

Global highlights

Perceptions on protection

Surveying workers to build
new agile solutions





Introduction

Over the last decades, the world of work has changed dramatically. With increasingly non-linear and fragmented career paths, workers are more exposed to shortfalls in income: at any given point in time, their chances of being unemployed are greater than before, while benefit coverage has shrunk. In essence, making the appropriate choices about insurance, savings, and pension products to counteract these shortfalls frequently falls to the individual worker.

As we stated in the [Social Protection: from fragile to agile report](#), published November 2018, individuals cannot, and should not, shoulder this responsibility by themselves. Nor is it practical or feasible for a single company to do this on their behalf. Insurers undoubtedly have a part to play here, but historically they have focused on meeting specific contingencies. This fragmentation in product design no longer matches new patterns of work and retirement.

Taken together, these trends point to the need for agile protection: flexible insurance and associated worker protection which is provided by multiple stakeholders and tailored to individual career trajectories, addressing various transition points in working lives.

Zurich Insurance Group and the Smith School of Enterprise and the Environment at the University of Oxford are responding to this need. We are examining the potential for lifelong, tailored, contemporary social protection under a three-year research program. This program builds on the success of the Income Protection Gaps project, a three-year research collaboration (2015-2018) focused on shortfalls in earned household income due to disability, illness, or the premature death of the main wage earner.

Despite the amount of public discussion of the causes and likely effects of these labor market changes, workers' perceptions on these issues remain understudied, giving rise to three key questions:

- 1. Under what circumstances do individuals adapt their career and financial decisions to changing labor markets?**
- 2. What are the main drivers or impediments in these processes?**
- 3. What role does insurance play in individuals' long-term planning for an uncertain financial future?**

To help find some answers to these questions, we designed a comprehensive online survey of the working-age population in 15 countries across Europe, Asia Pacific, North America, and Latin America. From February to March 2019 we gathered responses from approximately 16,500 individuals.

This report is meant to give a first look at some of the insights from the data on a country-by-country basis. We generated some striking findings and have summarized them in this study. We give a snapshot of our respondents' current career and protection status, and examine their sources of worry but also their resilience – both their anxiety and flexibility. We then seek to determine how far our respondents have gone to insure against the risks inherent in the new world of work.

The results presented here also indicate the robustness and richness of the data we have collected. This report is more focused and deeper than a simple overview. Its findings provide a means to better understand the country profiles included in this report, and serve as the basis for a comprehensive analysis of our findings to be published later in 2019.

As much as the power of our research lies in its global reach, we were also keen to look at trends across countries. It's easy to make assumptions about certain countries having more 'socialist' or 'free-market' protection systems, or indeed being more or less economically developed. But one of the key takeaways of our 2015-2018 Income Protection Gaps project was that the countries in our study couldn't be lumped together regionally because financial behaviors within regions was so heterogeneous. Similarly, the results of this latest 'agile workforce protection' study show that the countries we've surveyed defy easy categorization solely on the basis of shared geography or history – they need to be examined in detail on a case-by-case basis.

All of that said, the rest of this introduction is meant to set the scene by providing some global context for what has motivated our study and what we have learned from it. Our findings should resonate with both those in need of protection in this new world of work, and those who can provide it to them.



Why workers need to be (more) agile

We see three main factors driving changes in how people work. *One is the introduction of new technologies and digitization*, which have changed firms' *modus operandi* and thereby challenged workers' skills. The types of skills needed to keep up with technological advancements are increasing, and becoming increasingly complex.

Related to this first trend, globalization is also widely recognized as a key driver behind changes in labor markets. As capital and labor can move freely across borders and industrial sectors, the displacement of significant parts of value chains, if not entire industries, across borders has become commonplace. This has increased the opportunities for wage arbitrage and cost savings by moving labor to places where wages are lower.

The third trend is related to demographic change reshaping the workforce, and the needs of workers. A combination of increased life expectancy and decreasing birth rates in many countries has contributed to the so-called 'graying' of the workforce. Older employees¹ are certainly valuable for the diversity they bring to the workforce. Retaining them is also a way to give older individuals opportunities to retain an active role, and remain engaged in society. But as public pension and healthcare costs have risen in line with an increase in life expectancies, this is putting pressure on public finances. And it can also foster competition for jobs between old and younger workers, while making it harder for young individuals to plan for the future.

Companies, policymakers, and the workforce have all been affected by these changes.

Businesses are pushed to explore just-in-time innovations to remain competitive, or even simply to survive. Policymakers are asked to revise their social protection models to make public spending strategies more resilient, while promoting inclusive and sustainable economic growth. This has significantly affected the workforce.

To sum up, it is increasingly rare today to stay in one job, or with one company, for decades or even an entire career. Workers are increasingly job-hopping, switching careers, and even moving from country to country. This has had four major consequences for the workforce.

- Full-time dependent employment for an indefinite time is giving way to new contractual arrangements that give employers more flexibility and – for better and for worse – give workers more flexibility, too. Short-term or temporary contracts are increasingly common. Self-employment is also becoming widespread due to the advent of online platforms, which provide a pool of workers available on demand, virtually anywhere in the world. People often have multiple jobs. All of this is especially significant for younger people, for whom the standard, long-term, permanent-contract type of employment is scarcer.

- Although new, non-traditional forms of contract offer some advantages in terms workers' flexibility and autonomy, the instability of such contracts means that certain opportunities and protections are curtailed. Relying on short- or fixed term contracts often triggers feelings of anxiety and vulnerability.
- Technological advancements also place an imperative on workers to be flexible. To reap the benefits of current labor market changes, individuals will have to adapt: that is, they will have to acquire and maintain new skills throughout their working lives. In some cases, workers might have to compromise when it comes to their contract, or else look for a new job.
- Related to this, social protection models are increasingly challenged by new working arrangements, which clearly stand outside standard employment frameworks. Non-traditional workers are typically not covered by many of the benefits and protections afforded to permanent employees, and they may have difficulty accessing or obtaining adequate levels of state benefits. They thus need to seek protection elsewhere.



The Agile Workforce Protection consumer survey

In 2016, the Income Protection Gaps project surveyed representative samples of the working population in 12 countries across five continents. The survey results shed light on individuals' financial behaviors, perceptions of their risks of income shortfalls due to illness or disability, and attitudes toward various types of social protection and insurance provision.

In our current Agile Workforce Protection project, we are building on what we learned in our prior study to commission a second survey. This time, we took a more comprehensive view of workers' resilience in this new world of work and protection, and broadened the geographic scope to 15 countries.

We designed an online survey which was administered in February and March 2019 in Australia, Brazil, Germany, Hong Kong, Ireland, Italy, Japan, Malaysia, Mexico, Romania, Spain, Switzerland, the UAE, the UK and the U.S. We gathered responses from approximately 16,500 individuals who are representative of working population aged 20 to 70 in each country.² We believe this represents the most suitable group of individuals to carry out a study on the future of work.

Respondents provided us with detailed information about several aspects of their work life and financial circumstances:

- their work situation, and some of the reasons for their specific professional choices (e.g., reasons for entering new forms of self-employment);
- the reasons for their decisions about whether or not to purchase insurance products;
- their perceptions of job security, and related willingness to acquire new skills, change career path, or move abroad for work;

- their perceptions of the disruptive power of technology and its consequences on their work situation;
- their ability to process numerical information, along with perceptions of and attitudes toward time and risk;
- their preferences for income redistribution.

We also collected socio-demographic data at the individual and household level.

Thanks to its scope and detail, the survey is meant to generate insights into consumers' career and household financial situation, and ultimately their attitudes toward the changing world of work.

Our ultimate objective is to give employers, policymakers, and insurers insights into workers' perspectives and circumstances so that they can better understand the needs of the labor force and reinforce social resilience in their respective countries. We also wish to contribute to the broader debate about job insecurity, employment, and wage income over the next few decades.



²To ensure representativeness, a quota system based on nationally representative demographic variables such as age, gender, region, and income level was used in sample selection phase.

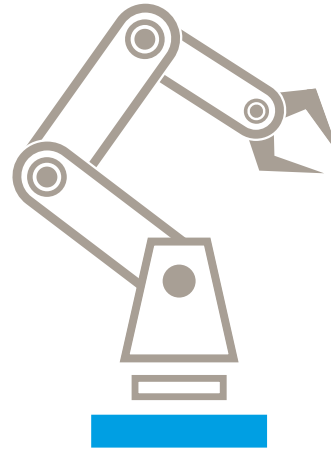
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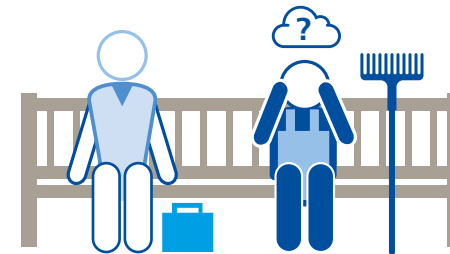
Top-line results

At the global level, several findings emerge as striking across the board. In many ways, the broad-brush strokes are what we would expect to see in any contemporary study of workers' position in a changing labor market. Scratch the surface, however, and many interesting and at times counterintuitive results about the vulnerabilities, attitudes, and behaviors of different segments of the workforce emerge.

Women are more vulnerable to the changing world of work. That women were significantly less likely to supervise others at work in all countries except Brazil reinforced wider gender gap challenges: it suggests that their status at work – in terms of income and possibly even job security – tends to be lower than men's. Women were less positive about technological change and more worried about losing their jobs because of it. Yet they were also more risk averse: less willing to go freelance or move abroad for job opportunities, for example. Women also generally self-report as less knowledgeable about income interruption-related insurances. Yet despite all these signs indicating that women are in greater need of protection, they are less likely to hold it. All this suggests that one of the biggest protection gaps is a gendered one – a conclusion that is very much in line with our previous study on income protection gaps.



Women and manual workers are most vulnerable to the changing world of work



Workers in routine manual tasks are also vulnerable. Manual workers were generally more likely to be part-time and less optimistic about their finances over the next 12 months. Respondents who say their jobs consist primarily of knowledge-based tasks tend to share very similar levels of concern about the impact of technology on jobs – a notable finding given that this group is split between those whose tasks are mainly routine (and therefore at much more immediate risk of becoming obsolete due to automation) and those whose work tends to be more creative. For instance, both groups of 'knowledge workers' say in equal proportions that technology has made the job situation in their

country worse over the past 15 years (20%) and that they fear losing their job to technology (27%). Both manual and knowledge workers whose tasks were primarily routine were both less likely to own income interruption-related insurance and less knowledgeable about it.

Having a comfortable retirement emerges as the top global financial worry. Across countries and even age groups, people pointed to having adequate retirement savings as first among many potential personal-finance concerns. What's more, this is a top concern by a wide margin: 44% of respondents globally said so, followed by 27% who worry most about paying their monthly bills.

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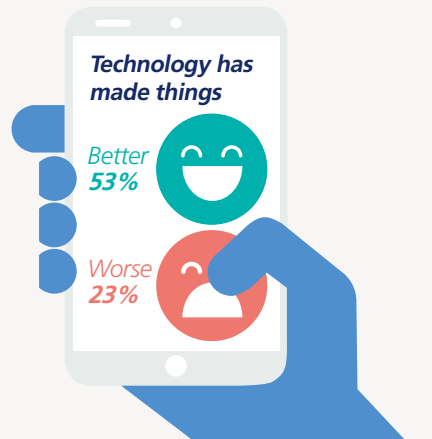
Younger millennials show signs of financial conservatism. Interestingly, millennials were as likely as their older counterparts to save part of their income in 2018, with 63% saying they were able to do so. About a third of them (32%) reported that retirement is their top worry – and this concern was a very close second to the much shorter-term problem of paying their monthly bills (34%). Their levels of ownership of term life and income protection insurance, as well as their self-reported levels of knowledge about these products, are not high. Interestingly, however, and unlike what we might expect to see, millennials' levels of both ownership and knowledge of insurance are generally in line with (or at least not radically different from) those of their older counterparts.

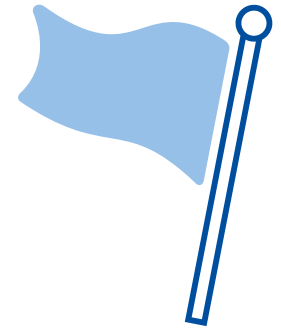
Intergenerational attitudes towards technology's effects on national labor markets are remarkably consistent. While we might expect younger people to be more pessimistic about the impact of technological

change on the job situation in their country, there are virtually no global generational gaps here: about 23% of respondents of all ages believe technology has made things worse, compared with around 53% on average who believe it has improved the situation. When it comes to fears about losing their own jobs, millennials and those in the middle of their careers are worried in equal measure: It's only those who are close to retirement who are noticeably more relaxed.

Job instability is as likely to be voluntary as involuntary. A fifth of our respondents said they think they are likely to lose their job in the next year. Interestingly however, an even greater proportion (27%) say they have plans to leave their job voluntarily within the same time period. Of these, most appear to be readying themselves to become freelancers. And when it comes to opening up other career opportunities, similar numbers say they'd be willing to move abroad for a job.

Attitudes towards
*technology's effects
on labor markets
are consistent
across generations*





About the country profiles

Four storylines

To gain a better understanding of trends across different countries, for each country in our survey we have presented a set of results that highlight both workers' attitudes toward labor market change and their likely responses to it. In wider debates about the evolving world of work, anxiety is often the prevailing sentiment influencing workers' attitudes. Fears about job security, adequate finances, and access to protection are all too common. But not only do we seek to gain a deeper understanding of these anxieties in our survey; we also want to examine one possible response to anxiety, which is flexibility to the changing world of work. To provide a clearer picture, we also looked at respondents' household financial situations, assessed through selected measures.

Our approach goes beyond the degree of 'optimism' or 'pessimism' in the workforce. We aimed to go deeper, testing the adaptability and resilience of our respondents. To put these results into context, we provide in each country some details about workers' current job situation. We also show who has already taken measures to provide their own protection in the form of at least one of two of the most common and universal types of insurance, namely term life and income protection, either by purchasing an individual policy or by participating in a group scheme via their employer.

We have chosen a distinct way of presenting this information visually in the pages to follow. For each country we display a matrix, with one row reporting on respondents' **labor market status**, followed by two rows representing their **labor market anxieties** and the degree of **flexibility in their attitudes**, and a further row showing their **ability to protect their household finances**.

Each of these four rows is separated into three columns, each of which in turn represents a different demographic split: gender, age, and broad job category. Our age category divides people into four generational cohorts: younger millennials (20-29), older millennials (30-39), Generation X (40-54), and baby boomers (55-70). For job categories, we needed a more nuanced and contemporary perspective on old 'blue collar' and 'white collar' distinctions. Instead, we relied on a set of questions which asked our survey respondents about whether the types of task they typically performed at work entailed manual or knowledge-based skills, and whether these tasks were routine or required creativity. On this basis, we determined four worker categories: manual-routine, manual-creative, knowledge-routine, and knowledge-creative. This is also a standard classification of occupations in other studies on the future of work.

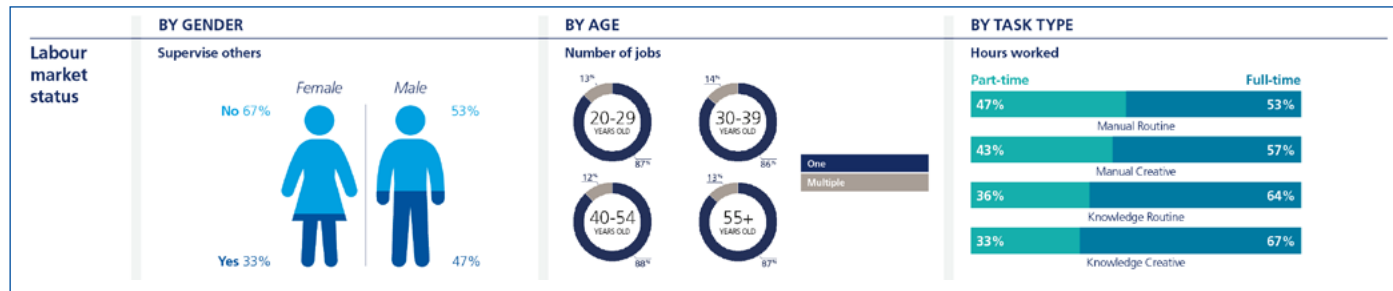
Alongside the matrix, a separate column shows a measure of the degree of protection respondents have taken against the risks new world of work entails. Again, we are interested in specific demographic groups: we look again at gender, age, and broad job composition, and also differences between those who are the main breadwinner in their household and secondary earners.





Global findings

Labor market status: The first set of figures (first row) ([see Part 2: 15 country profiles](#)) depict our respondents' labor market status. We looked at three features of their current job, each for a different demographic: whether workers supervised others, comparing men and women; whether they have one or multiple jobs, comparing age cohorts; and whether the number of hours they worked per week meant they worked part-time, full-time, or overtime, comparing different occupational types.



³ Elsewhere in our results (not profiled in detail in this publication), we find further evidence that women have lower status in the labor market: for instance, they are generally less likely to be able to influence important decision concerning their company's activities, and at the same time are more likely to work in smaller companies.

⁴ Drawing on our finding elsewhere in the survey, we confirmed our expectation that less educated individuals are more likely to have a manual job and less likely to supervise others employees in the UK, Hong Kong, and Japan. Conversely, those individuals who have a reached higher educational attainment are more likely to be involved in more knowledge-based tasks, organize their daily workload as well as influence their company strategy and activity.

At the global level we can point out several notable findings:

In all countries except Brazil, we see that women are significantly less likely to supervise other employees. On average in our sample, 34% of women, well below the 59% of men, supervise others. This gender gap will be a persistent theme both in this report and in future reports about our survey.³

Regardless of age, most of our respondents have one single job. However, individuals aged 55 or more are significantly more likely than their younger counterparts to have multiple jobs in Ireland, Romania, Switzerland and the U.S. In these countries roughly 20% of the older respondents have multiple jobs, ten percentage points more than young millennials. Younger millennials are also significantly less likely than older cohorts to have a permanent contract in Brazil,, Germany, Hong Kong, Italy, Malaysia, Spain, Switzerland and the UAE. In general, this is in line with what we would expect to find, namely that both the youngest and the oldest tiers of the labor market are more likely to be in non-standard forms of employment.

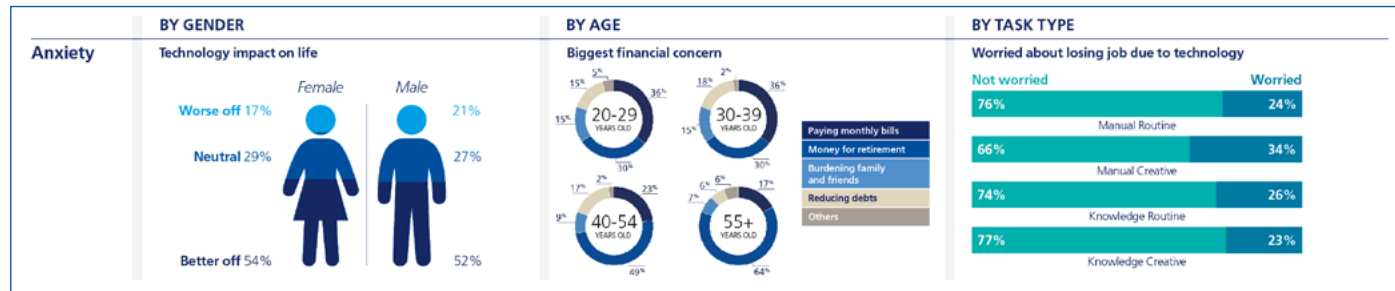
Despite some country heterogeneity, individuals whose jobs consist primarily of manual tasks are significantly more likely to work part-time. This trend is especially significant for workers in Australia, Germany, Japan, Ireland, Malaysia, Romania, Spain, Switzerland, the UK and the U.S. where approximately 30% of manual workers have a part-time contract. Conversely, those involved in knowledge-based tasks are significantly more likely to have a full-time contract in more than half of the countries in our sample. Those carrying out knowledge-based and creative tasks are most likely to work more than 40 hours per week.⁴

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Anxiety: The second set of figures (second row) (see Part 2: 15 country profiles) presents some findings on the anxieties our respondents expressed about their work and financial situations. We broke it down into three potential sources of worry: whether or not workers believe that technological progress improved the job situation in their country of residence over the last 15 years, comparing men and women; whether respondents are worried about having enough money for a comfortable retirement, depending on their age; and whether they are worried about being replaced by a machine or a computer program in their job, depending on what types of tasks they carry out at work.

⁵ Elsewhere our findings show that those who worry most about their future pension were, in all countries, able to save a part of their income in 2018. Additionally, baby boomers in Australia, UK, Ireland, the U.S., Mexico, Italy, Germany, Romania, UAE, Malaysia, Hong Kong and Japan are significantly more likely to declare that they are not worried about losing their job due to technological progress.



Globally, our results showed that women are generally less positive than men about the effects of technological change on the job situation in their country. In Brazil, Mexico and Romania women are significantly more likely to argue that they are worse off due to technology. In Italy the proportion of women stating that technology has worsened their working situation reaches 65%, whereas only 10% of Italian women declared to be better off thanks to technological change. This is consistent with results elsewhere in our survey, which showed that women were also more likely to worry that they would lose their job due to technological advancement. This trend is notable in Brazil, Mexico, Spain, Romania, Malaysia, and Japan.

Not surprisingly, baby boomers are significantly more concerned than younger individuals about accumulating enough savings for a comfortable retirement with the exception of UAE and Hong Kong nationals, where there exists no significant difference amongst age cohorts. On the other hand, even younger millennials report in substantial numbers that retirement is their top worry. In general, though, young millennials are more likely than older workers to worry about paying of their monthly bills. This is especially true in Australia, UK, Ireland, the U.S., Mexico, Romania, UAE, Malaysia, and Japan where between 27% and 44% of younger millennials, depending on the country, is concerned about making ends meet.⁵

Technology-related unemployment is more of a concern for manual workers than for those who are involved in knowledge-based jobs. This trend holds for all countries in our sample. Additionally, those workers who feel that they are currently worse off due to technology compared with 15 years ago are also more worried about losing their job in the next five years due to technology.

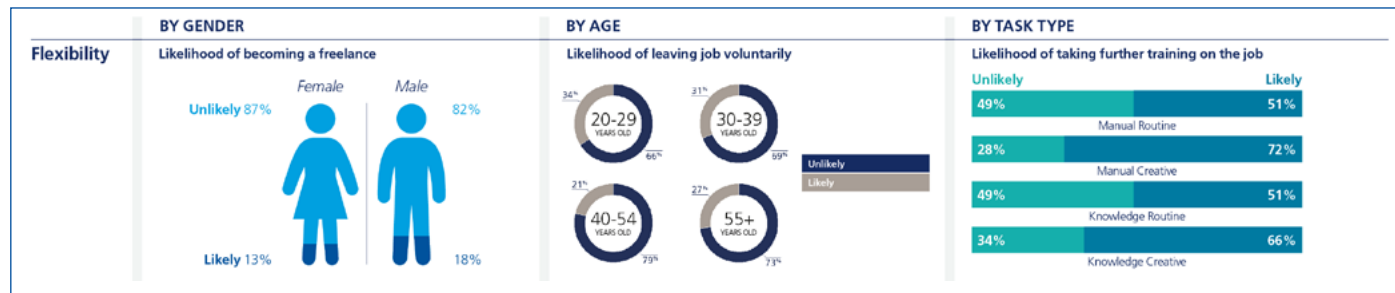
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Flexibility: The third set of figures (see [Part 2: 15 country profiles](#)) shows workers’ willingness to be flexible and adapt to improve their working situation. We presented our data on people’s plans to leave their current job within the next 12 months to become a freelancer, comparing men and women; their likelihood of leaving their current job voluntarily within the next year, comparing age cohorts; and their willingness to sacrifice one evening of leisure time per week for six months in order to undertake professional retraining or to learn new skills, comparing different job categories.

⁶ For example, we also know that women are less likely than men to move abroad to secure a job, especially those living in Australia, Ireland, the U.S., Germany, Switzerland and Italy.

⁷ Elsewhere in our results, we see that younger millennials are more willing to take on a training to improve their skills and more likely to move abroad to increase their income. Conversely, in all countries in our sample, baby boomers are significantly less inclined to re-train on the job.



Men are significantly more likely than women to plan to leave their current job to become a freelancer. This is in line with one of our broadest global findings, which is that women are generally more risk-averse than men.⁶

Most workers (i.e. an average of 73% across the sample) are not inclined to leave their job voluntarily. However, younger millennials are significantly more likely to leave their job voluntarily than other workers in Ireland, the U.S., Brazil, Mexico, Spain, Italy, Germany, Romania, UAE, Malaysia, and Japan. This is especially true in the UK, Italy, Spain, and also Japan, where over 80% of the individuals aged 55 or more declared they are unlikely to leave their job.⁷

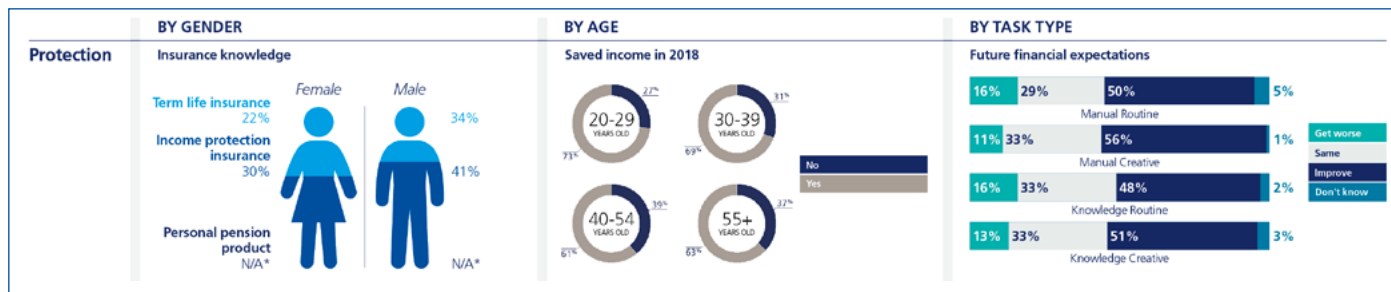
Workers whose job mostly involves knowledge-based tasks are significantly more open to the idea of taking further training during their leisure time.

This is especially true for those carrying out knowledge-based and creative tasks in Spain, Italy, Switzerland, Germany, Japan, and Hong Kong.

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Protection: The fourth set of figures ([see Part 2: 15 country profiles](#)) shows some measures of the degree of protection individuals have. Specifically, for each country we show whether workers have good or excellent knowledge about term life and income protection insurance, comparing genders; whether they saved at least some of their income in the past year, comparing age cohorts; and their expectations for their financial situation in the coming 12 months, comparing job categories.



Women are less knowledgeable than men about both types of insurance.

Moreover, men in the UK, the U.S., Brazil, Switzerland, Germany, Romania, and UAE were significantly more able than women to save in 2018.

About three-fifths of all respondents declared they were able to save in 2018.

Notably, younger millennials were significantly more likely than their older counterparts to save part of their income in Australia, Ireland, Mexico, Italy, Switzerland, Malaysia, and Hong Kong. In these countries, over 60% of younger millennials reported that they could save part of their income.

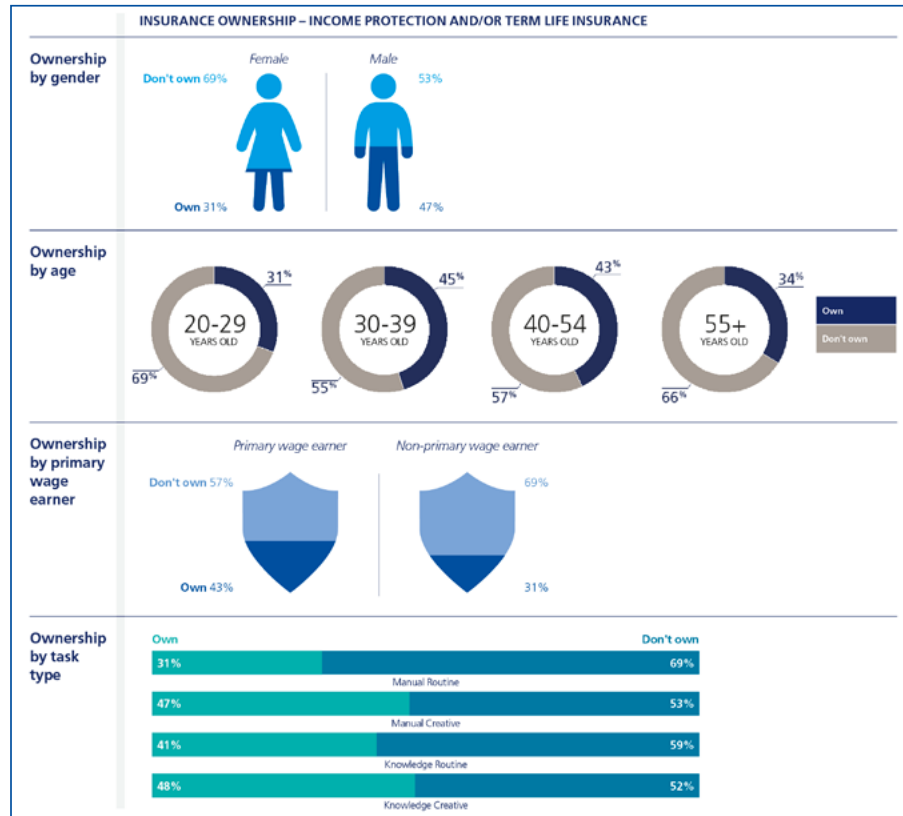
Our respondents are likely to believe that their financial situation is likely to remain unchanged or improve independently of their job type.

However, there are differences among countries. For instance, knowledge creative workers in Spain, Germany, Switzerland, and Hong Kong are significantly more likely to expect an improvement in their finances. Manual routine workers in Germany and Ireland are significantly less likely to forecast an improvement in their financial situation.

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Insurance ownership: Finally, special attention has been devoted to the analysis of insurance ownership (see Part 2: 15 country profiles). In each country profile we show ownership of income protection and term life insurance by gender, age cohort, task type, and household breadwinner status. Again, by ‘ownership’ we mean both private, individual purchases as well as membership of group plans.



As previously also shown in the [Income Protection Gaps](#) project, women are less likely to hold either type of insurance.

There is a gender gap in most countries except Brazil, Mexico, Spain, Switzerland and Malaysia, where no significant difference between genders exist.

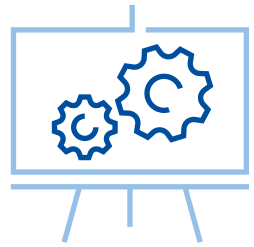
Younger millennials are significantly less likely than their older counterparts to have income protection or term life insurance in Australia, Ireland, the U.S., Mexico, Italy, Germany, Romania and Japan. Interestingly, the opposite holds true for Brazil, where 16% of younger millennials hold income protection or term life insurance and this proportion is significantly higher than that of older workers.

Individuals who perform mainly manual routine tasks at work are less likely than those doing other types of tasks to own income protection or term life insurance.

This is consistently true across countries and significantly so in Australia, Ireland, the U.S., Germany, and Japan.

Primary wage earners are significantly more likely to own any or both of these policies compared with those individuals who are not primary wage earners. This holds true in most countries except Brazil, Spain, Switzerland, Germany, and Romania.⁸

⁸ Additionally, those who own an income protection and/or term life insurance policy are more likely to declare that their health is better than average. This is trend is true for all countries, and significant in Australia, Ireland, the U.S., Mexico, Italy and Romania.



Conclusion: Our project and research pathway

Our research program intersects with fundamental issues about the changing world of work. Much has been written about this topic with contributions by academics, policy makers, research think tanks and public and private companies. In some cases, there is a clarion call to action underpinned by a fear of change – for future employment prospects, for earned incomes, for patterns of inequality, and for economic and political stability.

Our goal in this project is to better understand these global patterns while recognizing that, country by country, there are marked and sustained differences both in terms of the likely impact upon the demand for labor as well as how working men and women conceptualize and respond to emerging challenges in their labor markets.

In our first report on this project, [published in November 2018](#), we outlined the drivers of the growing gap between the new realities of work (and retirement) and the design of established social benefits systems. We noted that the national context is of central importance in understanding the causes and consequences of this gap. In this respect, the project focuses upon not only how working men and women might respond to the changing world of work but how their long-term prospects (and those of their families) may well rely upon established institutions as well as market mechanisms that safeguard people's incomes and assets. There are, in this respect, important issues to be confronted over the coming decades as to the responsibilities of public and private institutions for those most affected by these changes.

In this report, we have sought to better understand through intensive representative

sample surveys of employed individuals in 15 countries the employment circumstances of men and women, those who earn higher incomes and those that earn lower incomes, those who are self-employed those that are not, and those that are highly educated and those that are not. This allows us to map the world of work by country. But it also allows us to ask questions as to who is anxious about their career and job prospects, who is relatively flexible in terms of coping with change in the labor market, and what are their fears as regards their long-term welfare, especially in the context of public and private institutions that offer self-protective measures.

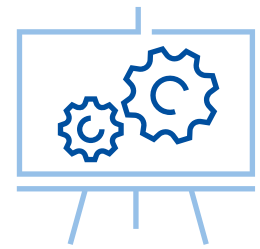
Our findings – both in the global narrative and in the country specific summaries – are intriguing. The results of our survey challenge us to think again about the pervasive influence of the technological revolution, its current

footprint, and who might be winners and losers from it over the coming decades.

In the first phase of the project we sketched the logic behind an 'agile protection' framework by drawing upon insights from our previous Income Protection Gaps project, our knowledge and understanding of the relevant academic research and public policy interventions, and our engagement with companies and organizations that understand these issues. We also acknowledged, however, the crucial importance of deeper and more extensive research about the issues.

In that respect, this second phase of the project has provided detailed empirical research that helps us better understand how people view these issues and might respond over the longer term. There are few other reports like this one, and as such, we hope that the empirical

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research presented here will deepen a global understanding of the issues. Here, we have provided a sketch of key findings so as to prompt discussion and further exploration particularly at the country level. Later in 2019, we will present a more detailed and in-depth study of the issues headlined in our global overview and the country-specific commentaries. There we will deepen and sharpen our understanding of the changing world of work at the global level while providing key insights as to how individuals on their own account might respond and also how public and private organizations play their role in sustaining long-term welfare.

Later in our project, we will also seek to better understand the priorities of employers in specific countries when it comes to their expectations of the implications of the changing world of work. We will ask them for insights as to which policies and practices are most relevant to their specific country circumstances. Whereas our preliminary results suggest that people still frequently look to public institutions for support, we also find that many people have diminished expectations about the scope and significance of income protection systems. So, understanding the role of companies in this changing world is as important as understanding how individuals

themselves see their futures and what they might do on their own account to adapt and change accordingly.

Much of what is published on the changing world of work is based on speculation, and very few commentators are optimistic. Our goal is to look deeper into the issues sustained by fundamental research at the country level which takes into account the full range of individual circumstances and labor market prospects. We hope that in sharing our preliminary results we might prompt further reflection and engagement with us and our research partners on these important issues.



Find out more at the Zurich Knowledge Hub here at www.zurich.com/agileprotection



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