



The Future of Work: Productive anywhere

April 2022

Work has changed **forever**

We're all wondering: **What will work look like in the future?**

The COVID-19 pandemic has fundamentally changed people's relationship with work.

We'll never go back to business as usual.
Where will we go instead?



Organizations are facing unprecedented questions...

Which **work model** is best for our company, employees, and customers?

How can we preserve our people's **health, safety, and well-being** whether on-site or at home?

What are the **right tools** to optimize **productivity** and **security** for our workforce, wherever they work?

How should we **maintain and evolve** our **culture** while moving into new **ways of working**?

What do we need to get right with our **workspace** for **collaboration** and **experience**?

How can we use **insights** from **data, AI, and employee sentiment** to monitor and improve?

How do we deliver on **new customer** and **employee expectations**?

How do we **ensure equity** across our workforce, regardless of their **location**?

How do we leverage **emerging technologies** and **partnerships** to optimize our work experience?



**Where do
people want
to work?**



Most people want the future of work to be **hybrid***

Workers fare better in hybrid environments

Those who had a hybrid work model during COVID-19 had **better mental health, stronger work relationships** and were more likely to feel [Net Better Off](#) as a result of working for their organizations.

They also experienced **less burnout than those who worked entirely onsite** or entirely remote.

58%

of our sample had already been working in a hybrid model during COVID-19

83%

identified a hybrid model as being optimal in the future

*Hybrid: The ability to work remotely between 25% and 75% of the time.

N=9,326, Accenture Future of Work Study 2021

Why do people like the hybrid model?

It's the best of both worlds



But **hybrid** isn't possible for everyone

Approximately 25% of our sample worked fully onsite throughout the pandemic and are likely to remain onsite for the foreseeable future.

These workers tended to be in healthcare and retail industries, at lower organizational levels, and working for smaller and more localized businesses.

In the quest to optimize remote work, we must also reimagine onsite work and provide resources to enable people to be healthy and productive.

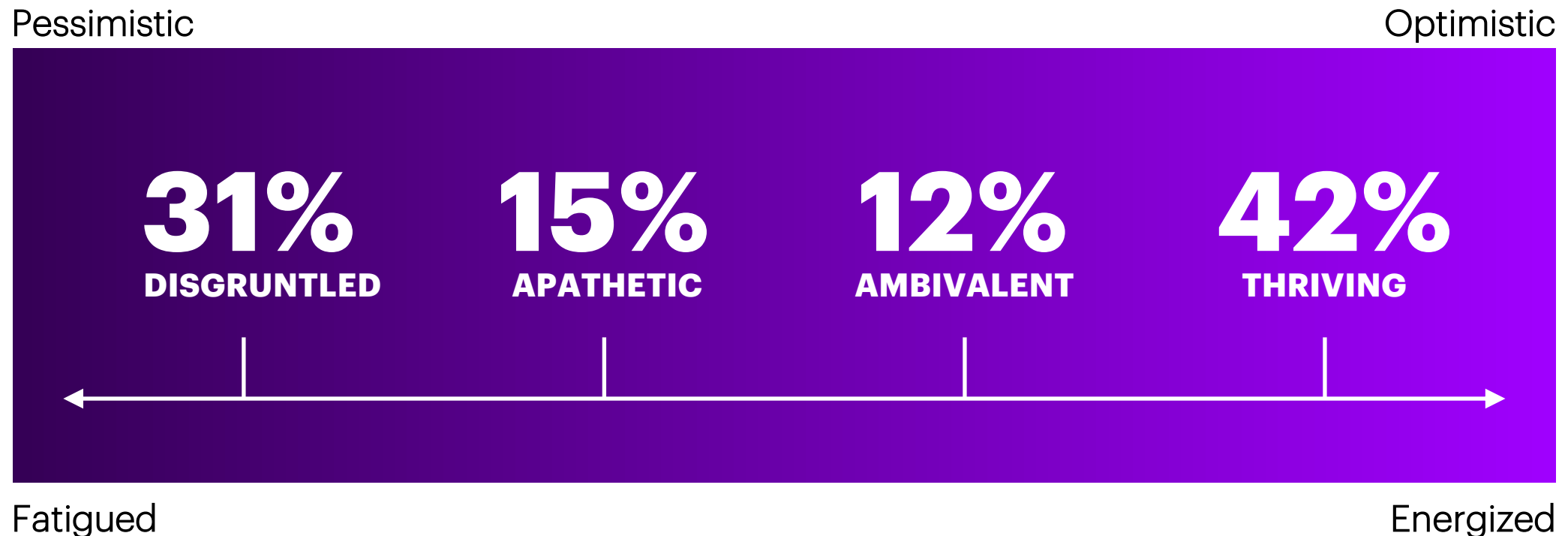


**How are people
feeling about
work?**



Four mindsets of today's workers

Our research found four mindsets that workers are experiencing toward the future of work. Hybrid workers are more likely to be thriving, while onsite workers are more likely to be disgruntled.



Technology experience matters

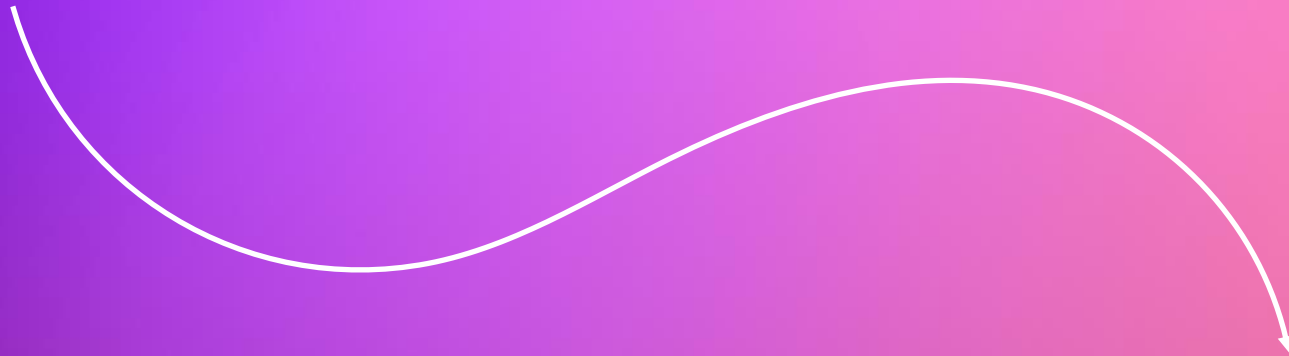
“Working onsite gives me access to better technology” *(strongly agree)*

Australia	Brazil	Canada	China	Germany	France	UK	Japan	Sweden	Singapore	US
29%	23%	24%	30%	24%	24%	27%	18%	21%	25%	37%

“I can be productive remotely because my organization has provided me with the tech and tools I need” *(strongly agree)*

Australia	Brazil	Canada	China	Germany	France	UK	Japan	Sweden	Singapore	US
32%	34%	34%	20%	32%	23%	31%	21%	26%	33%	27%

**“WHERE DO YOU WANT TO WORK?”
MIGHT BE THE WRONG QUESTION.**



**A better question to ask is, “What
unleashes a person's potential, enabling
them to be healthy and productive,
regardless of where they work?”**

So we asked that question to more than 9k global workers

We wanted to understand what would drive people to be productive, healthy and effective in hybrid work situations.

40%


say they could be productive whether they were onsite or remote



8%

say they are disconnected, frustrated and inefficient

Australia	Brazil	Canada	China	Germany	France	UK	Japan	Sweden	Singapore	USA	Global
51%	32%	31%	54%	33%	26%	41%	25%	37%	57%	72%	40%



The question arises – what separates the two groups? Why are some people productive anywhere?

Not stress. Even the productive people reported feeling burnout, fatigued and frustrated.

They have resources to be **healthy and productive**

People who are productive anywhere were not those who had an absence of negative work stressors, have significantly greater personal and organizational resources than those who can't be productive anywhere.

Personal resources

Autonomy in job

Positive mental health

Desire to participate in learning

High degree of digital skills

Strong social bonds at work

Work-life enhancement

Organizational resources

Organization is agile

Organization is intelligent

Organization has health policies

Organization supports vaccination

Organization is digitally mature

Leadership is supportive

These resources were identified as key differentiators for workers who can be productive anywhere, based on an Analysis of Variance (ANOVA) comparing workforce groups.

N=9,326, Accenture Future of Work Study 2021

What's the business case?

Business growth in an uncertain world depends on a healthy and productive workforce.

63% of high-growth companies have already enabled productivity anywhere workforce models.

There is need to move the dialogue from “places and spaces” to people’s potential.

69% of negative or no growth companies are still focused on where people are going to work and favoring either on-site or remote.

The ability to retain good people is at stake.

85% of people who feel they can be productive anywhere say that they plan to stay with the company for a long time.

It's time to **rethink** the post-pandemic worker-employer relationship

Work can no longer be viewed as a transaction or grouped simply in terms of onsite and remote.

New emergent hybrid models are requiring leaders to manage differences and complexities.

Employers must offer the right resources at the right time and place.



What does this **transformation** entail?




the workforce, strengthening the future model by evaluating value opportunities relative to risk; anchoring to skills, agility and flexibility



the work culture and employee experience, empowering people and giving particular attention inclusion, diversity, and equity



intelligent physical/ virtual workspaces for collaboration, problem-solving, community and innovation



Work is less
about **a place.**

It's **what** you do.
It's more about **people's
potential.**

Thank you.

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