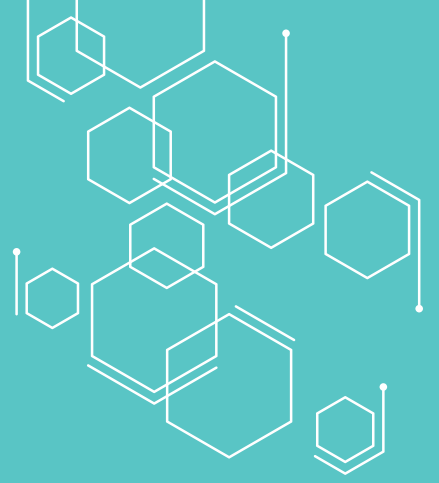


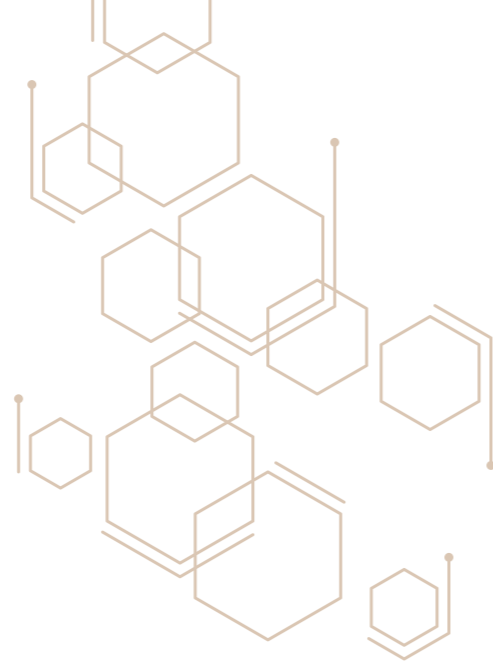
FUTURE of WORK



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A MESSAGE FROM **Business Chamber Queensland**

The future of work is an evolving and critical issue for all Queensland businesses, both now and into the future.

It's why we worked with Australian Retirement Trust to understand emerging trends in Queensland's future of work and how businesses can plan for their future growth and workforce sustainability.

Business Chamber Queensland's Future of Work Report highlights key drivers in future of work trends and how they'll impact Queensland businesses now and in the future. The report is a valuable asset in supporting Queensland businesses to strategically plan for future opportunities.

Businesses of all sizes and from across the state are proactively transforming their workforce, workplace and work life and looking to how they can maximise long-term business opportunities and respond to emerging trends.

Thank you to the hundreds of Queensland businesses who participated in the survey, direct discussions and focus groups. Your perspective from the Queensland business community enabled us to understand critical insights into future workforce, workplace and work life trends and how you expect those trends to influence your businesses now and long-term.

We've included in this report recommended actions for business, government and industry to ensure Queensland businesses remain competitive and resilient long-term as well as services, training and workforce planning resources and the Future of Work self-assessment workbook for businesses to use to plan for their own future of work.

This is an important time for Queensland businesses with a decade of opportunities ahead of us.

Now is the time for businesses to be preparing to ensure they're best placed to capitalise on these opportunities. The Future of Work Report will help Queensland businesses plan for the future.

Heidi Cooper
CEO



INTRODUCTION

What is the future of work for Queensland?

In developing this report, Business Chamber Queensland set out to consider a holistic view of the future of work for Queensland businesses and their staff. We looked into emerging and future trends that have the potential to change how we all work, as well as how business, industry and government may need to plan to remain competitive and resilient into the future.

Definitions of the Future of Work:

The future of work describes the changes in how work will be done in the near future, influenced by technological, economic, social, political, legal and environmental shifts.

The context of this report is driven by the radical shifts accelerated by globally unprecedented trends such as the COVID-19 pandemic, the geo-political tensions of 2022, and the global net zero transition. In this report, we consider emerging trends and predicted changes in the near future, or over a 5 to 10 years period in Queensland.

The future of work can be described through the interactions of three dimensions of an organisation:

- Workforce: the labour and skills required at work
- Workplace: the location, operation and organisation of how we do work
- Work life: the culture and meaning of work

In 2022, Queensland is positioned at a unique point in history, with opportunities on the horizon which will present significant growth and meaningful change to how we work and do business. These opportunities include:

- Recovery and growth opportunities following the global pandemic
- The 2032 Brisbane Olympics and Paralympic Games, including legacy projects and initiatives, and international trade opportunities,
- A transition to a net-zero economy and the adoption of sustainable business practices, and
- Broader global social, political and economic shifts.

The way that we work is continually evolving, and these shifts and advances are a critical issue for all businesses. With external pressures from technology, political tensions and environmental impacts, the future of work has rapidly progressed for businesses globally and in Australia. All these factors bring rare opportunities for change, and in the middle of all these factors, Queensland has the unique position to be ahead of the game when it comes to future proofing our businesses.

Purpose

In this study, Business Chamber Queensland sought to understand the unique challenges businesses in Queensland may face, with a particular focus on the experience of small and medium businesses.

Jobs Queensland, in 2021¹, emphasises that while small business owners and managers had awareness that they need to put in place actions to respond to an increasingly complex operating environment, many are unsure how to respond, where to find help or lack the capacity to address these needs.

In addition to presenting recommended actions for how government can help support businesses adapt to future trends, this report aims to provide meaningful insights and practical advice for Queensland businesses to strategically plan for their future.

Our hope is that this report also informs further collaboration – between the wider Queensland business community and all levels of government – to rapidly prepare the state for future opportunities.

1. Jobs Queensland, 2021, 'Future work for small business: Skills, capabilities and potential' <https://jobsqueensland.qld.gov.au/projects/smallbusiness/>

Methodology

Business Chamber Queensland considered insights from existing contemporary studies on the future of work, looking into both global and Australian trends and local experiences of Queensland businesses in recent years.

Business Chamber Queensland conducted further research to add to the conversation and to provide a Queensland business perspective and experience.

The Future of Work survey conducted by Business Chamber Queensland was open for three weeks from 28th July 2022. The survey achieved the sample of 563 business respondents from across Queensland. (See Appendix A for profile of survey sample.)

Business Chamber Queensland also engaged the wider business community in Queensland through:

- A virtual workshop with Queensland businesses and the Queensland Regional Chamber network
- An in-person workshop with Queensland industry leaders and corporate representatives
- A virtual forum with HR services leaders across the state
- Qualitative discussion with businesses of interest

Business Chamber Queensland adopted a theoretical framework to describe the future of work experience for Queensland businesses through the lens of workforce, workplace and work life, discussed further overleaf.

Acknowledgement

Business Chamber Queensland would like to thank the following organisations for contribution to our workshops and consultations:

- Brisbane Airport Corporation
- Brisbane Inner West Chamber of Commerce
- Caloundra Chamber of Commerce
- Gilchrist Connell
- Go1
- Mitsubishi Motors
- Motor Trades Association Queensland (MTAQ)
- Populous
- PwC Australia
- Queensland Futures Institute
- Queensland Social Enterprise Council (QSEC)
- Queensland Tourism Industry Council (QTIC)
- Queensland Council of Social Services (QCOSS)
- Townsville Chamber of Commerce

We would also like to thank the HR Circle Forum, hosted by Gilchrist Connell, and all participants.

We also extend our thanks to the wider regional chamber network for their participation and discussion on this topic.



THE THREE DIMENSIONS OF WORK

This report utilises a framework with three dimensions of work encapsulating the working experience: workforce, workplace, and work life². The intention is to prompt a discussion on future of work through multiple lenses, perspectives and experiences.

In practice, businesses may find aspects in their operating model that do not fully fit in one single dimension but may still see these aspects in the overlapping sections of the dimensions described in this model.

2. The Future of Work model adopted was based on the Future of Work model developed by PwC. Source: PwC Australia, Future of work, 2021 www.pwc.com.au/important-problems/future-of-work-design-for-the-future.html



Workforce

The resources required at work.

This dimension describes the people, the skills and capabilities required at work, as well as the technology available to enable or enhance this experience. Considerations for future workforce normally include:

- Who is at work and what are their roles
- The skills needed at work
- The tasks and roles that the workforce perform
- The space and processes that can benefit from automation practices



Workplace

Place, space and structure of work.

This dimension encompasses the definition of the place of work, the space where work is conducted, as well as the organisational structure and support system in place that facilitates the working requirements. For instance, workplace would address the following topics:

- The physical and digital environment where work is structured and undertaken
- Working hours and level of availability required for employees during working hours
- The team's operating structure, including reporting and performance measurements



Work life

The holistic aspects of work, arrangements to make work fair, meaningful, sustainable and fitting for the purpose of the role.

The work life dimension in this report discusses the dynamics of work life and considers shifts in trends and experiences of both employers and employees.

Work life encompasses the environmental and cultural aspects of work, outside the skills, tools and technology provided and required for work.³

Typically, the following aspects are encapsulated in work life:

- The leave arrangements, including support for personal leave, carers' leave and parental leave
- Conflict managements and how employees are supported, listened to, and protected
- Mental health and resilience measures for crisis control
- Personal and professional development for employees
- Environmental, Social and Governance (ESG) criteria that govern the work experience

3. Work-life balance is normally described as the equilibrium between personal life and career work for workers. Work life is a concept introduced in this report to refer to the social and cultural aspect of work, of how workers interact with employers and others in the working environment.



Figure 1: The three dimensions of work: workforce, workplace, work life



THE FUTURE QUEENSLAND WORKFORCE

Workforce refers to the people, the skills and the technology required to work. Both the mix and the nature of these components are rapidly changing.



In 2022, workforce issues are a top priority for Queensland businesses. Business Chamber Queensland's Pulse Survey of shows that the ability to recruit and retain staff is the top constraint on business growth⁴. Without appropriate planning and action, the current workforce crisis being experienced now in 2022 will continue to impact on Queensland business' ability to grow and thrive.

There are shifts and advancements on the horizon which will bring further need for change. In the research for this report, Business Chamber Queensland considered the emerging trends for workforces (both globally and in Australia) and heard from the Queensland business community on how they may need to prepare to adapt.

Emerging workforce trends in the Australian and global settings

Many contemporary future of work studies point to the global shifts toward automation. It is expected that automation and technological advancements will replace many jobs, and will also generate new jobs with different skills. It is expected that future workforces will require much more human interactions and customer service skills, as well as digital capabilities. In contrast, it is expected that the demand for repetitive and labour-intensive jobs will reduce in the job economy of the future.

It is important to start thinking about tasks and skills as the common currency for future jobs.

To further enable the transition of skills for the current to future workforce, it is important for businesses and government to work together to design and **ensure retraining and upskilling opportunities are fit-for-purpose and widely available for all.**

Automation, technological advancement and the changing jobs of the future⁵

While there are many diverging pathways on how the future of work may look across businesses, there are clear indicators that automation and technology will have meaningful impacts on jobs of the future.

It is difficult to predict the extent to which these changes may impact on businesses and jobs. The National Skills Commission (NSC) assessed six different models used in Australia, the United Kingdom, New Zealand and United States, and concluded that some level of automation will affect between 7% and 77% of jobs; the OECD predicts 10.6% of jobs are vulnerable to automation, Deloitte believes 35% may be at high risk of automation, and McKinsey put this estimation at between 25% to 46%.

The impacts of automation and technology advancement are not limited to the uptake of machinery in formalised processes, but also the practice of automating or simplifying routine or repetitive tasks within certain jobs. Examples of this include predictable manual work such as meter reading in the energy sectors, or self-checkout machines in supermarkets.

4. Pulse Survey of Business Conditions, June quarter 2022

5. National Skills Commission (NSC), 2021, "State of Australia's Skills 2021: now and into the future" www.nationalskillscommission.gov.au/reports/state-australias-skills-2021-now-and-future/chapter-8-skills-and-jobs-future/future-wor

The adaptability of automation also varies across industries and regions. The National Skills Commission⁴ identified the industries most vulnerable to the changes brought forward by automation and technological advances to be: public administration, agriculture and accommodation and food services. A report by the OECD⁶ suggested that the Mackay-Isaac-Whitsunday region is facing the highest risk of automation in Australia, with about 41.2% of jobs (estimated at 32,000 jobs) at risk. In contrast, automation may replace 27% of jobs in the future in the Brisbane inner city region.

It is important to acknowledge that rapid technology disruptions and automation adoption have also enabled new workers as well as the evolution of working arrangements. A study conducted by Curtin University found that along with technology advancements, Australia had also seen a great increase in workforce participation over the past decade, with more females joining the workforce and more people taking up remote work, part-time work or gig work⁷.

These trends point to a future where automation and new technology will play larger roles across all workforces. This process may lead to significant changes in some occupations, either through changing tasks humans used to perform, as well as creating entirely new tasks and labour demand. The magnitude of this effect will vary significantly between regions and industries.

It is essential for future workforce planning to acknowledge the changing skill needs brought by technological advances and recognise the changing nature of the human role in future labour market.

Workforce trend: Automation and technology will change the human role in future workforce

- Automation and technology will create many new jobs as well as changing many current jobs in the future.
- The future of work is expected to shift away from labour-intensive, routine jobs to more knowledge or interaction-based jobs that involve non-routine tasks.

6. OECD, 2021, "Preparing for the Future of Work across Australia", <https://doi.org/10.1787/9e506cad-en>

7. Bankwest Curtin Economics Centre, 2018, "Future of Work in Australia: Preparing for tomorrow's world", <http://bcec.edu.au/publications/future-work-australia-preparing-tomorrows-world/>

Skills are the future currency of businesses

There may be no perfect science in planning for future occupations that may or may not yet exist, however it is important for business to rethink their operations and the skills and tasks that may be required in the future. This provides opportunities for businesses to identify both the gaps in their operations as well as retraining opportunities for workers to get ahead of future needs.

According to LinkedIn, many of the fastest growing jobs, such as big data developers, did not exist before 2015⁸.

Yet the need for underlying skills and tasks such as data research, data visualisation and presentation, had been identified and understood much earlier.

So, what skills may be the most in-demand in the future? The general consensus seems to be that core competencies, or 'employability skills' will be just as, if not more, important than technical skills.

The National Skills Commission believes the fastest growing occupations will be those that revolve around the four Cs – Care, Computing, Cognitive and Communication – with the highest predicted employment increases to be in health care, professional, education and accommodation and food services industries⁹. Similarly, Deloitte Australia believes the future of work is shifting from "hands to heads", that is, more knowledge intensive instead of labour intensive, as well as a shift in demand for more non-routine tasks compared to routine tasks¹⁰.

The AlphaBeta Future Skills Report (for Google Australia), which looked into the composition of future jobs and skills, suggested jobs in general were made up of tasks that can be completed with skills sets, which are combinations of knowledge, abilities and characteristics. As such, machines and automation are good at replicating certain knowledge (such as computation) and abilities (such as strength and processing) however may not be efficient in replicating human characteristics (such as customer services, critical thinking or complex problem solving). This is further reflected through the change of tasks required for Australian jobs in the last decade, with most jobs recording an 18% change of tasks on average¹¹.

A recent report by RMIT Australia¹² suggests 'digital skills are no longer a nice to have but a core business skill'. This report says an estimated 2.6 million workers, or one in every four (24%) Australian workers require digital skills to perform their role in Australia. Yet, 26% of employers reported at least a quarter of their workers were lacking in digital literacy skills. Employees tend to agree with this skill need, with 60% of employees surveyed in this report indicating digital literacy skills and knowledge of cyber security tools will increase in importance over the next five years.

"Ultimately, skills, rather than occupations or qualifications, form the job currency of the future"¹⁰

Trend summary: Skills are the currency for the future workforce

- As roles and job descriptions are changing rapidly in the near future, it is more productive for employers to think about their future workforce in terms of skills required instead of planning around specific roles or occupations
- Emerging trends and current literature suggested that the future skills required will focus on human interactions, non-routine tasks and digital literacy.

12. RMIT Online, 2022, 'Fast track growth with digital skills', <https://online.rmit.edu.au/insights/2022>

8. M. Ignatova, 2020, 'Fastest growing jobs in the US', www.linkedin.com/business/talent/blog/talent-strategy/fastest-growing-jobs-in-the-us

9. National Skills Commission, 2022, "Projecting employment to 2026" www.nationalskillscommission.gov.au/insights/projecting-employment-2026

10. Deloitte Australia, 2021, "The path to prosperity: Why the future of work is human" www2.deloitte.com/au/en/pages/building-lucky-country/articles/path-prosperity-future-work.html

11. AlphaBeta for Google Australia, 2018, "Future Skills report", <https://alphabeta.com/wp-content/uploads/2019/01/google-skills-report.pdf>

Lifelong reskilling and retraining will be needed for the future workforce

Over the last few years, Australia has been facing increasing pressures on skills and labour shortages across the country. It is forecast Australia will face even more significant skills and labour shortages, across all industries, regions and businesses of all sizes.

Modelling results from Net Zero Australia¹³, a collaborative team between Princeton, University of Queensland and the University of Melbourne, suggested that to meet Australia's net-zero target Australia would need one to 1.3 million new workers. This translates to an increase of approximately 40,000 new workers every year. Most of these **new workers will be required across northern Australia, with technical skills requirements in green technology, such as renewable transition, transmission and domestic decarbonisation.**

Research in 2022 by Jobs Queensland, Anticipating Future Skills¹⁴, projected that there will be almost 520,000 new job openings in Queensland by 2025, of which 281,000 will be additional workers in new employment. On top of unskilled labour, many of these new job openings will fall in qualification fields of management and commerce, engineering, society and culture, and health. This increase will create shortages that cannot be solely addressed through interstate and international worker migration. Businesses will need to find different ways to mitigate the effects of these shortages, potentially through reskilling and retraining their workforce.

The best way to avoid skills shortages in the future will be to flip the numbers – start spending on training instead of recruitment. Because as skills shortages worsen, the cost of recruitment will only grow."¹⁷

In general, there are fewer risks associated with upskilling people than hiring them – the cost of replacing a bad hire six months into the job has been estimated to be between 50% to more than two times that person's salary¹⁵. In 2017, businesses and government spent \$4.6 billion in training their workforce, compared to \$7 billion on recruitment¹⁶. Findings from LinkedIn's 2022 Workplace Learning report suggested companies that cultivate a culture of on-the-job learning see greater retention, keeping their employees for an average of 5.4 years, nearly twice as long as the average retention span of 2.9 years worldwide¹⁷.

13. Net Zero Australia, 'Interim results', August 2022, <https://acee.princeton.edu/wp-content/uploads/2022/08/Net-Zero-Australia-interim-results-public-version-25-August-22.pdf>

14. Jobs Queensland, 'Anticipating Future Skills', 2022, <https://jobsqueensland.qld.gov.au/anticipating-future-skills/>

15. Zippia, 2022, "Average cost of a bad hire", <https://www.zippia.com/advice/average-cost-of-a-bad-hire/>

16. Deloitte Access Economics, 'Soft skills for business success', 2017, www2.deloitte.com/au/en/pages/economics/articles/soft-skills-business-success.html

17. LinkedIn, 2022, Workplace Learning Report, <https://learning.linkedin.com/resources/workplace-learning-report>

Learning at work will likely become a top priority for Australian workers and businesses in the future.

Businesses found that upskilling and retraining their skills will become a top priority due to workforce impacts from the COVID-19 pandemic. Business Chamber Queensland Pulse Survey findings for the June quarter 2022 found that, as a result of widespread workforce shortages, businesses anticipation implementing new arrangements to sure up their operations, including rearranging job roles and responsibilities (49.9%) and re-training existing staff (34.6%).

This is supported by National Centre for Vocational Education Research which reported that 40% of employers saw an emergence of new training requirements in 2021¹⁸. The main reason cited was to enable employers to operate effectively and safely in the COVID environment, but also to train staff for new tasks and responsibilities (38.2%) and to suit new skill requirements such as online ordering of products (30.8%).

This trend of on-the-job training is expected to continue further in the future. AlphaBeta¹⁹ found, given the current shifts in tasks required and skills needed by 2040, Australian workers would need to spend significant more time on education and training. They predicted that the average worker will need to undertake at least three additional hours of further education and training per week, or an additional 8,000 hours of training across their lifetime. This means most learning for Australians will happen much later in life and dispersed across their working life, with the workplace the most important arena for updating and refining future skills. These learnings will likely also be less formal, catered, organised and delivered through employers' incentives.

Trend summary:

- With future tasks and skills rapidly changing, Australians are expected to undertake more training and reskilling in the future.
- New and ongoing learning will need to be delivered in more practical and informal ways that are relevant to the needs of future jobs.
- There will be an increasing demand for employers to organise the training and reskilling for their workers in the future.

18. National Centre for Vocational Education Research, 'Upskilling and reskilling: the impact of the COVID-19 pandemic on employers and their training choices', www.ncver.edu.au/news-and-events/media-releases/businesses-flag-training-needs-for-covid-19-recovery-and-growth

19. AlphaBeta for Google Australia, 'Future Skills report', <https://alphabeta.com/wp-content/uploads/2019/01/google-skills-report.pdf>

The experience of Queensland businesses

Top future workforce priorities for Queensland businesses

The Business Chamber Queensland Future of Work survey found the top future workforce concerns for Queensland businesses to be:

- The need for **stronger digital skills requirements**, considered to have moderate to critical impacts for 70% of businesses (including critical impacts for 11%)
- **Stronger communication and personal skills requirements**, with moderate to critical impacts for 70% of businesses (including critical impacts for 11%)
- **New skills and retraining requirements** for staff, with moderate to critical impacts for 68% of businesses (including critical impacts for 10%)

Attracting interstate and international workers are also front of mind for Queensland businesses in the next five years. 18% of all businesses surveyed indicate this will have critical impacts for the future of their workforce. This factor is significantly more important for businesses outside of South East Queensland, with 62% businesses in North Queensland expecting major or critical impacts of this factor for their future workforce.

Figure 2: Top workforce factors for Queensland businesses in the next five years

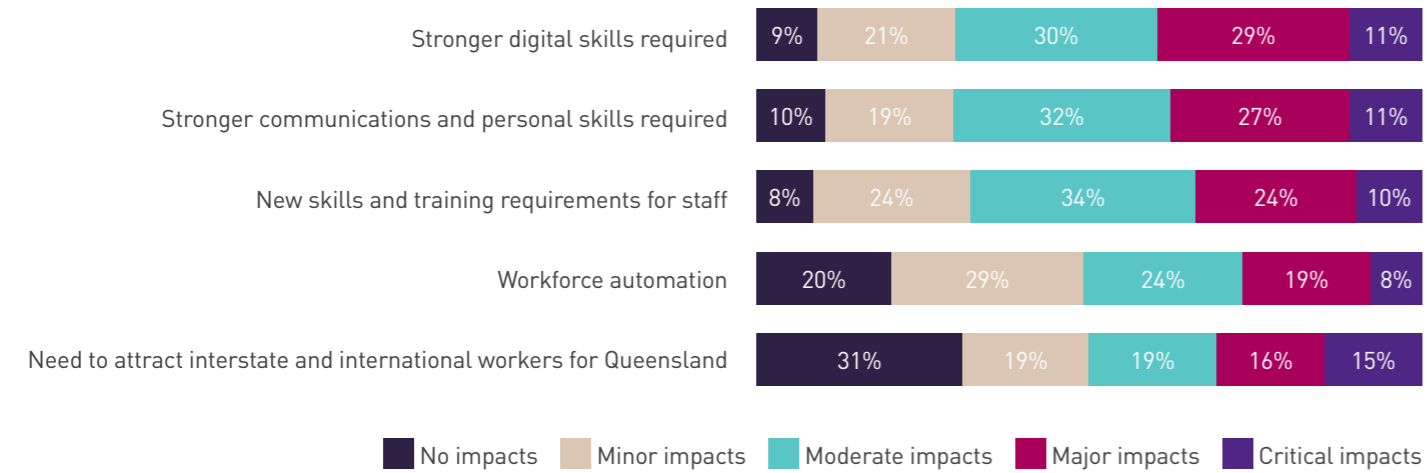
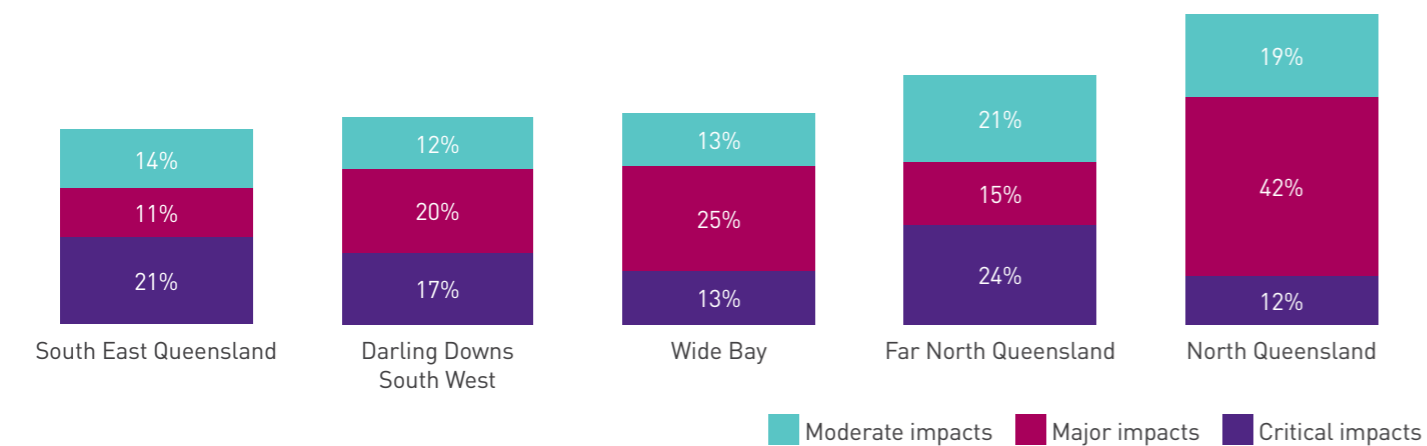


Figure 3: Impacts of the need to attract interstate and international workers for Queensland businesses



Future workforce concerns by business size

While skills and training are considered key future priorities for the majority of Queensland businesses, the importance of other priorities were more dependent on business size.

For instance, **micro-businesses were more likely to prioritise the usage of casual and gig workers.**

‘Already use overseas contractors where it makes sense in the business. As automation options and technology/software improves, we will automate more and possibly migrate more work to contractors’

PROFESSIONAL SERVICES, MICRO BUSINESS, MACKAY-ISAAC-WHITSUNDAY

‘Overseas Outsourcing is the only way we can make our business viable. Local staff are 3 times more expensive’

PROFESSIONAL SERVICES, MICRO BUSINESS, GOLD COAST

Small businesses reported a strong focus on the shift in tasks and jobs roles for their current workforce. These differences highlight the resource constraints as barriers to solving future workforce needs.

‘Continuous expansion of programs and services delivered combined will require a higher qualification and commitment of staff as well processes to reduce burden of time-consuming tasks.’

NOT-FOR-PROFIT, SMALL BUSINESS, MACKAY-ISAAC-WHITSUNDAY

Medium businesses prioritised attracting interstate and international workers as their top workforce concern in the near future.

‘We are looking to recruit skilled workers from interstate and overseas due to lack of talent in our area.’

FINANCE/INSURANCE INDUSTRY, MEDIUM BUSINESS, CENTRAL QUEENSLAND

Large businesses were more likely to consider using remote workforce to address their workforce needs in the next five years.

‘We will be continuing on a hybrid work model plus we may need to recruit from a geographically wider pool which will result in more staff working remotely. We are looking at software to improve automation of manual tasks and reporting.’

TRAINING, LARGE BUSINESS, BRISBANE.



Table 1 Top priorities for Queensland businesses of various sizes²⁰

TOP PRIORITIES	MICRO BUSINESS (1- 4 FTE)	SMALL BUSINESS (5-20 FTE)	MEDIUM-SIZED BUSINESS (21 – 200 FTE)	LARGE BUSINESSES (→200 FTE)
1	Stronger digital skills requirements	Stronger digital skills requirements	The need to attract interstate or international workers in Queensland	New skills and retraining requirements for staff
2	Stronger communications and personal skills requirements	Stronger communications and personal skills requirements	New skills and retraining requirements for staff	Stronger communications and personal skills requirements
3	New skills and retraining requirements for staff	New skills and retraining requirements for staff	Stronger communications and personal skills requirements	Stronger digital skills requirements
4	Workforce automation	Workforce automation	Stronger digital skills requirements	The need to attract interstate or international workers in Queensland
5	Increase in usage and availability of casual, contractors and gig workers	A shift in tasks description and jobs requirement for current working roles	A shift in tasks description and jobs requirement for current working roles	A remote workforce
6	A remote workforce	Increase in usage and availability of casual, contractors and gig workers	Workforce automation	A shift in tasks description and jobs requirement for current working roles

20. The Future of Work survey, 2022, n = 563.

Specific future needs are diverse and complex

The Future of Work survey results suggested industries may have different skill needs for their future workforce. While digital skills needs are highly desirable across all industries, stronger communication and personal skills were a top priority for businesses in the following industries:

- Rental Hiring and Real estate
- Finance and Insurance
- Art and Recreational Services (Tourism)
- Construction
- Retail

The results strongly reflect the shifting skill requirements, as some industries such as construction may not have focused on typical service based industry skills such as communication skills before, but are now prioritising these for their future.

Similarly, workforce automation was seen as especially important for industries such as:

- Manufacturing
- Rental Hiring and Real Estate
- Communication Services
- Professional Services
- Agriculture, Forestry and Fishery

This trend emphasises the prevalent application of automation across industries, as workforce automation may not be limited to just transformation of machinery, but also automated processes and technology, which is widely applicable to tasks undertaken in rental hiring and professional services.

Other feedback

The future workforce needs of Queensland businesses are also diverse and varied. The following themes were identified in businesses’ responses about impacts on their future workforce in the next five years:

- The critical issue of regional workforce planning and attracting the workforce to regional Queensland,
- The need to improve current workforce training, especially in the vocational education sector,
- The role of micro-credentials and the opportunity for better methods of tracking qualifications for experienced staff, and
- The impact of housing shortages that have become a barrier for workforce recruitment and retention.

Figure 4: The importance of stronger communication skills for future workforce by industry²⁰

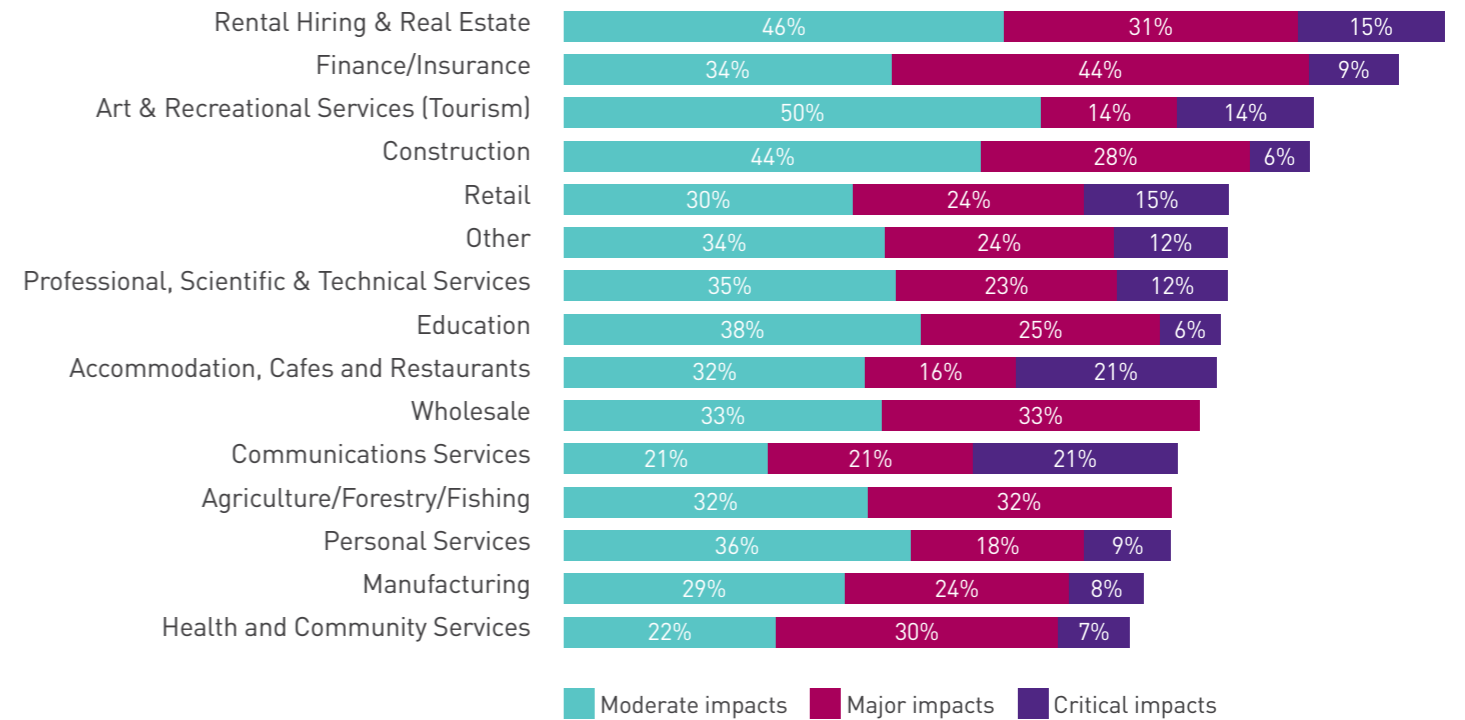
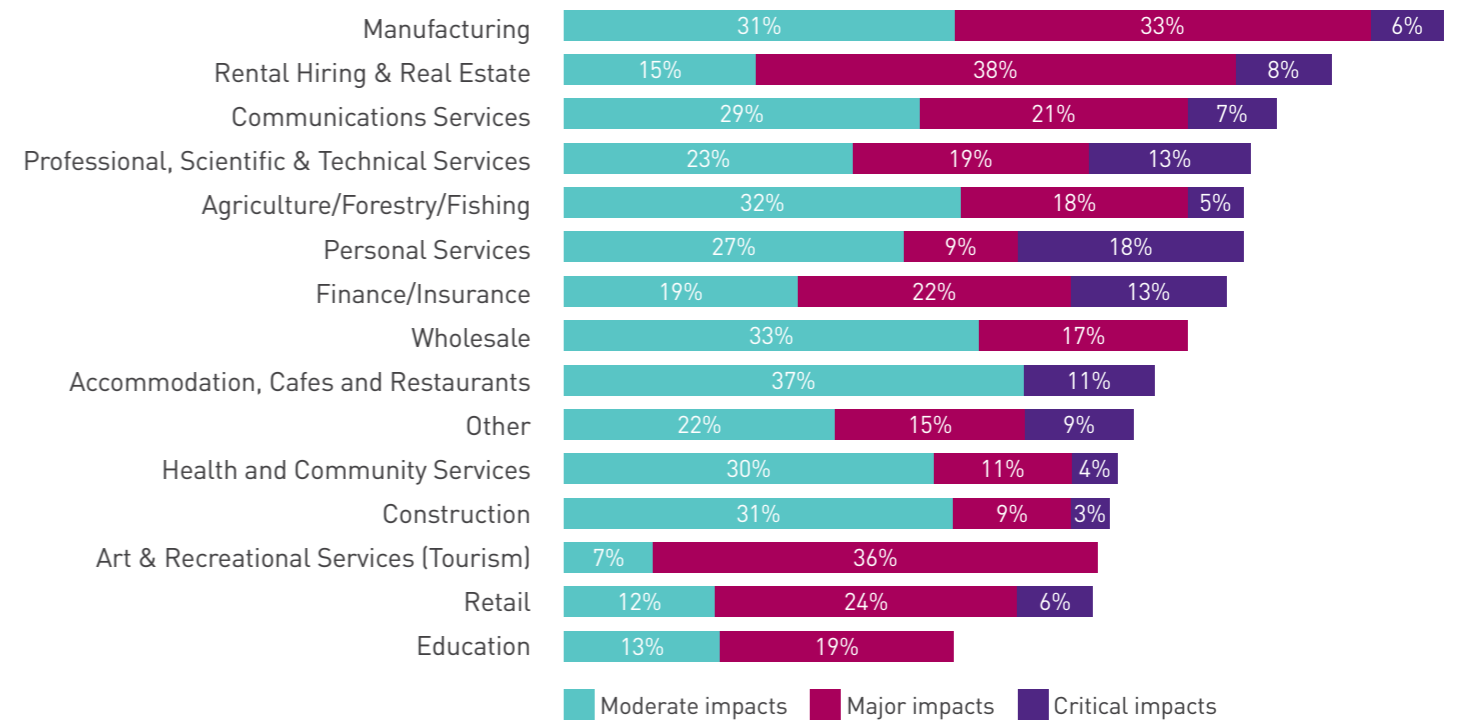


Figure 5: The importance of workforce automation by industry¹⁸



“Our workers are unprepared to deal with the rapid changes in technology and the changing workforce. Our leaders are not used the level of collaboration and communication needed in managing a remote workforce... We have had to shift our focus to providing an attractive EVP and to get our leaders to buy into this is our biggest hurdle.”

SHIPPING, MEDIUM SIZED BUSINESS, BRISBANE

“Business cannot expand because the lack of workers with the right skills and that are interested in moving to a regional town.”

CONSTRUCTION BUSINESS, MEDIUM SIZED BUSINESS, DARLING DOWNS.

“Generally require more independent workforce who are willing to work and contribute as a team. The digital skills are critical as clients move into digital era. Micro credentials helps close those gap in existing experienced workforce.”

MINING, SMALL BUSINESS, CENTRAL QUEENSLAND

“Unable to recruit Australian trained workers to rural area in last 4 years, am currently recruiting an overseas worker to come to the region. Unsure if situation will improve for next 5 years”.

HEALTHCARE AND COMMUNITY SERVICES, SMALL BUSINESS, IPSWICH.

“The requirement for work to be designed more around impact and purpose to attract staff and demand to be more sustainable will impact our business greatly. We also see some major major demands on business to address/ support mental health and wellbeing of staff. Businesses will need to transform beyond BAU to keep up or get left behind. Trading for new skills will always play a part in business, formal long-form education will be difficult to maintain currency in the dynamic digital skills uplift. We need more support to maintain access to quality training environments. Unis and RTOs are currently not keeping up with the pace of change.”

PROFESSIONAL SERVICES, MICRO-BUSINESS, BRISBANE

“The availability of suitable staff is an ever growing issue which was exacerbated by the Covid situation. There needs to be a coordinated focus on migration for staff but also on the next generation of migrants who come here to study first and then apply to remain.”

ENTERTAINMENT INDUSTRY, MEDIUM-SIZED BUSINESS, MORETON BAY REGION.



Further insights from businesses and industry leaders

Business Chamber Queensland facilitated workshops to further conversations with Queensland businesses on the future of work. Many businesses suggested that a main concern is for delivery of skills and training to keep up with the pace of future trends. Businesses and industry leaders expected future skills to look significantly different, and that it was critical that training be widely available and accessible for all businesses to bridge the rapidly increasing demand for new skills.

The following key barriers and risks on training for future Queensland workforce were identified in the workshops:

- **Training programs in general not keeping up with practical needs of businesses.** Businesses and industry leaders reflected many training programs and courses, especially VET programs were not meeting the standards required for practical field work.
- **Training delivery barriers for regional areas,** either through a lack of infrastructure, limited providers, or poor digital infrastructure. Upskilling staff in regional Queensland was widely considered to be a costly and complicated process for many businesses.
- **Lack of recognition of micro-credentials, training and skills for workers.** While businesses are making use of micro-credentials and online training modules to ensure their workforce meet their needs, these training options are often not recognised or carried over from previous employment for their staff. As such, there is a risk of duplication in the investment in reskilling and retraining staff, and to ensure fit-for-purpose skills.
- Feedback from the regional chamber network raised various concerns about **inclusivity**, such as the **risks of failing to accommodate older workers in digital and cultural transformations.** There was a recognition that training cannot be a one-size-fits-all approach, and that considerations need to be made for different working audiences, including aged workers, culturally diverse workers as well as new international and interstate workers.

Q. What comes to mind when you think about the Future of Work for your business?

“Ensuring our workforce is world’s best in skills and education”

CORPORATE BUSINESS

“Human systems struggling to keep up with technology”

CORPORATE BUSINESS

“In the future, when there are higher needs for retraining, it is important to bring older workers along this journey. We need to rethink the roles of TAFE and VET training, as they cannot be everything for everyone”

REGIONAL CHAMBER OF COMMERCE.



Future-focused actions needed

1. Ensuring workforce training and upskilling options are job-ready, accessible and supported.

Skills and training will be the foundation for the future of Queensland workforce. Training will need to be widely available, have job-ready outcomes, and be recognised for workforce mobility.

How government can support businesses:

Develop reskilling and upskilling capabilities with vocational and higher education providers through:

- Support vocational and higher education providers to incorporate more practical and up-to-date training to ensure job-readiness
- Supporting businesses to deliver recognised on-the-job training through incentives
- Incorporate micro-credentials and recognition of existing skills as part of the skills and training framework
- Invest in future skills training programs, such as sustainability and those required by emerging industries

How the business community can prepare:

- Consider the future skills and training needs for your business.
- Explore opportunities for reskilling and retraining within your business.
- Provide feedback to vocational and education providers on the job-readiness of current training options.

2. Ongoing regional workforce planning and supporting access to skilled workforces

Regional Queensland faces unique and diverse challenges that require further support in the future.

How government can support businesses:

- Commitment to ongoing regional workforce planning on future skills to keep up with demand
- Implement workforce planning strategies to strengthen linkages between training providers and employers in regional Queensland
- Simplify migration schemes and provide additional incentives for skilled and seasonal workers to relocate to areas facing shortages

How the business community can prepare:

- Explore options for regional migration workforce support for your business
- Explore opportunities for reskilling and retraining within your business.
- Provide feedback to vocational and education providers on the accessibility of current training options, to progress innovative solutions to delivering training in regional locations.

3. Supporting technological advancements in Queensland businesses to provide innovative workforce solutions

Promoting new technologies and best practices by businesses can greatly improve efficiency and productivity of the workforce in order to address future needs.

How government can support businesses:

- The adoption of best practice and innovative processes within government.
- Supporting the digital readiness of Queensland businesses through targeted education and support.
- Provide incentives for businesses to adopt new technologies and innovative processes to address workforce concerns

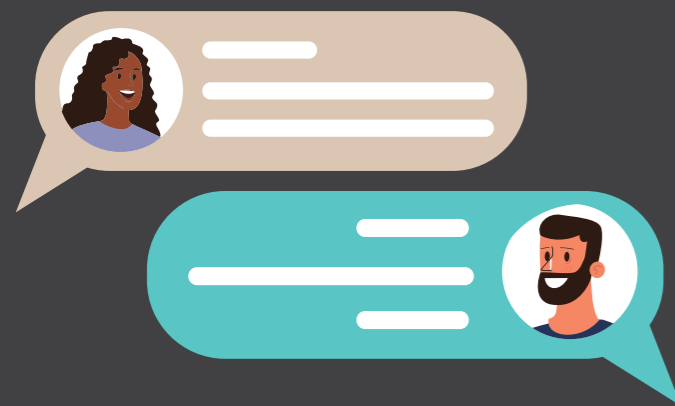
How the business community can prepare:

- Conduct workplace planning assessment to understand current and future workforce needs
- Consider what operational tasks could be automated or supported with new technology



THE FUTURE OF WORKPLACE IN QUEENSLAND

A workplace is not just a place where people congregate – it is a dynamic ecosystem, which can help or hinder employees from utilising their skills to achieve business goals.



One of the most common changes in recent years for workplaces worldwide is the shift towards more flexible working practices, including virtual and remote work.

This also includes the rise of e-commerce business operations, as customers and businesses seek new ways to communicate and transact with each other. Virtual working approaches extend the working space for businesses and give rise to new methods of workplace management for businesses.

Emerging workplace trends in the Australian and global context

The widespread adoption of remote working in the post-pandemic world

COVID-19 has highlighted the importance of enabling flexible working practice as well as utilising the digital workspace globally. The health and economic crisis related to the pandemic prompted many businesses and workers to implement remote working measures. **The remote working trend is broader than just working from home, but rather a shift towards greater virtual interactions in the workplace, which enables a work-from-anywhere workplace mix.** This has meaningfully catalysed greater changes to the definition of an efficient workplace for businesses of all kinds.

Research into the widespread adoption of remote working is continuing. The Productivity Commission²¹ reported it was unlikely Australia would return to pre-pandemic levels of working in the office due to shifts in perspective on this approach to work on the part of both employers and employees. In a 2021 survey by PwC Australia, 74% of Australian workers reportedly wanted a mix of remote and in-person working, and 29% said they would consider quitting if there were forced to abandon remote work completely²².

21. Productivity Commission, 2021, 'Working from home', 2021, www.pc.gov.au/research/completed/working-from-home

22. PwC Australia, 2021, 'Designing hybrid offices that work', www.pwc.com.au/important-problems/future-of-work-design-for-the-future/designing-a-hybrid-office.html

The extent and success of remote working however varied widely across sectors, firm sizes and infrastructure settings. McKinsey reported in 2021 only 20 to 25% of workforces in advanced economies could work remotely effectively for more than three days a week²³. In contrast, OECD reported in 2021 of the current workforce in Queensland, less than 40% of jobs were amenable to teleworking efficiently²⁴. The variance in the skills requirements of the workforce, as well as sufficient access to fast internet service to support remote working is driving this.

It is also important to note that, without widespread support in ensuring reliable digital connection and reskilling opportunities, there is a digital divide for workplaces to accommodate remote work in Australia.

Workplace trend: remote working

- Adoption of remote working and flexible workspace arrangements were accelerated by the pandemic, and are here to stay
- However, adaptation may vary widely across industries. Less than 40% of Queensland's current workforce can transition to remote working efficiently.

23. McKinsey, 2021, 'The future of work after COVID-19', www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19

24. OECD, 2021, 'Preparing for the future of work across Australia', <https://doi.org/10.1787/9e506cad-en>

Enhanced digital commerce in the post-pandemic world

Along with the rapidly changing pace of working remotely and virtually, there has been an accompanying rise in the needs for digitisation for business activities. E-commerce, as well as delivery and technology-related services saw widespread escalating demand in recent years.

In 2021, McKinsey reported e-commerce had grown between two to five times faster than before the pandemic in every country globally²⁵. This wave of e-commerce occurred significantly in sectors supporting the most pressing needs of consumers, including groceries and food delivery.

In 2020 in Australia, nine million households, or 82% of all households, shopped online²⁶, as cited in a report by Auspost. In Queensland, online purchases grew by 48.3% between 2020 and 2021. This report emphasised that not only were regular shoppers buying more frequently, but growth in digital commerce could also be seen through an increase of new shoppers entering the online consumer market for the first time.

More importantly, e-commerce helped many businesses navigate the impacts of the pandemic, as well as preparing them for the future. A report by Deloitte Access Economics suggested **73% of businesses in Australia were able to keep people employed because of e-commerce**²⁷. The report showed an even more stark result for small and micro businesses, with those who invested and operated in ecommerce reportedly a revenue loss of only 6% compared to an average loss of 16% for those who did not.

25. McKinsey, 2021, 'The future of work after COVID-19', www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19

26. Auspost, 2021, 'eCommerce Industry report 2021', https://auspost.com.au/content/dam/auspost_corp/media/documents/ecommerce-industry-report-2021.pdf

27. Deloitte Access Economics, 2020, 'Australia's eCommerce revolution: how it saved businesses in COVID-19 and future strategies to thrive', https://auspost.com.au/content/dam/auspost_corp/media/documents/ecommerce-report-2020.pdf

Going forward, it is reasonable to believe these digital changes in e-commerce will stay. With e-commerce total spending forecasted to grow²⁸, it is important to ensure businesses are supported to keep up with this transition. When surveyed, Australian businesses indicated adoption of new technologies (31% of all businesses), developing and growing online sales channels (31%), changing their business plan or strategy (31%) were some of most critical actions for their future growth.

Business Chamber Queensland's 2021 Digital Readiness Report found that 69% of Queensland businesses had a positive outlook on digital changes and believed it was important their businesses were more digitally savvy²⁹. One-third of Queensland businesses also believed digital technologies were driving their growth.

Workplace trend: Digitisation of the workplace

- Technology and digital workspace were greatly enhanced through the pandemic
- Businesses who prioritised digital adoption and e-commerce were more resilient during the COVID-19 pandemic
- Greater digital capabilities will be required from businesses in the future. As such, businesses will need to invest in both greater skills and infrastructure to be ready for adaptation.

28. International Trade Administration, 'Market Intelligence – Australia E-commerce', www.trade.gov/market-intelligence/australia-ecommerce

29. Business Chamber Queensland Digital Readiness Report, 2021. <https://businesschamberqld.com.au/business-voice/digital-readiness-report-2021/>

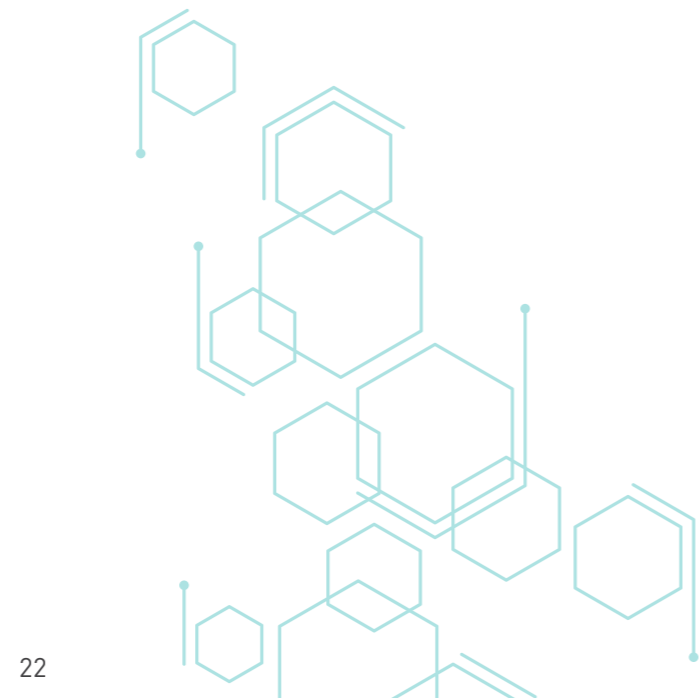
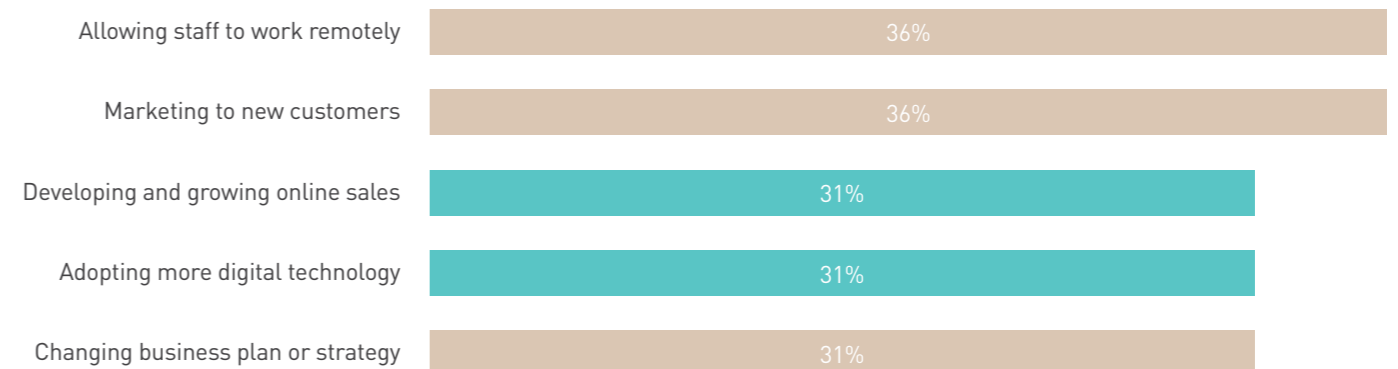


Figure 6: Top actions to business recovery by Australian businesses²⁶



Digital transformation of workplace management

As workplace trends shift towards more flexible working practices, and automation becomes more prevalent, more sophisticated and flexible **digital workplace management tools** are also becoming more popular.

One of the more common adoptions for workplace management and supervision is the use of digital connection tools and big data analytics. Analysis by Gartner³⁰ in 2021 shows 16% of employers are using technologies more frequently to monitor their employees, through methods such as virtual clocking in and out, monitoring employee communications and computer usage. The Future Workplace Index 2021 report by EY suggested **49% of Australian companies are exploring technology employing analytics to measure productivity**³¹. Not surprisingly, this increasing use of technology to monitor workplaces has raised concerns for both employees and lawmakers in terms of privacy and surveillance³².

Effective workplace management should aim to not only improve performance and productivity, but also seek to ensure workers are appropriately supported and connected at their place of work. Digital workplace management tools can assist businesses to manage hybrid, remote and flexible working arrangements in balance with workplace surveillance, risk management, and connectivity.

30. Gartner, 2021, '6 ways the workplace will change in the next 10 years', www.gartner.com/smarterwithgartner/6-ways-the-workplace-will-change-in-the-next-10-years

31. EY, 2021, "Future Workplace Index", www.ey.com/en_us/real-estate-hospitality-construction/ey-survey-on-future-workplace-index

32. ABC, 2022, 'Artificial intelligence workplace surveillance tech raises concerns', www.abc.net.au/news/2022-07-25/ai-workplace-surveillance-tech-raises-concerns/101263028

New modes of management are required to ensure staff are connected and supported virtually, as well as avoiding traditional **proximity bias or risks of managers' oversight on tasks from managers' side**³³.

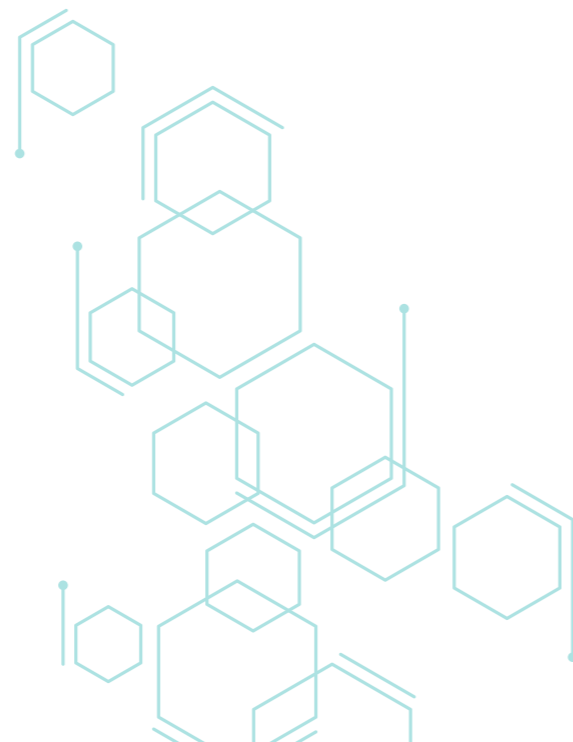
But how does one find the right workplace management tools for their workplace? Research into digital transformation of the workplace by EY in 2021 suggested the following guide on digital workspaces for businesses³⁴:

- The space needs to be able to support all the different activities employees perform during a workday.
- The digital workspace has to be user-centric, and enable knowledge sharing and collaboration regardless of time, place and setting.
- Workspace needs to incorporate a cultural aspect that encourages collaboration, experimentation, transparency and self-leadership.

Businesses were also exploring other working patterns. On top of the standard team-based structure, 34% of companies surveyed by EY in 2021 reported offering an individual-based work pattern, where workers work more independently at their own pace, and are supervised through metrics other than team-based targets and statistics.

33. PwC Australia, 2021, "Future of Work – Changing places: uplifting, measuring and ensuring hybrid work performance" www.pwc.com.au/important-problems/future-of-work-design-for-the-future/measuring-hybrid-work-performance.html

34. EY, 2021, "Work reimagined: reimagining the digital workplace", www.ey.com/en_se/workforce/work-reimagined-building-a-bridge-from-now-to-next-to-beyond



The changing workplace of Queensland businesses

Top workplace priorities for Queensland businesses

The Future of Work survey sought to understand the top future workplace concerns for Queensland businesses.

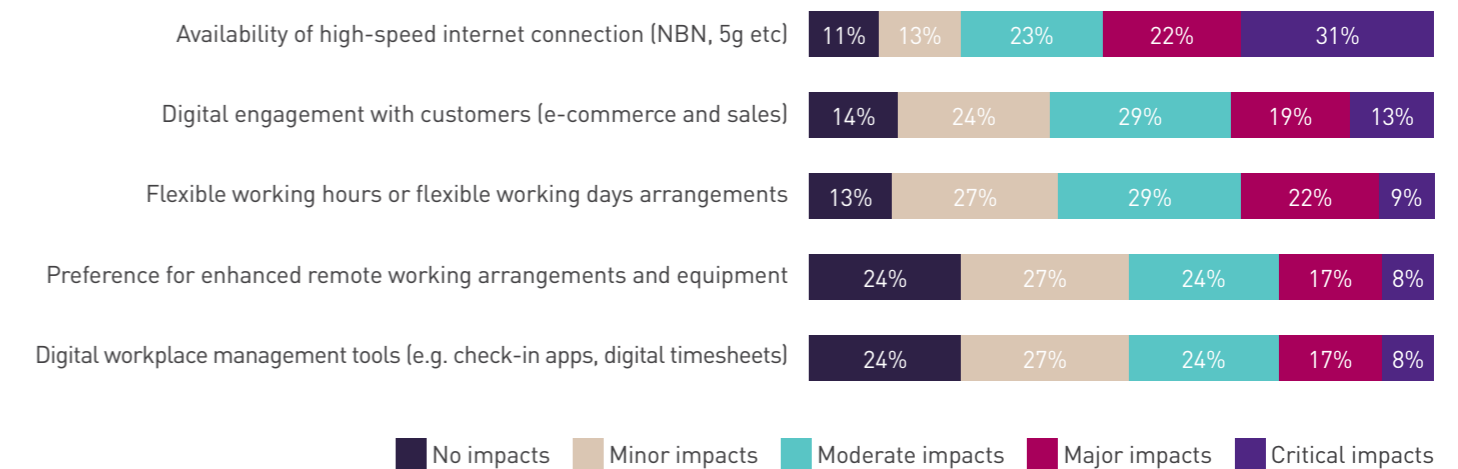
The top concern for the future workplace of Queensland businesses in the next five years is the availability of high-speed internet connection. Over three quarters of Queensland businesses (76%) indicated the availability of high-speed connection at their workplace will have a moderate to critical impact on their future workplace. More than one in three (36%) indicated this would have critical impacts for their workplace in the next five years.

Queensland businesses are also concerned with **digital engagement with their customers**, with 61% indicating e-commerce will have moderate to critical impacts for their future workplace. Digitalisation in the workplace can have wide applications and diverse impacts for businesses in various ways, as shown by businesses' response.

Flexible working arrangements, as well as **preference for enhanced remote working** arrangements are the next major concerns for businesses. Finally, with the workplace of the future evolving, businesses indicated **future digital workplace management tools** would bring meaningful changes to their workplace.

Figure 7: The importance of digital engagement (e-commerce) in the future workplace by industry³⁵

35. Future of Work Survey, 2022, n = 450, excluding energy and electricity industry due to limited sample size.



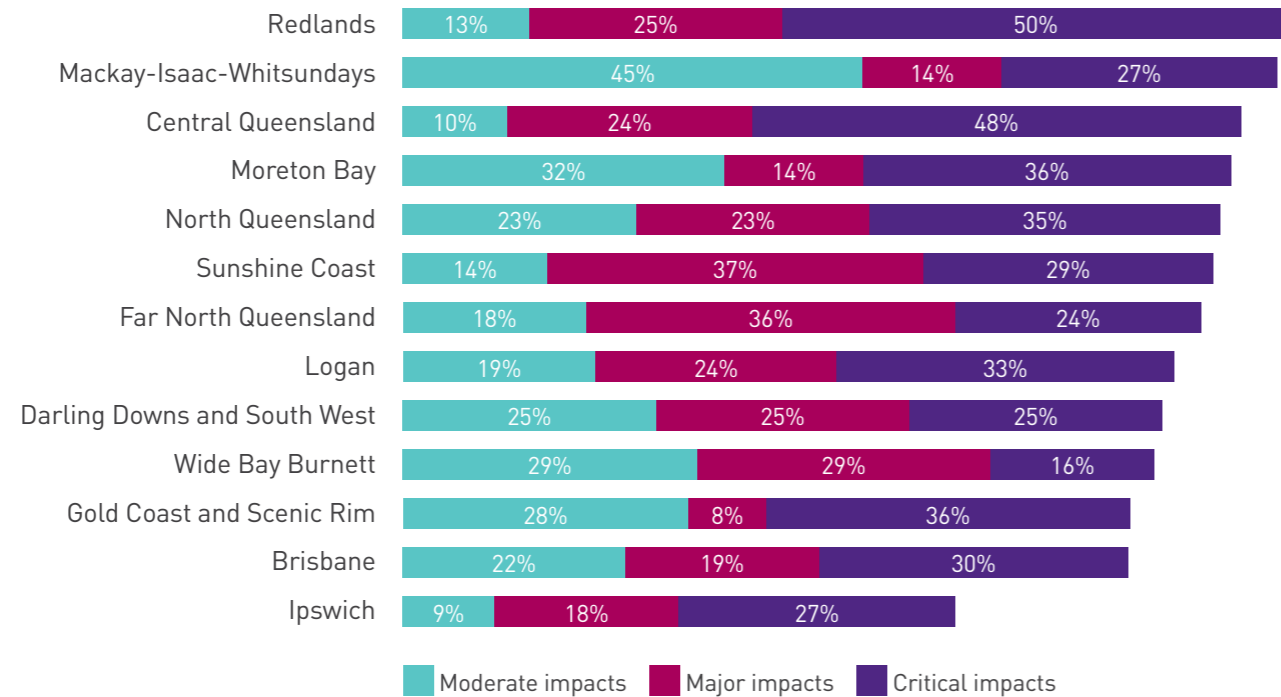
Reliable high-speed internet connections for business

The Future of Work survey findings indicated that, while Queensland businesses are conscious of emerging trends in digitalisation and e-commerce, the majority of businesses are still facing widespread barriers of infrastructure limitations to support high-speed internet connections. The concern regarding high-speed internet connection is critical across regional Queensland, but is also a significant concern for businesses in South East Queensland.

Reliable internet availability is a significant concern for businesses across Queensland. In South East Queensland, 50% of businesses in Redlands indicate this factor is critical for their businesses in the future. Similarly, this factor is expected to have critical impacts for 48% of businesses in Central Queensland. Even in Brisbane, access to a reliable internet connection is expected to have major to critical impacts to 49% of all businesses.

Figure 8: The importance of reliable internet connection for Queensland businesses by region³⁶

36. Future of Work Survey, 2022, n = 454.



Businesses' responses on the need for reliable high-speed internet connection:

"We are in the town boundary of a regional town of 6000 people and still do not have access to broadband other than fixed wireless. This is preventing us using many cloud-based software and cybersecurity options."

SMALL MANUFACTURING BUSINESS IN CENTRAL QUEENSLAND

"Mobile phone coverage is very poor in our location, this has a great impact on our business if we can't receive/make calls. Ecommerce is welcomed; however we struggle with how to, and the affordability is a challenge."

SMALL TOURISM BUSINESS IN MORETON BAY AREA - SOUTH EAST QUEENSLAND

"Access to high-speed reliable internet connection at the workplace is critical to most businesses including ours",

SMALL VEHICLE BUSINESS IN NORTH QUEENSLAND

"The world is digitised so we must all move forward in the same space. Internet providers need to assist with availability and speed of the internet"

CLEANING SERVICES, SMALL BUSINESS, BRISBANE



Digital engagement and e-commerce in future workplace

A consistent theme reflected in the Future of Work survey findings was the acknowledgement by business on the need to further digitalise their work, as evidenced through recent pandemic-led shifts in how we work, as well as the opportunities this transformation may bring in the future.

Many industries have started their digital transformation out of necessities prompted by the pandemic. These practices have seen be considered as the norm, with recent uptake popular in industries such as:

- Accommodation, Cafes, Restaurants
- Rental and Real Estate
- Tourism
- Education
- Wholesale

There are undoubtedly many benefits e-commerce may bring to businesses by opening up the potential audience for each business. Survey responses indicated that while the specific needs for each business may vary, it is clear that all Queensland businesses see the benefits but also need support to progress their digital journey.

Businesses reflected their sentiment on digital transformations:

"We are already fairly heavily digitised, and the new plant will bring in new levels of automation. We are working towards better energy efficiency and sustainability as they become cost neutral or cost saving"

MANUFACTURER, MEDIUM BUSINESS, WIDE BAY-BURNETT

"The grasping and understanding of e-Commerce is a huge area for growth. Whilst the market has changed unless an agent changes to reflect this they will be left behind. Investment in user interface technology is crucial for business today."

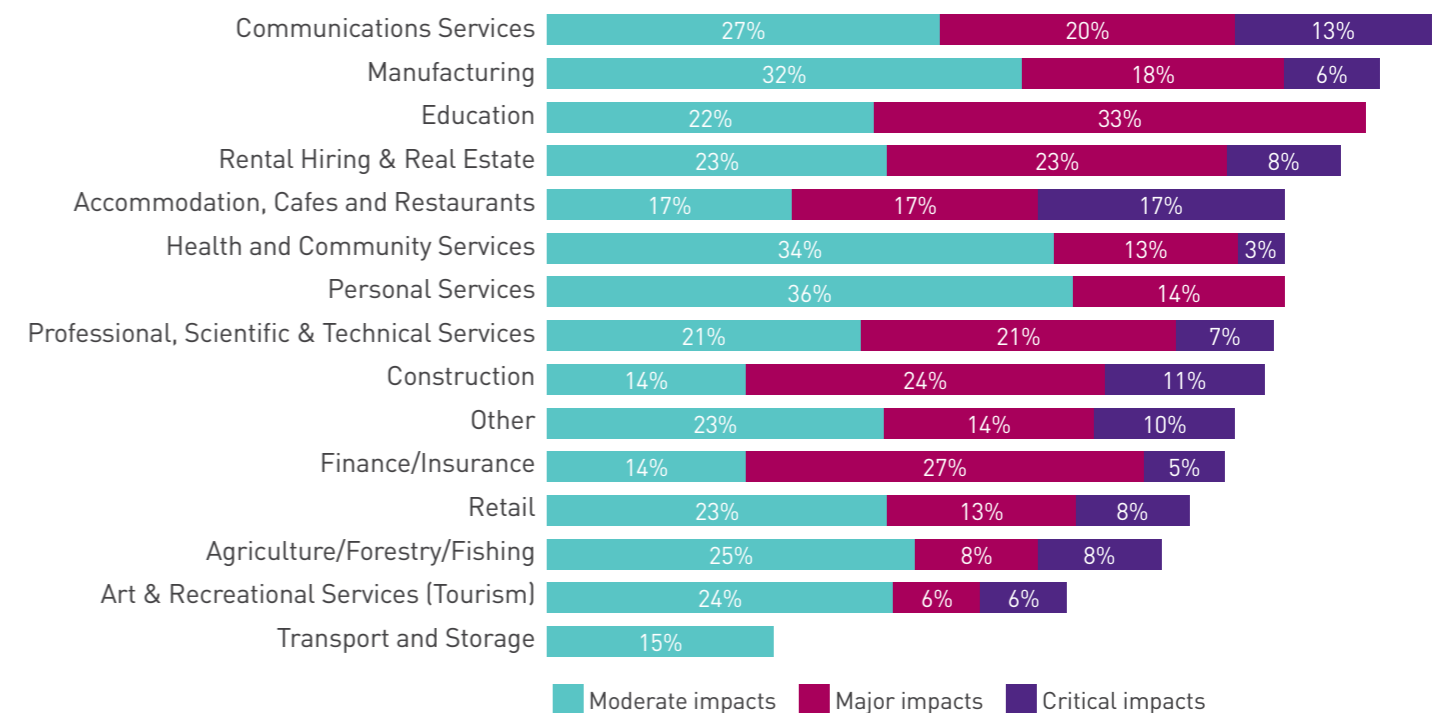
RENTAL HIRING & REAL ESTATE, SMALL BUSINESS, GOLD COAST

"Our customers are looking for improving ways to keep in touch and communicate that sometimes does not equate to seamless communications in the workplace. Will need to develop better ways for staff to be across all contact points with customers (and potential customers) quickly, efficiently and effectively."

ENTERTAINMENT, MEDIUM BUSINESS, MORETON BAY REGION

Figure 9: The importance of digital engagement (e-commerce) in the future workplace by industry³⁷

37. Future of Work Survey, 2022, n = 450, excluding energy and electricity industry due to limited sample size



Flexible working arrangements

Flexible working practices, either by flexible working hours or flexible working days arrangements is the third most important future factor for Queensland businesses, particularly for businesses in the following industries:

- Communication services
- Manufacturing
- Education
- Rental Hiring and Real Estate
- Accommodation, Cafes and Restaurants

It is important to note that while many businesses are incorporating flexible working arrangements into their workplace, fundamentally many businesses would not be able to adapt due to the nature of their work.

“Challenge of providing remote work for all positions”

MANUFACTURING, MEDIUM BUSINESS, FAR NORTH QUEENSLAND

For example, businesses in agriculture or hospitality may still require in-person contact, as well as scheduled hours to ensure continuity of their work. While their workplaces may not be able to change with these trends, businesses are impacted from other industries offering more flexible working options, particularly in competition for skilled and experienced staff.

“Struggling to provide flexibility of rostering (even just being able to cover sick days) due to HR requirements of part time and casuals. This is hindering both the employee and the employer. Providing flexibility in

customer-facing positions is extremely difficult to manage for a small business, but employees increasingly expect it. Partially as a result of the above, looking to digitise customer engagement as much as possible to minimise requirement for staff”

HEALTH AND COMMUNITY SERVICES, SMALL BUSINESS, NORTH QUEENSLAND

Potentially, while businesses may not be able to accommodate all flexible working needs, offering some flexibility in working options may generate benefits from workforce attraction and retention perspective.

“Business is already agile and flexible - allowing for flexible work hours/days, and work from home where appropriate. Workstation requirements will no doubt continue to update, but we already offer personalisation where desired (alternative seating, sit/stand desk etc) Most of our tools are already digital (timesheets, project management etc) but software will improve/update and we will adapt accordingly.”

PROFESSIONAL SERVICES, MICRO BUSINESS, MACKAY

“The need to offer flexible working arrangements is very important: work from home, 9 day fortnights, part time options, family friendly hours.”

HEALTH AND COMMUNITY SERVICES, MICRO-BUSINESS, SUNSHINE COAST

Further insights from businesses and industry leaders

Feedback from workshops with Queensland businesses suggest **the digital workplace is becoming increasingly more important for businesses**. Many aspects of the workplace and operations are expected to be digitised in the future.

On the journey to implementing these changes, the rhythm of workplace operations will need to remain nimble and flexible for both workers and employers.

Digital workplace management

Feedback from businesses reported concern about ‘best practices’ to measure their productivity virtually and digitally, however reported that workers were also concerned about the privacy and safety aspects of workplace management tools. SMEs in particular, which may not have the resources to keep up with best practices available, may benefit from business support initiatives in this space.

Government as enablers of digital practices

There is also a recognised need for government systems to keep up with trends, for online interactions with business and whole-of-government approaches to e-commerce.

Q. What comes to mind when you think about the future of work for your business?

“Embracing innovation to enhance customer experience – digitalisation of the industry”

“Flexible work and agile work”

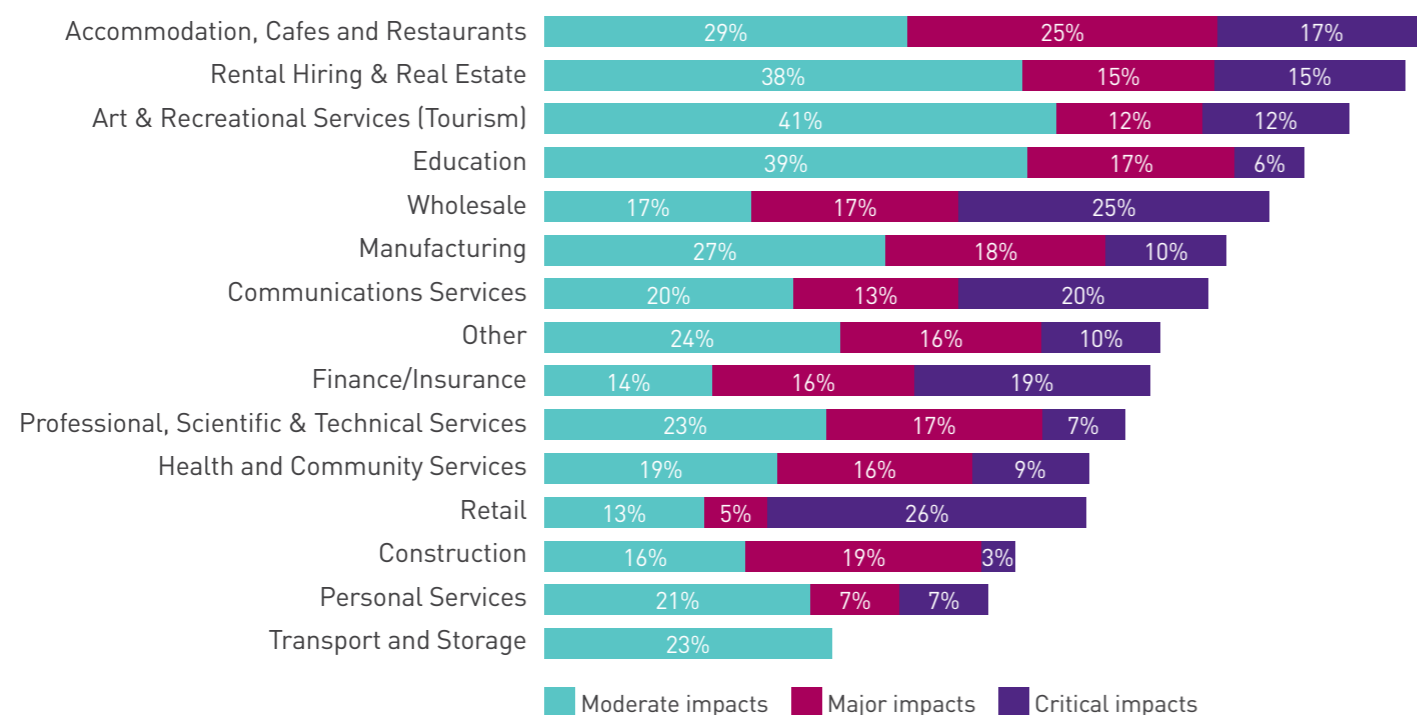
CORPORATE WORKSHOP INPUT

“The role of digital place is increasingly more important for businesses in general. Chambers recognises new jobs and roles created for digital purposes (i.e digital storyteller). So trends are driven by market needs”

REGIONAL CHAMBER OF COMMERCE

Figure 10: The importance of flexible working hours or flexible working days by industry³⁸

38. Future of Work Survey, 2022, n = 450, excluding energy and electricity industry due to limited sample size.



Future-focused actions needed

1. Investment in infrastructure to improve digital connectivity

Critical to the future workplace needs of Queensland businesses is the significant improvement of the current telecommunications network, especially regarding reliable high-speed internet.

How government can support businesses:

- Expansion of digital connectivity across Queensland through the NBN network.
- Improve coverage and address telecommunications black spots in regional and rural areas.

How businesses can prepare:

- Consider future connectivity requirements as part of your business strategic planning, in terms of workforce needs, new technology adoption and future operations.

2. Holistic approaches to e-commerce and digitisation of business operations

Digitisation offers opportunities for businesses, for their workplace practices, diversifying operating models, and market expansion.

How government can support businesses:

- Adopt whole-of-government approach to digital engagement and digitisation of processes.
- Seek opportunities to reduce red tape through digital transformation (eg. through reduction of duplications in administrative papers, reducing time and effort of processes.)

How businesses can prepare:

- Consider e-commerce opportunities for your business
- Consider digitisation efficiencies your business could implement.

3. Adopting digital workplace management tools and processes

In recent years, there has been rapid adoption of digital tools to manage workplace operations. Many businesses are looking into utilising data analytics and connected tools to better supervise and manage workers in this digital space.

How government can support businesses:

- Provide business-friendly information and resources to support adoption of digital workplace management tools, particularly for SMEs.
- Provide targeted funding for SMEs to adopt digital workplace management tools.

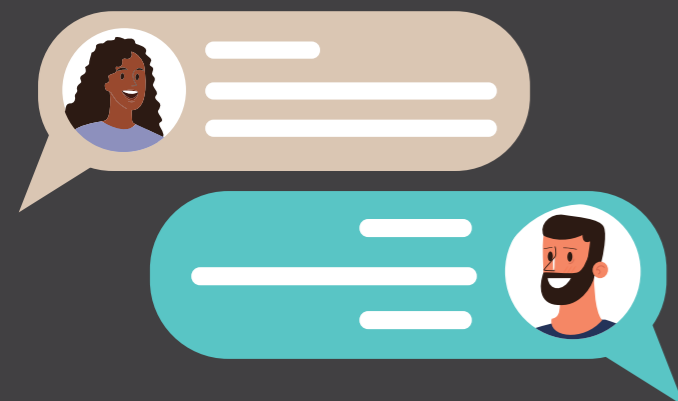
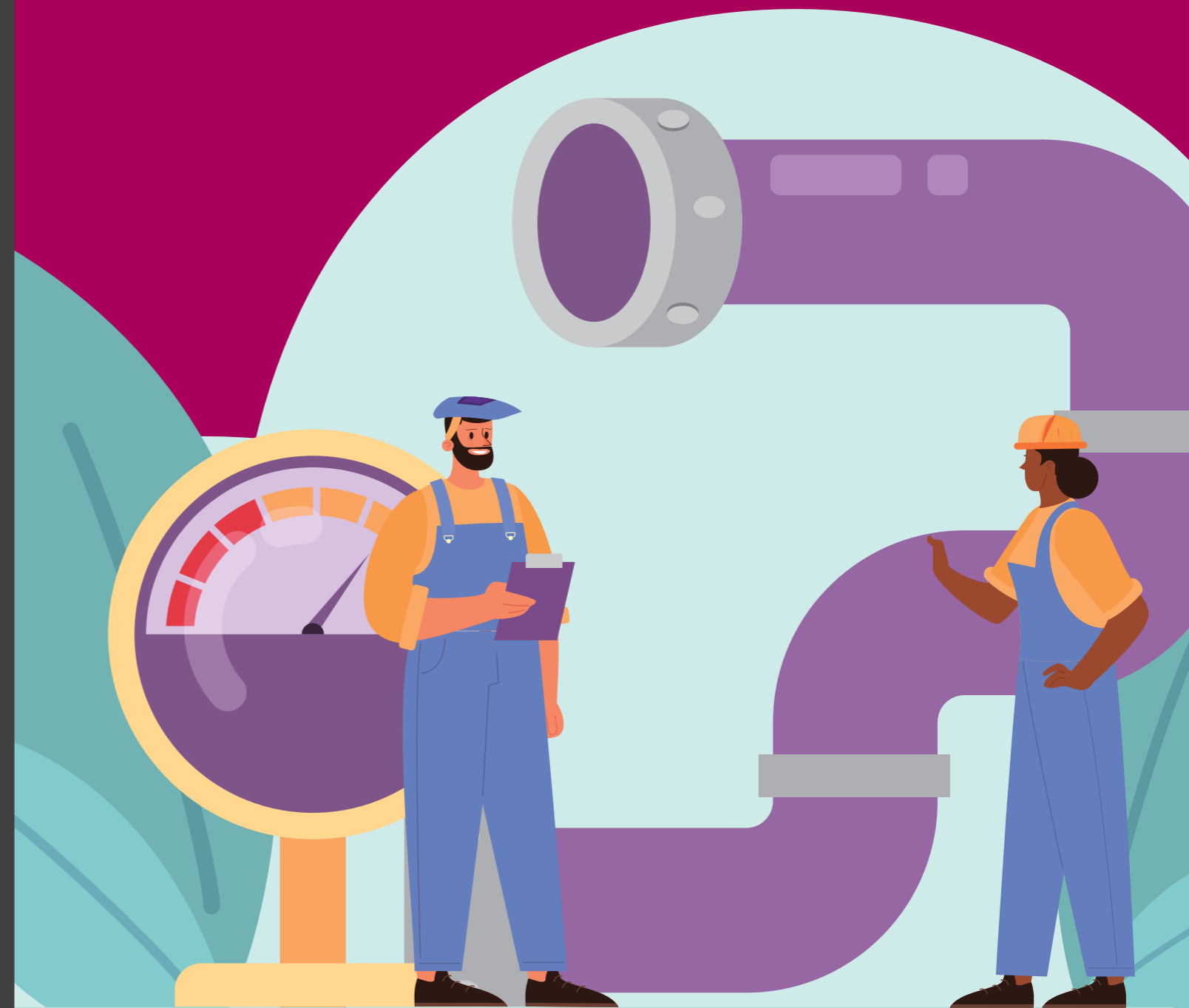
How businesses can prepare:

- Consider whether workplace management processes could be digitised.
- If your business already has digital workplace management practices in place, consider what further analysis or workplace efficiencies could be implemented.
- Seek support from the business community, including chamber network and other businesses on opportunities to get the most out of digital investments (see Appendix B for resources).



THE FUTURE OF WORK LIFE IN QUEENSLAND

Work life encompasses the environmental and cultural aspects of work, outside the skills, tools and technology provided and required for work.



One aspect of work proven to be increasingly important for both employers and workers alike is the work life value proposition, including the balance of work and life, and embracing the purpose and fulfilling aspects of work for employees.

Emerging trends in work life in the global and Australian context

Well-being and resilience support at work

Even prior to the pandemic well-being was the top-ranked trend for organisations, as reported by Deloitte's Global Human Capital Trends³⁹. Impacts of COVID-19 brought to light the interrelated connection between work and well-being. Organisations and businesses recognised this inextricable link between work and life, health, safety is an essential cornerstone for both employees and businesses to work efficiently and thrive.

The emphasis on **making work safe and keeping workers healthy** was one of the first priorities for businesses and organisations early in the pandemic. As the pandemic went on, the focus on workers' mental, physical and financial wellbeing were further integrated in organisations' considerations. Businesses recognise this emerging requirement, as well as acknowledged the challenges this brought to their businesses.

63% of Queensland businesses reported mental health challenges attributed to COVID-19 stressors in December 2021⁴⁰.

39. Deloitte, 2020, "Designing Work for well-being", www2.deloitte.com/us/en/insights/focus/human-capital-trends/2021/workforce-trends-2020.html/#designing-work-well-being

40. Pulse Survey of Business Conditions, December Quarter 2021.

In recent years, it has become more common for workers to consider work as a source of social support.

PwC Australia's 2021 study, What Workers Want, found that more than one-third of Australian workers (37%) considered their employer the main source of mental health support⁴¹. Moreover, 22% of workers valued employer support of their wellbeing above all other factors.

The Australian Workplace Wellness Report, by Employment Hero in 2022, reported that employees were more loyal to workplaces that care about wellness⁴². Moreover, in 2020 the Productivity Commission estimated that for every dollar business spent on mental health programs, organisations could expect an average return of investment of \$2.30⁴³.

Work life trend: well-being and resilience support at work

- Mental health support and wellness support have been shown to play important role in maintaining productive workplace, especially in times of crisis
- Increasingly, employees are valuing the social and wellbeing support offered by their employer above all other factors.

41. PwC, 2021, "What workers want": www.pwc.com.au/important-problems/future-of-work/what-workers-want-report.pdf

42. Employment Hero, 2022, 'Wellness at work report', www.employmenthero.com/wellness-at-work

43. Productivity Commission – Australian Government, 2020, 'Productivity Commission Inquiry report Volume 1'.

Meaning of work and the inherent value of work is important

Another common topic of discussion for employees in recent years is the meaning and personal fulfillment achieved from their work.

While fulfillment has always been highly valued under any employee value proposition, the pandemic has elevated these factors, as employees re-evaluate their priorities in life.

PwC's Global Workforce Survey⁴⁴ in 2022 suggested there were five main factors that make up the 'resignation equation' (Figure 11), in which employees considering looking for another job did not find their current job fulfilling. **For upcoming generations, the fulfillment factor is almost as important as the job's financial remuneration.**

It is important to note with more workers considering changing jobs, as well as a lack of fulfilment being one of the key factors that prompt employees to move, it is increasingly importance for employers to focus on employee attraction and retention through a fulfillment value-proposition. **It is important to ensure that employees understand their roles, how their work contribute to a greater goal, and how the business can help employees to fulfil their personal goals.**

44. PwC Australia, 2022, Global Workforce Survey

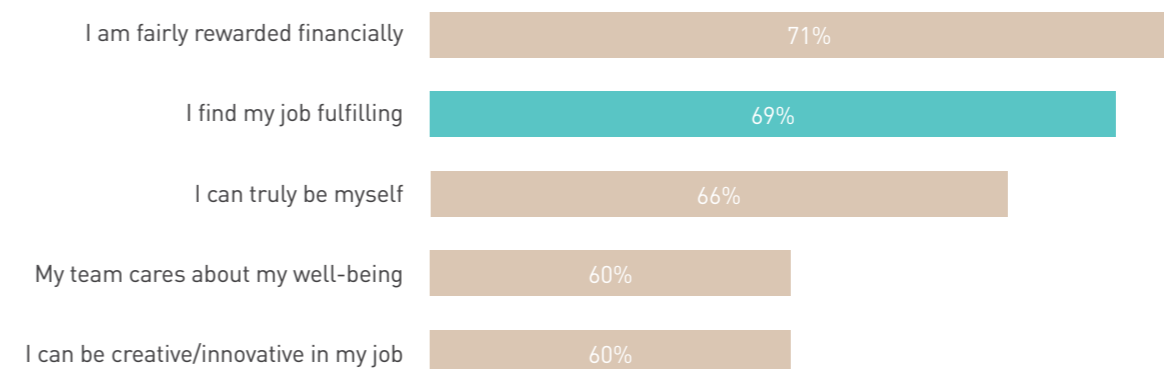
Clear communication between employer and employee on the organisations value-set and what makes a job fulfilling to the employee is also important. By focusing on the purpose and value provided at work, employers can communicate with transparency their unique employee value proposition, and provide a unique advantage in the labour market. In return, employees can connect and align with the organisations value set, and may be less likely to change employment if they find their jobs fulfilling and their purpose in alignment with their employers.

Work life trend: meaningful and fulfilling work

- Worker's connection with their work is becoming increasingly more important, especially for upcoming generations.
- To help achieve meaningful and fulfilling work, it is important to ensure that employees understand their roles, how their work contribute to a greater goal, and how the business can help employees to fulfil their personal goals.

Figure 11: Most important factors when considering a change in work environment (% of respondents)

Source: PwC's Global Workforce Hopes and Fear Survey 2022



Inclusive future of work is here to stay

While COVID-19 temporarily halted the influx of workers from overseas, technological changes and cultural shifts in recent years have provided more opportunities for diverse business models, as well as allowing businesses to design their operating model to be more inclusive.

In Australia, workplace inclusion is about valuing people of different circumstances and backgrounds, and recognition of the diversity of experiences and thought that can bring benefits to business productivity and the ability to connect to customers.

No particular group of workers or issues define or limit inclusion policies in workplaces, but encompass the interconnected nature of social categories such as race, class, gender and all other overlapping and interdependent cultural and linguistic backgrounds.

As the Australian population is incredibly diverse and is becoming increasingly more so, embracing social inclusion can also help businesses unlock the workforce of the future. Deloitte Access Economics⁴⁵ reported that lifting Australia's **social inclusion levels to that of other world leading social inclusive countries could unlock a further 0.32 percentage point, or 6.5% of the currently unemployed labour force.** This translates to an increase of more than 12,300 workers in the Australian workforce.

Social inclusion harnesses our diversity as a fuel for small business formation, creativity and innovation.

Migrants to Australia own and manage about one-third of small businesses nationally, 83% of whom did not own a business before coming to Australia⁴⁶.

“Workplaces that are diverse and inclusive are twice as likely to meet or exceed financial targets and eight times more likely to achieve better business outcomes.”

There are greater qualitative benefits for employers to look for employees from diverse backgrounds and identities and embrace inclusivity at work. Research by McKinsey and Co in 2021 found overall inclusion through organisation-wide support can enhance many aspects of the workplace, including belonging, authenticity, acceptance, camaraderie, fairness, and make work more meaningful for employees⁴⁷.

According to Inclusive Australia's Social Inclusion Index 2021-22 Report, about half of Australians (53%) believe their workplace treats people equally⁴⁸. There is room for improvement.

Work life trend: Inclusive and diverse workplace

- Studies found that social inclusion is beneficial for businesses, through increasing workforce participation, unlocking workforce potential and improving operating outcomes for businesses
- Recent findings suggested that social inclusion is closely connected to well-being and meaningful work for employees
- Workplace inclusion is identified as a potential growth area for Australian businesses of all industries and regions in the future.

47. McKinsey, 2021, "The elusive inclusive workplace", www.mckinsey.com/business-functions/people-and-organizational-performance/our-insights/the-elusive-inclusive-workplace

48. Inclusive Australia, Social Inclusion Index 2021-22 Report, www.inclusiveaustralia.com.au/resources/the-inclusive-australia-social-inclusion-index-2021-22-report

45. Deloitte, 2019, "The economic benefits of improving social inclusion", www.deloitte.com/au/en/pages/economics/articles/economic-benefits-improving-social-inclusion.html

46. CGU, 2018, "Migrant small business", <https://apo.org.au/node/128756>

The work life experience of Queensland businesses

Mental health as an ongoing concern

Results from the Future of Work survey indicate mental health and wellbeing support is the top priority for businesses, with more than 70% of businesses indicating moderate to critical impacts for the future of work life at their business.

Personal development and career development for staff are also front of mind for businesses. Insurance and support for workers during natural disasters or unexpected incidents are also a major concern for businesses.

Mental health and wellbeing support is uniformly agreed to be the top priority in work life across all survey respondents. Comments from businesses highlighted that businesses are managing their mental health issues in their own way, but this can come through in many shapes and sizes, and perhaps some structured help can be beneficial for small and medium businesses.

“The last few years has been hard - particularly only entering business at the end of 2019. The toll on everyone's mental health in small business has been extreme. A [severe] lack of trust in the Government can be seen in conversations with other business owners in the same industry.”

EVENT PLANNER, SMALL BUSINESS, MORETON BAY REGION

“Mental health is a big issue in maintaining happy and well-adjusted staff. It is really important [workers] have a voice as the modern world tends to keep crushing their ability to be able to express themselves.”

PEST CONTROL, SMALL BUSINESS, GOLD COAST

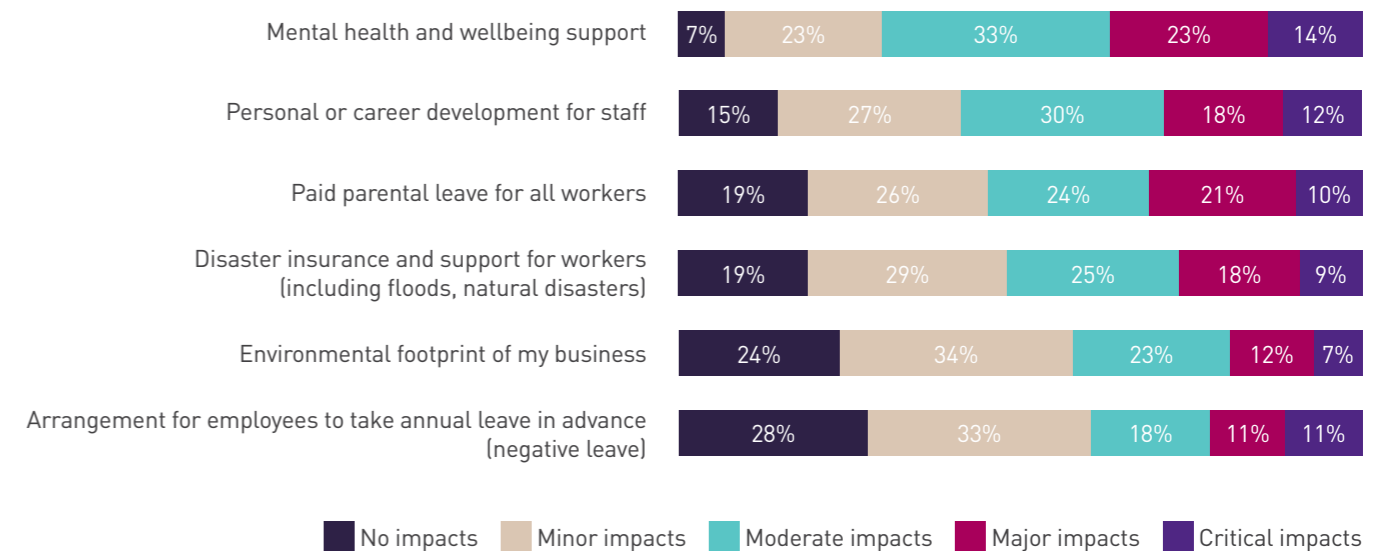
“Mental health issues will continue to escalate. I have implemented a Telehealth EAP. Would love to see fully paid parental leave. Business already embraces gender and cultural and neuro diversity.”

HEALTH AND COMMUNITY SERVICES, SMALL BUSINESS, BRISBANE

“Mental health and well-being are an increasing area of health which needs to be supported - the major impacts include a larger proportion of a manager's time devoted to supporting individuals in place of overseeing their work-related outputs which in turn can create added stress to other team members.”

AGRICULTURE AND FISHERY, MEDIUM BUSINESS, SUNSHINE COAST

Figure 12: Work life factors impacting Queensland businesses



Flexibility and development considerations

Queensland businesses reported a concern for personal and career development opportunities for their staff, as well as the future leave arrangements for staff.

Issues of paid parental leave, negative leave arrangements, and enhanced practices to resolve workplace discrimination and conflicts factored highly amongst Queensland businesses top work life priorities for the future.

Table 2: Top work life priorities for businesses across Queensland

PRIORITY	SOUTH EAST QUEENSLAND	REST OF QUEENSLAND
1	Mental health and wellbeing support	Mental health and wellbeing support
2	Personal development or career development for staff	Paid parental leave for all workers
3	Paid parental leave for all workers	Personal development or career development for staff
4	Disaster insurance and support for workers (including floods, natural disasters and pandemic)	Disaster insurance and support for workers (including floods, natural disasters and pandemic)
5	Environmental footprints of my business	Arrangements for employees to take annual leave in advance (negative leave arrangements)
6	Enhanced practice to resolve workplace discriminations and conflicts	Environmental footprints of my business

Our research finds that, in order to nurture a thriving working environment, businesses recognised an increasing demand to provide additional support for their employees.

Survey responses from Queensland small and medium sized businesses suggested it is expected career development and personal development for their staff to be a part of their future work life offering and would play a key role in planning for their future workforce.

“Personal Development of staff to retain and attract is becoming a major requirement of our business”

CONSTRUCTION SERVICES, MEDIUM BUSINESS, LOGAN

“Many of these issues impact the way employees present to work and undertake their roles. To ignore dealing with them is risky, but we don’t always have the resources required.”

EDUCATION, SMALL BUSINESS, BRISBANE

“We need more ability for staff to progress their careers (and earning ability) in a small business in a regional area, particularly where we compete with mining wages”

MANUFACTURING, SMALL BUSINESS, CENTRAL QUEENSLAND

“Our business model is to ensure personal development for our team and their desire to take these opportunities and drive them to our collective advantage”

ELECTRICITY, GAS AND ENERGY, SMALL BUSINESS, FAR NORTH QUEENSLAND

“Personal development and training is an ongoing issue as it is essential but it takes up valuable work time”

– NOT-FOR-PROFIT ORGANISATION, MEDIUM BUSINESS, WIDE BAY

However, small and medium sized businesses suggested that while there is a recognition of the needs and a willingness to accommodate these changes, costs and resource constraints may hinder the implementation of certain initiatives on offer to their workers in the next 5 years.

“Our organisation has not had personal/ career development as a priority in the past. It will struggle if leave goes into a negative balance. It is a small not for profit operating regionally”

PERSONAL SERVICES, MEDIUM BUSINESS, SUNSHINE COAST.

“As a small business, key roles are often not able to be temporarily covered by others.... As a result, increasing the number of people likely to take longer leave - through parental leave or negative leave arrangements - will create a large gap that can’t be filled for that period”

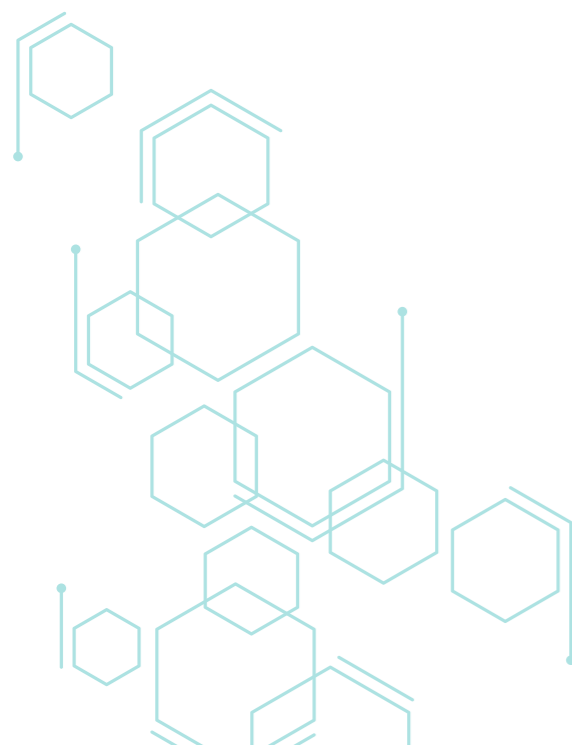
HEALTH AND COMMUNITY SERVICES, SMALL BUSINESS, NORTH QUEENSLAND

“Paid parental leave for casuals will increase our operating costs.”

ACCOMMODATION, CAFÉ AND RESTAURANTS, MICRO BUSINESS, CENTRAL QUEENSLAND

“We are an inclusive and supportive employer. However, we are not in a position to afford to allow employees to go into negative leave situations. This is an excessive burden that will in my opinion encourage more offshoring rather than support more onshore jobs”

FINANCE AND INSURANCE, MICRO BUSINESS, GOLD COAST



Resilience and environmental considerations

In recent years, with the state facing constant challenges from natural disasters and global disruptions such as the pandemic and extreme weather events such as flooding and bushfires, Queensland businesses have seen the importance of disaster insurance, preparedness and available support. **This includes not only support for businesses, but also the extended support required for staff to ensure the business community stays operational in these severe conditions.**

Considerations for disaster support is considered to have moderate to critical impacts for 62% of businesses in South East Queensland, 61% of businesses in Darling Downs – South West, and 58% of businesses in Far North Queensland.

“Staff will continue to be exposed to situations and possibilities of further health, disaster and personal emergencies. The workplace will need to respond to those needs in the right way in order to foster quality employee/employer relations and retain staff in the long term”

ENTERTAINMENT BUSINESS, SMALL BUSINESS, MORETON BAY

“Disaster insurance support - potential increase in premiums or not being able to access insurance for some of these events in the long-term leading to an inability to apply for tenders and contracts for some work”

AGRICULTURE AND FORESTRY, MEDIUM BUSINESS, SUNSHINE COAST

Similarly, business respondents also noted environmental footprints will have impacts for the future of their work life experience, with impacts felt differently for businesses of different sizes. This factor was more prevalent with large businesses, with 71% of large businesses considering environmental issues to have moderate to critical impacts for the future of their businesses. However, environmental impacts were considered to be more severe in nature for businesses of smaller sizes, with 11% of micro businesses indicated these impacts to be critical for their businesses. This contrast suggests that while SMEs may not have as great capacity to address the environmental concerns of their businesses, there is a recognition of the severity of the issue, and how this trend may prompt changes in their future.

“We are experienced working with multi cultural and special needs of staff. We must be environmentally sustainable.”

AGRICULTURE AND FORESTRY, SMALL BUSINESS, FAR NORTH QUEENSLAND

“Increased need to manage carbon emissions is good however there needs to be recycling services/other options provided at the same time. Regional areas need more support to transport waste materials to recyclers. Waste is very expensive but currently can't be avoided (e.g. tile offcuts could be separated and recycled but no service).”

CONSTRUCTION, SMALL BUSINESS, CENTRAL QUEENSLAND

Inclusive workplaces

On top of the work life concerns mentioned above, Queensland businesses responses also suggested a strong emphasis of cultivating an inclusive and diverse culture at work.

By accommodating workers of diverse needs, businesses can utilise their available workforce better, as well as gaining competitiveness in recruiting and retaining their workers. Support for workers can bring competitive advantages to businesses.

“The care of your workers is not only the human thing to do, but will lead to better productivity...”

MANUFACTURING, LARGE BUSINESS, CENTRAL QUEENSLAND

“The motivation of why employees come to work, how they are treated, how they manage mortgages and cost of living, what support for their development is provided will be a huge factor. Business will be implicated in the mitigation of climate and environment impacts, and be expected to drive local impact on community issues. Diversity and inclusion in the workforce will change the way business operates as we try to integrate work and life.”

PROFESSIONAL SERVICES, MICRO-BUSINESS, BRISBANE

“Development for our team members and possibilities for empowerment are critical to the success of our business and any business. Personal situations cannot and should not be ignored, we have always kept this front of mind in dealing with our team members.”

CLEANING SERVICES, MICRO-BUSINESS, BRISBANE

“The above issues have an effect on many people and regardless of the level of impact on the individual it is amplified on their ability to be productive so people need to be helped as soon as possible for their own wellbeing and the wellbeing of the company.”

PROFESSIONAL SERVICES, MICRO BUSINESS, REDLANDS REGION

Figure 13: Importance of disaster support for work life of Queensland businesses⁴⁹

49. Future of Work Survey, 2022, n = 433.

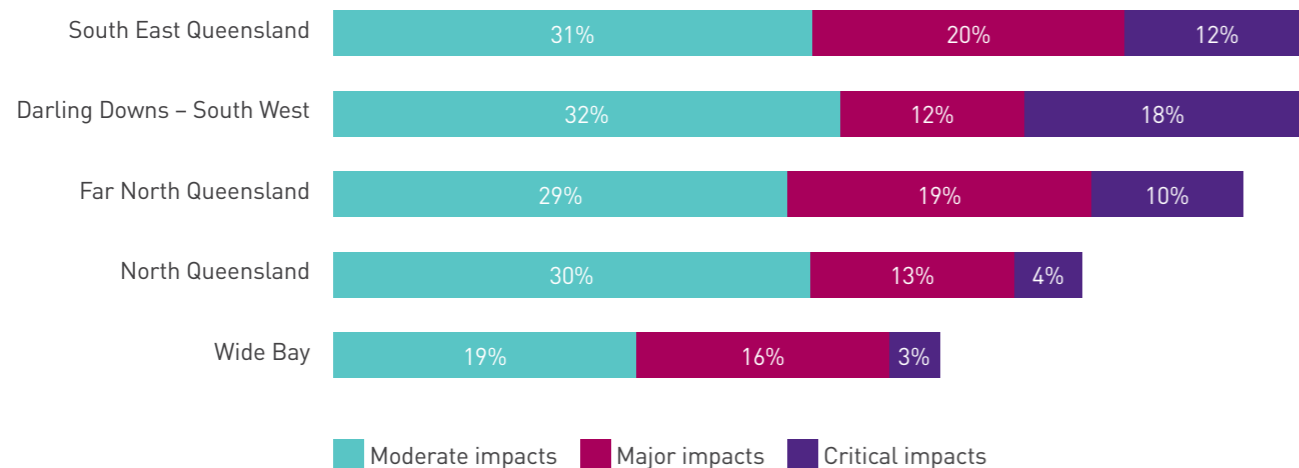
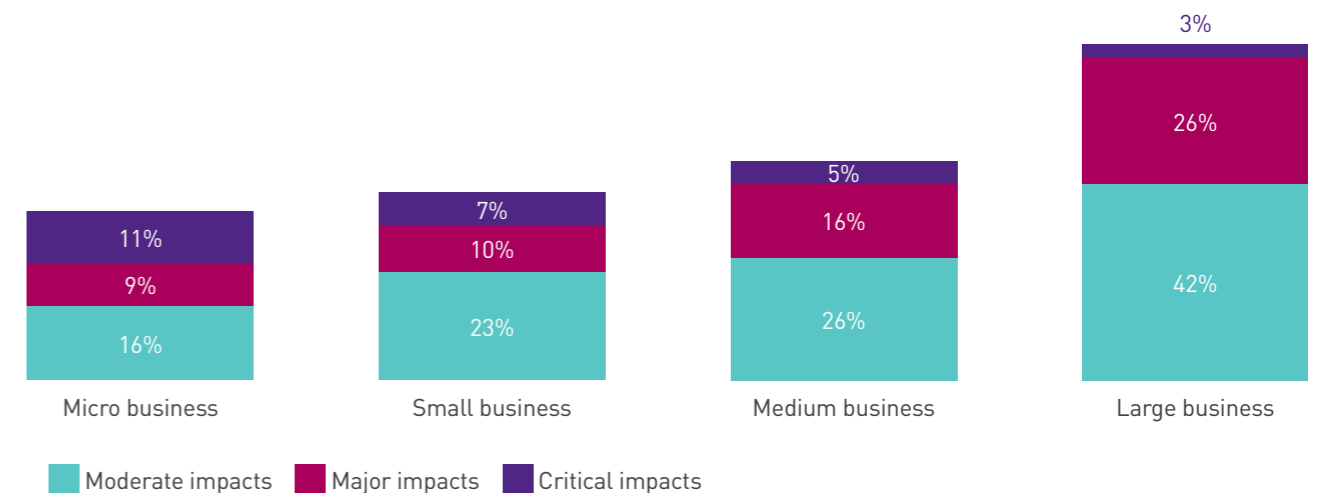


Figure 14: Share of business whose environmental footprints is a future work-life concern for their business



Businesses recognised that fostering inclusivity has meaningful impacts on not only the future of business, but also the wider community. Business responses acknowledged these changes are beneficial in the long run, and will be expected to be more common in the near future.

“We already work flexibly and tend to only work with others who do the same. I think over the next 5 years, there will be more of a push to get more diversity in our network, as well as sustainability adaptations. Because we want to employ locally, we may need to help some contractors to be able to upskill in areas where they are needed.”
PROFESSIONAL SERVICES, SMALL BUSINESS, BRISBANE

“We employ persons with disability and from LGBTIQ community and our clients are mature aged and old school, some have a difficult time adjusting, but given the COVID pandemic impact, they now are more accepting and understanding.”
HEALTH AND COMMUNITY SERVICES, SMALL BUSINESS, GOLD COAST

“Everyone has to be treated with respect and we have to make, work, life balance more for a healthy workplace.”
FINANCE AND INSURANCE, SMALL BUSINESS, CENTRAL QUEENSLAND

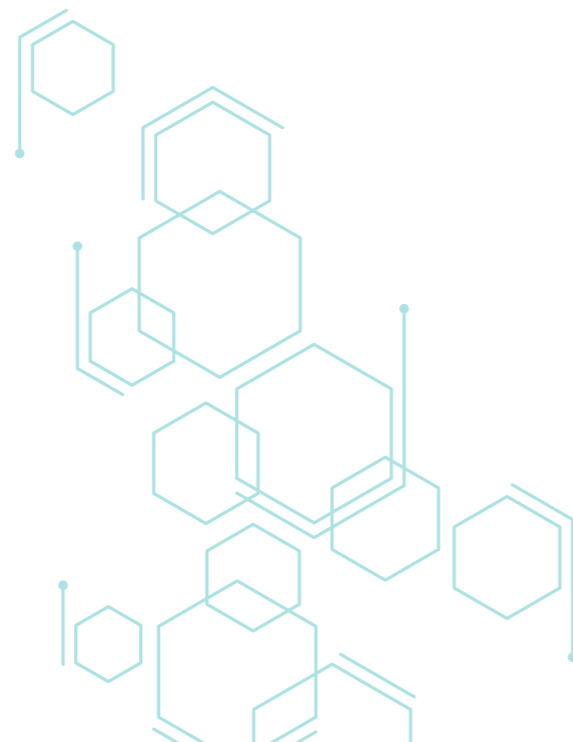
Businesses also reflected their concerns on external issues affecting the work life of their employees. At the time of the survey, housing affordability and availability was reported as having direct impacts on the work life of employees. Without addressing this issue in the next 5 years, the long-term future of business in Queensland will be heavily constrained.

“Finding adequate (in terms of basic standard) and affordable housing is the biggest issue for our business in terms of wellbeing of workers.”

CONSTRUCTION, MEDIUM BUSINESS, DARLING DOWNS

“Our concerns are mostly based on affordable housing for staff in our area, [especially] plus we employ young women who leave to have babies or travel.”

HEALTH AND SERVICES INDUSTRY, SMALL BUSINESS, SUNSHINE COAST



Further insights from businesses and industry leaders

Wider conversations with businesses and industry leaders in workshops suggested that businesses generally want to support their workers to find purposeful and meaningful work, as well as support employee mental health and wellbeing. This was not only considered a right thing to do, but efficient and sensible to ensure the growth of their business.

Mental health

A current day concern for businesses is mental-health concerns for owners and employees alike, and the need to manage these issues into the future. Feedback from workshops reflected that businesses recognise employees are becoming more emotionally literate and aware of mental health issues in recent years, especially the younger and upcoming generations of workers. Similarly, these mental health pressures are also felt by business owners, especially on SMEs.

Work life balance

Feedback from workshop participants reflected concerns raised about blurring the lines of work and life, and that **work-life balance may mean different things for different audiences.** Workshop participants suggested that it is important for businesses to have open conversations about these arrangements among themselves and with their workers.

Challenges of SMEs vs large businesses

It was widely acknowledged that larger businesses are at an advantage in finding and implementing support system for attractive work life offerings. For example, it is more cost efficient for large businesses to provide firm-wide mental health support due to economies of scale (e.g., employing a full-time staff to navigate mental health issues). In contrast, small businesses face significant barriers to implement work life initiatives, such as costs to implement mental health support for workers, and limited time and resources available to provide personal development opportunities. For such instances, it is important that SMEs have access to alternative initiatives, such as digital resources, telehealth and support initiatives from government to address their work life needs.

Workshop response:

What comes to mind when you think about the future of work for your business?

“Growing the business and developing the ‘next generation’ of leaders within the company”

CORPORATE BUSINESS

“Diversity and inclusivity in the mix”

CORPORATE BUSINESS

“Implications on how society will look like. Many points raised about blurring the edge of work and life. Regardless, agreeable that work life balance should be able to support people with leisure, meaningful work as well as meaningful rest. Some popular examples discussed including 4 day work week experiment”

CORPORATE BUSINESS

“Mental health - strains on both owners and employees with admin burden for SMEs.”

REGIONAL CHAMBER OF COMMERCE



Future-focused actions needed

1. Ongoing accessible mental health support for businesses

Engagement with Queensland business community indicated that mental health and wellbeing is the most important factor for the work life of these businesses and will be an ongoing issue in the future. While many businesses have started to implement mental health support in their operating models, support will be needed to have this made available across all sizes, industries and regions in Queensland.

How government can support businesses:

- Continue to fund existing programs and invest in long term development and integration of mental health support for businesses.

How businesses can prepare:

- Explore funding options for mental health support for your business and employees
- Collaborate with your local business community, including local chamber network and other businesses to nurture and support an environment that can accommodate mental health support for business

2. Supporting businesses to implement staff development initiatives that respond to the evolving work life needs

A thriving work life in Queensland is supported by businesses that are actively engaged with the needs and development of their workers.

How government can support businesses:

- Targeted funding and incentives for businesses to implement career and personal development for their staff, particularly in industries with skills shortages
- As part of disaster response and recovery, provide clear information to businesses on what support is available to both businesses and employees, to enable businesses to best support their staff.

How businesses can prepare:

- Regularly check in and discuss goals and development with employees.
- Consider career development for employees as an attraction and retention strategy, including training opportunities.
- Ensure your business has a disaster preparedness plan, with clear steps to follow including communications and support to staff in times of emergency.

3. Support Queensland businesses on their journey to becoming more sustainable and resilient

Supporting Queensland businesses to progress their sustainability journeys will provide both competitive advantages for the state, as well as alleviate the external environmental impacts on the Queensland's economy.

How government can support businesses:

- Targeted funding and incentives for businesses to implement technology to progress their sustainability journey.
- Support SMEs to scale, grow and diversify sustainable products and services.
- Incentives for business to invest in and adopt sustainable practices, including sustainable energy sources and adopting carbon neutral practices.
- Investment in future-proofing Queensland's energy asset base and building resilience in the transition to sustainable energy sources.

How businesses can prepare:

- Consider your carbon footprint and potential sustainable initiatives to reduce emissions.
- Consider the future development of sustainable products and services your business could offer.
- Include sustainability as part of your business and employee value proposition
- Make the most of motivated staff by getting them involved in progressing your business' sustainability or social impact journey, either in strategic planning or by implementing a green team or sustainability officer.
- Get involved! Think globally and act locally by getting involved in local or regional initiatives.

4. Develop inclusive and diverse work life for all businesses

Businesses recognise that fostering inclusivity has meaningful impacts on not only the future of their business, but also the wider community.

How government can support businesses:




- Develop resources to guide businesses on implementing inclusive and diverse workplace policies and practices.

How businesses can prepare:

- Consider the cultural diversity and equality in your business and where there may be opportunities for improvement.
- Seek feedback from your staff on your workplace culture and inclusivity.
- Connect with your local business network on progressing inclusive workplaces or reach out to community or advocacy groups who can provide support.

SUMMARY OF FINDINGS



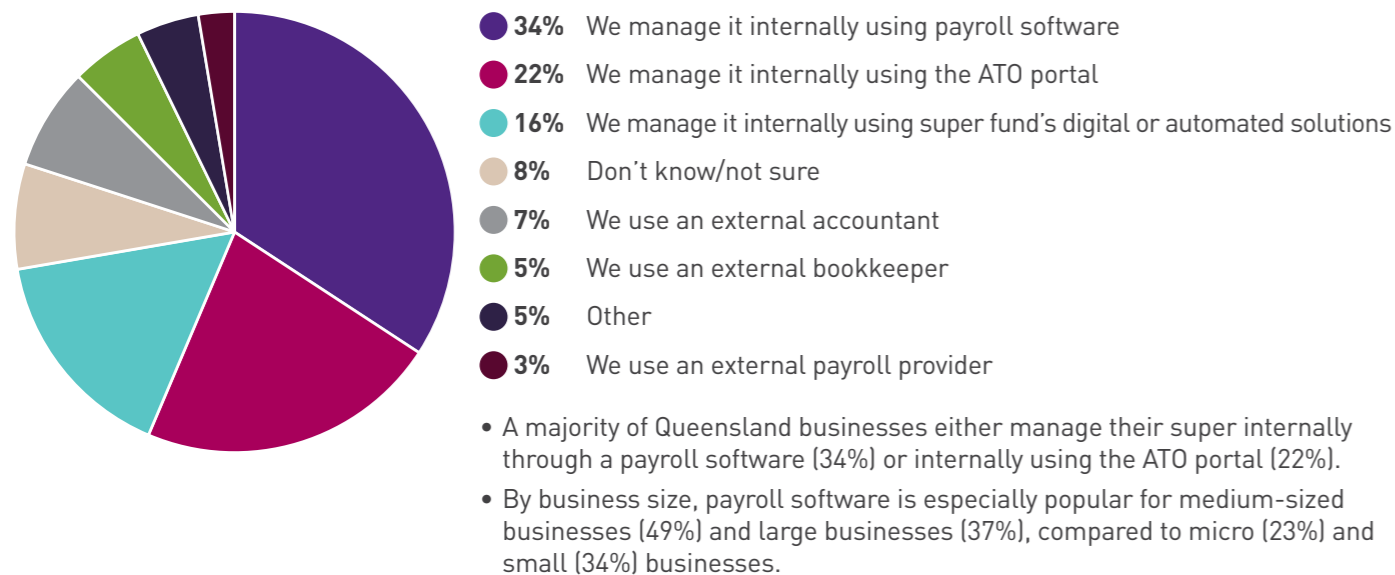
<p>DIMENSION</p>	<p>EMERGING FUTURE OF WORK TRENDS Considerations for Queensland businesses</p>	<p>INSIGHTS FROM QUEENSLAND BUSINESSES Future of Work survey and consultation findings</p>	<p>FUTURE-FOCUSED ACTIONS NEEDED Government and business actions detailed in earlier sections</p>
 <p>Workforce: the labour and skills required at work</p>	<ul style="list-style-type: none"> • Automation and technological advancements will change many aspects of future work. • With future skills continue to evolve, future workforce planning should focus on skills and tasks required, instead of jobs. • Lifelong reskilling and retraining will be required for all employees in the future. 	<ul style="list-style-type: none"> • More than half of Queensland SMEs (51%) indicated moderate to critical impacts from automation in their future workforce. • 70% of Queensland businesses reported that stronger digital skills requirements and communication skills in their future workforce would be a moderate to critical impact for the future of their business. • Upskilling and retraining for staff are expected to have moderate to critical impact to 68% of Queensland businesses. • Attracting interstate and international workers is front of mind for businesses in addressing future workforce needs, having moderate to critical impact for 50% of Queensland businesses. The impacts are expected to be more severe for businesses outside of South East Queensland (62% businesses in North Queensland expect major or critical impacts of this factor on their future workforce). 	<ul style="list-style-type: none"> • Supporting technological advancements in Queensland businesses to provide innovative workforce solutions. • Ensuring workforce training and upskilling options are job-ready, accessible and supported. • Ongoing regional workforce planning and supporting access to skilled workforces.
 <p>Workplace: the location, operations and organisation of how we do work</p>	<ul style="list-style-type: none"> • The evolving digital engagement and e-commerce environment will require further integration and adoption in both the business community and government of all levels. • Remote working and flexible working arrangements will continue to be prevalent in the future workplace. • Digital workplace and digital management tools are evolving trends that will require further considerations from both businesses and policy makers. 	<ul style="list-style-type: none"> • 76% of Queensland businesses indicated availability of high-speed connection at their workplace would have moderate to critical impacts for their future workplace; 31% indicated this would have critical impacts for their workplace in the next five years. • 60% of businesses indicated moderate to critical impacts from flexible working arrangements. • Almost half (49%) of businesses expected impacts to their workplace from remote working arrangements in the near future. • 61% of Queensland businesses reported that digital engagement and e-commerce would have moderate to critical impacts on the future of their business. 13% indicated this would have critical impacts for their workplace in the next five years. • Almost half (49%) of businesses expected moderate to critical impacts of digital workplace management tools on their future workplace. 	<ul style="list-style-type: none"> • Investment in infrastructure to improve digital connectivity. • Holistic approaches to e-commerce and digitisation of business operations. • Adopting digital workplace management tools and processes.
 <p>Work life: the culture and meaning of work</p>	<ul style="list-style-type: none"> • Social support such as wellbeing and resilience support are expected to have an important role in the future work life of businesses, especially in times of crisis. • Worker's connection to the meaning and fulfilment of work is becoming increasingly more important, especially for upcoming generations. • Future work life for businesses will need to be inclusive, supportive and flexible enough to incorporate diversity needs of workers. 	<ul style="list-style-type: none"> • Mental health and wellbeing support is the top concern in future work life for Queensland businesses, expected to have moderate to critical impacts on 70% of businesses surveyed. 37% of businesses expected major to critical impacts from this factor. • Environmental footprints were considered impactful to 42% of Queensland businesses surveyed. This concern is especially important for large business: 30% of large businesses expected major or critical impacts of environmental footprints on their future work life. • Other top work life concerns that will have moderate to critical impacts for Queensland businesses include: <ul style="list-style-type: none"> – Personal development and career development for staff (59% of respondents) – Paid parental leave for all workers (55% of respondents) – Disaster insurance and support for workers (52% of respondents) 	<ul style="list-style-type: none"> • Ongoing accessible mental health support for businesses. • Supporting businesses to implement staff development initiatives that respond to the evolving work life needs. • Support Queensland businesses on their journey to becoming more sustainable and resilient. • Develop inclusive and diverse work life for all businesses.

SUPER AND YOU: PARTNER FEATURE

This year's Future of Work survey was in partnership with Australian Retirement Trust and included questions about superannuation. The below topics were surveyed to understand how Queensland businesses manage their super and to track trends and attitudes towards super funds.

Future of Work - Super and you

How do you manage your super?



What's important to you in a super fund?

Summary of findings:

- Over half of respondents (55%) agree that it's important to have a responsible and ethical investing option for their super.
- A third (32%) agree that their super fund supporting community organisations is important.
- 27% struggle to understand the impact the stock market has on their super.
- A majority (72%) of respondents had received financial advice.
- 57% see the value in financial advice, however cost was a concern for over a third (33%) of the group.
- 56% are concerned about funding their retirement, although 71% agree they are confident in their ability to manage their finances.

About Australian Retirement Trust

Australian Retirement Trust is the superannuation fund formed through the merger of Sunsuper and QSuper. Not only does this make us one of Australia's largest super funds, but it also means that we can offer more value to our more than two million members¹.

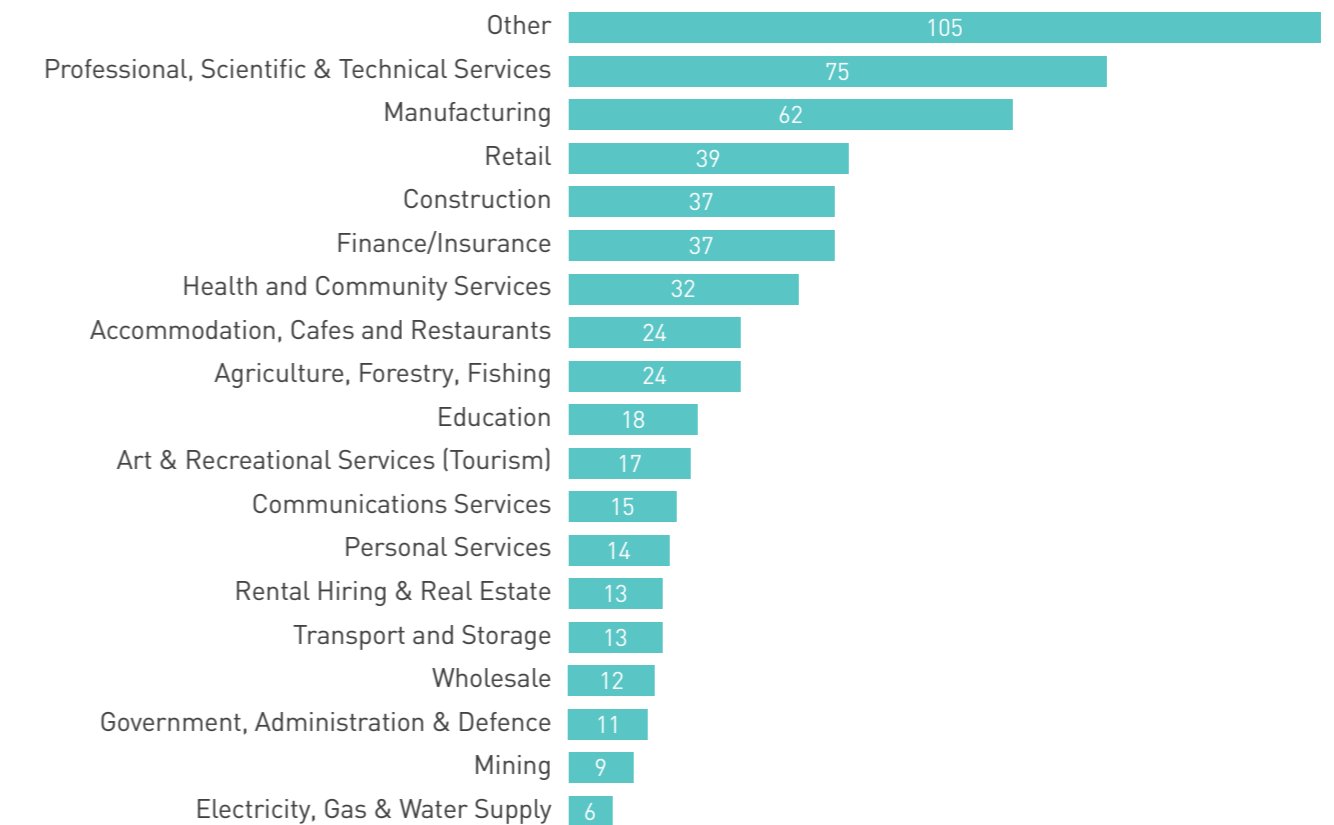


1. Member numbers include Super Savings and QSuper members as at June 2022.

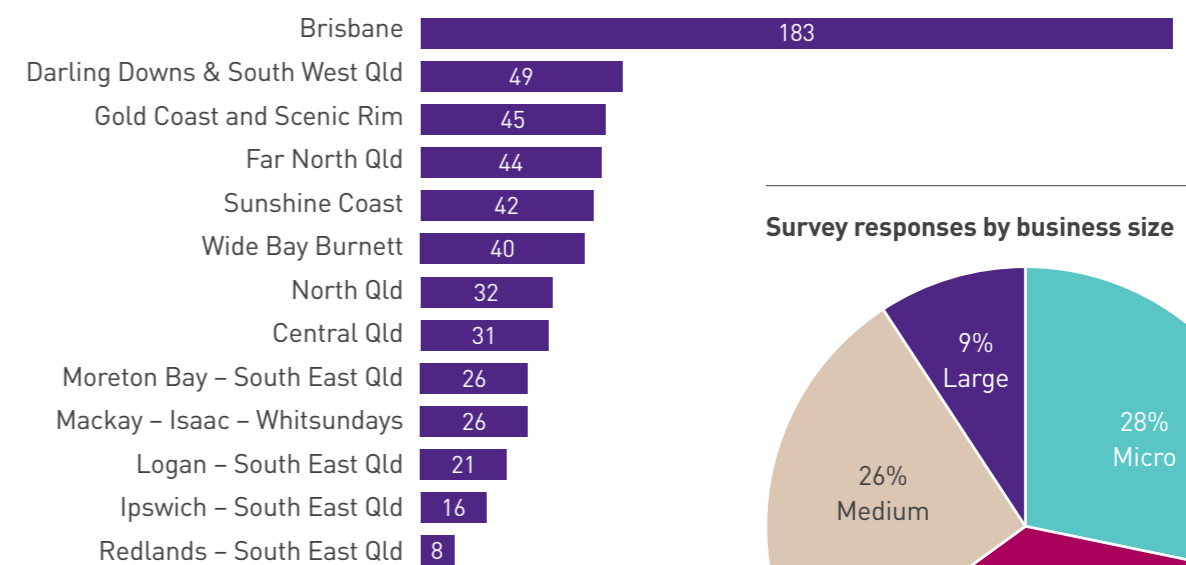
APPENDIX A: SURVEY RESPONSES PROFILE

The Future of Work online survey, sponsored by the Australian Retirement Trust, collected responses from Queensland businesses from 28th of July 2022 to 31st of August 2022. The survey achieved a sample of 563 business respondents from across Queensland.

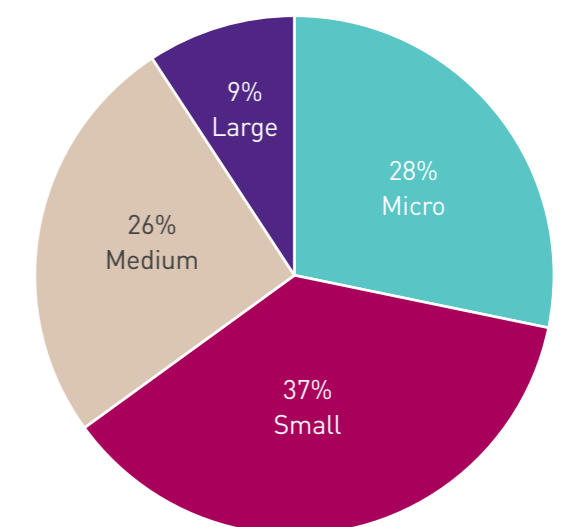
Industry breakdown of survey responses



Regional breakdown of survey responses



Survey responses by business size



FUTURE OF WORK: SELF-ASSESSMENT WORKBOOK FOR YOUR BUSINESS

Utilise this worksheet to consider the Future of Work for your business.



Part 1: Strategic Planning for the Future

Findings:

- 17% of Queensland businesses have no strategic plan.
- Newly established businesses in particular (established for less than five years) tend to only plan up to 12 months ahead.
- The most common aspect of strategic planning by Queensland businesses is workforce training and plans to upskill staff. This is followed by plans regarding machinery and automation, market research and network expansion.

Questions to consider:

Q1: How far into the future is your current business strategic plan?

- No strategic planning
- 12 months into the future
- 24 months into the future
- Up to 5 years in the future
- Other planning (specify below)

Q2: What kind of strategic plans do you have?

For example: digitalisation, market research, staff and skills planning.

Q3: What strategic planning could your business undertake in the next 12 months to better prepare for the future?

For example: workforce assessment, workplace rearrangements, seeking grants and supports.

Part 2: Workforce

Queensland businesses have indicated the following considerations for their workforce in the next 5 years:

- The need for stronger digital skills requirements (considered to have moderate to critical impacts for 70% of businesses)
- Stronger communication and personal skills requirements (moderate to critical impacts for 70% of businesses)
- New skills and retraining requirements for staff (moderate to critical impacts for 68% of businesses)

Q4: What are the most important considerations for the future of your workforce? Write down at least three that may be applicable for your business.

Consideration 1:

Consideration 2:

Consideration 3:

Consideration 4:

Explain how these considerations listed above would most likely impact on your business:

Q5: What actions could your business take in the next 12 months to better prepare?

See resources:

Workforce planning resource by Jobs Queensland

Jobs Queensland and Business Chamber Queensland's Workforce Planning Connect equips you with the tools for building workforce planning capabilities in business.

<https://jobsqueensland.qld.gov.au/workforce-planning-connect/>

Part 3: Workplace

Queensland businesses have indicated the following factors for their workplace in the next 5 years:

- The importance of **high-speed internet connection**: more than one in three Queensland businesses (36%) indicated this would have critical impacts for their workplace in the next five years.
- **Digital engagement and e-commerce practices** with their customers (moderate to critical impacts for 61% of survey responses.)
- **Flexible working arrangements**, as well as preference for enhanced remote working arrangements are the next major concerns for businesses (moderate to critical for 60% of Queensland businesses)

Q6: What are the most important factors for the future of your workplace? Write down at least three that may be applicable for your business.

Consideration 1:

Consideration 2:

Consideration 3:

Other considerations:

Explain how these considerations listed above would most likely impact on your business:

Q7: What actions could your business take in the next 12 months to better prepare?

See resources:

EcoBiz for sustainability needs: ecoBiz is a free program for small to medium businesses, in partnership with the Queensland Government. With the help of an ecoBiz expert, you will be able to develop an action plan to help your business reduce consumption across energy, water and waste to save money and increase efficiencies.

<https://ecobiz.businesschamberqld.com.au/>

Digital strategy for your business by Queensland Government: Queensland government provides the starting point for development a digital strategy to introduce and implement digital technology to meet your business goals.

<https://www.business.qld.gov.au/running-business/digital-business/digital-strategy>

Part 4: Work Life

Queensland businesses have indicated the following factors for the work life of their businesses in the next 5 years:

- **Mental health and wellbeing support** is the top concern in future work life for Queensland businesses, expected to have moderate to critical impacts on 70% of businesses surveyed. 37% of businesses expected major to critical impacts from this factor.
- **Environmental footprints** were considered impactful to 42% of Queensland businesses surveyed.
- **Personal development and career development for staff** (moderate to critical impacts for 60% of respondents)
- **Paid parental leave for all workers** (moderate to critical impacts for 55% of respondents)
- **Disaster resilience and support for workers** (moderate to critical impacts for 52% of respondents)

Q8: What are the most important factors for the future of the work life in your business?

Consideration 1:

Consideration 2:

Consideration 3:

Other considerations:

Explain how these considerations listed above would most likely impact on your business:

Q9: What action could your business take in the next 12 month to better prepare your future work life?

See resources:

Mental Health support for Queensland businesses: A collection of free online resources to support mental health and wellbeing for Queensland businesses can be found at this site by Queensland government. Resources include free mental health checks and coaching programs, such as NewAccess by Beyond Blue, as well as hotlines for other supporting services.

www.business.qld.gov.au/starting-business/advice-support/support/wellbeing/mental-health-resources

Small Business Wellness Coaches: Wellness coaches help small business owners with unique and personal business challenges, needs and opportunities in a free one-on-one, supportive environment. Wellness coaches are available to work with you or any of your family members who are employed in your business.

www.business.qld.gov.au/starting-business/advice-support/support/wellbeing/wellness-coaches

Wellness at work resource by EmploymentHero: 2022 is posing unique challenges to employee wellbeing. Explore the averages of common insights, or visit the interactive dashboard to discover employee wellness in your region.

<https://employmenthero.com/wellness-at-work>

LIST OF RESOURCES

Business services by Business Chamber Queensland

HR services

Our Employer Assistance team work hard to protect what you've worked so hard to create. They are dedicated to your business success in providing Fair Work advice when you need it most.

Call: 1300 731 988

Chamber Network

Business Chamber Queensland works closely with our regional network of more than 121 local chambers of commerce. Reach out to your local chamber for business support: <https://businesschamberqld.com.au/services/find-a-local-chamber>

ecoBiz for sustainability needs

ecoBiz is a free program for small to medium businesses, funded by the Queensland Government. With the help of an ecoBiz expert, you will be able to develop an action plan to help your businesses save money and increase efficiencies. With over 1000 businesses registered from all over Queensland, 90% of businesses recorded an increase in productivity and savings.

<https://ecobiz.businesschamberqld.com.au/>

Research and further resources:

Business Chamber Queensland has been a trusted voice for Queensland business for 150 years. That's because we take an evidence-based and independent approach when we advocate to make Queensland the best place in the world to do business.

Get involved

<https://businesschamberqld.com.au/business-voice/>

Training resources

Micro-credentialing for small businesses in Tourism:

The Queensland Tourism Industry Council (QTIC) endorsed micro-credentials offers alternative current skilling solutions that provides direct benefit to tourism and hospitality businesses, and their workforce. The program aims to provide an opportunity to support changing workplaces by enabling the provision of focused training in specific skills to better support employees and businesses to adopt innovations and improved productivity.

<https://www.qtic.com.au/workforce-development/Micro-Credentialing/>

TAFE Queensland: short course and micro-credentials

Quickly and easily develop the skills you need to launch, progress or pivot your career with an industry-recognised micro-credential.

<https://tafeqld.edu.au/courses/course-types/short-courses/microcredentials>

Workforce planning resource by Jobs Queensland

Jobs Queensland and Business Chamber Queensland's Workforce Planning Connect equips you with the tools for building workforce planning capabilities in business.

jobsqueensland.qld.gov.au/workforce-planning-connect/

Resources for workforce planning:

1. **The Workforce Planning Connect toolkit** is a comprehensive resource designed to support small and medium-sized enterprises through the workforce planning process. The toolkit can be used to develop a complete workforce plan or to address a specific workforce challenge, opportunity or need within a business.

<https://jobsqueensland.qld.gov.au/wp-content/uploads/2022/03/WPC-toolkit.pdf>

2. **The Workforce Planning Connect Workbook** is a practical resource for micro business and small enterprises to build a workforce plan in full or to focus on key activities to support specific workforce needs.

<https://jobsqueensland.qld.gov.au/wp-content/uploads/2022/03/WPC-workbook.pdf>

Jobs Queensland: Anticipating Future Skills

You can use the Anticipating Future Skills (AFS) series for workforce planning, to identify regional jobs growth or to help you make decisions about your future careers. It provides detailed employment projections to help you understand what Queensland's future labour market might look like.

jobsqueensland.qld.gov.au/anticipating-future-skills

Queensland Small Business Commission: resources for small businesses.

The Queensland Small Business Commissioner (QSBC) provides information, assistance, and advocacy support to Queensland small businesses to enable and empower them to succeed.

www.business.qld.gov.au/running-business/support-assistance/qsbc/assistance

Wellness at work resource by EmploymentHero

2022 is posing unique challenges to employee wellbeing. Explore the averages of common insights, or visit the interactive dashboard to discover employee wellness in your region.

<https://employmenthero.com/wellness-at-work>

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