

**Fewer  
Older  
Newer  
Worker**

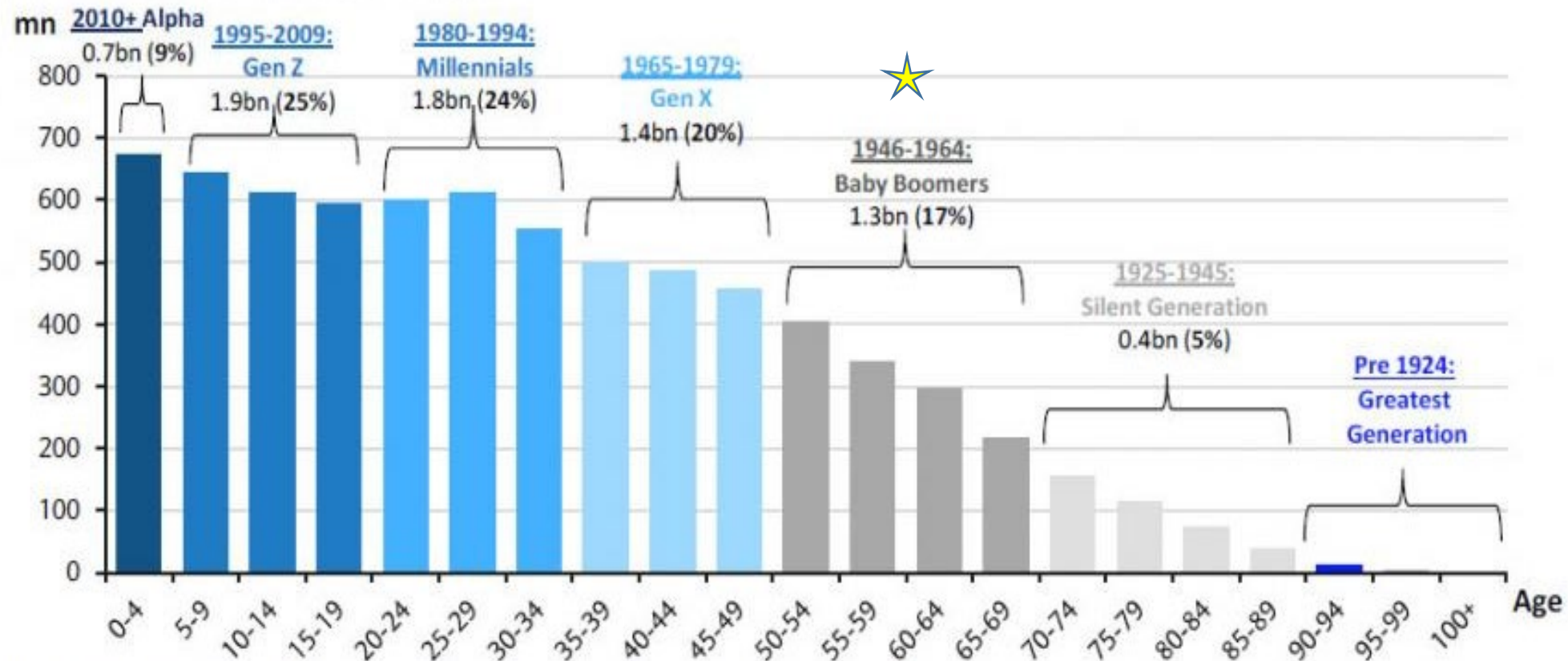
**Cascades**



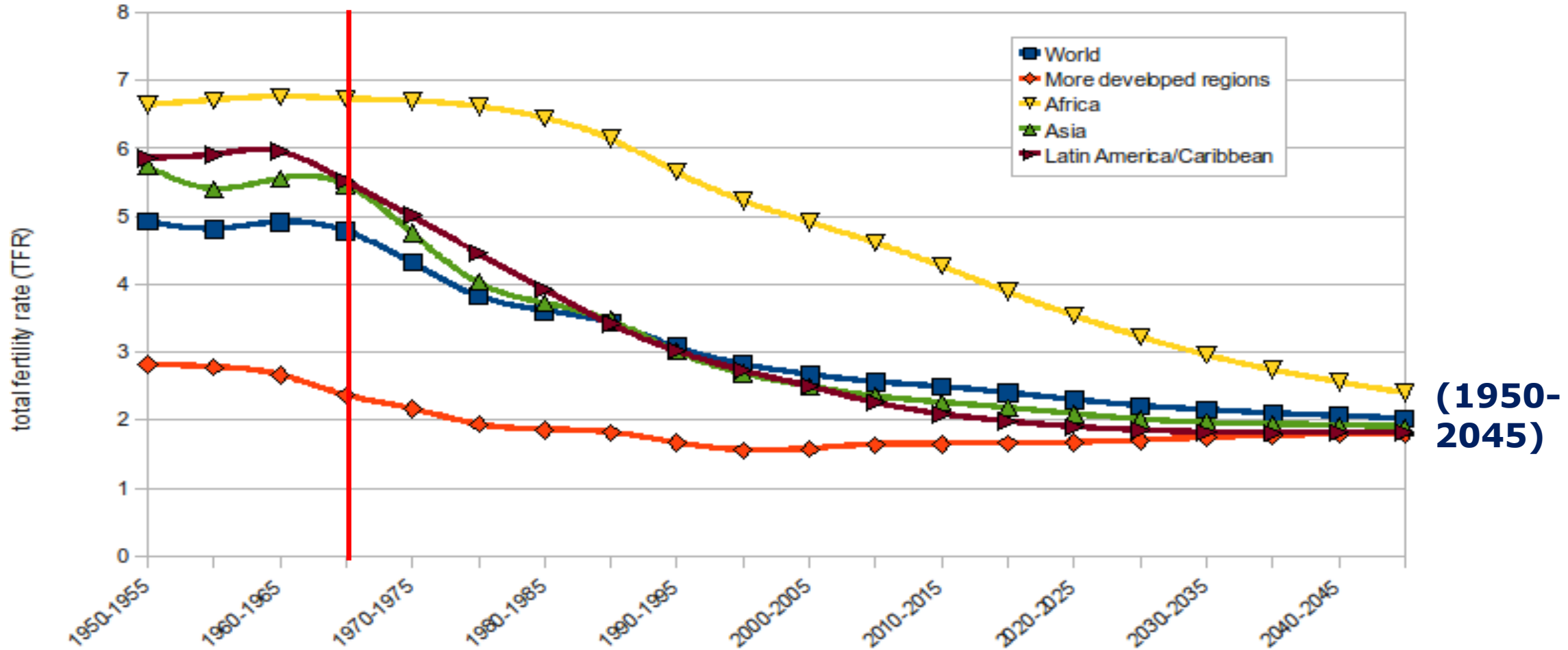
# Fewer

# World population by generational age

## 1.3 billion boomers



# Global fertility rate falling

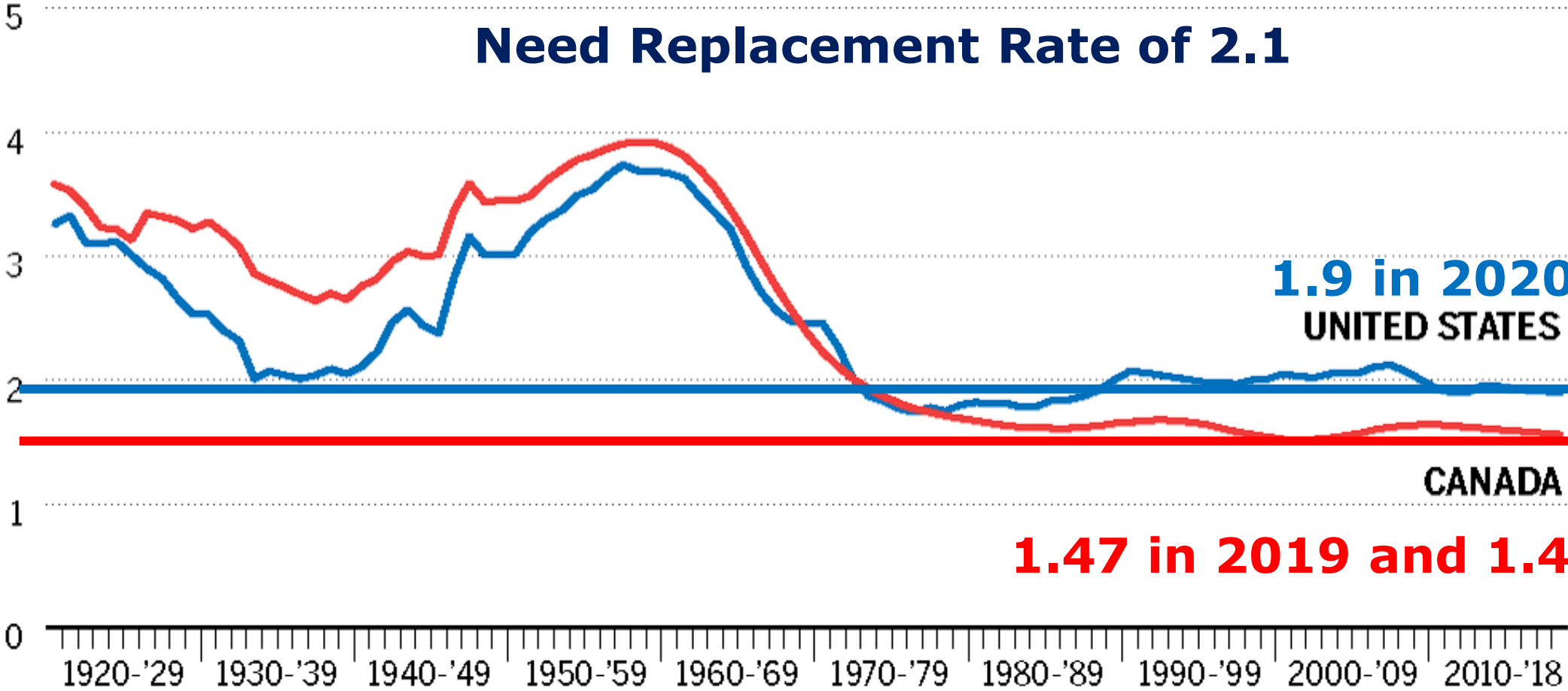


(1950-2045)

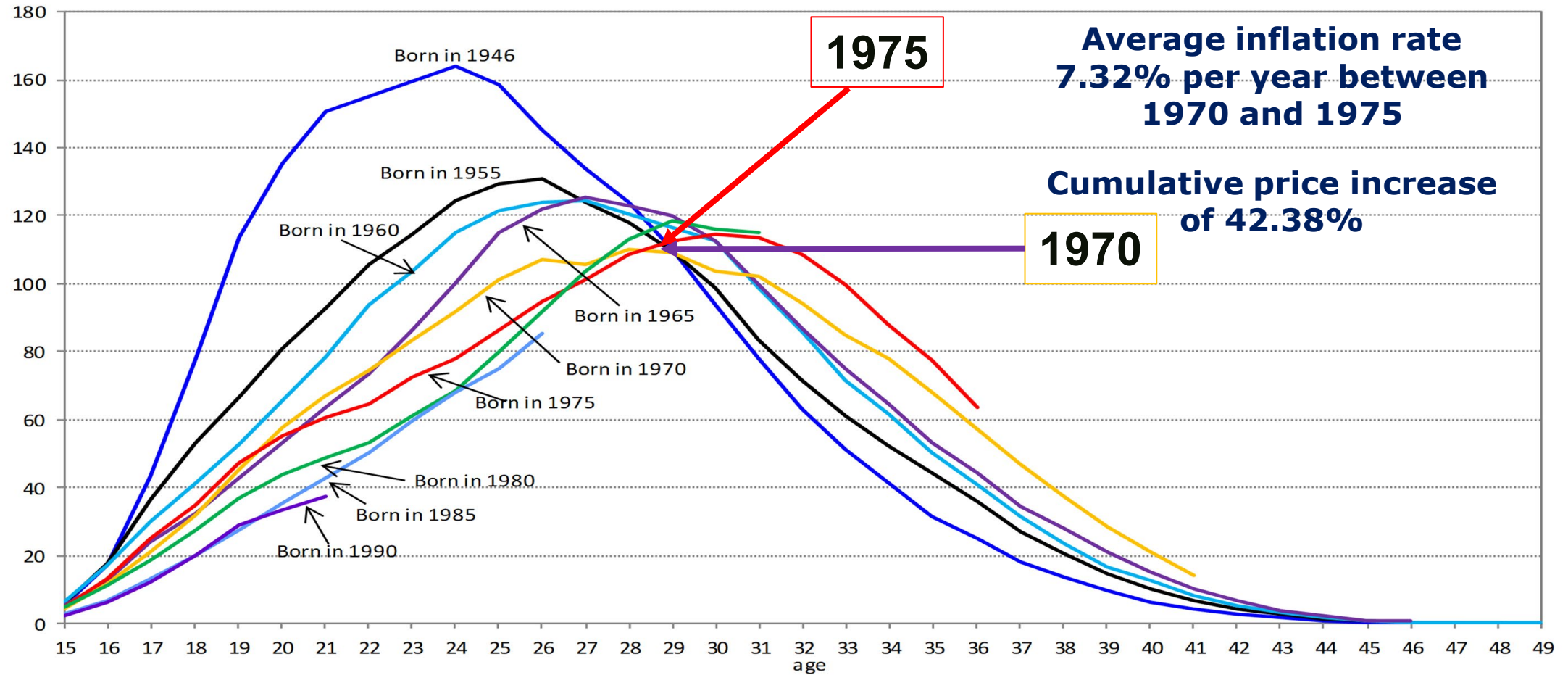
**Greater take-up of highly effective contraception ("family planning")**  
**High cost of raising children**  
**Improved occupational opportunities for women**  
**High level of student debt carried by young adults**  
**Increase in GDP**

# Canada and US fertility rate

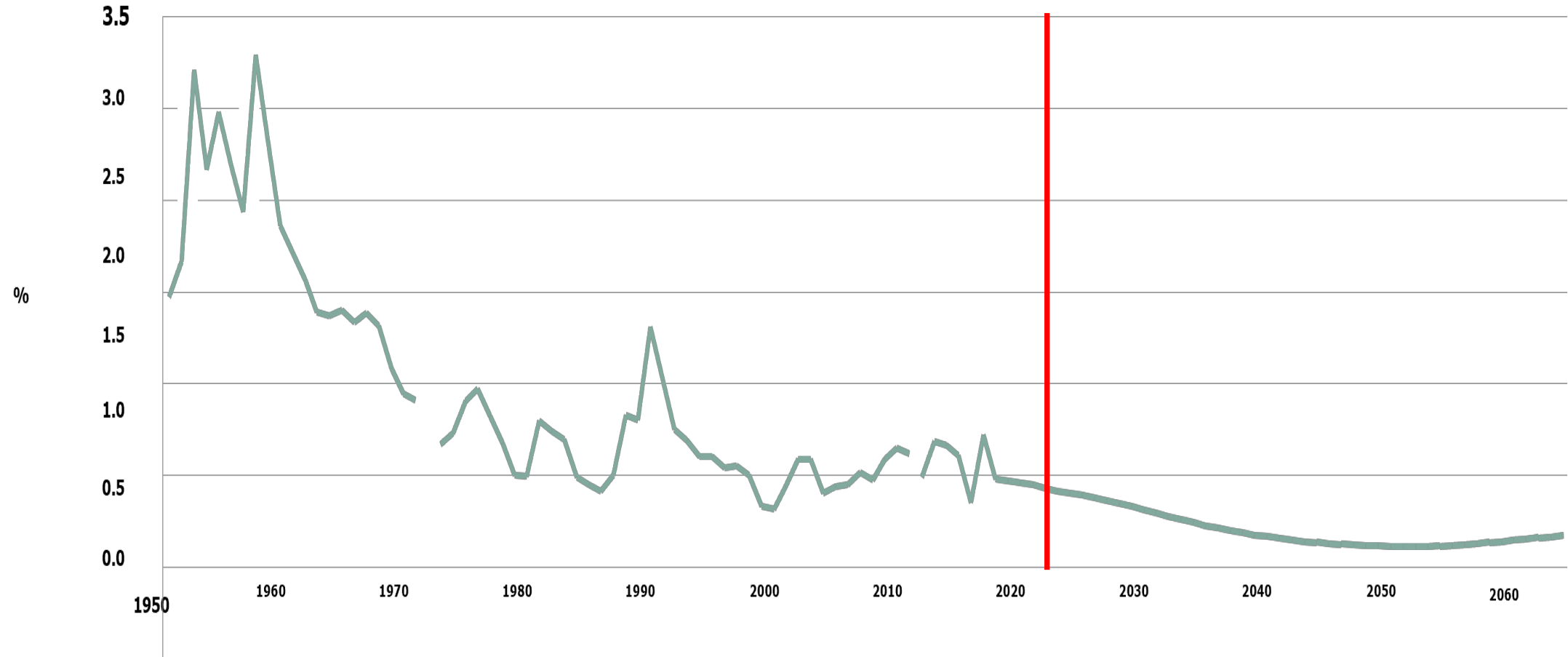
**Need Replacement Rate of 2.1**



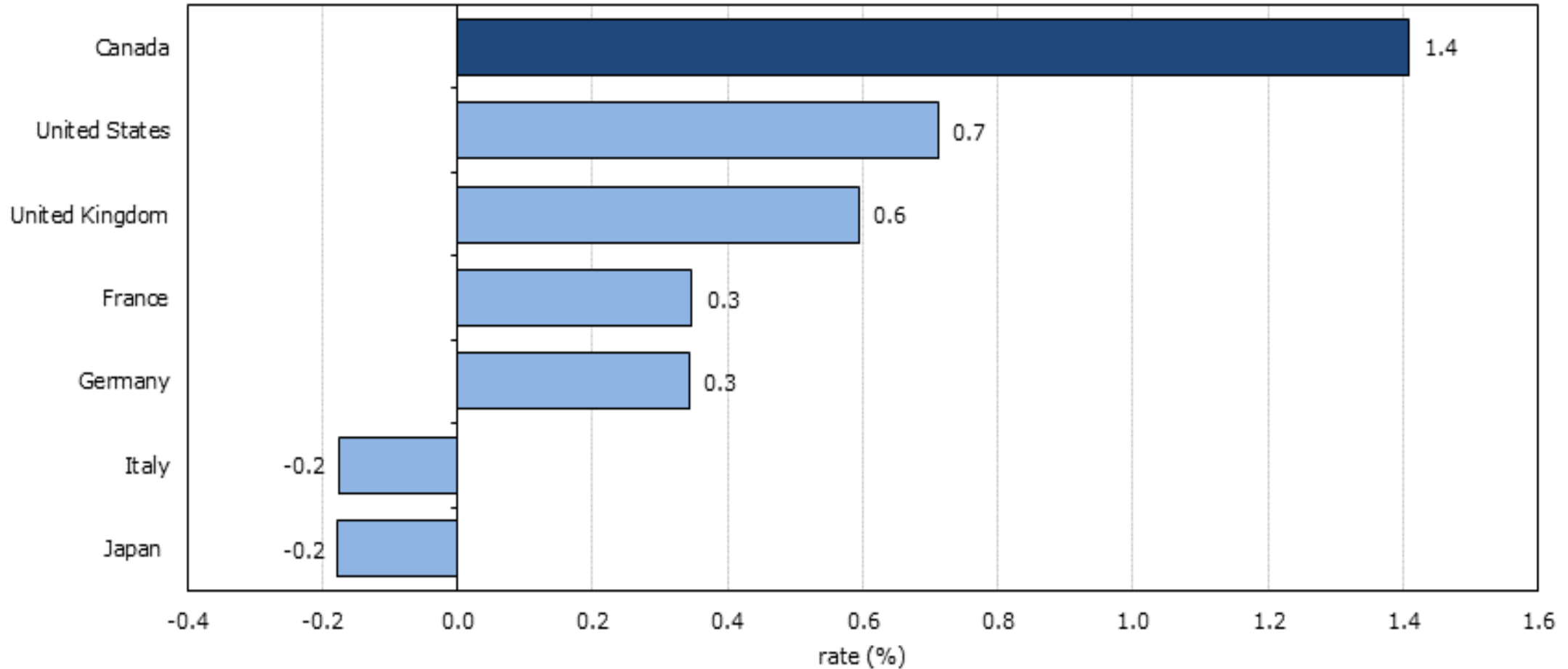
# Age specific fertility rates for selected cohorts of Canadian women: less and later



# Canada's population growth rate 1950–2063

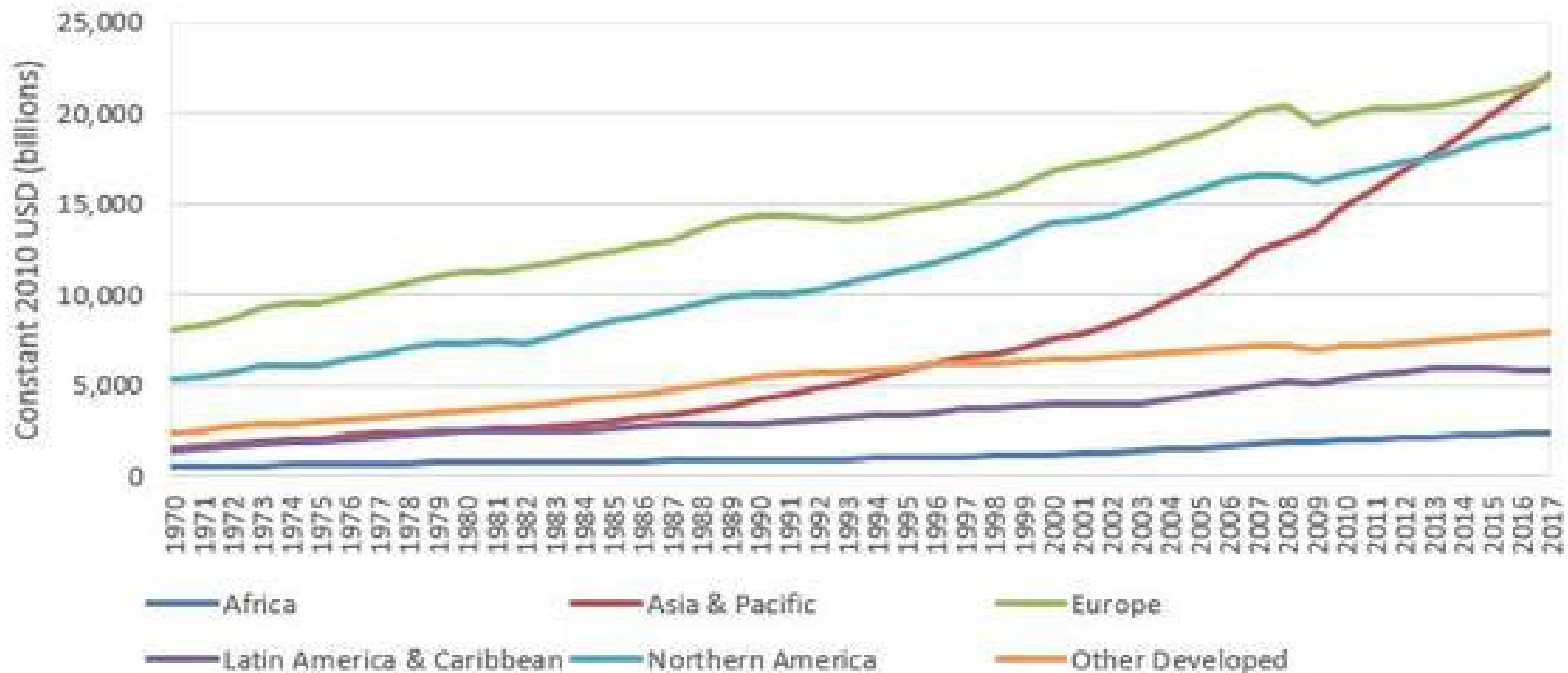


## Except for Canada, G7 total population growth rate stagnant or less

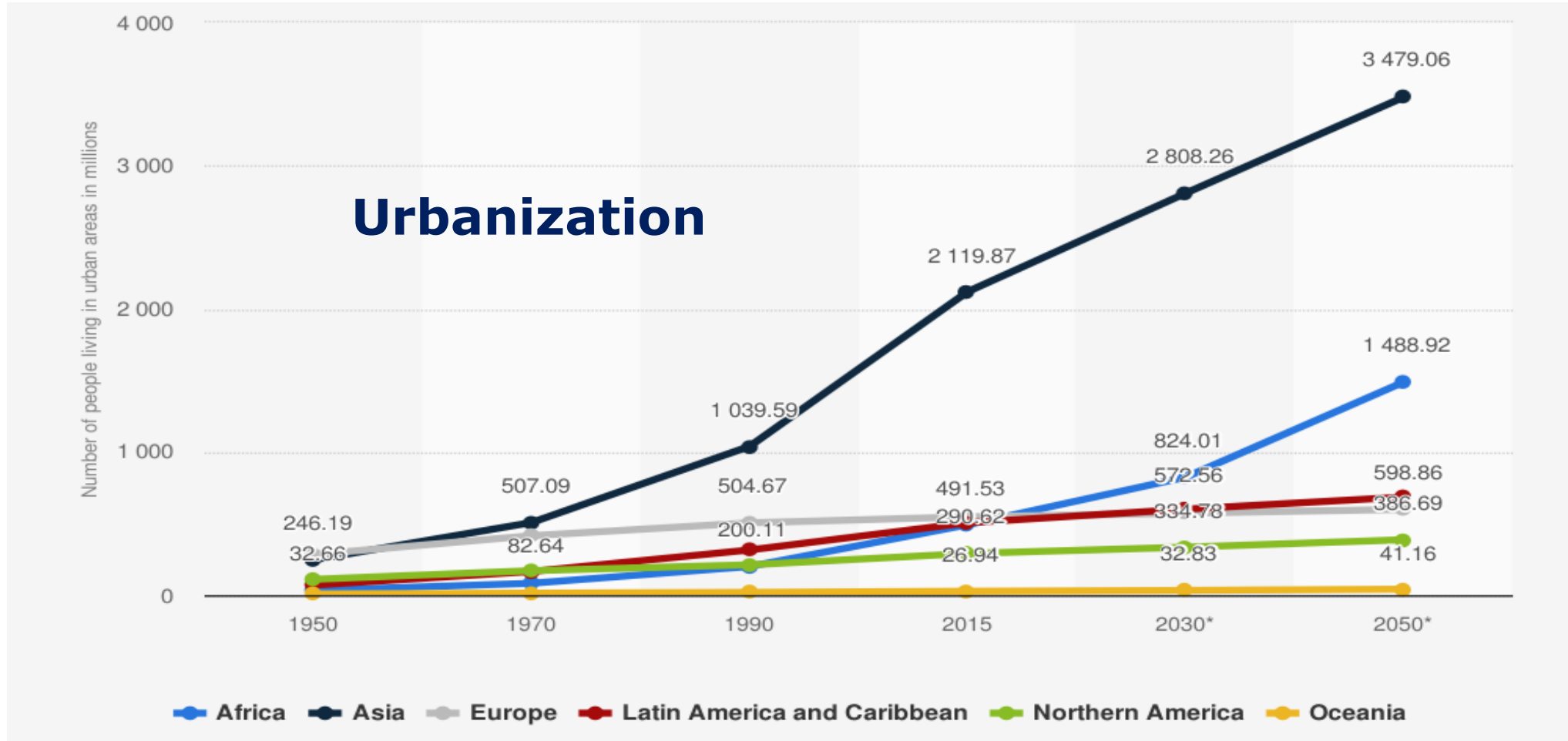




## Increase in GDP per region 1970-2017



# Growth of population living in urban areas worldwide to 2050



## What in the world

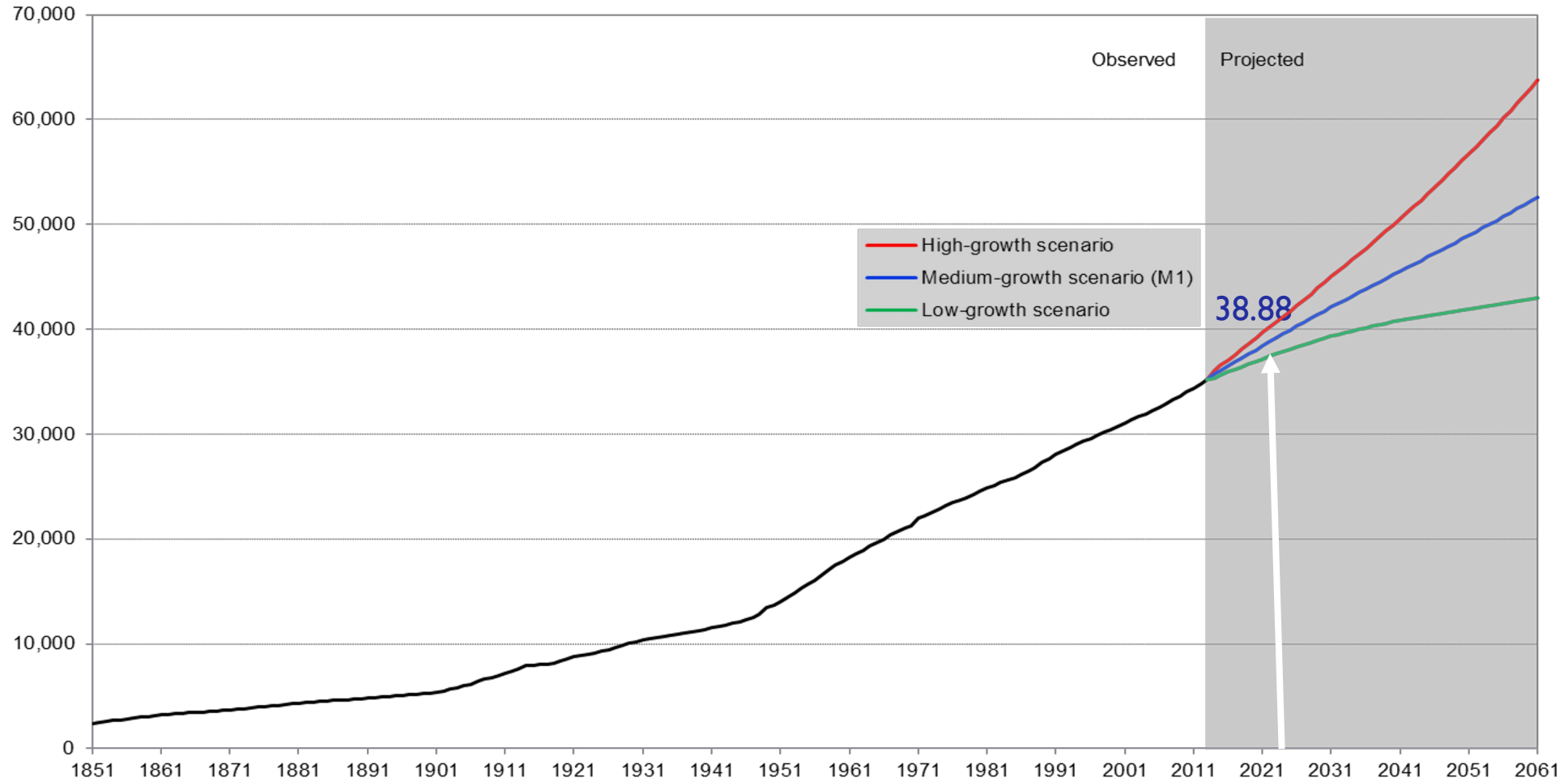
	1950	2020	2050
<b>Annual population growth rate</b>	<b>1.8%</b>	<b>1.0%</b>	<b>0.5%</b>
<b>Annual increase</b>	<b>77 m</b>	<b>81 m</b>	<b>43 m</b>
<b>% Urban areas</b>	<b>30%</b>	<b>56%</b>	<b>68%</b>
<b># of Megacities (10 m)</b>	<b>1</b>	<b>33</b>	<b>48</b>
<b>Life expectancy</b>	<b>47</b>	<b>73</b>	<b>78</b>
<b>Infant Mortality 1/1000</b>	<b>140</b>	<b>29</b>	<b>15</b>
<b>Total fertility rate</b>	<b>5</b>	<b>2.4</b>	<b>2.2</b>
<b>% under 15 years</b>	<b>34%</b>	<b>25%</b>	<b>21%</b>
<b>65+</b>	<b>5%</b>	<b>9%</b>	<b>16%</b>
 <b>Support ratio = aged 15-64 per 65+:</b>			
	<b>12</b>	<b>7</b>	<b>4</b>

## What it says

- **Global fertility/replacement rate is falling (2.2 by 2050)**
- **Annual human growth rate in the world is in decline**
- **Less young/older (living longer)**
- **Tied to economic prosperity/health**
- **Urbanization**
- **Less workers/tax revenue**
- **Support ratio for older populations shrinking**
- **Gap**

**Global phenomenon**  
**Challenges many assumptions**  
**Canada shrinking and growing**  
**Implications**

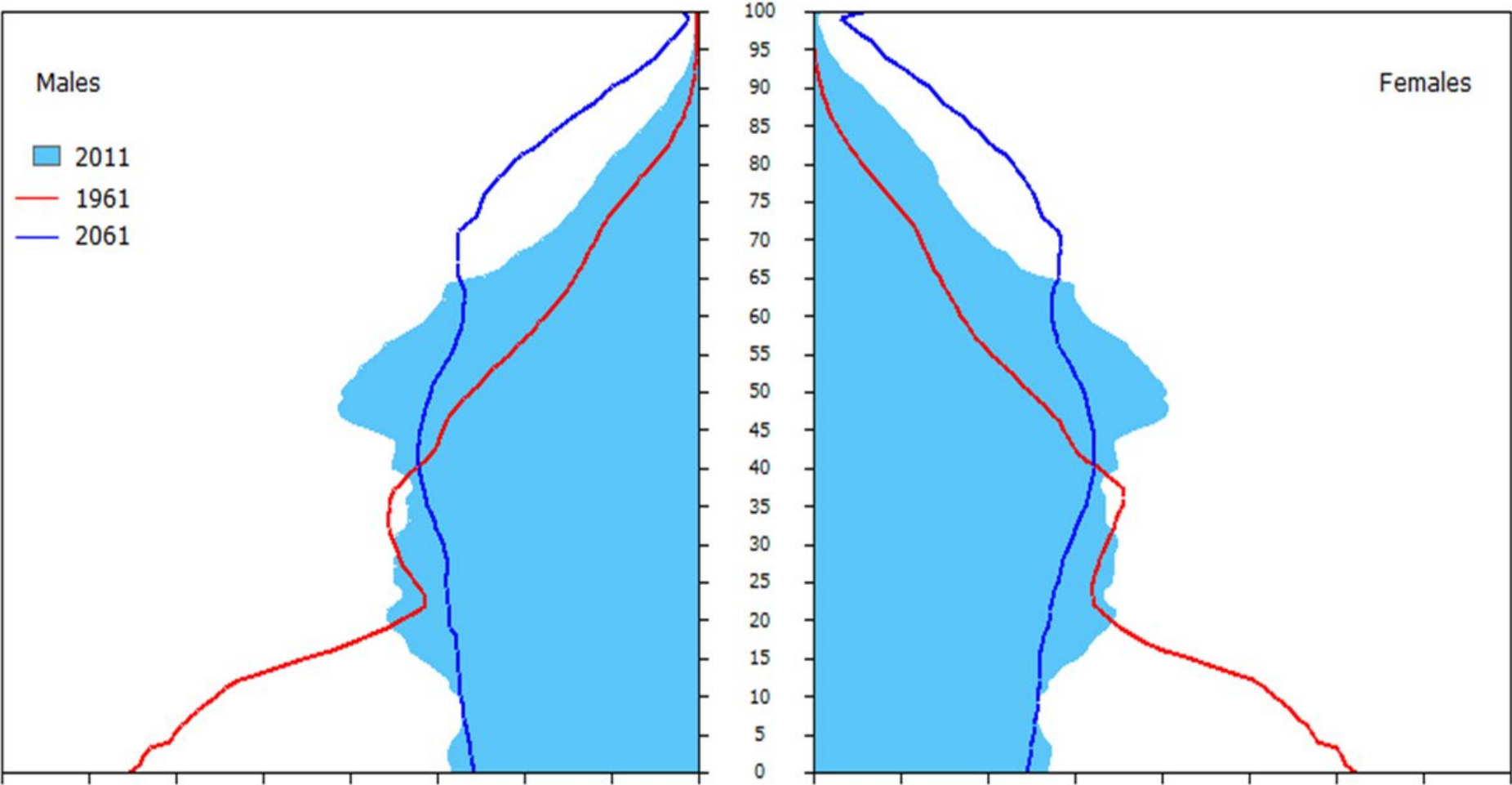
# Approximately 52.6 million Canadians by 2061





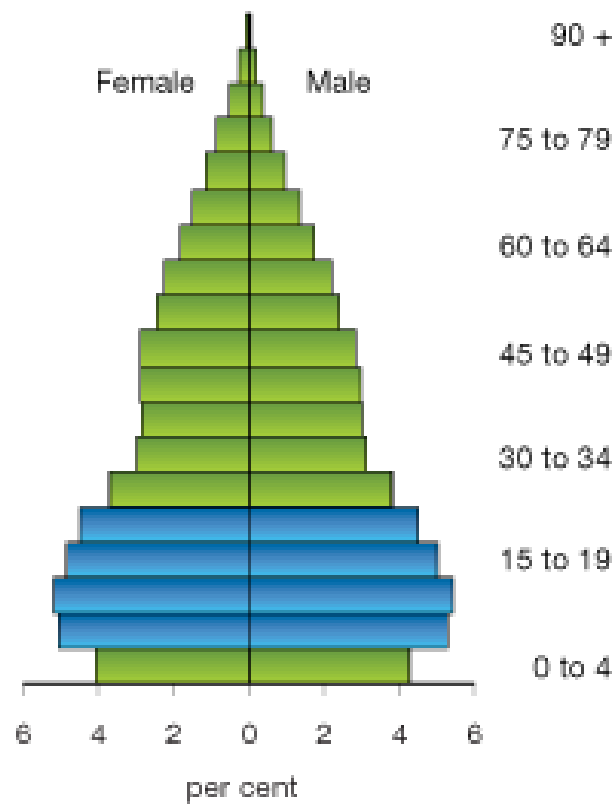
# Older

# Aging of the Canadian population 1961, 2011 and 2061

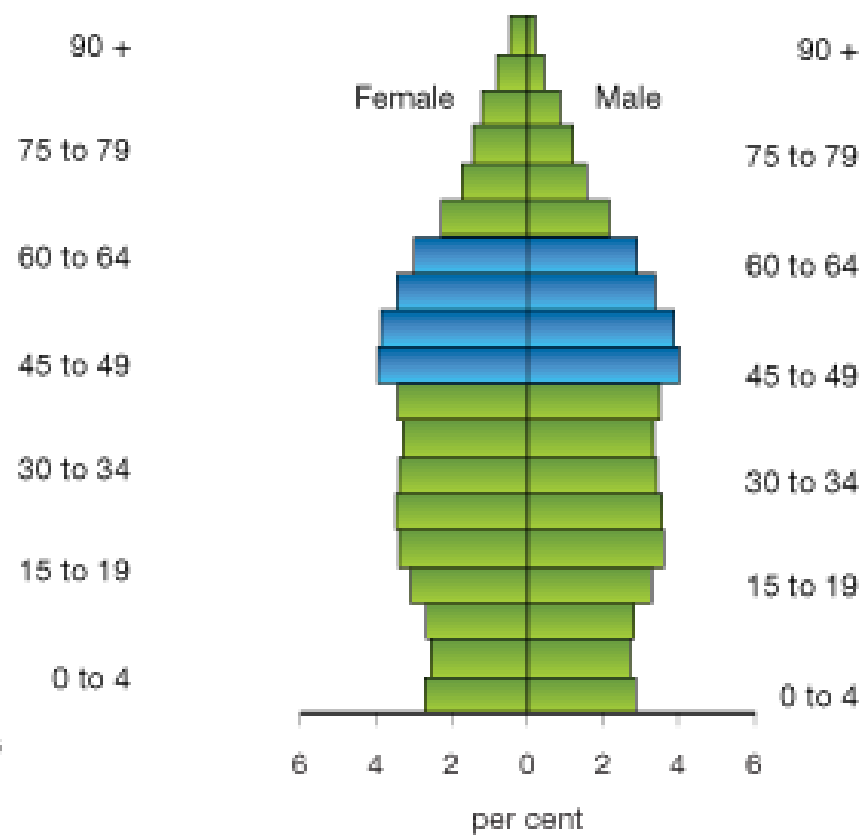


# Canadian population pyramids: 1971, 2011, 2030

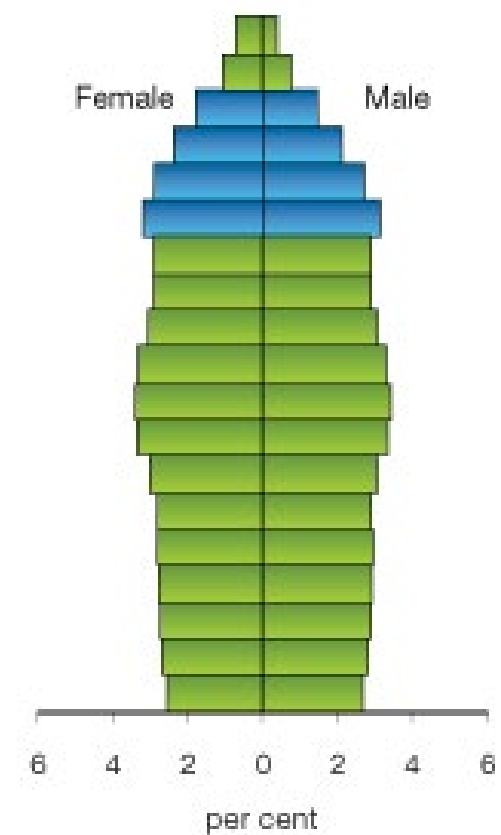
1971, Population: 22.0 million



2011, Population: 34.5 million

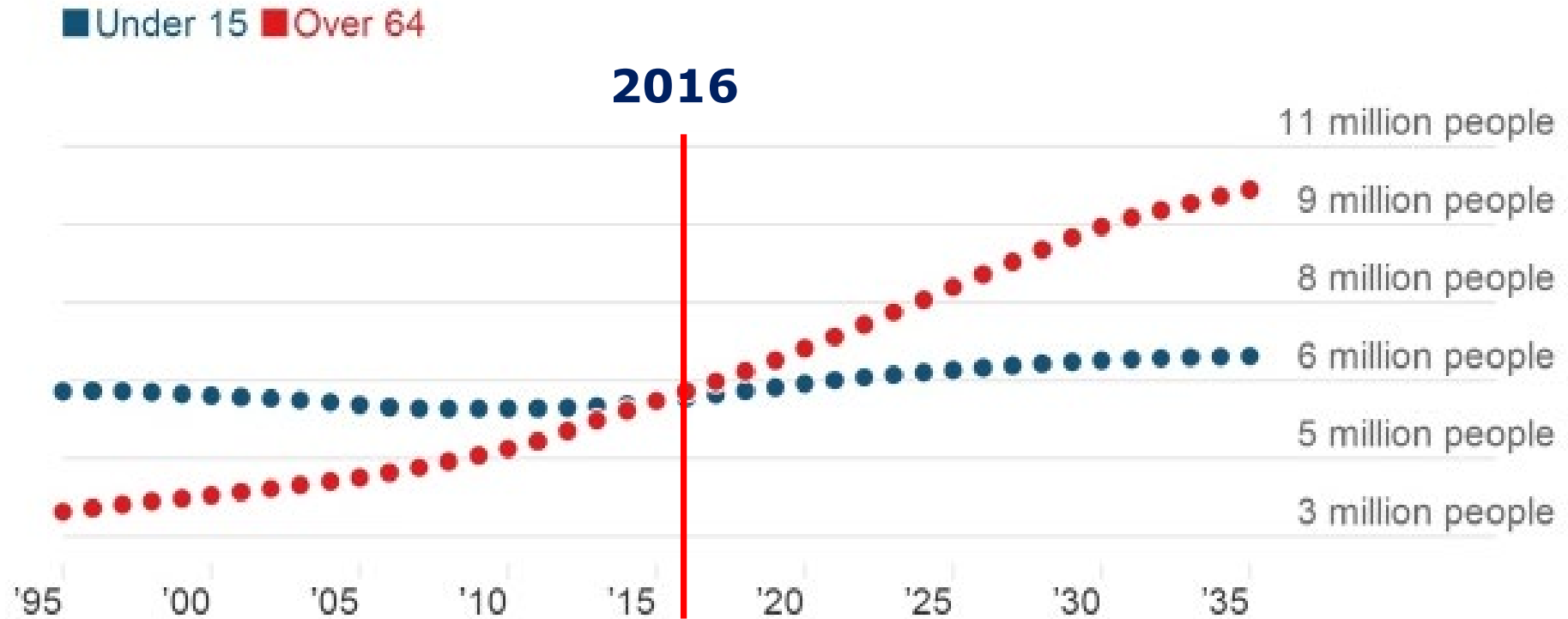


2030, Population: 41.7 million



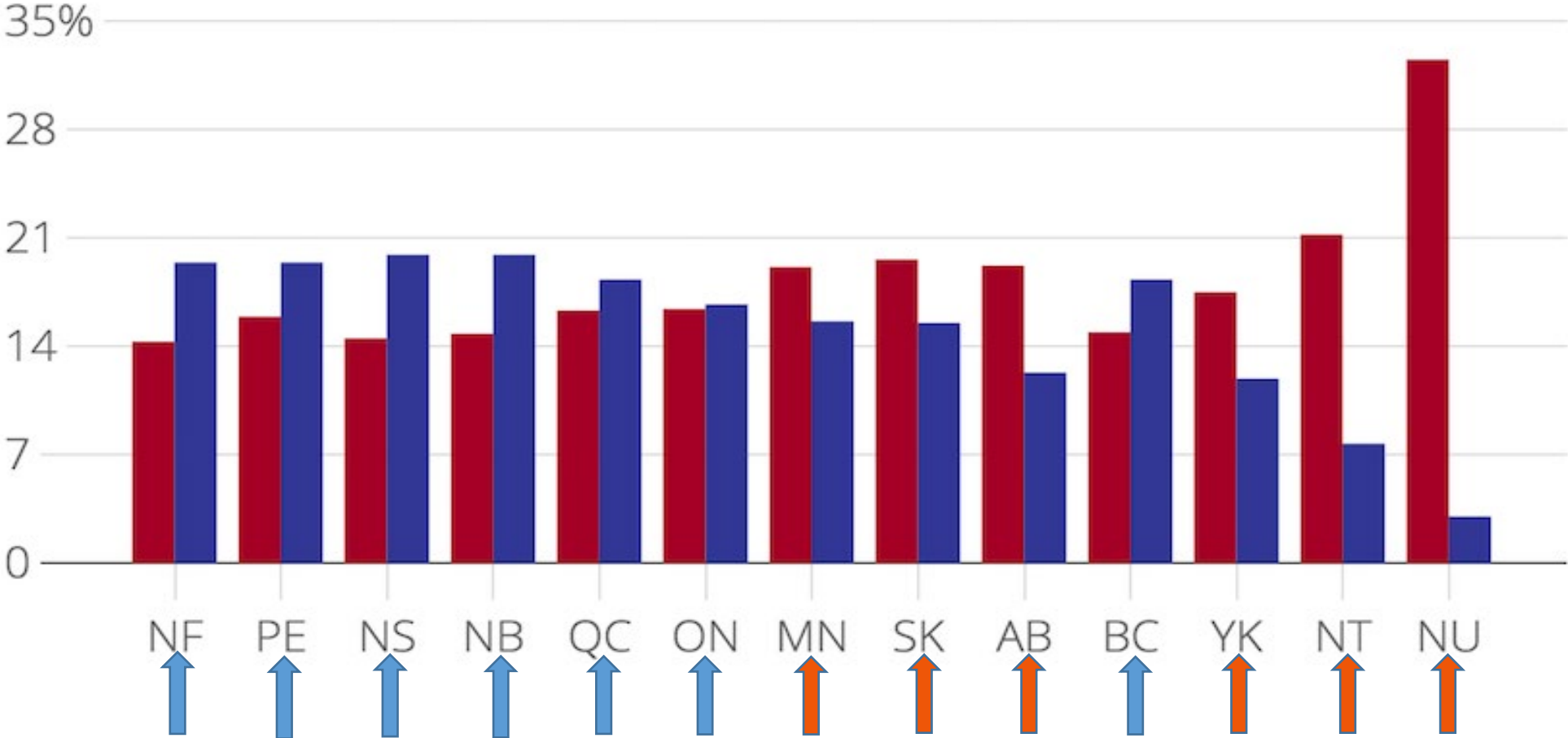


# Canada now has more seniors than children/youth under 15



# The proportion of people aged 0 - 14 and 65+ by province

■ 0 to 14 years ■ 65 and older



## Average lifespan of Canadians

**1920's: 57**

**Now: 81**

**2036: 87**

# Number of Canadians aged 100+ in 1971

**1,065**

**Number of Canadians  
aged 100+ now**

**9,545**

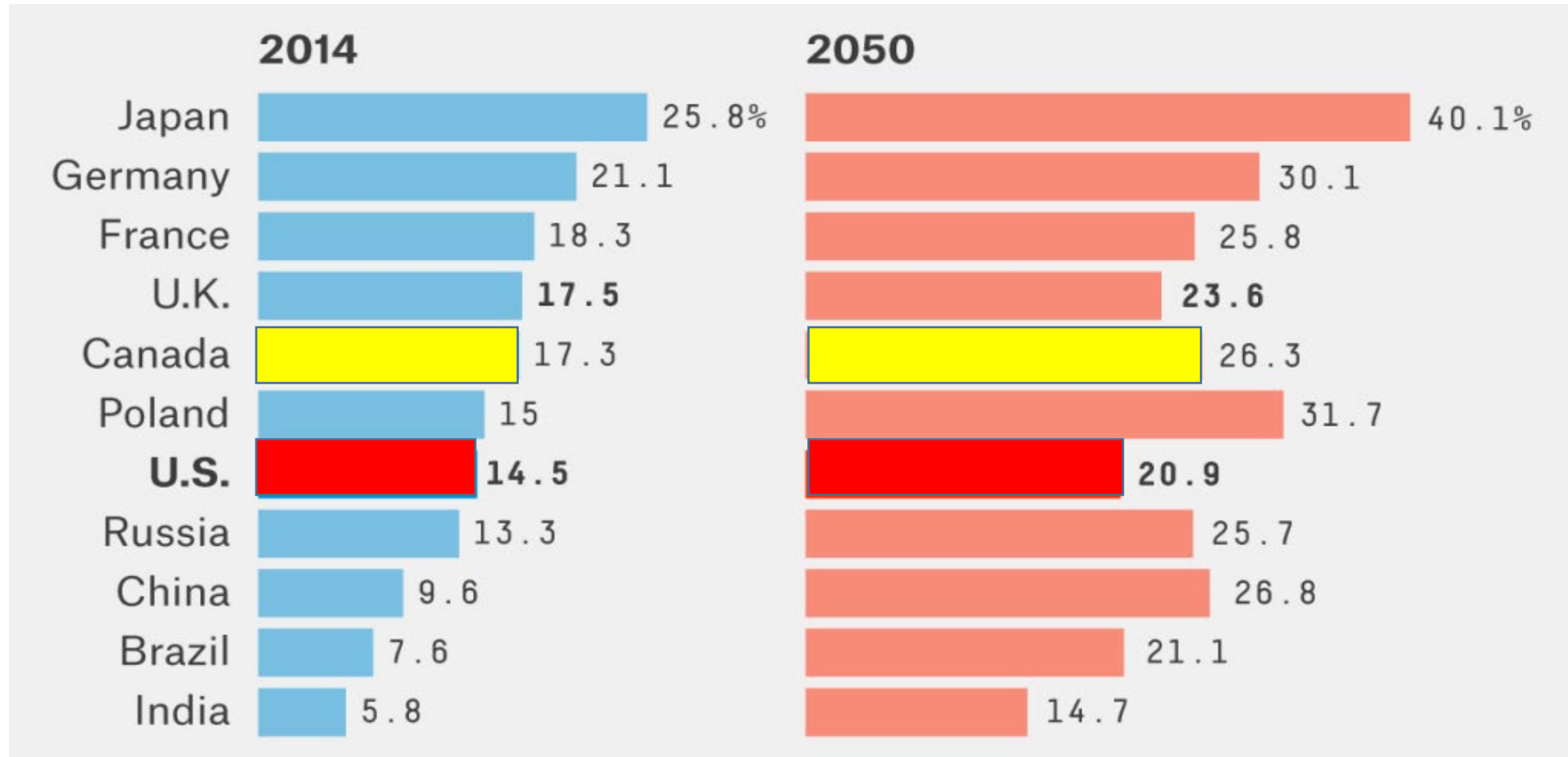
**By 2061 this will climb to  
78,300  
—the size of Victoria, B.C.**

**Ratio of centenarian women to men**

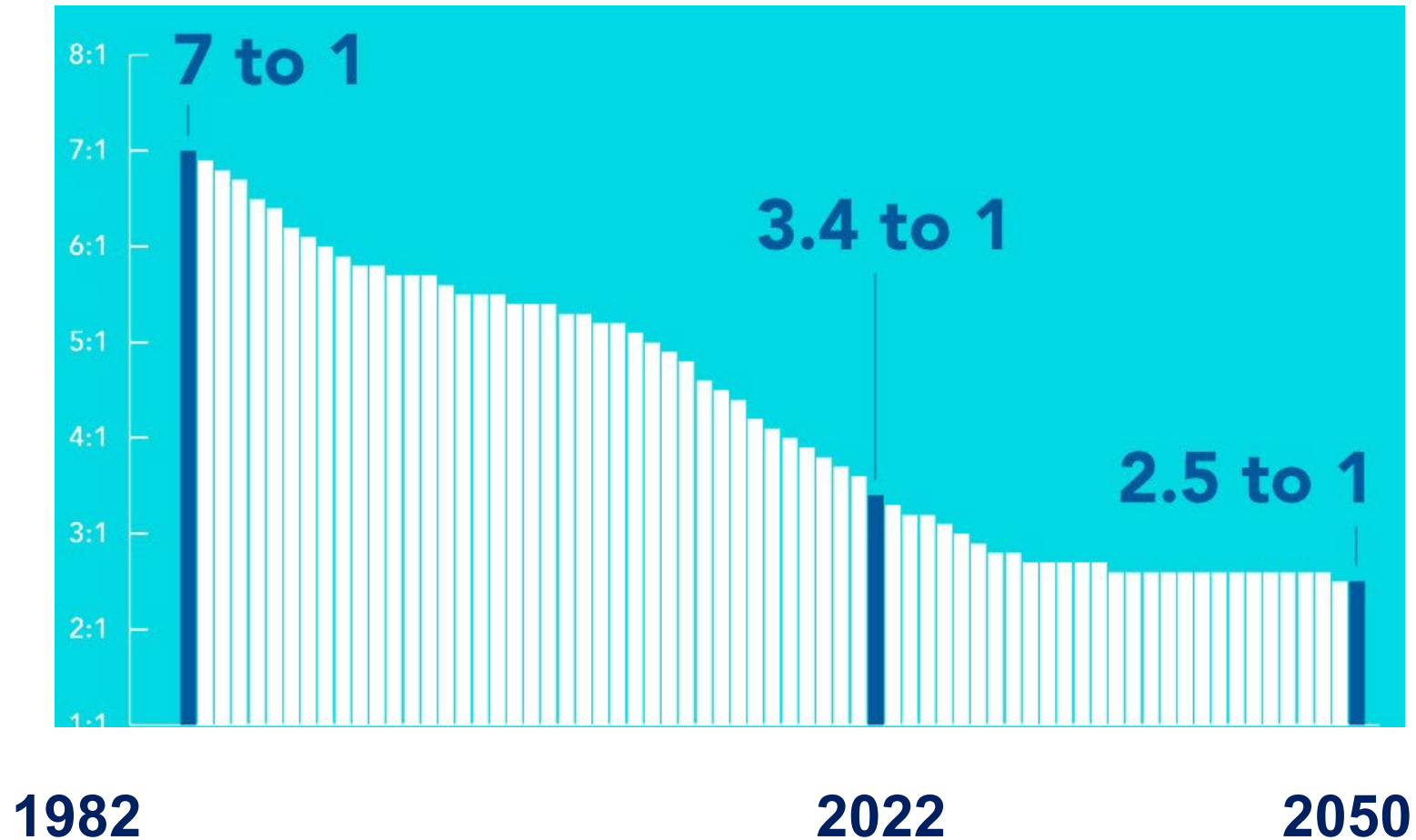
**Of the 9,545 100+  
7,715 are women**

**5:1**

## Share of population age 65+ by 2050



# Working age and dependency for Canada





## Dependency of seniors

- About half of 50–65-year-old Canadians have saved \$100,000 or less for retirement
- 20% have saved nothing
- 56% don't know how they will pay medical expenses
- One-third planning to retire in the next 5 years has a mortgage
- Currently over **40,000** Canadians are on wait lists for nursing homes, while **430,000** report unmet homecare needs
- Publicly funded long-term care over the next three decades costs: to rise from **\$22 Billion** to **\$71 Billion** between now and 2050



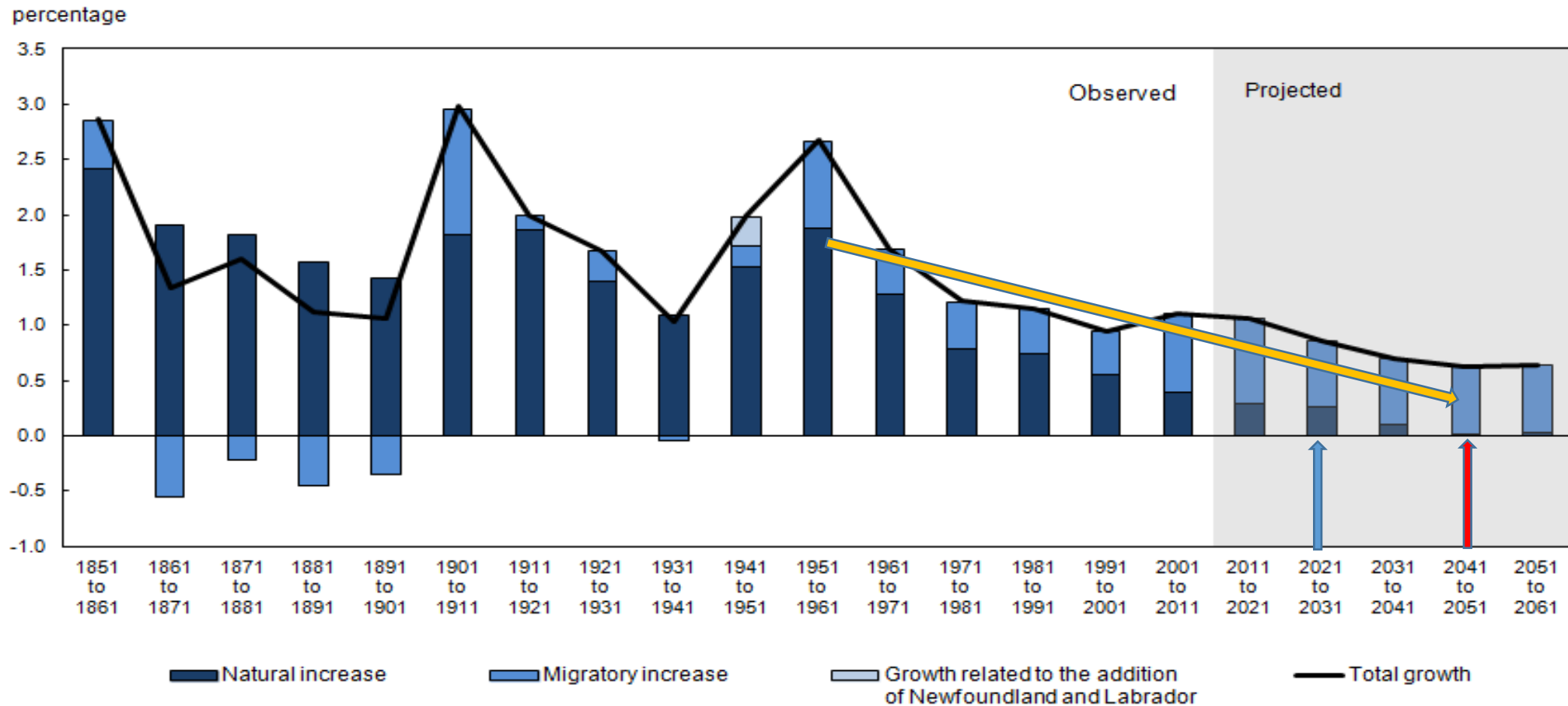
**Newer**

Canada added **1.8 million people**  
**between 2016 and 2021**

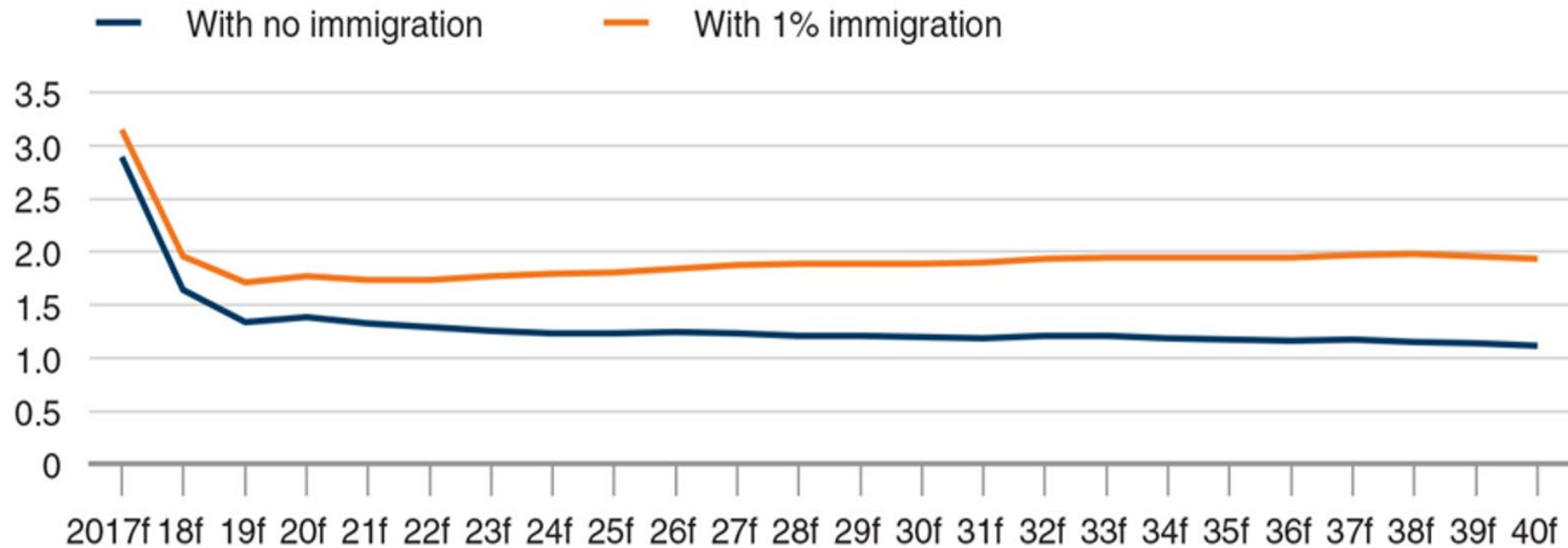
Of those new residents, nearly **80%**  
arrived from elsewhere in the world

Canada retained its position as the  
**fastest growing G7 country**

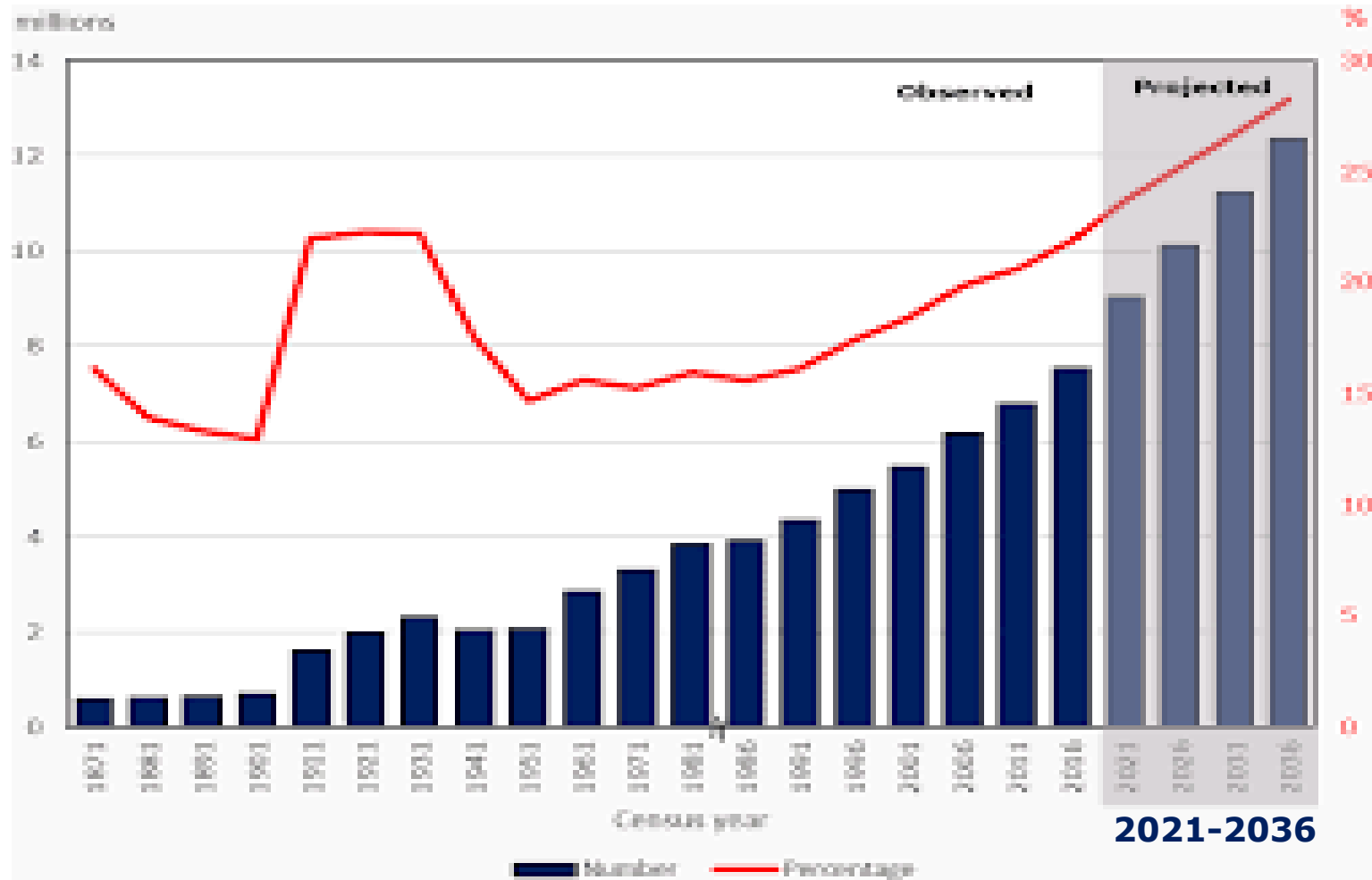
# Annual average growth rate/natural increase in migratory increase per intersessional period, Canada, 1851 to 2061



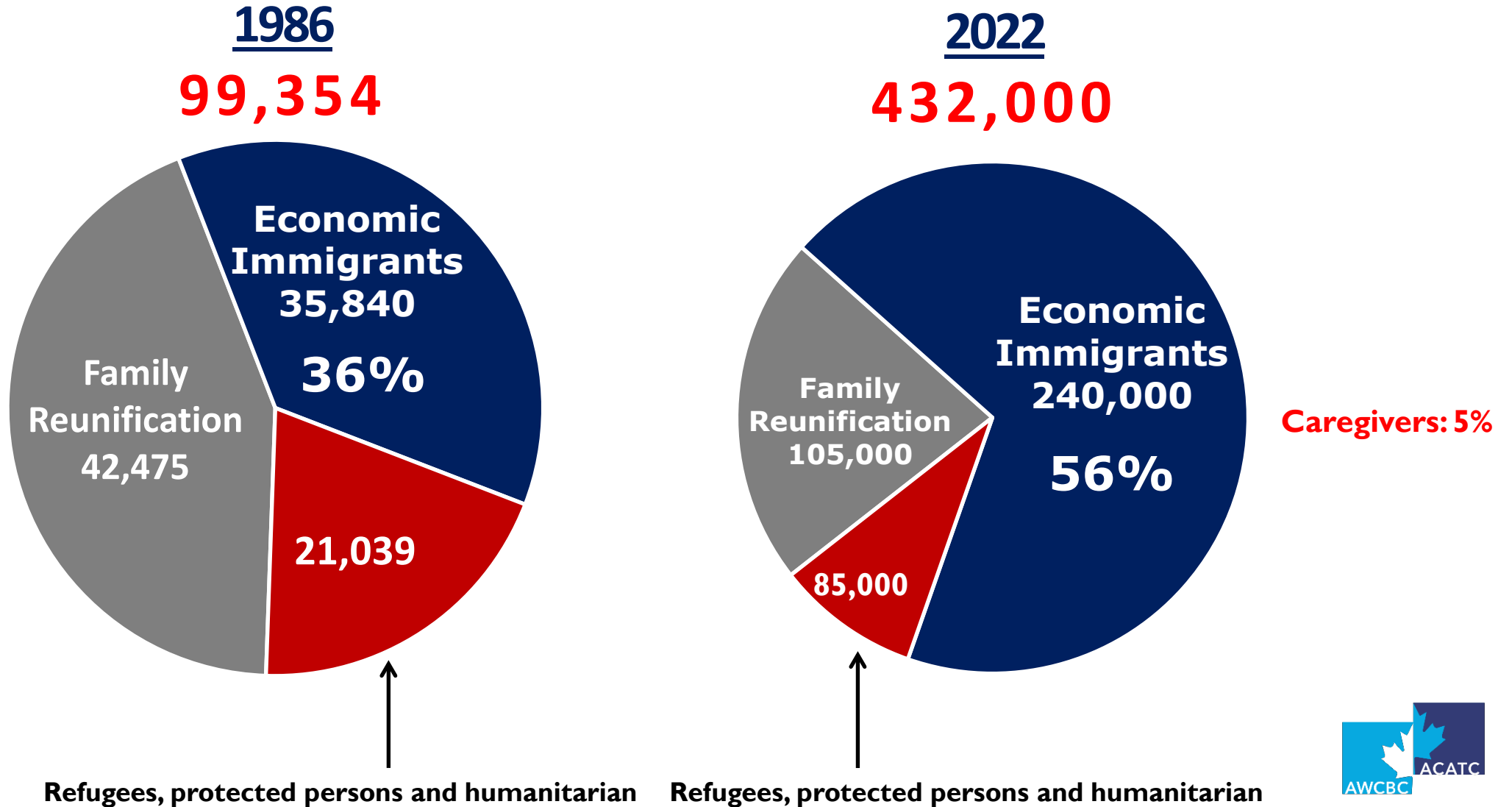
# What if Canada shut its doors to immigrants 2017 to 2040? (Annual real GDP growth, per cent)



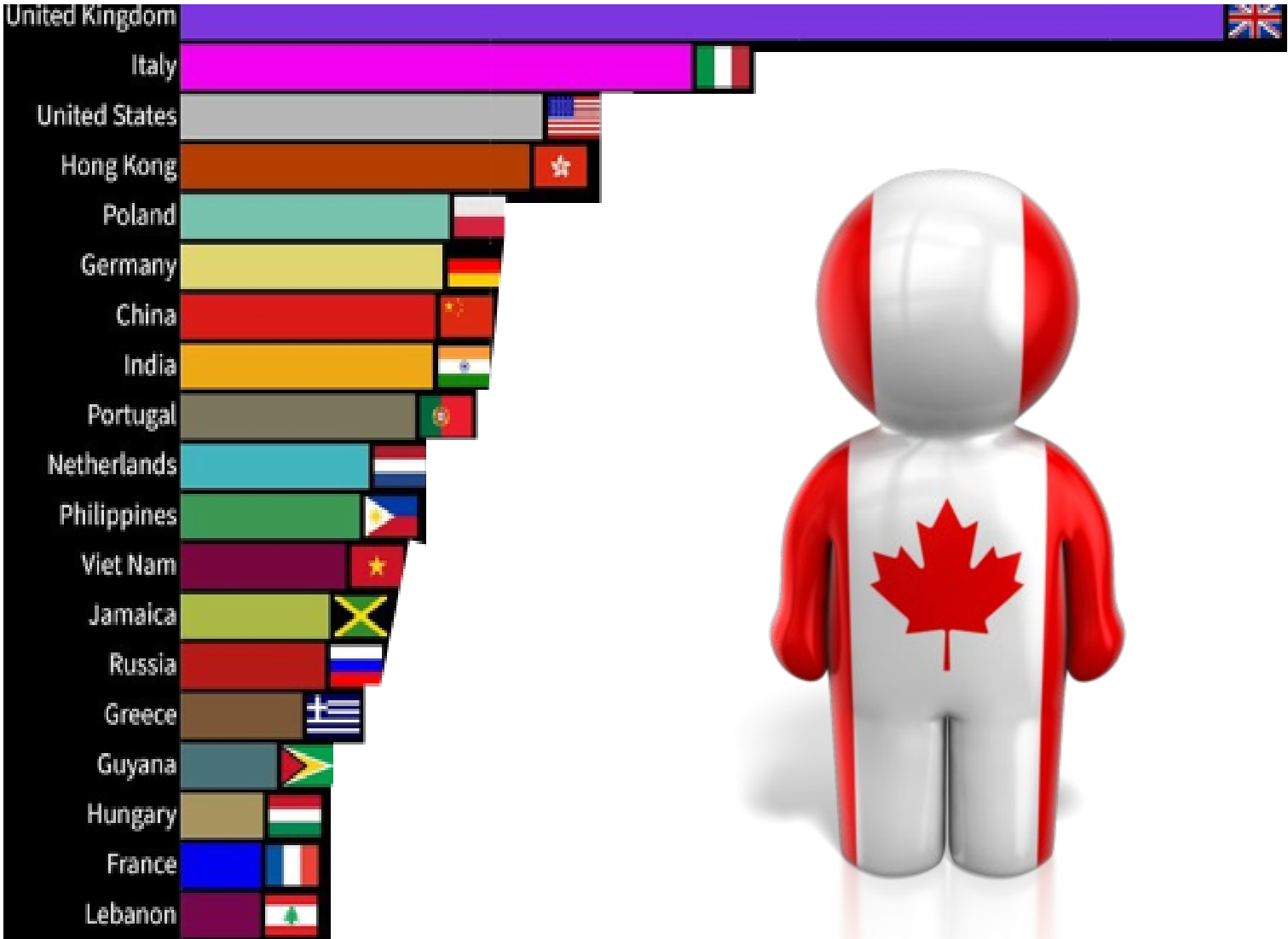
# Projected immigration increases



# Emphasis on economic immigrants

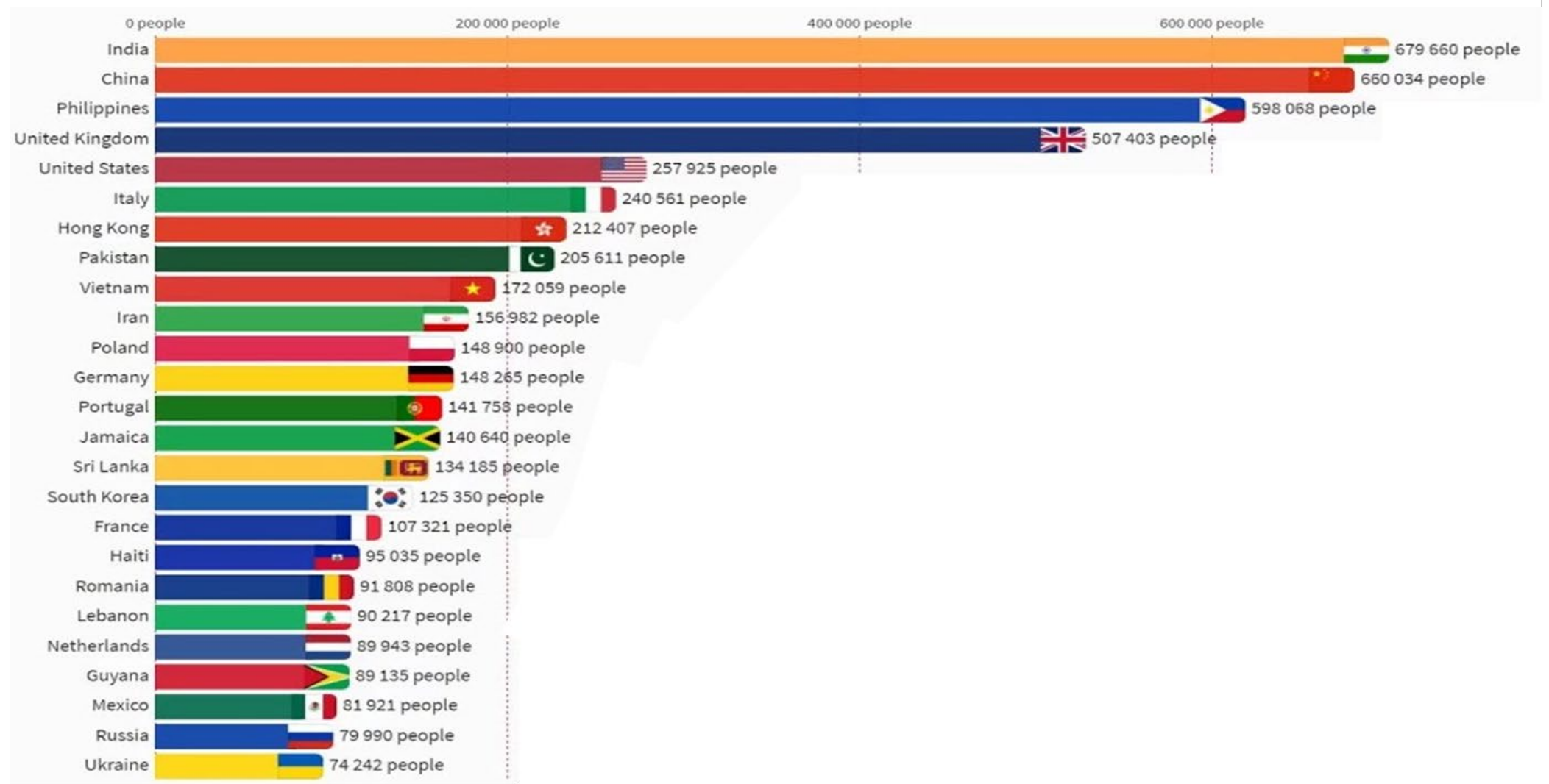


# Today's total immigrant population by origin

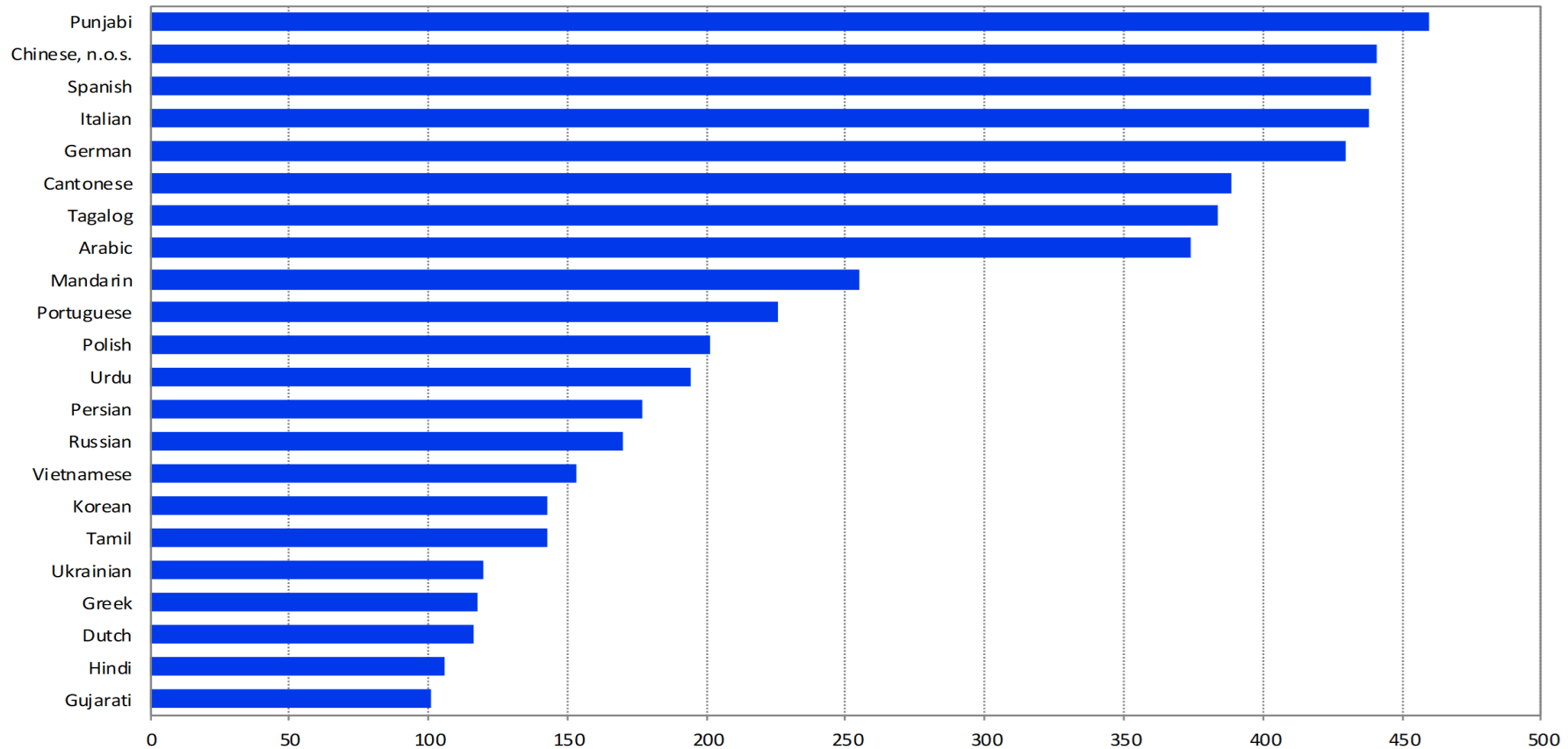




# Undercurrent of immigrant population of origin 2009-2019



# Close to seven million Canadians speak an immigrant mother tongue language

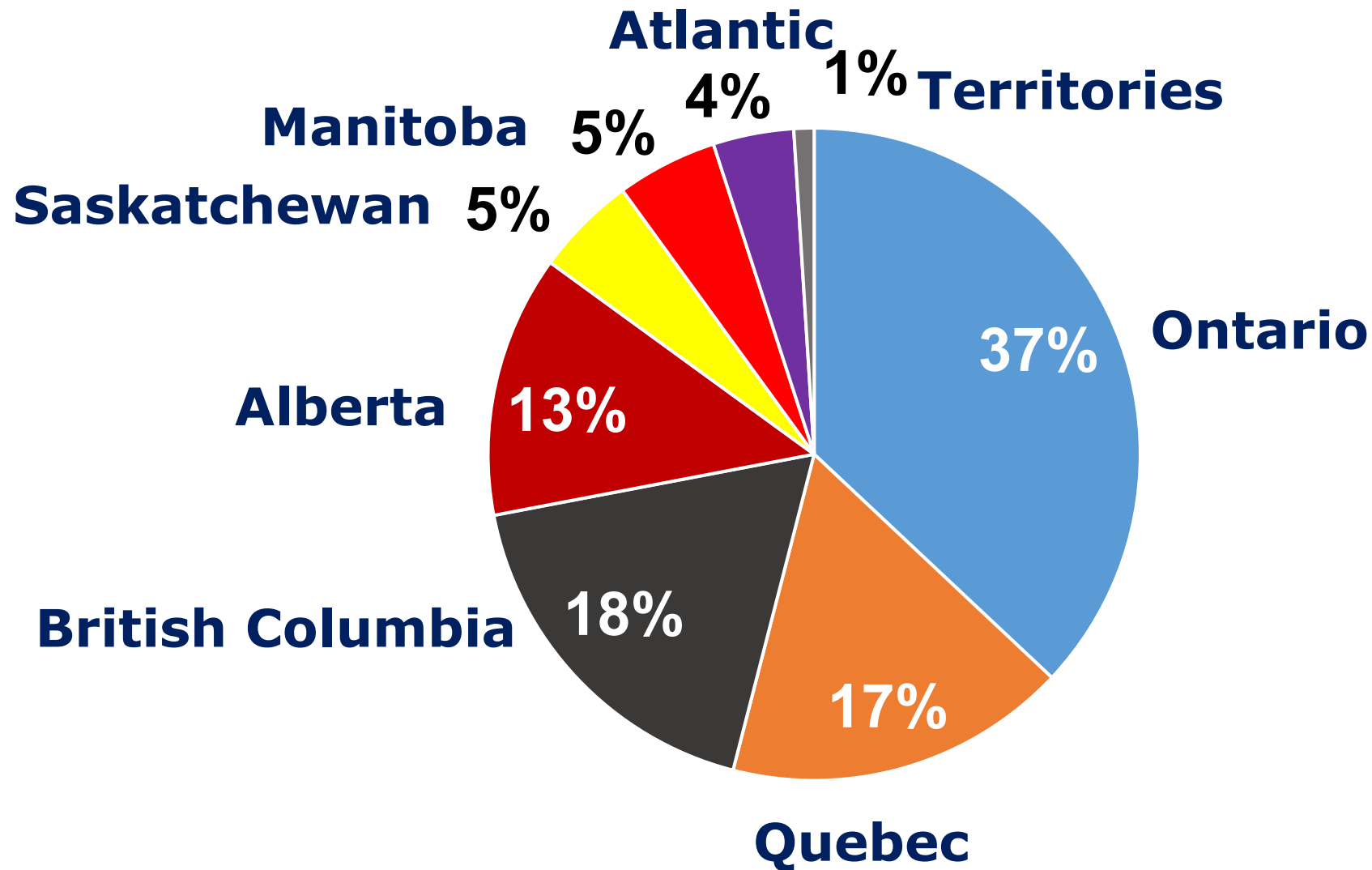


Number of Canadians whose mother tongue is one of the **22 immigrant languages** reported by more than 100,000 persons, Canada

## **Fastest growing languages in Canada**

**Mandarin Cantonese,  
Punjabi, Arabic, and  
Tagalog**

# Canada's new immigrants' provincial destinations



**Canada's City population growth  
is in the suburbs—where immigrants go**

**A decade of explosive growth**

**Calgary 91%**

**Edmonton 90%**

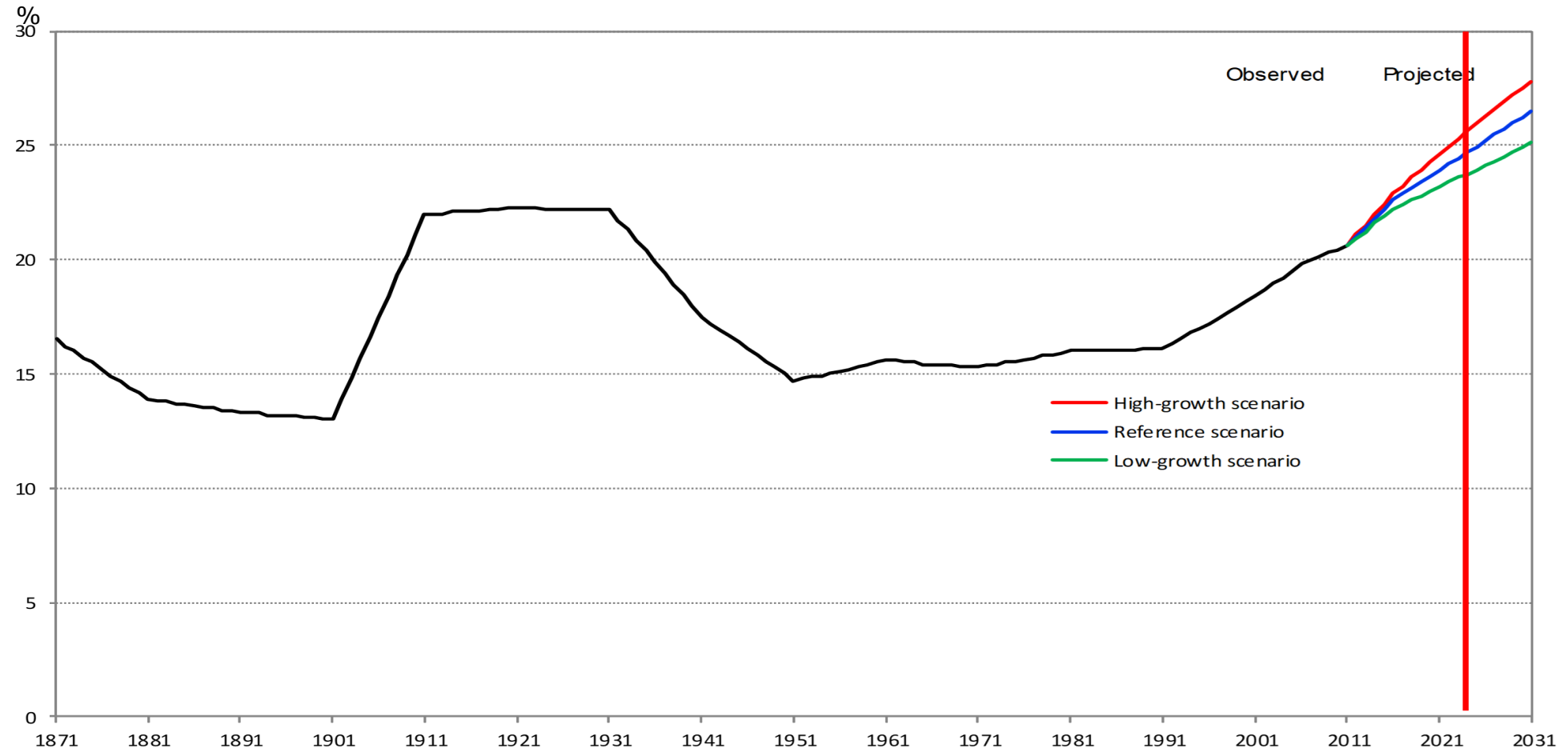
**Montreal 84%**

**Toronto 83%**

**Vancouver 79%**

**Ottawa-Gatineau 74%**

# By 2031 more than one in four Canadians will be foreign born



Proportion of population foreign born in Canada, 1871 to 2031

# Workplace diversity

Colleagues/people of all cultures and backgrounds are **valued** and **respected** by my **employer**

- Total 72%
- Diverse 69%

Senior managers have the **skills to manage** a diverse workforce

- Total 57%
- Diverse 57%

I believe my **employer** would take action if any **harassment** or **discrimination** was reported

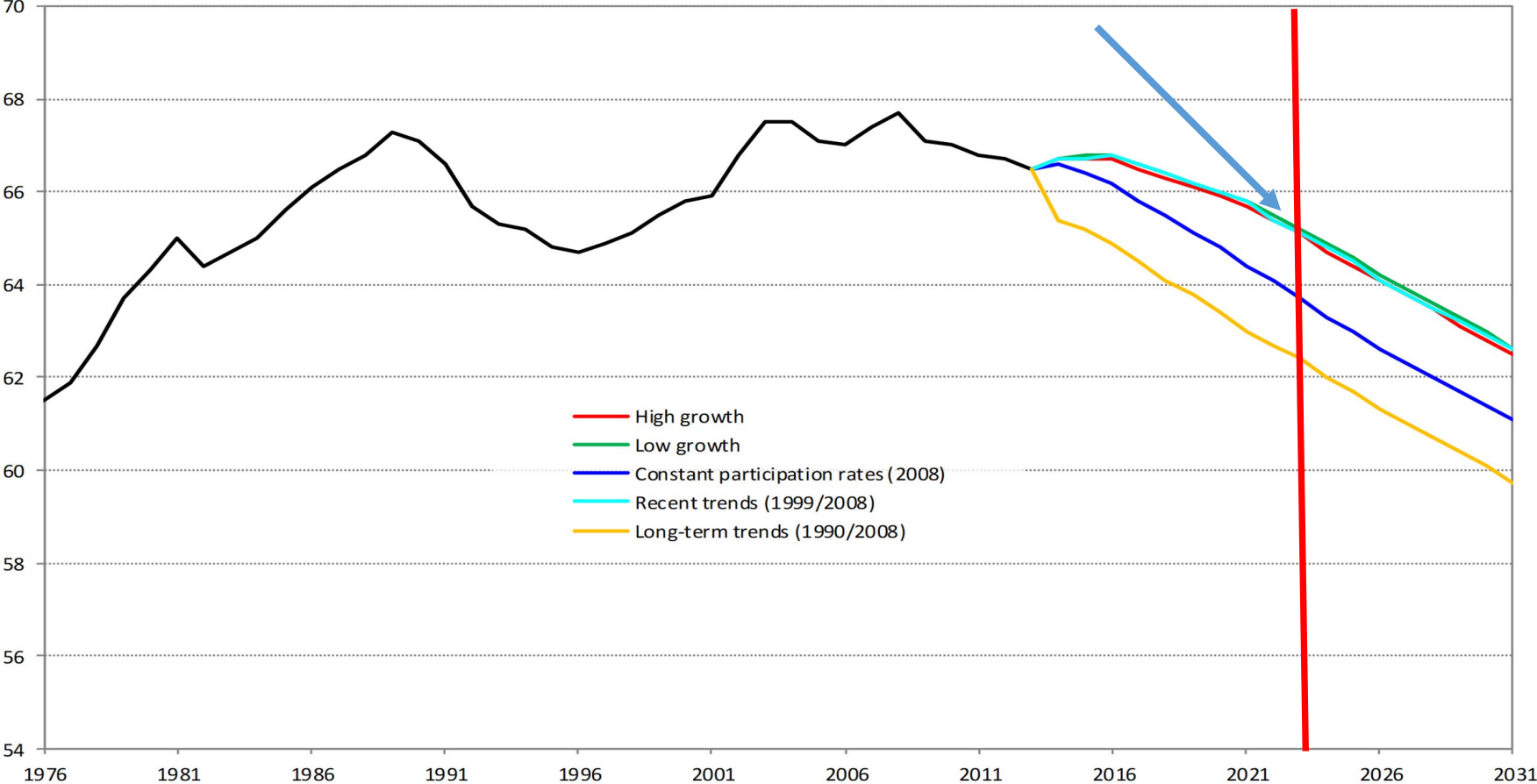
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- Diverse 68%



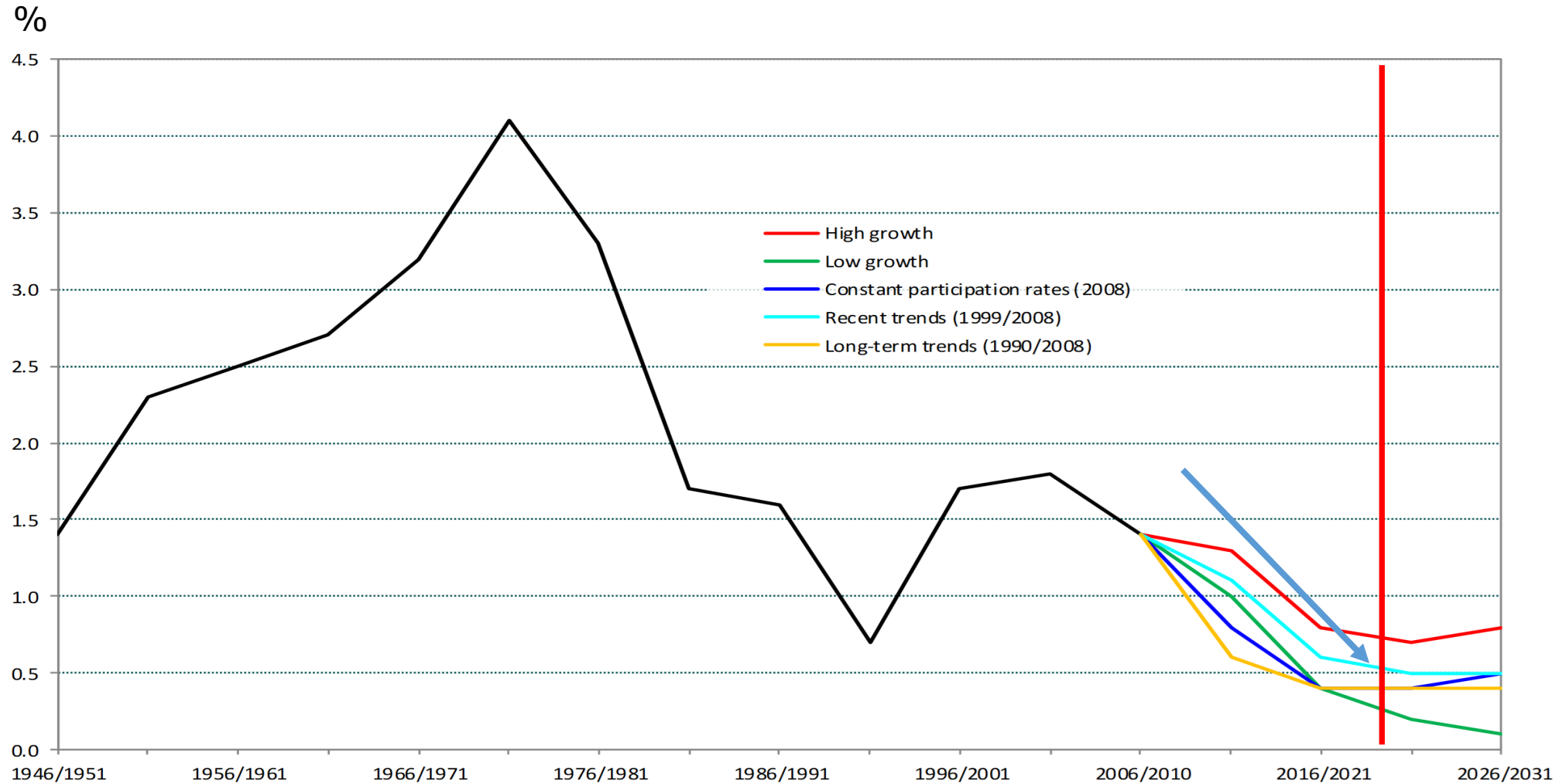
# Worker



# Overall labour force participation rate in Canada 1976 to 2031

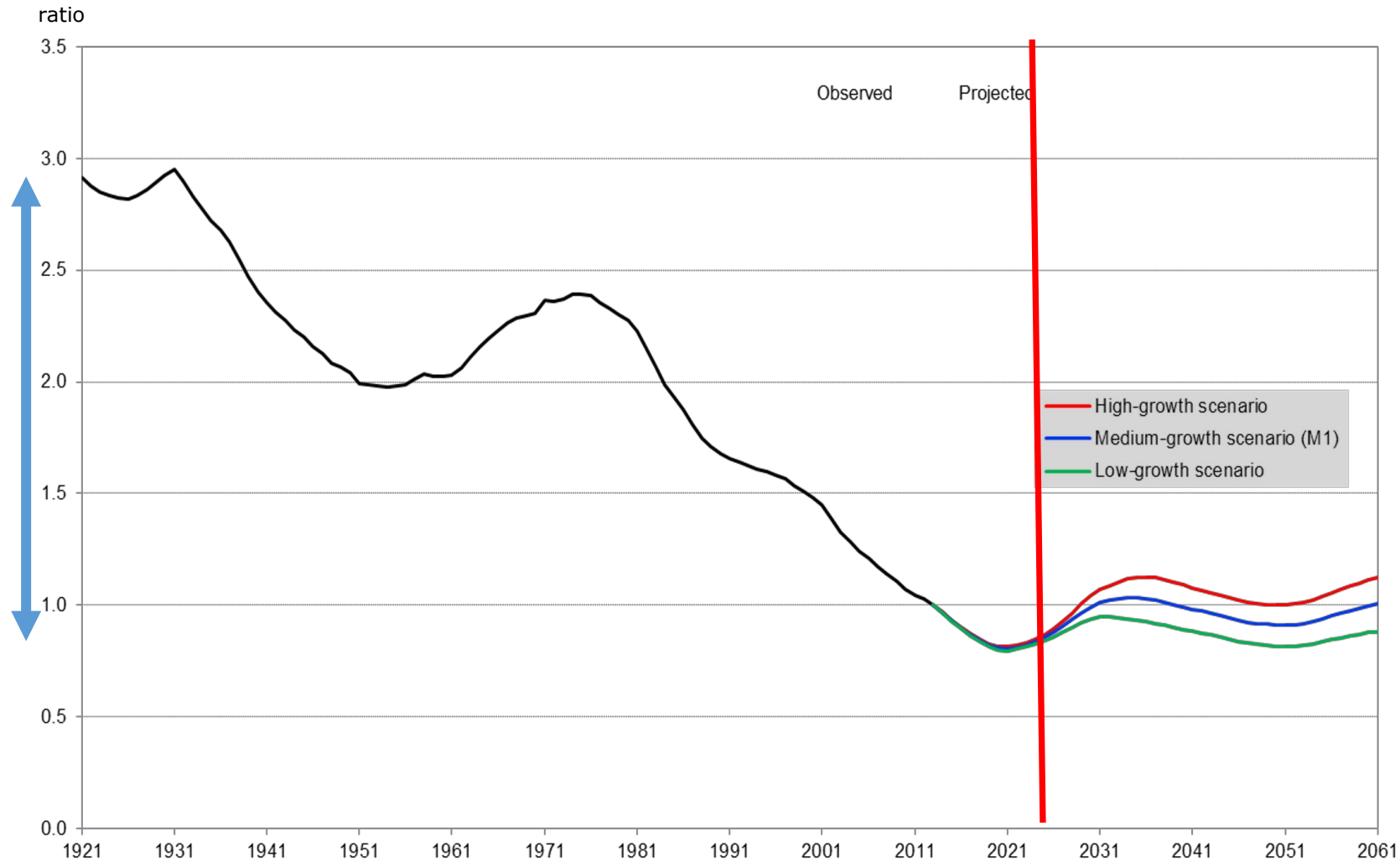


# Labour force to grow more slowly in coming years



Canada's average annual variation of the population in the labour force 1946/1951 to 2026/2031

# Decline in young people (15-24) entering the labour force for each person exiting (55-64)



Ratio of the number of persons aged 15 to 24 for each person aged 55 to 64, Canada, 1921 to 2061

# The remote workplace

- **15.8 per cent work from home, with another 9.6 per cent engaged in hybrid work (part home, part office)**
- **The people who can work from home are desk workers or knowledge workers**
- **At the height of the pandemic in April 2020, only 40 per cent of the employed workforce worked from home. That number has been dropping steadily**
- **Remote workers largely live in big cities: Ottawa has the nation's highest percentage of the workforce who work from home (40 per cent in December 2022). Toronto is second (35 per cent)**
- **Half of employers like employees working from home, the other half not so much—40% believe this shift is permanent**

# **The revolution of the AI workplace**

**Massive upheaval over the next few fast and furious years**

**Some areas of impact for the workplace world:**

- **Risk Assessment**
- **Hazard Recognition**
- **Emergency Response**
  
- **Environmental Monitoring/Surveillance**
- **Predictive Maintenance**
- **Workplace Ergonomics/Protective Equipment**
- **Safety Training/Culture**
  
- **Incident Investigation/Health assessments**
- **Detect/prevent fraudulent workers' compensation claims**
- **Intelligence and administrative infrastructure**



# **Assessing workplace risk of injury and Canadian Workers' Compensation Boards**

# Workplace risk survey results

There is a regular **risk** of me having an on-the-job

- physical injury 43%
- mental health injury 45%

My employer is **vigilant** in minimizing my risk of an on-the-job

- physical injury 79%
- mental health injury 68%

Overall, my employer is **negligent** in making my job/workplace physically safe for me 32%

# Workplace risk survey results

In the next year, I'm **worried** about having an on-the-job:

- physical injury 31%
- mental health injury 36%

I'd be **scared** to report a job/workplace mental health injury because I might be fired 35%

I have **confidence** that my provincial Workers' Compensation Board would treat me fairly if I suffered a:

- physical injury on the job 72%
- mental health injury on the job 60%







# Some closing thoughts

# Old Canada



- **English and French—very white**
- **More rural, focused on natural resources**
- **Politics of elite accomodation— driven by white men in Toronto, Montreal, and Ottawa**
- **Trusting of public authorities and institutions — Peace, Order and Good Government**
- **Fearful/paternalistic**
- **Conservative**
- **Judgmental**
- **Reflexively anti-American**

# New Canada



- **Older, increasingly female**
- **Aggressively Canadian**
- **More (sub) urban, multi-cultural**
- **Focused on economic immigration**
- **Tolerant, opinionated, demanding, and difficult—and diverse**
- **Politically regionally splintered, disparate, volatile**
- **Don't yet comprehend the silver tsunami approaching**

# Workers



**Very challenging: new terrain with many questions and few answers**

**Impact of COVID: hybrid workplace for “knowledge workers”, empty urban core, workplace culture shift**

**Skill and youth shortage, older workers—new demands?**

**Workplace inclusion and able management**

**An AI revolution—as fundamental impact as the invention of electricity**

**The survey results are a benchmark for a decade ahead that will demand rapid strategic anticipation *now***

**It will not come in waves—it will be a cascade**

# Questions