

NTT Data

PROFESSIONALS OF THE FUTURE

the voice leading to sensitivity



CHAZZ[®] A Global Design Studio

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INTRODUCTION

In 2020, everis conducted the Digital Talent Study before the global Covid-19 pandemic significantly impacted the entire business environment and society.

One of the major impacts of the health crisis was the exponential growth in the adoption of digital transformation strategies by organizations. They had to find ways to make their business viable in a turbulent environment that hit the digital world.

The purpose of this study was to understand the perspective of companies regarding the impact of these changes on the talent market and their characteristics and the challenges that the Human Resources (HR) area will have to face in the short and medium run.

In 2021, there was still hope that the pandemic would subside, but we came across a different reality: Covid-19 continues to impact the labor market and its relationships.

Within this context, everis, in partnership with Chazz, decided that it was time to understand the profile of employees who will be valued in an ever-changing world.

That is how the study "**The Employee of the Future**" arose. This project focuses on understanding the profile of the employee from five years from now, based on potential scenarios and the expected competencies.

To this end, we listened to employees, executives, and specialists from the market.

Our goal is that the results of this survey will result of this survey will serve as a basis for professionals and companies to prepare for such a challenging foreseeable future that is difficult to unravel.

Special thanks to Santiago Hernandez Benages, Manager of Talent & Transformation at everis Mexico, responsible for conceptualizing the study, and to Diego Alves Selistre, Head of Research at Chazz, who led and developed the study in collaboration with the Talent & Transformation team in Portugal and the Americas.

01

CONTEXT

THE PANDEMIC LEFT SIGNIFICANT MARKS

One cannot speak of the employee of the future and not mention the pandemic.

The pandemic has affected the way society operates. It changed people's lifestyles, behavior, and habits. It influenced our ways of thinking and acting, generating doubt and insecurity. It may even have taught us lessons, but it has left its legacy, transforming social contexts, relationships, and the labor market.

The experiences lived in the current scenario, combined with the political, social, and economic crises, caused fear, insecurity, concern, and anxiety.

The impacts were clear, particularly on people's mental health and working relationships.

WHO Warns of a Global Mental Health Crisis Due to the Covid-19 Pandemic.

The report highlighted that children and young people are isolated from friends and school, and health professionals are the most vulnerable groups in regard to this issue.

SOURCE: G1 - Bem Estar

A survey conducted by the Lemann Foundation in partnership with Instituto Natura showed that 94% of children and adolescents had some change in behavior during the pandemic.

According to parents and guardians, **56% gained weight, 44% felt sad, 38% became more afraid, and 34% lost interest in school.**

SOURCE: CNN Saúde

THE IMPACT WAS ALSO FELT IN THE PROFESSIONAL WORLD

languishing

verb / 'laNG wiSHING /

1. A name for the blah you're feeling.
2. The void between depression and flourishing — the absence of well-being.
3. It can dull your motivation and focus. And it may be the dominant emotion of 2021.

"Languishing" | NY Times

A concept by Adam Grant, New York Times columnist, in the article "There's a Name for the Blah You're Feeling: It's Called Languishing" embodies the generalized feeling of discomfort, sadness, and anguish present in the pandemic.

Period of Generalized Exhaustion

Social isolation itself has a devastating effect on one's psychological balance. However, added to that came the distress of those exposed to the virus, unemployment, work that invaded people's privacy at home, distance from loved ones, losses, difficulty in feeling a connection with the previous world, the economic crisis, the lack of perspective and loneliness.

These factors, among others, have placed us in a generalized state of social and individual malaise: stress, exhaustion, and fatigue have created a tsunami of demotivation.

THE IMPACT WAS ALSO FELT IN THE PROFESSIONAL WORLD

Amidst the crisis, insecurity about work was a widespread feeling. Having an ensured income in the pandemic gives people the confidence to cope with the demands of everyday life, while the loss of a job causes concern and impacts quality of life.

Furthermore, **people had to adapt to new work models forcibly**. Those who needed to work, outfaced their fear of Covid-19. **Those who could stay at home had to transform part of their residential environments into workplaces, some with good conditions, others not so much.**

The Pandemic Led to the Loss of 255 Million Jobs, Says the ILO

According to the 7th edition of the ILO Covid-19 Monitor, **8.8% of global working hours were lost in the past year, corresponding to 255 million full-time jobs**. That's roughly four times the number lost in the 2009 global financial crisis.

These losses resulted in an 8.3% drop in global labor income (not considering government support measures), corresponding to US\$ 3.7 trillion or 4.4% of the global Gross Domestic Product (GDP).

SOURCE: G1 - globo.com

CONTEXT

IT'S GOOD TO REMEMBER: WE ARE ALL IN THE SAME STORM, BUT NOT IN THE SAME BOAT

Some people had to work in person

Afraid of Covid-19, fearful of losing their job, afraid of the crisis.

Others worked online

Afraid of losing their jobs, dealing with loneliness, adapting to work and digital education, and dealing with family issues and professional responsibilities in parallel.

Others managed to create better environments

They were probably in larger boats, with better working conditions, better structure, and environments where they could have proper rest.



02

GOALS

GOALS

In analyzing the current context and changes to the labor market, to people's feelings and behaviors, we were able to outline the study's structure to understand the Employee of the Future's profile:

A professional facing challenging times must have the ability to adapt, to be flexible, and to balance dealing with changes caused by the pandemic.

Thus, we found that understanding four key points in the Study of the Employee of the Future five years from now was necessary.

And why look from now? To project a foreseeable and more viable future instead of a very distant future, which would rest in our imagination rather than be seen as an actual probability.

01

Understand the feelings that professionals have about the future of work: do they have an optimistic or pessimistic view?

02

Explore the concerns regarding the labor market in the future.

03

What are professionals' expectations regarding companies and organizations five years from now?

04

According to HR professionals, company executives, and specialists, who is the future employee?

03

METHODOLOGY

QUALITATIVE

We conducted 34 interviews with large company executives, organizational culture and human behavior specialists working in Brazil, Colombia, Mexico, Chile, Peru, Spain, and Portugal.

Our goal was to understand the view that people with high decision-making power in the labor market and professionals specialized in organizational culture, human resources, and human behavior have in this regard.



SURVEY PARTICIPANTS

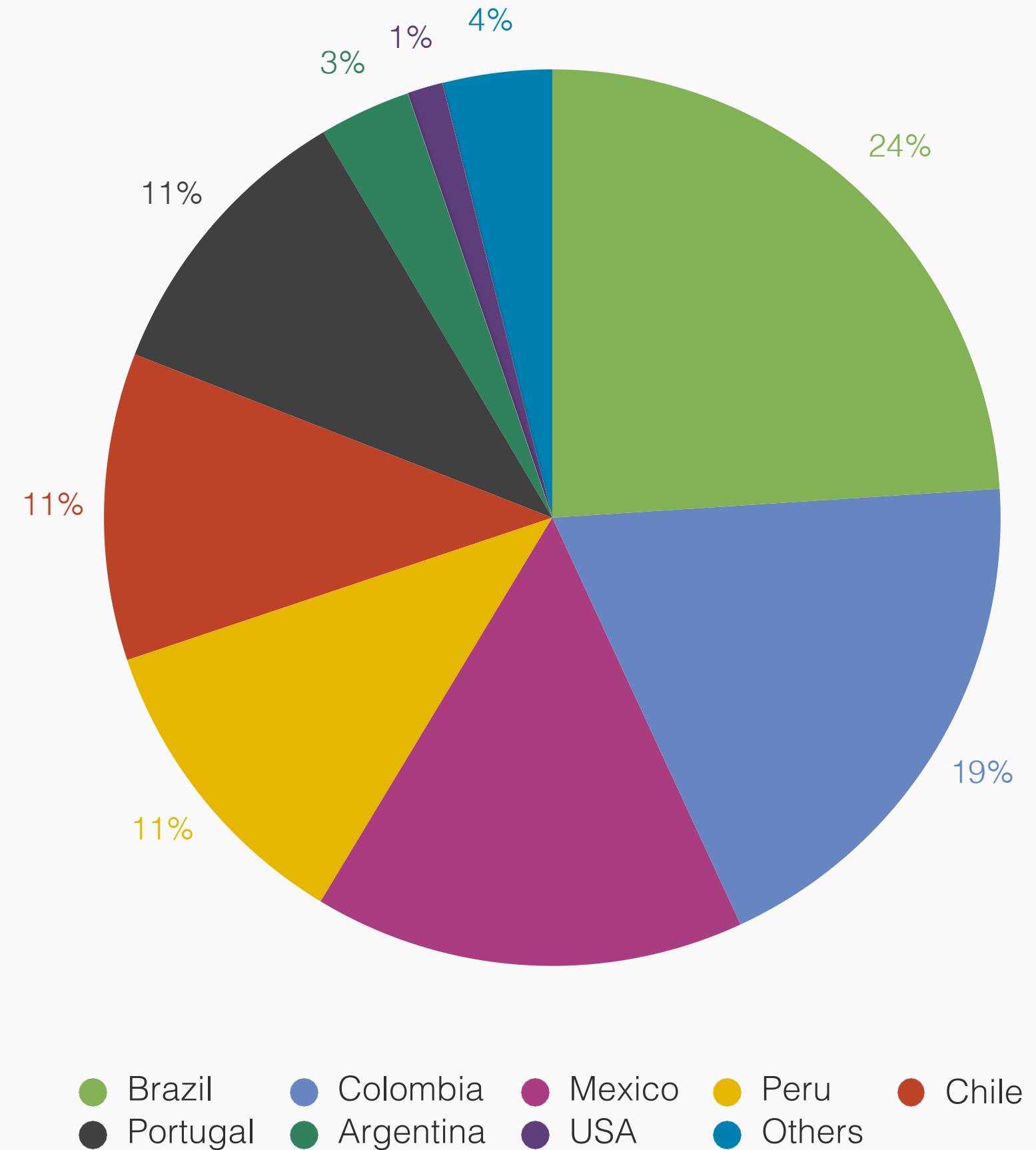
Our sincere thanks to all the **executives and specialists** of the companies below who volunteered to participate in the survey.



QUANTITATIVE

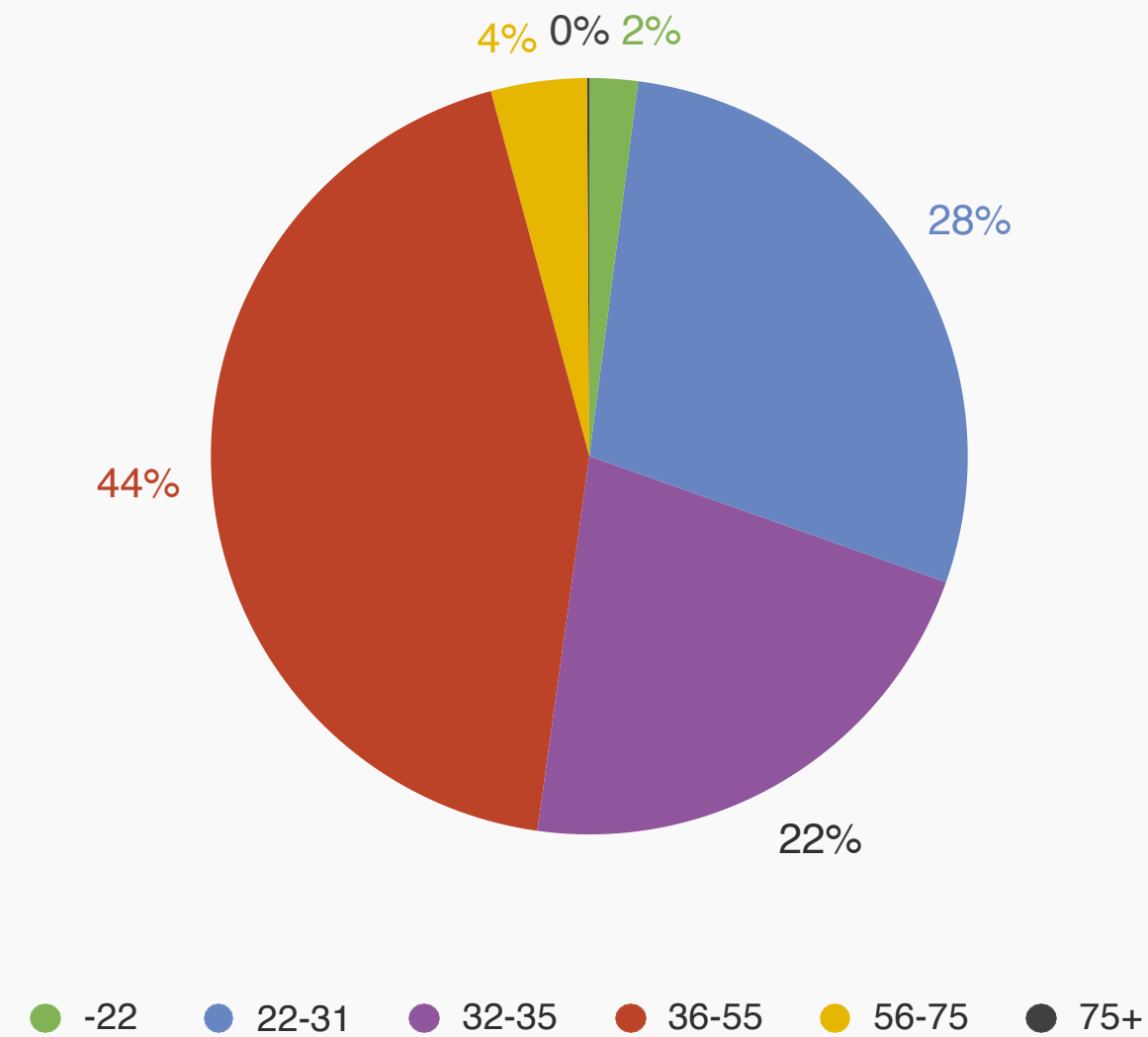
With our defined goals and lessons learned from specialists and executives, added to the experience and knowledge of the everis and Chazz teams, we developed a quantitative questionnaire that helped us understand the feelings, concerns, expectations, and profile of the future employee five years ahead.

The quantitative survey was carried out between August 2nd and 20th, 2021, through a digital survey and relied on the participation of 3,249 employees from different companies in more than ten countries.

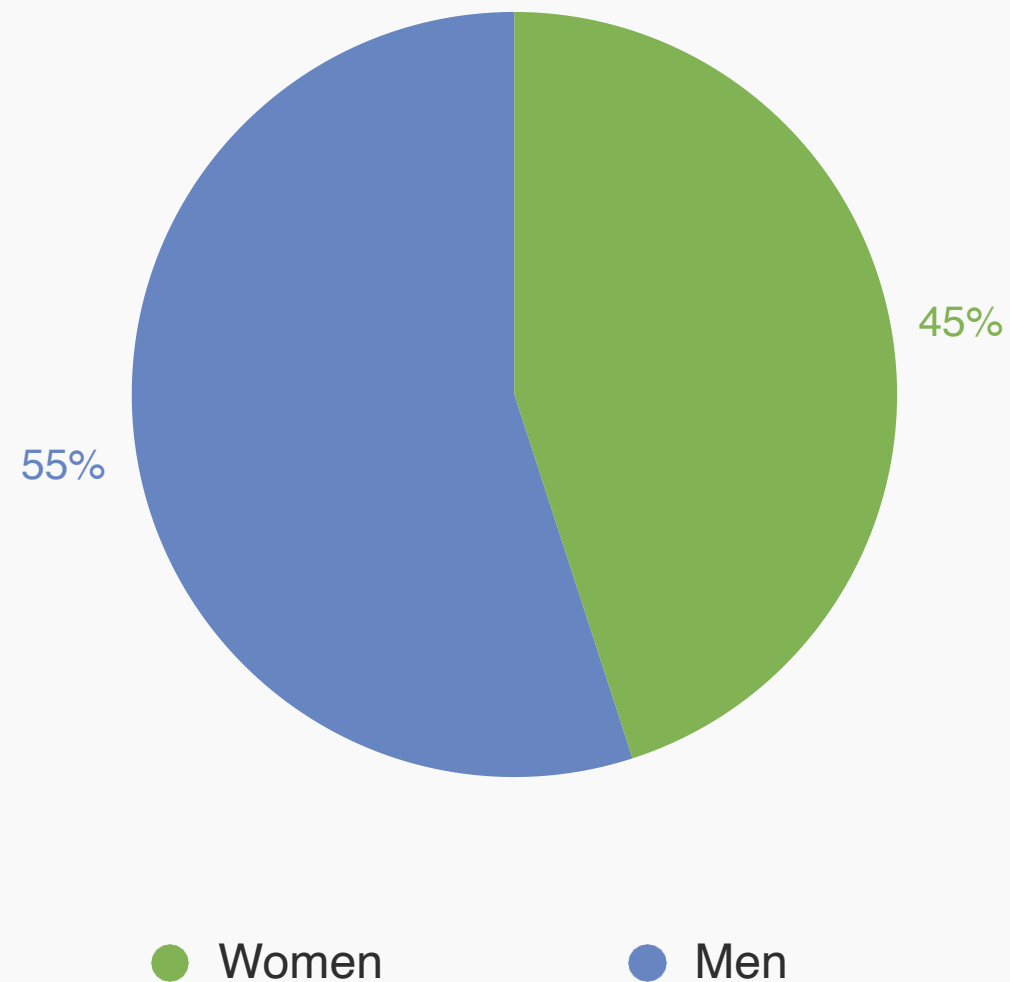


GENERAL DATA ON THE QUANTITATIVE SURVEY PARTICIPANTS

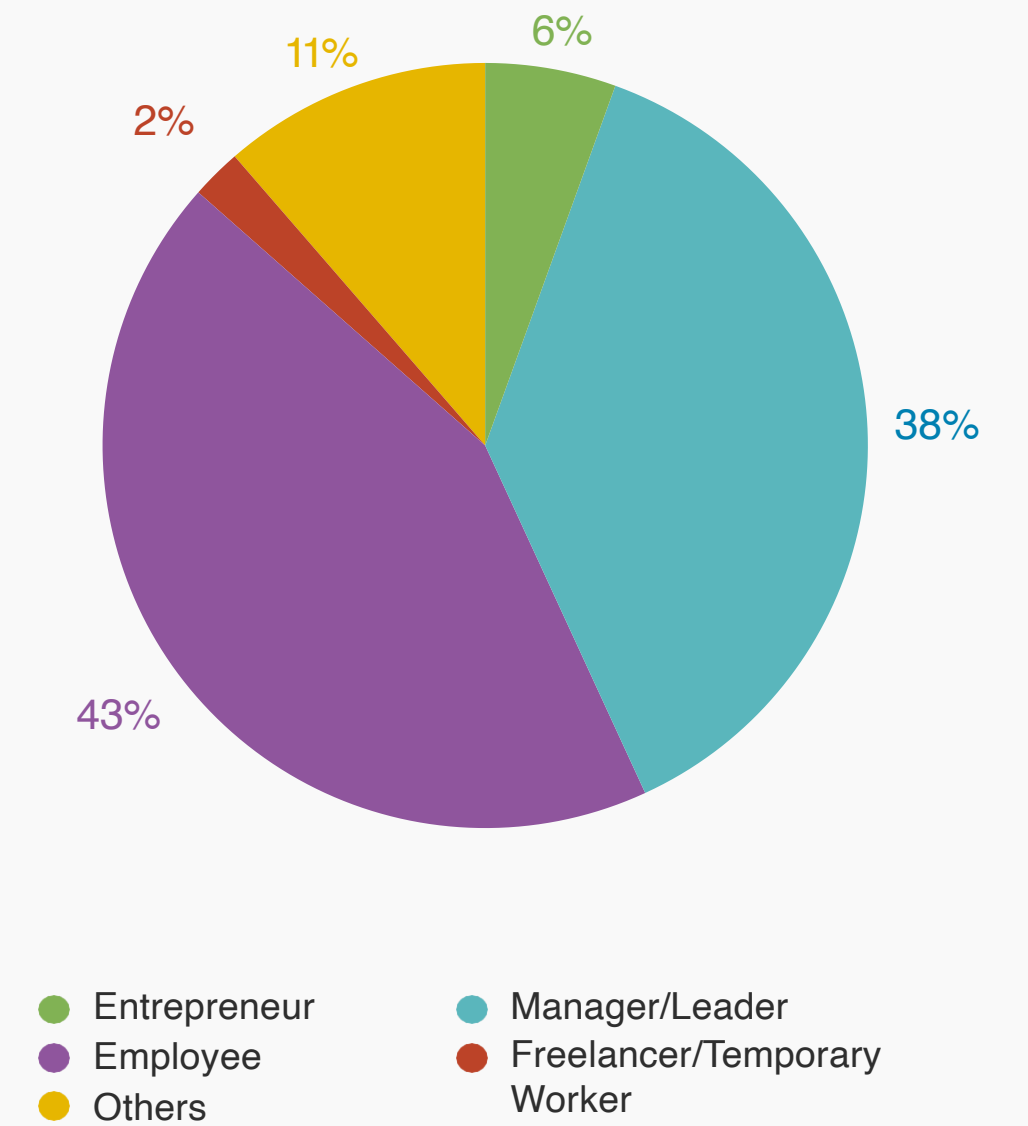
Age of respondents - Most respondents were in the 22-55 age group.



Gender - Both women and men participated.



Positions - Most respondents were employees and company leaders.



04

FEELINGS AND CONCERNS ABOUT THE FUTURE OF WORK

FOR SPECIALISTS AND EXECUTIVES: UNCERTAIN TIMES CAUSE PROFESSIONALS TO FEEL INSECURITY AND DISTRUST WHEN LOOKING TOWARDS THE FUTURE

Specialists and executives believe that the uncertainty caused by the pandemic is influencing the way professionals feel about the future.

Additionally, it is straightforward that it is impossible to predict how the labor market will be five years from now. Known what other events can impact organizations, professionals, and the relationships between them.

Moreover, growing digitalization added to new challenges will require people to cope with possible new situations, the demands of life, and the labor market.

In the view of executives and specialists, all this affects employees' self-confidence. Professionals start doubting whether they are prepared to face a future that will need people ready to deal with uncertainties and change when necessary.

They also say that the fear of not having a place in the labor market or not having job security generates more negative feelings about the future.

The necessary reinvention to face new challenges is not always easy for people, especially in a demanding and constantly changing labor market.

**EMPLOYEES' FEELINGS REGARDING THE
FUTURE OF WORK IN THE OPINION OF
SPECIALISTS AND EXECUTIVES:**

**ANXIETY
LACK OF CONFIDENCE
CONCERN FEAR
INSECURITY UNCERTAINTY**

WHAT DO PROFESSIONALS SAY ABOUT THEIR FEELINGS WHEN THEY THINK ABOUT THE FUTURE OF WORK?

INSIGHT

**NO ONE KNOWS WHAT
THE FUTURE HOLDS,
BUT WE CAN CHOOSE
TO BE OPTIMISTIC**

Having mixed feelings is natural in today's context. We are all going through **a roller coaster of experiences and emotions**, sometimes positive and sometimes negative.

However, no one was happy about the arrival of the pandemic and the transformation it caused. Professionals must have a positive view of the future to better cope with the present.

It is natural to project positive feelings for five years from now, hoping for a more promising future for work where people will be able to perform their duties in the healthiest way possible.

However, this does not mean that some people **do not have negative feelings about the future, since everyone has different and unique life situations.**

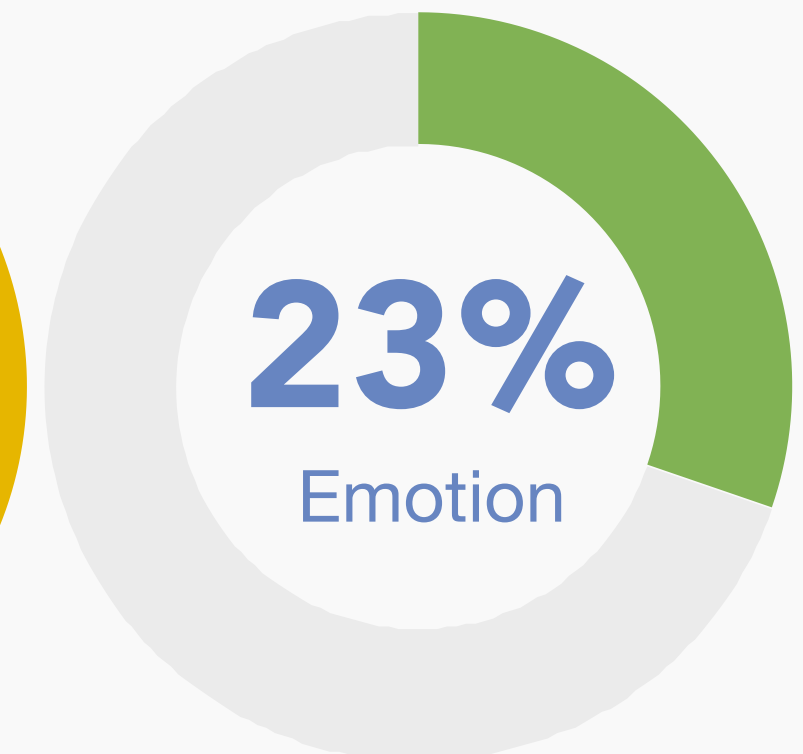
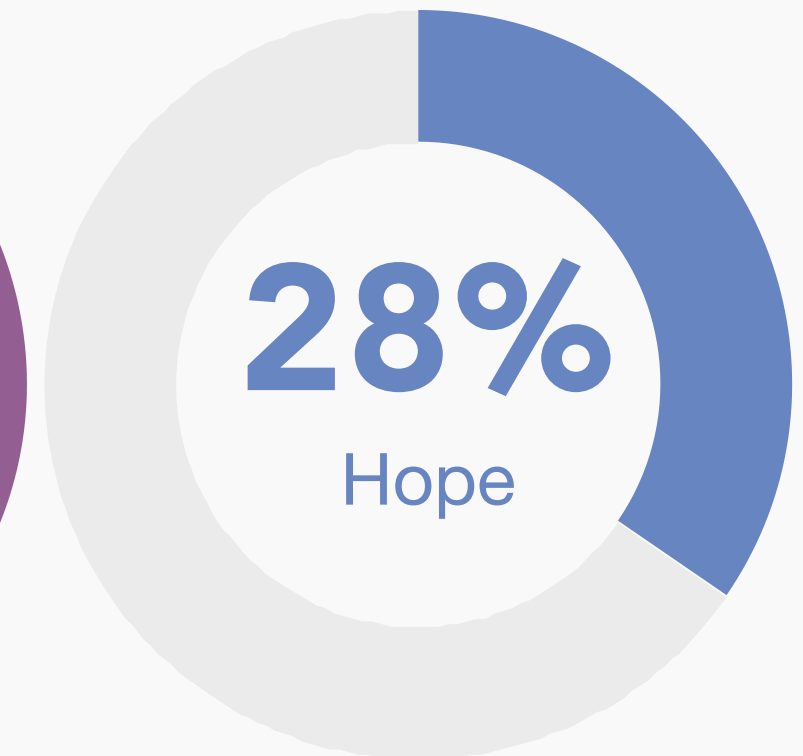
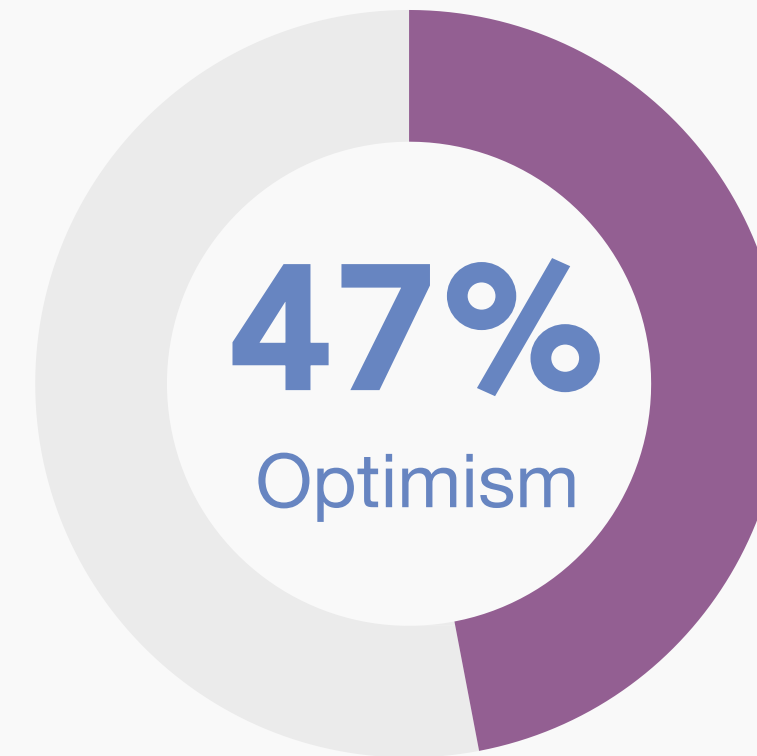


TO OVERCOME CHALLENGES IN THE PRESENT, ONE MUST LOOK OPTIMISTICALLY TO THE FUTURE

In the quantitative survey, we asked participants to describe their feelings about the future of work five years from now.

The feelings chosen by the highest number of participants reinforce the need for a positive view of the future, **47% chose optimism**.

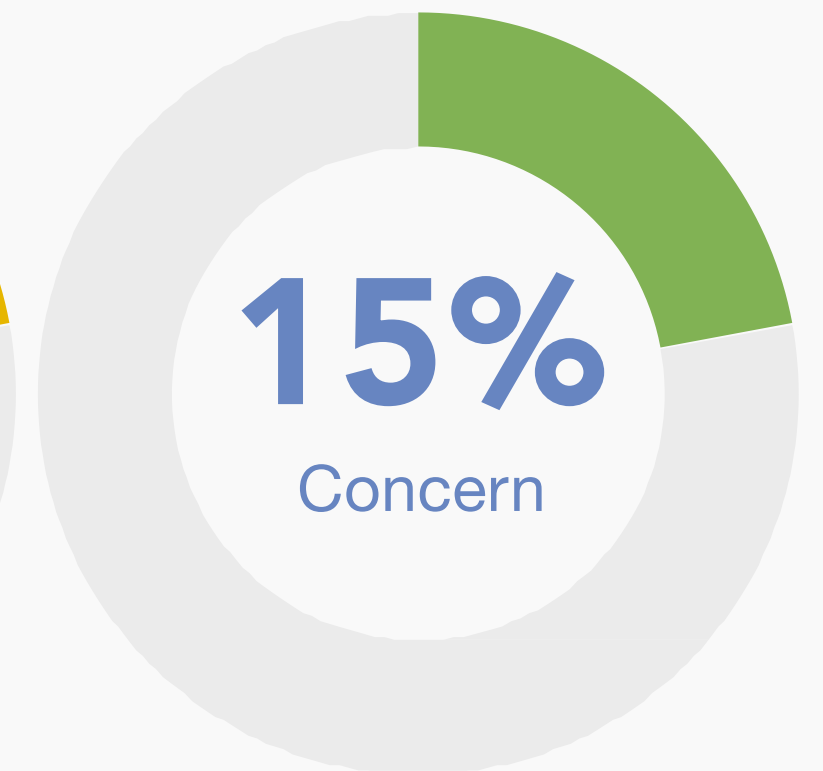
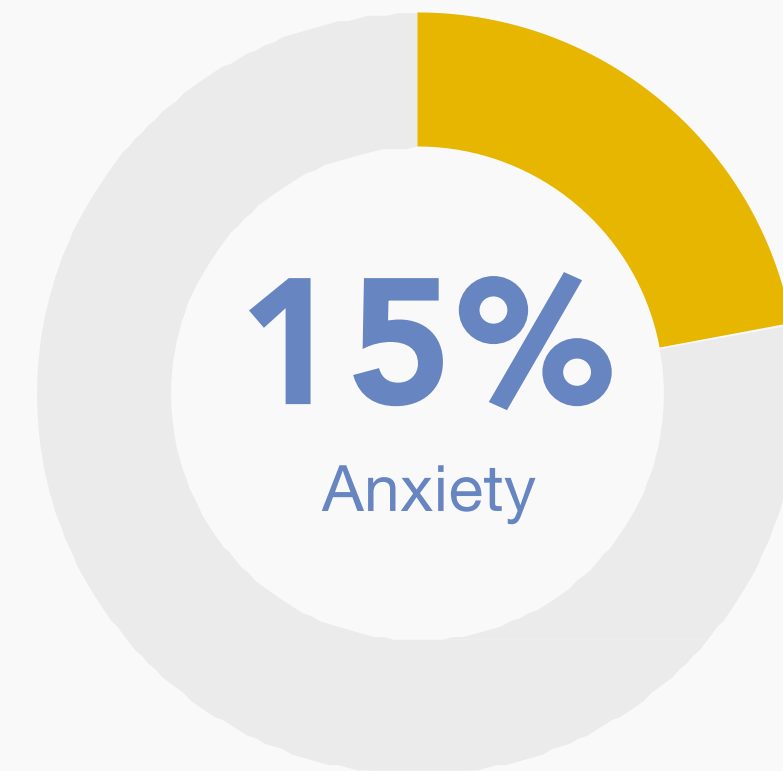
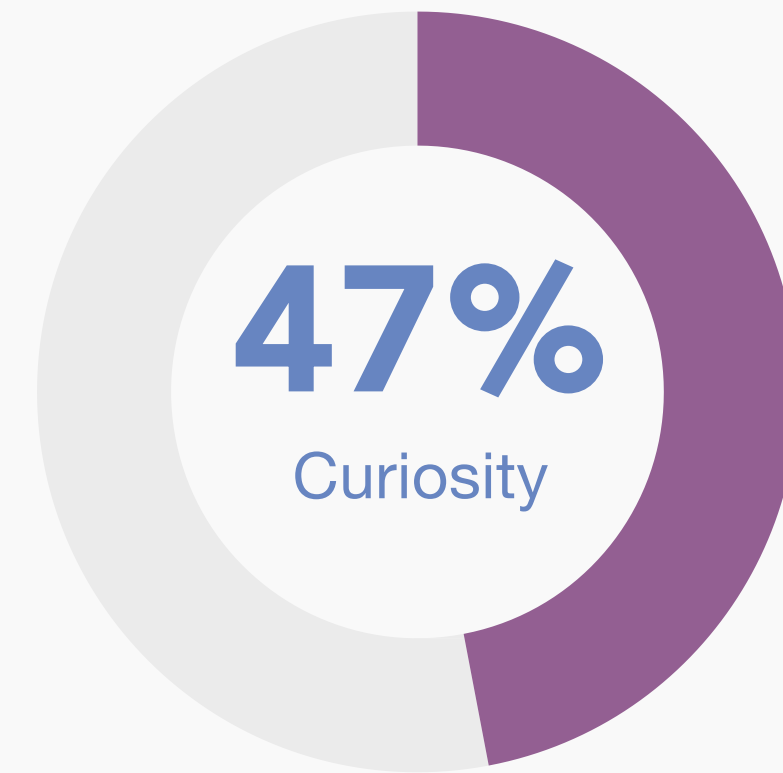
The second highest was hope, which shows the need for change, followed by confidence and emotion.



ONE CANNOT PREDICT THE FUTURE

The fact that 47% of professionals feel rather curious about the future of their work is natural. Curiosity is appealing and represents people's willingness to solve this riddle.

On the other hand, curiosity also generates more negative feelings of uncertainty, concern, and anxiety. The unknown creates fear, mainly when associated with the experience we all had in 2020 and 2021.



INSIGHT

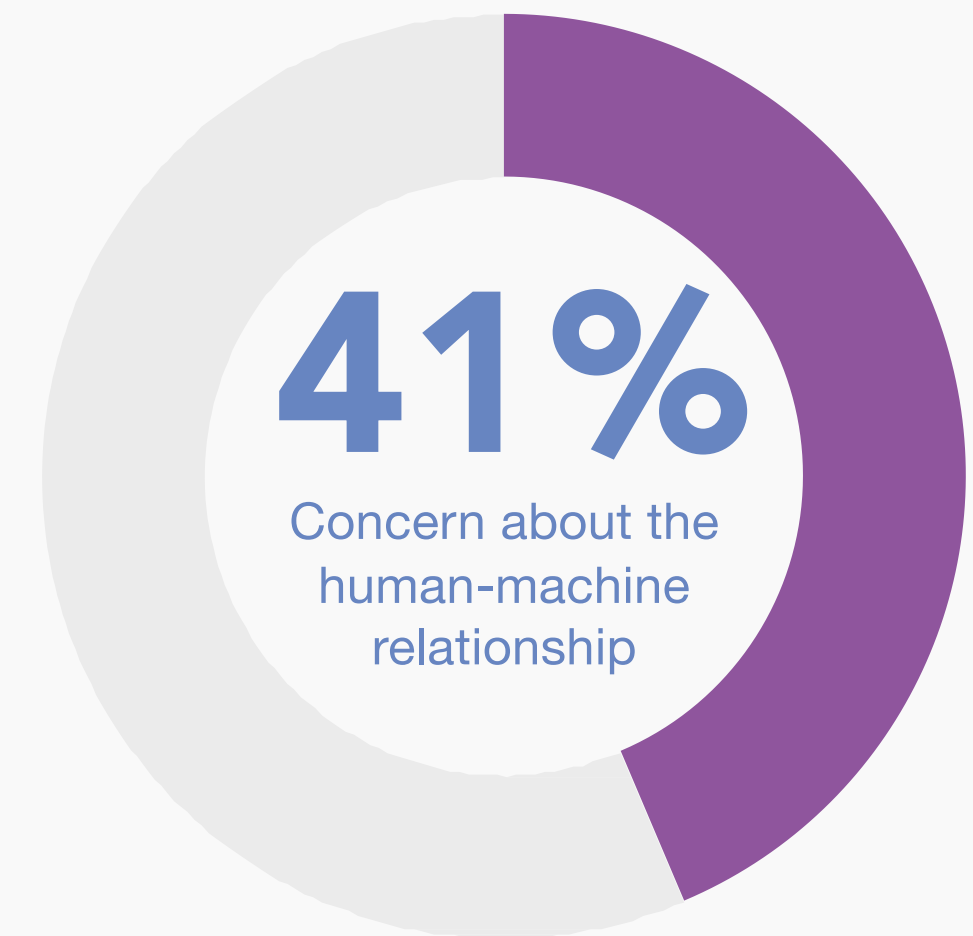
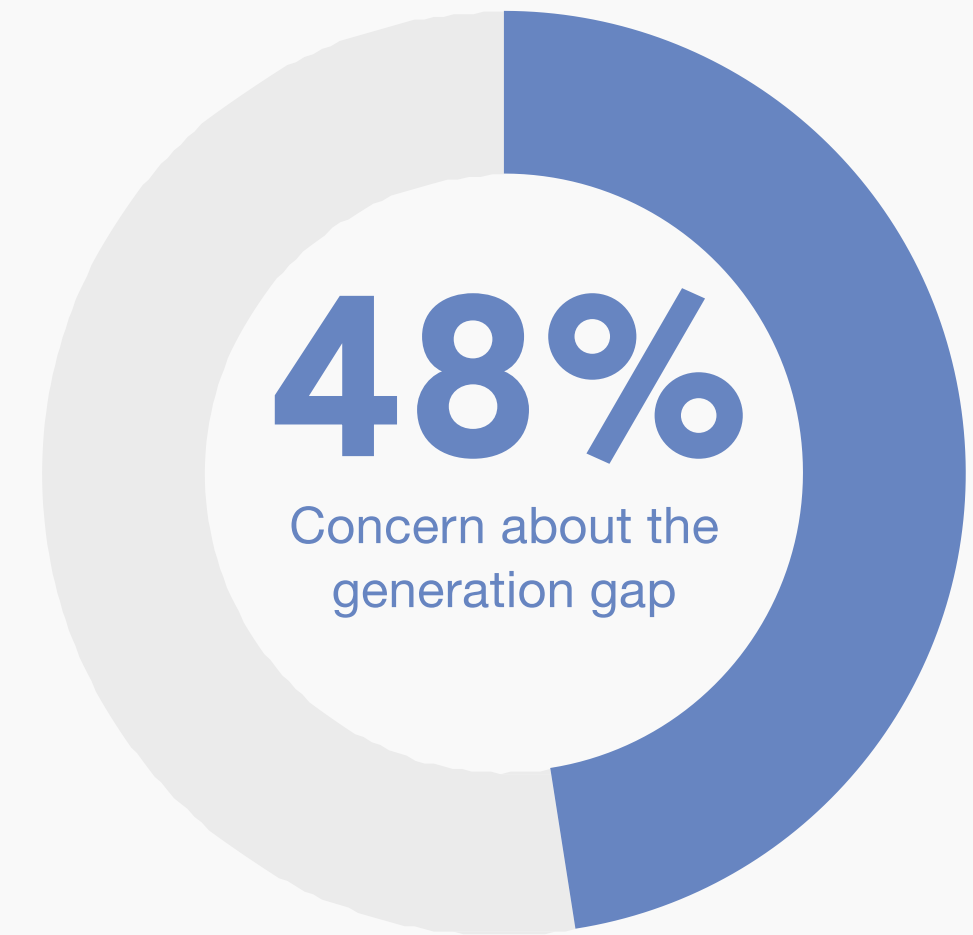
THE UNPREDICTABILITY ABOUT THE FUTURE OF WORK RAISES SOME MID-LEVEL CONCERNS, AS SEEN BY MOST PARTICIPANTS

TWO CONFLICTS DRIVE PEOPLE'S CONCERNS

Two conflicts appear as triggers of mid-level concern about the future of work:

- **The generation gap** leads professionals to question whether young people will have the experience, as they were born into the digital era.
- Another conflict was the **human-machine relationship**, where technology can replace people in some duties.

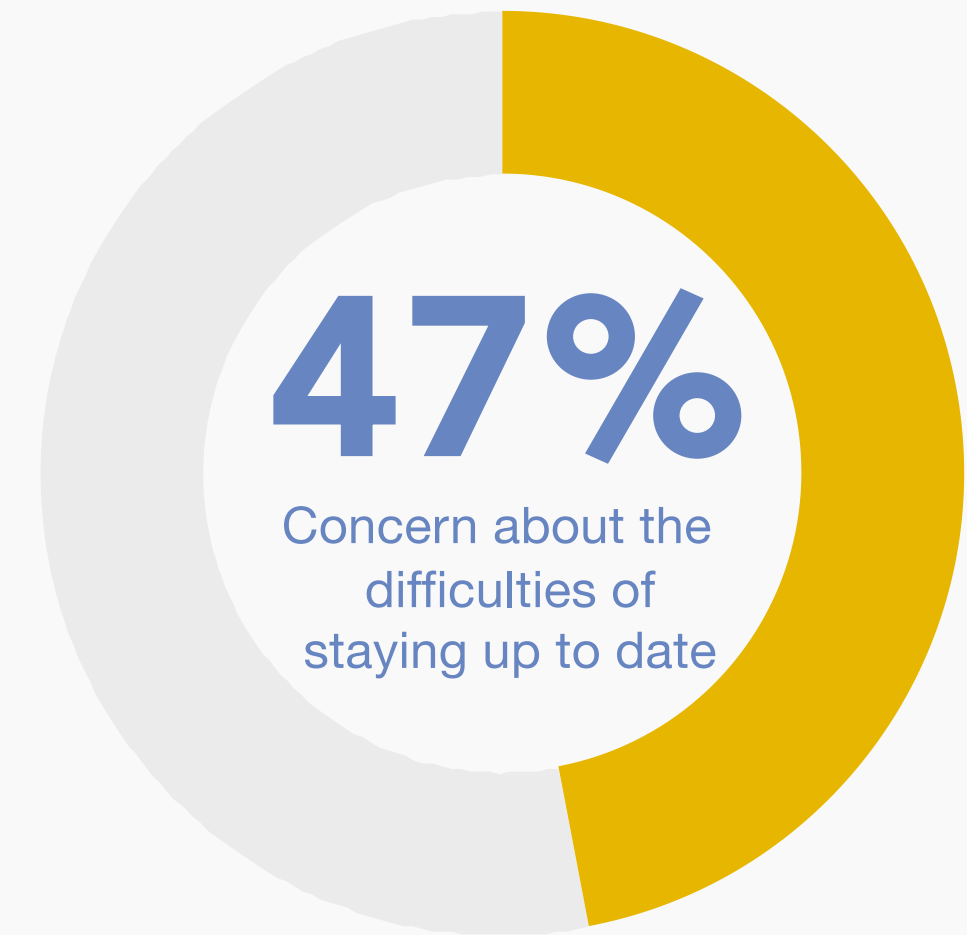
However, specialists and executives have contrary opinions. The key is professionals' behavior and ability to prepare and face new challenges. Experience and maturity will also be crucial in this reality. After all, those who have different life experiences are more capable of adapting.



TWO MID-LEVEL CONCERNS ARE RELATED TO UNCERTAINTY ABOUT THE FUTURE

- There is fear **about whether it will be possible to stay up to date as the** world undergoes constant change;
- Additionally, there is concern about **securing a position in the labor market** five years from now.

Both concerns are connected with the unpredictability of the future, with fast and constant digitalization and with market developments already requiring professional knowledge and mastery.



05

THE PROFESSIONAL OF THE FUTURE

INSIGHT

THE MOMENT AND THE VOICE OF SENSITIVITY



THE VALUE OF HUMAN BEHAVIOR

The employee of the future five years from now is sensitive to understanding who they are, using their traits to their benefit.

Human behavior will be increasingly more valuable. This professional needs to be a team player. **Regardless of whether they will lead or be led, it is crucial that their emotional sensitivity captures and understands the different feelings of the other professionals they collaborate with.** Empathy will make a difference.

Understanding the world and the market changes and knowing how to react to new challenges will be necessary.

PERSONAL TRAITS WILL MAKE THE DIFFERENCE

Executives and specialists reinforce their views about the importance of human behavior.

The employee of the future will need diverse skills and must be flexible with different situations.

Perhaps they will need to work in areas they have not yet heard of. Therefore, they must be able to adapt and change quickly, if necessary.

They will also be required to deal with challenges and conflict. Living in a globalized and connected world, the professional will need to have perspective and life experiences that will allow them to bring knowledge beyond what they learned in college.



It is about learning; it is about willingness; it is about having a POSITIVE attitude towards challenges. It is all about attitude, you may not realize it, but you can face any challenge if you have attitude.

Versatile professionals who are very good at something particular and yet are relatively good at many things.

They must have a life plan and a systemic and holistic approach to adapt knowledge from different tools and learn what their company expects from them daily.



HARD SKILLS WILL REMAIN IMPORTANT, BUT SOFT SKILLS WILL MAKE THE DIFFERENCE

The professional of the future will need to have the attitude and confidence to express themselves, participate, but without neglecting the opinion of others on their team. They will need to have communication skills.

They will also need the motivation to learn and relearn. The relearning concept is the will to move forward and the humility to understand that one must be open-minded to learn new things.

“

People can learn to use technology and speak English. That won't be the problem. The difference will be those who are open to change, relearning, and new challenges. Bearing any relationship and communication skills, creative, open-minded people who know how to analyze information with critical thinking will make a difference

”

“

A person with life wisdom and maturity who has a vision of the world. One who has experienced many things in life. Openness and connection to the whole. Vision and connection to the whole. It is about having an open heart. We are now in the downturn, and those who are capable of expansion will stand out.

”

EMPLOYEE OF THE FUTURE TRAITS THAT EXECUTIVES AND SPECIALISTS SPONTANEOUSLY MENTIONED

ADAPTABLE AGILE **RESULTS-ORIENTED**
FLEXIBLE **OPEN-MINDED** COMMUNICATIVE
COLLABORATIVE CREATIVE **RESILIENT**
OPEN TO CHALLENGES **CRITICAL AND ANALYTICAL**
READY TO RELEARN

WEF SKILLS

According to the World Economic Forum, executives and specialists have chosen the skills that will rise in the labor market by 2025. Among them, the most important are:



Resilience, stress tolerance, and flexibility



Creativity, originality, and initiative



Analytical thinking and innovation



Active learning and learning strategies

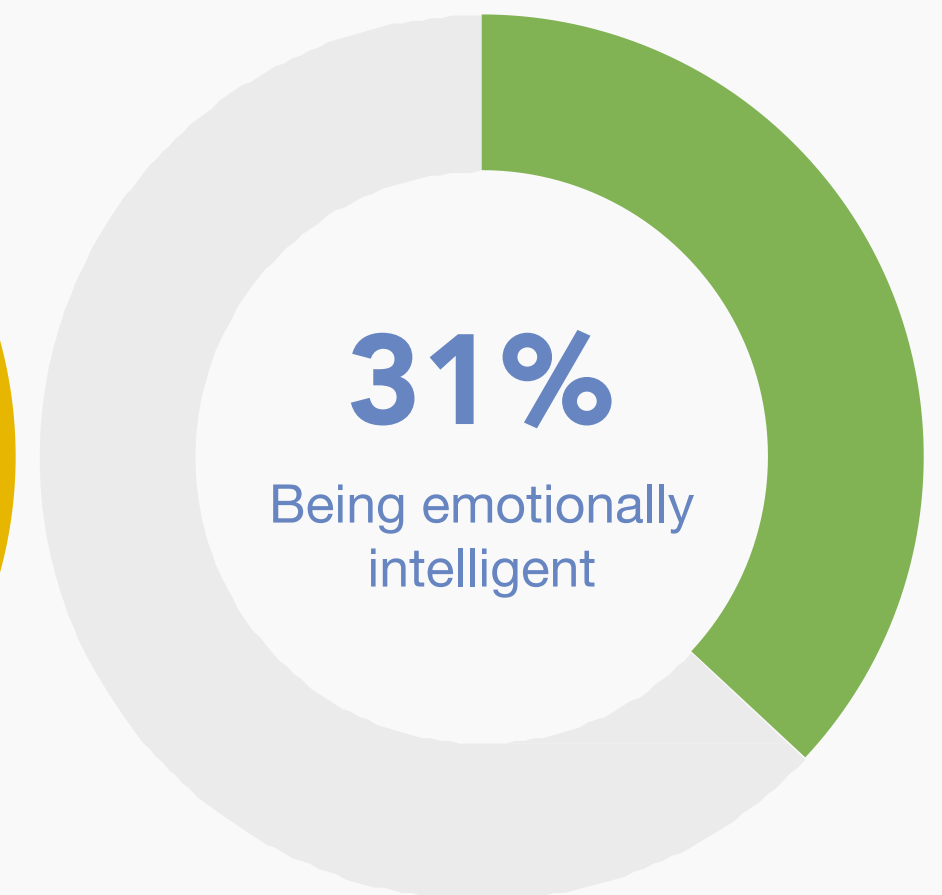
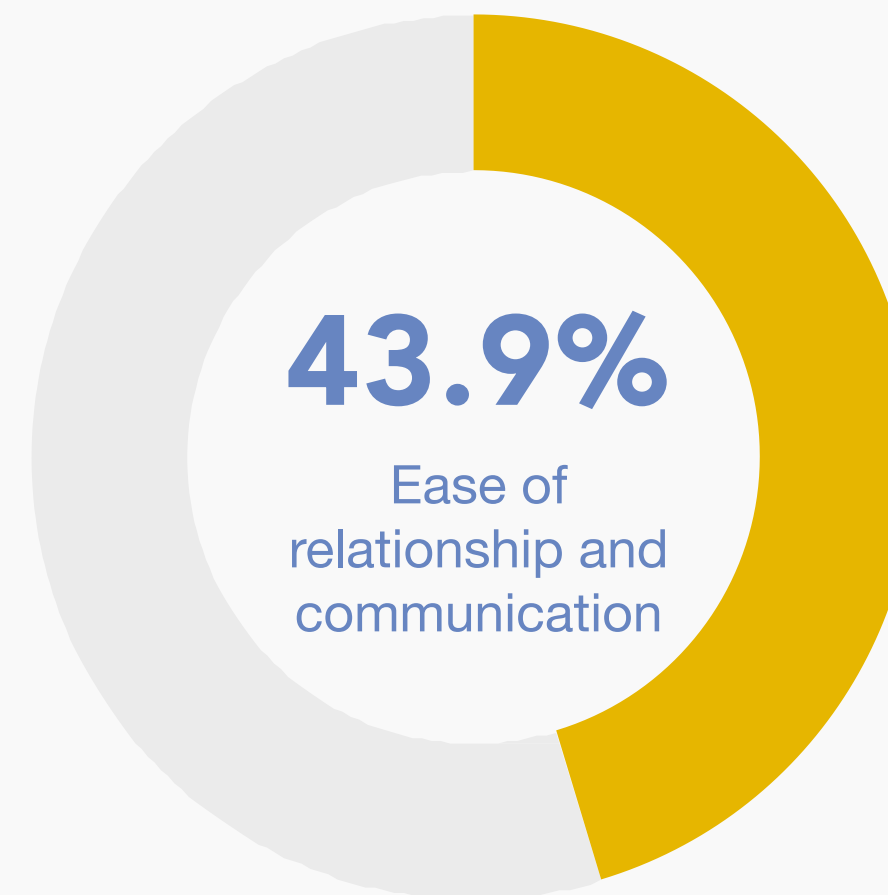
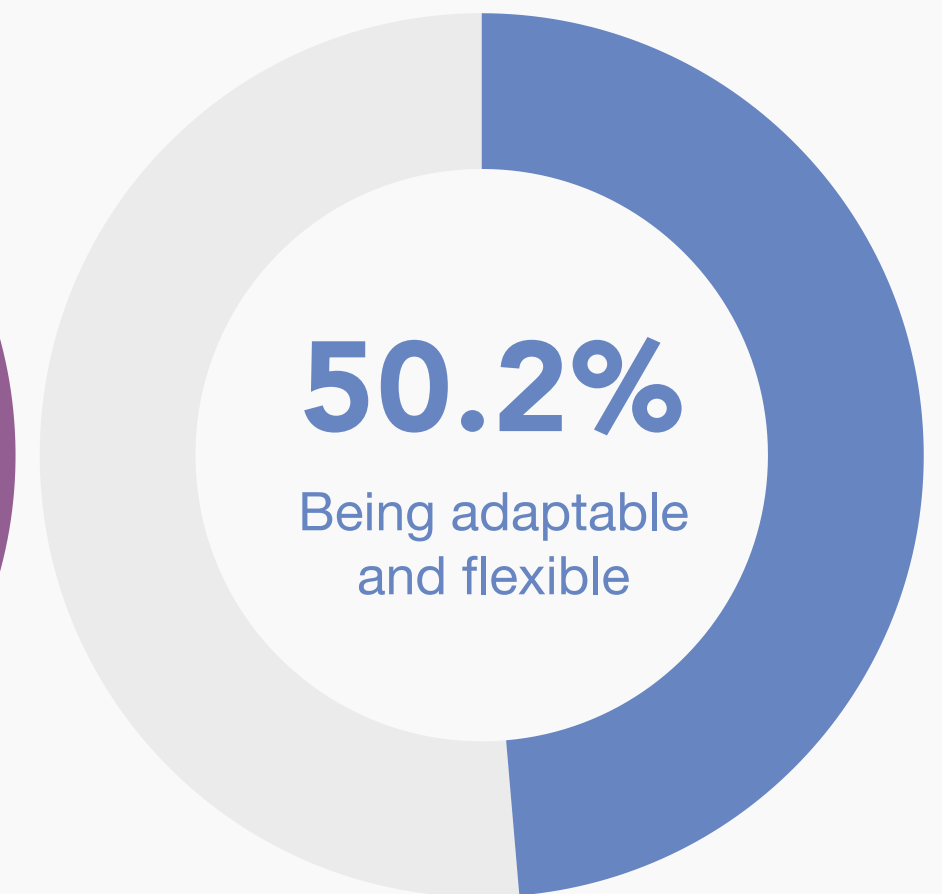
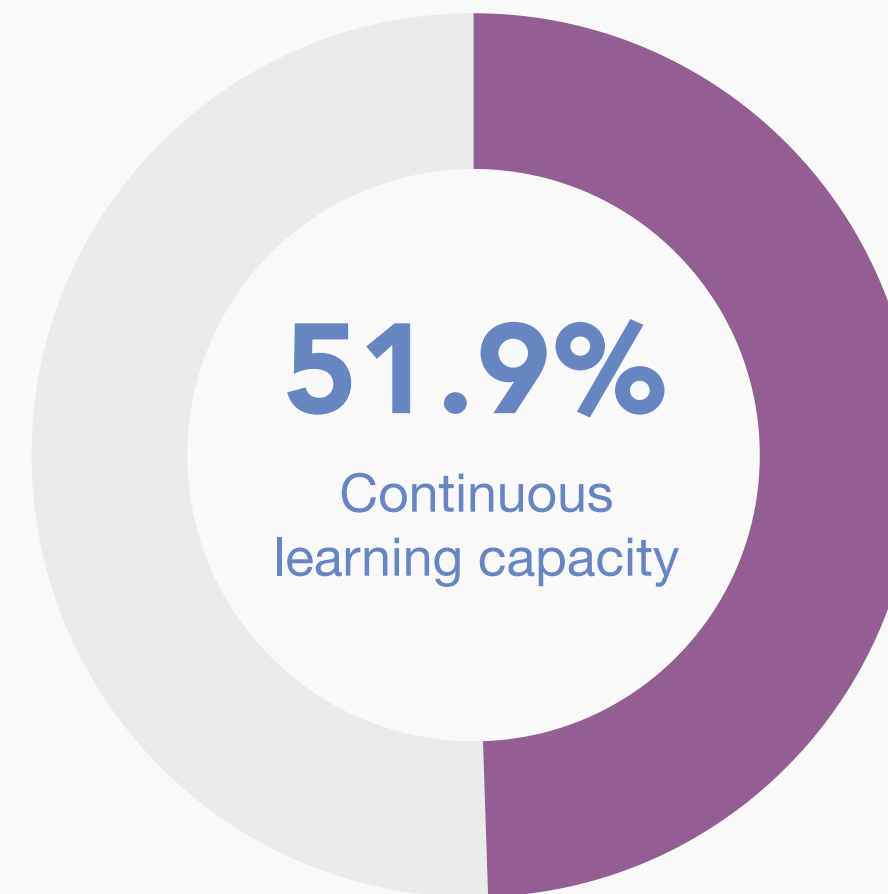
THE IMPORTANCE OF HUMAN BEHAVIOR TRAITS AS A DIFFERENTIAL IN THE FUTURE OF WORK, ACCORDING TO PROFESSIONALS

Lifelong Learner - constantly learning, seeking self-development, informed, and aims to stay up to date.

Flexible - can act in different areas, adapt to evolution and constantly changes in the labor market.

Communicative - knows how to interact, express, and relate. Has good communication skills, both for speaking and listening, exchanging information and knowledge.

Balanced - is emotionally intelligent in dealing with challenges and their work routine. Understands conflict and can address them in different situations.



THE LEADER OF THE FUTURE: SENSITIVITY TO COMMUNICATION, INSPIRATION AND EMPATHY

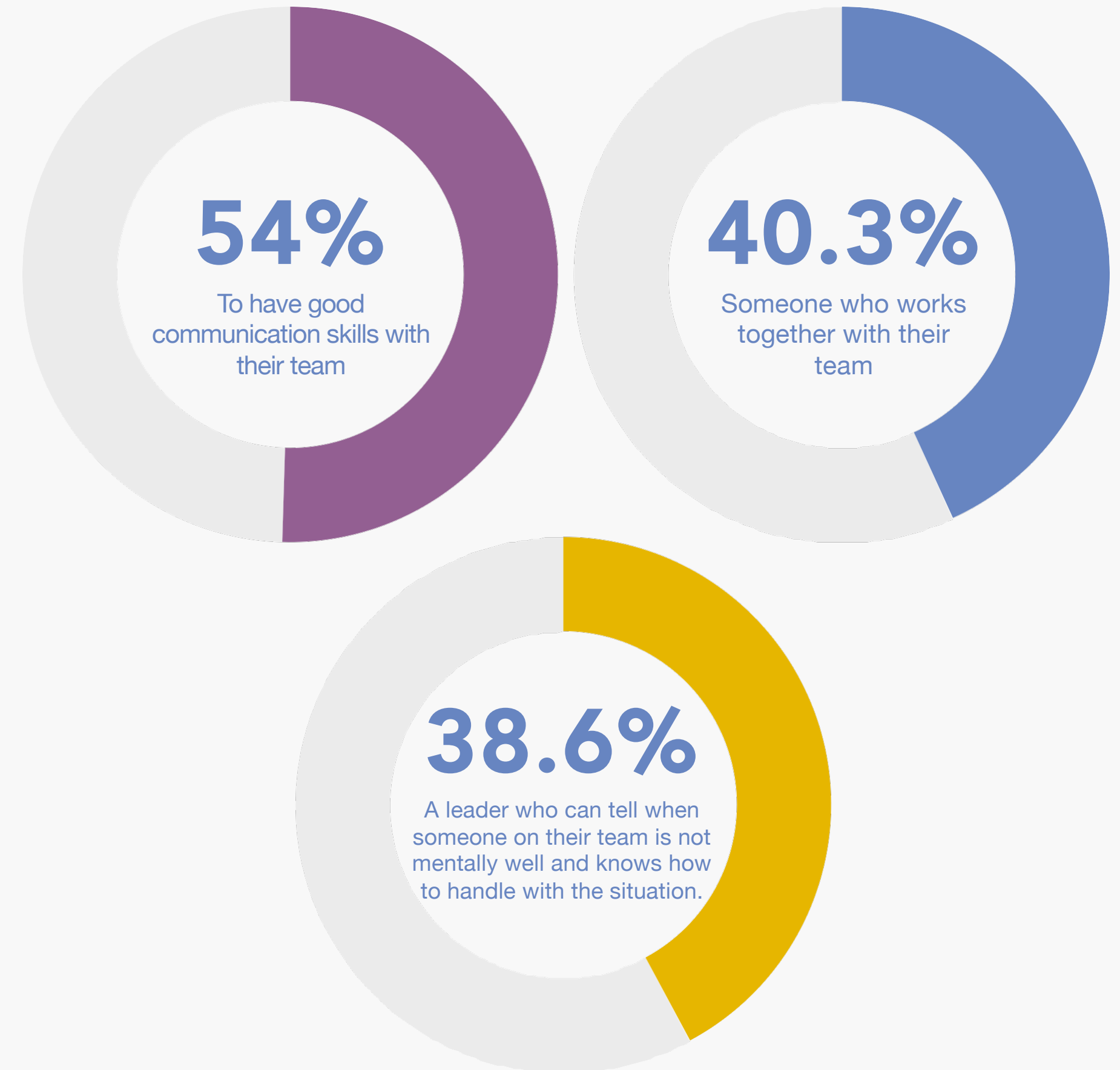
The leader of the future five years from now faces the same issues as the employee of the future. However, it is expected that the leader will be a role model regarding the importance of learning and must listen to criticism listen to criticism, adapt, communicate, and understand the diversity of behaviors in their team to work on the human side of their employees.

It's about working together, generating more connection and inspiration.



SURVEY PARTICIPANTS EXPECT THE LEADER OF THE FUTURE TO BE AN INTEGRATOR, BY SPEAKING AND LISTENING, WITH THE SENSITIVITY TO UNDERSTAND PEOPLE, WORKING SIDE BY SIDE WITH THEIR TEAM

What do employees expect from the leader of the future? (multiple choice, up to three options)



SUCCESS IN THE FUTURE LIES WITHIN THE SENSITIVITY OF HUMAN BEHAVIOR

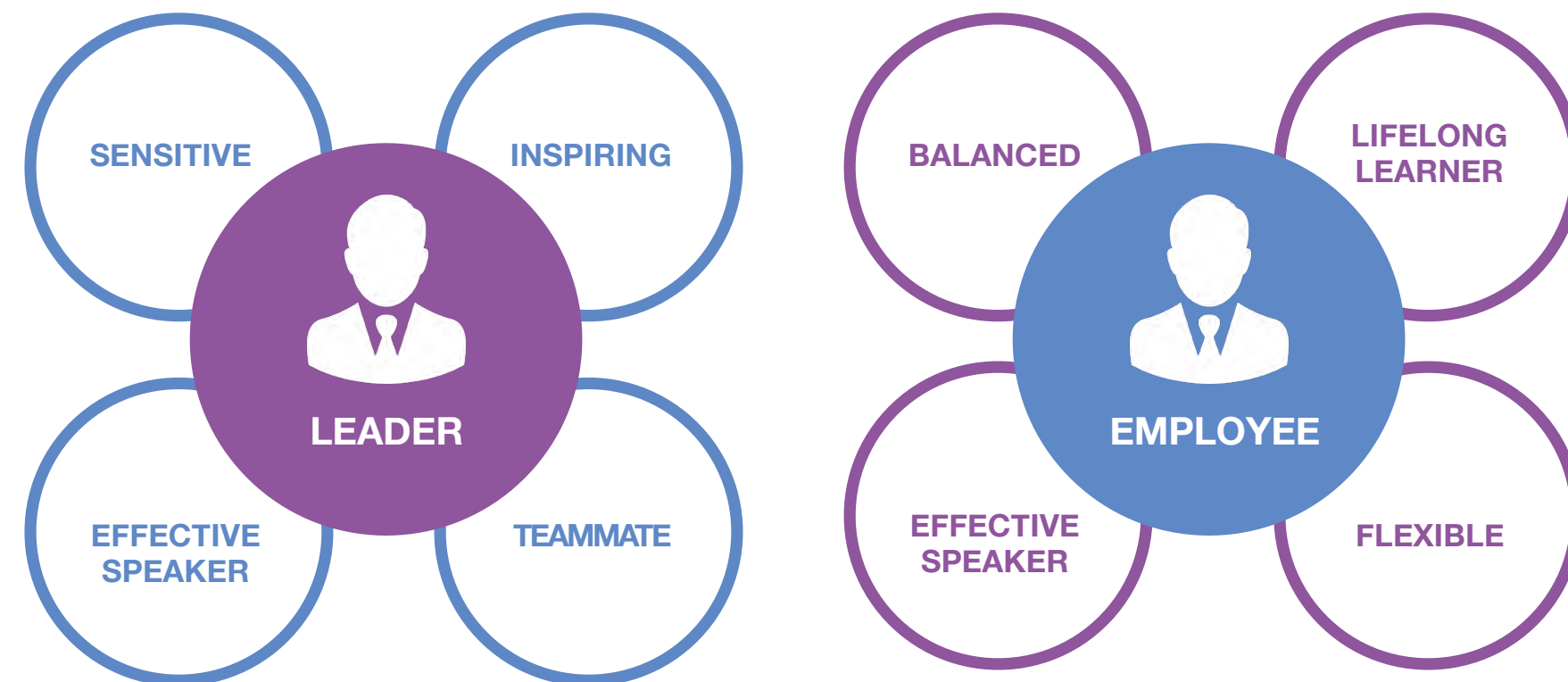
When professionals choose **the profile with the highest potential for success in the market, behavioral traits are once again valued.**

Since one must have an innovative vision, they must also have creativity, keep an open mind, understand the importance of inclusion and diversity, and use critical and analytical thinking. To innovate, one must know how to analyze, criticize and realize that creativity does not suit homogeneous teams.

Focusing on results will require flexible and adaptable behavior. In an ever-changing world, people who have a uniform behavioral pattern are not able to achieve goals.

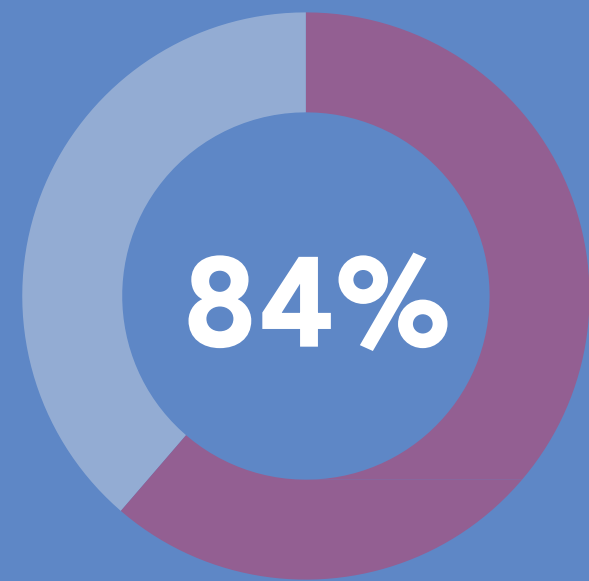
Balance is the key to facing challenges and changes the right balance of time, understanding your limits, and the right balance between professional and personal life to organize your schedule and work planning.

Moreover, as we all live in the process of digitalization, being familiar with and mastering technology is also considered essential.

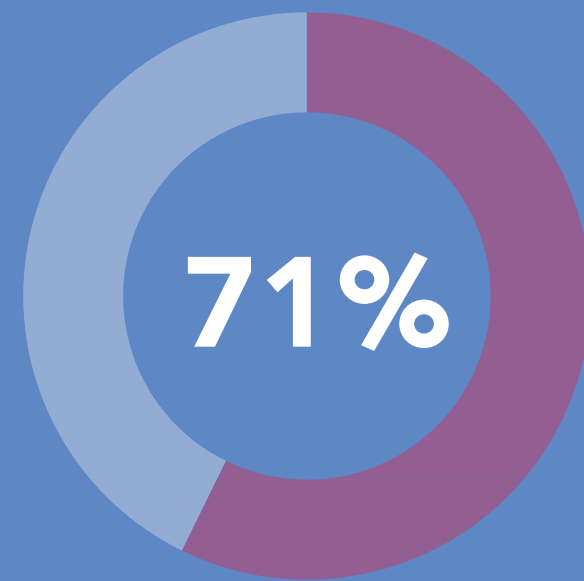


THE PROFILE OF PROFESSIONALS WITH A HIGH DEGREE OF SUCCESS IN THE FUTURE FIVE YEARS FROM NOW

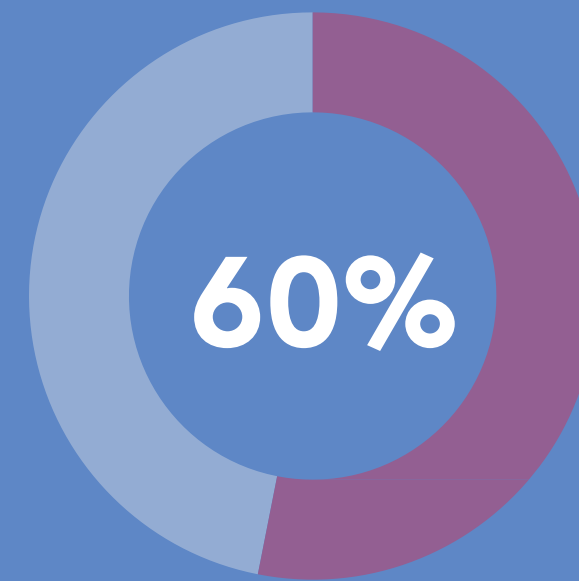
INNOVATION: CREATIVITY - DIVERSITY - ANALYTICAL - CRITICAL



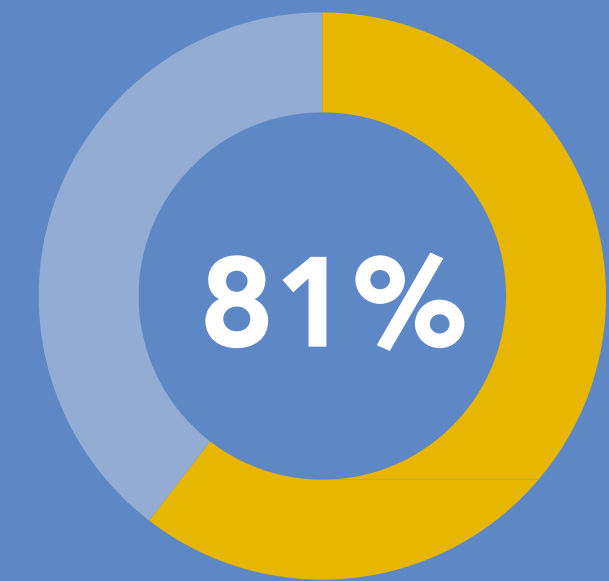
Have a vision of innovation



Have analytical and critical skills



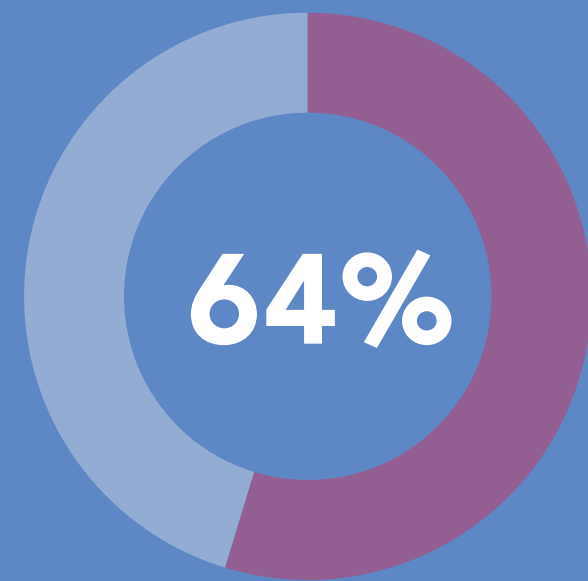
Believe diversity is a driver of innovation



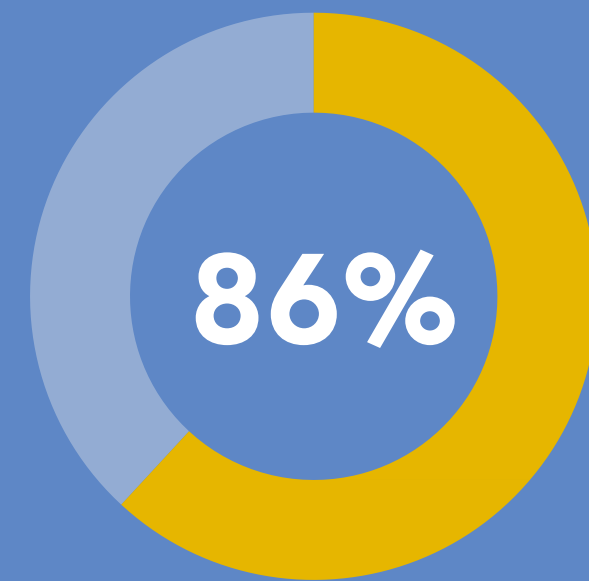
Respondents agreed that creative and analytical professionals would have a high level of importance for companies in the future.

THE PROFILE OF PROFESSIONALS WITH A HIGH DEGREE OF SUCCESS IN THE FUTURE FIVE YEARS FROM NOW

ADAPTABILITY - FLEXIBILITY FOR RESULTS

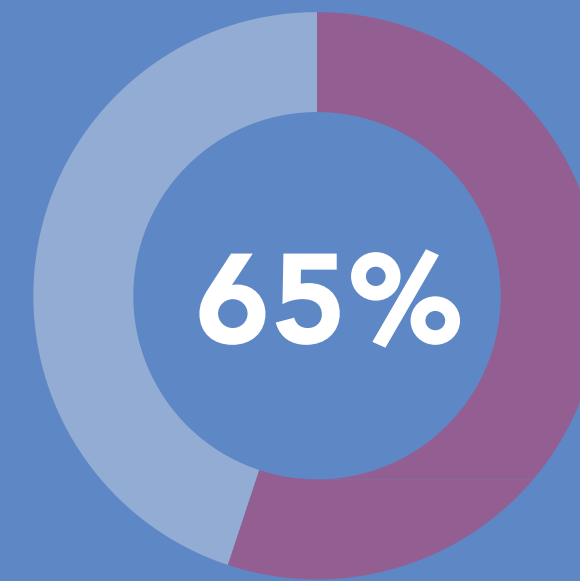


Focused on generating new business and projects

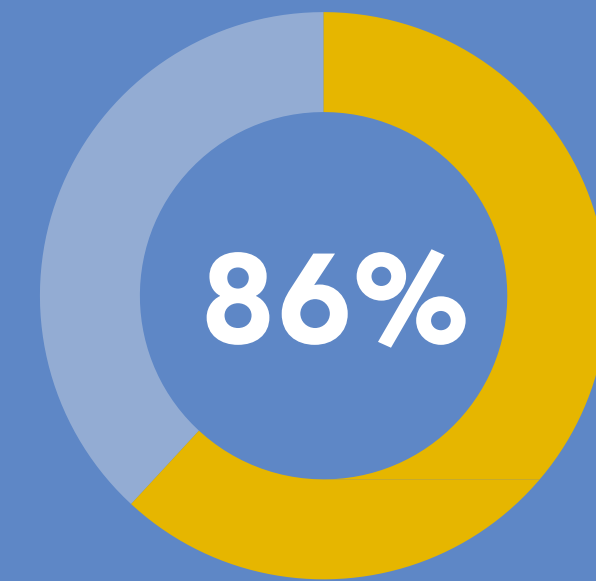


Respondents agreed that flexible, adaptable, and fast-learning professionals would have a high level of importance for companies in the future.

SELF-CONTROL BALANCE



Balancing personal and professional life



Respondents agreed that highly autonomous professionals who can organize their work and time would have a high level of importance for companies in the future.

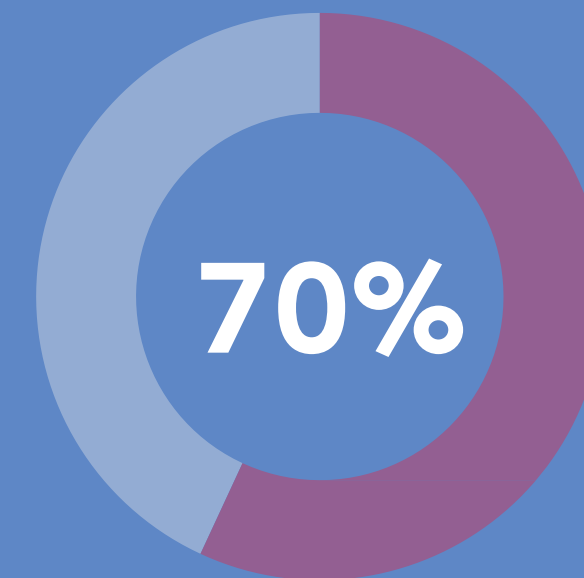
THE PROFILE OF PROFESSIONALS WITH A HIGH DEGREE OF SUCCESS IN THE FUTURE FIVE YEARS FROM NOW

For specialists and executives, mastering technology will be essential, but as a requirement for entering the labor market will not be a differential.

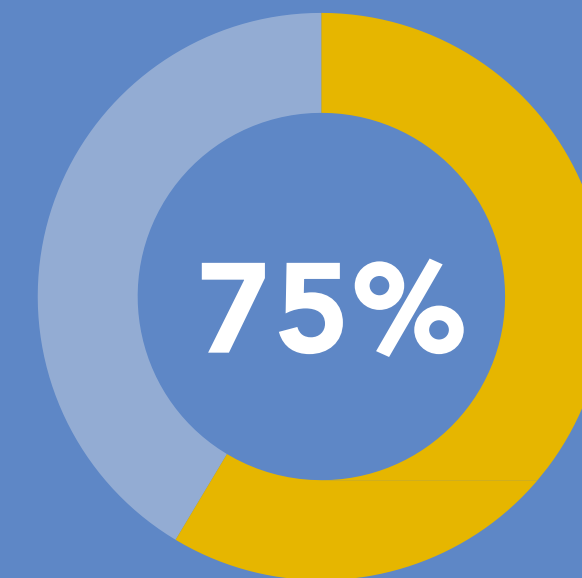
After all, technology does not stand alone. It needs humans to create, develop and manage it. We're speaking of a human perspective over technology. The ability to develop, analyze, AND criticize will come from humans, not machines.

This feature was not neglected by the professionals who answered the quantitative survey.

MASTERING TECHNOLOGY



Easily adaptable to technology



Respondents agreed that professionals who master technology, robotization, and digital platforms would have a high level of importance for companies in the future.

06

EXPECTATIONS REGARDING COMPANIES

INSIGHT

THE ERA OF NON-TOXIC RELATIONSHIPS

CHANGE IN WORK MODELS IS ANOTHER LEGACY OF THE PANDEMIC. AND IT WAS NOT AN OPTION.



Thinking about all the transformations we are going through, has anything changed in the employee profile in the market today?



The employee profile has changed, now that remote work has accelerated, there has been more awareness of the work-life balance, as well as the impact of technology at work (how it facilitates it and how it can transform it)



ON ONE HAND, THERE IS THE EMPLOYEE'S PROFILE, ON THE OTHER, THERE IS THE COMPANY'S PROFILE

Specialists, executives, and professionals clearly understand the profile that is expected of the employee of the future. **However, the pandemic brought an issue to light: people's mental health.** Demanding a good profile also requires offering proper work models and policies.

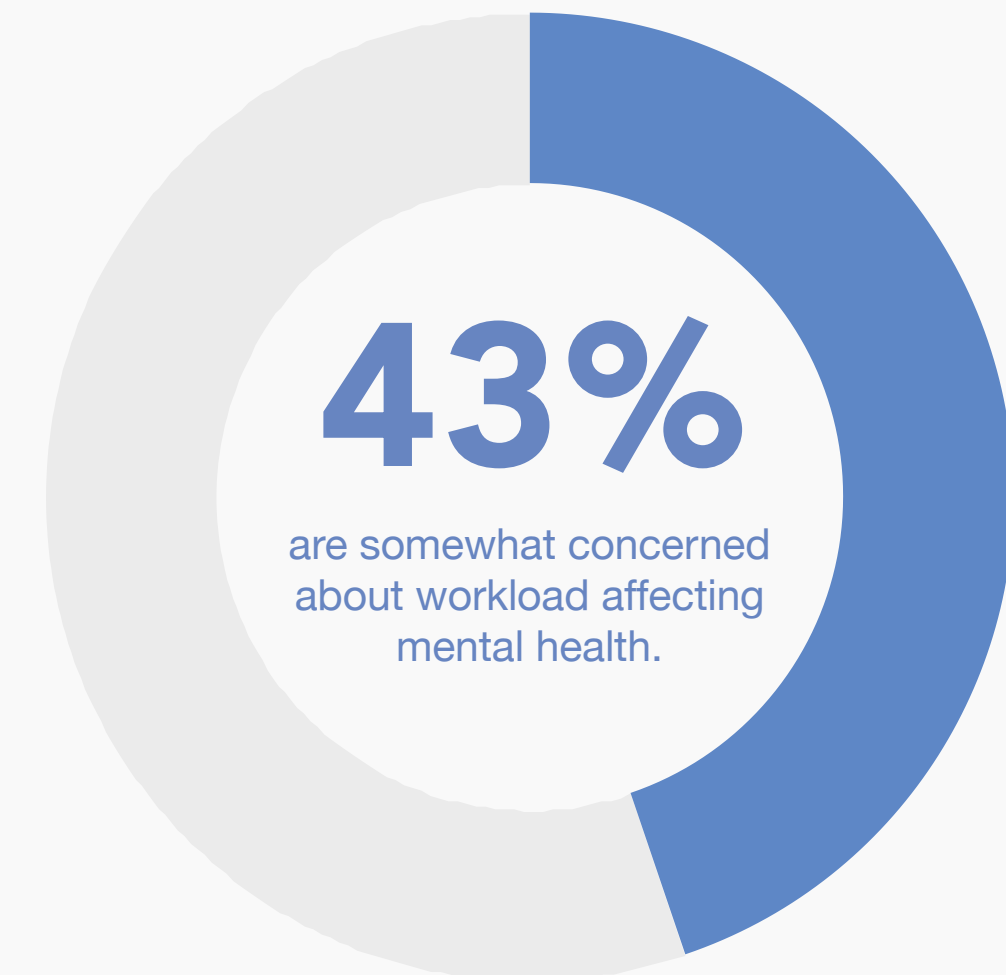
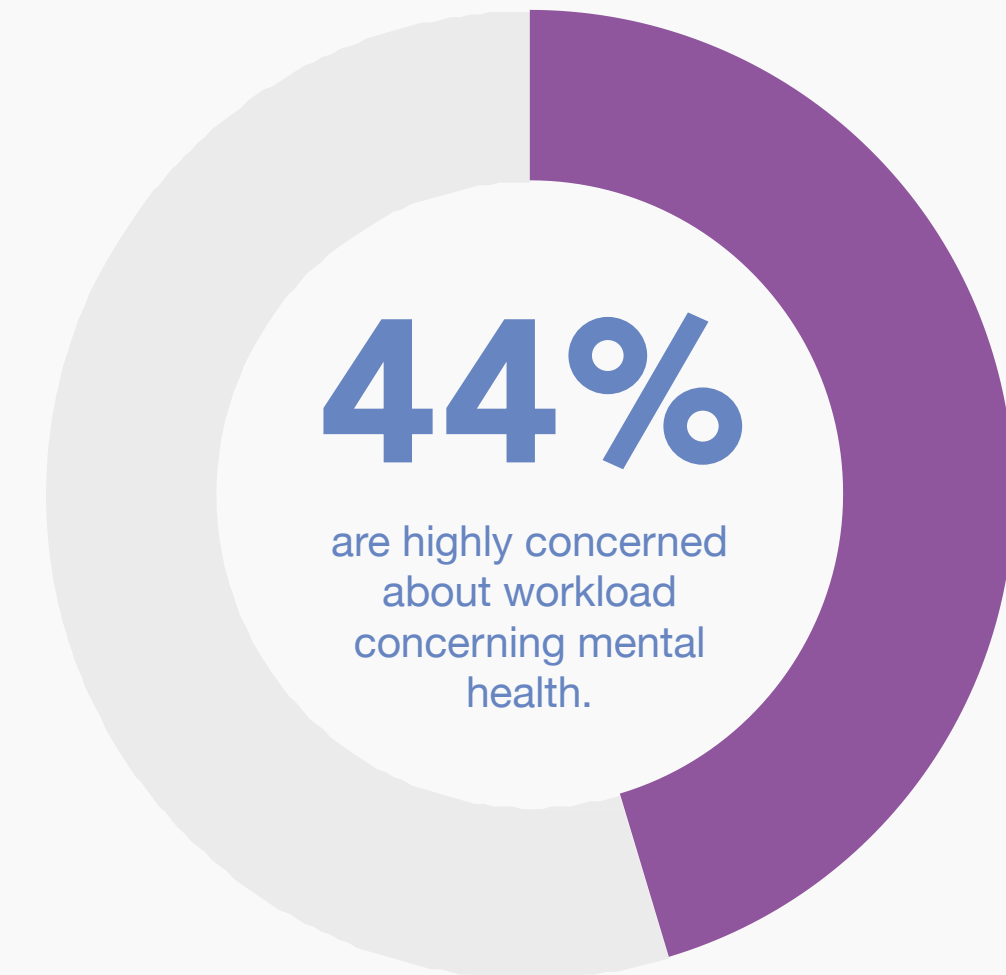
Therefore, professionals expect companies to understand and respect their personal lives. Today's world is still adapting to new work models. Remote work caused us to mix our personal and professional lives, as we had family, co-workers, hobbies, pets, and meetings all in one space. This adaptation process reinforced the importance of life beyond work. Whether it is possible or not, this will likely allow companies to attract and retain talent in the future.



MENTAL HEALTH IS A CONCERN TODAY WHEN PROFESSIONALS THINK ABOUT THE FUTURE

One out of five people are managing stress well, in comparison to one out of three in 2019.

Vrije Universiteit Brussel | 2021



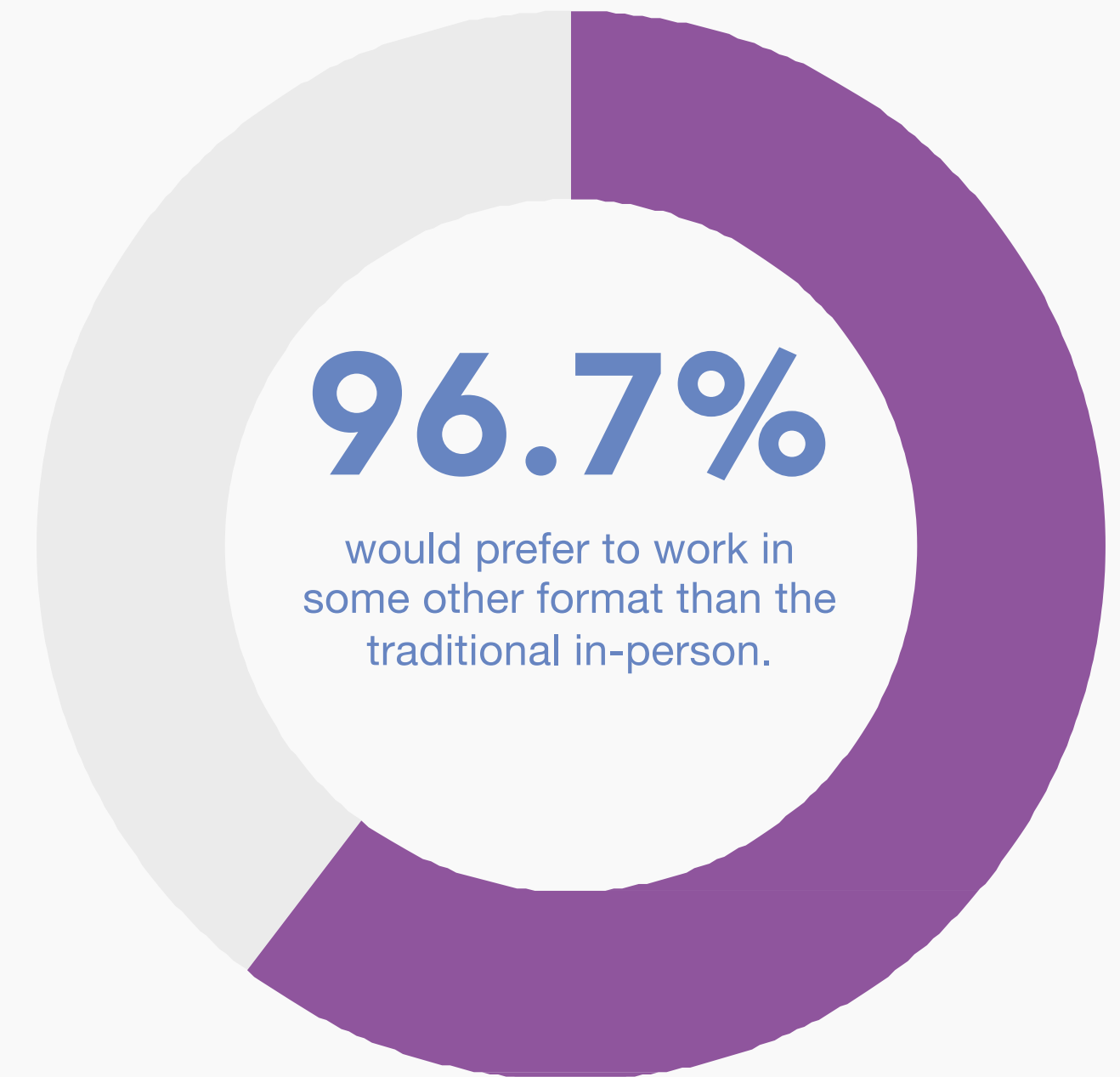
IF COMPANIES DEMAND EMPLOYEES TO BE FLEXIBLE, ADAPTABLE, AND OPEN TO LEARNING, THEY MUST ALSO LEARN, ADAPT AND BE FLEXIBLE

The remote working experience brought a new perspective to professionals and a new expectation regarding companies: offering new, more flexible work models.

Will it be a new benefit if employees are allowed to choose the work model that is most suitable for them?

True or not, remote work unveiled that being productive without the need to be physically present at the office is possible, in addition to benefits such as saving time, spending more time with family, avoiding traffic, among others. This does not mean that people do not miss their social life. But one thing is clear: flexibility is very much welcome.

The traditional face-to-face work seems to be behind, especially in the opinion of survey participants.

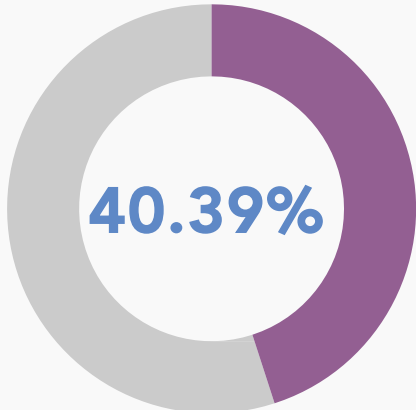


HOW WOULD YOU LIKE TO WORK IN THE FUTURE FIVE YEARS FROM NOW?

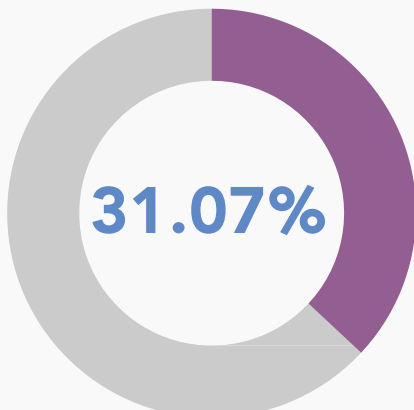
Almost half of the respondents (40.39%) would like to work with a flexible policy to decide the best working hours and models.

But only 1.45% would like to go back to work in person.

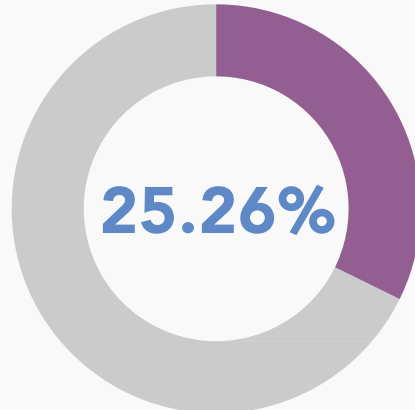
Two quite disparate contexts, where flexibility comes to the forefront.



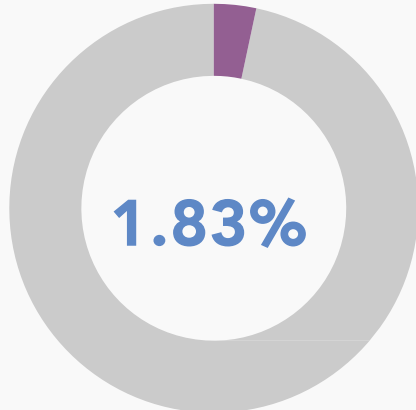
Work with a flexible policy, where I can decide the best working hours and models.



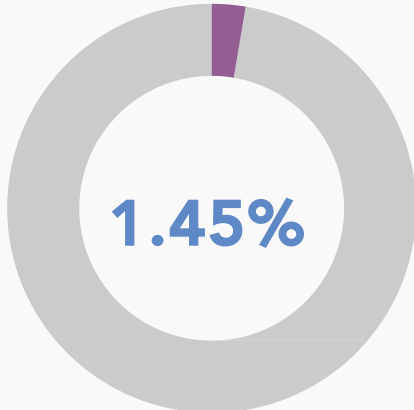
Some workdays in the office, and others working remotely.



Fully remote/home office.



I don't have a choice; I have to work in person.



I want to work at the office, in person.

DISCUSSING FLEXIBILITY IN WORK MODELS IS A REALITY AND SHOWS THAT IT IS A DIFFERENTIAL FOR PROFESSIONALS

On one hand, people are starting to show an interest in companies that consider flexible work models. On the other, companies are beginning to look into this possibility and the impacts on their relationships with employees. This issue should be considered to fully understand what the world will be like five years from now. Will traditional work models regain importance over time? Or will the labor market move towards flexibility?

43% of professionals would deny a 10% salary increase if they could have more flexibility at work.

Source: Exame

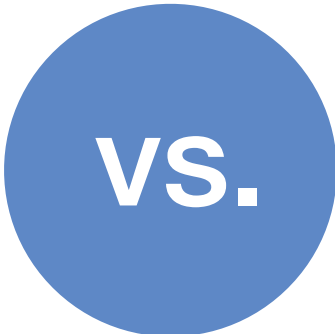
73% of employees want to continue with a flexible work model.

Source: Microsoft 2021 Work Trend Index

The future of work requires flexibility, mental health, and encouraging young people.

Microsoft's global report shows seven trends for leaders and businesses to succeed: more humanity, attention to what employees want, and authenticity.

Source: Exame



See why Google wants to reduce employee salaries.

Source: Olhar Digital

Can companies reduce the salaries of those working from home?

In 2020, companies were allowed to reduce employee salaries. But this is not a measure that can be permanently adopted.

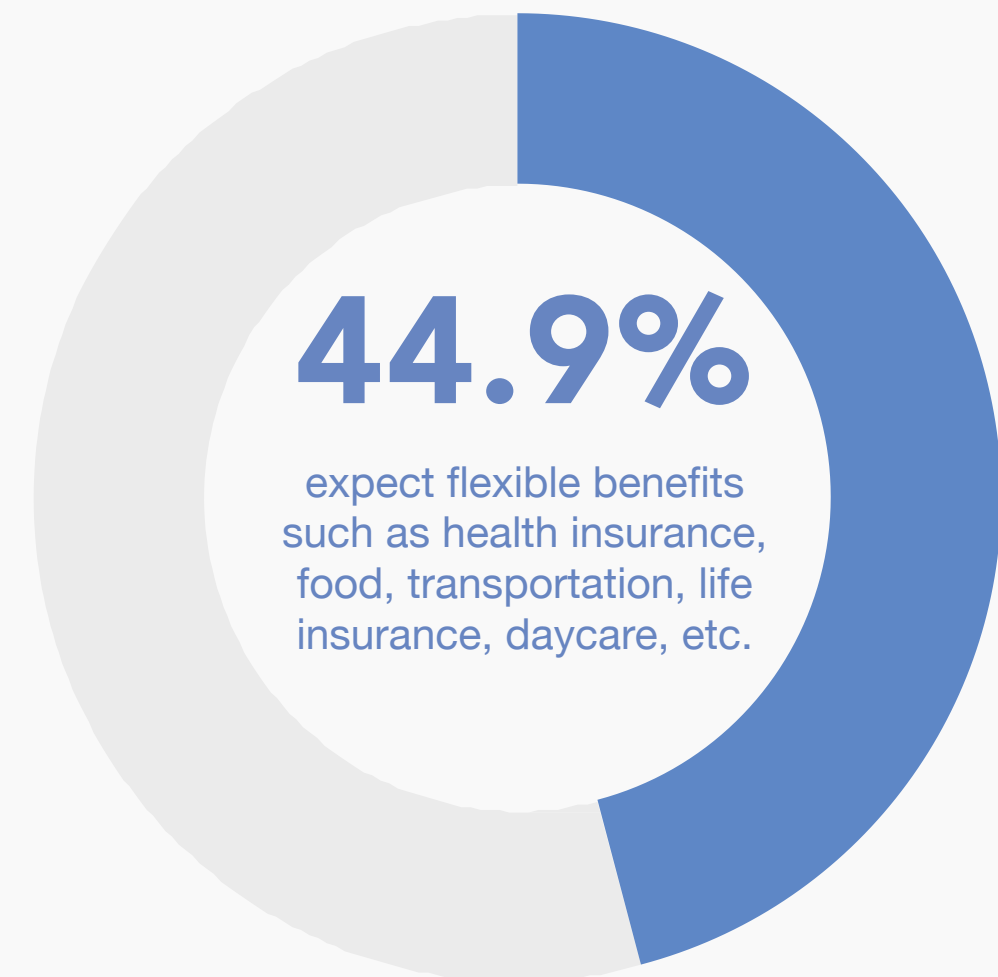
Source: Você S/A

AN OPEN-TO-LEARNING PROFESSIONAL HAS EXPECTATIONS IN TERMS OF SUPPORT FOR DEVELOPMENT

Two traditional expectations remain essential for employees of the future five years from now.

One is a development policy. Even if professionals are open and seek to learn and relearn, they also expect companies to invest in their development and education through courses and training.

The other is a flexible benefits policy, under which benefits are granted to employees as part of their salaries to help improve quality of life.



07

ONE PAGE

10 INSIGHTS

01.

The pandemic left significant marks that impacted work relationships and the safety of professionals.

02.

Executives and specialists believe employees will have a more pessimistic view about the future due to fear of the unknown.

03.

Professionals express optimism to better cope with present times. They don't know what the future holds but choose to look ahead optimistically.

04.

This does not alleviate concerns such as: generation gap, humans vs. robots, staying up-to-date, in addition to job security.

05.

The profile of the employee of the future five years from now gives rise to the turn and voice of sensitivity.

06.

The employee of the future will represent the appreciation of human behavior, and the human view of technology.

07.

The leader of the future inspires others by working together with their team, knowing how to listen and express themselves, and is sensitive, having the ability to understand and accept the different profiles of their team members.

08.

Professionals expect a future with non-toxic behavior and relationships.

09.

Flexibility in work models will be a positive differential in attracting talent.

10.

Development and benefits policies will continue to be valued in the future.

08

CONCLUSION

A SUMMARY FUTURE'S TRAITS OF THE PROFESSIONALS OF THE FUTURE

1. INNOVATIVE (CREATIVE - OPEN-MINDED)

A professional who seeks new ways to achieve results has an open mind to create new solutions and bring results connected with society.

2. FLEXIBLE AND ADAPTABLE

Has the ability to adapt to changes in the world and society. Is flexible to understand others and positively change when required.

3. BALANCED

Has self-control to manage time and face challenges. It is resilient and seeks emotional balance.

4. COMMUNICATIVE AND COLLABORATIVE

Good communication skills. Can express their ideas clearly. Not afraid to express opinions. Respects colleagues and is more collaborative than competitive.

5. LIFELONG LEARNER

Who is open to learning, relearning, and motivated to gain new knowledge. Strives to develop.

6. RESULTS-ORIENTED

Work and participate, creative with a focus on results, objectives, and goals.

7. ANALYTICAL AND CRITICAL

Able to analyze information within the context they are working in, with a critical and investigative perspective.

8. MASTERS TECHNOLOGY

Being familiar with, mastering technology, and having a humanized view of technology is crucial in a digital world.

THE LEADER

The leader of the future inspires others by working together with their team, communicates, listens, and knows how to express themselves, and is sensitive, having the ability to understand and accept the different profiles of their team members.

WHEN WE LOOK AT THIS INFORMATION, WE CAN DEFINE THE PROFILE OF THE EMPLOYEE OF THE FUTURE

The employee of the future has the vision of innovation, has an open mind to accept differences, and is creative towards change. They are a flexible profile that adapts to change and innovation, always striving to learn and relearn, has critical thinking and analytic skills to understand the world and the market where it operates.

They are results-oriented, having the maturity to manage time and keeping life balance, always respecting others, cultivating a more collaborative rather than competitive attitude. They are not afraid to express opinions or listen to what others have to say with a human perspective, including technology.



09

OVERVIEW BY COUNTRY

BRAZIL



The Brazilian perspective on the professional of the future five years from now is similar to the global outlook. However, the survey discovered some cultural and social issues associated with experiences during the pandemic.

The first is related to work models in that 36% of Brazilians would like to work fully remote, a higher number than 25% globally.

Brazilian participants revealed two important reasons why they work from home, they discovered they could be productive from home and the national public transport system is less structured than European countries, for example. Brazilian professionals acknowledged that not dealing with traffic, as it happened during the pandemic saved time, and this may have influenced their opinion.

Another issue is related to emotional well-being, 49% are highly concerned that the workload will affect people's mental health in the future.

And this is why 56% believe that leaders must be able to tell when people on their team are not mentally well and know how to handle the situation. The mental health concern is a national reality in Brazil, which gained steam in the pandemic, where many professionals worked intensively, affecting their work-life balance.

Regarding the traits of the professional of the future five years from now, 92% of Brazilians believe that companies will highly value flexibility, adaptability, and learning. Furthermore, 68% say that those who understand the importance of diversity as a driver of innovation will be highly successful in the labor market in the future.

These factors reinforce the vision of a future in which human sensitivity will be a differential, both for professionals and companies.

CHILE



Although Chileans have experienced social upheaval and a pandemic almost simultaneously, they mostly have positive feelings (optimism, confidence, and hope) about what the country will be like five years from now. However, among their biggest concerns are the impact of the workload on their mental health, technology taking over people's jobs, and flexibility to choose remote or hybrid work models.

Along these lines, Chileans expect the companies for which they work to respect their personal lives and time with family and invest in the employees' education and professional development. Flexible work models, combining days at home and office days, are the most anticipated alternative for employees.

In conclusion, Chileans also believe the three main traits professionals must have to be competitive in the next five years will be: the ability to learn constantly, ease of relationship and communication with others, and, finally, the ability to be flexible and to adapt. Likewise, company leaders highlight three main traits: the ability to communicate in different work models (remote, hybrid, etc.), the ability to work as a team, and emotional intelligence.

COLOMBIA

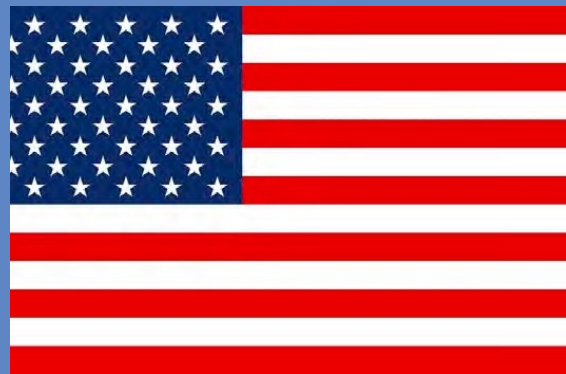


In Colombia, the foreseeable future will expect a fully-developed employee: on the one hand, one that is capable of mastering different technologies and digital platforms in a changing environment to which they adapt quickly and in which they are sufficiently creative and analytical; on the other hand, one that is skilled in managing their time and performing their duties with autonomy, which will allow them to balance their personal and professional life.

This perspective will require companies to invest in training and development plans and create benefits that allow their employees to balance life with work models that meet their needs, business, and expectations. Flexible hours (with the possibility of choosing the best working hours and models) are the most anticipated expectation regarding work in Colombia.

This scenario causes anxiety, acceptance, and joy for the Colombians who participated in this study; their most significant concerns are technology's impact on replacing jobs and the increasing workload on people's mental health. Although having communication and relationship skills is the least of their concerns for the future, the ability to communicate in any working model (be it remote or in-person) is considered one of the essential traits that a future leader must have in Colombia.

USA



In today's context, employees are uncertain and express concern about the companies' perspective of the working conditions they will provide as a value proposition to their employees.

However, employees today have clear expectations about their future: achieving a better work-life balance, including a solid human aspect that allows them to have emotional stability, healthy and inclusive working relationships, as well as having the opportunity to develop their knowledge through new experiences and agility in making decisions about the best working conditions.

What will lead the employee of the future to face new situations and challenges are: having the ability for constant learning, with a focus on innovation, being adaptable and flexible, and as a cornerstone, solid emotional intelligence to face everyday life in a resilient manner because they believe that the people's most important asset is their well-being.

MEXICO



In the case of Mexico, although study participants expressed concern regarding the workload and its effects on health and that jobs are being replaced by technology. However, flexibility in choosing a work model revealed a positive perspective. The emotions selected by most participants when thinking about the future of work five years from now were curiosity, optimism, and uncertainty.

They believe that the labor market will demand people who master technology and digital platforms, have creativity and analytical skills, are fast learners, and can organize their work independently. However, for the Mexicans represented in the study, an ideal company is that which offers flexibility for employees to choose where to work, combining days at home and days at the office, respects their personal lives and time with family, invests in their education and gives them the opportunity to choose their benefits,

having leaders who are open to different ideas, are team workers and value the well-being of employees.

Following the previous points, they stated that the professionals with a high degree of success in the future will have an innovative vision, will master digital platforms and technology, and have excellent critical and analytical thinking skills

PERU



Despite the uncertainty that these last two years have represented for professionals, given the job routine and business challenges, Peruvians express positive feelings and optimism about the future of work: a future that mainly arouses curiosity and gives them confidence. Some concerns are related to how technology is taking up spaces previously occupied by people and the need to be innovative and adapt to the changes that the future demands.

Within their expectations, they hope to keep work models that allow them to maintain a work-life balance, one of the most valued aspects, along with opportunities for professional development. As for the required critical skills, they found that adaptability and constant learning, critical thinking, ease of relationship and communication, and an innovative perspective that generates spaces for opinions and points of view will be essential.

PORTUGAL



Portuguese employees view the future of work with optimism, which is in line with global results. In addition to being curious and hopeful, the Portuguese are excited about what is yet to come. However, more than half of the Portuguese participants are afraid that the workload will affect their mental health. More than 75% are concerned about not gaining the critical and innovative thinking required in the future.

The expectations of Portuguese professionals regarding the labor market are in line with that of the rest of the world. In five years, talent may migrate to companies that respect their personal lives, encourage professional development, and flexibly allocate benefits. The Portuguese stand out from the rest of the world in terms of work models, favoring flexibility, allowing them to choose between in-person and remote work.

The professionals' opinions regarding the profile of the employee of the future are similar to that of the rest of the world, valuing the ability to adapt, flexibility, innovative vision, and pro-technology. Regarding leaders, the Portuguese prefer honest and ethical people while other countries highlight team workers' leaders. In turn, in the opinion of HR executives and specialists in Portugal, leaders must be good listeners, bring out the best in their team, be analytical, proactive, curious, and have critical thinking and communication skills.

NTT DATA