



THE IMPACT OF  
DEMOGRAPHIC  
CHANGE ON THE  
FUTURE AVAILABILITY  
OF MANAGERS AND  
PROFESSIONALS IN  
EUROPE



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European Year for **Active Ageing**  
and **Solidarity between Generations** 2012





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## FOREWORD

The demographic development in Europe poses a double-challenge to managers and professionals across all industrial sectors. It will be our responsibility to demonstrate leadership in supervising and implementing the strategies and actions to prevent the possible negative effects of a changing demographic in our companies. At the same time, managers and professionals themselves as an integral part of the workforce are affected by these effects.

For this reason, CEC European Managers has commissioned a report on the future availability of managers and professionals in five exemplary Member States of the EU 27: Germany, Italy, France, Sweden and the United Kingdom. The projections were generated by Dr George Leeson, Co-Director of the Oxford Institute of Population Ageing at the University of Oxford, whom I would like to thank very much for his expert research.

The results from his report form part of the wider project on ‘Sustainable Measures for Active Ageing and Knowledge Transfer between the Generations for Managers and Professionals’, which CEC European Managers has implemented as a partner of the European Social Dialogue with generous financial support from the European Commission.

With the publication presented here and the plethora of further important results we were able to achieve within this project between January and December 2012, CEC and its Member organizations hope to have made a valuable contribution to the ‘2012 European Year of Active Ageing and Solidarity between the Generations’ and to the situation of managers and professionals in the future.

With best wishes

Annika Elias  
President, CEC-European Managers



# INTRODUCTION

Demographic change poses policy and practical challenges as well as opportunities – the opportunities of a mature society and workforce and the challenges in our families, communities and workplaces to accommodate a mature rather than youthful population.

Life expectancy continues to increase and total fertility levels (the average number of live births per female) remain low, at 1.5, and as such are lower than replacement fertility of approximately 2.1.

The declining levels of fertility and mortality in the EU 27 States have resulted in a dramatic ageing of their populations, and this demographic development is expected to continue until well into the 21<sup>st</sup> century.

In 2010, the Union as a whole had approximately four persons of working age for each citizen aged 65 and over, and by 2050 this ratio will be less than two (Eurostat 2011). The workforce is also expected to age and decrease, falling from approximately 310 million to 250 million by 2050.

Managers and professionals have a key role to play in tackling the effects of such demographic change

in the workplace as well as being an important resource in their own right, but this group will also be affected by its own demographic development.

The impact of demographic change on the future availability of managers and professionals<sup>1</sup> in Europe in this report is examined for five selected Member States of the EU 27: Germany, France, Italy, Sweden and the United Kingdom.

The report focuses on two main aspects:

- the current demographic profile of managers and professionals across all industries in the five selected Member States and
- the impact of projected demographic change on the future availability of managers and professionals to 2030 in these same Member States under selected workforce scenarios.

It is acknowledged that while the use of the Eurostat classification for managers and professionals ensures comparability and consistency of definition across the Member States, this may not completely reflect the situation in different Member States.

<sup>1</sup> The definition of managers and professionals is chosen in line with the Eurostat classification for the Labour Force Survey. Eurostat uses the ISCO – 08 classification.

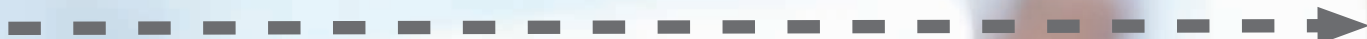
## DEFINITION OF MANAGER USED IN THE STUDY

**Managers plan, direct, coordinate and evaluate the overall activities of enterprises, governments and other organizations, or of organizational units within them, and formulate and review their policies, laws, rules and regulations.**

## DEFINITION OF PROFESSIONAL USED IN THE STUDY

**Professionals increase the existing stock of knowledge, apply scientific or artistic concepts and theories, teach about the foregoing in a systematic manner, or engage in any combination of these activities. Competent performance in most occupations in this major group requires skills at the fourth ISCO skill level.**

# 1. THE DEMOGRAPHIC DEVELOPMENT





In the 1950s and 1960s, each of the five Member States experienced fertility levels considerably above replacement level, with the highest levels in France (approximately 2.7) and the lowest levels in Sweden (approximately 2.2). Each of the Member States transitioned in the 1980s into a period of below-replacement fertility which has continued until the present day, although there are now signs of a tentative recovery in fertility. Levels of fertility fell during this time to between 1.22 in Italy and 1.76 in France. Fertility remains below replacement level in these Member States, ranging from approximately 1.4 in the low level States of Germany and Italy to approximately 2.00 in the high level States of France, Sweden and the United Kingdom. Fertility levels are expected to converge towards replacement level over the next 40 years to the middle of the 21<sup>st</sup> century, so that the variance across the five Member States will be reduced, with fertility in 2050 ranging from 1.9 in Germany to 2.06 in France. The mean age of women at childbirth in the selected States has remained at approximately 30 years in the first decade of this century, and this may need to decline if the expected higher levels of fertility are to be accommodated within a generation.

In terms of life expectancies at birth, there has been a convergence over time for both males and females in each Member States over the last 50-60 years. The absolute gender difference in life expectancy at birth, however, has decreased in the United Kingdom and France but has increased in Germany, Italy and Sweden, doubtless due to interesting life style differences.

Thus, in 1955, life expectancy at birth for males ranged from 66.1 years in Italy and France to 71.2 years in Sweden – a range of 5.1 years. By 2009, this had become from 77.8 years in Germany to 79.4 years in Italy and Sweden – a range of only 1.6 years. For females, the development is similar. In 1955, life expectancy at birth for females ranged from 70.7 years in Italy to 74.6 years in Sweden – a range of 3.9 years. By 2009, this had become from 82.5 years in the United Kingdom to 85 years in France – a range of 2.5 years.

Fertility and mortality are the main drivers of population change in most countries, although migration can in some cases play a significant role. While migration to the selected Member States may be perceived to be large, the numbers remain modest in relation to the total population. So, for example, to the United Kingdom's population of approximately 62 million, immigration in recent years has been at around 500,000. However, emigration has amounted to around 400,000 so that net-immigration has been at around 100,000 persons or less than 0.2 per cent of the total population. This study will therefore not focus on migration.

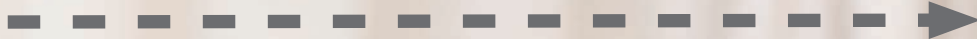
For both males and females, the United Kingdom and France have the youngest populations among the selected Member States with 14.6 and 14.2 per cent of males aged over 65 years respectively, and with 18.2 and 18.9 per cent of females respectively in this age group. Germany has the oldest population for both males and females with 17.9 per cent of males and 23.3 per cent of females aged over 65 years. Conversely, this means that while the United Kingdom, France and Sweden have relatively large proportions of young people aged less than 15 years (16-18 per cent), Germany and Italy have relatively small proportions of their populations in this age group (around 14 per cent).

By 2040, each of the five selected Member States will have aged so that those aged less than 15 years will comprise a smaller proportion of the total population and those aged over 65 years will comprise a larger proportion. This ageing is particularly dramatic in Germany, where the proportion of the population aged over 65 years will increase from 20.6 per cent in 2010 to 31.7 per cent in 2040, and in Italy where the increase is from 20.2 to 29.8 per cent. Elsewhere, while more modest the ageing is still significant with the proportions of those aged over 65 years increasing from 16-18 per cent to 23-25 per cent.

In terms of the workforce, this demographic development means that the proportion of the population aged 15-64 years in each of the selected Member States will decline from around two thirds to less than 60 per cent.



## 2. THE WORKFORCE



Over the age of 15 years, Germany has approximately 71 million persons (49 per cent of whom are males); France has almost 53 million (48 per cent males); Italy has almost 52 million (48 per cent males); Sweden has almost 8 million (49 per cent males); and the United Kingdom has approximately 51 million (49 per cent males). The proportion of the 15-84 year olds employed is lowest in Italy (44 per cent) and highest in Sweden (58 per cent). Thus, the five Member States combined have a total of approximately 121 million employed persons aged 15-84 years; almost 11 million unemployed persons; and almost 103 million inactive (of whom 60 per cent are female).

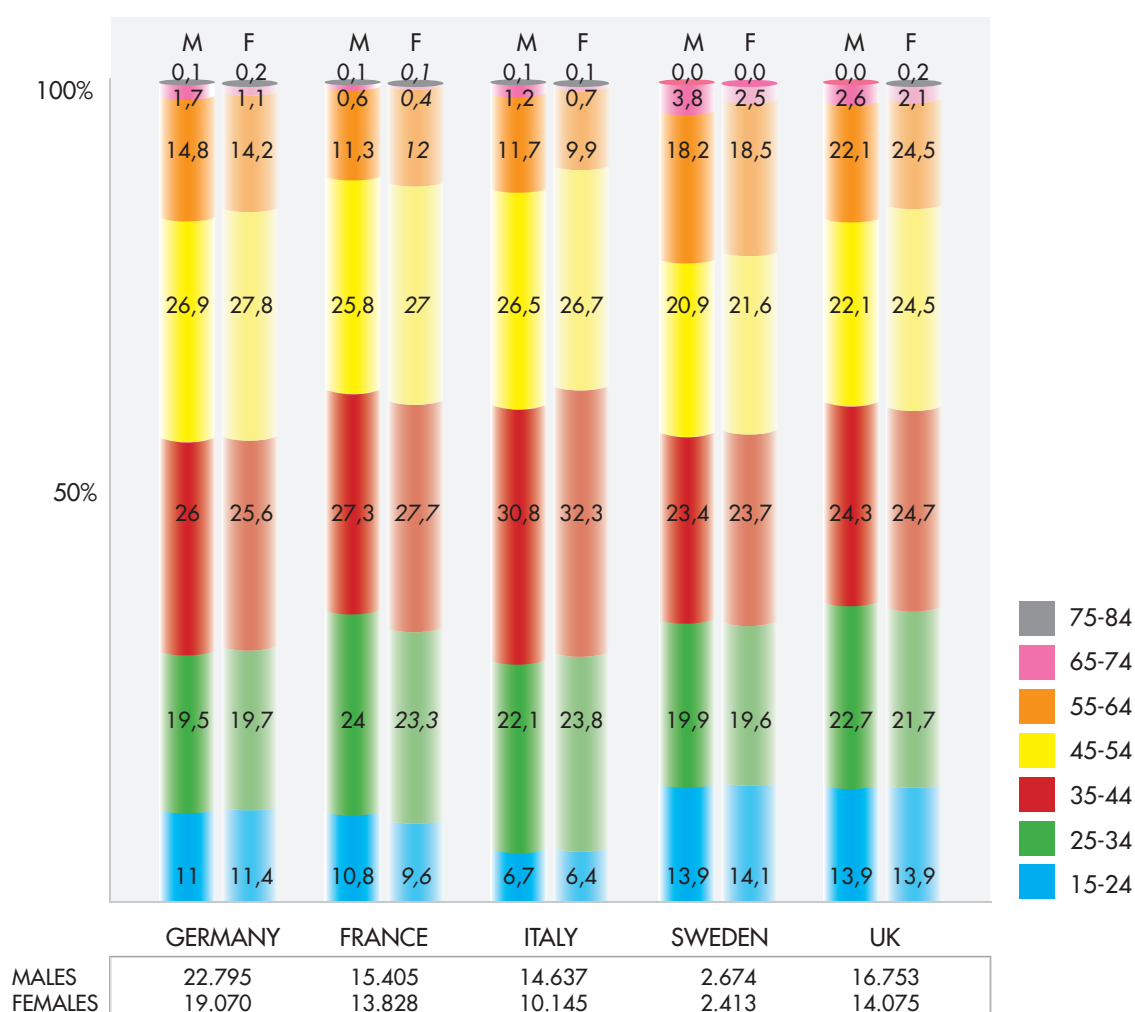
Not surprisingly, employment rates fall off dramatically beyond age 65 years in all of the States, but in France and Italy, employment rates have dropped sig-

nificantly for the age group 55-64 years – in addition, these two States have the lowest young (15-24 years) employment rates.

In each of the five Member States, male employment rates are higher than female employment rates at all ages. Unemployment rates vary across States, across age and across gender. Female unemployment rates are generally lower than male rates.

Until age 65 years and over, significantly larger proportions of females than males are inactive, reflecting the gender skewness of the labour force in all five Member States. Between ages 15 and 54 years, Italy stands out with larger proportions of inactive people among both males and females.

### Numbers of the workforce (WF) according to age and gender for the selected Member States in 2010 according to the LFS (Labour Force Survey)



*Absolute numbers in thousands/percentage compared to the total*





**3. MANAGERS AND PROFESSIONALS**





The total combined number of persons in employment as managers and professionals in these Member States aged over 15 years is almost 28 million, comprising 21 per cent of the workforce<sup>2</sup>, 11 million (39 per cent) of the 28 million managers and professionals are managers.

The United Kingdom has the largest absolute and relative number of managers and professionals combined in its workforce (approximately 8.8 million comprising 28 per cent of the workforce aged 15 years and over).

There is an interesting difference between the five member States as far as the representation of managers in the total managerial and professional workforce is concerned. So, while managers comprise 50 per cent of the managerial and professional workforce in the United Kingdom, the corresponding figures for the other Member States are 44 per cent for Italy, 38 per cent for France, 27 per cent for Germany and 22 per cent for Sweden.

The managerial and professional workforces in the five Member States are primarily the work domain of males. In Sweden there are more female professionals than male professionals, but in all other groups there are more males than female. Between 70 per cent

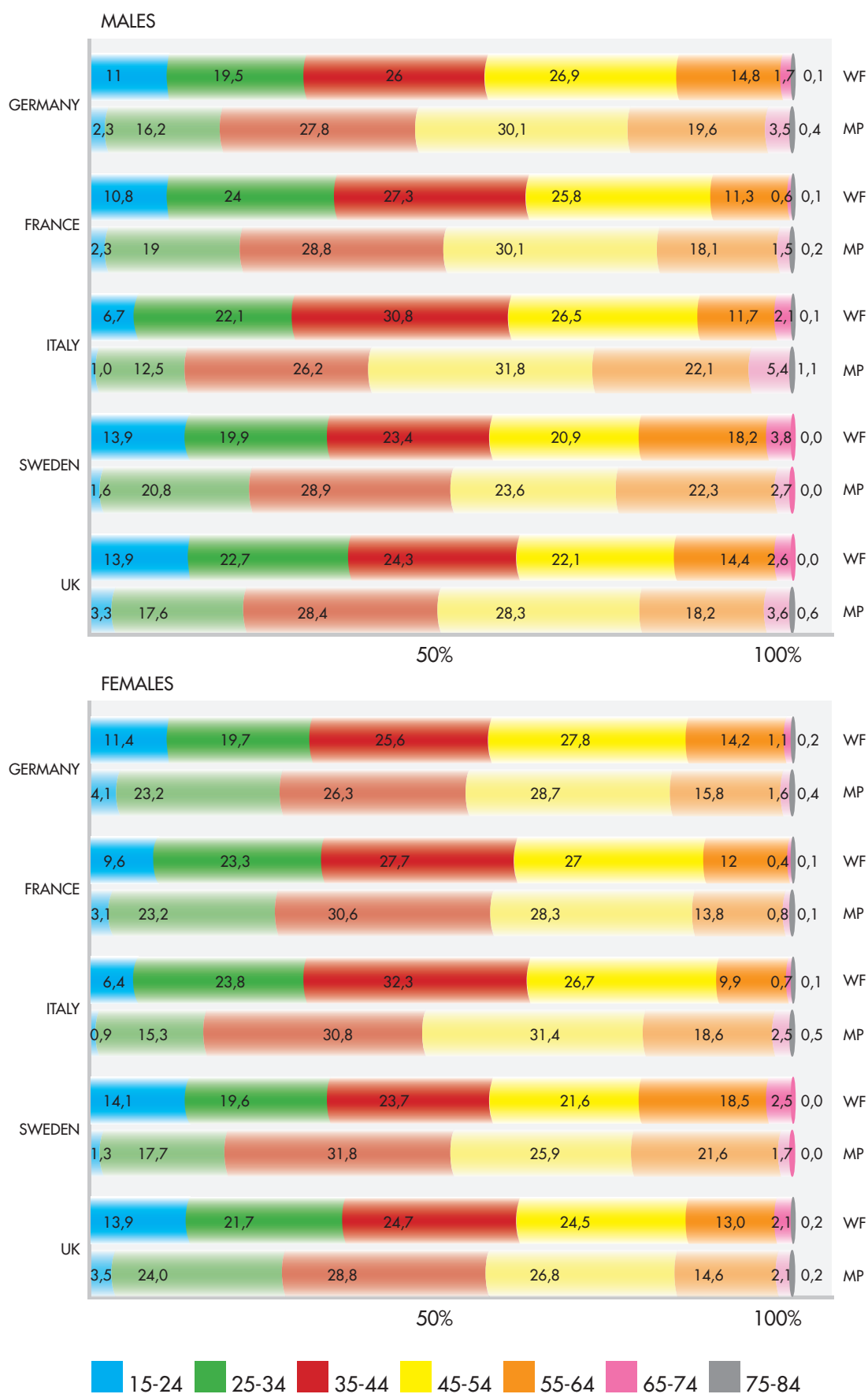
(Germany) and 61 per cent (France) of managers are male, and between 59 per cent (Germany) and 49 per cent (Sweden) of professionals are male.

One point worth noting – and of interest in respect of delaying retirement of managers and professionals – is that there is more of an old age culture among managers in Italy than elsewhere. In Italy, almost 72 per cent of the workforce aged 75-84 years is made of managers, compared with 12 per cent in the United Kingdom (and none in Sweden). Interestingly, there are no registered managers or professionals in Sweden beyond age 75 years.

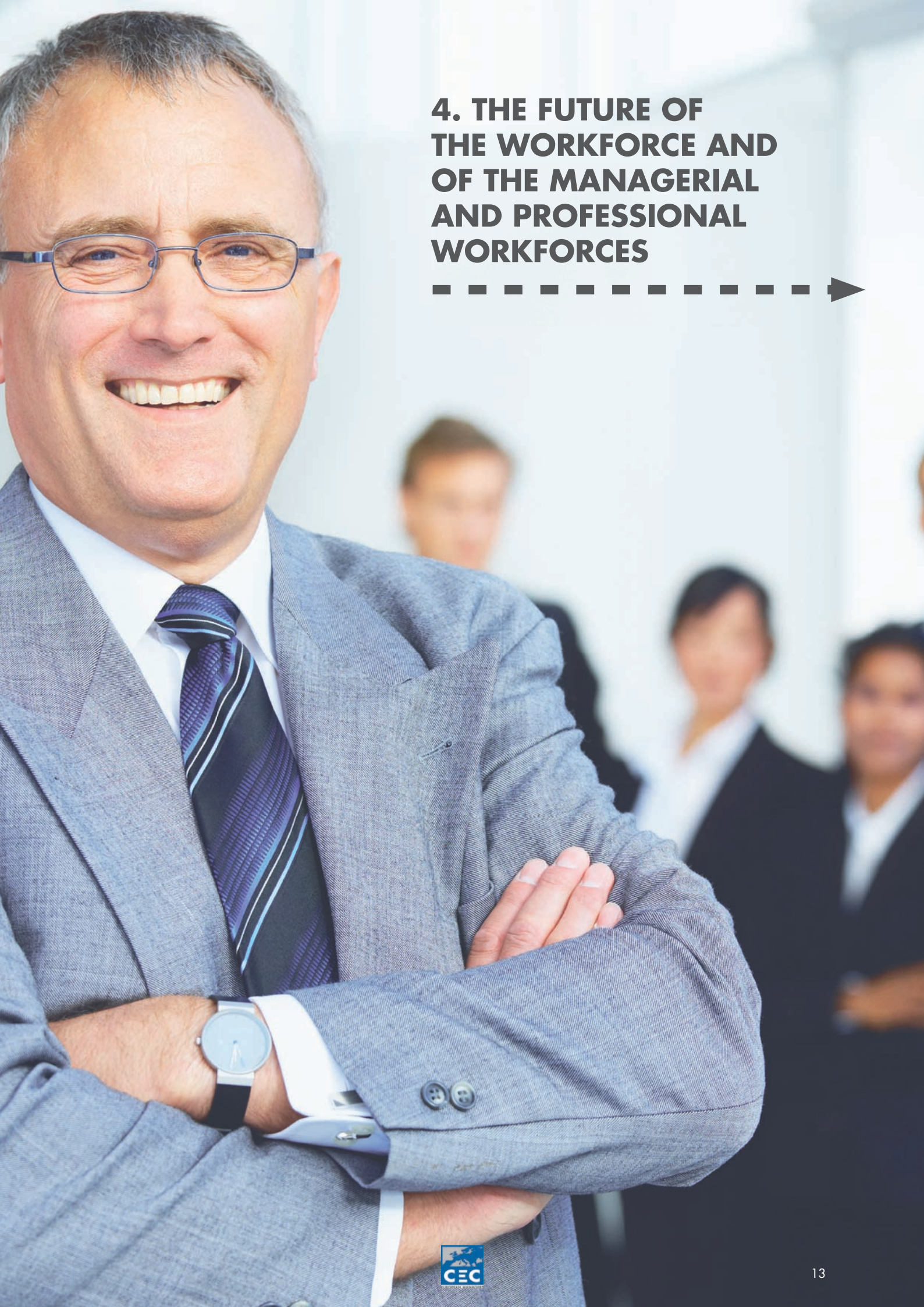
The “middle-age” dominance of these workforces is reflected in the fact that approximately 60 per cent of both the male and female managerial workforces are in the 35-54 year age band. The middle-age dominance of the professional workforces is slightly less. Clearly, this reliance on a middle-aged workforce is potentially a cause for concern as far as retention and recruitment in future years is concerned. With current patterns of retirement, these Member States face the prospect of losing more than 50 per cent of their current workforce over the next 25-30 years at a time when the demographic development will bring smaller cohorts into the labour force for recruitment.

<sup>2</sup>*This is the number of employed plus the number of unemployed over the age of 15 years according to Eurostat.*

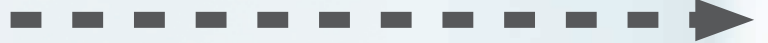
## Percentages of managers and professionals (MP) within each age group compared to those for the workforce (WF) overall, 2010







## **4. THE FUTURE OF THE WORKFORCE AND OF THE MANAGERIAL AND PROFESSIONAL WORKFORCES**





In forecasting the size of the total workforce in each of the selected Member States by age and gender in 2030, we work with two scenarios:

**Scenario 1 – the Constant Scenario:** it is assumed that the age and gender specific workforce rates remain constant over time at the observed 2010-level.

**Scenario 2 – the Delayed Retirement Scenario:** it is assumed that the age and gender specific workforce

rates remain constant as in Scenario 1 for those aged 15-64 years while the rates for both males and females aged 65 years and over double to 2020 and then remain constant at that attained level. This scenario accommodates to some degree the policy moves to delay retirement across Europe. In Sweden, the adjusted rate for those aged 75-84 years from 2020 is taken as the average of the four other countries' adjusted rates for this group.

## 4.1. FORECASTS FOR THE OVERALL WORKFORCE

The Scenario 1 forecast for workforce development is driven by demographic change alone, so that in line with its declining population, the German workforce with unchanged work rates will decline from almost 42 million in 2010 to just almost 36 million in 2030, and it will age so that the proportion of this (smaller) workforce aged over 55 years will increase from 16.1 to 22.2 per cent by 2030, and females will comprise approximately 45 per cent of the workforce.

The French workforce in Scenario 1 remains more or less unchanged in size at around 29 million and the ageing of this workforce is significantly more modest than in the German case. In France, the proportion of the workforce over the age of 55 years increases from 12.2 per cent in 2010 to 13.5 per cent in 2030. The female:male ratio in the total workforce is on a slight downward trend in the period, the proportion of females in the workforce declining from 47.3 to 46.7 per cent.

The Italian workforce is expected to decline slightly overall from 2010 to 2030 from almost 25 million to just under 24 million, and the proportion of females in this workforce also declines in the period from 41 per cent to 39.8 per cent. Ageing is more pronounced in the Italian scenario than in the French case, but it is still more modest than in the German case. The proportion of over 55s in the Italian workforce is expected to increase from 12.5 per cent in 2010 to 17.2 per cent in 2030.

The Swedish workforce is expected to be more stable than the workforces of Germany, Italy and France in as much as the age structural changes are very modest. The workforce itself in this constant scenario increases from just over 5 to 5.34 million, the proportion of those aged over 55 years remains at around 22 per cent (incidentally the highest starting point of the selected Member States) and the proportion of females remains at around 47 per cent.

The general pattern is repeated in the United Kingdom workforce in Scenario 1 with an increasing workforce (from around 31 million to just over 32.4 million), a constant proportion of females in the workforce (around 45 per cent) and a modestly ageing workforce with the proportion of over 55s increasing from 16.4 per cent in 2010 to 18.7 per cent in 2030.

Although Scenario 2 (delayed retirement) is in line with policy aims to delay retirement, and although doubling the work rates for those aged 65 years and over may seem quite dramatic in this short period, the impact of this change on the workforce is rather limited. The rate of workforce decline in Germany and Italy is slowed, but there will still be an overall decline. And the retention of older workers beyond this retirement age drop off in activity obviously adds to the demographically driven ageing of the workforce.

There is no implicit or explicit assumption in these two scenarios for workforce development that one or the other of the two is the more likely outcome.

## MALES

| 15 to 64 |             |         |         | 15 to 74 |             |         |         |
|----------|-------------|---------|---------|----------|-------------|---------|---------|
|          | 2010 TOTAL* | SC1     | SC2     |          | 2010 TOTAL* | SC1     | SC2     |
| GERMANY  | 22.368      | -14,9 % | -14,9 % |          | 22.745      | -14,3 % | -12,3 % |
| FRANCE   | 15.307      | - 0,7 % | -0,7 %  |          | 15.395      | -0,4 %  | +0,5 %  |
| ITALY    | 14.294      | -1,6 %  | -1,6 %  |          | 14.598      | -1,5 %  | +0,7 %  |
| SWEDEN   | 2.573       | +4,6 %  | +4,6 %  |          | 2.674       | +4,9 %  | +10,0 % |
| UK       | 16.317      | +5,1 %  | +5,1 %  |          | 16.753      | +6,0 %  | +9,7 %  |

## FEMALES

| 15 to 64 |             |         |         | 15 to 74 |             |         |         |
|----------|-------------|---------|---------|----------|-------------|---------|---------|
|          | 2010 TOTAL* | SC1     | SC2     |          | 2010 TOTAL* | SC1     | SC2     |
| GERMANY  | 18.831      | -15,4 % | -15,4 % |          | 19.031      | -15,2 % | -14,0 % |
| FRANCE   | 13.761      | -3,0 %  | -3,0 %  |          | 13.822      | -2,7 %  | -2,0 %  |
| ITALY    | 10.061      | - 6,3 % | -6,3 %  |          | 10.135      | -6,0 %  | -5,1 %  |
| SWEDEN   | 2.353       | + 4,2 % | +4,2 %  |          | 2.413       | +1,7 %  | +7,6 %  |
| UK       | 13.752      | + 2,3 % | +2,3 %  |          | 14.048      | +3,0 %  | +6,0 %  |

\*All numbers in thousands

## 4.2 FORECASTS FOR MANAGERS AND PROFESSIONALS

### 4.2.1 FORECASTING SCENARIOS

For each of Scenarios 1 and 2 for the workforce above, we work with two MP scenarios for the managerial and professional (MP) workforce. In both, it is assumed that the numbers of managers and professionals according to age and gender required under the different scenarios are available.

The scenarios for managers and professionals are as follows:

**MP Scenario 1 – the Constant Rate Scenario:** it is assumed that the age and gender specific proportions classified in the EU-LFS as managers and professionals respectively for each selected Member State remain constant from 2010 to 2030.

**MP Scenario 2 – the Gender Equalization Scenario:** it is assumed in each of the selected Member States that the female age-specific proportions classified as managers and professionals respectively – where appropriate – increase by 2020 to the 2010 male proportions and remain then constant at that level until 2030.

Key to these scenario developments is whether or not the managerial and professional workforces in each of the selected Member States will be able to recruit and retain managers in line with the scenario demands.

## This gives in all the following four development scenarios for the managerial workforce and for the professional workforce, respectively, in each of the five selected Member States:

**S1/MP1: Scenario 1 – the Constant Scenario** (age and gender specific workforce rates remain constant over time at the observed 2010-level) combined with **MP Scenario 1 – the Constant Rate Scenario** (age and gender specific proportions classified in the EU-LFS as managers for each selected Member State remain constant from 2010 to 2030). This forecast is very much a status quo forecast, where the only dynamic is the base population's demographic development.

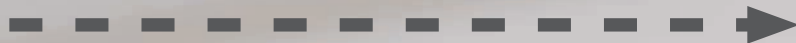
**S1/MP2: Scenario 1 – the Constant Scenario** (age and gender specific workforce rates remain constant over time at the observed 2010-level) combined with **MP Scenario 2 – the Gender Equalization Scenario** (female age-specific proportions classified as managers – where appropriate – increase by 2020 to the 2010 male proportions and remain then constant at that level until 2030). In this scenario, the ageing of the male workforce is unchanged.

**S2/MP1: Scenario 2 – the Delayed Retirement Scenario** (age and gender specific workforce rates remain constant as in Scenario 1 for those aged 15-64 years while the rates for both males and females aged 65 years and over double to 2020 and then remain

constant at that attained level) combined with **MP Scenario 1 – the Constant Rate Scenario** (age and gender specific proportions classified in the EU-LFS as managers for each selected Member State remain constant from 2010 to 2030). This scenario accommodates to some degree policy moves to delay retirement across Europe. In Sweden, the adjusted rate for those aged 75-84 years from 2020 is taken as the average of the four other countries' adjusted rates for this group as there is no registered employment in Sweden for this group.

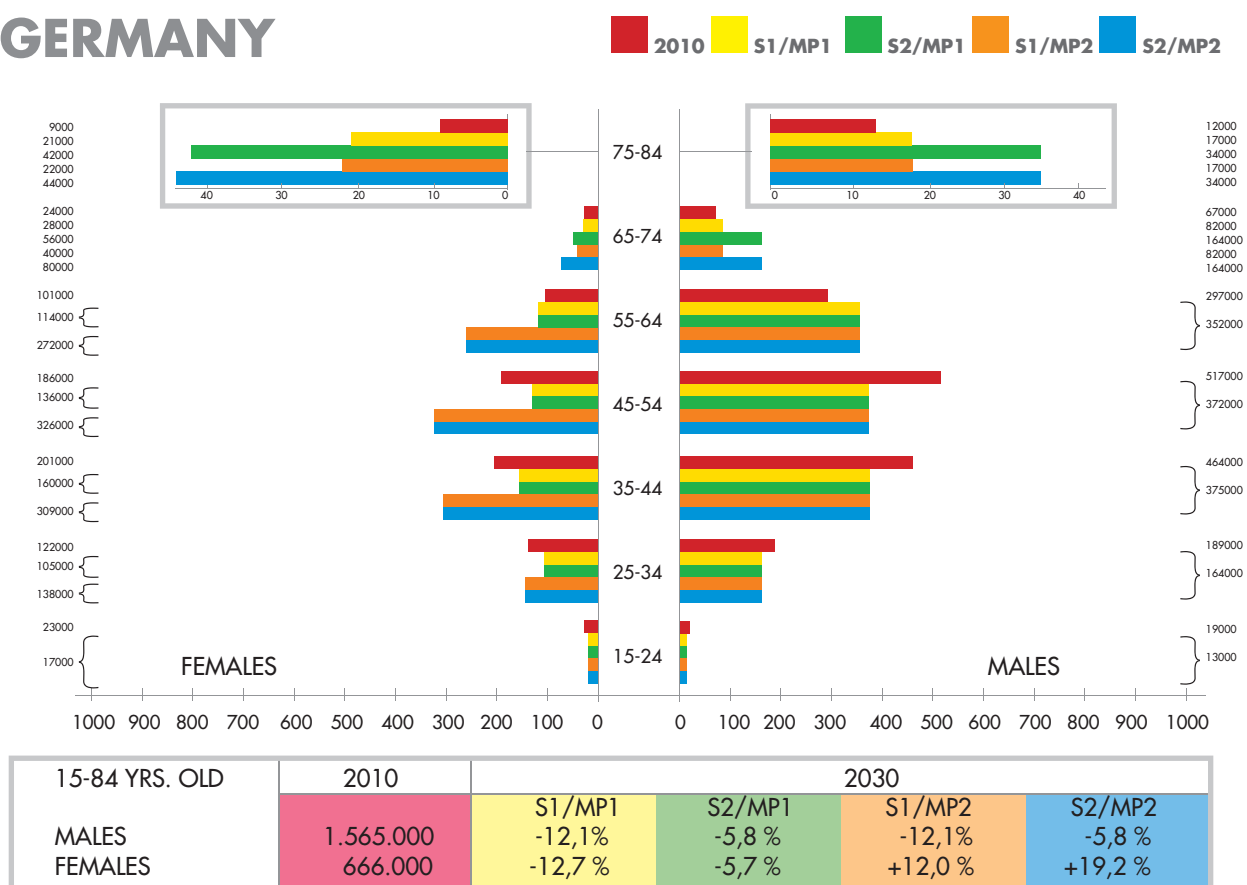
**S2/MP2: Scenario 2 – the Delayed Retirement Scenario** (age and gender specific workforce rates remain constant as in Scenario 1 for those aged 15-64 years while the rates for both males and females aged 65 years and over double to 2020 and then remain constant at that attained level) combined with **MP Scenario 2 – the Gender Equalization Scenario** (female age-specific proportions classified as managers – where appropriate – increase by 2020 to the 2010 male proportions and remain then constant at that level until 2030). The ageing of the male workforce is unchanged.

## 4.2.2 FORECASTS FOR MANAGERS





# GERMANY



In the **S1/MP1** forecast, the managerial workforce in Germany is expected to decline by 12.3 per cent corresponding to a loss of 275,000 managers from 2010 to 2030. In addition, the male and female managerial workforces will age. The proportion of the male workforce aged over 55 years will increase from 24 per cent in 2010 to 32.8 per cent in 2030, and the corresponding figures for the female workforce are 20.1 per cent to 28 per cent in 2030.

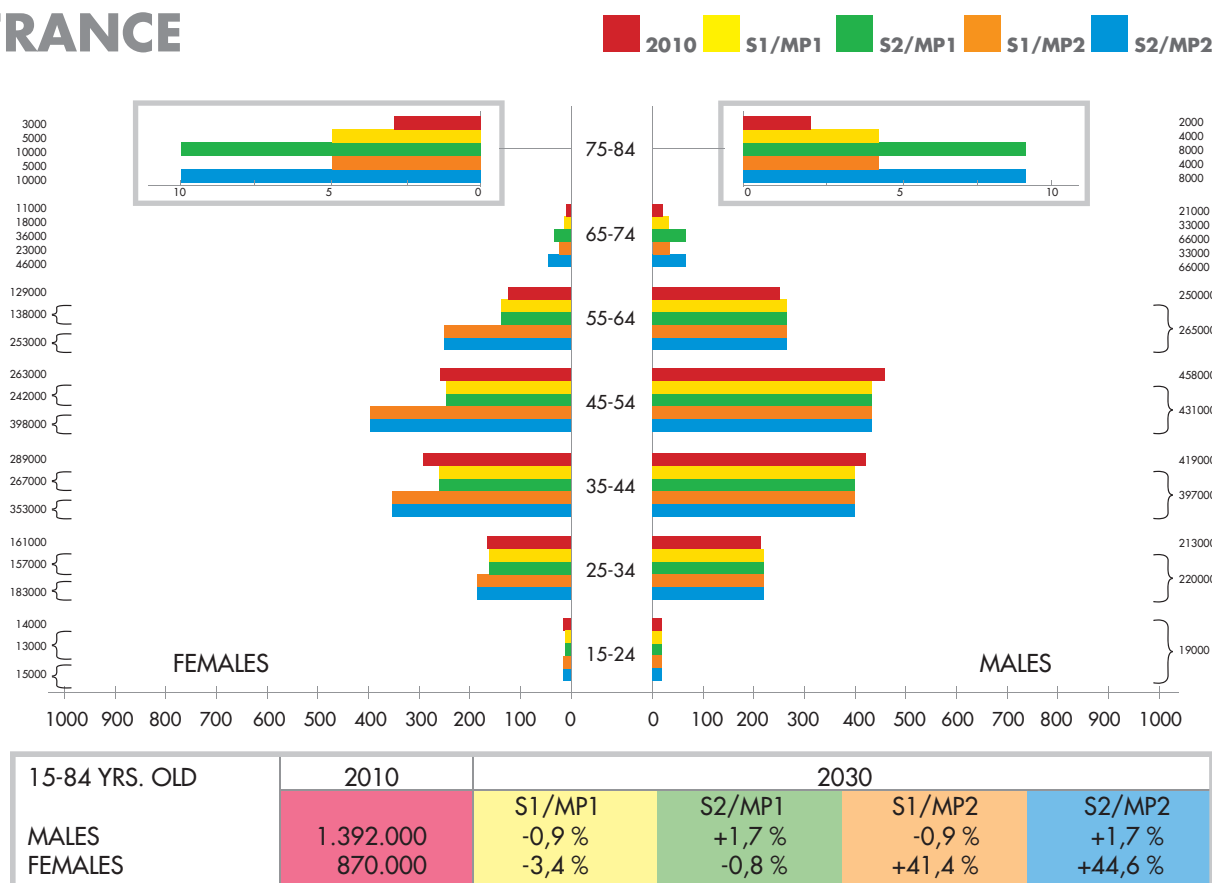
In the **S1/MP2** forecast, the managerial workforce in Germany would over the 2010-2030 period increase from 2.2 million in 2010 to 2.5 million in 2030. This compares with the predicted decline by 12.3 per cent corresponding to a loss of 275,000 managers from 2010 to 2030 under the previous scenario. To attain this, however, it will be necessary to recruit and retain an additional 607,000 females into the managerial workforce by 2030. The female managerial workforce in Germany ages slightly more with the proportion aged 55 years and over increasing from 20.1 per cent in 2010 to 28 per cent in 2030.

As appears from these results, the demographic decline of the underlying German population counterbalances any absolute benefits from increasing the size of the female managerial workforce in the projection period.

The **S2/MP1** forecast for the German managerial workforce produces a larger total workforce at each stage of the projection compared with the S1/MP1 forecast as a result of delaying retirement. The additional workforce size amounts to 150,000 managers by 2030. However, the total workforce still decreases overall from 2.2 million in 2010 to 2.1 million in 2030. Delaying retirement exacerbates steadily over the whole period the ageing of both the male and female managerial workforces. The proportion of males aged over 55 years would increase from 24 per cent in 2010 to 37.3 per cent in 2030, and for females the increase is from 20.1 per cent in 2010 to 33.7 per cent in 2030.

In the **S2/MP2** forecast, the managerial workforce in Germany would over the 2010-2030 period exhibit the largest increase of the four scenario developments, increasing from 2.2 million in 2010 to almost 2.7 million in 2030. This is the result of the delay of retirement and the increase in managerial rates for females. The combination of delaying retirement and increasing female managerial rates actually means that the female managerial workforce in Germany ages more or less as is the case with **S2/MP1** – the proportion of over 55s increasing from 20.1 to 33.4 by 2030.

# FRANCE



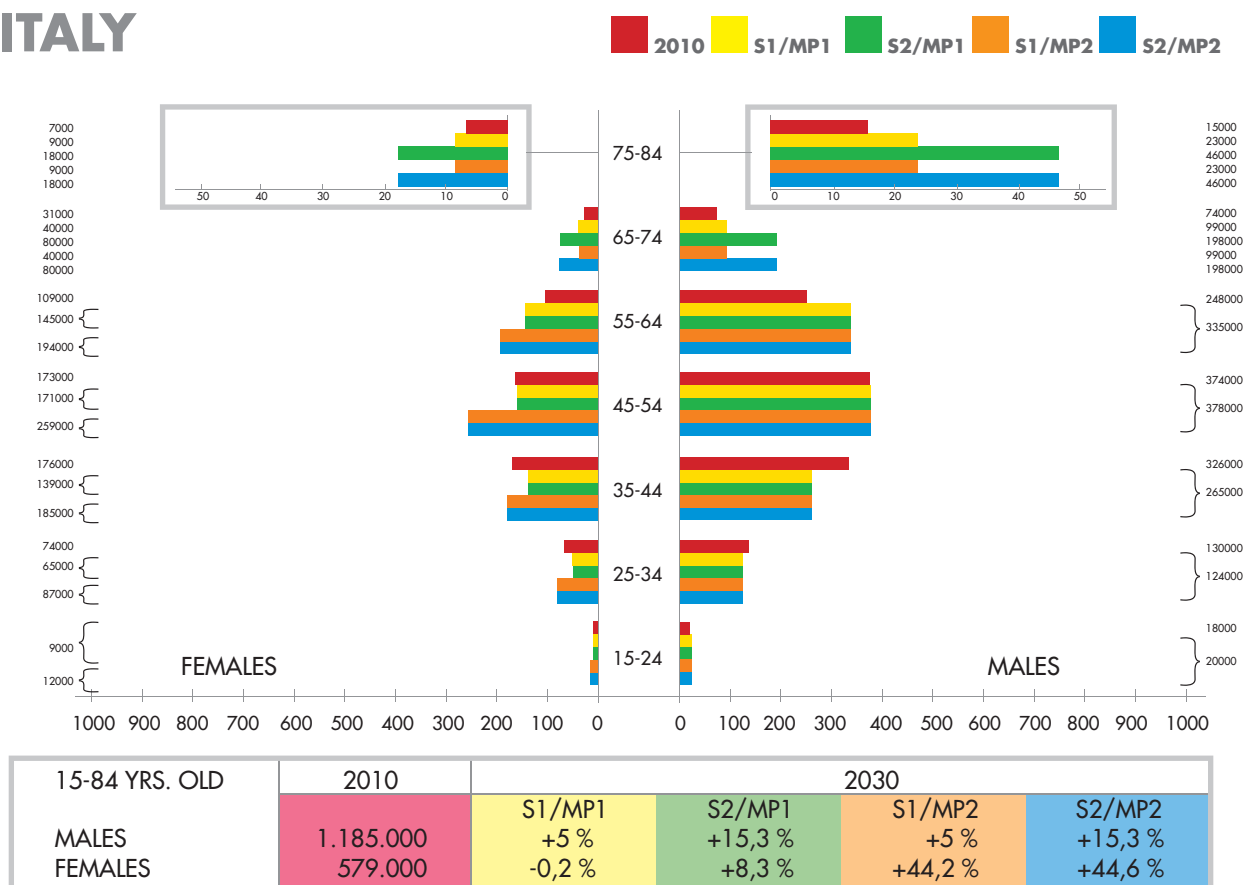
In the **S1/MP1** forecast the managerial workforce in France is expected to decline by less than 2 per cent corresponding to a loss of just 43,000 managers from 2010 to 2030. Again the male and female managerial workforces will age, albeit more modestly than in Germany. The proportion of the male workforce aged over 55 years will increase from 19.8 per cent in 2010 to 22.1 per cent in 2030, and the corresponding figures for the female workforce are 16.4 per cent to 19.2 per cent in 2030.

In the **S1/MP2** forecast the managerial workforce in France is expected to increase by 15.4 per cent corresponding to an increase of 347,000 managers from 2010 to 2030. This compares with a decline of 43,000 and around 2 per cent in the previous scenario. To achieve this, almost 400,000 additional female managers need to be recruited and retained by 2030. The female managerial workforce in France ages slightly more, with the proportion aged 55 years and over increasing from 16.4 per cent in 2010 to 22.8 per cent in 2030.

Given the stability of the underlying French population size over the projection period, increasing the size of the female managerial workforce maintains an overall increase in the managerial workforce over the projection period.

The **S2/MP1** forecast for the French managerial workforce produces a slightly larger total workforce at each stage of the projection compared with the S1/MP1 forecast as a result of delaying retirement. The additional workforce size amounts to 60,000 managers in 2030. However, the total workforce remains at around 2.2 million over the projection period. Delaying retirement in the French case only modestly adds to the ageing of these workforces. The proportion of males aged over 55 years would increase from 19.8 per cent in 2010 to 24.1 per cent in 2030, and for females the increase is from 16.4 per cent in 2010 to 21.3 per cent in 2030.

In the **S2/MP2** forecast, the managerial workforce in France would over the 2010-2030 period also exhibit the largest increase of the four scenario developments, increasing from 2.2 million in 2010 to over 2.6 million in 2030. The combination of delaying retirement and increasing female managerial rates means that the female managerial workforce in France ages more than is the case with **S2/MP1** – the proportion of over 55s increasing from 16.4 to 24.6 by 2030.



In the **S1/MP1** forecast the managerial workforce in Italy is expected to increase by 3 per cent, corresponding to 58,000 managers from 2010 to 2030. This is despite the fact that the total Italian workforce is expected to decline from 2010 to 2030. The male and female managerial workforces will age from an already high level of ageing, with the proportion of the male workforce aged over 55 years increasing from 28.4 per cent in 2010 to 36.7 per cent in 2030, and the corresponding figures for the female workforce being 25.4 per cent to 33.6 per cent in 2030.

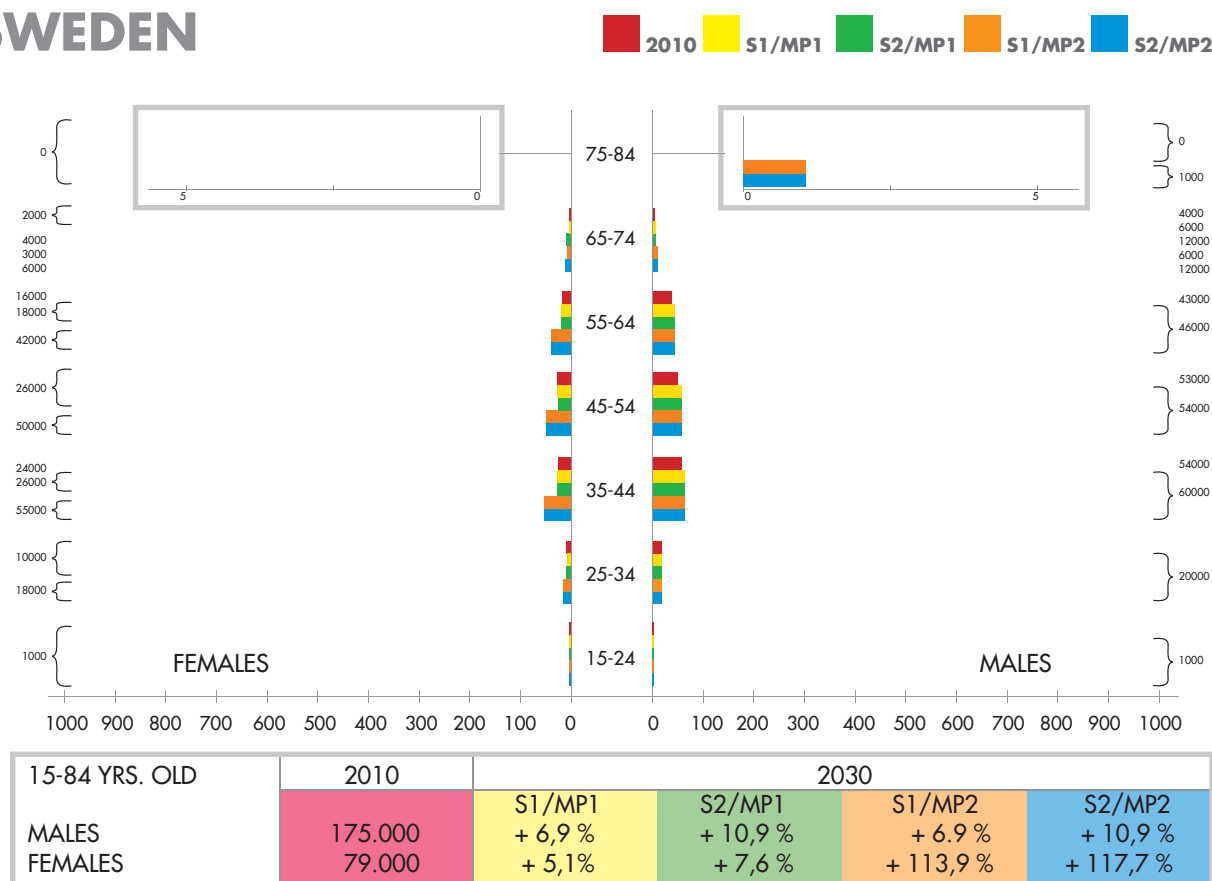
In the **S1/MP2** forecast the managerial workforce in Italy is expected to increase by 15 per cent corresponding to 266,000 managers from 2010 to 2030. This is a much stronger increase than observed for the previous scenario. The total Italian workforce is expected to decline from 2010 to 2030, so the gender equalization of the managerial workforce more than compensates for the overall workforce decline. The female managerial workforce in Italy ages slightly more with the proportion aged 55 years and over increasing from 25.4 per cent in 2010 to 30.9 per cent in 2030.

The **S2/MP1** forecast for the Italian managerial workforce produces a larger total workforce at each stage of the projection compared with the **S1/MP1** forecast as a result of delaying retirement. The additional workforce size amounts to 171,000 managers by 2030. Delaying retirement as in the German case exacerbates steadily over the whole period the ageing of both the male and female managerial workforces in Italy. The proportion of males aged over 55 years would increase from 28.4 per cent in 2010 to 42.3 per cent in 2030, and for females the increase is from 25.4 per cent in 2010 to 38.8 per cent in 2030.

In the **S2/MP2** forecast, the managerial workforce in Italy would also over the 2010-2030 period show the largest increase of the four scenario developments, increasing from 1.8 million in 2010 to 2.2 million in 2030. The combination of delaying retirement and increasing female managerial rates actually means that the female managerial workforce in Italy ages slightly less than is the case with **S2/MP1** – the proportion of over 55s increasing to 35 by 2030.



# SWEDEN



In the **S1/MP1** forecast the managerial workforce in Sweden is expected to increase by 6.3 per cent corresponding to 16,000 managers from 2010 to 2030. This is in line with the growth in the total workforce in Sweden. The ageing of the male and female managerial workforces appears to have stabilized for the period 2010-2030, with the proportion of managers aged 55 years and over remaining at around 27-28 per cent for males and 23-24 per cent for females across the period.

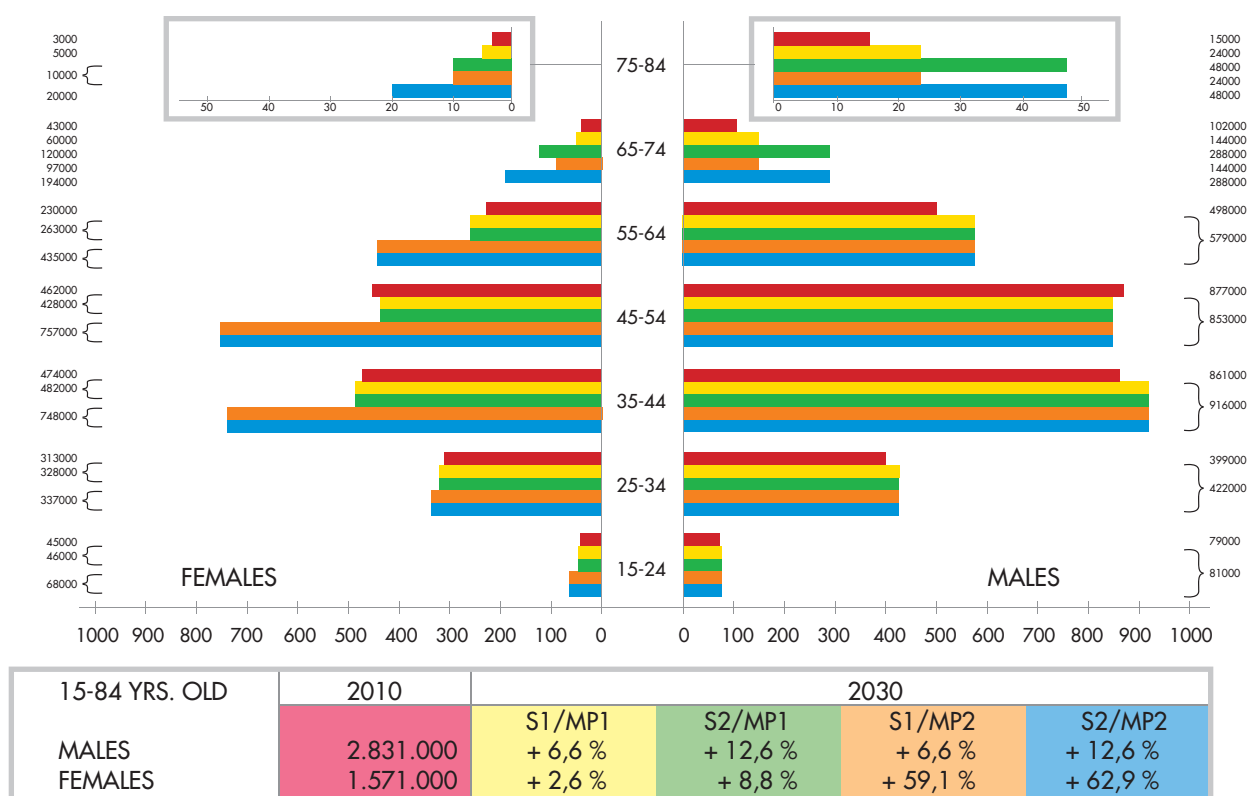
In the **S1/MP2** forecast the managerial workforce in Sweden is expected to increase by 40.2 per cent corresponding to 102,000 managers from 2010 to 2030. This is in line with the growth in the total workforce in Sweden. The female managerial workforce in Sweden ages slightly more but also remains relatively stable with the proportion aged 55 years and over increasing from 22.8 per cent in 2010 to 26.6 per cent in 2030.

The **S2/MP1** forecast for the Swedish managerial workforce produces a total workforce with approximately 9,000 units more by 2030 compared with the **S1/MP1** forecast as a result of delaying retirement, and the total workforce increases overall from 254,000 in 2010 to 279,000 in 2030. Delaying retirement does exacerbate the ageing of both the male and female managerial workforces in Sweden, but more in line with France than with Germany and Italy. The proportion of males aged over 55 years would increase from 26.8 per cent in 2010 to 30.4 per cent in 2030, and for females the increase is from 22.8 per cent in 2010 to 25.9 per cent in 2030.

In the **S2/MP2** forecast, the managerial workforce in Sweden would also over the 2010-2030 period exhibit the largest increase of the four scenario developments, increasing from 254,000 in 2010 to 366,000 in 2030. The combination of delaying retirement and increasing female managerial rates – combined with the underlying demographics – actually means that the female managerial workforce in Sweden (unlike in Germany, France, and Italy) ages more than is the case with **S2/MP1** – the proportion of over 55s increasing from 22.8 to 28 by 2030.

# UNITED KINGDOM

2010 S1/MP1 S2/MP1 S1/MP2 S2/MP2



The managerial workforce in the United Kingdom in the **S1/MP1** forecast is expected to increase by around 5.2 per cent corresponding to 229,000 managers from the 2010 level to 2030. Overall, this is in line with the growth in the total workforce. The ageing of the managerial workforce is such that the proportion of over 55s in the male managerial workforce increases from 21.7 per cent in 2010 to 24.8 per cent in 2030, and the corresponding figures for the female managerial workforce are 17.6 to 21 per cent in 2030.

In the **S1/MP2** forecast the managerial workforce in the United Kingdom would increase by over 1 million from 2010 to 2030 – an increase of 24.3 per cent. This compares with the increase overall of 229,000 managers (5.2 per cent) under the previous scenario. The female managerial workforce in the United Kingdom ages slightly more with the proportion aged 55 years and over increasing from 17.6 per cent in 2010 to 22 per cent in 2030.

The **S2/MP1** forecast for the managerial workforce in the United Kingdom produces a larger total workforce compared with the **S1/MP1** forecast as a result of delaying retirement. The additional workforce size amounts to 233,000 by 2030. The total managerial workforce therefore increases overall from 4.4 million in 2010 to over 4.8 million in 2030. Delaying retirement exacerbates steadily over the whole period the ageing of the male managerial workforce. The proportion of males aged over 55 years would increase from 21.7 per cent in 2010 to 28.7 per cent in 2030. The additional ageing is more modest for females with the proportion aged over 55 years increasing from 17.6 per cent in 2010 to 23.5 per cent in 2030.

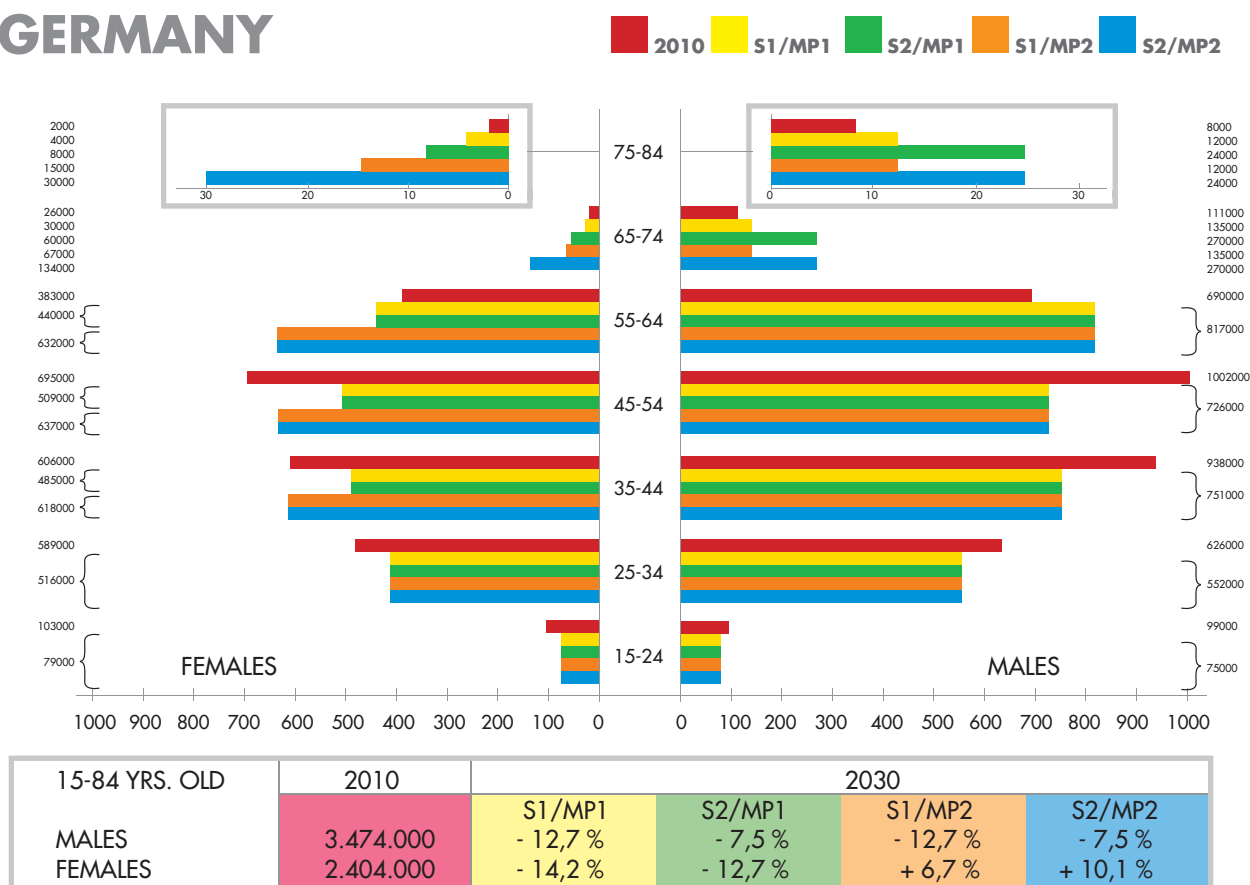
In the **S2/MP2** forecast, the managerial workforce in the United Kingdom would also over the 2010-2030 period show the largest increase of the four scenario developments, increasing from 4.4 million in 2010 to 5.7 million in 2030. The combination of delaying retirement and increasing female managerial rates means that the female managerial workforce ages more than is the case with **S2/MP1** – the proportion of over 55s increasing from 17.6 to 25.4 by 2030.



## **4.2.3 FORECASTS FOR PROFESSIONALS**



# GERMANY



In the **S1/MP1** forecast the professional workforce in Germany – in line with the managerial workforce – is expected to decline by 21 per cent from 5.9 to 5.1 million persons corresponding to a loss of 800,000 professionals from 2010 to 2030. The professional workforce (both the male and female components of this workforce) will age. The proportion of the male workforce aged over 55 years will increase from 23.3 per cent in 2010 to 31.4 per cent in 2030, and the corresponding figures for the female workforce are 17.1 per cent to 23 per cent in 2030. The gender balance remains constant at 40 per cent females in the professional workforce in Germany.

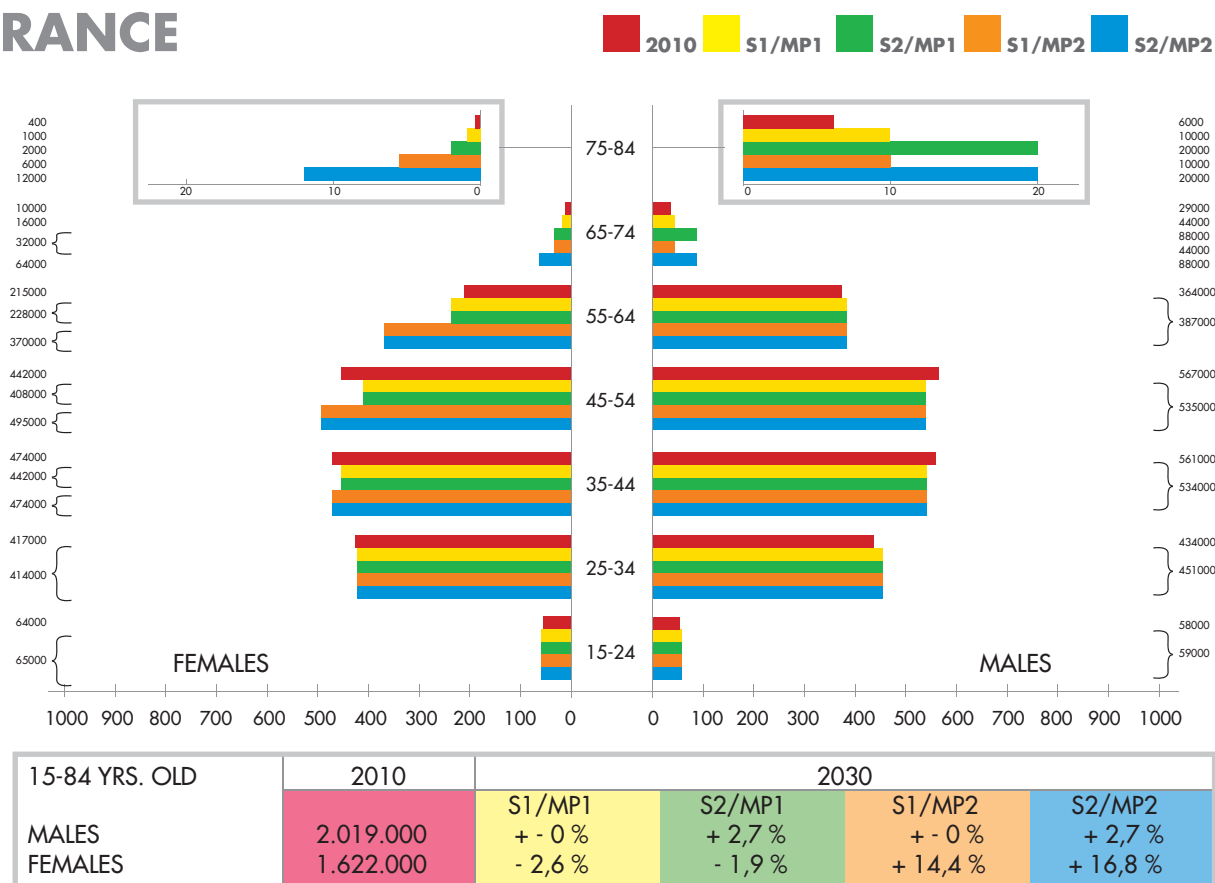
In the **S1/MP2** forecast the professional workforce in Germany – after an initial increase in size – is expected to decline overall by 5.1 per cent from 5.9 to 5.6 million persons, corresponding to a loss of almost 300,000 professionals from 2010 to 2030. The female workforce aged 55 years and over increases from 17.1 per cent to 27.8 per cent in 2030. The gender balance increases because of the gender equalization from 40 per cent females in the professional workforce in Germany in 2010 to 45.5 per cent by 2030.

In the **S2/MP1** forecast the professional workforce in Germany is expected to decline by 18 per cent from nearly 5.9 to 5.3 million persons corresponding to a loss of more than 560,000 professionals from 2010 to 2030. In addition, the delayed retirement scenario means that the professional workforce (both the male and female components of this workforce) will age more than in the constant scenario, particularly for males. The proportion of the male workforce aged over 55 years will increase from 23.3 per cent in 2010 to 34.5 per cent in 2030, and the corresponding figures for the female workforce are 17.1 per cent to 24.2 per cent in 2030. The gender balance remains constant at around 40 per cent females in the professional workforce in Germany.

In the **S2/MP2** forecast the professional workforce in Germany – after an initial increase in size from 5.9 to 6.4 million – is expected to go back to 5.9 million by 2030. The female workforce aged over 55 years increases from 17.1 per cent to 30.1 per cent in 2030. The gender balance increases from 41 per cent females in the professional workforce in Germany in 2010 to 45 per cent by 2030.



# FRANCE

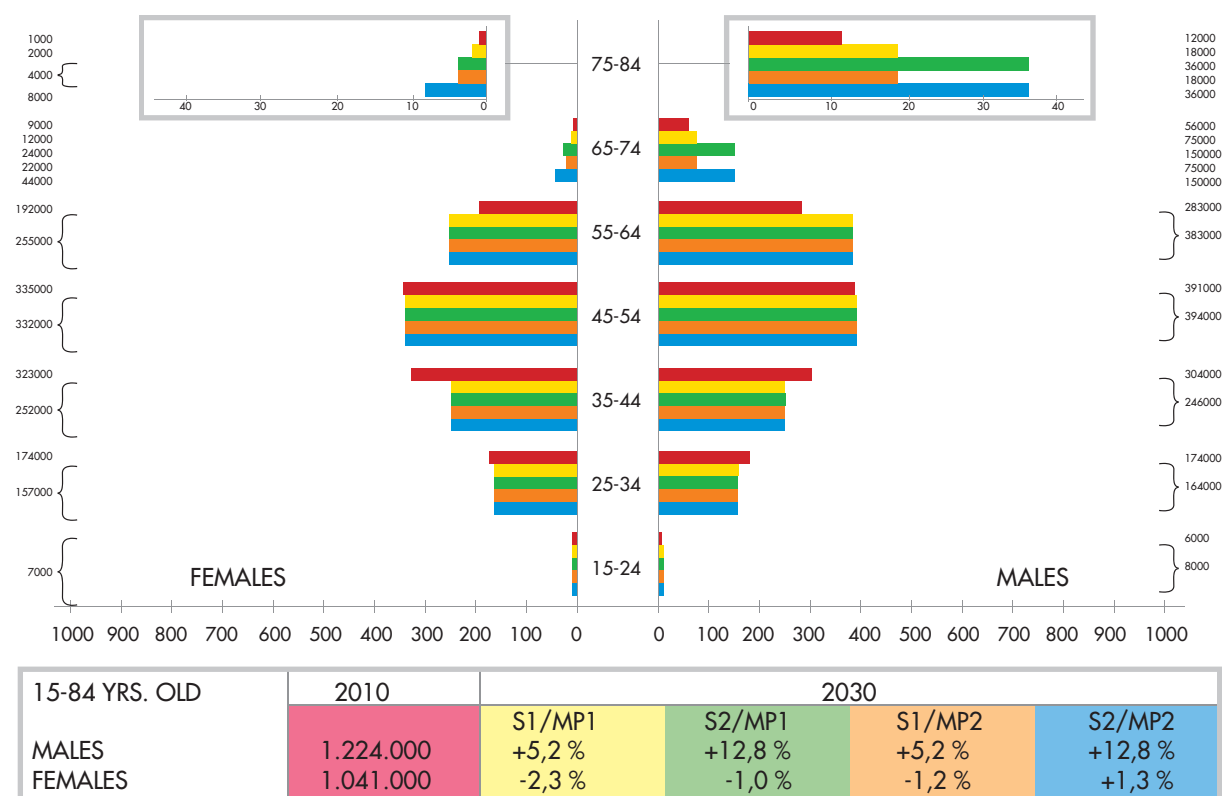


In the **S1/MP1** forecast the professional workforce in France is expected to decline by around 1.3 per cent corresponding to a loss of just 47,000 professionals from 2010 to 2030. The professional workforce (both the male and female components of this workforce) will age, albeit more modestly than in Germany. The proportion of the male workforce aged over 55 years will increase from 19.8 per cent in 2010 to 21.9 per cent in 2030, and the corresponding figures for the female workforce are 13.8 per cent to around 16 per cent in 2030. The gender balance remains constant at around 44 per cent females in the professional workforce in France, slightly higher than in Germany.

In the **S1/MP2** forecast the professional workforce in France is expected to increase by around 6 per cent corresponding to 235,000 additional professionals from 2010 to 2030. The female workforce ages more than in **S1/MP1**, with the proportion aged 55 years and over increasing from 13.8 per cent to 21.9 per cent in 2030. The gender balance improves in this gender equalization scenario from around 44 per cent females in the professional workforce to almost 48 per cent, slightly higher again than in Germany.

In the **S2/MP1** forecast the professional workforce in France is expected to increase by less than 1 per cent corresponding to an additional 24,000 professionals from 2010 to 2030. The professional workforce (both the male and female components of this workforce) will age, albeit more modestly than in Germany. The proportion of the male workforce aged over 55 years will increase from 19.8 per cent in 2010 to 23.8 per cent in 2030, and the corresponding figures for the female workforce are 13.8 per cent to 16.4 per cent in 2030. The gender balance declines slightly from 45 to 43 per cent females in the professional workforce in France, slightly higher than in Germany.

In the **S2/MP2** forecast the professional workforce in France is expected to increase by 9 per cent corresponding to 327,000 additional professionals from 2010 to 2030. The female workforce ages more than in **S2/MP1**, with the proportion aged 55 years and over increasing from 13.8 per cent to 23.5 per cent in 2030. The gender balance improves in this gender equalization scenario from 44 per cent females in the professional workforce to almost 48 per cent.



In the **S1/MP1** forecast the professional workforce in Italy is expected to decline by only around 1 per cent corresponding to a loss of 20,000 professionals from 2010 to 2030. The already aged professional workforce (both the male and female components of this workforce) will continue to age over the projection period. The proportion of the male workforce aged over 55 years will increase from 28.7 per cent in 2010 to 36.9 per cent in 2030, and the corresponding figures for the female workforce are 19.5 per cent to 26.5 per cent in 2030. The gender balance declines slightly from 46 to 45 per cent females in the professional workforce in Italy.

The gender equalization scenario for the professional workforce in Italy has only a limited impact as the age-specific proportions of the total male and female workforces employed as professionals are very similar – in fact the female proportions are higher than the male proportions until age 65 years and over.

So in the **S1/MP2** forecast by 2030 the professional workforce in Italy is expected to increase only by around 2 per cent corresponding to 52,000 professionals more than in 2010. The female workforce ages slightly more in this scenario, increasing from 19 per cent to 27 per cent in 2030. Despite the gender equalization in the older age groups, the gender balance declines slightly from 46 to 44.4 per cent females in the professional workforce in Italy.

In the **S2/MP1** forecast the professional workforce in Italy is expected to increase by 6.5 per cent corresponding to an additional 147,000 professionals from 2010 to 2030. The data for Italy reveal that the already aged professional workforce (both the male and female components of this workforce) will continue to age over the projection period, quite dramatically for males in particular. The proportion of the male workforce aged over 55 years will increase from 28.7 per cent in 2010 to more than 41 per cent in 2030, and the corresponding figures for the female workforce are 19.5 per cent to 27.4 per cent. The gender balance declines slightly from 46 to 42 per cent females in the professional workforce in Italy.

In the **S2/MP2** forecast as in the **S2/MP1** forecast, the gender equalization scenario for the professional workforce in Italy has only a limited impact. So the professional workforce in Italy is expected to increase to 2030 from 2.3 to 2.45 million and is around 7.5 per cent corresponding to 171,000 professionals higher than in 2010. The female workforce ages slightly more in this current scenario, increasing from 19.5 per cent to 29.2 per cent in 2030. Despite the gender equalization in the older age groups, the gender balance declines slightly from 46 to 43.3 per cent females in the professional workforce in Italy.

# SWEDEN



In the **S1/MP1** forecast the professional workforce in Sweden is expected to increase by about 6 per cent to 2030 corresponding to an increase of 52,000 professionals from 2010 to 2030. The relatively aged professional workforce (both the male and female components of this workforce) in Sweden will not age significantly more over the projection period. The proportion of the male workforce aged over 55 years will remain at 24-25 per cent, and the proportion of the female workforce aged over 55 years will remain at 23-24 per cent. The gender balance remains at around 51 per cent of females in the professional workforce in Sweden – the most balanced of the five selected Member States.

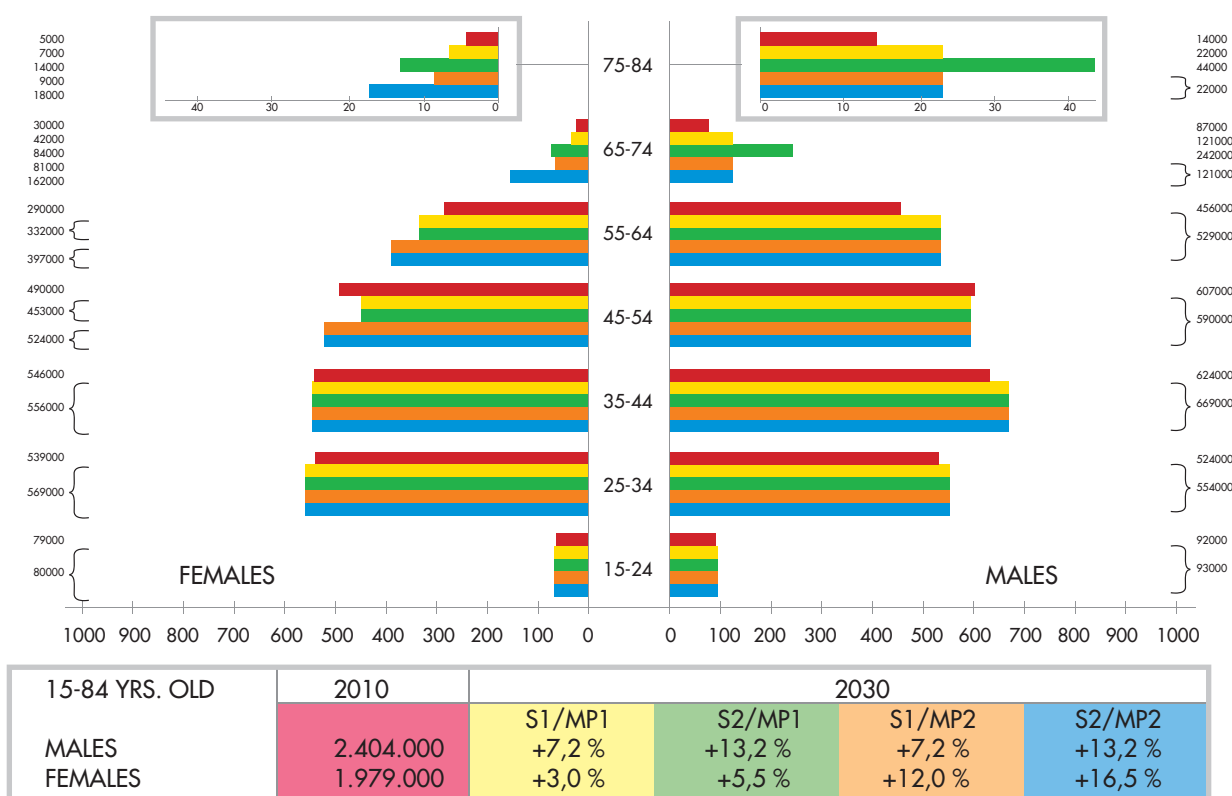
The gender balance in the professional workforce in Sweden is already high, and gender equalization in Sweden only impacts on the 15-34 years olds and the 65-74 year olds, so in the **S1/MP2** forecast, the professional workforce in Sweden is expected to increase steadily by 7.3 per cent to 2030 corresponding to an increase of 66,000 professionals from 2010 to 2030. The proportion of the female workforce aged over 55 years remains more or less the same at 23 per cent. The gender balance remains unchanged at around 51 per cent of females in the professional workforce in Sweden, remaining the most balanced of the five selected Member States.

In the **S2/MP1** forecast the professional workforce in Sweden is expected to increase by 9.2 per cent to 2030 corresponding to an increase of 83,000 professionals from 2010 to 2030. The relatively aged professional workforce in Sweden will continue to age over the projection period, in particular the male component. The proportion of the male workforce aged over 55 years will increase from 24 to 28.4 per cent, and the proportion of the female workforce aged over 55 years will increase from 23 to 25 per cent. The gender balance remains at 50 per cent of females in the professional workforce in Sweden.

In the **S2/MP2** forecast the professional workforce in Sweden is expected to increase steadily by around 11 per cent to 2030 corresponding to an increase of 98,000 professionals from 2010 to 2030. The proportion of the female workforce aged over 55 years remains more or less the same at circa 25 per cent. The gender balance remains unchanged at around 51 per cent of females in the professional workforce in Sweden, remaining under this scenario the most balanced of the five selected Member States.

# UNITED KINGDOM

2010 S1/MP1 S2/MP1 S1/MP2 S2/MP2



In the **S1/MP1** forecast the professional workforce in the United Kingdom is expected to increase by 5.3 per cent to 2030 corresponding to an increase of 234,000 professionals from 2010 to 2030. The professional workforce (both the male and female components of this workforce) will age only modestly over the projection period. The proportion of the male workforce aged over 55 years will increase from 26.1 per cent, and the proportion of the female workforce aged over 55 years will increase from 16.4 to 18.2 per cent. The gender balance remains at around 44 per cent of females in the professional workforce, similar to France and Italy.

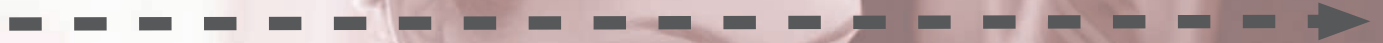
In the **S1/MP2** forecast the professional workforce in the United Kingdom is expected to increase by 9.3 per cent to 2030 corresponding to an increase of 411,000 professionals from 2010 to 2030. The proportion of the female workforce aged over 55 years according to this scenario will increase on the previous scenario, rising from 16 per cent in 2010 to 22 per cent in 2030. The gender balance increases slightly from 45 per cent of females in the professional workforce to 46 per cent.

In the **S2/MP1** forecast the professional workforce in the United Kingdom is expected to increase by 9.7 per cent to 2030 corresponding to an increase of 426,000 professionals from 2010 to 2030. The professional workforce will continue to age over the projection period. The proportion of the male workforce aged over 55 years will increase from 23 to 30 per cent, and the proportion of the female workforce aged over 55 years will increase from 16 to 21 per cent. The gender balance decreases slightly from 45 to 43 per cent of females in the professional workforce.

In the **S2/MP2** forecast the professional workforce in the United Kingdom is expected to increase by 11.4 per cent to 2030 corresponding to an increase of 501,000 professionals from 2010 to 2030. The proportion of the female workforce aged over 55 years according to this scenario will increase on the previous scenario, rising from 16 per cent in 2010 to 25 per cent in 2030. The gender balance increases slightly from 45 per cent of females in the professional workforce to 47.2 per cent.



## 5. CONCLUSIONS



## 5.1. MANAGERIAL WORKFORCE



It is, of course, not at all surprising that the gender equalization scenario provides an expanding managerial workforce compared with the constant scenario for each of the selected Member States. In Germany and France, this would more than compensate for the decline expected under a constant scenario, while in Italy, Sweden and the United Kingdom, the growth expected under the constant scenarios is increased under the gender equalization scenarios. Equally unsurprising from a demographic point of view is the fact that the gender equalization scenario with otherwise constant rates exacerbates the ageing of the female managerial workforce, albeit in a relatively modest way in most cases.

Under these first two scenario developments, the ageing of both the female and managerial workforces in the selected Member States peaks in 2030, which reflects (and is driven by) the underlying demographic development in the workforce and population.

In terms of gender balance in the managerial workforces of the selected Member States, clearly it is to be expected that the gender equalization scenarios would improve the balance, and this is indeed the case. All countries except Italy achieve an almost

50-50 gender balance by 2020 and retain this balance (Italy achieves a 40 per cent female representation in the managerial workforce). In 2010, the female proportion of the managerial workforce ranges from 30 per cent in Germany, to 31 in Sweden, to 33 in Italy, to 36 in the United Kingdom and to 39 per cent in France. **In Scenario 1/MP Scenario 1 and in Scenario 2/MP Scenario 1**, these proportions remain more or less constant (as expected). **In Scenario 1/MP Scenario 2 and Scenario 2/MP Scenario 2 (gender equalization)**, they increase to 39 in Italy, 45 in Germany, 46-47 in the United Kingdom, and 47-48 in Sweden and France.

It is not surprising that the final scenario with delayed retirement and gender equalization produces the greatest increase in managerial workforces in the selected Member States. However, the ageing of the workforces is very country specific and differs among countries within certain scenarios. While the trend of development under each scenario is more or less the same for the managerial workforce in each of the selected Member States, the size and speed of changes may be different.

## 5.2. PROFESSIONAL WORKFORCE

The gender equalization scenario provides an expanding professional workforce as opposed to a declining workforce in France under the constant scenario. In Italy the two scenarios produce similar results because of the limited impact of the gender equalization. In Germany, the gender equalization would reduce the extent of the decline expected under a constant scenario, while in Sweden and the United Kingdom, the growth expected under the constant scenarios is increased under the gender equalization scenarios. The gender equalization scenario compared with otherwise constant rates exacerbates the ageing of the female professional workforce, albeit in a relatively modest way in most cases.

Under these first two scenario developments for the professional workforces, the ageing of both the female and male professional workforces in the selected Member States peaks in 2030, which reflects (and is driven by) the underlying demographic development in the workforce and population as outlined above.

It is not surprising that the final scenario with delayed retirement and gender equalization produces

the greatest increase in professional workforces in the selected Member States. However, the ageing of the workforces is very country specific and differs among countries within certain scenarios.

In terms of gender balance in the professional workforces of the selected Member States, clearly it is to be expected that the gender equalization scenarios would improve the balance, and this is indeed the case. All countries except Italy approach a 50-50 gender balance by 2020 and retain this balance. In 2010, the female proportion of the professional workforce ranges from 41 per cent in Germany, to 45 in France and the United Kingdom, to 46 in Italy, to 51 per cent in Sweden. In **S1/MP1** and in **S2/MP1**, these proportions remain more or less constant (as expected). In **S1/MP2** and **S2/MP2** (gender equalization), they increase to 43-45 in Italy, 45-46 in Germany, 46-47 in the United Kingdom, 47-48 in France, and (remain at) 51 in Sweden.

While the trend of development under each scenario is more or less the same for the professional workforce in each of the selected Member States, the size and speed of changes may be different.



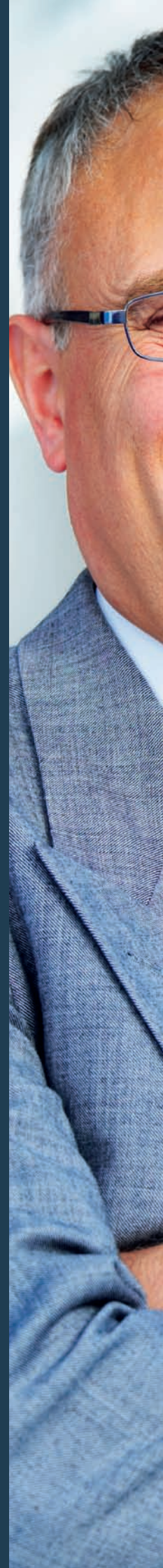
# NOTES

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