

Ericsson Future of Work Life Report

A ConsumerLab & IndustryLab report



Methodology and sample



30

Markets covered

38,000

Employees surveyed globally

3,600

Decision makers surveyed in 18 markets

11

In-depth interviews with decision-makers



Key findings 1(2)



01. Flexibility is the new work life currency

Employees predict flexibility as a future employment need as hybrid work continues to be the norm.



02. Digital technologies renew employee confidence

Using the right digital technologies boost positive feelings for employees without increasing stress.



03. Decision-makers and employees are increasingly at odds over technology

Decision-makers must consider employee preferences when choosing which technologies to invest in.

Key findings 2(2)



04. Flexible workplaces may come at the cost of increased surveillance

Balancing employee visibility while maintaining privacy is a challenge and concern for hybrid work.



05. Globalized labor markets bring talent and concerns to employers

Decision-makers in emerging markets agree loyalty is declining with the rise of remote jobs.



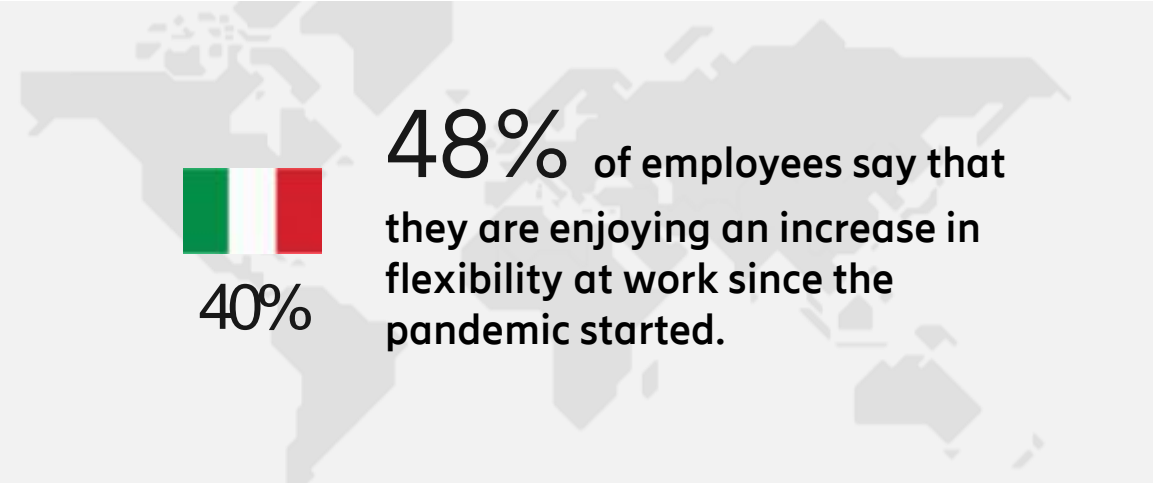
06. Five employee paths shape the future of work

Employees prioritize flexibility, digitalization, project-based work, or career and financial stability.

Flexibility is the new work life currency



The drive for higher flexibility is a unifying factor for the new emerging work life. Employees want a humane work life with more flexibility, autonomy, and remote work options.



48% of employees say that they are enjoying an increase in flexibility at work since the pandemic started.

47%



33%

of employees see technology as the enabler of flexibility and working from anywhere

52%



43%

of employees say flexible work hours or locations are key requirements for any new job

25%

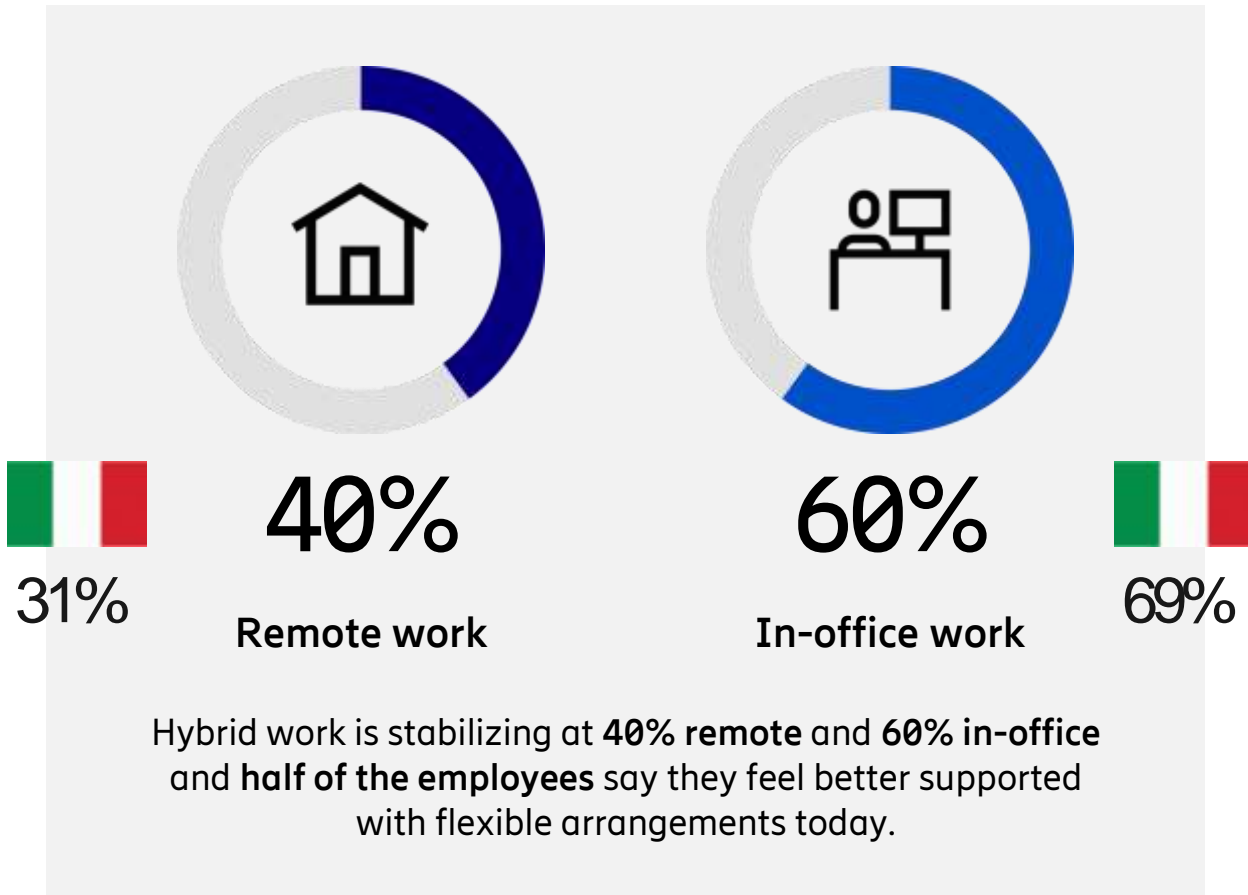


21%

of employees say they will prioritize flexibility above all else

Work-life balance and flexibility backlashes (1/2)

Hybrid work



Work-life balance and flexibility backlashes (2/2)

Flexible loyalty

30%

of employees thinking of switching employers say work interferes with their personal lives

31%

say they would seek change after what they felt was "enough time" at their present employer

Flexibility and work-life balance

36%

already struggle with balancing work-life and 33% worry that work stress levels may rise in the future



Remote work technology could drive a reverse brain drain and revitalize rural areas

40%

Rural areas
<5 000 inhabitants

27%

Metropolitan areas
>5 million inhabitants

Employees exclusively using 3G/4G/5G routers of cellular networks when working from home



Emotional benefits of using technology are as important as functional ones



Functional

Productivity

Efficiency

Flexibility

Emotional

Empowerment & having authority

Confidence & satisfaction

Ability to showcase expertise

Positive benefits from increased technology usage will grow as we use more technology while the negative aspects remain at a steady level



Employees who claim to have access to relevant technology at the workplace express twice as high positive feelings when using technology than those who do not.

Experiences from using technology at work



Increased friction exists between decision-makers and employees when it comes to technology



68%

of decision-makers report an increase in ICT technology usage at work since the start of the pandemic

62%

of companies say most or all of their work is carried out using digital tools today



57%

of decision-makers believe higher technology use has enabled more efficiency in their companies

59%

of decision-makers report productivity increases since the start of the pandemic

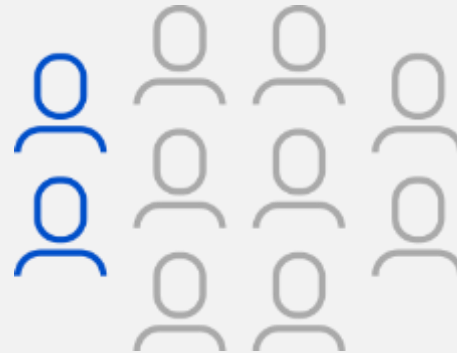
Technology advances in the workspace is not sufficient



6 in 10 companies say they are not set up with technology that is relevant for their staff



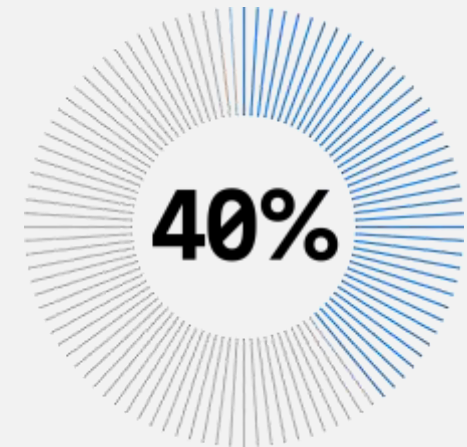
19%



Only 2 in 10 employees think they have access to relevant technology tools at their workplace



22%



40% of employees face technological challenges with overlapping tools that are either too complex to use or have too many unnecessary features

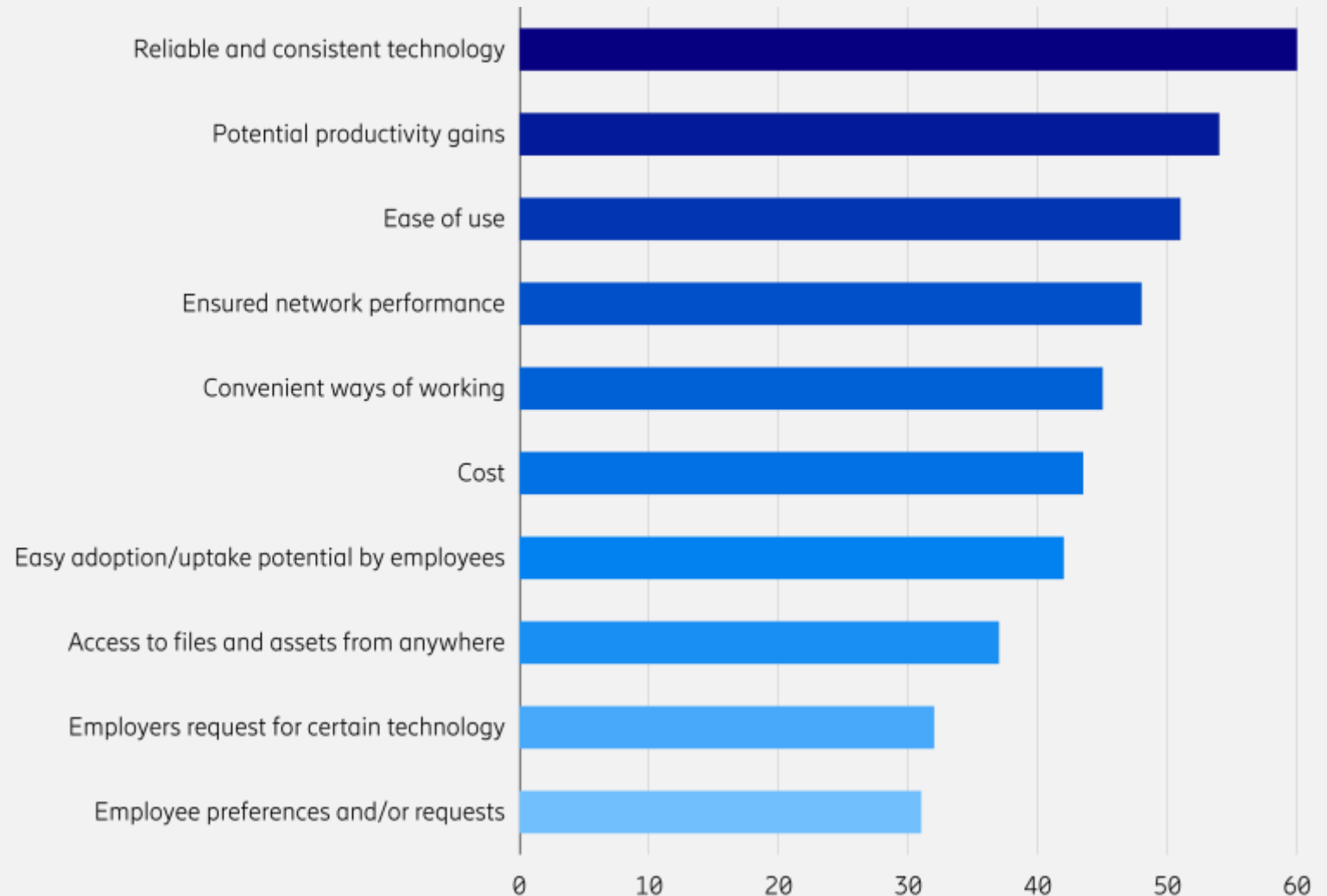
Decision-makers need to walk the talk

71% of decision-makers say it is important to prioritize investments in new work tools and technology to aid employees.

But when making the actual investment decision, they focus on work efficiency and cost savings rather than the employees' preferences and needs.

Focusing on the digital employee experience instead of short-term cost savings could bring long-term wins, settle the differences between employers and employees, and reduce digital friction.

Decision drivers for acquiring new technology



Employees worry the cost of a flexible workplace is higher employer surveillance

71%

of decision-makers believe monitoring employee performance through technology will become a common feature in the future

51%

of decision-makers believe high usage of ICT tools and services has allowed for closer monitoring of productivity and progress



Examples of monitoring solutions



Productivity Score

Transform how work gets done in your organization with insights about how people use Microsoft 365 and the technology experiences that support them. The score reflects performance against employee and technology experience measures and compares it with organizations like yours.

Your score: 63%

126/200 points



■ Your score ▼ Peer benchmark

This score reflects your organization's performance across measures of employee and technology experiences. This includes how people use Microsoft 365, as well as device setup and network connectivity.

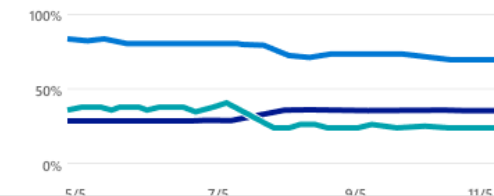
[How we calculate your score](#)
[How we calculate peer benchmarks](#)

Score breakdown

Employee experience **70/100**

Technology experience **56/100**

Score history



Productivity score feature allows managers to use applications to track employee activities

AI cameras to monitor delivery van interiors to detect risky driving behavior

Data protection calls for new regulations

There is criticism that the cost of all this is a greater risk of burnout, stress, and mental health issues.

Monitoring that is honest, transparent and with good intentions is seen as more positive.

The EU [General Data Protection Regulation](#) states that workers have the right not to be subject to a decision based solely on automated processing, including profiling.

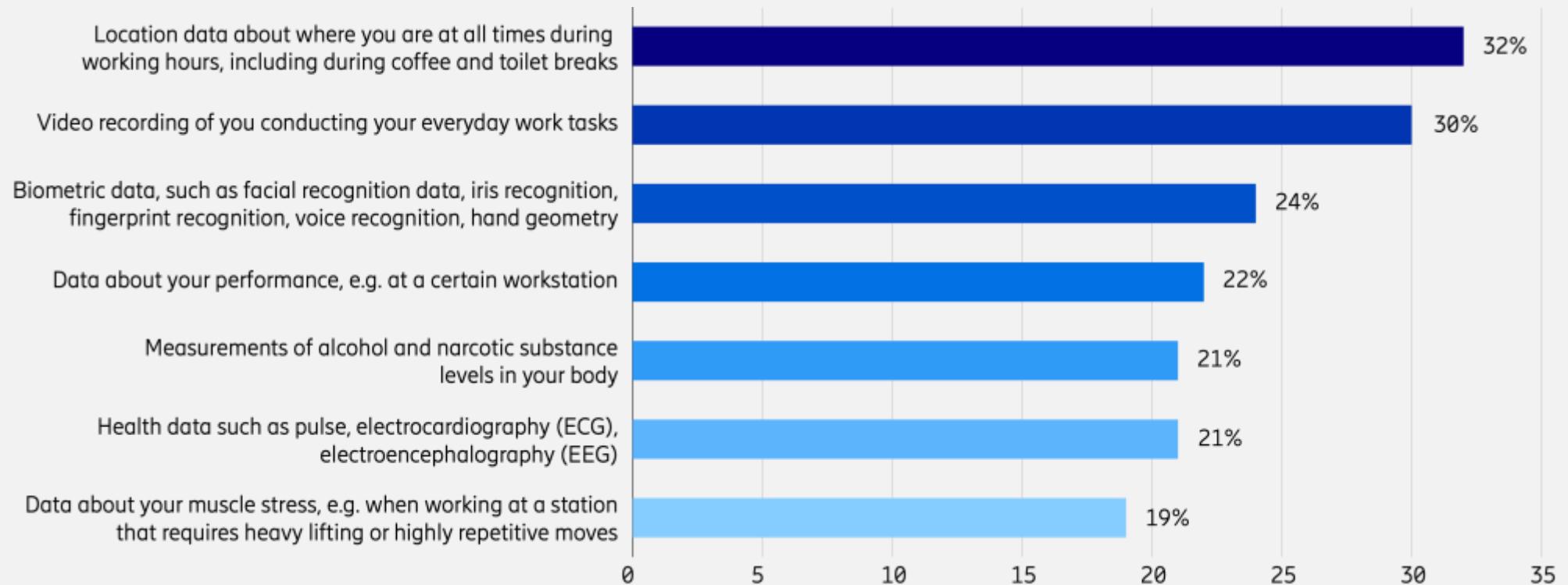
Employers may face data protection compliance risks as more surveillance policies are implemented.



Varying degrees of negative attitudes toward sharing work-related data



The number of employees at manufacturing companies that negatively view the following types of data collected at work



Employers in emerging markets fear upskilling their staff risks losing them to a globalized labor market

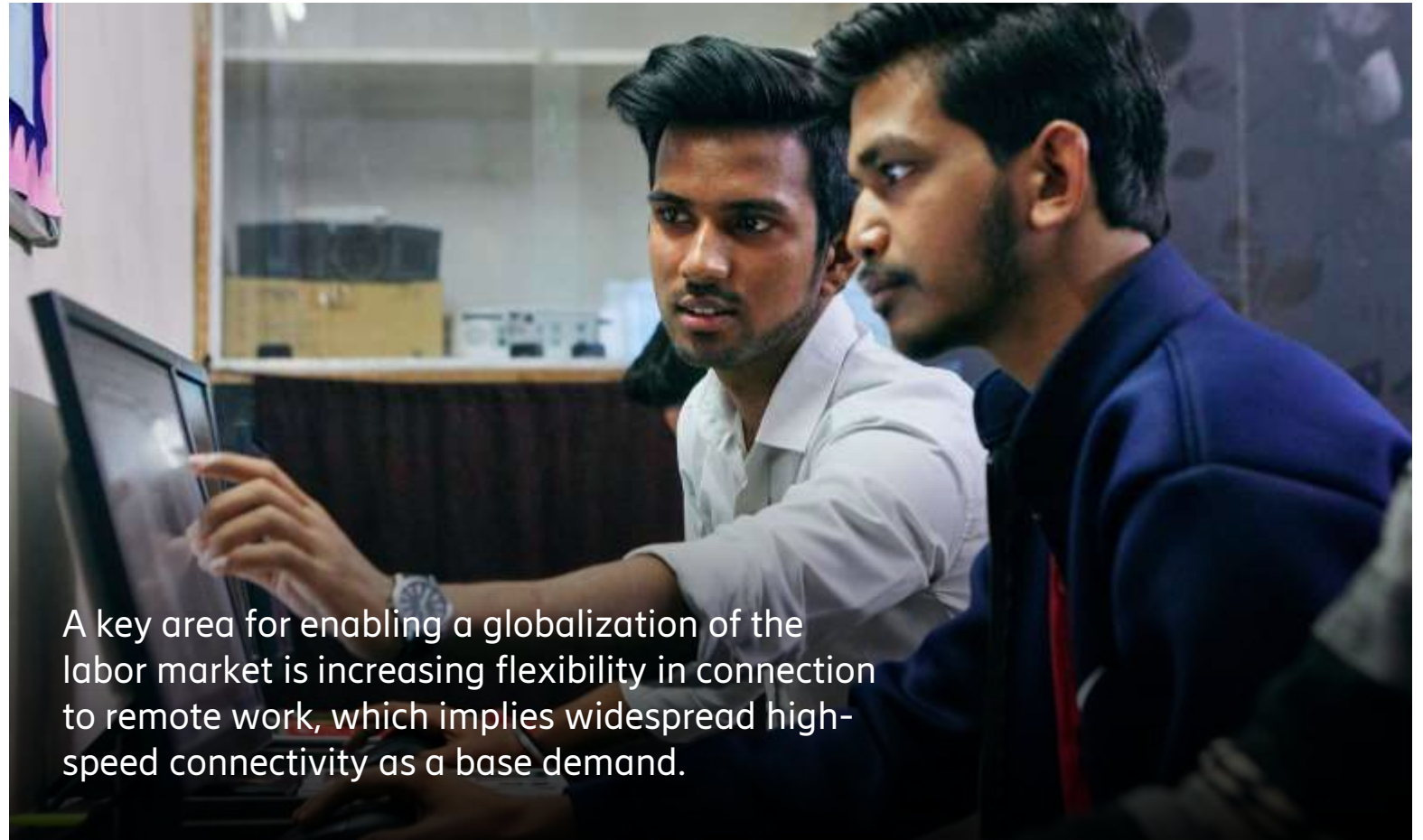


56%

of decision-makers from mature markets expect remote hiring to be more prevalent in the future, compared to

70%

from emerging markets, who are also more fearful of losing their staff to a global labor market enabled by remote work and flexible work setups.



A key area for enabling a globalization of the labor market is increasing flexibility in connection to remote work, which implies widespread high-speed connectivity as a base demand.

Employees have divided views on the possibilities of remote work technologies



Attitudes toward technology as an enabler of **enhanced** or **elevated** work experiences differ between emerging and mature markets.



In emerging markets, employees see global competition, remote and project work* as stepping-stones for a new elevated work life with more opportunities.

*20% more likely to accept a project-based contract.



In mature markets, employees leverage remote work possibilities to become untethered from the office and enhance their stable work life.

Employers fear a remote brain drain



Catch-22 for managers in emerging markets:

Upskilling staff to retain them and to evolve the business means they are more likely to seek other employment.



45%

of decision-makers in emerging markets say increased technology use is a driving force for attitude shifts and the growing competitiveness among employees.

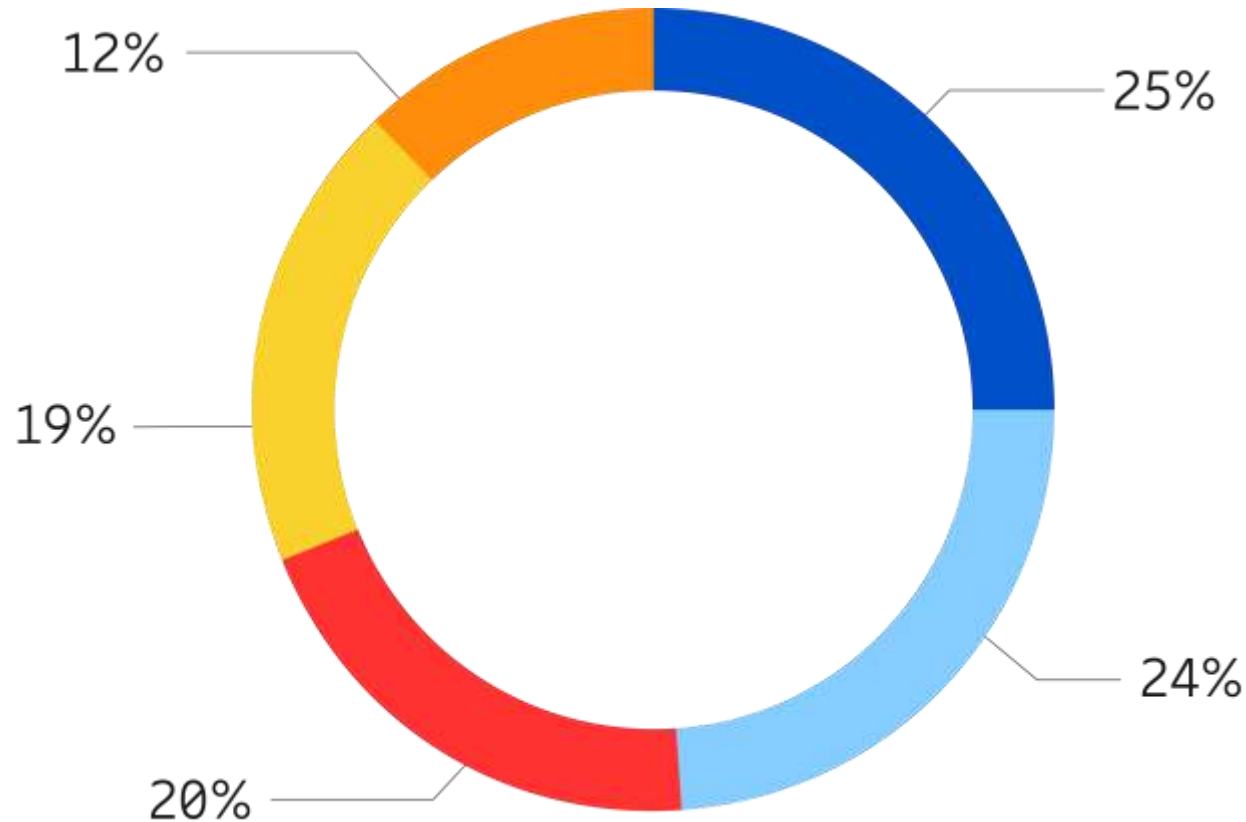
72%

of decision-makers in emerging markets say it will become increasingly challenging to retain their top talents.

Employees shape the future of work based on their wants and needs



Five paths employees will lean into to shape their future work lives



Stability first – 25% Emphasizes job stability and a stable work life		40%
Flexibility first – 24% Flexible working hours and location is the ideal		21%
Technology first – 20% Thrives with access to relevant and the latest technology		17%
Career first – 19% Seeks prestige from work status and career growth		17%
Projects first – 12% Stable industries enable confidence in project-based work		5%

Source: Ericsson ConsumerLab GTM study 2022
Base: Online working population 15-79 (69) y.o. within 30 countries: Argentina, Australia, Brazil, Canada, China, Egypt, France, Germany, India, Indonesia, Italy, Japan, Kenya, Malaysia, Mexico, Morocco, Nigeria, Philippines, Portugal, Saudi Arabia, Singapore, South Africa, South Korea, Spain, Sweden, Thailand, Turkey, the UAE, the UK and the US.

Key differentiators for the archetypical worker of the future



Description	Stability first	Flexibility first	Technology first	Career First	Projects First
High career growth opportunities	▲	▲	▲	■	▲
Status of the job	▲	▲	▲	■	▲
Flexible working hours	▲	■	▲	▲	▲
Flexible workplace location	●	■	▲	▲	▲
Access to the relevant technology for work	▲	▲	■	▲	▲
Access to the latest technology for work	▲	▲	■	▲	▲
Stable job	■	▲	◆	▲	▲
Relocate for work	●	▲	▲	▲	●
Work independently from anywhere	▲	▲	▲	▲	■
Primarily work on project-based contract	▲	●	●	●	■
Learning and self-development	●	▲	▲	▲	■

Relative performance:

■ High

◆ Mid

● Some

▲ Very low/None

In summary



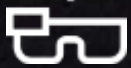
COVID-19 has significantly impacted work life and will continue to shape it in the future.



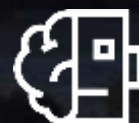
Digitalization and flexible workforce management are key priorities for both employees and decision-makers.



Employers should consider employees' perspectives and have an inclusive mindset despite their different views on the future of work.



Technology will play a critical role in shaping the future of work, with a focus on simplicity, efficiency, and worker empowerment.



New jobs will be created, not replaced, with Industry 5.0 focusing on human-machine interaction.



Flexibility, values, and technology will drive the future of work, with transparency, equity, and humanity at the forefront.

