

The second edition of the Cappgemini Research Institute's quarterly review, **"Conversations for Tomorrow,"** looks at how the COVID-19 pandemic has led to a wholesale reimagining of how we work.

The journal explores the following themes

Hybrid working models

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-19.¹

1. Cappgemini Research Institute, "The future of work: from remote to hybrid," December 2020.



"I think the hybrid model is here to stay but it is going to continue to flex and change."

Shayne Elliott,
CEO, ANZ



"Our 'new normal' is a borderless, digitally enabled, hybrid working model."

Aiman Ezzat,
CEO, Cappgemini



"There is a lot of talk about employee burnout, but have companies really been willing to do anything about it? Largely no."

Peter Cappelli,
Professor of Management at The Wharton School and Director of Wharton's Center for Human Resources, University of Pennsylvania



"While for certain jobs we have seen an uptick in productivity with employees working from home, we are not yet prepared to make decisions based on these observations."

Sheila Jordan,
Chief Digital and Technology Officer, Honeywell

Productivity and burnout

55% of employees feel burned out due to longer working hours in a remote environment.²

2. Cappgemini Research Institute, "The future of work: from remote to hybrid," December 2020.

Employee wellbeing

Half of new joiners would quit if remote working were the only option.³

3. Cappgemini Research Institute, "The future of work: from remote to hybrid," December 2020.



"The pandemic showed us that employees have unique sets of needs that we must consider."

Gloria Chen,
Chief People Officer and Executive Vice President, Employee Experience, Adobe



"We believe that being remote for a long time can be detrimental to teamwork and productivity."

Rémi Lugagne Delpon,
Senior Vice President Human Relations, L'Oréal Asia Pacific



"Hybrid working allows for greater inclusivity towards employees who may have home and caring responsibilities. The pandemic has caused significant disruption to people's lives, bringing about a greater desire for empathetic leadership, trust, and fairness."

Lynda Gratton,
Professor of Management Practice, London Business School



"Our 2025 ambition is a 50/40/30 gender balance, meaning women comprise 50% of all hiring, 40% of frontline managers, and 30% of senior leadership."

Charise Le,
Chief Human Resources Officer, Schneider Electric

Diversity and inclusion

Around **90%** of executives believe that remote working will open doors for them to recruit diverse profiles (e.g., by gender, location).⁴

4. Cappgemini Research Institute, "The future of work: from remote to hybrid," December 2020.

Youth unemployment

Youth unemployment surged during the pandemic – reaching **14%** among 15–29 year olds in the OECD countries at the end of 2020, compared with **6.9%** for the total working-age population.



"The 2008 global financial crisis took a large toll on young people. It took a decade for employment and other labor market outcomes to return to pre-crisis levels... Sadly, the COVID-19 crisis has reversed the decade-long decline in unemployment rates and compounded existing challenges."

Stijn Broecke and Veerle Miranda,
Senior Economists, Organisation for Economic Co-operation and Development (OECD)



"Automation is an opportunity for our operators to increase their horizontal skills... At a digitalized factory in Spain, each operator is now responsible for their own 'mini production floor' and they have gained management experience and skills."

Thierry Baril,
Chief Human Resources Officer, Airbus

Technology and jobs

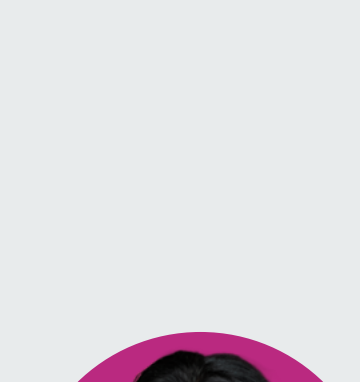
Although the risk of automation is highest for the low-skilled workers and, yet they are **40 percentage points** less likely than high-skilled workers to participate in training.⁵

5. OECD

Up skilling

Employees seek reassurance and encouragement especially during crisis. Yet, only **32%** of organizations conduct training for middle management on emotional intelligence.⁶

6. Cappgemini Research Institute, "Digital Mastery: How organizations have progressed in their digital transformations over the past two years," January 2021.



"Today's employees need to be learning all the time, and they can't just rely on a four-year education to take them through the entirety of their career. Every function in every industry is transforming, so people need to be continuously learning new skills."

Kelly Palmer,
Chief Learning and Talent Officer, Degreed

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