

The Future of Work

Bold predictions. Key takeaways. Actionable items.

V I S I O N by protiviti®

Framing the big ideas that will shape the next 10 years



What's the future of work? It's a simple question with complex answers. The pandemic has had a profound impact on work, workforces and workplaces, transforming them in unprecedented ways. We're adopting collaboration tools and technologies at an unprecedented pace.

There's no going back. For one, employees simply won't have it. Workers are empowered like they've never been before, and we're "on the verge of transformations not seen since the Industrial Revolution."

What is certain is that a brave new world awaits. In a Protiviti-Oxford survey on the Future of Work, 88% of global executives said AI and emerging technologies will radically transform their business over the next decade as firms look to technology tools to collaborate remotely in a hybrid environment.

In this summary presentation, key takeaways, actionable items and bold predictions about the Future of Work, the latest theme of **VISION by Protiviti**, are grouped by the following topics:

- Talent and Workforce
- Offices and Real Estate
- Technology
- Jobs
- Culture and Collaboration



Follow

SUBSCRIBE

Talent and Workforce

Key fact

Globally, 70% of business leaders expect their companies will be embracing a **HYBRID WORKING MODEL** in 2032, up from 22% pre-pandemic.

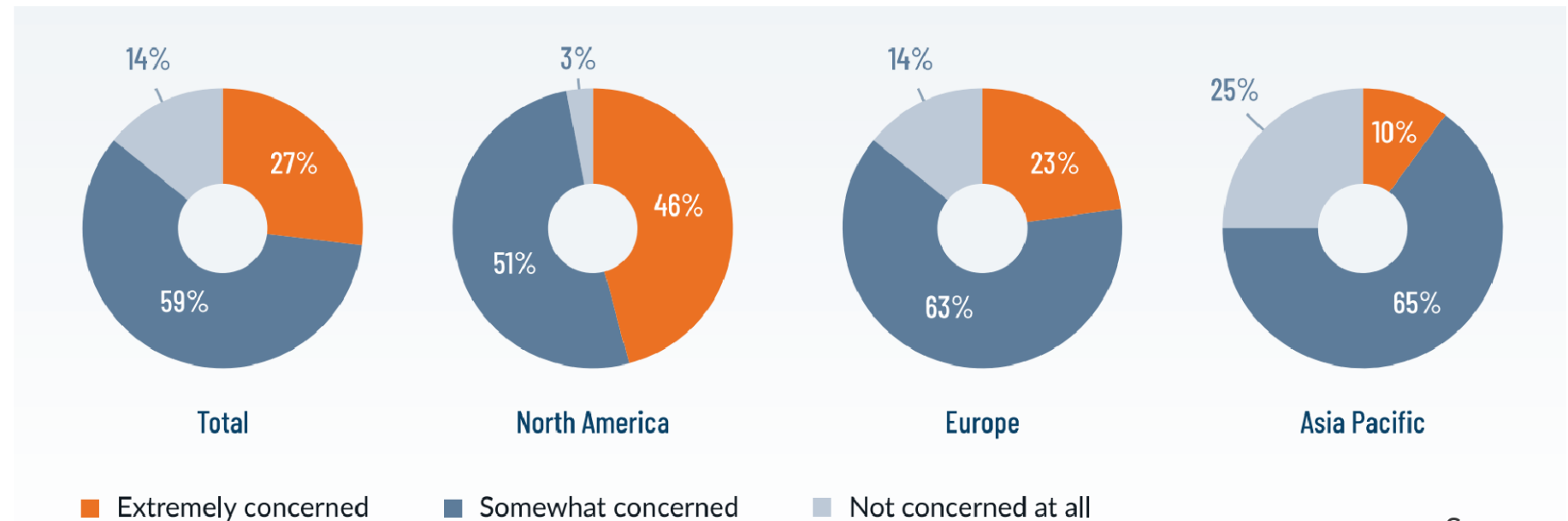
Protiviti-Oxford Survey



Will worker shortage persist?

86% of executives expect there to be a shortage of qualified workers by 2032

For a company like yours, to what extent are you concerned there will be a shortage of workers with the required capabilities in 10 years' time?



Source

Will the Great Resignation continue?

83%

say **retention and turnover** will remain a top concern over the next decade.

84%

believe **employee loyalty** will increase at their companies over the next decade.

85%

report AI and **automated recruitment processes** will become more important for hiring by 2032.

Source

*What
executives
think*

Peter Richardson

Managing Director and Architect for
the Future of Work at Protiviti



“There’ll be **fundamental changes to the employee value proposition**, the employee experience. Cultures will be different. Leadership engagement will need to be different. Working conditions will be different. Remuneration and progression will probably be different as a consequence of all of that.” ➔

Erica Sosna

CEO, Career Matters



“The companies that are going to thrive, the brands we’re still going to know in that 20-year, 25-year time frame that you’re looking out on, 30 years, are those that **find ways to humanize**, because that’s something now that people have found they can’t live without.” ➔

Carla Harris

Vice Chair of Wealth
Management at Morgan Stanley



“You’re going to find people starting to settle down in the seats that they have, they’ll just stay, or they will migrate to the seats that they want or that they aspire to, or **they’re going to create seats for themselves**, but by the time we get to 2025, you won’t see the shortage that we have now.” ➔

“You don’t have to be together five days a week. **You might need to be together 20 days a year.** If those 20 days are beautiful days ingrained in brand-customer relationships, that would be the fuel that we can use when we’re using other media afterwards to sustain us.” ➔



Nigel Jeremy
HR and Learning
& Development
Expert

“**Get curious** about your people on a very individualized basis. What are the gifts untapped here, what are the criteria on which people are making decisions about their careers?” ➔



Erica Sosna
CEO,
Career Matters

“Companies will begin to understand the implications of top talent not working for just one employer the rest of their careers. This will require **an executive mindset shift of accepting that talent is “borrowed”** to occupy a certain sweet spot, where the aspirations, skills, knowledge and potential of the employee match the offerings, opportunities and challenges of a company.” ➔



Tantaswa Fubu
Group Executive,
Human Capital &
Transformation
Barloworld Limited

Offices and Real Estate

Key fact

57% of executives plan to mandate **HOW, WHEN AND WHERE** employees will work in 2032.

Protiviti-Oxford Survey

57%



Where will we work in 2032?

*What executives
are saying*

Pre-pandemic



78% report employees worked full time in an office pre-pandemic



22% say employees worked in a hybrid model pre-pandemic

In 2032



70% expect employees to work in a hybrid model in 2032



30% expect employees to work full time in an office in 2032

66% of business leaders still expect to work a standard week (5 days, 40 hours) a decade from now.

Source



“I would be so aggressive to say that, with a few exceptions, **within the next 10 years, no one will need to build another office building** anywhere in the United States. In fact, what you’re going to see is a general repurposing of office buildings.” ➔

David Marino, Executive VP and Co-founder, Hughes Marino



“In the future, work environments will be effectively zoned. I look on these zones as being more like film sets or film studios, and each one will have a different script, will have a different technology usage, will have different scenery... I think there’ll be **many more hybrid office locations, maybe even pop-up locations that we use for specific purposes.** There’s a huge amount of change to come there.” ➔

Peter Richardson, Managing Director and Architect for the Future of Work at Protiviti



“There’s been a lot of conversation about women leaving the workforce, and if [...] it’s because of childcare, you might think of **alternative uses for some of that real estate**. If you have a five-building campus, why wouldn’t you take one of those buildings and turn it into an early-childcare learning center?” ➔



Carla Harris

Vice Chair of Wealth
Management at Morgan
Stanley

“We’re talking about walkability. About on-site fitness with lockers and showers. Having nicer buildings in a class A location, perhaps closer to mass transit to minimize the commute. **As employers, we’re going to have to bait these people back** [...] and create a work environment that’s exciting and better than they had pre-COVID to encourage them to come back.” ➔



David Marino

Executive VP and
Co-founder,
Hughes Marino

“We see a **focus on better high-value experiences and amenities**. And it’s like going to a restaurant — sure, you can cook at home, but going to a restaurant elevates that basic task to an experience that is multisensory and has this delight, and you feel different after going out for that experience. So, in the future, we see that the human-centered approaches are going to be the ones that win.” ➔



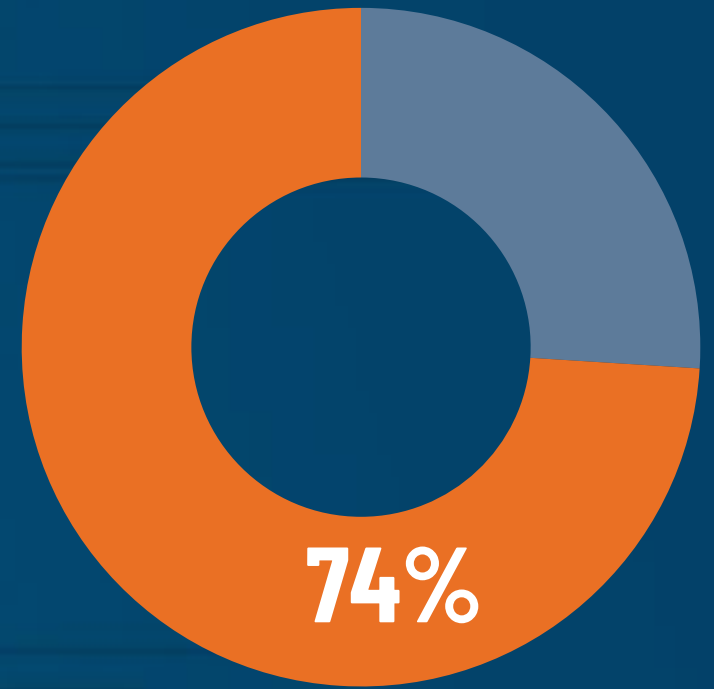
Haley Nelson

Associate Vice President,
HGA Architects

Technology

Key fact

Nearly three quarters (74%) of executives believe **DIGITAL AND EMERGING TECHNOLOGIES WILL ADD JOBS** and increase the size of their workforce over the next decade.



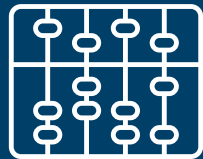
Protiviti-Oxford Survey

Top transformative technologies in 2032

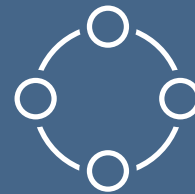
Over 80% of executives believe emerging technologies will transform their business over the next decade.



Artificial
Intelligence



Machine
Learning



System
Integration



Autonomous
Robots



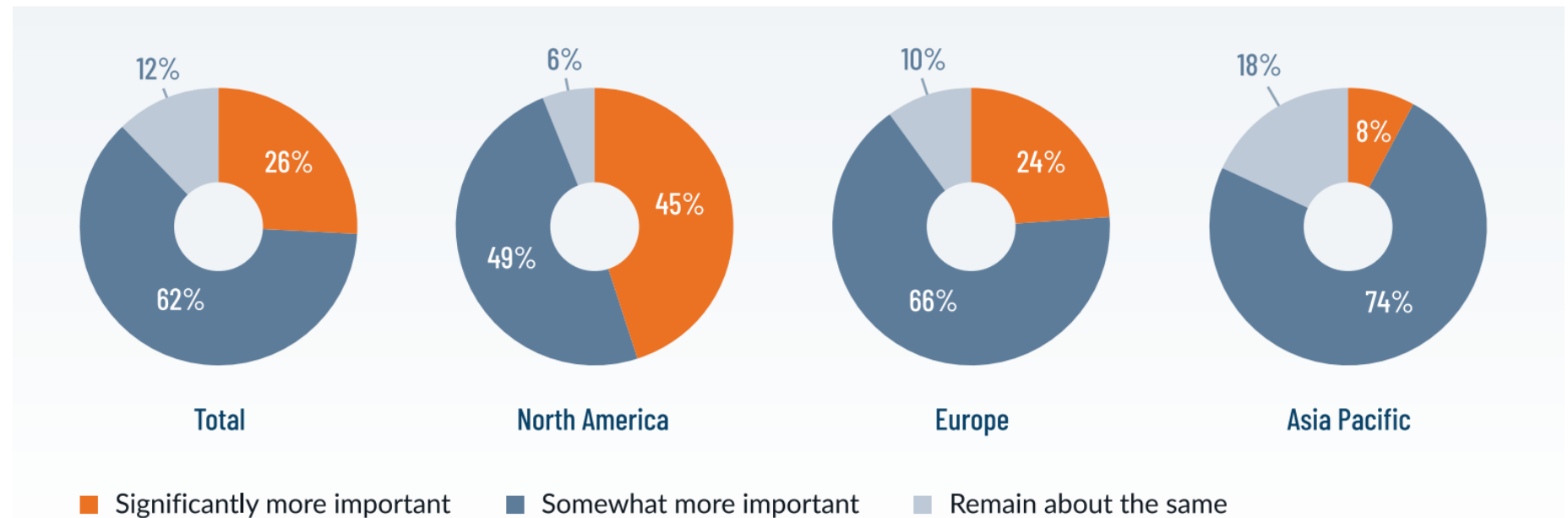
Cloud

Source

AI and radical transformation

88% of executives say AI will be key for a “radical transformation” of their company over the next decade.

Compared to today, how important will artificial intelligence be for a radical transformation of a company like yours in 10 years’ time?



Source



Dr. Ayesha Khanna
CEO of ADDO AI

“By 2035, we’re going to see a **massive change with the metaverse**. We’re going to see that at least half of our work is going to be not on Zoom or in the office but in these virtual environments, and we are going to have the ability to simulate every decision that we make ... There will be **digital twins for everything that we do**, and this will allow us to experiment with more confidence.” ➔



Jared Spataro
Corporate Vice
President of Modern
Work at Microsoft

“Presence, and how we project our presence to each other and share presence, is going to become increasingly mediated digitally... **We’ll see holograms**. We’ll see the ability to project ourselves into all sorts of physical and digital spaces, all in the name of getting that connection we need across time and space so that we can engage in some meaningful endeavors.” ➔



Dr. Ian Oppermann

New South Wales
Government's Chief
Data Scientist within the
Department of
Customer Service

“One of the things governments can do is, first, agree with each other that there are a **minimum set of standards with the smallest around the access to different resources**, [...] an understanding that if we don't have the access to resources, [if] we don't have access to the tech, we will start to create a multispeed global economy or multispeed global community.” ➔



Tantaswa Fubu

Group Executive,
Human Capital &
Transformation,
Barloworld Limited

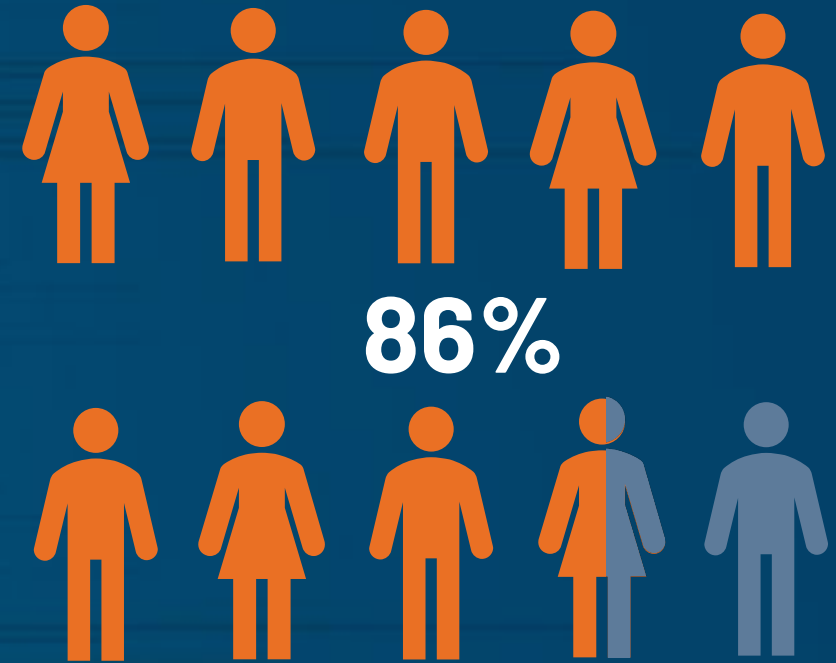
“The 2030 workplace will have a **technology-driven yet human-centered culture**. The technology tools also will translate languages — a fundamental requirement as it will be common to have project teams located everywhere. Language barriers cannot be a hindrance to the high performance of the team.” ➔



Jobs

Key fact

86% of executives say the types of **JOBS EMPLOYEES WILL PERFORM IN THE FUTURE WILL BE DIFFERENT FROM TODAY** — a figure that remains unchanged based on where a company is headquartered globally.



Protiviti-Oxford Survey



Colin Mooney

Chief Digital Officer,
Robert Half

“Work will not only become remote but completely mobile, too. There will be **more jobs in 2035 than there are today**. Many jobs will be re-examined; and jobs that didn't create specific value will have evolved into ones that do.” ➔



Prof. Tawana Kupe

Vice-Chancellor and
Principal, University
of Pretoria

“Given the limitations of machine learning, especially with regard to managing challenges associated with judgement, decision-making and interpretation, the humanities and the arts will continue to play an important role in shaping tomorrow’s workforce, recognizing that **creativity is at the heart of all innovation**.” ➔



Mauro F. Guillén

Dean, Judge Business
School, University of
Cambridge

“If one connects the dots across those technological and demographic trends, it becomes entirely possible that people may pursue not just one career, profession, or occupation over their lifetimes, but rather two or three. After 20 years of work, **going back to school may be required to keep one’s job** or rotate into a new one.” ➔

“We know upskilling is needed today to get employees proficient in automation in all its forms, AI and quantum computing (and in other yet-to-emerge technological advancements tomorrow). **Without sufficient, commensurate attention to retention, employees will hop to better-paying competitors** after their organization invests in their upskilling.” ➔



Fran Maxwell

Global Lead, Workforce
& Organizational
Transformation, Protiviti

“The next generation of workers [...] need to be adept with **fundamental and foundational skills in mathematics, stochastics, programming, electronics, problem solving, critical thinking and design**, which will be applied in a new 4IR work environment.” ➔



Prof. Tawana Kupe

Vice-Chancellor and
Principal, University
of Pretoria

“By 2030, the traditional careers, especially the traditional professions, are not going to exist anymore. **You’re going to have to have overlapping sets of skills.** Some of those are obvious already — robotics, automation, AI, data analytics — but you can look at pretty much any career and profession and realize there’ll be integration.” ➔



Graeme Codrington

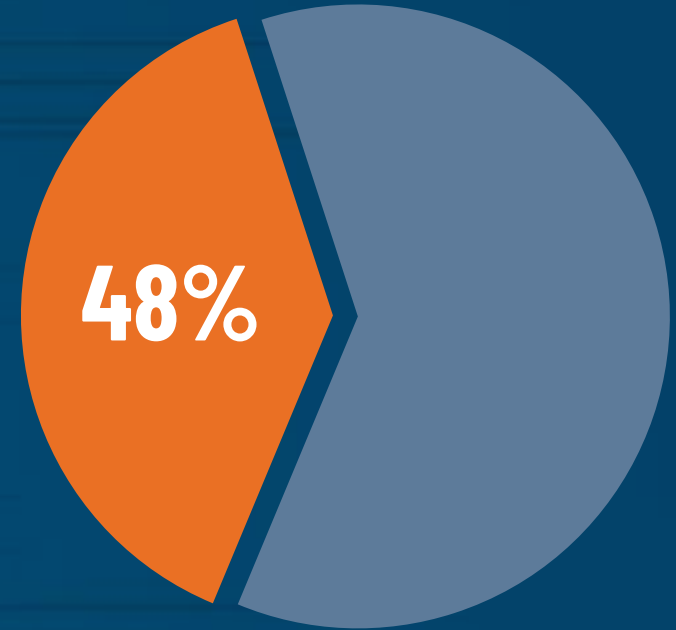
Expert on the future of
work, bestselling author,
board advisor

Culture and Collaboration

Key fact

48% of new employees cite **COLLABORATION AS THE MOST COMPELLING ADVANTAGE** of being in the office.

Protiviti-Oxford Survey



By 2035 ...



Arosha Brouwer

Co-Founder & CEO at Quan

“Creativity, emotional intelligence, and the ability to collaborate and coordinate with others are going to be in high demand. Also, it's my belief we'll see lots of networks of teams. So what will be valued in employees is the ability to work well with one team, disconnect, and then work well with a completely different team. So, a workers' ability to learn and assimilate quickly will be an in-demand skillset.” ➔



Mauro Ghilardi

Chief People & Transformation Officer, A2A

“Collaboration is in short supply in the world. I do see most of the companies struggling with having people working together and having the ability to find people that are **genuinely passionate about working with others** and delivering results through others with others. Collaboration is key today, and it's going to be key 10 years from now.” ➔

“Step out first and be ready to demonstrate trust through showing transparency, demonstrating fairness, leading with empathy and investing in the future. Trust your people and empower them to succeed. You may be surprised at the benefits you reap together.” ➔



Scott Redfearn

EVP, Global Human Resources,
Protiviti

“What you need — and that’s super important — you need more empathy. You need more creativity.” [...] You have to lead by trust and not by hierarchy. **Trust and flexibility** are probably the most important leadership skills in the future.” ➔



Dr. Stefan Gröner

Futurologist, Professor,
Speaker, Fresenius
University

“There are dramatically shifting patterns of behavior around consumers and organizations are realizing they need to be fully “brain diverse.” And for any company, this next decade will be critical in how it establishes itself for the future because consumers will no longer purchase goods and services from a company that doesn't align to their core values.” ➔



Asif Sadiq

Senior Vice President for
Equity & Inclusion,
WarnerMedia International

FUTURE OF WORK

VISION by protiviti®



Follow VISION by Protiviti



[Subscribe to sharpen your VISION →](#)

vision.protiviti.com/newsletter

Face the Future with Confidence®



© 2022 Protiviti Inc. An Equal Opportunity Employer M/F/Disability/Veterans.
Protiviti is not licensed or registered as a public accounting firm and does not
issue opinions on financial statements or offer attestation services.