



Future of Work

Enabling women across the workforce to be productive anywhere



Supporting during times of disruption

Over the last 5 years, [the level of disruption organizations are facing has increased by 200%](#), and it is projected to accelerate in the coming years. Between economic and geopolitical events, changing consumer expectations, and rising inflation spheres, organizations must be ready for what is coming next.

These disruptions not only affect the organization as a whole, but the people within them. Many of these changes accelerate the need for new strategies in the Future of Work. Organizations cannot neglect to support their people throughout this – especially women.

When women have the support they need from their leaders – and their organization – companies can unlock higher human potential for them.

Recent research on how [the CHRO can be a growth executive](#) further emphasizes how leaders need to prioritize their people to ensure they are [Net Better Off](#). This means leaders are ensuring their people are healthy, well-connected, have a sense of purpose, and have marketable skills. Talent is a key force for change and competitive differentiation, so all C-suite leaders should enable their people to be left Net Better Off by being part of their organization.

The Future of Work

Enabling women across the workforce to be “productive anywhere”

Companies are experiencing supply chain stressors, security threats, inflation, mixed economic signals and changing customer expectations amid a tight talent market. These accelerated transformations place greater pressure on a workforce that has been living and working through unprecedented times for more than two years, exacerbating workplace gender disparities that have existed for decades.

In this context, organizations are moving forward with work model decisions—but only 35% of women are satisfied with their company’s approach, and this varies drastically across generations.

Our research among 10,750 workers (5,367 women) and 200 CEOs found that although most companies are now promising some degree of flexible work, many are not effectively enabling their people, specifically women, with the technology, tools and empowerment they need to be healthy, happy and productive across work locations.

Companies that support and enable women in new ways can unlock human potential, regardless of location. We need to question assumptions about how, where and when work typically happens and rethink traditional work models to enable workers who can be “productive anywhere.”

The experience of today's worker:

Working, living and surviving in unprecedented times... for 2+ years



Managing personal obligations

70% of workers around the globe have some level of caregiving responsibility—and over 8% are caring for both children and elderly parents.



Feeling disconnected

30% of workers see a link between their work and their company's broader purpose.

29% trust their company's leaders have their best interests at heart.

1 in 6 workers is [omni-connected](#) to their work, their team and their organization.



Looking to their organizations for support...

The perception that organizations are responsible for leaving workers [Net Better Off](#) has significantly increased among workers in the last year. The largest increase? The expectation that companies should connect workers with purpose (+5%).



...But largely not finding it

The perception that people's companies have left them Net Better Off has not changed since last year.

People are leaving as a result: 26% of workers have been with their current company less than 3 years, and an additional 19% intend to leave their organizations.

Is work evolving in ways that people want?

Organizations are making long-term decisions about where their people will work, but for **65% of workers** around the globe, these decisions are falling flat.

Only

35%

Of women are satisfied with their company's approach, with late millennials being the least satisfied (25%) and Gen-Z (43%) and Baby Boomers (40%) being the most satisfied

Delivering on the promise of hybrid

Companies (74%) are promising flexibility, but 82% are telling workers to plan for resuming a travel schedule like what they had pre-pandemic.

Globally, we found that 36% of workers are back to a fully onsite work model across all industries. However, for women this may pose a challenge as **experiences of burnout and microaggressions were found to be the highest amongst women who worked in fully onsite models.**

Accenture's [Future of Work 2021](#) study found that hybrid is what workers want, but a truly effective hybrid work model designs for workers that can be healthy, happy, and productive in any work location, what we call "productive anywhere".

How workers are being supported

Beyond enabling work to happen in different locations, companies best enable a thriving workforce by designing resources into the role and experience of every worker. We asked workers to what extent they experience these at work.

Work autonomy, organizational agility, supportive leadership and digital upskilling are **1.5x-2.5x as impactful in driving a "productive anywhere" mindset as the ability to work flexibly**, but we found that across the globe, women are experiencing less support in these areas compared to the workforce overall.

Empowering women with digital skills

An organization-wide digital strategy can boost perceived relevance of technology and digital skill sets and empower workers to solve real problems and innovate using their technology skills.

Digital skills refer to skill levels across emerging technologies such as cloud computing, cyber security, and robotics. Women were significantly lower than the global average on digital skills, with women who work fully onsite reporting the lowest digital skills.

1 in 3

Fewer than 1 in 3 women are confident their skills will be relevant in 5 years.



Creating work-life enhancement that works for women

Organizations are increasingly looking at the ways that work is impacting the personal lives of their people. Work-life enhancement refers to the extent to which people feel their work enhances their energy and mood when pursuing activities in their personal lives.

Women reported lower work-life enhancement than the global average. Organizations have an opportunity to reverse this trend and unlock more potential for women, especially women who are fully remote.

21%

Of women agree that their personal life suffers because of work

*Accenture Global Skilling Employee Survey 2022



Are company leaders demonstrating supportive leadership?

Globally, employees want to be heard and cared for by their organization's leaders. However, we found that women reported significantly fewer experiences of supportive leadership compared to the global average.

Supportive leaders are leaders who are active listeners that demonstrate care and consideration for the well-being, productivity and personal development of employees.

75%

Of women agree that top management at their organization are good examples of professionals that they can aspire and learn from



Autonomy at work

Intrinsic motivators inspire people to give their best and feel better about doing so. Workers feel more autonomous when leaders shed command and control models and instead lead with intent, where people can choose their own path to get to business outcomes.

We found that women reported significantly lower autonomy in their work when compared to the global average.

94%

Of women who feel they can be productive anywhere in the future of work are trusted to manage their own time, provided deadlines and expectations are met.





Where do we go next?

The future of work is evolving every day. Where businesses go next depends on the choices made now.

Productive anywhere women are the key to inclusive retention strategies: Less than 2% of women enabled by their organization to be happy, healthy and productive anywhere report that they want to leave their current organization.

Those who will lead in the future of work will be the ones who are creating a foundation for healthy, effective workers and organizations that not only survive but thrive in times of change.

Questions to ask

Approaches that have worked in the past are based on outdated concepts about people and business. Now, leaders must reimagine a new model that centers on people and how, where and why they work.

Business leaders can begin to change the current trajectory and shape a future of work that benefits both workers and the business. These questions are a good place to start:

01
How is your business empowering women with digital skills?

02
How is your business creating work-life enhancement that works for women?

03
How are your business leaders supporting people?

04
Do your people feel they have autonomy at work?

Research Contacts



Reggie Romain

Talent Research Associate Manager
Accenture Research

reggie.romain@accenture.com



Laurel Mikalouski

Talent Research Specialist
Accenture Research

laurel.mikalouski@accenture.com



Gabriela Burlacu

Talent Research Manager
Accenture Research

gabriela.burlacu@accenture.com

About the Research

A workforce survey was fielded in February 2022 sampling 10,750 workers across 13 countries (Australia, Brazil, Canada, China, France, Germany, Italy, India, Japan, Singapore, Sweden, UK and USA), working in 12 industries (Banking, Insurance, High Tech, Retail, Consumer Goods & Services, Public Sector, Healthcare, Communications & Media, Utilities, Energy, Life Science and Travel & Hospitality). An additional survey was fielded with 200 CEOs across the same geographies and industries. Worker-experienced drivers of onsite and remote productivity and key work resources were measured again following a Spring 2021 survey, for year-over-year comparison. Workforce productivity segments were calculated by computing workers below and above key benchmarks in onsite and remote productivity drivers, with workers above the benchmark on both being considered “productive anywhere.”

Research support provided by Christine Yiannakis, Ranjan Ramdas, Sankara Narayanan and Pragati Sharma.

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent and innovation led company with 738,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships. We combine our strength in technology with unmatched industry experience, functional expertise and global delivery capability. We are uniquely able to deliver tangible outcomes because of our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Accenture Song. These capabilities, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients succeed and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities.

[**www.accenture.com**](http://www.accenture.com)

Copyright © 2023 Accenture.
All rights reserved.

Accenture and its logo are registered
trademarks of Accenture.

About Accenture Research

Accenture Research shapes trends and creates data-driven insights about the most pressing issues global organizations face. Combining the power of innovative research techniques with a deep understanding of our clients' industries, our team of 300 researchers and analysts spans 20 countries and publishes hundreds of reports, articles and points of view every year. Our thought-provoking trends research—supported by proprietary data and partnerships with leading organizations such as MIT and Harvard Business School—guides our innovations and allows us to transform theories and fresh ideas into real-world solutions for our clients.

[**www.accenture.com/research**](http://www.accenture.com/research)