



NEW ZEALAND

WORK RESEARCH INSTITUTE

AN INSTITUTE OF AUT UNIVERSITY

NEWSLETTER August 2016 | Issue 23



CONTENTS

Events and engagements	page 2
Recent seminars	page 7
In the news	page 9
Commissioned research	page 10
Upcoming events	page 12

NZ Aged Care Survey 2016

NZ Aged Care Workforce Survey 2016 is now open and seeking participants. This is the second NZ Aged Care Workforce Survey – the first was conducted in 2014.

The purpose of the survey is to provide independent information on the aged care workforce including issues such as workforce demographics, skills and qualifications, job satisfaction and health and safety that all of those in the industry can use. This survey runs across both home care and residential aged care and is open to all employees and managers in aged care nationwide.

Results from the 2014 survey highlighted a number of similarities across both residential and homecare aged caregivers' work experiences. As expected, both home/community and residential care are highly feminised and an older workforce. For both, key sources of job dissatisfaction are low wages, high workload, abuse from clients/residents, and lack of support from managers. However, the issue of a high

workload was raised more by residential caregivers than home/community caregivers as a negative issue for their job. Read the report of [The NZ Aged Care Workforce Survey 2014](#).

The results of the 2016 survey will be made publicly available in a report later this year. From this year we will also be able to start benchmarking key workforce trends in aged care across both surveys. This benchmarking will continue as we roll out further surveys every 2-3 years.

The NZ Aged Care Workforce Survey will be run over July and August 2016 with the report published by the end of 2016.

Go to the [survey for carers](#).

Go to the [survey for managers](#).

The survey is led by Dr Katherine Ravenswood, Co-leader of the Wellbeing and Performance Research Group, with Dr Julie Douglas who are both Senior Lecturers in Management

at AUT and are researchers within the New Zealand Work Research Institute.

For further information please contact Dr Ravenswood at katherine.ravenswood@aut.ac.nz

**Faculty of Business,
Economics and Law**

AUT



Events and engagements

Don't fence me in - exploring the refugee experience

Clarissa Thompson | AUTi | 7 June 2016

The refugee experience was explored at a panel discussion held at AUT.

The event was held as an early celebration of World Refugee Day on 20 June to raise awareness and promote understanding of the 'lived experiences' of refugees and their communities in New Zealand.

AUT's own Professor of Diversity Edwina Pio initiated the event as part of her role as the research leader on the Immigration and Inclusion Research Group and facilitated the panel discussion on the day. In her welcome she asked the audience, "What are we doing to reduce the fears of refugees in our midst?"

"We the people of Aotearoa are not fearful of foreigners, because most of us were once foreigners – descended from immigrants. If we want security, we must give security, if we want opportunity, we must give opportunity and if we want peace, we must give peace in our common home Earth, where we all live under the same roof, the sky," says Professor Pio.

The aim of the event was to start a conversation about being a refugee in New Zealand, by bringing together experts from academia, government, industry and the refugees themselves to share their insights and experiences.

Race Relations Commissioner Dame Susan Devoy is well versed on this issue and is a strong supporter of increasing New Zealand's refugee quota.

Dame Devoy believes we need to, "start educating our young people about being global citizens" in order to make a positive difference in the future. Racial demographics in New Zealand, and particularly Auckland are changing rapidly. A 2015 study by the International Organisation for Migration determined that Auckland has the fourth most foreign-born population in the world.

"Identity is a national issue, because the New Zealand demographic has changed so much in the last few years," says Dame Devoy.

The panel then had an opportunity to share their experiences as refugees living in New Zealand.

AUT student Fatumata Bah arrived in New Zealand in 1996 when she was three years old. Her family was fleeing the civil war in Sierra Leone. Her entry medical examination identified that she had sickle-cell anaemia (a severe hereditary form of anaemia). Bah spoke about how the term 'refugee' has different meanings to different people.

"Our society loves to label. I'm a 'women', 'Muslim', 'black', 'disabled' and a 'refugee'," says Bah.

"The key to success is owning your own narrative. It's in your power whether you accept other people's definitions or labels. Own your own narrative and no one can take it away from you."



Race Relations Commissioner Dame Susan Devoy addresses the audience.



AUT students Fatumata Bah (left) and Benjamin Mugisho.

The other AUT student, Benjamin Mugisho, spoke of the resilience required as a refugee. Mugisho is from the Democratic Republic of Congo and joined his family in New Zealand through the Red Cross unification programme.

“So many things come with the struggle, including name calling and abuse, but as long as it doesn’t kill me, I don’t care,” says Mugisho.

AUT’s Maria Hayward, Programme Manager and Senior Lecturer at the AUT Centre for Refugee Education, has been involved in refugee education for over 25 years. Hayward used her time to debunk six myths about refugees:

1. New Zealand already takes in too many refugees
2. We should be looking after our own people in need first
3. It’s so expensive to bring refugees to New Zealand and they are all on benefits
4. Refugees might be terrorists
5. When New Zealand accepts people under the quota, another 100 people follow every person as part of the family reunification scheme
6. Most refugees are Muslim and bring with them values and beliefs that are negative or violent

Read [Don’t fence me in - debunking the myths](#).

The event was organised by Professor Pio and Lian-Hong Brebner, with help from Maria Hayward and Jin Hong.

The discussion was followed by ‘exotic’ refreshments and storytelling through visual displays, which showcased a number of non-profit organisations that work with former refugees and asylum seekers in the area of advocacy, settlement, education and employment.



A mock refugee camp was a highlight and became a talking point.



The panellists with Dame Susan Devoy (middle).

Why Accessibility Matters

Sandra Noronha | AUTi | 13 June 2016

On Thursday, 9 June, a research forum - Why accessibility matters 2016, was hosted by the Blind Foundation in partnership with the NZ Work Research Institute, Be.accessible, and CCS Disability Action. Associate Professor Gail Pacheco and Sarah Trotman, Director Business Relations, International and Engagement, attended the event.

Gail was the keynote speaker at the forum and presented research on 'Disability, education and the labour market: A longitudinal portrait for New Zealand'. This presentation was the result of a study commissioned by the Blind Foundation in 2015, which analysed unit record data from the Disability Survey (Statistics NZ) over the last three census waves.

The project provided insight into the size and nature of the disabled population in NZ, and how their economic outcomes have changed over the last 15 years – information that is imperative for policy makers and support providers alike. Amongst a myriad of accessibility measures implemented at the forum, the presentation was also produced in braille.

Further information on research, including Gail's presentation and the 'Why Accessibility Matters Discussion Paper' can be found at <https://blindfoundation.org.nz/get-involved/campaign/campaigns/>



In the pursuit of healthy and sustainable work for all

The 10th International conference on Workplace Bullying and Harassment was held in April at the Hilton Hotel in Auckland. The Institute hosted the event with Healthy Work Group, Massey University. Held across three days, the conference was well-attended with delegates representing 20 countries from across the globe.



Keynote speaker for the first day was Professor Duncan Lewis who presented on the topic 'Bullying and Discrimination in Labour Markets Under Change'. Associate Professor Michelle Tuckey gave the keynote on the second with her talk 'Workplace Bullying Research: Looking Back and Looking Forward Towards Prevention'. On the final day, Dr Nils Magerøy delivered the last keynote 'Meeting the Hurt: The Value of an Outpatient Clinic for Targets of Workplace Bullying'.

Conference proceedings can be found at www.aut.ac.nz/_data/assets/pdf_file/0003/669513/IAWBH-2016-Book-of-Proceedings.pdf.

Special interest group sessions and a PhD seminar were also offered prior to the conference. A Kiwiana BBQ dinner gave delegates the opportunity to sample the Kiwi culture.

The International Association on Workplace Bullying and Harassment seeks to stimulate, generate, integrate and disseminate research and evidence-based practice in the field of workplace bullying and harassment. Through this effort we seek to promote fairness, justice and dignity at work for all.

NZAE Conference 2016

The NZAE came back to the AUT Sir Paul Reeves Building in July 2016 for the second time. The conference and the venue were a great success, just like two years ago. This year NZAE welcomed keynote speakers James Galbraith, John Gibson, Janet Currie, and David Teece. Delegates contributed to present over 100 parallel sessions held over three days, in addition to 11 poster presentations - the greatest number in recent years. Feedback from delegates was extremely positive: they enjoyed the stimulating sessions, the excellent hospitality from AUT Events, and the central location that combines plenary keynotes, parallel sessions, and social events all under one roof.

Information on the conference, including the programme and abstracts, can be found at www.nzaeconference.co.nz



Photo: David Teece was a closing keynote speaker.

Celebrating 30 years of the Household Labour Force Survey



The Institute together with Statistics New Zealand, co-hosted a symposium to celebrate 30 years of the Household Labour Force Survey (HLFS) data.

The symposium showcased how this rich data source is changing New Zealand lives. Statistics NZ provided insights into the history of the HLFS and what happens behind the scenes in the collecting of the data. It was a great day with very interesting presentations which are available [here](#).

- Diane Ramsay (Statistics New Zealand) Why did we start the HLFS, supplements along the way, international trends coming up
- David Paterson (MBIE) The changing labour market over the past 30 years - and areas of focus coming up
- Gail Pacheco (AUT) A compilation of minimum wage research using the HLFS
- Bill Cochrane (Waikato University) and Gail Pacheco (AUT) The Gender Pay Gap in New Zealand; evidence from the HLFS and SOWL
- Alan Johnson (Salvation Army) What the HLFS can tell us about the lives of ordinary New Zealanders
- Brian Osborne (RIMU – Auckland Council) How the Council uses socio-economic data
- Sharon Snelgrove (Stats NZ) Redeveloped HLFS at a glance – what is changing and what is staying the same

Following Sharon's presentation on the HLFS redevelopment, please find the following link to the '[Household Labour Force Survey – summary of 2016 redevelopment](#)' paper.



IBM Kenexa **Best Workplaces**

AUT Business School proudly sponsored the IBM Kenexa Best Workplaces Launch Breakfast on Wednesday 20 April. Dr Marcus Ho, Co-leader of the Wellbeing and Performance Research Group, welcomed guests who have embarked on their engagement journey. The audience was inspired by a 2015 Best Workplaces Finalist who has led their organisation on a journey of cultural transformation.

[IBM Kenexa Best Workplaces](#) is the largest and longest running employee engagement survey in New Zealand and a definitive measure for 'best employer' and 'employer of choice', with 16 years of valuable industry benchmarks to measure your business against. It provides you with valuable employee insights to help you improve employee engagement and enables you to create a more successful business.



RHUBNZ - FOR NZ RECRUITMENT LEADERS

- What obstacles will recruiters face in 2016 and beyond?
- What business models will work? How will talent behave?
- What will employers do?
- How will recruiters have a competitive edge?

The AUT Business School hosted the Recruiters' HUB Conference (RHUBNZ) on 27 April. Professor Jarrod Haar welcomed delegates on behalf of the Business School. The event looked at the changing world of recruitment from a supplier perspective. Looking at the business landscape from the perspective of talent service providers.

rhub.co.nz

Tairāwhiti Youth Employment Strategy Workshop/Hui

On 4 May Associate Professor Gail Pacheco delivered her presentation “The Cost of Youth Disengagement” - setting the scene.

The workshop/hui involved key stakeholders working with youth, including employers, industry representatives, tertiary/training providers, educators, Iwi organisations, Government and Non-Government organisations, and youth representatives.

This workshop/hui was the outcome of discussions from interested stakeholders and was developed from a desire to progress the development of a cohesive youth employment strategy for the rangatahi/youth and for the economic benefit of the Tairāwhiti region.

Full research on ‘Estimating the Cost of Youth Disengagement in New Zealand’ is published in the *NZ Journal of Employment Relations* at [www.nzjournal.org/NZJER38\(2\).pdf](http://www.nzjournal.org/NZJER38(2).pdf)

Changing world of work, vanishing jobs and rise of the machine?

Futurists predict that a third of jobs that exist today could be taken by Smart Technology, Artificial Intelligence, Robotics and Algorithms (STARA) by 2025.



Professor Jarrod Haar presented on this topical issue at St Peter's College Career Expo on 15 June. Jarrod discussed the background to these changes and presented some research on New Zealand employees and where they see STARA in the New Zealand workplace. In addition, Jarrod provided some insights into what this might mean for careers and career planning.

Association with Auckland CDANZ

Associate Professor Pacheco presented her talk ‘Understanding the insecure work landscape in NZ’ at the Auckland CDANZ (Career Development Association of New Zealand) AGM on 1 June. CDANZ promotes professional standards and best practice in career development.

The Institute's support for CDANZ continued by co-hosting the National Forum on Lifelong Career Development on 15 July. At his event Dr Dale Furbish and Robyn Bailey presented a Scoping Paper on the state of Career Development in Aotearoa. Professor Jarrod Haar and Huia Hanlen responded, reflecting on the work. Attendees were people working in fields related to workforce development, education and employment relations and HR.

The Future of Work in Taranaki

Gail Pacheco also delivered her ‘Understanding the insecure work landscape in NZ’ presentation as part of a Future of Work event sponsored by the Venture Taranaki Trust.

Bringing together national experts and thought leaders in research, human resources and policy, this event was designed to inform, educate, inspire and spark conversation on the ever-changing nature and world of work.

Gail's presentation looked at the global theme of an increasingly casualised workforce and its impact on NZ? Gail looked at the implications and opportunities for the NZ and Taranaki workforce? The event was attended by over 50 people.

Further information is available at www.taranaki.info/admin/data/business/future_of_work_programme.pdf

Simon Mowatt elected as Fellow of Royal Historical Society

Sandra Noronha | AUTi | 26 June 2016

Congratulations to Associate Professor Simon Mowatt, who was elected as a Fellow of the [Royal Historical Society](http://www.royalhistsoc.org/). He will be joining Professor Paul Moon as one of the few Fellows in NZ. Together they will further strengthen the History@AUT project – a public lecture series aimed at showcasing historical research from AUT's various faculties.

Says Simon, “To be recognised and nominated by other historians for having made a significant, original contribution to historical scholarship is

a great honour. As a business historian my research not only examines the past, but enables us to better understand the present – exploring the roots of contemporary business and society. Many branches of the social sciences are embracing a ‘historical turn’ because of this recognition.”

“This is something I share in common with many of my colleagues across AUT who employ history in research and teaching, contributing to our History@AUT project. It's great to be recognised in an environment where historical



research is coming to the fore.”

Recent seminars

Australian and NZ research on employment relations

A public seminar jointly presented by Professor Mark Bray and Dr Johanna Macneil - 3 May



The Many Meanings of Cooperation in the Employment Relations and their Implications

Abstract: Cooperation in the employment relationship continues to be a widely-lauded goal, but academics, practitioners and policymakers rarely define cooperation. This is problematic because while cooperation generally means working together on common goals, a lack of clarity is a significant barrier to academic discourse and practical implementation in many organizations and countries. Our paper therefore carefully develops a framework of six key perspectives on cooperation rooted in five assumptions. This reveals that genuine cooperation is confined to just two of these types, collaborative pluralism and consultative unitarism, with other perspectives seeing cooperation as unnecessary or unwise. A dynamic analysis of these six perspectives further demonstrates the challenges of transitioning to either of the two cooperative regimes and then sustaining such cooperative regimes.

The 'Leadership Thing': The Role of Key Individuals in the Transformation to Union-Management Cooperation

Abstract: Although it has long been a central theme in the management literature, the topic of leadership receives little respect or attention from employment relations scholars. However, in our research, participants in two separate projects in heavily unionised, blue-collar workplaces volunteered 'the leadership thing' by particular individuals as central to the success of a transformation to union-management cooperation. We review the management literature for concepts of leadership that help explain our evidence. While it is vital to contextualise the impact of leadership and recognise the importance of other explanatory factors, we argue that a particular kind of leadership – dual leadership – exercised by senior individuals from management and union can contribute to successful and cooperative change. This focus on leadership may help explain why successful union-management partnerships are challenging to create, and difficult to sustain.

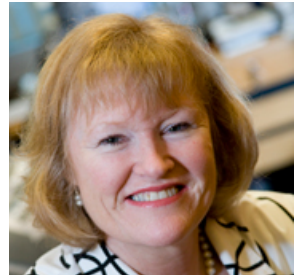
Read about [Professor Mark Bray](#).

Read about [Dr Johanna Macneil](#).

The impact of generation upon employee performance

A public seminar presented by Associate Professor Kate Shacklock - 17 May

Abstract: The performance of employees has been examined from several traditional management perspectives and continues to be a challenge for organisations and their management. One contemporary research issue is the impact of today's multi-generational workforces, and whether this leads to inter-generational tension, management complexities or affects employees' intentions to stay. This seminar presents the research on generations in the workplace, then the findings from one study that uses a different approach – an employee's generation - to examine intentions to stay working. In that study, six variables were found to influence registered nurses' intentions to continue working as nurses, and there were differences by generation. Further, managers reported managing the generations differently. An overview of this and other studies published in this generation's area will be presented, as well as suggestions for future research.



If you would like information on this seminar, email: work.research@aut.ac.nz

Read about [Associate Professor Kate Shacklock](#).

Discrimination Law

A public seminar presented by Dr Tarunabh Khaitan - 25 May

What is discrimination? Why do we have discrimination law? Can we justify special action or rights for selected groups in society?

Noted Oxford academic has done some of the serious thinking about these issues for us. The Employment Law Forum hosted a thought provoking address by Dr Tarunabh Khaitan, Law Fellow at Wadham College, Oxford on the main thesis of his book, [A Theory of Discrimination Law](#), published by Oxford University Press.



Commentary was provided by human rights specialists, Associate Professor Kris Gledhill, AUT Law School and Dr Jane Norton, Auckland University Law School.

Read about [Dr Tarunabh Khaitan](#).

Testing theories of gender discrimination using linked employer-employee data

A public seminar presented by Dr Isabelle Sin - 27 April

Abstract: Women in New Zealand earn, on average, 18-25 percent less than comparable men. In this paper, we use a decade of annual wage and productivity data from New Zealand's Linked Employer-Employee Database, which covers nearly the entire economy, to jointly estimate firm production functions and wage bill equations to evaluate whether differences in worker productivity explain why women get paid, on average, less than statistically similar men and, if not, whether the pay gap is indicative that women are discriminated against in the labour market. We next exploit heterogeneity in measured discrimination across industries and over time, along with detailed data on firm profitability, sector competitiveness and other firm characteristics, to evaluate different economic theories of the persistence of discrimination.



Read about [Dr Isabelle Sin](#).

Wage Changes in the Irish Labour Market: Within and Between-Firm Effects

A public seminar presented by Dr Aedín Doris - 13 June

Abstract: Previous work on the Irish labour market (Doris et al., 2015) found that a substantial proportion of Irish workers were affected by earnings cuts after the onset of the Great Recession, particularly in 2009 and 2010; however, there was substantial heterogeneity in earnings changes, with many workers experiencing increased earnings at the same time as others suffered cuts. In this paper, we focus on the importance of the firm in driving these earnings changes, using a unique matched employer-employee dataset covering every firm and worker in Ireland from 2005-2013. We first examine the relative contribution of within-firm and between-firm heterogeneity to the overall observed heterogeneity in earnings changes. We find, contrary to our expectations, that the vast majority of the variance arose within firms. We then use econometric analysis to examine the determinants of wage changes within and between firms, finding roles for gender, nationality and age, as well as the initial position in the earnings distribution.



Read about [Dr Aedín Doris](#).

Why is “clean green” NZ one of the least developed organic markets in the world?



Leader of the Business and Labour History Group, Associate Professor Simon Mowatt, delivered the first of a series of five public lectures as part of History@AUT. His lecture, [How did “Clean and Green” NZ lose the Organics race?](#) draws parallels between Denmark and New Zealand and their position in the organics market. It explores how NZ, which had many similarities and endowments to Denmark – sharing similar sizes and populations, strong export dairy sectors with a history of cooperatives, and linkages to the roots of the organic movement, developed so differently, especially for a country which positions itself on its ‘clean green image’.

Watch Associate Professor's lecture on Livestream at livestream.com/accounts/5183627/events/5558522

In the news

Coming soon: The New Zealand Aged Care Workforce Survey 2016

INSITE | MAY 2016

The purpose of the survey is to provide independent data on the aged care sector that can inform policy at national and organisational levels. As such, each iteration involves careful consideration of the survey instrument in relation to the changes in the sector and regulatory environment.

www.insitemagazine.co.nz/issues/may-2016/coming-soon-the-new-zealand-aged-care-workforce-survey-2016/#.V3XhErh9671

The emotional labourer

CANVAS | 7 MAY 2016

In my experience, women do perform a wider range of unpaid tasks than men, and there is a “long history” of that unpaid work being undervalued - Associate Professor Candice Harris

www.nzherald.co.nz/lifestyle/news/article.cfm?c_id=6&objectid=11634205

Bosses the overtime winners

THE NEW ZEALAND HERALD | 10 MAY 2016

New Zealanders worked longer hours than staff in almost all other developed countries - Professor Erling Rasmussen

www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11636297

Migrant youth in NZ face daily struggle with identity

THE NEW ZEALAND HERALD | 18 MAY 2016

Migrant parents generally suffer from a conflict between their fear of losing their children to the new culture and their aspirations for their children to have a better life - Professor Edwina Pio

www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11640203

At home in spite of racism

THE NEW ZEALAND HERALD | 30 MAY 2016

Imagine if a few families get together across the country and adopt every single refugee family ... to mutually share their experience, skills, joys and sorrows. This then is the preparation needed to transition refugees to cross that nebulous territory of ‘no man’s land’ to jump over the fence - Professor Edwina Pio

www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11647176

Young unemployed losing out in digital age

RADIO NEW ZEALAND | 3 JUNE, 2016

If people were out of the system when they were young it was very hard for them to catch up – Associate Professor Gail Pacheco

www.radionz.co.nz/news/national/305505/young-unemployed-losing-out-in-digital-age

[Listen to Gail’s interview on the Morning Report.](#)

The Future of Work

RADIO NEW ZEALAND: INSIGHT | 5 JUNE, 2016

What NZ needs to do to prepare for a future of jobs that don’t even exist yet. Gail Pacheco’s interview begins at 20:50.

www.radionz.co.nz/national/programmes/insight/audio/201803034/insight-the-future-of-work

Helping NEET to become NEAT

THE GISBORNE HERALD | 9 JUNE, 2016

Gail Pacheco presented findings from The Cost of Youth Disengagement study.

gisborneherald.co.nz/opinion/2337591-135/helping-neet-to-become-neat

How to prepare your kids for the robot revolution

THE NEW ZEALAND HERALD | 30 JULY 2016

Soft skills - our most human attributes - that will be hardest to replicate. – Professor Jarrod Haar

www.nzherald.co.nz/business/news/article.cfm?c_id=3&objectid=11683100

Commissioned research

Recent commissioned studies:



[Auckland Co-Design Lab, MBIE](#)

Project: The Attitude Gap Challenge: Research evidence and case studies

Description: This project contributed to a multi-agency challenge set up to test the “attitude gap” between youth expectations of employment and employers expectations of work readiness in South Auckland. The challenge was hosted by the Auckland Co-Design Lab and the team used a co-design approach to collect insights on the attitudes, views and experiences of young people, employers, and whanau in South Auckland. The project supported the challenge by providing research summaries of key insight areas, summarising findings from the international and New Zealand literature. Several case studies were also presented, which highlighted interventions that successfully resolved challenges highlighted by the young people, employers and whanau in South Auckland.



[Diversity Works NZ](#)

Project: New Zealand Quarterly Diversity Survey

Description: The Institute partnered with Diversity Works NZ and the Chamber of Commerce, Northern, to survey New Zealand organisations about a broad range of diversity issues.

Kiwi companies believe wellbeing is important, but bullying and harassment is still growing and women in leadership positions has increased.

New Zealand businesses rank wellbeing as a top priority, according to the latest research, but incidents of bullying and harassment are continuing to climb. The survey also shows a significant jump in the percentage of females working in leadership or decision-making teams.

Upcoming events



2 August [**Ambiguous Charm of Multiple Identities**](#)

Part of the AUT Diversity Week events

Join the Immigration and Inclusion Research Group to explore ‘Seven fabulous immigrants challenge and disrupt monochrome perceptions of identity through modern narrative frames’.

4 August [**Employment Rights after Brexit**](#)

Speaker: Professor Tonia Novitz (University of Bristol)

What will Brexit mean for human rights, anti-discrimination law and workers’ rights in the UK jurisdiction? What gets lost? Could the common law compensate? What about collective labour rights? How will these changes be reflected in New Zealand law?

Come and hear a leading UK expert (who began her legal career at Rudd Watts in NZ) elucidate potential Brexit effects for us. And join in the discussion of the implications for employment rights in our own jurisdiction.

31 August [**Will Robots Take Your Job?**](#)

Speaker: Nick Srnicek

A range of studies in recent months has warned of an imminent job apocalypse. The most famous of these suggests that up to 47 per cent of US jobs are at high-risk of automation over the next two decades. Another study finds 54 per cent of EU jobs are likely automatable, while the chief economist of the Bank of England has argued that 45 per cent of UK jobs are similarly under threat. This is not simply a rich country problem either, as low-income economies look set to be hit even harder by automation. It would seem that we are on the verge of a mass job extinction. But is this the case?

12 September [**Managing Resilience in the Workplace Symposium**](#)

This is a full day symposium showcasing the latest research and workshops for managing resilience in the workplace. In addition, we are featuring two leading experts of managing resilience in the workplace speaking about how resilience can be managed: Sharron Botica, Chief Officer People and CSR, Sovereign Insurance, and Associate Professor Martie-Loiuse Verreynne, University Queensland. Networking and refreshment sessions will be available throughout the symposium.

1-2 December [**Meaningful Work Symposium**](#)

The concept of meaningful work is experiencing a renaissance at a time when many are also questioning the future of work: how it is organised, towards what purpose, whom benefits from work and how engagement in work affect who we are becoming as human beings.