



# Ageing workforces as an organisational challenge

Keynote at the BestAgers Lighthouses conference  
"Employment for the Future: How Should the Baltic Sea Region Respond to Ageing Workforces?"  
on 16/17 September in Riga, Latvia

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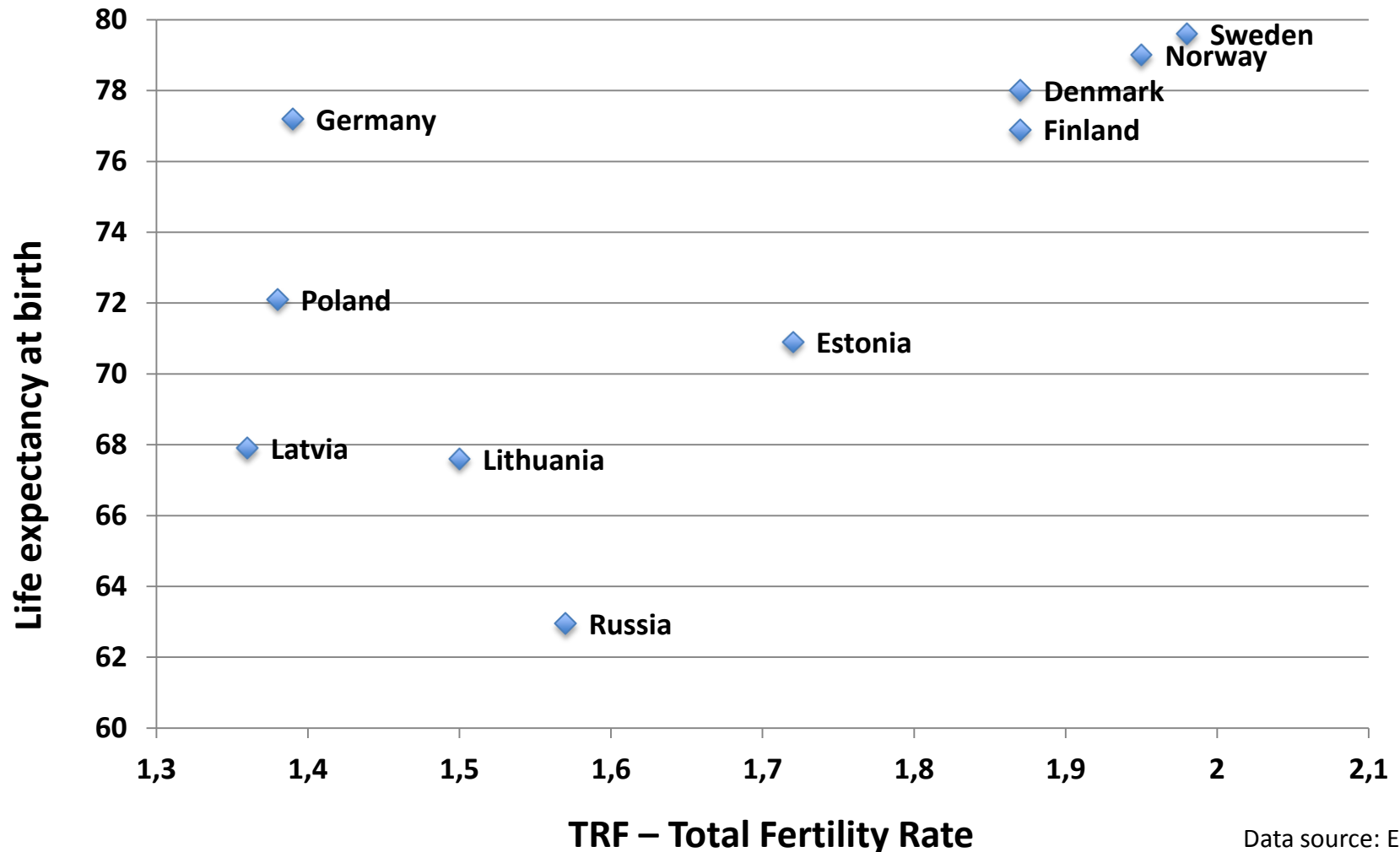


# Agenda

- A brief note on population dynamics in the Baltic Sea Region
- Organisational demography – some influencing factors
- Emerging organisational uncertainties in times of demographic change
- How to prepare? Demographic literacy as an organisational key competence



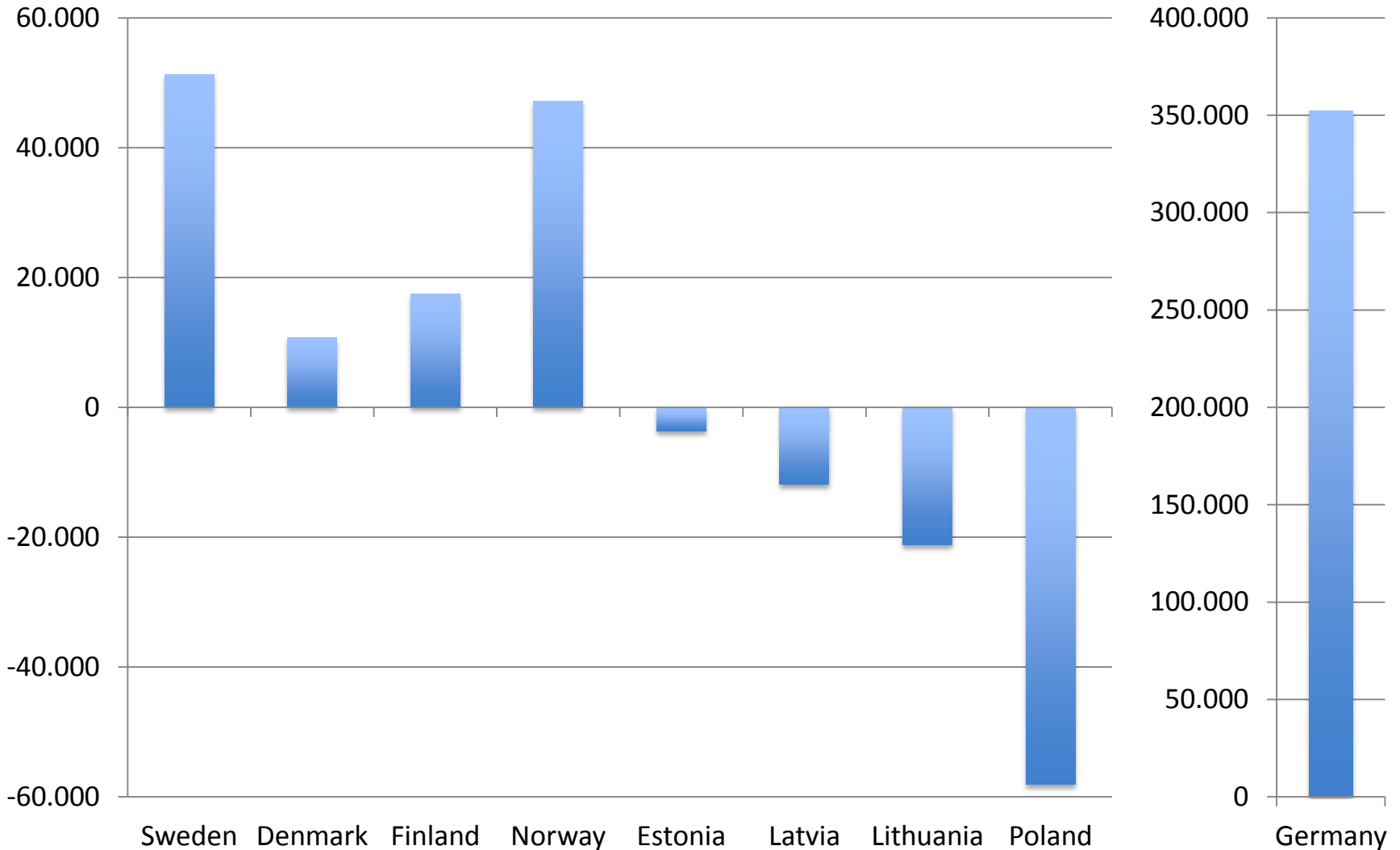
# Birth rate and male life expectancy



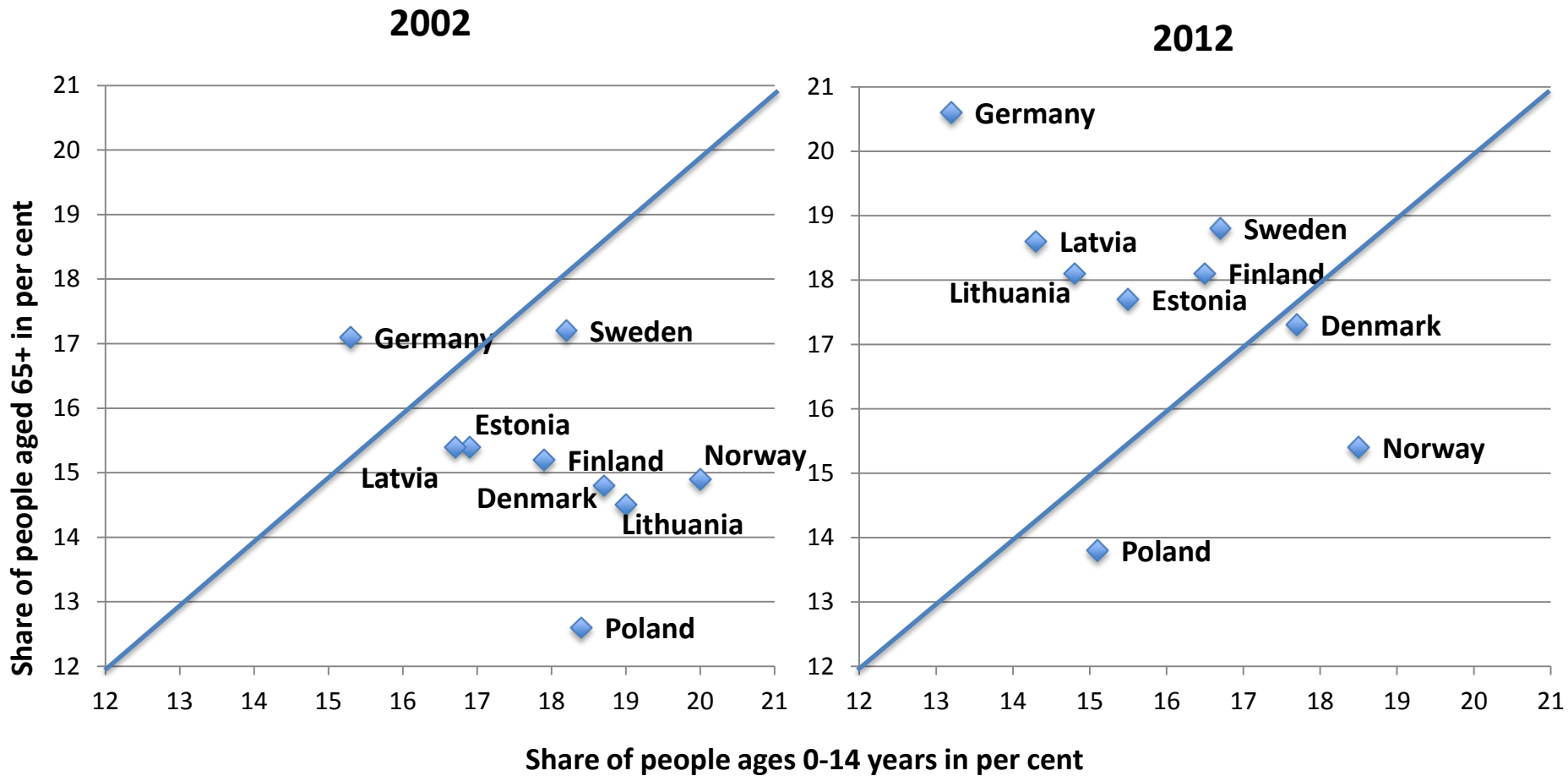
Data source: Eurostat



# Migration balance 2012



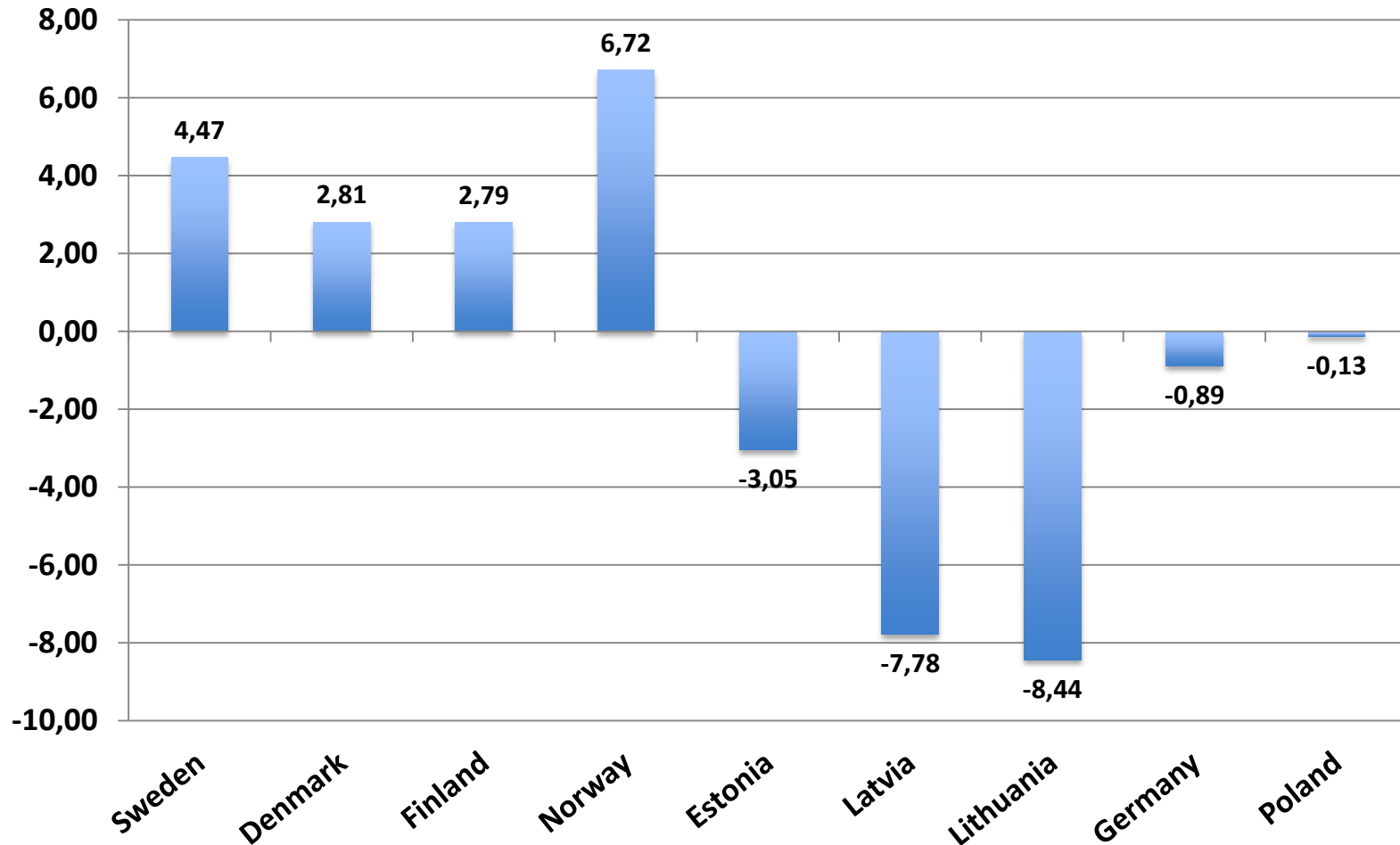
# Shares of older and younger people in 2002 and 2012



Data source: Eurostat



# Changes in population size, 2003-2010 in per cent



Data source: Eurostat

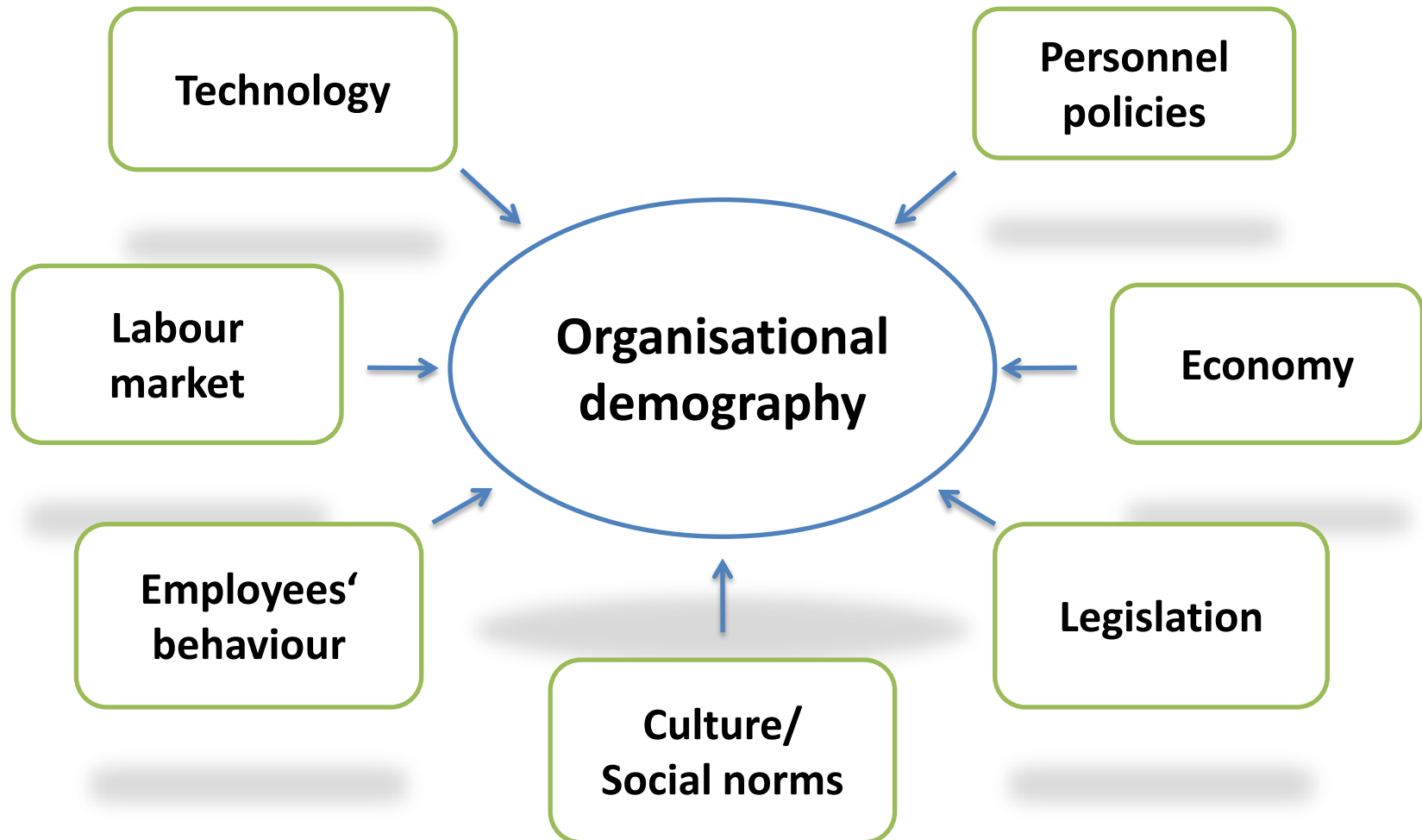


# Summary

- ☞ Countries in the Baltic region show different demographic patterns in terms of birthrate, life expectancy, ageing and dynamics in population size.
- ☞ The common denominator: All countries are ageing more or less rapidly.



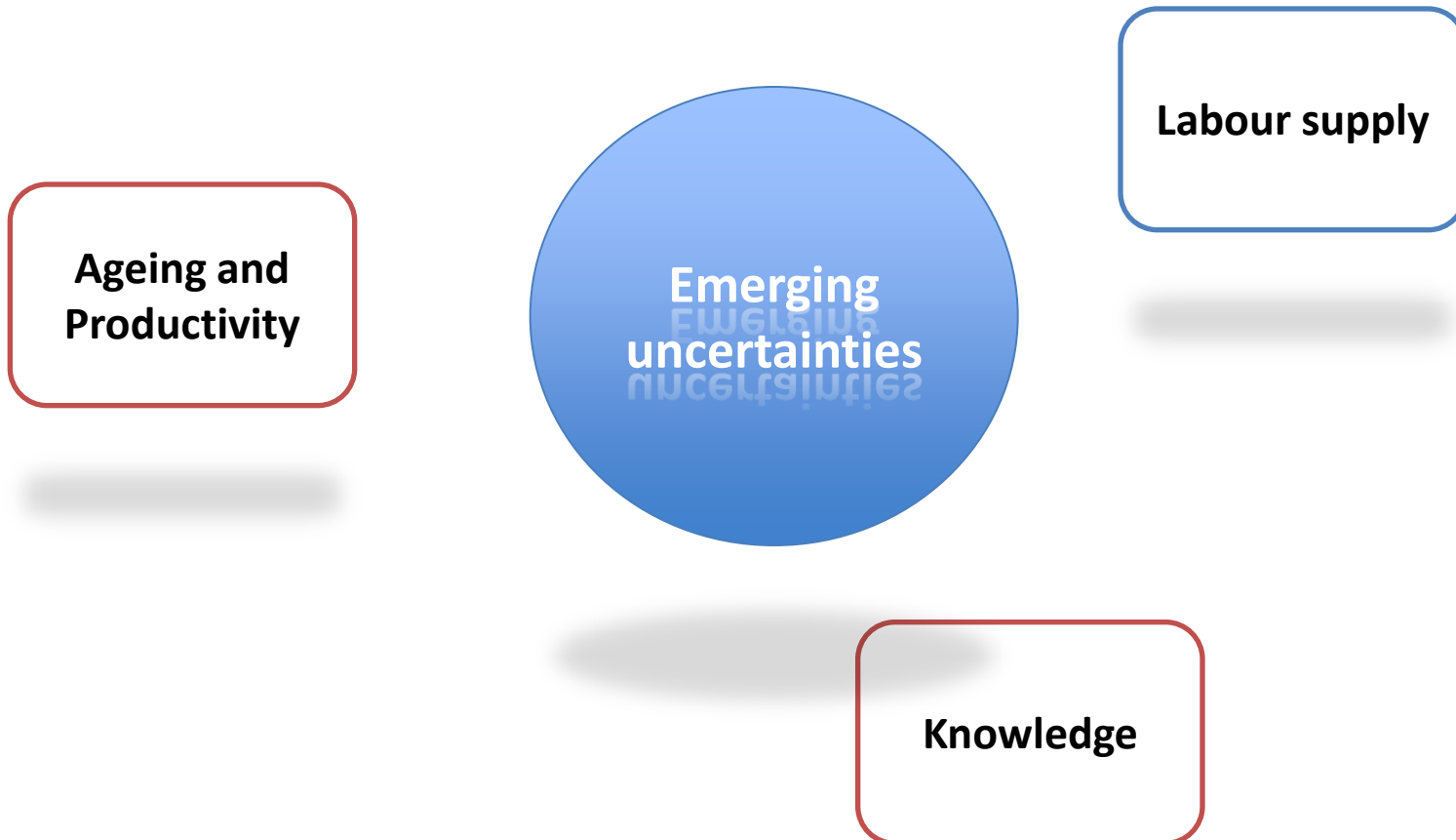
# Organisational demography – some influencing factors (Mittman 1992)







# Emerging organisational uncertainties in times of demographic change





# How to prepare? Demographic literacy as an organisational key competence

**Following the literacy definition of the UNESCO (2005), demographic literacy should be defined as the ability of organisations**

to identify, acquire, provide and generate data and information about internal and external demographic processes,

to process and analyse that information and data,

to understand and evaluate the resulting information and

to develop and introduce appropriate measures and policies.



# Many thanks for your attention!

## Questions?

If later:

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# Demographic literacy matrix

