

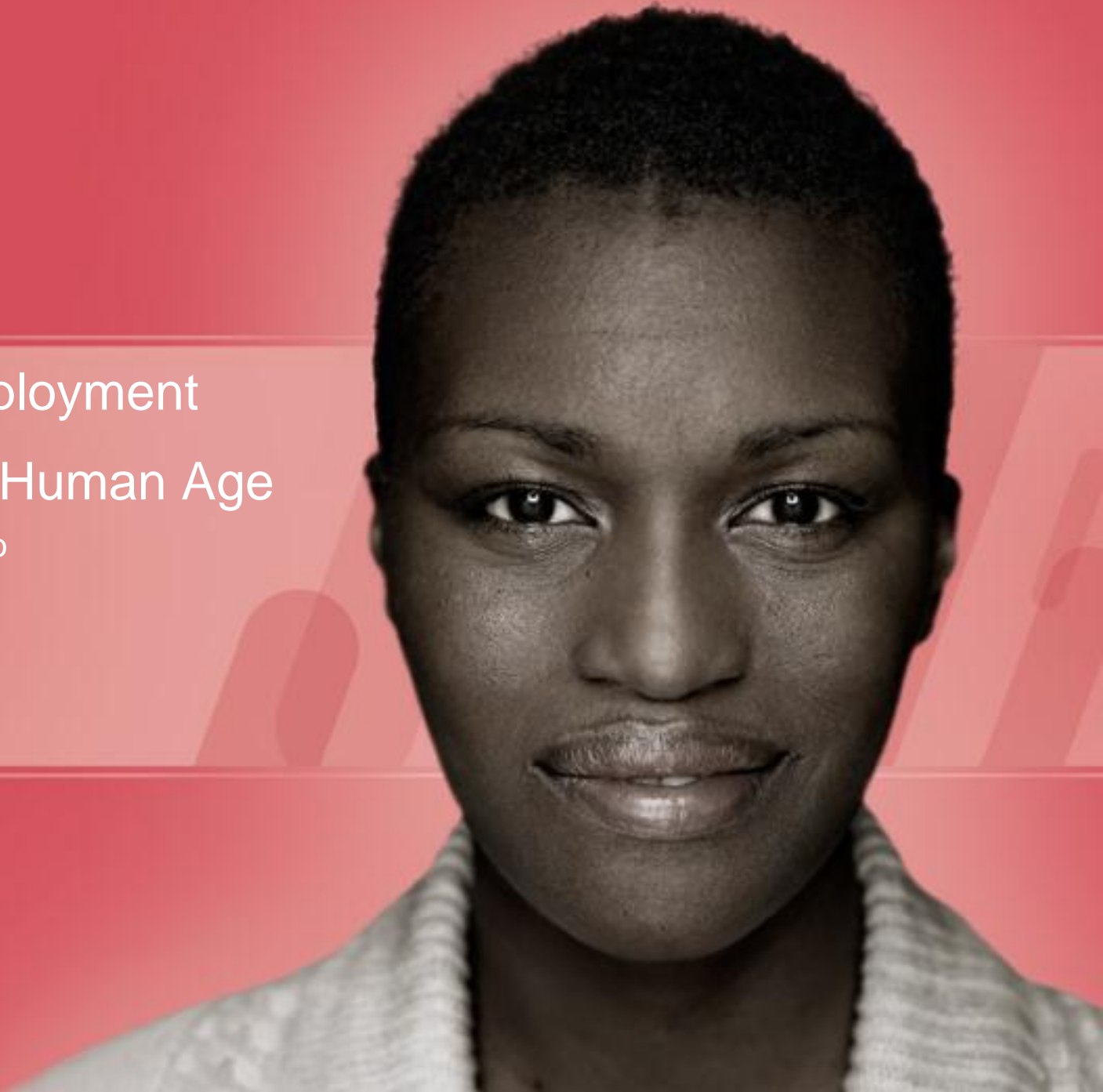
Immigrant Employment Outlook in the Human Age

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March 2012



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ManpowerGroup



ManpowerGroup™

ManpowerGroup™ is the world leader in innovative workforce solutions. We leverage our global reach and local expertise of tens of thousands of people across more than 80 countries, making it possible for businesses to access the talent they need when they need it.



ManpowerGroup™
Solutions

ManpowerGroup™ Solutions provides clients with human resources outsourcing services primarily in the areas of large-scale recruiting and outcome-based workforce-intensive initiatives, thereby sharing in the risk and reward with our clients.



Experis™
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Experis™ is the global leader in professional resourcing and project-based workforce solutions. With operations in more than 50 countries, we deliver 53 million hours of professional talent specializing in IT, Finance and Engineering to accelerate clients' businesses each year.



Right
Management®
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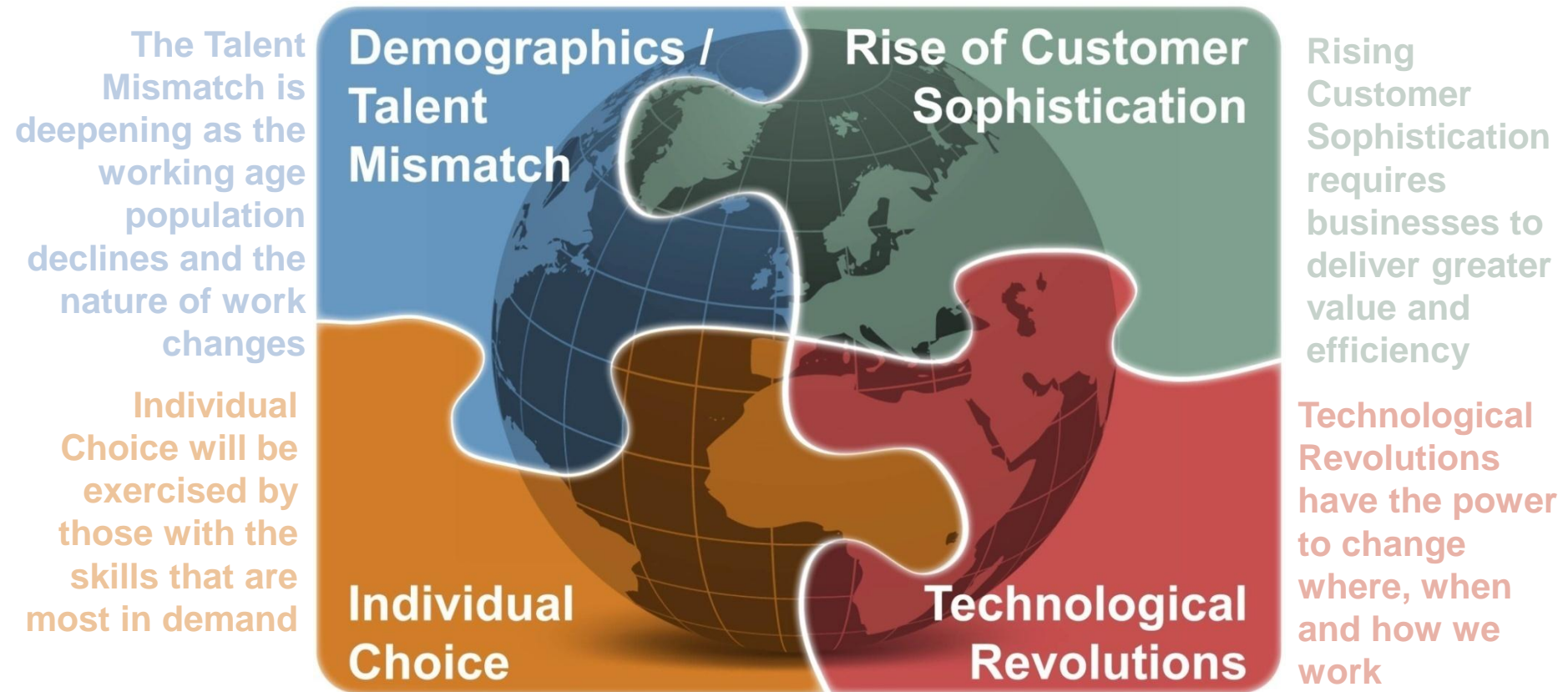
Right Management® is the global leader in talent and career management workforce solutions. Through our innovative and proprietary process, we leverage our expertise to successfully increase productivity and optimize business performance.



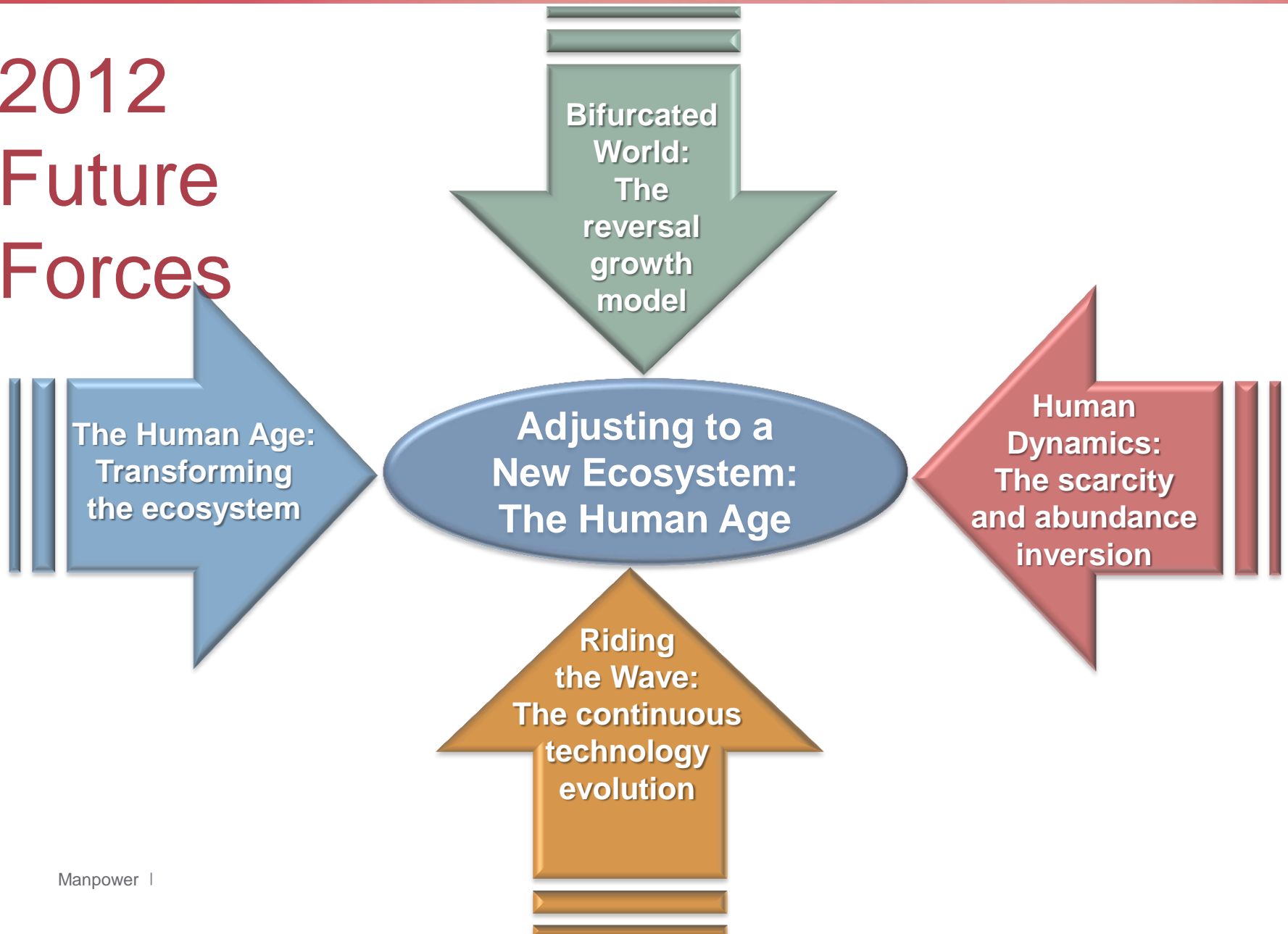
Manpower®
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Manpower® is the global leader in contingent and permanent recruitment workforce solutions. We provide the personal flexibility and agility businesses need with a continuum of staffing solutions.

Major Trends Impacting the World of Work



2012 Future Forces

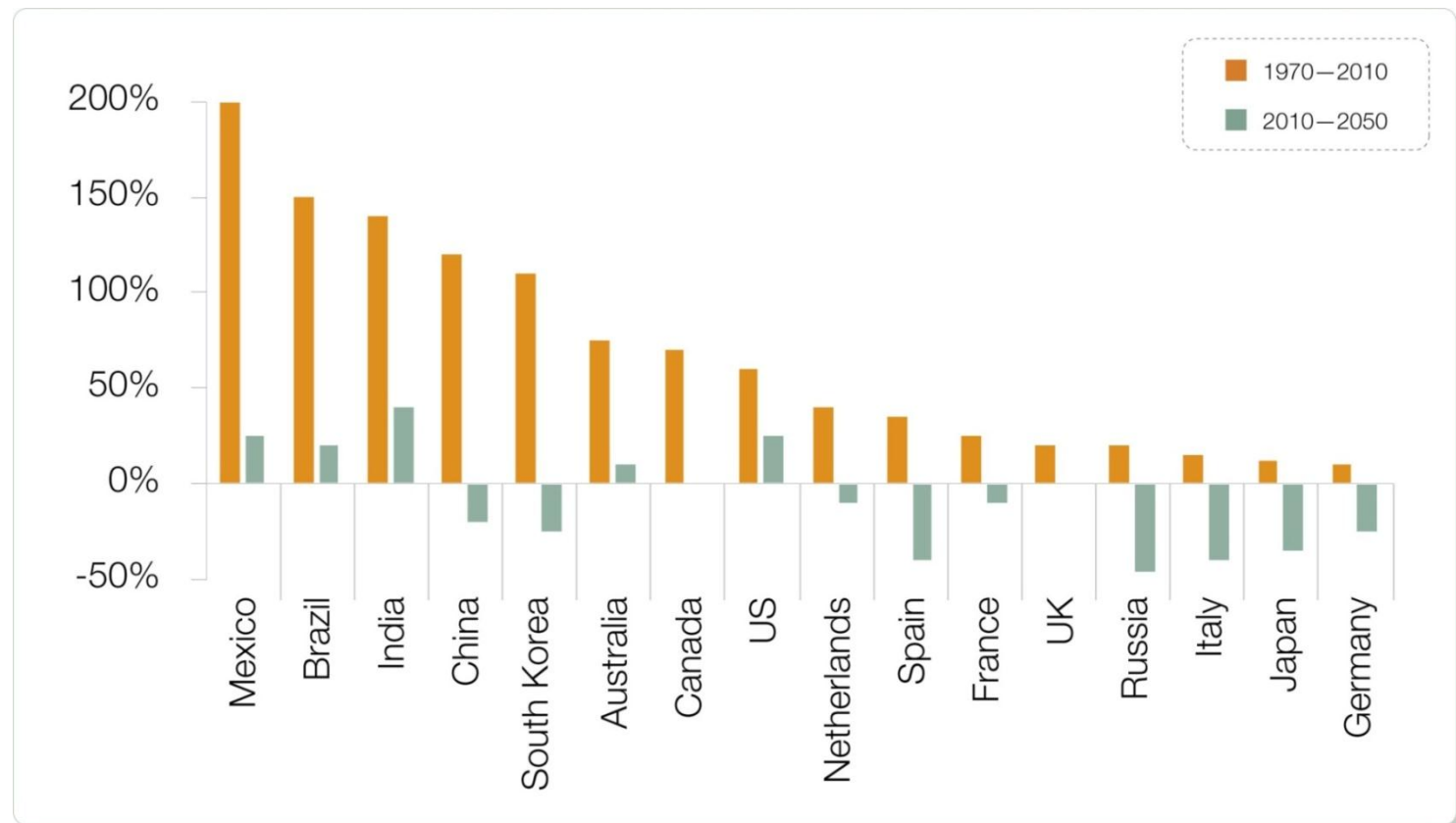


Human Dynamics:
The scarcity and
abundance
inversion is creating
the need for the
preservation of
human capital,
strategic migration
and collaboration
with government on
labour policy



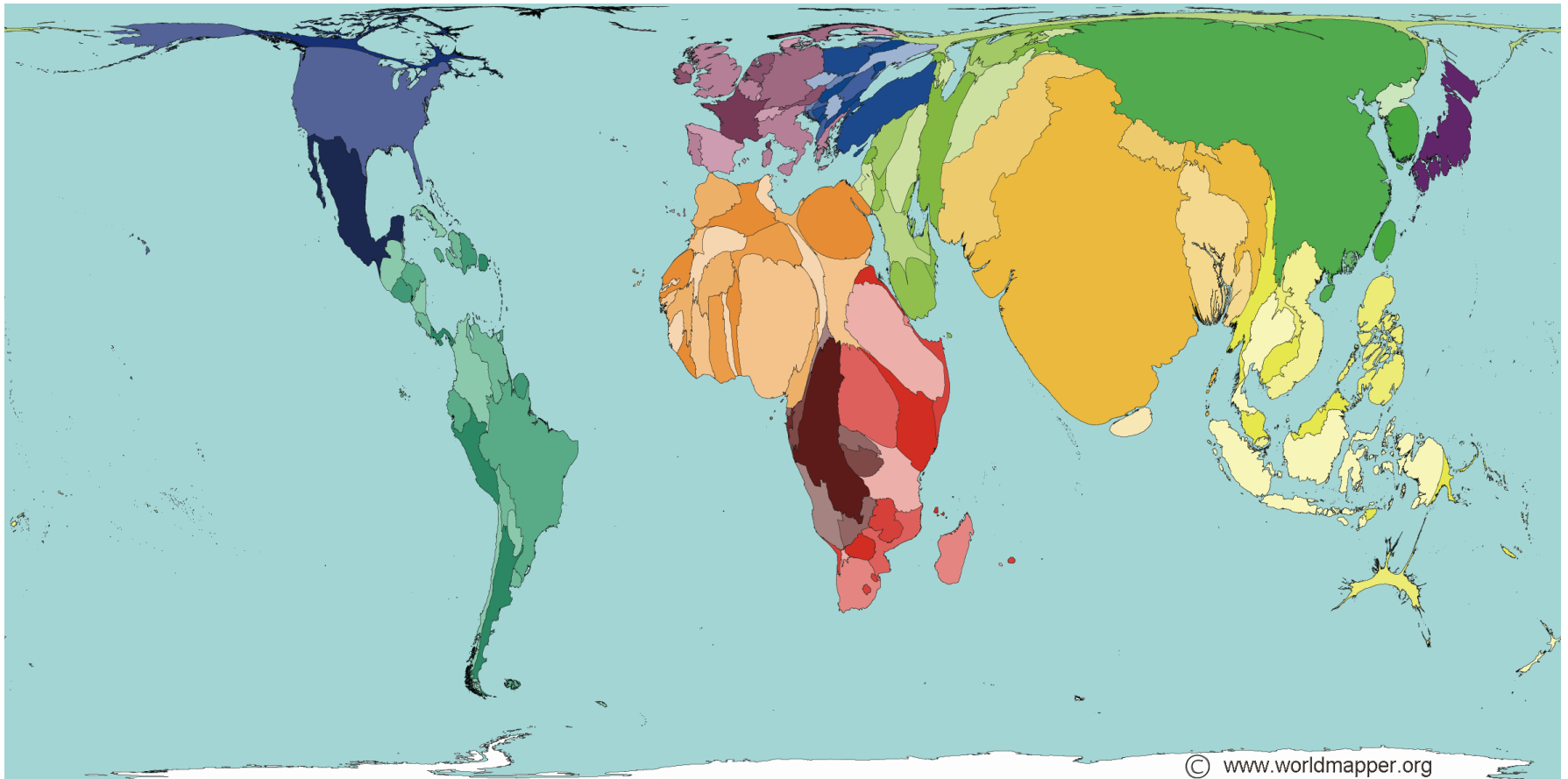
Human Dynamics: The Scarcity and Abundance Inversion

The Global Working Age Population



The Global Demographics

World Map According to Population Distribution by 2050



The Canadian Facts

By 2031

25-28% of the population will be foreign born

Between 11.4 & 14.4 million people will belong to a visible minority group

Allophones accounted for **>10%** of the population in **1981** and it is projected that by **2031** they will account for **30%**

344,000

The average of **Canadians** turning **65** each year

140,400

or 4.9% of the working population consider themselves underemployed in 2010

Immigrants share of population growth

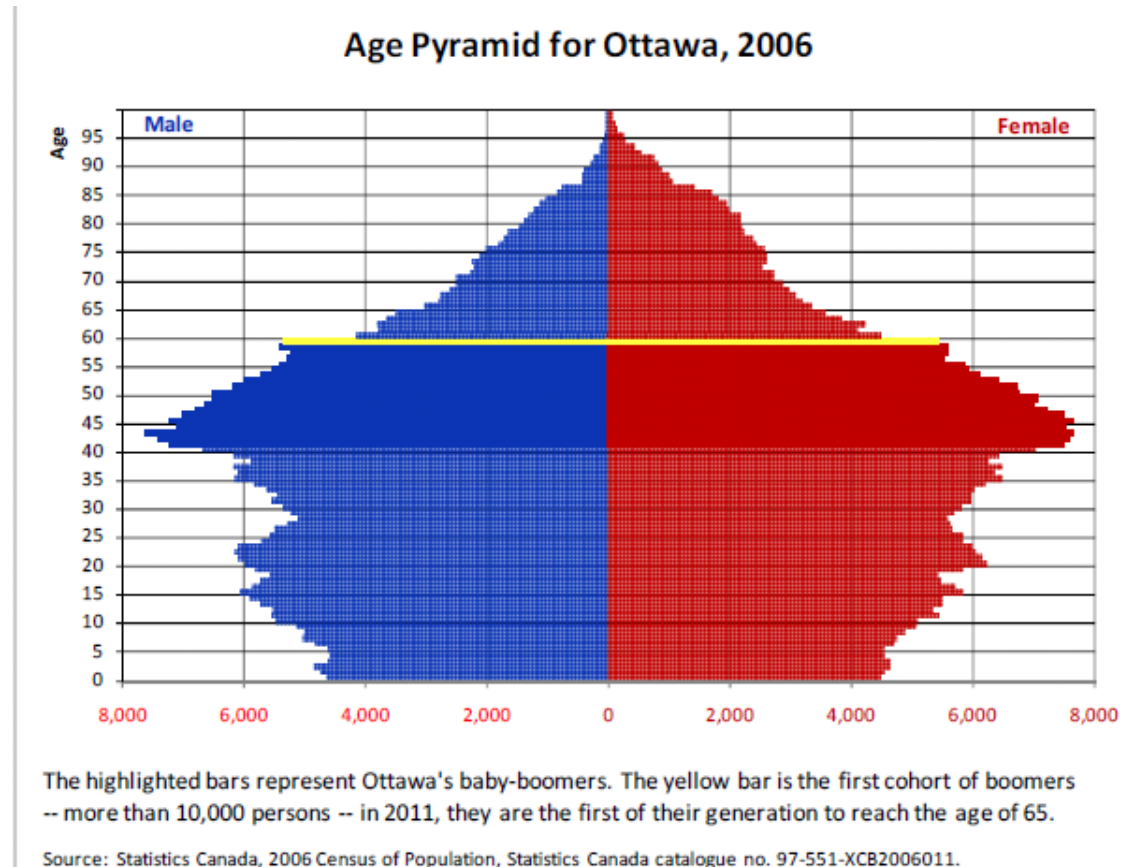
Table 24.a
Estimated components of population growth

	2003/2004	2006/2007	2009/2010 ^p
	number		
Births	337,762	360,916	381,382
Deaths	228,829	233,825	247,556
Immigrants	239,083	238,125	270,512
Emigrants	39,038	49,155	54,081
Returning emigrants	23,153	30,300	25,371
Net temporary emigrants	20,169	20,169	20,168
Net non-permanent residents	10,149	27,467	33,108

Note: Period from July 1 to June 30.

Source: Statistics Canada, CANSIM table 051-0004.

Age pyramid for Ottawa



The Ottawa Facts

On average, entrants to the labour market is shrinking by 5% annually

Statistics Canada

The **hiring outlook** for Ottawa has been **positive** for the past **8 Quarters** –

Manpower Employment Outlook Survey

3,266 The average number of immigrants that join Ottawa's labour force annually

Citizenship & Immigration Canada

On average **10,000+** residents will turn 65 each year for the next **15 years** -

Statistics Canada

16% of the population is comprised of visible minorities

Canada Year Book 2011 – Statistics Canada

Unemployment Rates

Unemployment Rates, 1981-2006



Source: Statistics Canada, RBC Economics Research

Immigrant Earnings as a proportion of Canadian born earnings.

Table 13.a
Visible minority groups, by selected census metropolitan areas

	2006	2031	2006	2031
	thousands		%	
Montréal	604	1,521	16.4	31.0
Toronto	2,281	5,572	42.9	62.8
Vancouver	910	2,061	41.7	59.2

Note: The medium-growth projection scenario combines medium fertility, life expectancy, immigration, immigration observed from 2001 to 2006, and medium internal migration.

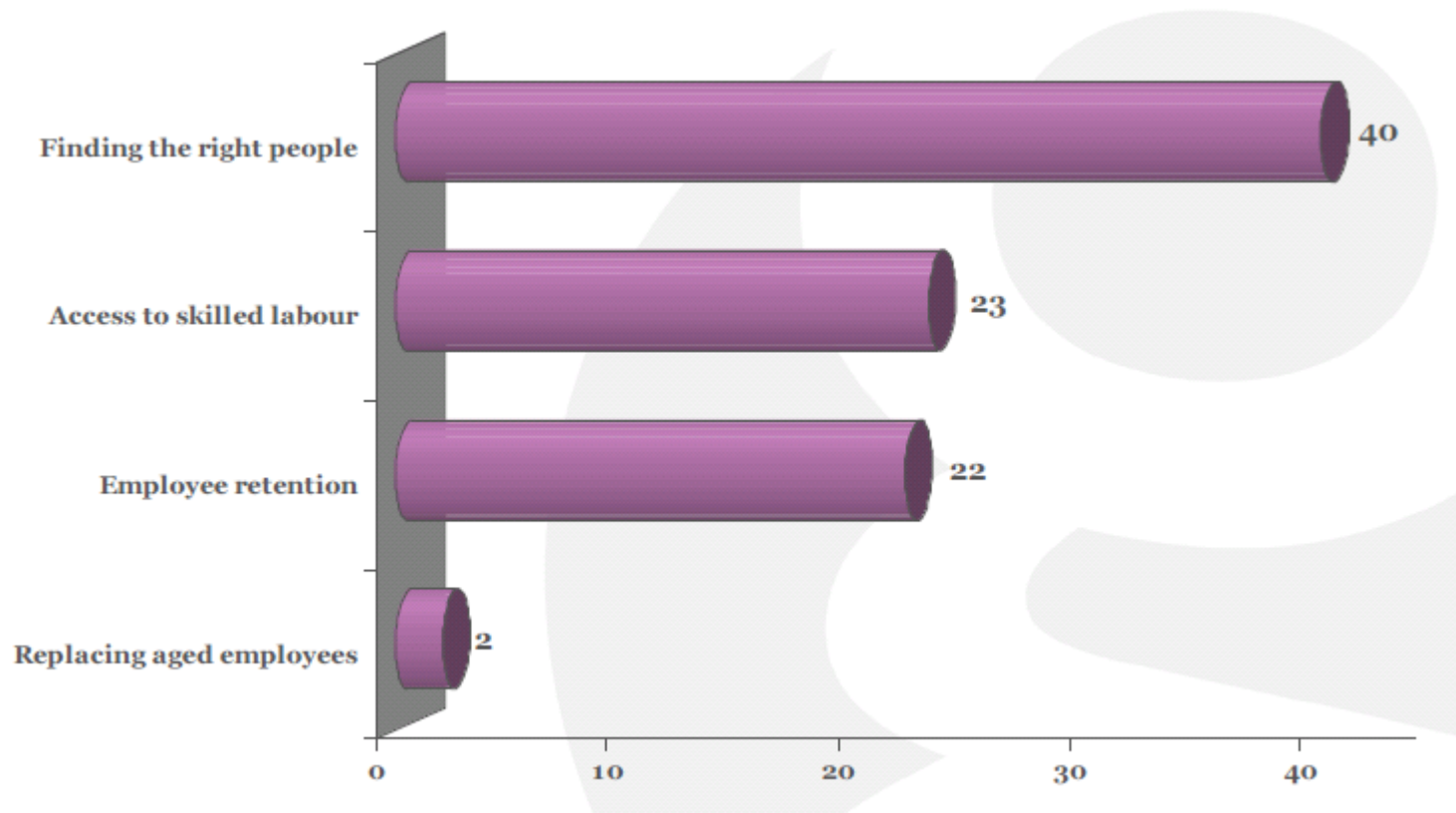
Source: Statistics Canada, Catalogue no. 91-551-X.

Employment & Wage Gaps

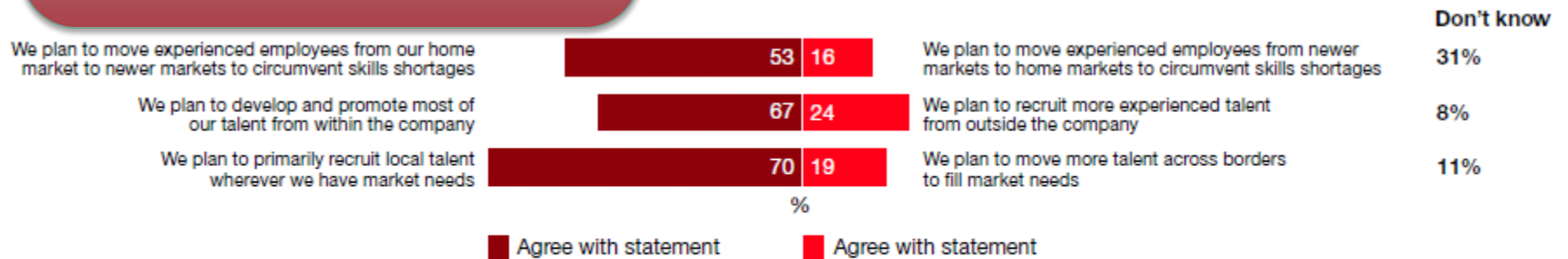
- Quality of Education
- Language Skills
- Discrimination
- Credential recognition
- Skills match



Biggest HR challenge facing your company?



Q: With regards to plans for your global workforce over the next 3 years, which of the following statements do you feel is more likely to occur?



Base: All respondents (1,258)

Source: PwC 15th Annual Global CEO Survey 2012

73% of Canadian Business Executives identified the recruitment and integration of qualified candidates as one of their top sources of work stress –

Possible employer barriers

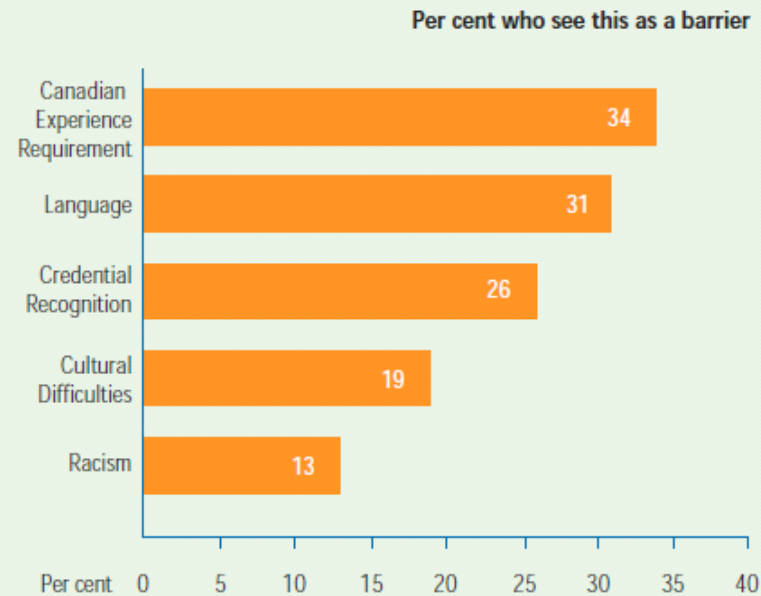
- Lack of familiarity with international credentials and experience
- Preference or requirement of Canadian work experience
- Concerns about language and communications
- Awareness of and access to skilled immigrant talent pools and local immigrant communities
- Immigrants and employers not in the same networks
- Requirements related to security clearance and citizenship

Obstacles to employment

- Difficulty obtaining Canadian work experience
- Employers not able to recognize international education, training and experience
- Insufficient information about employment opportunities and requirements
- Lack of professional networks
- Lack of occupation-specific terminology in English or French
- Lack of targeted training programs to bridge gaps in qualification
- Lack of information in job descriptions

Immigrants perception of barriers to entry into the workforce

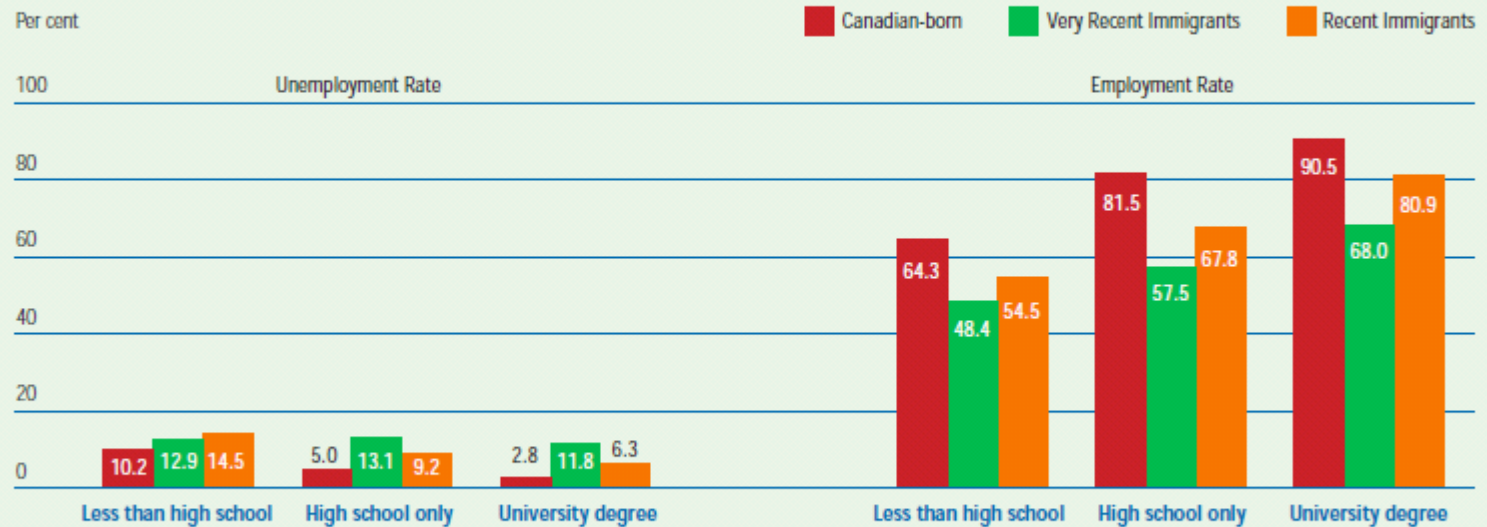
[9] Recent immigrants* perceptions of barriers to entry into the workforce, Toronto 2003-06



*In Canada within 2-5 years prior to survey;
Source: Institute for Research on Public Policy

Labour Force Statistics by educational attainment

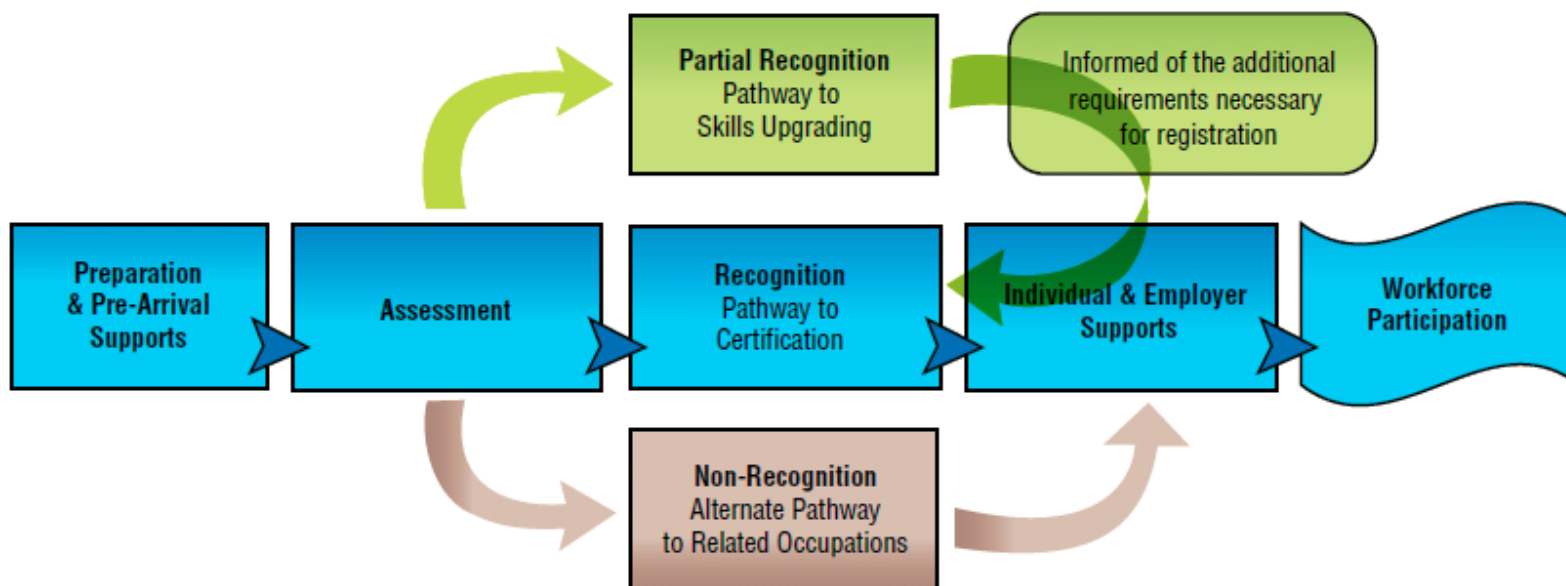
[5] Labour force statistics by educational attainment by immigrant type*, 2006



*'Very recent' refers to those who have been in Canada 5 years or less, 5-10 years for 'recent', ages 25-54;
Source: Statistics Canada

Government Solutions -

PATHWAYS TO RECOGNITION IN CANADA



Immigrant Integration techniques

- Do your research before coming to Canada
- Seek out learning opportunities
- Set a budget and track your spending
- Seek a mentor within your organization
- Volunteer in the industry you wish to work
- Utilize your resources (gov't of Canada website)

Employer Initiated Solutions



New People Practices

Contemporary people practices and philosophies for the 21st century refine how to hire, reward, engage and develop talent.

- Develop comprehensive workforce strategies that include diverse recruitment and consider the changing demographics of your company and the country
- Rethink philosophies on hiring, on boarding and development
- Encourage networking and formal mentoring



New Work Models

Mixing permanent, contract and virtual employees helps control costs and tap a greater range of skills.

- Adopt a “glocal” perspective – capitalize on the first hand exposure and experience that immigrants bring from emerging markets
- Collaborate with governments to build out training programs and recognize international education and experience



New Talent Sources

Employers can improve their workforce pipeline by looking at different sources of talent and reskilling talent within their reach.

- Strategically migrate in-demand talent within and across countries
- Reevaluate how to recruit, develop, compensate talent – consider communications in more than to 2 official languages
- Use social media and traditional networking to drive innovative thinking



How can we
help you
navigate the
Human Age?

