**REDIZING WORK AROUND EMPLOYEES**

The shift to remote working has caused the perception of the level of trust and belonging in organizations to drop by about 25% compared with the pre-pandemic level.

**BEWARE OF ‘PRODUCTIVITY THEATER’**

Automation brings productivity gains for creative and collaborative tasks, which can be more easily automated.

**MAKING THE WORKPLACE FIT FOR PURPOSE**

Leaders have an opportunity to design workflows that fit the purpose of the organization.

**NON-TRADITIONAL TALENT AND UPSKILLING**

Upskilling employees is a key strategy for organizations to keep up with the changing needs of the business.

**FOSTERING DIVERSITY AND INCLUSIVITY**

Diversity and inclusion are critical to the success of any organization, and organizations need to make a serious effort to foster them in the workplace.

**AUTOMATION IMPROVES QUALITY OF JOBS**

The risk of automation in OECD countries is as high as 23% for young people, as entry-level jobs tend to have a high share of routine, non-cognitive tasks, which can be more easily automated.

**LEADING WITH TRUST**

There is a strong correlation between employees feeling that they are not trusted to manage themselves and burnout rates. Of the employees who feel they are being micromanaged, 28% report feeling burned out in a remote setup.

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