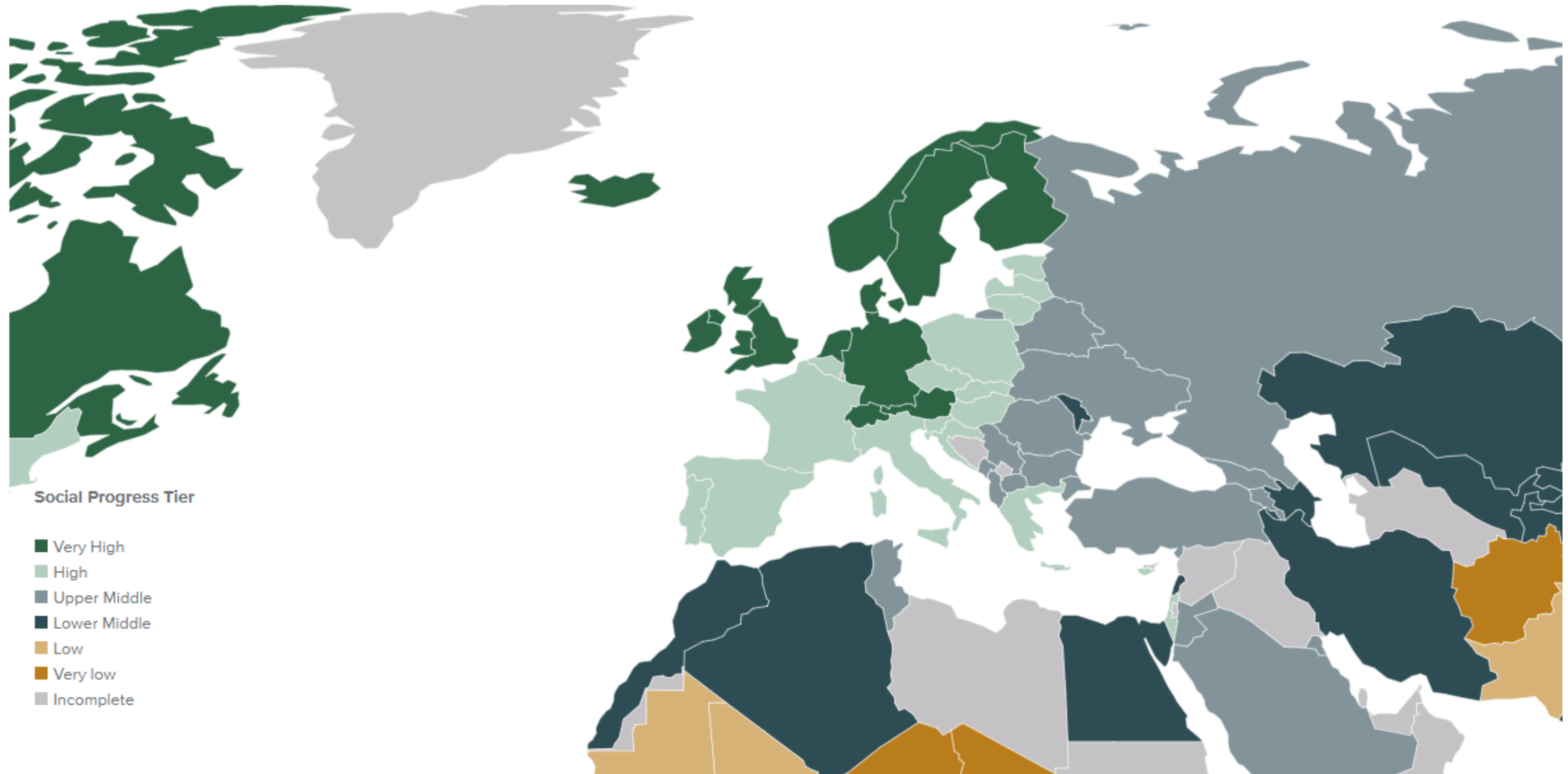
inclusive

trusting



# Diversity: the 2017 Social Progress Indicator

(<http://www.socialprogressimperative.org/>)



VISION

predictable  
values  
participation

# Which city has the best youth economic strategy?

- The [Youth Economic Strategy \(YES\) Index](#) seeks to provide policymakers, business leaders and other stakeholders with comprehensive and comparative data on the economic situation of youth in the 35 cities it covers.
- The index assesses policies and conditions for youth across four domains:
  - Government Support and Institutional Framework for Youth;
  - Employment and Entrepreneurship;
  - Education and Training; and
  - Human and Social Capital

ADVANCED (70.1-100)

PROGRESSING (50.1-70)

EMERGING (30.1-50)

NASCENT (0-30)

Figure 1: OVERALL YES INDEX SCORE

Rank		Score
1	Toronto	77.4
2	New York	76.6
3	Chicago	76.3
4	Singapore	76.2
5	Hong Kong	74.8
6	Washington DC	74.7
7	Los Angeles	74.2
8	London	74.0
9	Sydney	71.9
10	Miami	70.5
11	Taipei	70.4
12	Madrid	69.8
13	Seoul	66.0
14	Dubai	65.7
15	Tel Aviv	62.8
16	Warsaw	62.1
17	Beijing	61.6
18	Kuala Lumpur	61.4

Rank		Score
19	Moscow	61.1
20	Shanghai	60.4
21	Johannesburg	60.1
22	Sao Paulo	57.7
23	Manila	56.5
24	Panama City	56.3
25	Delhi	55.8
26	Istanbul	55.6
27	Buenos Aires	55.0
=28	Mexico City	54.1
=28	Mumbai	54.1
30	Lima	53.1
31	Bangkok	51.6
32	Bogota	50.4
33	Jakarta	48.7
34	Casablanca	48.2
35	Lagos	42.5
	Average of the 35 Cities	62.5

Note: Normalised scores 0-100, where 100 = most favourable conditions;  
 = before the rank indicates a tie in rank with another geography.

CITY BRAND

unique  
liveable  
easy to identify  
with  
you can be  
proud of

LIVE



PLAY

WORK



Thank you  
Any questions?