

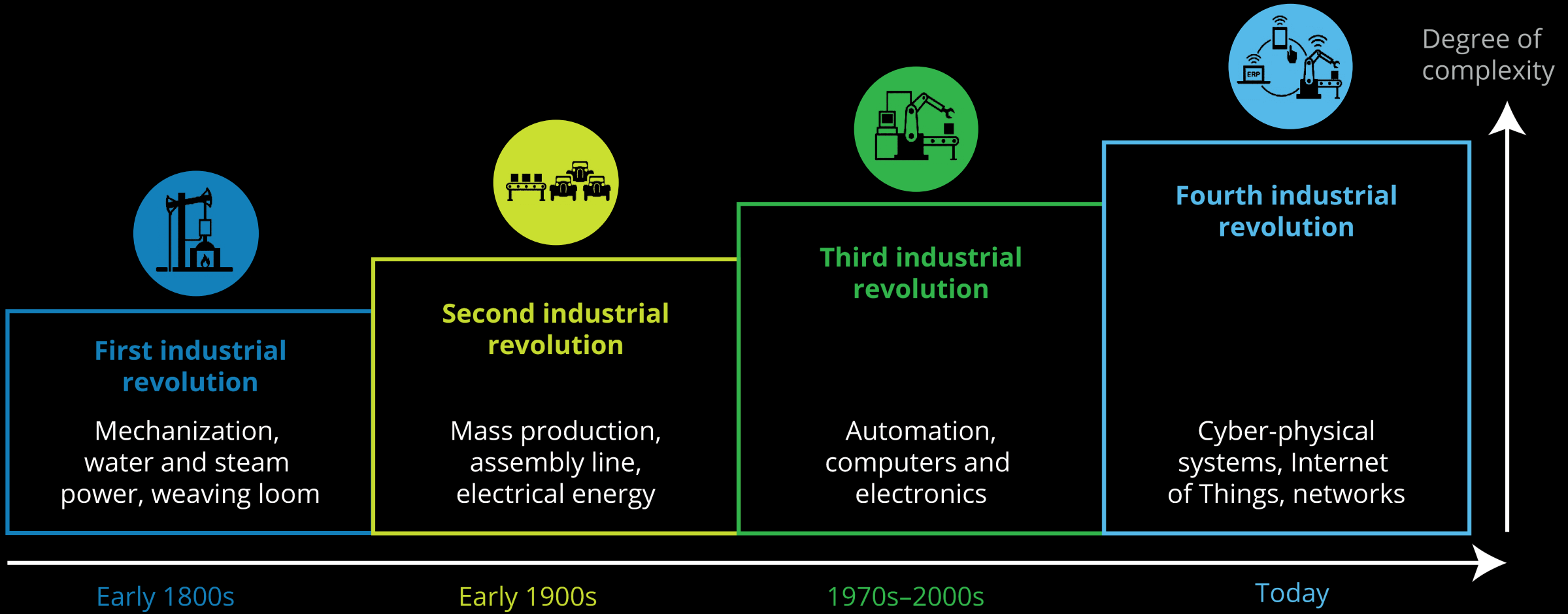


What's the Future of Work?

Prepared for the Illinois Future of Work Task Force

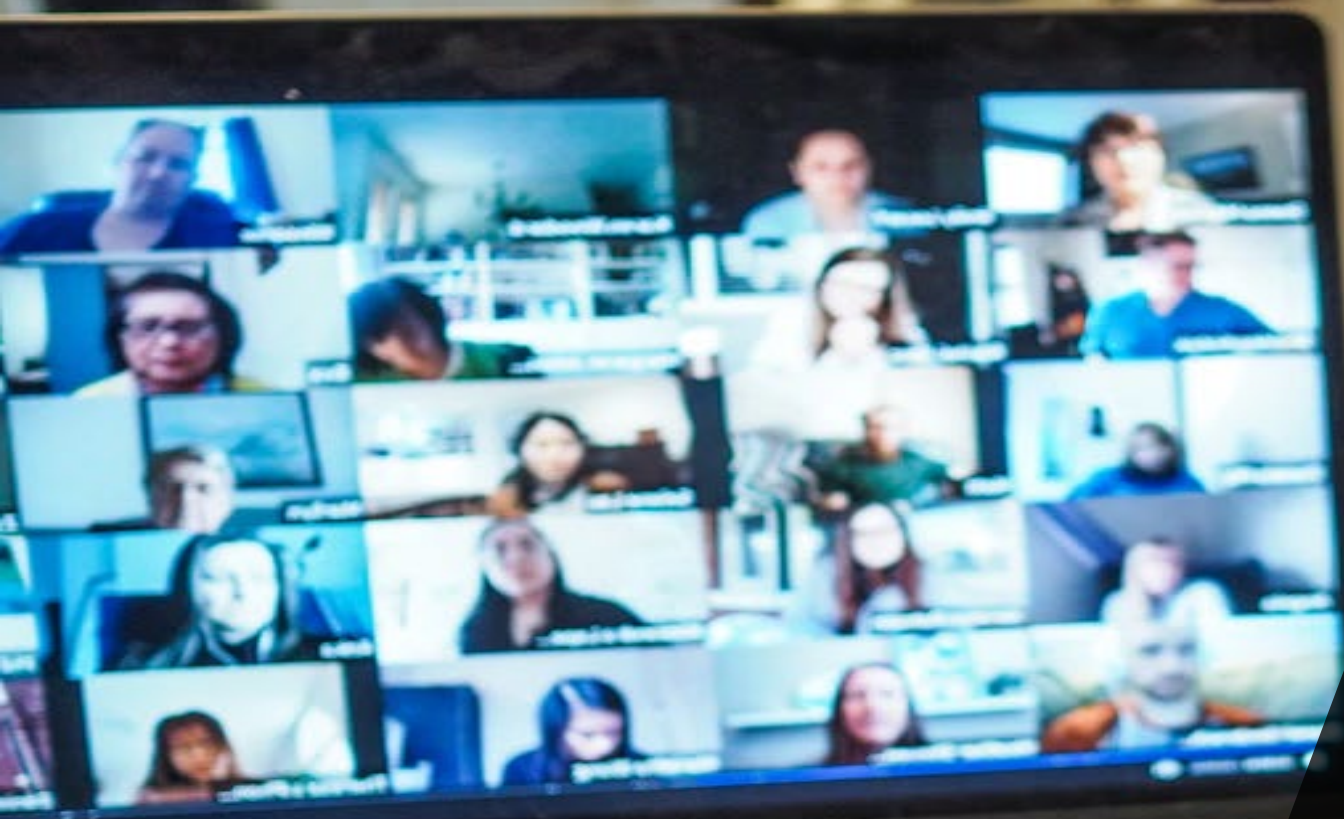
November 30, 2021

The changing nature of “work” is nothing new, but...



“The coronavirus, and its economic and social fallout, is a **time machine to the future.** →

Changes that many of us predicted would happen over decades are instead taking place **in the span of weeks.”¹** →



**What have we
learned?**



We proved remote and hybrid work works...

Across the globe and across industries, organizations were faced with the challenge of adapting quickly

BY THE END OF 2021...

Remote workers will represent **32% of all employees worldwide**, compared to 17% of employees in 2019¹

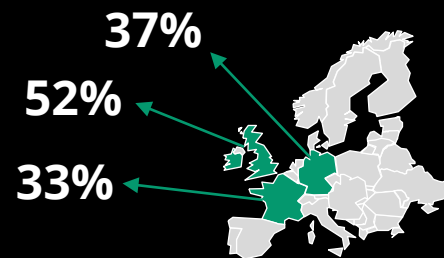
AND

51% of all knowledge workers worldwide are expected to be working remotely, up from 27% of knowledge workers in 2019¹

IN 2022...



The US will lead in terms of remote workers, accounting for **53% of the U.S. workforce**¹



UK remote workers will represent **52% of its workforce**, while **Germany and France will have 37% and 33% of their workforce working remotely**, respectively¹



India and China will produce some of the largest numbers of remote workers, but their overall penetration rates will remain relatively low with **30% of workers in India and 28% of workers in China being remote**¹

...but certain populations were left behind

The pandemic has had disproportionate effects on certain segments



1 in 3 women

in senior positions (SVP or C-Suite) are thinking of leaving their jobs, compared to **1 in 6 men** in such roles, and 1 in 4 women at the beginning of the pandemic¹

... **A N D** ...

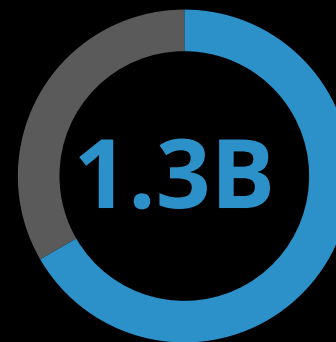
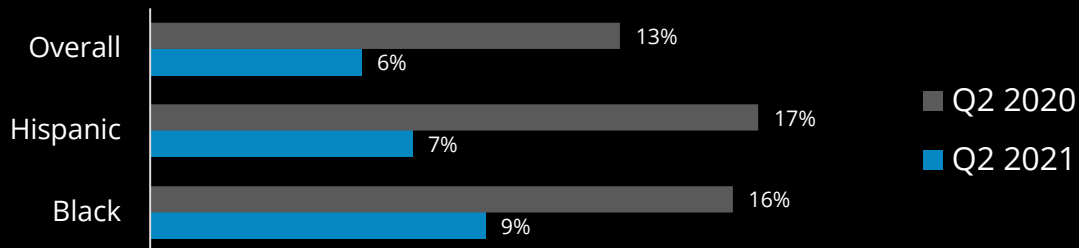
56% of working moms describe themselves as **“surviving”** or **“struggling”**

...while **44%** describe themselves as **“thriving”**²

64 million

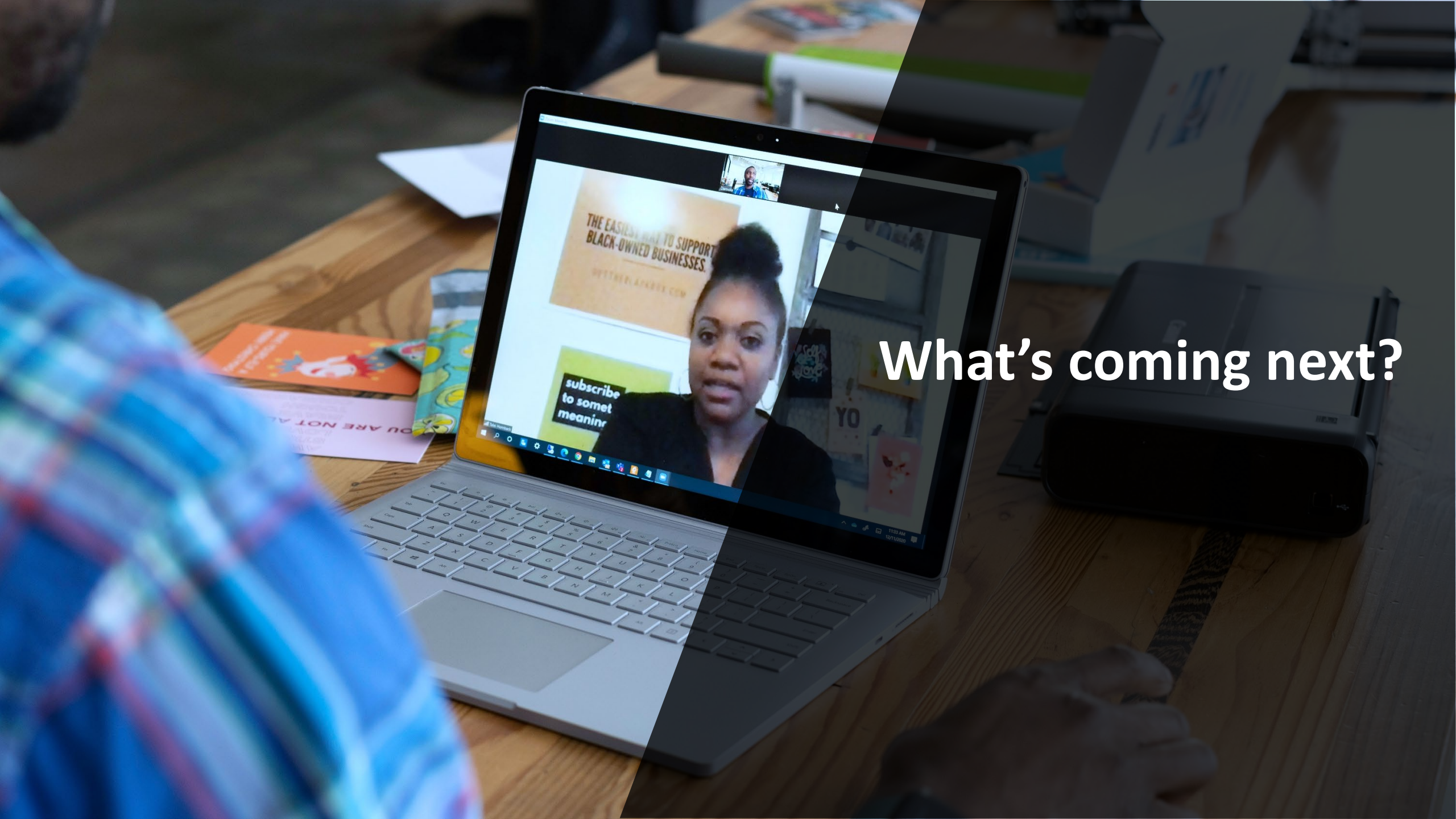
Jobs were lost by women globally in 2020, accounting for 5% of the total jobs held by women, compared to 3.9% of men’s jobs³

The unemployment rate for **Black and Hispanic workers in the U.S. is consistently higher than the overall rate**⁴



2/3 of the world’s school-aged children – 1.3 billion children ages 3-17 – do not have internet connection in their homes...

...this prevents them from learning vital skills needed to compete in the modern economy⁵



What's coming next?


We are entering a roaring economy...?


The economy is growing while there is deficit in available workers

 **5.8%** projected global GDP growth rate for 2021¹

WITH

Supply chain disruption across several industries...

 **20%** shortfall in computer chips³

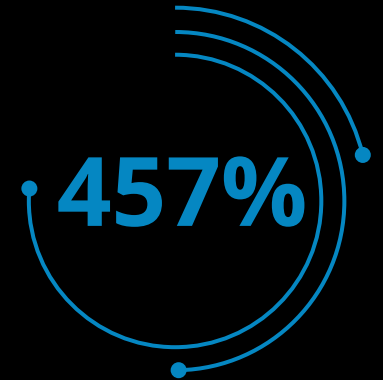
 **60%** increase in the price of gas²

 **3x** price of steel compared to 20-year average⁴

30% increase in S+P over the pandemic period⁸

...creating huge pent-up demand for organizations and households

Postings for remote-work jobs jumped according to LinkedIn⁵



15% increase in high paying jobs offering remote work⁶

2100% Finance / Insurance

2000% Legal / Accounting

1600% Consumer / Retail

85.2M expected global worker deficit by 2030 according to a Korn Ferry analysis⁹

The future is fueled by technologies

As more people gain access to technology, it is proliferating



25%

of digital workers will use virtual employee assistants daily by end of the year¹

By 2025, 50% of workers will need reskilling because automation will **displace 85 million jobs** worldwide²...

BUT

97 million new roles will emerge adapted to this dynamic²

Organizations leveraging **data-driven insights** generated

2x as many **innovations**

in 2020 compared with companies with **less mature data strategies**⁵

Google Classroom has skyrocketed to more than **150 million students and educators**, up from 40 million early last year³



AND

edX grew from 81 million global enrollments in 2019 to **over 110 million in 2020**⁴

Companies with **mature data strategies** were able to release

2x as many **products**

as organizations with **less mature data practices**⁵

Jobs and skills will evolve...continuously

Jobs will continue to change on an ongoing basis as the nature of work, workforce, and workplace shift

97M new roles may emerge by 2025 that are more adapted to the new division of labor between humans, machines, and algorithms¹

In the last decade, there has been a **21%** increase in US AI-related positions

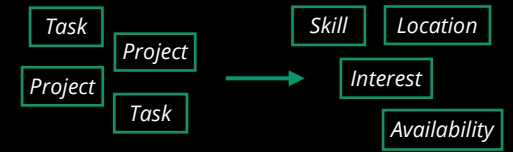
...AND...

47% of millennials are very likely to consider **learning skills directly tied to AI** in the near future²

Organizations will shift from work organized by jobs to fluid ways to organize work without jobs

GO NARROW

Fractionalize work and workers into pieces and use technology to match pieces based on evolving needs and interests



The "What"

- Problems to be solved
- Outcomes to be achieved

The "How"



GO BROAD

Organize work by broad commitments to problems and outcomes, defining the "what" of work, but leaving optionality for the "how"

80% of workers in the clean energy market joined in the last decade



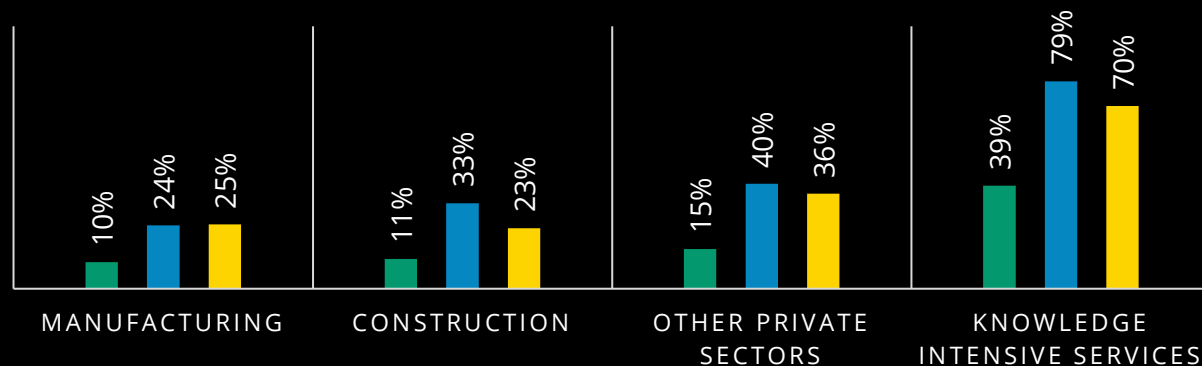
60% pivoting from within other sectors of the energy industry³

...but new worker preferences are here to stay

The pandemic was a catalyst for workforce demands for flexibility and a more holistic approach to work-life fit

SHARE OF WORKERS THAT PLAN TO WORK AT LEAST ONE DAY A WEEK AT HOME¹

■ Before the Pandemic ■ During the Pandemic ■ After the Pandemic



74% of Americans who are working from home said they'd consider taking a **"workcation"** — going somewhere else for a while, but working while there³

A May 2021 Bloomberg survey of 1,000 US adults showed that **39%** would consider quitting if their employers were not flexible about remote work²

...among **millennials and Gen Z**, that figure was **49%**²

The **dread and anxiety** of the past year are giving way to a **new kind of professional fearlessness...**



...a **daredevil spirit** seems to be infecting even the kinds of **risk-averse overachievers** who typically cling to the career ladder⁴



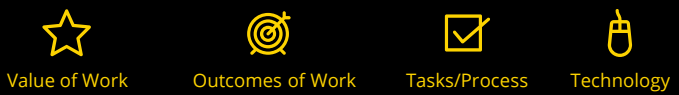
How do we prepare?

There is an unprecedented opportunity to understand the Future of Work and what it will mean to businesses, industries, economies and individuals

Rearchitect Work

WORK

The activities performed and technology applied to produce work outcomes and create value



Unleash the Workforce

WORKFORCE

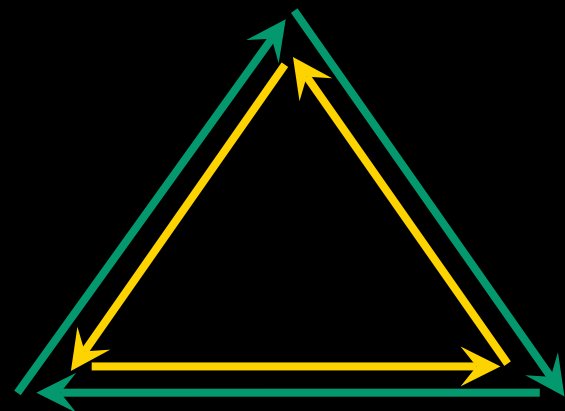
The combination of skills, talent options (such as FTEs, contractors, gig workers, crowd sourcing), jobs and teams to perform the work



Adapt Workplaces

WORKPLACE

The context and environment in which work is done including physical design and technologies, collaboration, culture, and workforce preferences



Five takeaways to consider



Set clear goals to achieve around the Future of Work in the short, medium, and long term around job creation, quality, readiness, and access

Take the time to deeply understand and map out “future jobs” and “future skills” emerging within industries

Identify innovative approaches to support workers focused on enhancing resiliency, adaptability, and equity

Support residents’ access to remote work options within and beyond geographical boundaries

Reimagine partnerships with higher education and nonprofits to create additional reskilling and upskilling pathways

Let's get to Work.

Thank you!



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