

The Future of Work

October, 2021

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COVID-19 accelerated 3 groups of trends

01 Remote work, virtual meetings and travel

Work from home



Business travel



Leisure travel



Long-term change compared to before the pandemic

↑ Increase

↔ No change

↓ Decrease

02 E-commerce and virtual transactions

E-commerce



Restaurant delivery



Online grocery



Online education



Telemedicine



03 Automation and AI

AI/Machine learning



Robotic process automation



Service robots



Industrial robots

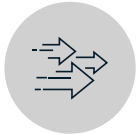





AR/VR



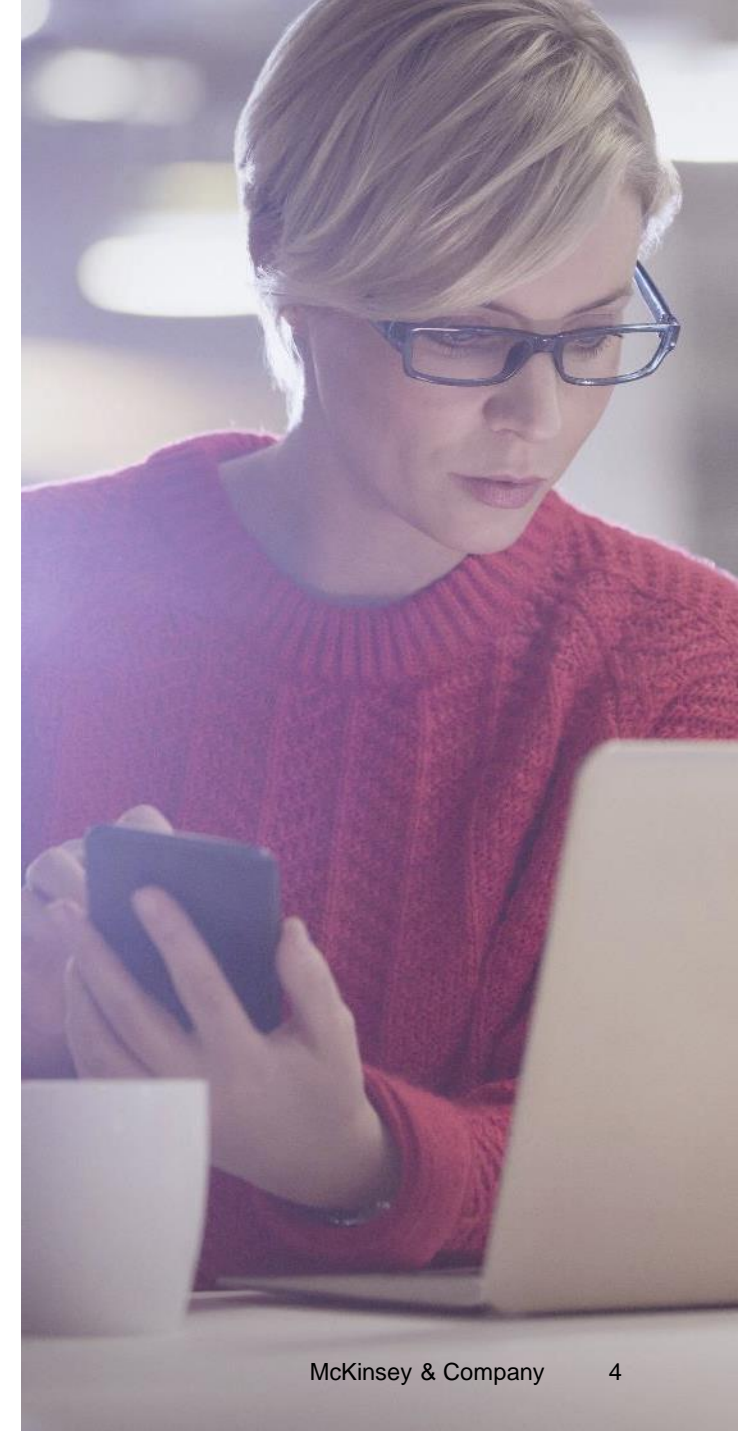
Potential for remote work depends on specific activities

Example of activities that can be done as effectively remotely

-  Analyzing and processing information
-  Performing administrative duties
-  Updating knowledge and learning
-  Routine communications with clients

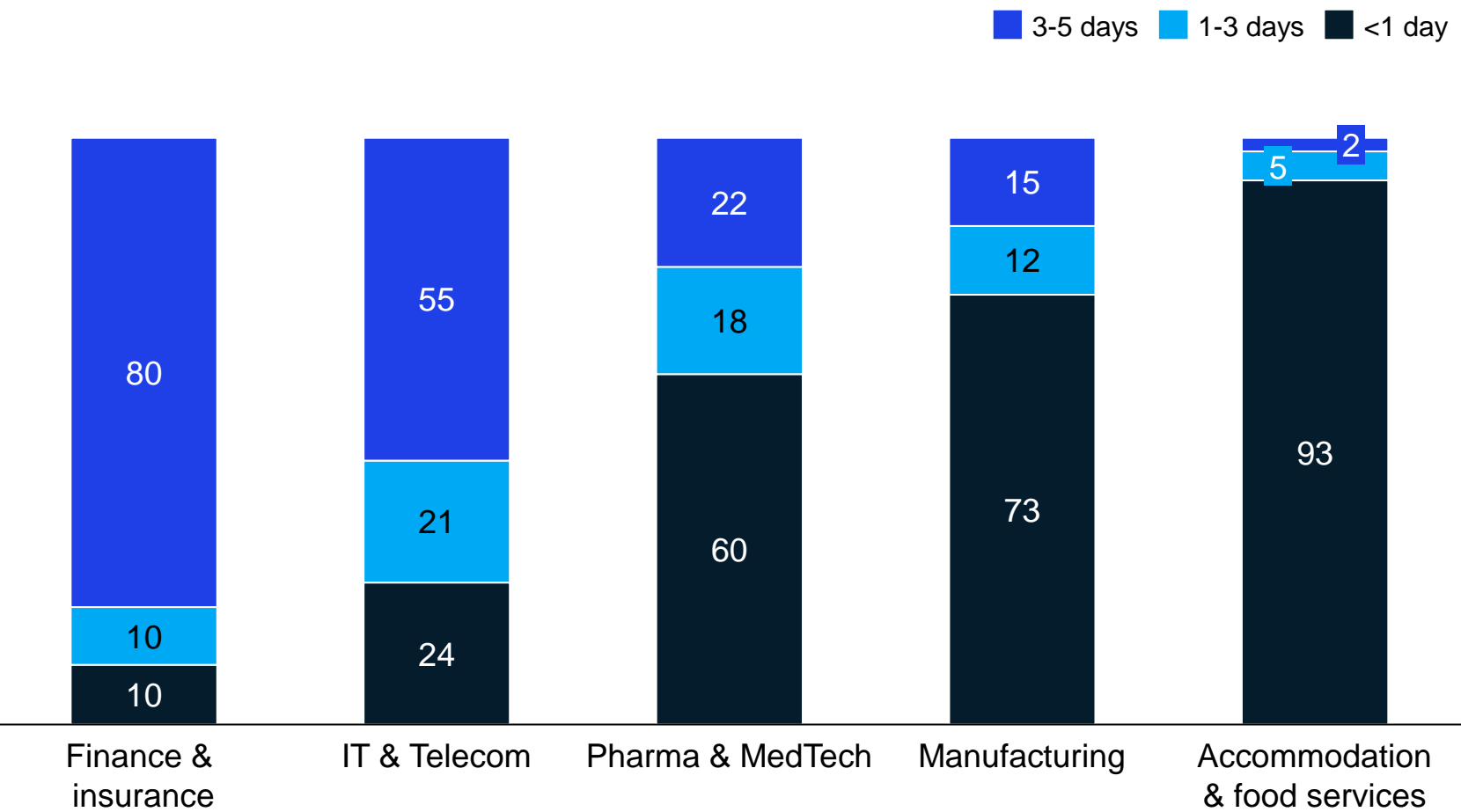
Example activities that benefit from being in-person

-  Negotiations
-  Onboarding new employees
-  Brainstorming and innovation
-  Coaching and mentoring
-  Relationship building



20-25% of workers can work from home 3-5 days a week, with the share varying by industry

Percent of 2018 workforce, United States



20-25%

Workers who could work from home 3-5 days a week in advanced economies

20%

Long-term reduction in business travel due to virtual tools across the eight countries

Examples of hybrid work-related policy changes



Working model

Classifying employees into 3 categories: physical, hybrid, fully remote with distinct plans



HR/ talent

Using remote work as an opportunity to broaden recruiting efforts and attract more diverse talent



Health/ well-being

Offering employee wellness tools to ease the transition, as well as extended healthcare coverage for those affected by COVID



Real estate footprint

Reducing real estate footprint by up to 15-30% (e.g., selling off assets, lease cancellations)



Technology

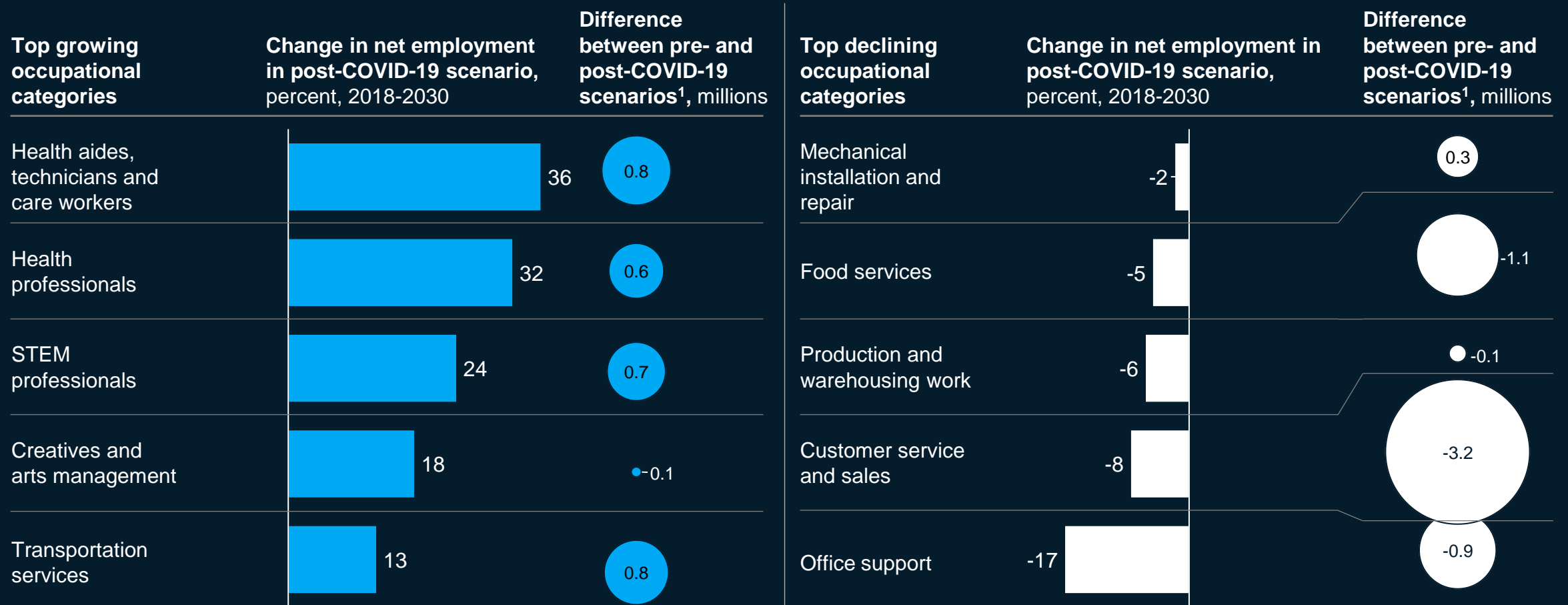
Introducing collaboration software and digital tools to embrace new ways of hybrid working



Workplace design

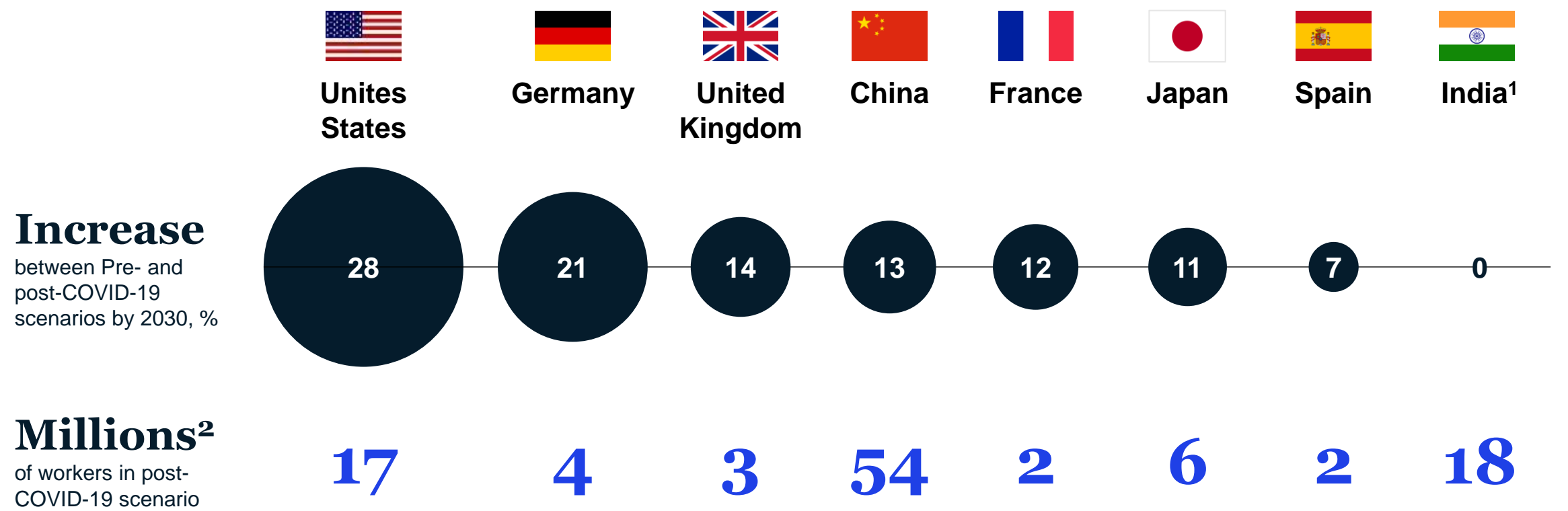
Introducing flexible and multipurpose work spaces in the office to improve experience and optimize for hybrid

Longer term, COVID-19 trends may accelerate declines in lower-pay service jobs, but growth in transportation and health



1. The pre-COVID-19 scenario includes the effects of eight trends e.g., automation, rising incomes, aging populations, increased technology use, etc. and the post-COVID-19 includes these as well as accelerated automation, accelerated e-commerce, increased remote work, and reduced business travel

100+ million workers may need to switch occupations in order to stay employed (across the 8 countries we studied)



1. Excludes transitions from agriculture sector; 2. Individuals need to transition occupation if they are in an occupation that sees net declining labor demand relative to 2030 baseline

**For more information,
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