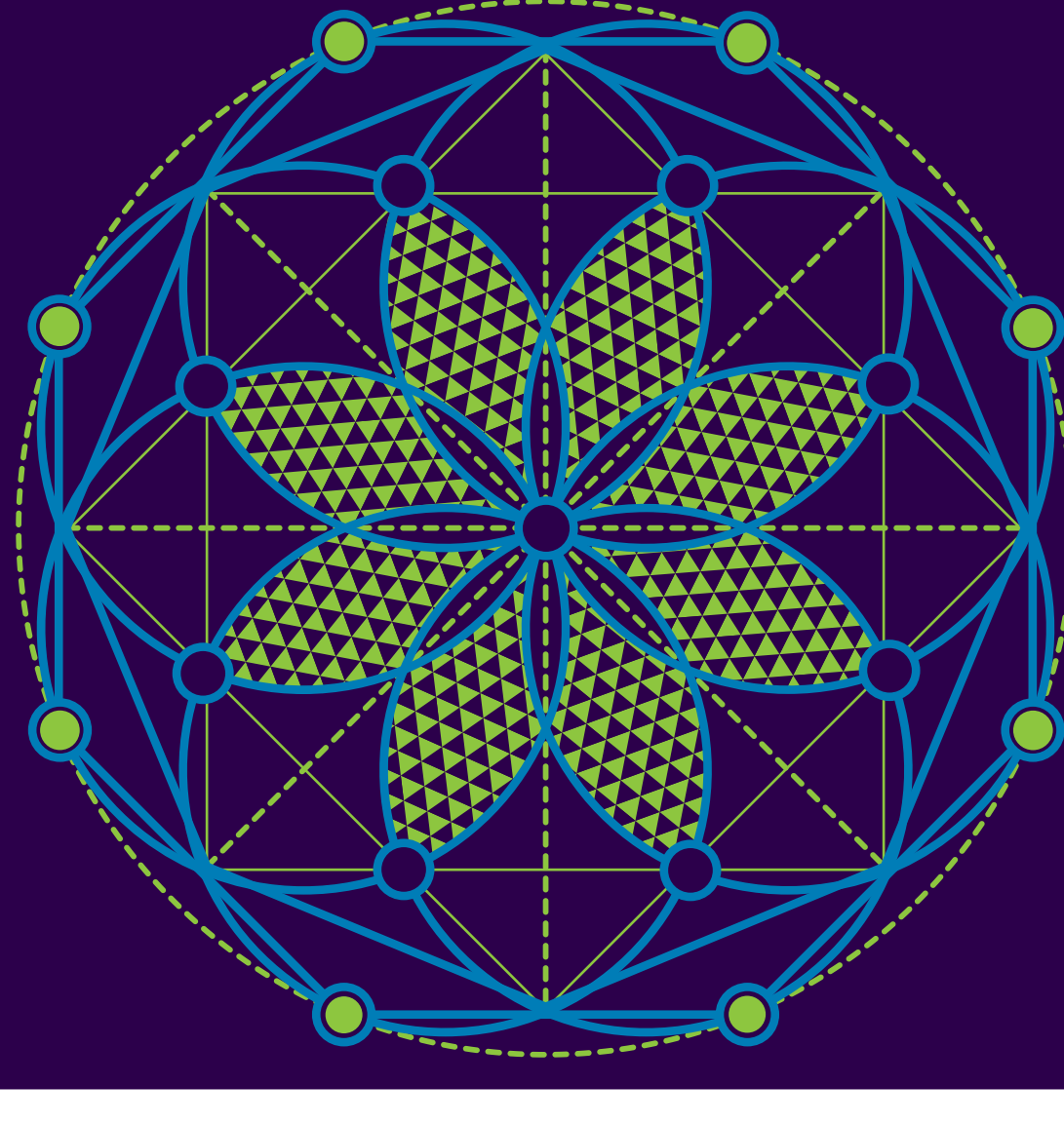


# The Future of work

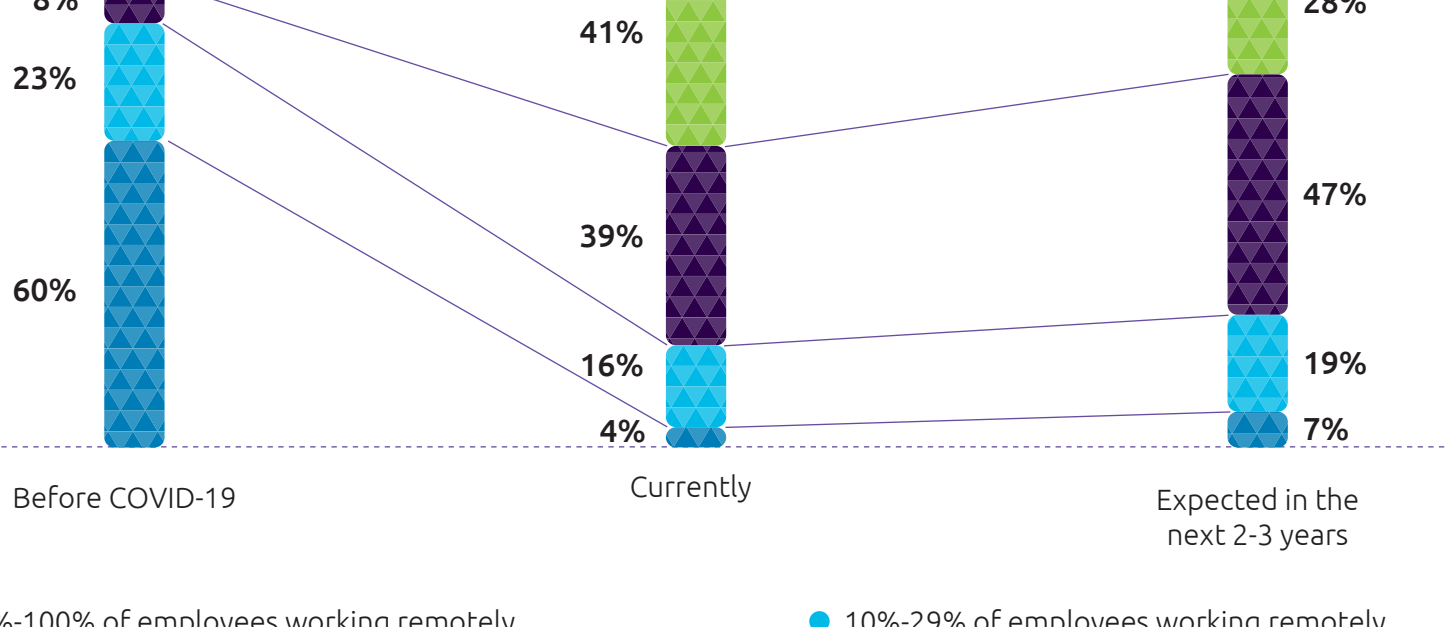
## From remote to hybrid



### Remote work is here to stay

Around three in ten organizations expect more than 70% of their employees working remotely in the next two to three years, up from just one in ten before COVID-19

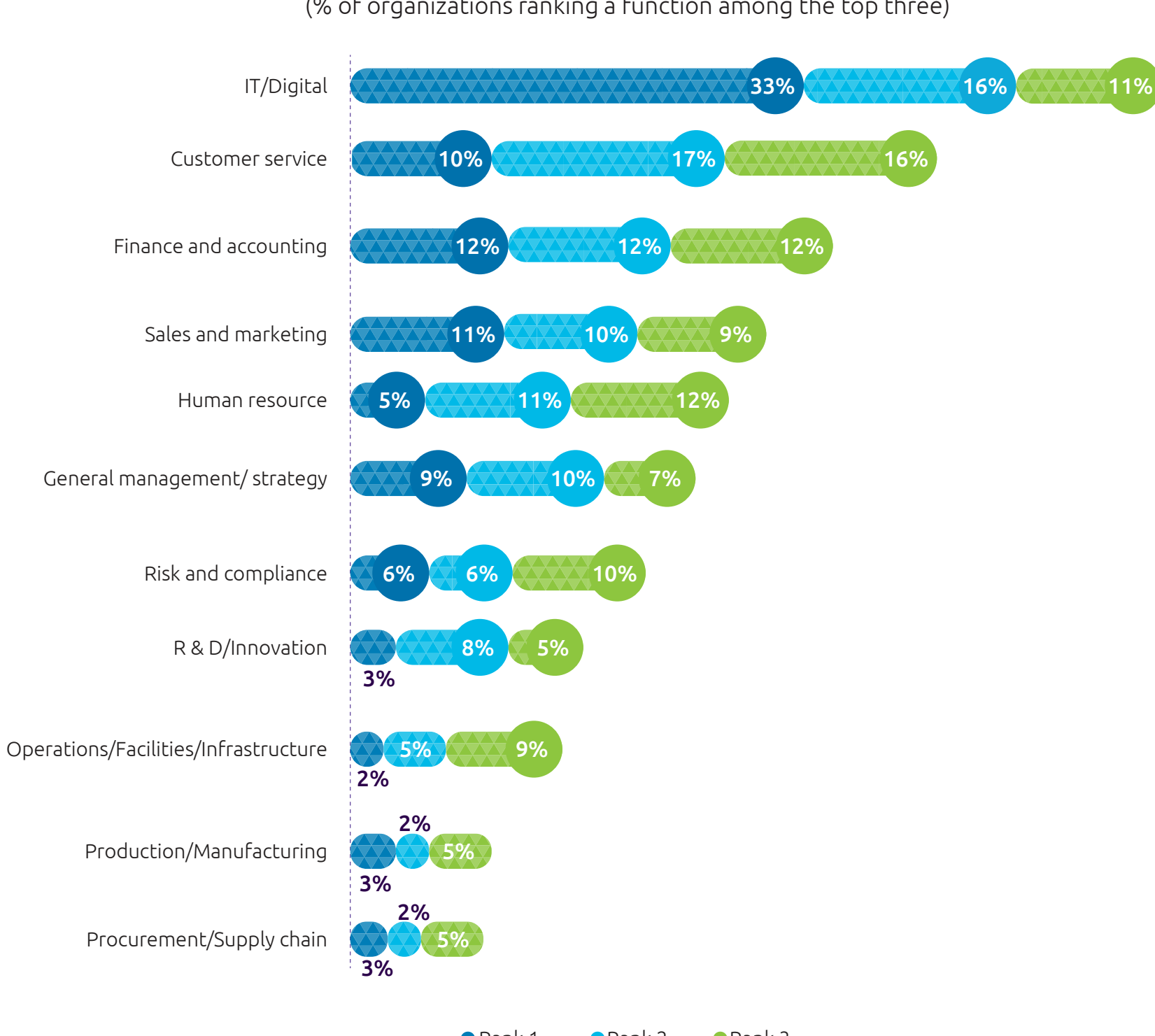
What proportion of your organization's workforce works remotely? (% of organizations)



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=500 executives.

### Organizations expect remote models to work well in functions such as IT, customer service, and finance and accounting

Executives view of functions most attuned to remote working (% of organizations ranking a function among the top three)

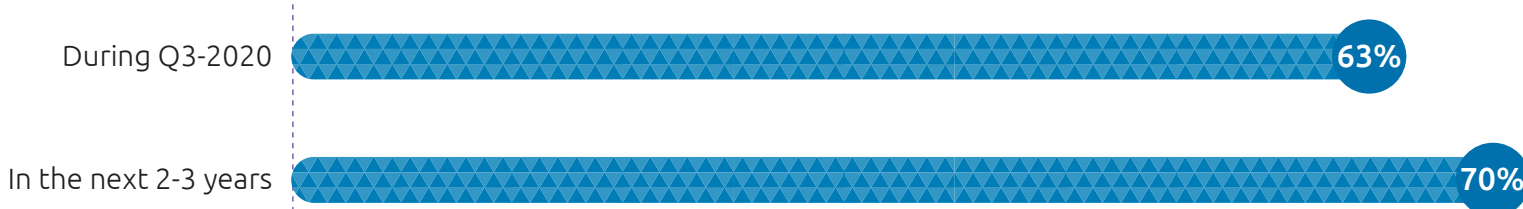


Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=328 executives who agree that most of their employees will be in a hybrid or fully remote model in the next two to three years.

### The shift to remote working has boosted productivity and cost savings

70% of organizations believe that the productivity gains of remote working are sustainable beyond the pandemic

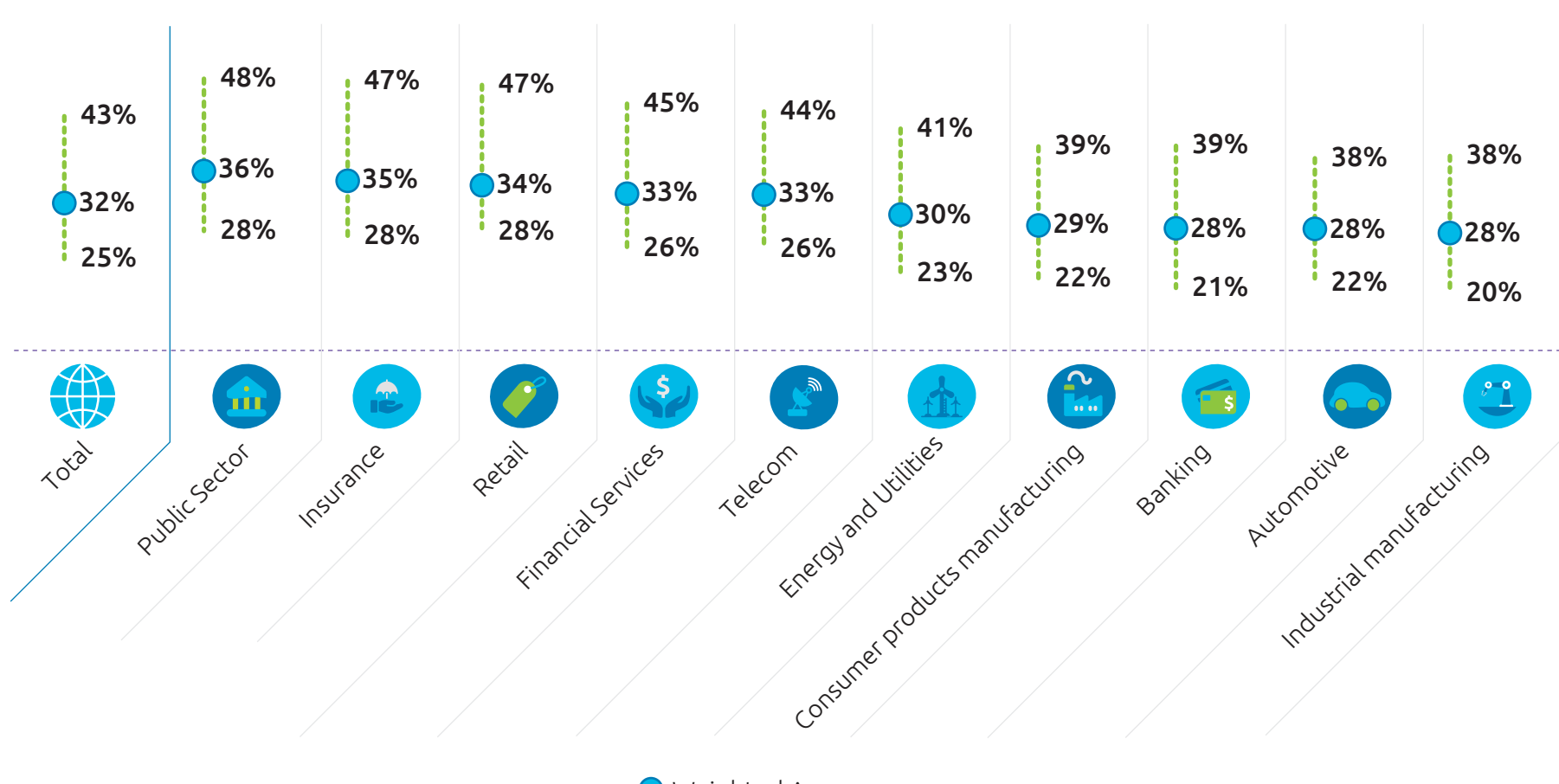
Percentage of organizations projecting productivity increase due to remote working



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=500 organizations.

### Organizations expect substantial real estate cost savings from remote working

Range of projected real estate cost savings due to remote working in the next 2-3 years - by sector

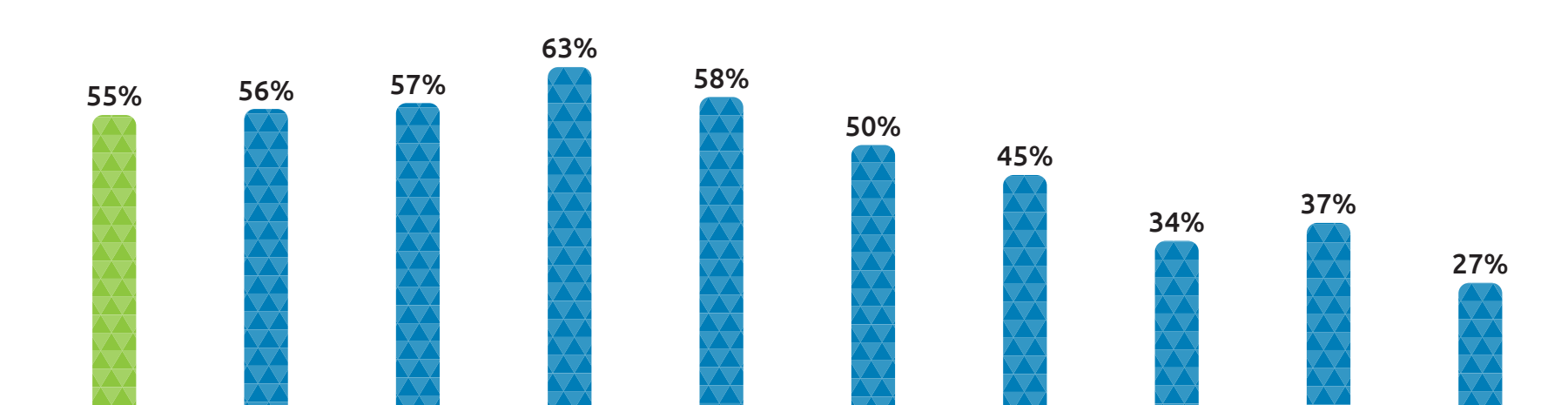


Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=460 organizations which anticipate real estate cost savings in the next two to three years.

### Have organizations effectively managed the shift to remote work?

#### Employees in the 31-40 age group feel more burned out in a remote environment

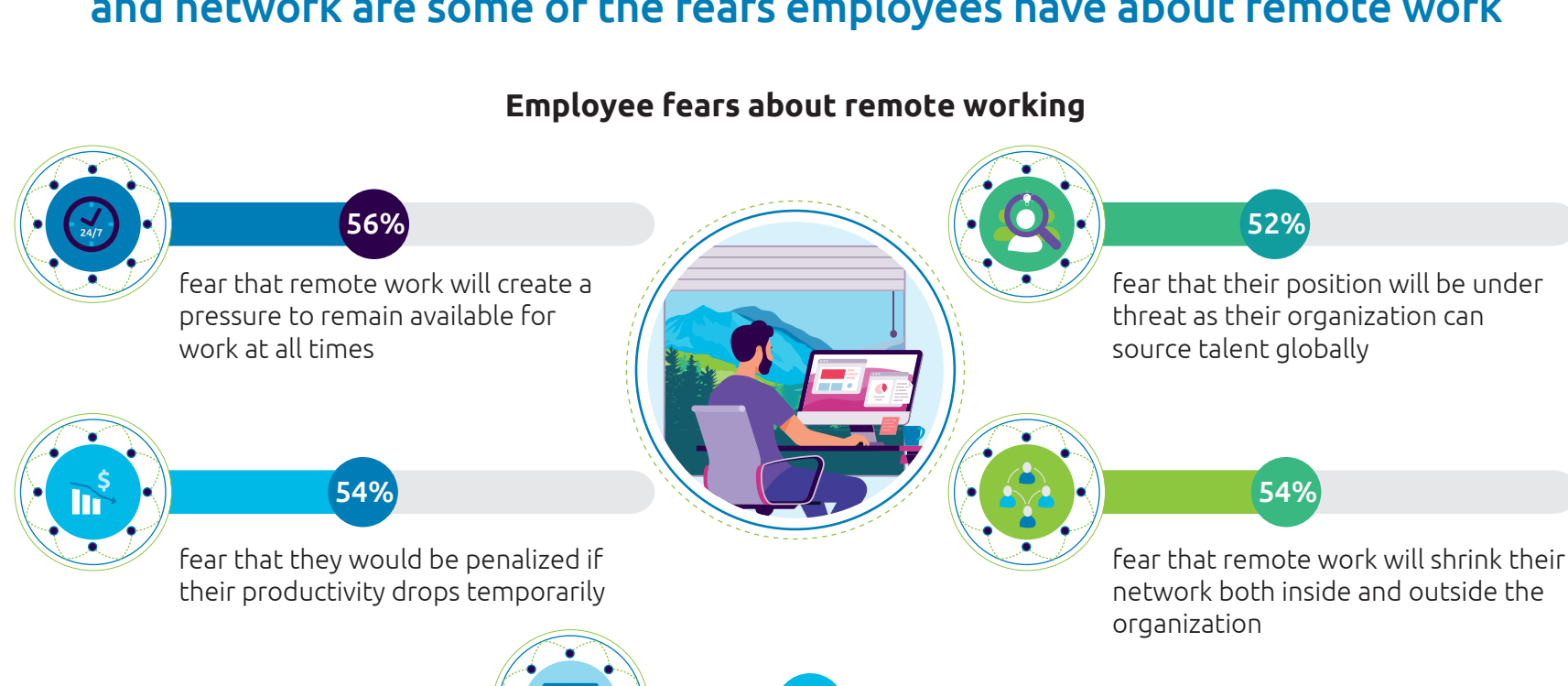
I feel burned out due to longer hours in a remote setup



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=5,016 employees.

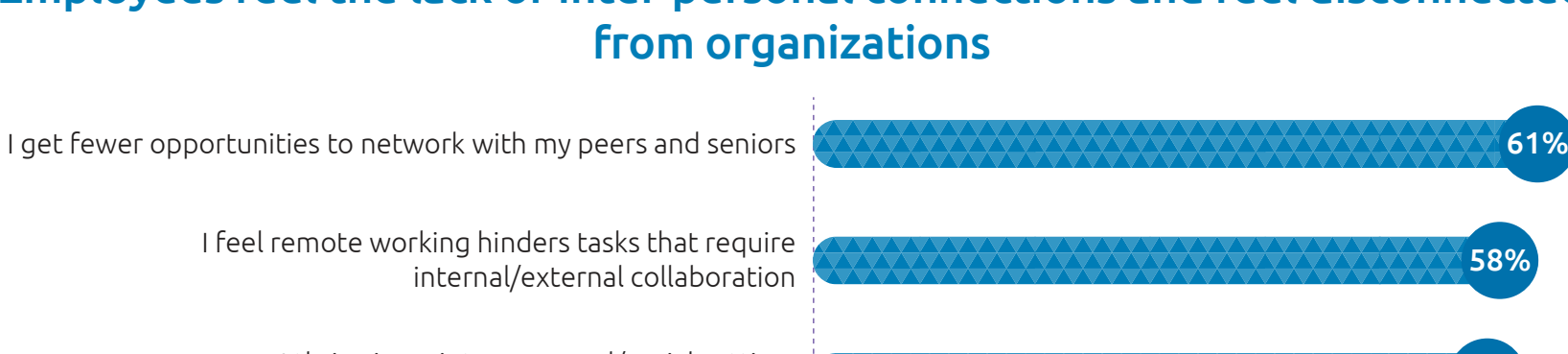
#### Constant pressure to be available at all times, and adverse impact on career growth and network are some of the fears employees have about remote work

Employee fears about remote working



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=5,016 employees.

#### Employees feel the lack of inter-personal connections and feel disconnected from organizations



Source: Capgemini Research Institute, Remote workforce survey, September–October 2020, N=5,016 employees.

### Beyond remote: Recommendations for shifting to a hybrid workforce future

#### A new "hybrid" working paradigm

**HR**

Rethink the sourcing model to enable "deliver where you are"

**Leadership**

Define what constitutes "authentic" leadership: encouraging autonomy, empathy, and transparency

**Culture**

Reinvent a "trusted" work culture with new collective rituals

**Workplace**

Install a robust digital infrastructure to accelerate seamless digital working

Shape up organizational real-estate to address the needs of a hybrid workforce

Tailor the employee experience to adapt to a hybrid operating model

Establish a business case for the target hybrid operating model

Source: Capgemini Research Institute Analysis

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