A **CareerAddict**® Study

The Future of Work

Automation, AI and the Skills of Tomorrow

2020
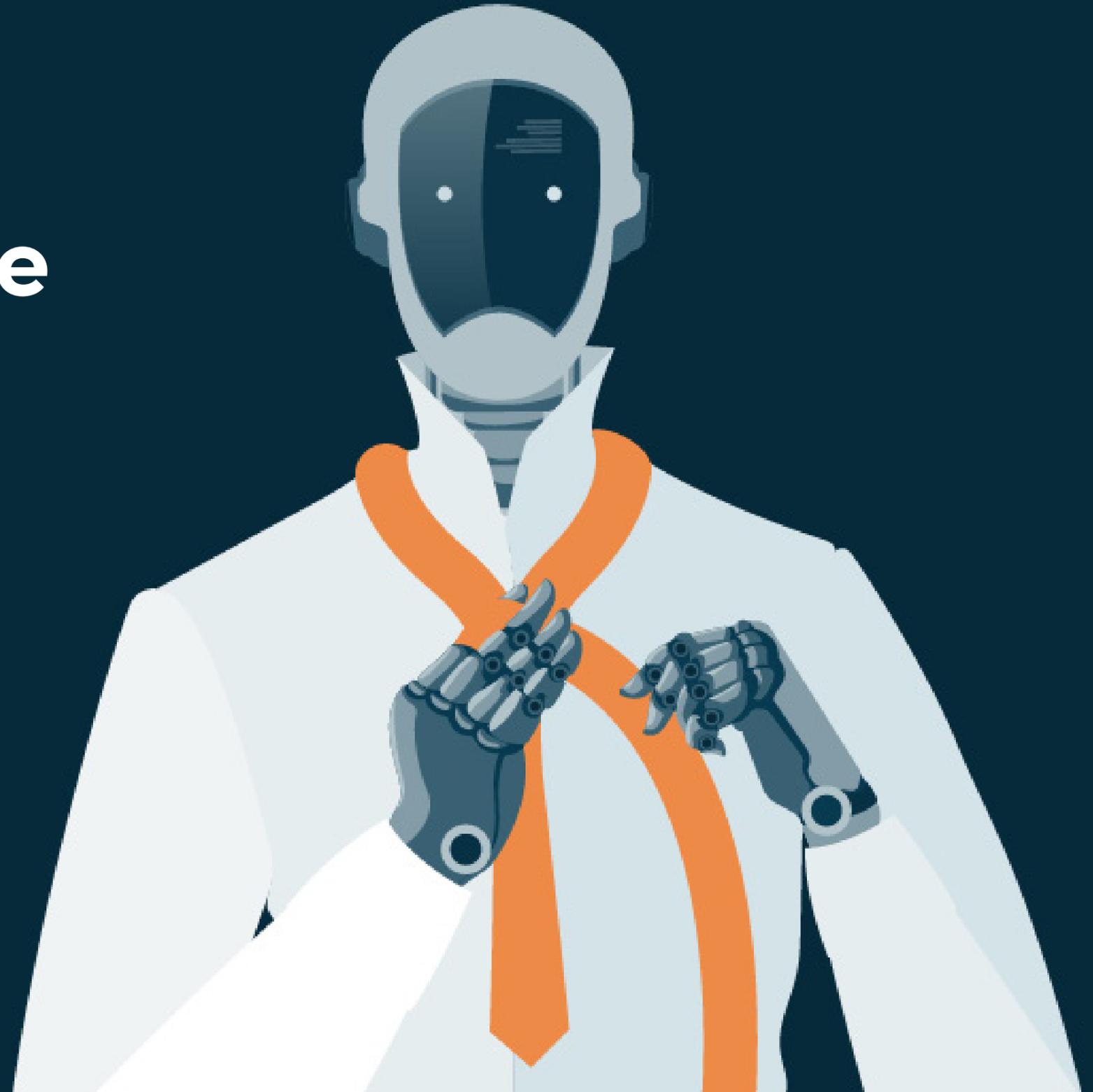
Introduction

We are on the brink of a technological revolution that will, undoubtedly, change the way we live and work. The fourth industrial revolution has already changed business as we know it, integrating the physical with the digital to create a brand new reality.

The changing landscape of the workplace is owed to rapid technological advancements and socio-cultural changes. As automation and AI meld into our everyday lives to streamline repetitive tasks and make traditional jobs obsolete, new roles are also being created.

However, transitioning into the future workplace might not be as simple. Indeed, experts have been talking about a possible skills gap that could lead to what has now been coined as 'technological unemployment'. Therefore, while sophisticated innovations could transform the workplace, it could be too complex to be utilised by most of the current workforce.

Most experts are more optimistic, claiming that the future of work is human and that technology will complement our human efforts, resulting in increased productivity and improved quality of life.

Both sides agree that the future workplace will look different and that the components of a successful career will vary from today's requirements. This raises the question of whether people are ready for the future of work.

So, what skills are needed to succeed in the future workplace and who is ready for it?

Using a combination of quantitative and qualitative research, The Future of Work study investigated people's perceptions regarding reskilling and self-education, work-life balance and job automation in the context of the future workplace. Furthermore, this study examines people's perceived readiness for the future of work by taking into account the latest insights on the desired skills of the future.

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Key Takeaways
Our Findings in a Snapshot

1 in **3**

believe **their job** could be **replaced by machines**.

3 in **5**

believe that **AI and automation** could improve their **performance at work**.

93%

are **open** to on-the-job **training**.

3 in **4**

believe that **automation** will enhance their **work-life balance**.

3 in **4**

believe that a **six-hour workday** will make them **more productive**.

82%

keep up with **technologies** in their field through continuous **self-development**.

By **2030**, people want more **remote** and **flexible** work opportunities.

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Index: Perceived Readiness for the Future of Work

Millennials seem to score **higher** than other age groups with a score of **70/100**.

Gen Xers have better **complex problem solving skills**.

Gen Zers have greater **programming skills**.

Baby Boomers have stronger **emotional intelligence**.

People who are **tech-savvy** score **above average**.

People who aren't **tech-savvy** or aren't willing to reskill score well **below average**.

Women score higher in **emotional intelligence** and **leadership**.

Men score higher in **technology-related skills** and **analytical thinking**.

Overall, people's score on the **Perceived Readiness for the Future of Work Index** is **68/100**.

COVID-19
Living in the Future

In light of the ongoing pandemic, the modern workplace is undergoing a series of changes. The uncertainty created by COVID-19 revealed that the majority of businesses were not prepared with a crisis management plan, putting them in a disadvantageous position.

At the brink of this crisis, millions of employees have had to integrate their personal and professional lives by transferring their workplaces to their homes. For many, this adjustment took place overnight, and for most, it wasn't a smooth one.

One of the biggest challenges businesses have had to face is remaining productive under these circumstances. Meanwhile, in order to stay on top of their tasks while working from home, employees require access to powerful technology. This raises two questions:

1. Are businesses utilising automation to the maximum?
2. Are employees equipped to use these technologies adequately?

The future of work is characterised by a superior level of automation and a high degree of internationalisation. In order to outperform their rivals, businesses have to be able to adjust rapidly, while employees have to maintain a skillset that can match the demands of these times.

It could be said that the pandemic has forced businesses to live in a simulation of the future – one that involves the use of automation and AI, reskilling and lifelong learning, and remote work options in order to keep up with our world's technological, societal and cultural changes.

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The Workplace of 2030

Two decades ago, the workplace looked nothing like today; technology was not used extensively, and AI was just a concept. Offices were stocked with piles of paper and box files, and the life cycle of the infamous fax machine was just entering its maturity stage.

Fast forward to 2020, the workplace is more virtual than physical; technology has changed the way we operate in business and our personal lives. With the emergence of automation and AI, as well as other socio-cultural factors, the future workplace is expected to undergo even more radical changes.

The discussion around the future of work usually revolves around two broad factors. On the one hand, technological innovation is making the automation of certain jobs possible and creating a need for new ones. On the other hand, our changing lifestyles, influenced by globalisation and interconnectedness are changing our habits.

Naturally, a future workplace that will rely on automation and AI to a large extent will also call for a different skillset.

The Workers' Views

We asked 1,000 working-age adults to share their views on the workplace of 2030. Their answers were coded and categorised. Based on the most distinct findings, four broad categories were drawn: employee experience, type of employment, business and human resources.

Employee Experience

According to qualitative data, discrimination in the workplace is expected to be a thing of the past by 2030. Indeed, workers expect that the future workplace will be characterised by inclusion and fairness, a friendly and pleasant climate which will also be designed to minimise stress. Furthermore, employees expect to be fairly compensated and for work-life balance to be taken seriously by their employers. One of our survey respondents noted:

'More workplaces will change their office layouts to make it more relaxing to its employees than it is currently to boost productivity, for example, grass areas, bean bags, and remote work stations.'

The overall employee experience in 2030 will likely be enhanced by the provision of benefits such as parental leave that will extend to both parents, regardless of gender; work-related training; health and life insurance; as well as firm health and safety policies.

Our respondents said:

By 2030, I think organisations should provide:

Equality, diversity and inclusion

Pleasant and friendly work environments

Work-life balance

Fair pay

Stress-free work environments

More employee benefits in general

Continuous upskilling and reskilling

Health and safety policies

Maternity and paternity leave

Psychological support for employees

Fair opportunities

Free medical insurance

Daycare plans

Higher average wage

Safe spaces

Green workplaces

Continuous feedback

Retirement plans

Progression opportunities

Type of Employment

Our changing lifestyles and the innovative business models that have been put into practice in recent years make it inevitable that the way we work, as well as the way our productivity is measured and compensated, will change.

By far one of our loudest findings was 'remote work' followed by 'flexible work'. In the context of a globalised economy that houses international and global organisations, remote work is not only a necessity but also possibly a way to be more productive. While it cannot be the case for all professions, it seems like organisations have already recognised its potential.

One of our respondents noted:

'The 'workplace' will no longer mean the "physical workplace" but anywhere, where one is to do work online or offline, and paid according to the work done, not hours at "work".'

In addition, our respondents predict an increase in the number of people working in the gig economy or as freelancers. These findings reveal people's desire to work independently, without being bound to a contract.

Our respondents said:

By 2030, the workplace should be characterised by:

More remote work opportunities

More flexible work opportunities

More freelance jobs

Reduced working hours

More jobs in the gig economy

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Business

Advanced technologies and social factors are expected to cause businesses and their operations to change. Specifically, our qualitative data shows that people expect machines to take care of repetitive and manual tasks to increase output.

Some of our respondents also anticipate higher levels of unemployment, since jobs that have traditionally been performed by humans will be automated, leaving lower-skilled workers without a job. They expect that technology will be indispensable to our work to the extent that businesses will be dependent on automation, subsequently causing certain jobs to die out and new ones to emerge.

By 2030, business practices are also likely to be more sustainable. Having observed the negative effects of environmental ignorance, people seem to put sustainable practices as a top priority for businesses of the future.

A Cone Communications survey[1] revealed that 64% of millennials would consider a company's environmental commitments before accepting a job offer. Our survey also found that, unlike Generation Xers and Baby Boomers, Generation Zers and millennials value corporate environmental practices above flexible and remote work options (Appendix 15). It is expected that this trend is going to grow further as more Gen Zers enter the workforce while more Baby Boomers retire. A respondent from the survey said:

'I'm hoping that organizations will be fully green by then. Also, I hope that we will be able to set up machines to do the repetitive tasks so that us humans will have time to work on intuitive tasks.'

Our respondents said:

I predict that by 2030 organisations will:

Have to address increased levels of unemployment

Enjoy improved productivity

Have to follow environmentally friendly and sustainable practices

Introduce brand new roles

Assign repetitive tasks to automated machines

Be investing heavily in AI

Introduce robots and machines working among humans

No longer include certain jobs of today

Be dependent on technology

Invest heavily in innovation

Be characterised by flat hierarchy

Be able to communicate better internationally

Focus on quality

Introduce decentralised transactions and utilise the blockchain technology

Invest in CSR

Utilise AI in order to make decisions

Be more transparent

Human Resources

As already mentioned, the future of work will require a different combination of skills. Respondents wish to see on-the-job reskilling trainings offered by HR teams to ensure that employees are capable of handling new technologies and that businesses can utilise the latest tools available.

Furthermore, our respondents predict a preference for well-rounded and versatile employees who can work well with technology as well as within teams.

Finally, higher turnover rates are also predicted; a particular respondent noted:

'As an HR Manager I predict [a] higher turnover rate in all jobs. Frequent re-training and skill gaining will be a part of the working week.'

Ease of travel and unlimited access to information give employees the upper hand, making them more desirable to organisations and headhunters, as expressed in our previous CareerAddict study[2] on employee turnover. This is why the role of the HR manager in the future might entail dealing with the phenomenon of high employee turnover much more than it does today.

Our respondents said:

By 2030, HR managers will have to:

Introduce reskilling and upskilling trainings

Hire more versatile/well rounded individuals

Focus on retaining top talent

Address an increased level of emoployee turnover

Introduce emotional trainings

Introduce diversity and inclusion trainings

"

Everything has been disrupted in a heartbeat due to COVID-19. For the job roles that this can be possible, remote work is the future of work that we will move to more rapidly than ever before. Shifts will be expedited in technology, in management practices, in the organisational structures, as well as in jobs' content.

A remote workplace has efficiencies for companies, employees, and society overall. Employees can avoid the troublesome, heavy traffic while commuting, have more time with their family and more freedom when it comes to the location they work from. Fewer people in the office or on business trips will also be beneficial for companies that can reduce their real estate footprint, allowing for more efficient use of their time and their capital investment, while contributing to the relief of our environment from CO_2 emissions.

Human connection and engagement is created when people feel **seen**, **heard**, and **valued**. If the future remote workplace can create the conditions for this, **why not stay?**

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Automation, AI and Employment

While automation can undoubtedly benefit businesses by streamlining procedures and increasing production, it is obvious that not all industries and professions will be affected to the same extent. So, while the automation of processes could increase output and improve efficiency levels, the extent to which it could put jobs in jeopardy is debatable.

'Could your job be taken over by machines?'

34%
Yes

66%
No
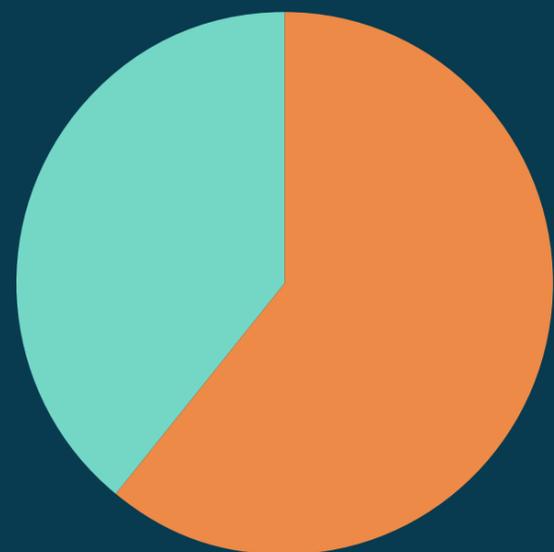
Will Machines Take Over Our Jobs?

1 in 3 Believe Their Job Could Be Replaced by Machines

According to the OECD[3], 14% of jobs could be fully automated within the next 15 years. However, our survey revealed that 34% of people believe that their job could be taken over by machines.

Admittedly, the large difference between the two values tells us that people might not have a clear picture of what the future workplace will look like or what skills will be in demand.

Men vs Women vs Machines

38% of male respondents said that their jobs could be replaced by machines (Appendix 2). Compared to their female counterparts, who accounted for 31% of the overall figure, men are 7% more likely to believe that their role could be automated by machines.

With manual labour jobs considered to be at higher risk under automation, it's understandable that men, who are traditionally more likely to hold such positions, are also more likely to believe that their jobs could be replaced by machines.

'My job could be replaced by machines.'

38%
Men

31%
Women
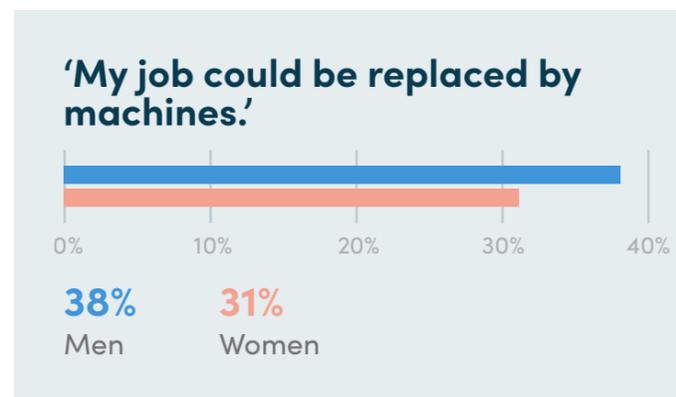
Tech-Savviness and Other Factors

Evidently, those who reportedly have all desired skills for the future of work and those who can programme are more inclined to believe their jobs could be automated. Even though both of these categories describe themselves as tech-savvy (Appendix 5), our data found that tech-savvy individuals share similar opinions with non-tech-savvy individuals regarding the likelihood of machines taking over their jobs. This tells us that tech-savviness is not as defining a factor as one would expect when it comes to the belief that machines could take over.

Meanwhile, part-time workers are most likely to believe that they could be replaced by machines, with 43% predicting that they could be displaced from their current jobs. This suggests that one's type of employment is a significant factor when it comes to the belief

that a job could be automated. Indeed, as part-time work is more likely to entail manual and technical tasks over intuitive and creative ones, it is expected that part-time work could be automated to a greater extent.

On the other hand, full-time workers appear to be the least worried among these categories, with a 13% difference standing between them and part-time workers. This is perhaps due to their specialised skills and expertise in their fields, which make them harder to replace with machines.

'My job could be replaced by machines.'

43%
Part-time

34%
Tech-savvy

40%
Future of work skills

30%
Full-time

35%
Non-tech-savvy

38%
Programming skills
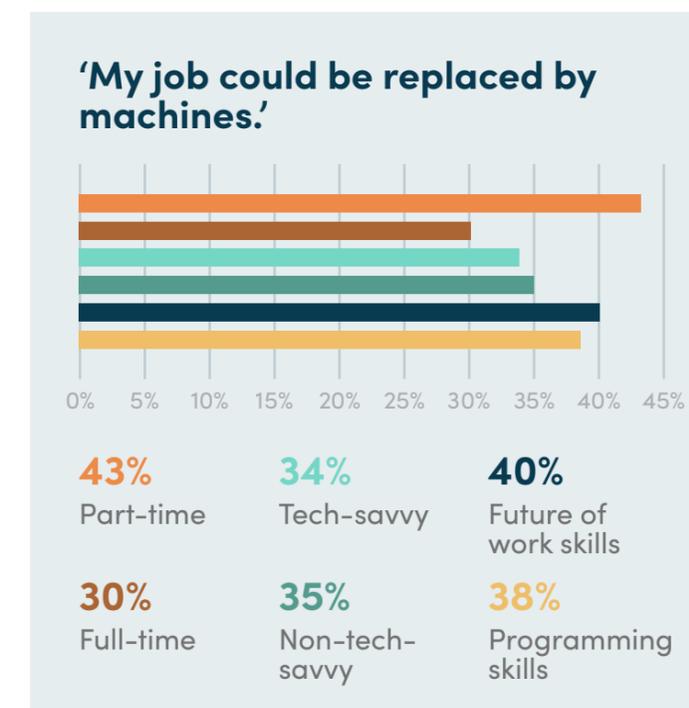
Digital Natives and Automation

A significantly higher number of younger professionals believe that they could lose their jobs to automation. Specifically, for every Baby Boomer, two of Gen Zers agreed that they could be replaced by machines.

A reasonable explanation for this is that older professionals are more likely to hold executive and managerial roles. These roles are usually held by experienced individuals who have honed their leadership and critical thinking skills. These are traits that will most likely not be replicated by machines at this stage, making older and more experienced professionals indispensable for the organisation they work in.

Overall, it seems that digital natives such as millennials and Gen Zers are more likely to believe that their jobs could be automated. Our research also found that younger individuals are more likely to keep up with technology, engage in continuous self-training and identify as tech-savvy (Appendices 4, 5 and 6).

Consequently, younger generational groups are more likely to consider the extent to which automation can change the workplace and the probability that their current roles could be automated in the near future.
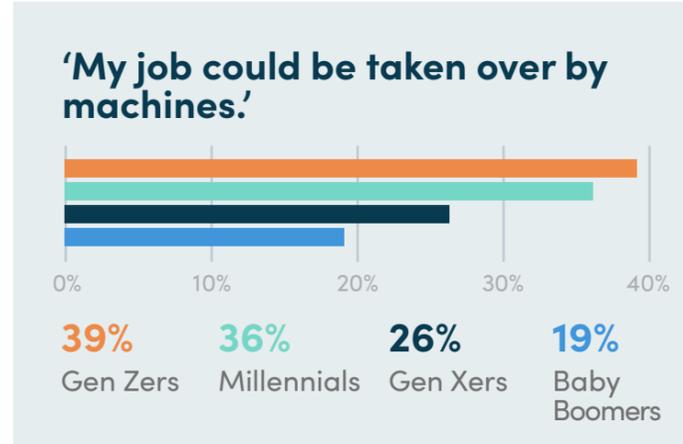
'My job could be taken over by machines.'

39%	36%	26%	19%
Gen Zers	Millennials	Gen Xers	Baby Boomers

> " Digital natives such as millennials and Gen Zers are more likely to believe that their jobs could be automated.

> " For every Baby Boomer, two of Gen Z believe that their jobs could be replaced by machines.

"

Jobs have always been automated, just look back over the centuries. The big question is when it will happen for the jobs of today. From accountants automating audits to Walmart managers dealing with the cash recycler to truck drivers watching early self-driving semi trucks roll — they've shown us that the **so-called 'future'** is **now**.

The timeline for automating work is accelerating with the COVID-19 pandemic. The choice that's up to us is **not whether AI will automate work** but rather **what kind of work it will create**. The smartest companies will think today about the human skills that will become important, and that should be fostered for benefitting from AI and **machine-learning** advancements, such as creative thinking and interpersonal connections.

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Productivity

While the very purpose of the automation of procedures and the introduction of artificial intelligence is to increase output and, in a nutshell, aid business operations to grow at a sustainable rate, we also wanted to find out whether people believe that advanced technology would boost productivity on a personal level.

To achieve this, we investigated how people's personal traits and demographic characteristics affected their perceptions regarding automation and work performance.

Automation, AI and Productivity

Our survey has shown that, overall, 61% believe that automation and AI will improve their productivity at work, with male respondents being slightly more optimistic than female respondents (Appendix 3). This could be justified by the fact that a larger percentage of male respondents described themselves as tech-savvy (Appendix 5) and were thus more likely to acknowledge the extent to which technology can enhance their performance.

Millennials Have Faith in Automation

The notion that AI and automation will enhance work performance was more popular among millennials. Meanwhile, Baby Boomers are 9%

less likely to believe so, while Gen Z and Gen X are slightly more dubious than millennials.

'Automation and AI can enhance my productivity at work.'

59%	63%	59%	52%
Gen Zers	Millennials	Gen Xers	Baby Boomers
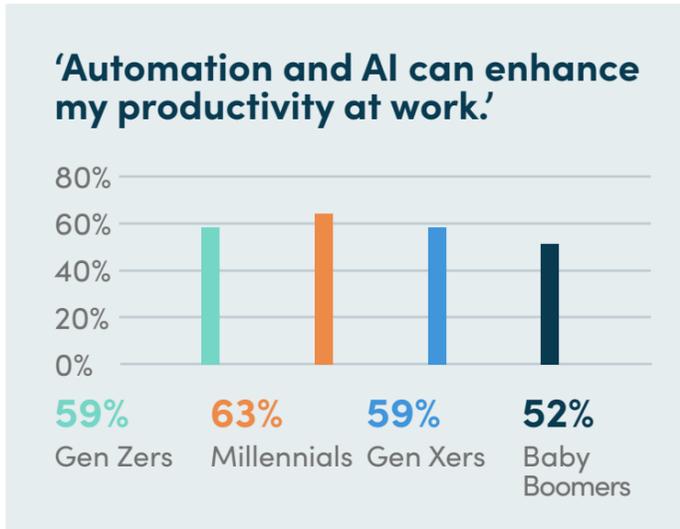
Apart from baby boomers, those least likely to think that automation could enhance their work performance, include 49% of those who reportedly don't consider themselves tech-savvy, 51% those who doubt their jobs will be replaced by machines and 38% of those who are not open to reskilling.

Meanwhile, those who said that their jobs could be taken over by machines are more likely to believe that their productivity could be enhanced by automation and artificial intelligence, at a rate almost 20% higher than the overall population and 29% higher than those who aren't afraid of being displaced.

In addition, people with programming skills, and those whose abilities match the predicted skillset for the future of work, seem to agree at a relatively higher rate. Ultimately, it appears that people's familiarity with technology can largely affect one's belief that automation can lead to better productivity, even more so than one's age, gender or job type.

'Automation and AI can enhance my productivity at work.'

64%	80%	62%
Tech-savvy	Job could be replaced	Open to reskilling

49%	51%	38%
Non-tech-savvy	Job could not be replaced	Not open to reskilling

67%		66%
Ready for the future of work		Programming skills
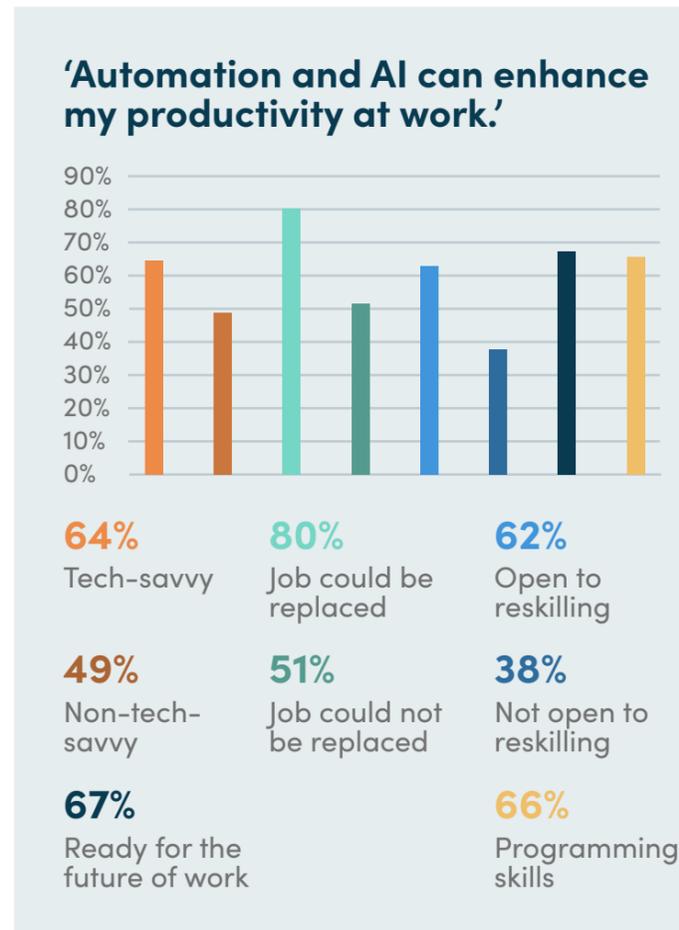
We asked:

'Could automation and AI enhance your productivity at work?'

39% No

61% Yes

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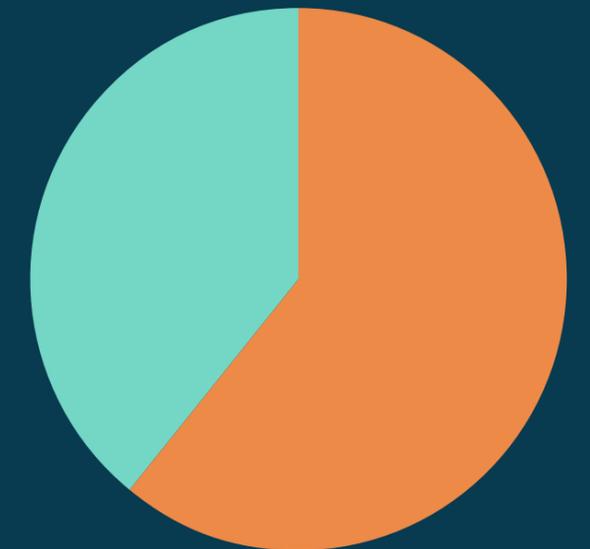
We need to completely rethink how we work and add value as **AI and automation are disrupting jobs** with accelerating speed.

Automation holds the promise of **improving many roles**, and **creating more satisfying, new ones**. At least a quarter of (repetitive) activities in jobs can be automated to improve employee productivity: some jobs will be lost, more jobs created. Most jobs will change to enhance human-machine interactions with cognitive skills and emotions. Human ingenuity combined with AI will **increase employee performance** and **unlock business growth**, through **higher quality** and **productivity**.

Embracing new technologies will help employees perform better so **businesses can thrive**. It's time to **reimagine work**.

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Reskilling and Upskilling

As the workplace continuously evolves, jobs will require a higher level of technological knowledge. According to the Organisation for Economic Co-operation and Development[4], a third of all jobs will be transformed by technology and innovation in the next few years, which is why employees will need to pursue reskilling and lifelong learning opportunities throughout their careers.

Based on World Economic Forum[4] data, in the span of just the following two years, 42% of the desired skills to perform jobs of today will change. This indicates an urgent need to increase reskilling and upskilling to ensure that workers can navigate the changing landscape of the work sphere.

We asked:

'Are you open to pursuing reskilling and lifelong learning opportunities alongside your job?'

7%
No

93%
Yes
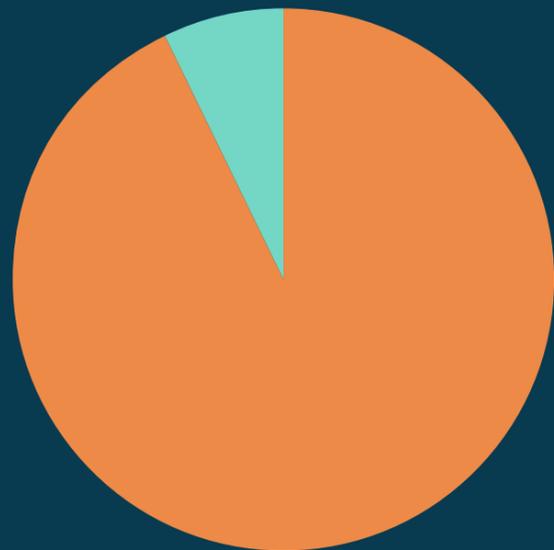
On-the-Job Training

An astounding 93% of our respondents said that they would be inclined to undertake relevant training while working. These findings show that the vast majority of employees are willing to develop their skills and attain the necessary knowledge to meet the demands of their respective industries as technology continues to evolve.

Should policymakers and managers be willing to provide such training opportunities, this could potentially reduce the skills gap that is predicted to emerge and perhaps prevent technological unemployment.

Reskilling and Technophobia

Based on our findings, technophobia and technological ignorance seem to be correlated with the lack of willingness to reskill. Indeed, our data shows that people who agree that AI and automation can enhance their work performance and who are active learners on topics of technology are, respectively, 24% (Appendix 3) and 37% (Appendix 4) more likely to be open to reskilling. To corroborate these insights, our data also reveals that those unwilling to undergo reskilling are nearly 30% less likely to be tech-savvy (Appendix 5).

We also found that people who are open to reskilling are 10% more likely to believe that automation will improve work-life balance (Appendix 8). They also seem to possess

the desired skills for the future workplace in comparison to those who are unwilling to undergo reskilling (Appendix 7).

Lifelong Learning and Generational Disparities

'I'm open to pursuing reskilling and lifelong opportunities alongside my job.'

80%	**96%**	**95%**	**93%**
Baby Boomers	Gen Xers	Millennials	Gen Zers
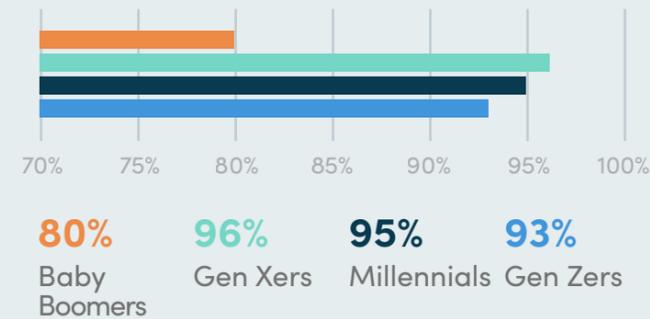
The generation that is least likely to be open to reskilling and lifelong learning are Baby Boomers. Specifically, 20% of Baby Boomers aren't willing to participate in training compared to just 7% of the overall population and just 4% of Gen X.

The distinct difference in percentages could be owed to three factors. To begin with, as many Baby Boomers are gradually preparing for retirement, developing work-related skills could

be a lesser priority. Moreover, Baby Boomers are 17% less likely than the average person to consider themselves tech-savvy (Appendix 5). As mentioned, technological literacy appears to have a positive correlation with the willingness to reskill. Consequently, the reluctance to undergo reskilling and further training could be owed to the generation's more complicated relationship with technology. Finally, it could also be that a number of Baby Boomers hold managerial and supervisory positions due to their years of experience in their fields. As a result, improving and developing their skills further might seem inessential, as they have reached the top of the corporate ladder.

That being said, the fact remains that 8 out of 10 Baby Boomers are willing to undertake and complete training that could help them further their career and enhance their performance in the workplace.

It's obvious that members across all generational groups recognise the importance of self-improvement and education, which is good news, as these are already becoming part of our everyday professional lives. In fact, large corporations including Glassdoor, AT&T, Amazon and Walmart have already introduced such training programmes.

'Do you keep up with technologies in your field through continuous self-development?'

18%
No

82%
Yes
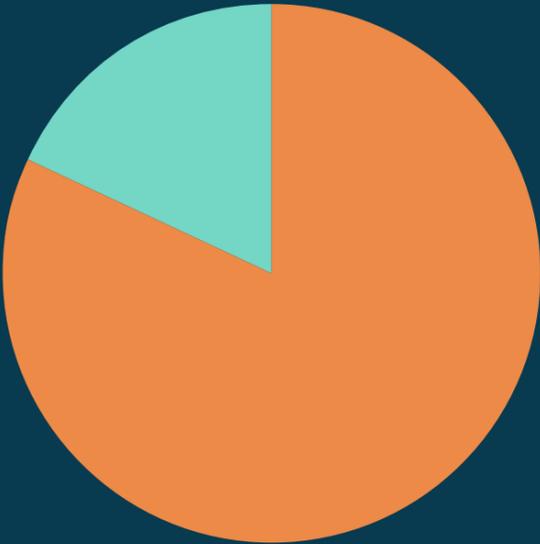
Self-Training and Technology

A vast majority of people would be willing to attend reskilling training alongside their jobs. Companies and organisations have recognised the benefits of such training programmes but very few have taken the initiative to implement them within their businesses. As a result, most employees rely on their individual efforts to develop expertise in their fields.

With an abundance of online material including blogs, video tutorials and online courses, it seems like people have taken their professional development into their own hands. According to our survey, 82% of people keep up with new technologies in their field through continuous self-development.

Gen Xers and Millennials Are More Dedicated to Self-Development

The modern workforce mostly comprises Gen X and millennial workers. It should come as no surprise then that these generations of workers are keen on developing their professional skills and knowledge. As both are at the peak of their careers, the need to keep up with relevant industry developments and hone in unique skillsets is essential to survive in today's competitive economy.

Baby Boomers are the least likely generation to pursue technology-related self-development, with a 12% difference to millennials and

Gen Xers. This could be attributed to several reasons. To begin with, as Baby Boomers are less familiar with technology (Appendix 5) this could limit their access to online resources for training purposes.

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The need to keep up with relevant industry developments and hone in unique skillsets is essential to survive in today's competitive economy.

It might also be that, as the oldest working generation, an increasing number of Baby Boomers are getting ready to retire or take on less active roles within their companies, such as consulting. As a result, this would require them to use their accumulated expertise and knowledge of their industry rather than pursue further self-development opportunities.

'I keep up with technologies in my field through continuous self-development.'

| 65% | 70% | 75% | 80% | 85% | 90% |

73%
Baby Boomers

85%
Gen Xers

85%
Millennials

81%
Gen Zers
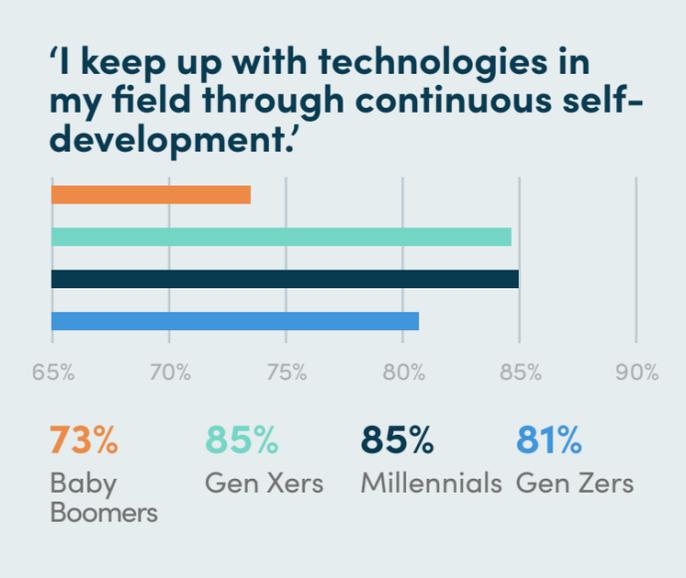
Employment Status and Other Factors

Our results also showed that those who are unemployed are more likely to keep up with technology and take on self-training. Given that the main purpose of self-development is to increase one's employability, this is expected.

Full-time workers are also 15% more likely to dedicate time for self-development than part-time workers. Again, there is logic behind this, as professionals in full-time positions are more likely to be settled in their industries. Consequently, developing their expertise could be essential for further career advancement, as opposed to part-time workers who are more likely to move through multiple jobs across different industries.

Overall, those least likely to keep up with technology relevant to their field and pursue self-training are those who reportedly aren't tech-savvy, at a rate of 59%, and those who aren't open to reskilling, at 48%. Meanwhile, people who rated themselves as tech-savvy, those who can programme, as well as those who seem to have the desired skills for the future of work, are those who are open to self-training the most, at 89%, 89% and 91%, respectively.

'I keep up with technologies in my field through continuous self-development.'
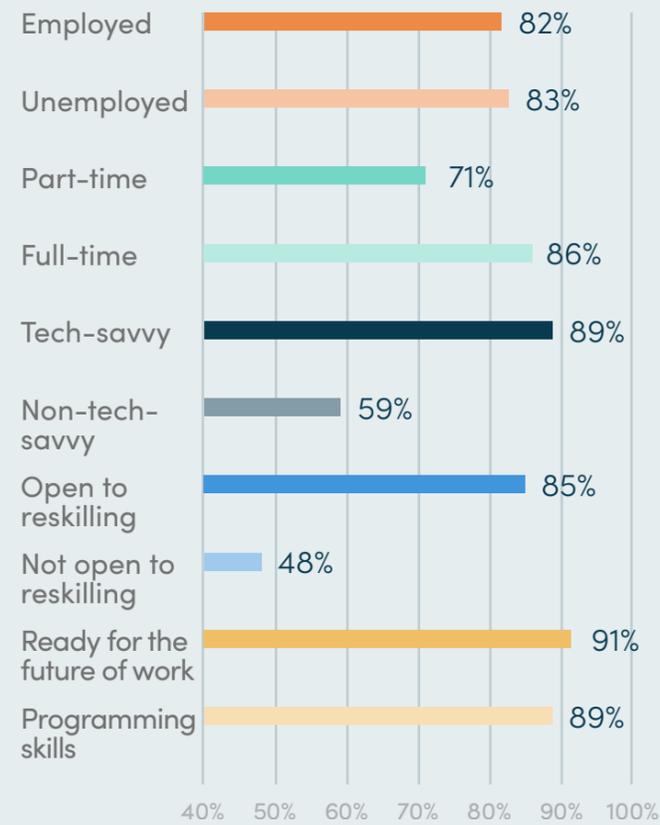
Category	Percentage
Employed	82%
Unemployed	83%
Part-time	71%
Full-time	86%
Tech-savvy	89%
Non-tech-savvy	59%
Open to reskilling	85%
Not open to reskilling	48%
Ready for the future of work	91%
Programming skills	89%

"

Those who are unemployed are more likely to keep up with technology and take on self-training.

"

After an initial dip, **AI** and **technology** will **become job creators** rather than job robbers as people get reskilled for new roles. While technology will, in the short term, **replace** many low- and high-skill **routine jobs** currently being performed by humans, the need for **human creativity** and **innovation** will increase, so the **future** is going to be **much more human**. In addition, in the wake of the COVID-19 crisis, relationships will become increasingly important, as the quality of a relationship determines the influence leaders will have in team members' lives. In the pre-COVID-19 command and control world, leaders paid relationships lip service but in a **more caring**, **co-dependent** and **collaborative workplace**, creativity and relationships will play much bigger roles.

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Publisher

HR Future Magazine

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Who Is Ready for the Future?

Automation, robotisation and digitalisation are radically changing the modern job market. Inevitably, the skills, knowledge and expertise required to perform given tasks are also undergoing significant changes.

The World Economic Forum[4] estimates that by 2022, more than 130 million new jobs will be created to cover the demands of the fourth industrial revolution. These positions will require a combination of soft and technical skills such as problem solving, empathy and technology analysis. Meanwhile, the need for manual, memory and presentation skills will be in decline.

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Skills for the Future of Work

Soft Skills

The human element will still be a vital component in the future workplace. As teams become more remote and diverse, communication, leadership and emotional intelligence will be highly desirable skills among professionals.

In addition, as job competition will become more fierce, it's unlikely that role descriptions and requirements will be set in stone. Employees will need to be intuitive, adaptable and inventive, which is why skills such as creativity, critical thinking, problem solving and active learning will also be highly desirable.

Technological Skills

An increased level of automation will require a superior understanding of technology. This is why technology system analysis as well as programming will, inevitably, be in higher demand. With employees having such knowledge, regardless of their occupation, companies could significantly improve information-sharing across departments and maximise efficiency.

As our reality expands to the online world, then, the understanding of information technology is likely to become a core skill.

Index: Perceived Readiness for the Future of Work

A careful examination of publications on the future of work from reliable sources such as the World Economic Forum[5] allowed us to develop the 'Perceived Readiness for the Future of Work' index.

This made it possible to identify which groups seem to possess the skills required for the future of work and discover what personal traits characterise those who score higher by taking into consideration soft, interpersonal and technological skills, as described above.

Methodology

We combined and examined 10 skills. Survey respondents were then asked to indicate which of these skills they believe to possess and to what extent. Appendix 7 presents the overall perceived readiness score for each category on a scale of 0–100.

The score of each category represents the average value, taking into consideration each category's score on each of the 10 skills. Therefore, the 'Perceived Readiness for the Future of Work' index presents the score of each category not only for the sum of the skills but also for each skill specifically.

Category	Score
Analytical and innovative thinking	74.2
Creativity and initiative	77.2
Critical thinking	73.2
Leadership skills	68.9
Emotional intelligence	75.0
Idea generation for problem-solving	75.0
Complex problem-solving	69.0
Active learning	79.3
Programming skills	34.9
Technology system analysis	51.7
Overall score	67.8
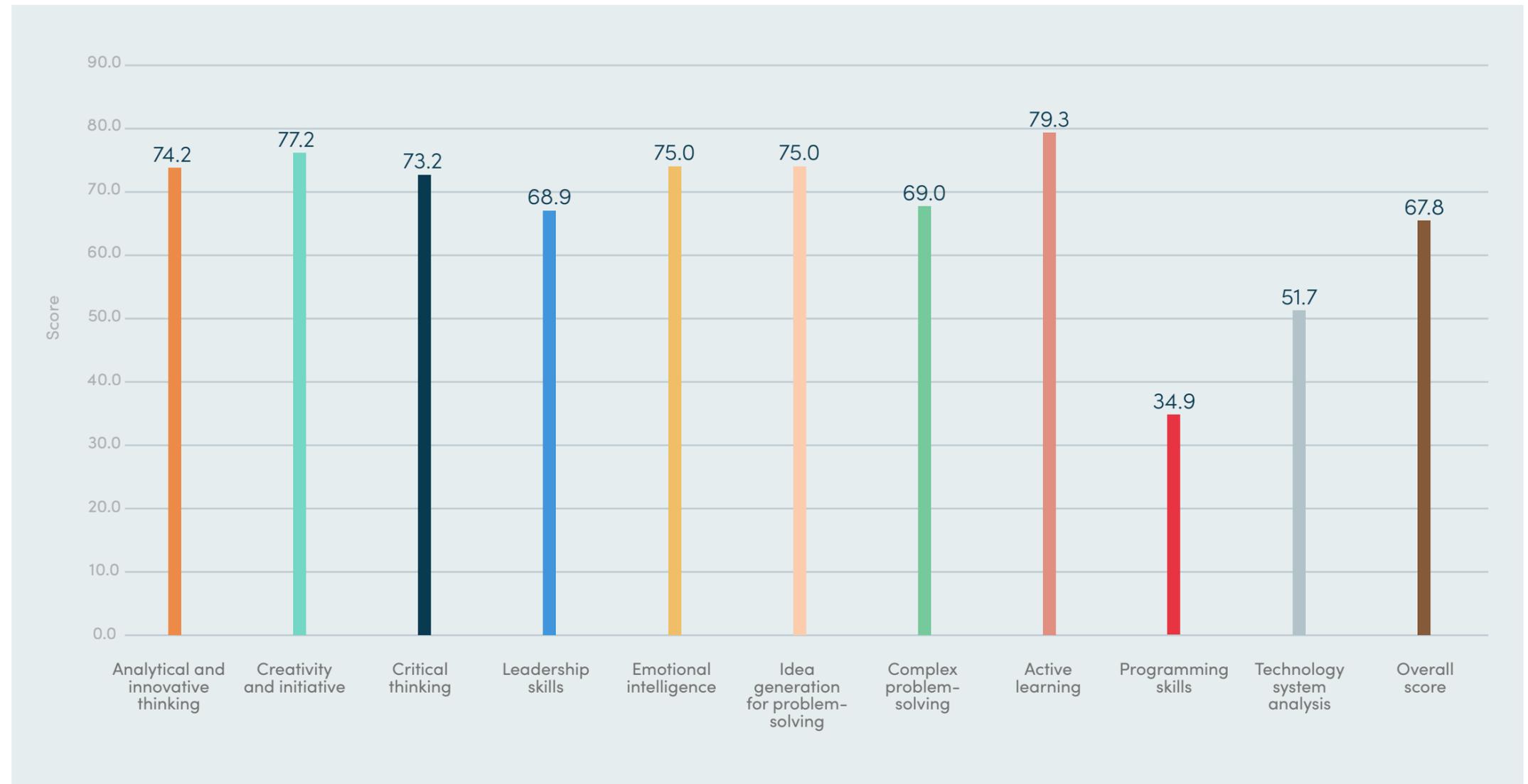
Gender Comparison

When conducting a gender comparison for index results, male respondents scored four points higher in the readiness index overall. A higher number of male respondents said that they have knowledge in programming and technology system analysis, while a larger percentage of female respondents said that they have emotional intelligence and leadership skills.

Male respondents were also more likely to describe themselves as tech-savvy (Appendix 5), which could explain why they scored higher in technology-related skills. Meanwhile, good leadership is often linked to interpersonal skills, empathy and emotional intelligence. Given that female respondents scored higher emotional intelligence, then, this further supports findings which showed female respondents having better leadership skills.

However, while our data suggests that women may be better leaders, men continue to hold leadership positions at a disproportionate rate in 2020. Beyond technological advancements and work flexibility, then, the future of work needs to bridge opportunity gaps that are deeply rooted in discriminatory societal norms and create fair opportunities for all. By allocating roles to the most skilled and able candidates, regardless of gender, age or race, businesses can utilise talent to the maximum by creating a fruitful and efficient environment.

Perceived Readiness for the Future of Work

Skill	Women	Men
Analytical and innovative thinking	71.7	77.8
Creativity and initiative	76.8	77.6
Critical thinking	71.6	75.7
Leadership skills	68.9	68.8
Emotional intelligence	77.3	72.8
Idea generation for problem-solving	72.2	78.3
Complex problem-solving	67.8	77.8
Active learning	79.5	79.6
Programming skills	29.4	41.0
Technology system analysis	46.4	57.2
Overall score	66.2	70.0

■ Women   ■ Men

Age Comparison

Overall, millennials seem to hold the desired skills for the future of work at a higher rate than other age groups. Nonetheless, this isn't the case for every skill listed in the readiness index, as showcased in the accompanying graph. This suggests that while one generation of employees could master one cluster of skills, another generation could have expertise in a different range of abilities. Therefore, through a mixture of levels and skills, different generations bring different things to the table, bridging any skills gap in the workplace.

Gen Zers

Our data shows an ascending correlation between younger age and programming skills. In other words, it seems that the younger the individual, the more likely they are to be able to programme.

This is a skill that is currently considered a niche addition to a person's individual skillset, but automation and digitisation could mean that this will be an indispensable ability in the near future.

Programming is the only category in which Gen Zers scored higher than millennials but given that it is expected to become a highly desirable skill by employers, Gen Zers' entrance to the workforce could prompt millennial workers to upskill in this area.

Perceived Readiness for the Future of Work

Skill	Gen Zers	Millennials	Gen Xers	Baby Boomers
Analytical and innovative thinking	72.9	76.1	75.0	67.8
Creativity and initiative	75.9	79.7	76.2	72.8
Critical thinking	69.4	77.2	76.0	68.9
Leadership skills	65.7	72.2	70.9	67.8
Emotional intelligence	74.0	75.9	74.8	78.3
Idea generation for problem-solving	74.0	76.7	74.4	72.2
Complex problem-solving	65.7	71.2	74.2	71.1
Active learning	77.7	81.8	78.9	76.7
Programming skills	37.2	34.8	30.5	24.4
Technology system analysis	53.1	53.4	48.0	32.8
Overall score	66.6	69.9	67.9	63.3

Millennials

With an overall score of 70, millennials not only surpass other age groups in the perceived readiness index, but also take the lead in most skills. As millennial workers currently account for the majority of the employed population, this could mean that, as a whole, they possess the skillset that will allow them to thrive in the future workplace.

85% of millennials also describe themselves as tech-savvy (Appendix 5), while 85% are also willing to self-train (Appendix 4). These findings reveal that these two traits could be associated with readiness for the future of work.

Gen Xers

With similar stats to millennials, Gen Xers scored 68 on the perceived readiness index. Being born before the internet boom, and with most growing up in an analogue world, members of Gen X are less likely to identify as digital natives and subsequently tech-savvy individuals (Appendix 5). Still, Gen Xers experienced the digital transformation of the world as young adults and budding professionals, and were thus required to adapt to the new technologies that are now our current reality.

Arguably, as a generation, Gen X has successfully adapted to technological trends, allowing them to develop ambidexterity and an ability to resolve complex problems, something which was also evident in our findings (Appendix 7). This group's profound willingness to reskill (Appendix 6) could thus be characterised by years of service ahead but also their history with changing technologies.

Baby Boomers

As an age group, Baby Boomers scored the lowest on the perceived readiness index. Unlike Gen Xers, Baby Boomers were at a much more advanced stage in their careers when technology made its way into the modern workplace. Consequently, their lack of familiarity with newer trends could affect their overall readiness for the future of work.

Nonetheless, Baby Boomers scored significantly higher in emotional intelligence compared to other generational groups, a vital skill required for good leadership and collaboration.

Overview

Overall, our data shows that career-driven millennials have the skills for the future of work at a higher rate than other generational groups, as well as the overall population. Apart from tech-savviness, experience seems to play a major role in obtaining the desired skills for the future of work. Therefore, despite the fact that Gen Zers have stronger programming skills, millennials, who are more likely to be currently employed, take the lead in 7 out of 10 categories. However, it's safe to expect that as more of Gen Z enters the workforce, millennials could soon be outperformed by the younger generation of aspiring professionals.

> " **Career-driven millennials have the skills for the future of work at a higher rate than other generational groups.**

Category Comparison

For the purpose of this study, different categories were created based on demographics and personal traits. The accompanying chart demonstrates the index scores of each category in a descending order.

The group which appears to have the skills needed for the future of work to the largest extent are people who consider themselves to be tech-savvy. According to our findings, male respondents, millennial respondents and, to an extremely large extent, people who are open to reskilling are more likely to identify as tech-savvy (Appendix 5), hence why these categories score higher than the overall population on the perceived readiness index.

On the right side of the chart, we find Gen Z and Baby Boomers. As previously discussed, the former are less likely to have extensive professional experience, while the latter are less likely to possess technology-related skills. These are both skills that seem to be associated with adequate readiness for the future of work.

Meanwhile, the groups least likely to hold the required skills for the future of work are those who don't describe themselves as tech-savvy, and who are not open to reskilling, with a score significantly lower than the rest of the categories.

Technological literacy and lifelong learning could be essential for the future of work. At a rate significantly higher than the overall population, those who reportedly have all 10 skills required for the future of work are also keeping up with new technologies and engaging in self training (Appendix 4), are tech-savvy (Appendix 5), are open to reskilling (Appendix 6) and agree that automation will enhance their performance at work (Appendix 3).

Perceived Readiness for the Future of Work
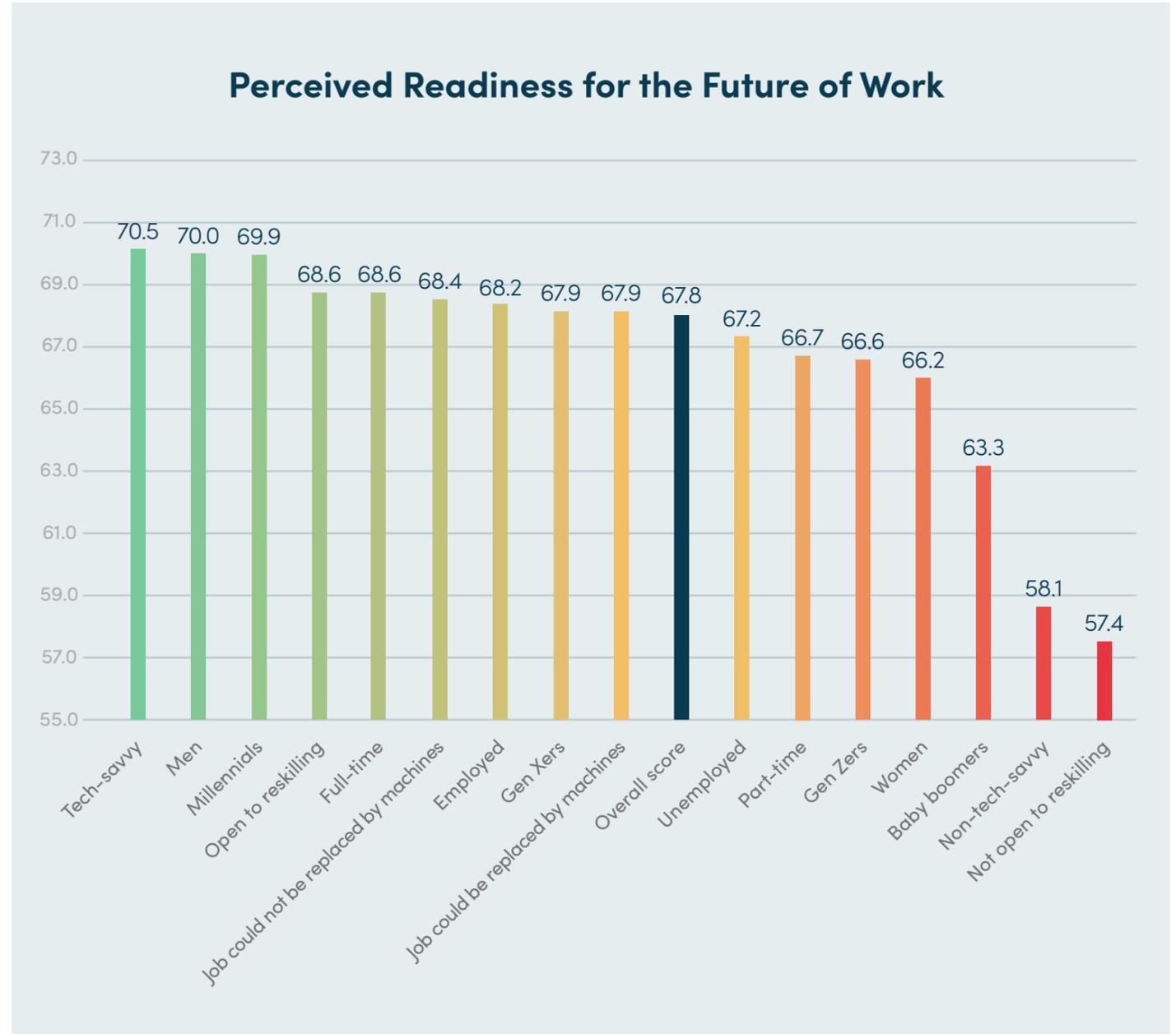
*For more categories and scores specific to certain skills, see Appendix 7.

**The 'Perceived Readiness for the Future of Work' index takes into consideration skills that are predicted to be desirable in the immediate future. It is expected that the combination of desired skills will change as technology progresses further.

5

Work–Life Balance

While different demographics share different definitions of what the ideal work–life balance is, it remains an important element within the modern workplace.

The countless benefits this can have on employees and the detrimental effects of work-related burnout have resulted in an increased emphasis on work–life balance by HR and business leaders over the years.

Beyond improved employee wellbeing, businesses can also benefit from work–life balance. A higher degree of freedom in the context of a workplace that utilises automation can lead to improved productivity and greater efficiency within a company workforce. Consequently, by placing emphasis on work–life balance, companies can potentially see an improvement in their operations and performances.

We asked:

'Could automation enhance your work–life balance?'

25%
No

75%
Yes
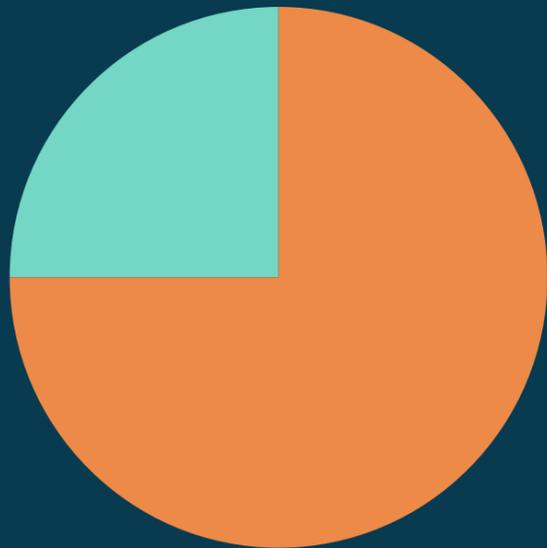
Automation and Work–Life Balance

With the automation of tasks, output volume is expected to increase dramatically while also eliminating chances of human error, something which will undoubtedly benefit businesses. A 2017 research study by McKinsey[6] reveals that, as we are entering the era of automation, we should be expecting an increase in productivity of up to 1.4% per year.

At the same time, while according to our findings 61% of people believe that automation will enhance their productivity (Appendix 3), the adoption of automation and AI raises a number of questions regarding people's wellbeing and work–life balance.

The Majority Believes Automation Could Improve Work-Life Balance

Overall, 75% of our respondents believe that automation could potentially enhance their work–life balance. Specifically, people said that automation of certain tasks, such as data entry or other manual work, will make certain procedures faster and thus, save them time.

Furthermore, according to qualitative data, people also believe that the automation of manual work will allow them to concentrate on tasks that require human intuition and creativity but also improve communication - a vital element in the context of remote teams and a global workplace.

1 in 4 Believe Automation Could Negatively Affect Work-Life Balance

Some respondents were more dubious about the benefits of automation. Overall, one in four believe that, while automation could be good for business, it won't necessarily be beneficial for workers.

Many of our respondents indicated that automation will lead to higher unemployment levels, especially in the case of those with limited education, current students and young professionals. One of our respondents said:

'Automation will streamline procedures and allow those who are in employment to improve their work–life balance but it will reduce the number of jobs leaving many unemployed.'

Some respondents also agreed that automation could boost productivity levels and competitiveness, resulting in longer workdays and harder work, causing stress levels to surge. Furthermore, others said that their jobs cannot be replaced by machines, since customers need to interact with humans.

Additionally, a number of respondents claimed that work–life balance is affected by other factors such as family commitments and company policies rather than the degree of automation in a business.

Our respondents said:

'I don't think that automation will result in a better work-life balance because:'

Unemployment levels will rise for the least educated, for students, those in developing countries and overall.

Automation will increase productivity and competitiveness, therefore we will need to work harder and more employees will need to be hired.

Machines cannot replace humans. Customers need to interact with humans, machines lack creativity and social skills and they need to be operated by humans.

Company policies and family commitments affect work-life balance more extensively than automation.

Automation will make people unhappy.

Automation will make people stressed.

Certain jobs won't be affected by automation.
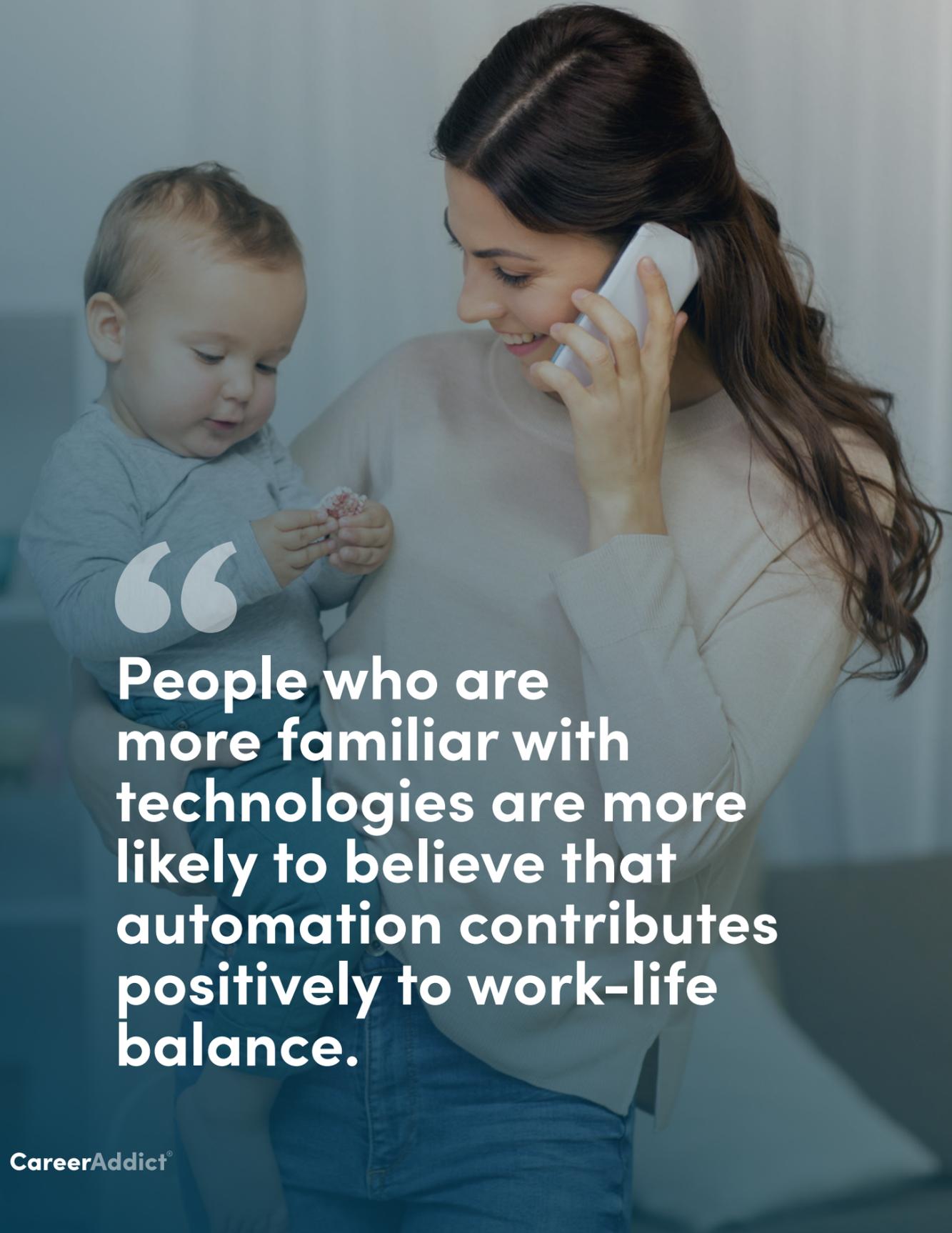
> **People who are more familiar with technologies are more likely to believe that automation contributes positively to work–life balance.**

Millennials Link Automation to Better Work–Life Balance

Baby Boomers and Gen Xers are, respectively, 20% and 8% less likely to believe that automation will enhance their work–life balance as compared to millennials. This is expected as both generational groups are less likely to be tech-savvy (Appendix 5). This age-related trend was previously observed in the second and third sections of this report, where we revealed that older individuals are also significantly less worried about their job being taken over by machines, or that their work performance can be improved by such technological advancements.

Our survey also revealed that tech-savvy individuals are 17% more likely to agree that automation can enhance their work–life balance (Appendix 8). Overall, those most likely to believe that their work–life balance could benefit from automation are those who reportedly have all the skills needed for the future of work at a rate of 87%, followed by 81% of those who can programme and 79% of the tech-savvy. Thus, people who are more familiar with technologies are more likely to believe that automation contributes positively to work–life balance.

'Automation could enhance my work-life balance.'

| 50% | 60% | 70% | 80% | 90% |

58%
Baby Boomers

70%
Gen Xers

78%
Millennials

76%
Gen Zers

'Automation could enhance my work-life balance.'

| 50% | 60% | 70% | 80% | 90% |

79%
Tech-savvy

62%
Non-tech-savvy

87%
Future of work skills

81%
Programming skills

"
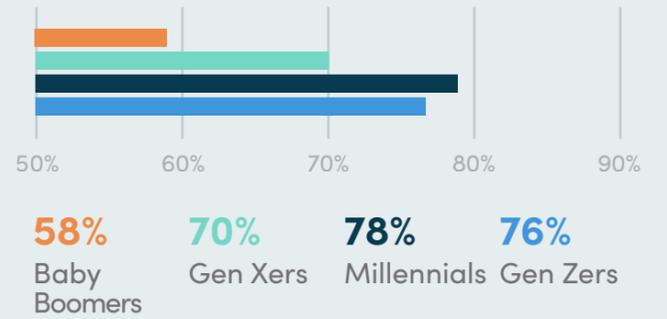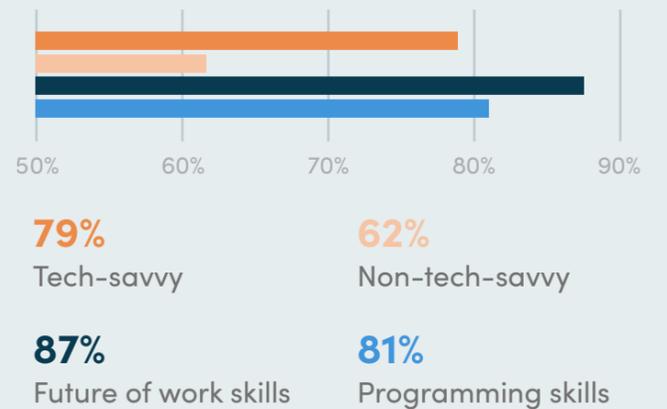
The belief that the majority of respondents (three out of four) expressed by framing **automation** as an **opportunity** to **improve quality of life** and **work-life balance** is critical to take note of. The current crisis of COVID-19 has put mental health squarely at the top of employers' minds, and burnout costs even prior to the crisis were documented as alarmingly high (costing organisations $120-190 billion a year). This research offers the recognition that automation could be a part of the **solution** to the **rampant workaholism** that so many **individuals** and **organisational cultures** are **caught up in**. Ultimately, as this research suggests, there is no way to replace the critical human components of organisations in the form of emotional intelligence, strategic decision-making, and ethical barometers. The question is, how will organisations create competitive advantage for themselves by **creating work environments** that **energise** rather than deplete employees, and leverage the **irreplaceable skills** that **compassionate**, skillful **leadership** can bring to any sector.

Leah Weiss

PhD, MSW - Stanford University

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Productivity

Researchers have repeatedly tested the effects of reduced working hours. The most significant benefit behind this theory is that it could lead to higher levels of motivation, concentration and productivity at work.

A significant number of companies worldwide have already switched to a six-hour workday. For instance, Microsoft Japan was among the first to implement a trial period of a four-day workweek, which reportedly led to a 40% increase in productivity.

However, the effectiveness of a shorter workweek can fluctuate from industry to industry and, depending on one's professional role, this does not always equal to higher productivity levels.

Reduced Working Time Could Increase Productivity

Overall, all the categories that were examined agreed that a six-hour workweek would make them more productive compared to a four-day workweek. Specifically, 74% of people prefered a six-hour workday in contrast to 61% who chose a four-day workweek. On average, 68% of people believe that a 20% reduction of their 40-hour workweek could enhance their productivity.

68% average

74%

say: 'A **six-hour workday** will enhance my productivity.'

61%

say: 'A **four-day work week** will enhance my productivity.'

Generational Views on Reduced Work Hours

While just 51% of Baby Boomers seem to agree with this, three out of four millennials agreed that a shortened working period could positively affect their efficiency. What's surprising is that the percentage of Baby Boomers who believe that automation can enhance their work performance is also 51% (Appendix 3).

'20% off my 40-hour work week could make me more productive.'

40%	50%	60%	70%	80%

65% Gen Zers   **74%** Millennials   **66%** Gen Xers   **51%** Baby Boomers

"
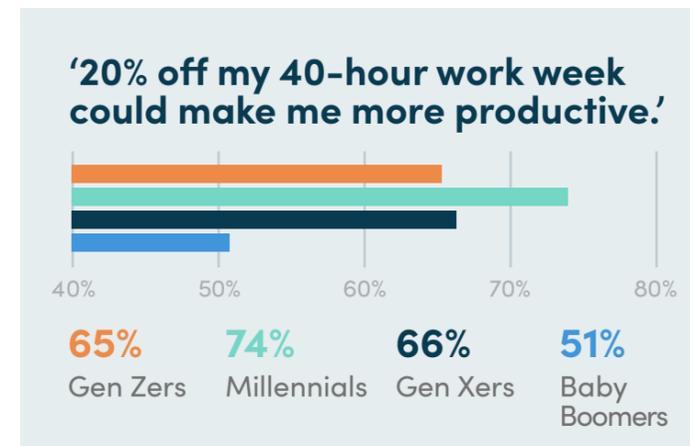
Three out of four millennials agreed that a six-hour workday could positively affect their efficiency.

Compensation

Nearly 30% of our respondents would give up between 1% and 5% of their salary for a six-hour workday or a four-day workweek. Meanwhile, nearly 18% said that they would be willing to take between 6% and 10% pay cut for reduced work time.

3 in 4 Would Take a Pay Cut for Less Hours

The results overwhelmingly suggest that work-life balance is a bigger priority for a vast majority of employees compared to pay. On average, our study found that people would take an 8.8% cut on their salary for a 20% reduction of working hours (Appendix 14).

Meanwhile, 13% of people would be willing to give up more than 20% of their salary in return for a 20% reduction of their working hours. This is a fascinating finding that suggests that work-life balance might not be the only contributing factor to this decision.

Younger Professionals Are More Willing to Take a Pay Cut

When broken down into index categories, Gen Zers, people who can programme, as well as those who reportedly have all 10 skills for the future of work would give up more than 10% of their salary for 20% reduced working time (Appendix 14), compared to a 8.8% pay cut by the overall population.

This should not come as a surprise if we consider the fact that people who fall under these categories are more likely to be familiar with freelance work, side jobs and the gig economy.

By having two hours shaved off their workday or one day taken off their workweek, this would give them more time to work on a side business, which could potentially generate more than 20% of their paycheque.

We also discovered a possible correlation between age and the salary amount people would be willing to give up for a 20% reduction of working hours.

As demonstarted in the second chart, the younger the individual, the more likely they are to give up a larger portion of their salary. Similar to the reasons why a programmer, or somebody who is one step closer to the future of work would give up a higher percentage of their salary, younger people are more likely to experiment with freelancing or the gig economy, or have a side job, to maximise their income.

% of Salary Willing to Give Up for 20% Reduced Working Hours
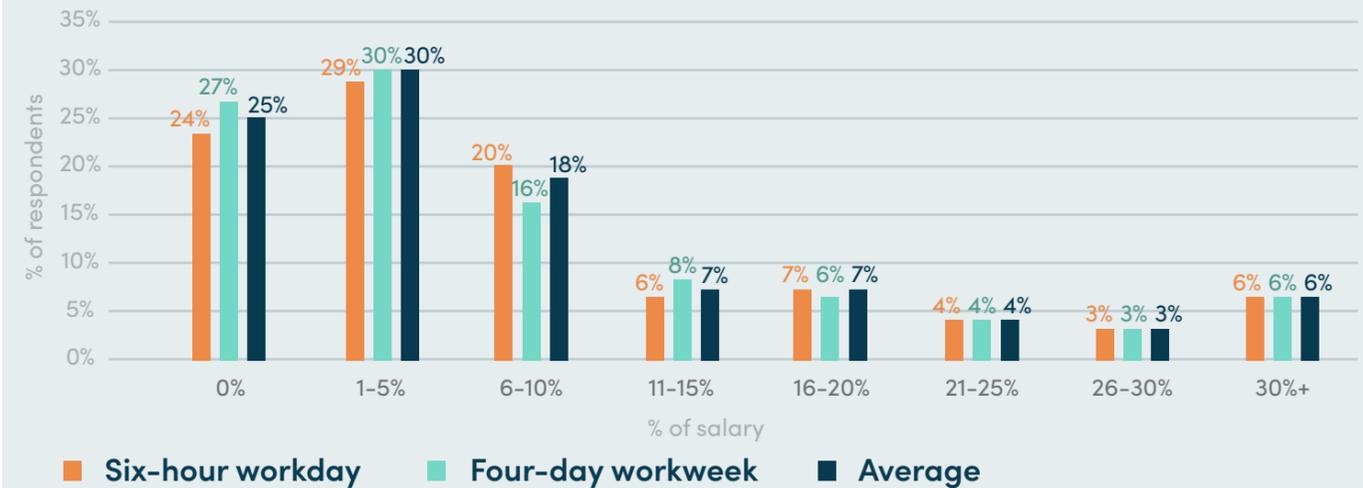
% of Salary Willing to Give Up for 20% Reduced Working Hours
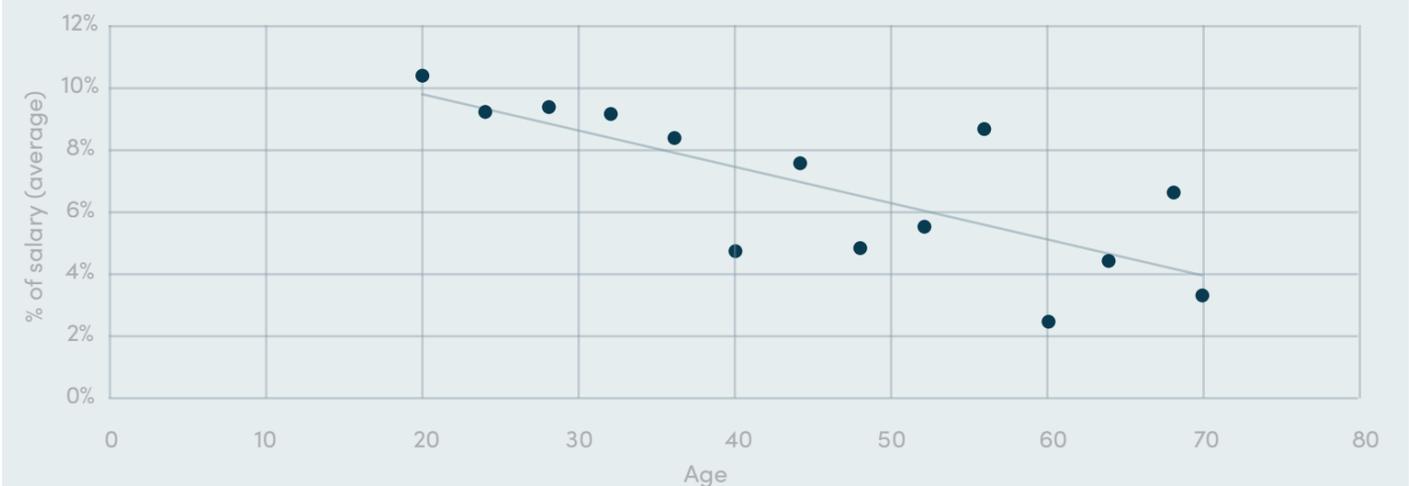
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Conclusion

In a nutshell, an individual who is more likely to be ready for the future of work is characterised by their appreciation for technology and the willingness to gain new skills either through training or independent learning. They also believe that automation can contribute to their work and thus enhance their work–life balance for the better. The employee of the future is, in one word, adaptable.

While automation and AI are bound to become an indispensable aspect of the future workplace, the future of work will remain human.

Advice to Managers

Our findings suggest that a skills gap might be imminent in the near future. For businesses, the most crucial task at hand is to ensure that all their staff are familiar with emerging technologies and are fully aware of leading industry trends.

A feasible way to encourage employee development would be to put reskilling and upskilling training in place and offer incentives to employees in order to engage them in relevant training workshops.

Our ever-changing lifestyles and circumstances such as COVID-19, are progressively altering our work habits. In the context of a pandemic, work flexibility is inevitable, and businesses should opt to introduce remote work options for their employees wherever possible.

"

The most crucial task at hand is to ensure that all their staff are familiar with emerging technologies and are fully aware of leading industry trends.

Advice to Employees

With automation and technological innovation at the forefront, the workplace of tomorrow is expected to be highly competitive. At the same time, as the world becomes more interconnected, the rise of remote work will give people a plethora of career options. Indeed, driven professionals will be able to pursue their interests, hone their skills and seize opportunities without any geographic restrictions.

Nevertheless, technological unemployment is expected to impact a number of industries and workers, especially those whose jobs involve manual or repetitive tasks. With adaptability being a key factor in the future of work, people should engage in lifelong training and self-improvement beyond secondary or tertiary education. Agile learning, then, is expected to become the norm among employees and is something that all professionals will need to embrace to thrive in the future workplace.

With the number of jobs involving the use of technology rising exponentially, being tech-savvy will not only be beneficial, but essential. Soft skills will also be crucial in the context of an online workplace, so workers will need to maintain a good balance between having technological agility and interpersonal abilities.

> " With the number of jobs involving the use of technology rising exponentially, being tech-savvy will not only be beneficial, but essential.

Advice to Policymakers

A widening skills gap among workers can lead to high levels of unemployment and have detrimental effects on national economies. For this reason, governments and policymakers cannot afford to ignore the agenda of the future of work.

Starting with educational curriculums, governments are responsible for equipping young individuals with the basic knowledge and skills that are paramount for the future workforce. As such, educational subjects will gradually need to adapt and implement new material in order to incorporate technological advancements within the learning of the next generation of workers.

As for existing businesses, governments could provide incentives for organisations to implement reskilling trainings relevant to their staff. Through government-backed initiatives, companies can enable their teams to reach their full potential, explore new fields using current technologies and expand their capabilities through collaboration and innovation.

Another crucial factor is the transition from conventional education to lifelong learning. This is a shift that calls for radical cultural changes. However, with the gradual implementation of this new approach of learning, upcoming generations can be nurtured from a young age. Therefore, policymakers and governments should consider reshaping public education in a way that it prepares students for the new status quo of work.
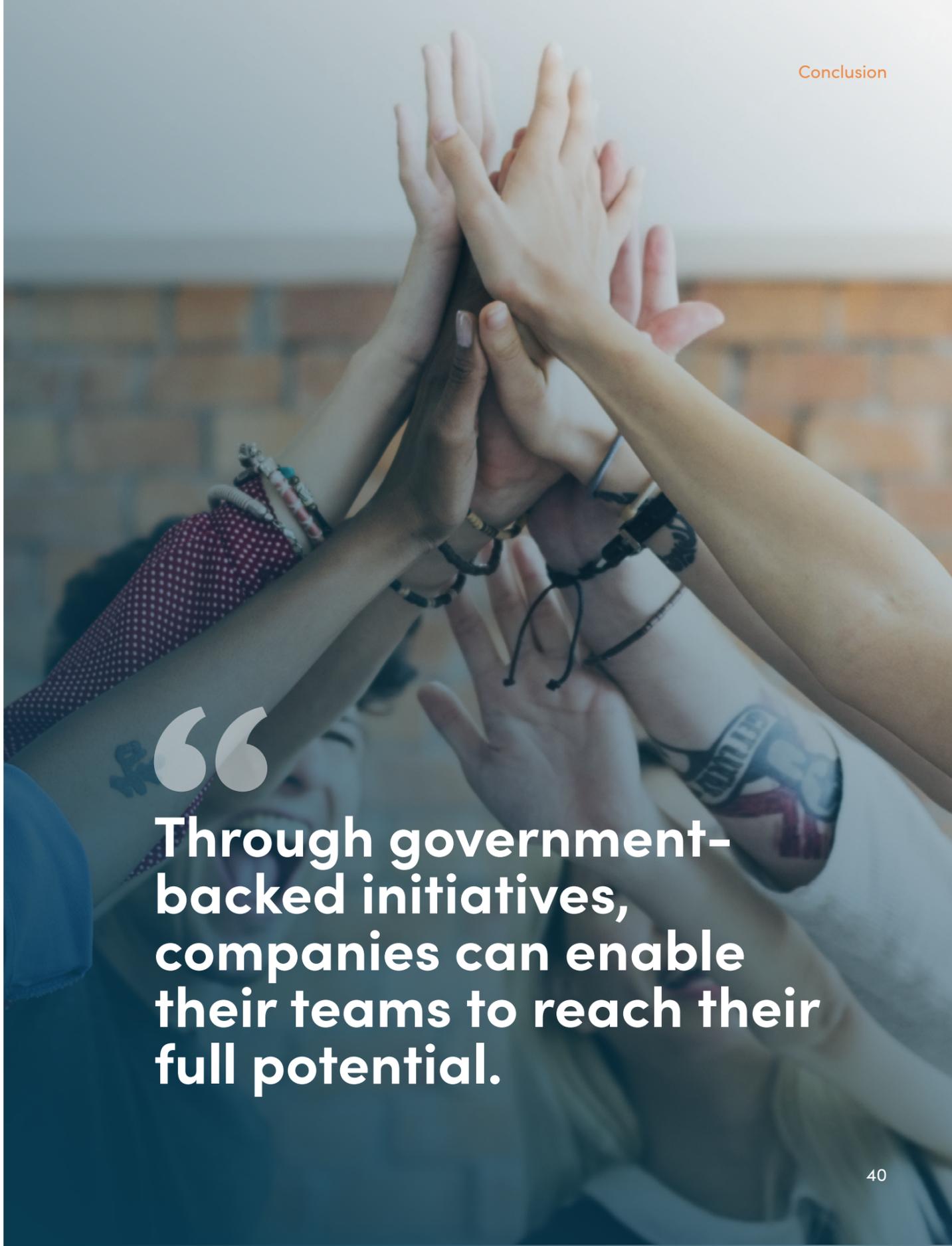
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Through government-backed initiatives, companies can enable their teams to reach their full potential.

"

We will take over your jobs only if you want us to. Robots can take over the **most dangerous**, the **most menial**, the **most repetitive** jobs to free humanity to do what it does best, **creating, innovating** and **designing** a **better world.**

Sophia the Robot

@RealSophiaRobot

Methodology

The survey 'The Future of Work' was conducted throughout the month of February 2020 on CareerAddict.com and included 27 quantitative-type and 2 qualitative-type questions. Answers which were considered either incomplete or invalid were excluded from the final dataset (n=1003), which was then categorised into different demographic and personal trait groups and compared with each other to identify significant insights.

The insights presented throughout the report showcase the views of CareerAddict.com users who accessed and partook in the survey voluntarily through our website. Due to this, it could be said that the study followed a voluntary sampling method.

The majority of the insights were measured on a four-point scale (two negative statements versus two positive statements) and were grouped together to present a binary net result. Qualitative data collected was analysed, coded and then grouped as presented in the first and fifth sections of the report.

The 'Perceived Readiness for the Future of Work' index presented in Section Four was measured based on 10 four-point scale questions that described the desirable skills of the immediate future. Answers were converted into their underlined values, then added together and adapted on a 0-100 scale.

The overall score and the score of various demographic and personal trait categories, as well as each category's score on each of the 10 skills of the immediate future, was measured and compared with each other as presented in Appendix 7 and Section Four.

The margin of error of this study is +/- 3% at a 95% confidence interval.

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A Future that Works: Automation, Employment and Productivity

Appendices

Appendix 1

Demographics

CareerAddict's 'The Future of Work' survey was conducted on CareerAddict.com between February and March 2020. The data collected from over 1,000 respondents reflects the opinion of CareerAddict's global audience.

*The insights presented throughout the report represent trends from various industries. This means that there could be significant differences depending on the industry. Namely, we predict major differences between manufacturing, retail and tech.

Age

Gen Zers	45.70%
Millennials	37.60%
Gen Xers	12.30%
Baby Boomers	4.50%

Gender

Male	47.50%
Female	49.60%
Prefer not to say	3.00%

Education

Primary/secondary education	25.30%
Undergraduate education	46.20%
Postgraduate education	27.10%
None	1.40%

Employment Status

Employed	61.30%
Unemployed	38.70%

Type of Employment

Intern	5.40%
Part-time	22.10%
Full-time	56.10%
Other (Contractors, freelancers, self-employed, etc)	16.40%

Job Level

Intern	6.50%
Entry-level	21.60%
Mid-level	18.20%
Experienced	30.70%
Manager/senior manager	12.20%
Other (C-level, director, self-employed, etc)	10.70%

CareerAddict®

My job could be taken over by machines.

Overall   Demographics   Employment Status

	Overall	Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	26.30%	25.60%	26.50%	20.60%	26.60%	28.80%	48.10%	26.30%	N/A	28.70%	26.40%
Disagree	39.30%	43.30%	35.60%	40.00%	37.50%	45.00%	33.30%	39.30%	N/A	28.70%	43.20%
Agree	26.80%	26.50%	27.30%	29.70%	29.50%	18.00%	14.80%	26.80%	N/A	33.10%	23.20%
Strongly agree	7.50%	4.60%	10.50%	9.70%	6.40%	8.10%	3.70%	7.50%	N/A	9.60%	7.20%
Net disagree	65.70%	68.90%	62.20%	60.60%	64.10%	73.90%	81.50%	65.70%	N/A	57.40%	69.60%
Net agree	34.30%	31.10%	37.80%	39.40%	35.90%	26.10%	18.50%	34.30%	N/A	42.60%	30.40%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	26.10%	27.30%	N/A	40.10%	26.40%	25.00%	20.20%	27.50%	21.30%
Disagree	39.70%	38.00%	N/A	59.90%	39.10%	43.80%	39.50%	37.70%	40.40%
Agree	26.70%	27.30%	78.20%	N/A	27.30%	18.80%	32.80%	26.20%	29.80%
Strongly agree	7.50%	7.40%	21.80%	N/A	7.20%	12.50%	7.60%	8.50%	8.50%
Net disagree	65.80%	65.30%	N/A	100.00%	65.50%	68.80%	59.70%	65.30%	61.70%
Net agree	34.20%	34.70%	100.00%	N/A	34.50%	31.30%	40.30%	34.70%	38.30%

AI and automation can improve my performance at work.

	Overall	Demographics						Employment Status			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	14.00%	13.70%	13.80%	12.10%	11.50%	20.70%	25.90%	14.00%	N/A	16.20%	14.50%
Disagree	25.20%	27.70%	22.90%	29.10%	25.00%	20.70%	22.20%	25.20%	N/A	26.50%	24.90%
Agree	43.90%	44.20%	43.60%	43.00%	44.60%	43.20%	44.40%	43.90%	N/A	44.90%	43.80%
Strongly agree	16.90%	14.30%	19.60%	15.80%	18.90%	15.30%	7.40%	16.90%	N/A	12.50%	16.80%
Net disagree	39.20%	41.50%	36.70%	41.20%	36.50%	41.40%	48.10%	39.20%	N/A	42.60%	39.40%
Net agree	60.80%	58.50%	63.30%	58.80%	63.50%	58.60%	51.90%	60.80%	N/A	57.40%	60.60%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	14.20%	13.20%	3.80%	19.30%	13.60%	21.90%	11.80%	15.40%	10.60%
Disagree	22.10%	38.00%	16.10%	30.00%	24.40%	40.60%	21.00%	24.10%	22.90%
Agree	45.50%	37.20%	55.50%	37.90%	44.90%	25.00%	47.90%	42.70%	47.30%
Strongly agree	18.20%	11.60%	24.60%	12.90%	17.20%	12.50%	19.30%	17.80%	19.10%
Net disagree	36.20%	51.20%	19.90%	49.30%	37.90%	62.50%	32.80%	39.50%	33.50%
Net agree	63.80%	48.80%	80.10%	50.70%	62.10%	37.50%	67.20%	60.50%	66.50%

I keep up with new technologies in my field through continuous self-development.

	Overall	**Demographics**						**Employment Status**			
		Women	**Men**	**Gen Zers**	**Millennials**	**Gen Xers**	**Baby Boomers**	**Employed**	**Unemployed**	**Part-time**	**Full-time**
Strongly disagree	4.60%	3.00%	6.10%	4.20%	3.70%	5.70%	13.30%	4.10%	5.40%	5.10%	4.10%
Disagree	13.00%	15.30%	10.50%	15.10%	11.40%	9.80%	13.30%	14.10%	11.10%	23.50%	10.10%
Agree	56.30%	57.70%	54.40%	58.00%	53.80%	62.60%	42.20%	56.30%	56.30%	55.90%	59.10%
Strongly agree	26.10%	23.90%	29.00%	22.80%	31.00%	22.00%	31.10%	25.50%	27.10%	15.40%	26.70%
Net disagree	17.60%	18.30%	16.60%	19.30%	15.10%	15.40%	26.70%	18.20%	16.50%	28.70%	14.20%
Net agree	82.40%	81.70%	83.40%	80.70%	84.90%	84.60%	73.30%	81.80%	83.50%	71.30%	85.80%

Personal Traits

	Tech-savvy	**Non-tech-savvy**	**Job could be replaced**	**Job could not be replaced**	**Open to reskilling**	**Not open to reskilling**	**Future of work skills**	**Leadership skills**	**Programming skills**
Strongly disagree	3.00%	10.30%	3.30%	4.50%	3.30%	22.40%	5.80%	4.30%	5.80%
Disagree	8.20%	30.40%	16.60%	12.90%	11.80%	29.90%	3.70%	10.00%	4.90%
Agree	58.50%	48.10%	55.50%	56.70%	57.30%	41.80%	48.20%	54.20%	55.90%
Strongly agree	30.20%	11.20%	24.60%	26.00%	27.60%	6.00%	42.40%	31.50%	33.30%
Net disagree	11.30%	40.70%	19.90%	17.30%	15.10%	52.20%	9.40%	14.30%	10.70%
Net agree	88.70%	59.30%	80.10%	82.70%	84.90%	47.80%	90.60%	85.70%	89.30%

I consider myself to be tech-savvy.

	Overall	Demographics						Employment Status			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	2.80%	2.40%	3.20%	3.10%	2.10%	2.40%	6.70%	2.60%	3.10%	4.40%	2.00%
Disagree	18.50%	22.30%	14.30%	20.30%	13.30%	23.60%	31.10%	17.10%	20.90%	21.30%	15.90%
Agree	61.40%	62.20%	61.10%	57.60%	67.60%	61.80%	46.70%	64.20%	57.00%	58.80%	67.20%
Strongly agree	17.20%	13.10%	21.40%	19.00%	17.00%	12.20%	15.60%	16.10%	19.10%	15.40%	14.80%
Net disagree	21.30%	24.70%	17.40%	23.40%	15.40%	26.00%	37.80%	19.70%	24.00%	25.70%	18.00%
Net agree	78.70%	75.30%	82.60%	76.60%	84.60%	74.00%	62.20%	80.30%	76.00%	74.30%	82.00%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	N/A	13.10%	3.80%	2.00%	1.90%	14.70%	1.00%	2.50%	1.70%
Disagree	N/A	86.90%	16.10%	17.60%	17.40%	33.80%	6.30%	15.80%	10.70%
Agree	78.10%	N/A	62.60%	65.10%	62.40%	48.50%	69.60%	62.80%	65.50%
Strongly agree	21.90%	N/A	17.50%	15.30%	18.30%	2.90%	23.00%	18.90%	22.00%
Net disagree	N/A	100.00%	19.90%	19.60%	19.40%	48.50%	7.30%	18.30%	12.50%
Net agree	100.00%	N/A	80.10%	80.40%	80.60%	51.50%	92.70%	81.70%	87.50%

Appendix 6

I'm open to pursuing reskilling and lifelong learning opportunities alongside my job.

	Overall	Demographics						Employment Status			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	2.80%	1.60%	3.80%	2.60%	2.40%	0.80%	13.30%	1.60%	4.60%	1.50%	1.40%
Disagree	4.00%	3.40%	4.60%	4.80%	2.90%	3.30%	6.70%	3.60%	4.60%	4.40%	3.50%
Agree	49.40%	51.70%	46.80%	50.00%	48.00%	52.80%	44.40%	51.50%	45.90%	52.90%	53.30%
Strongly agree	43.90%	43.30%	44.70%	42.60%	46.70%	43.10%	35.60%	43.30%	44.80%	41.20%	41.70%
Net disagree	6.80%	5.00%	8.40%	7.40%	5.30%	4.10%	20.00%	5.20%	9.30%	5.90%	4.90%
Net agree	93.20%	95.00%	91.60%	92.60%	94.70%	95.90%	80.00%	94.80%	90.70%	94.10%	95.10%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	1.50%	7.50%	2.40%	1.20%	N/A	41.20%	1.60%	2.50%	2.30%
Disagree	2.90%	7.90%	2.40%	4.20%	N/A	58.80%	3.10%	3.30%	3.50%
Agree	49.20%	50.00%	53.10%	50.70%	52.90%	N/A	47.10%	46.70%	50.40%
Strongly agree	46.40%	34.60%	42.20%	43.80%	47.10%	N/A	48.20%	47.50%	43.80%
Net disagree	4.40%	15.40%	4.70%	5.40%	N/A	100.00%	4.70%	5.90%	5.80%
Net agree	95.60%	84.60%	95.30%	94.60%	100.00%	N/A	95.30%	94.10%	94.20%

Appendix 7

Index: Perceived Readiness for the Future of Work

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Overall	Poor	1.40%	1.80%	1.60%	5.60%	3.00%	2.00%	3.70%	2.30%	38.50%	15.70%	7.50%
	Fair	15.30%	12.20%	16.30%	19.80%	14.20%	13.80%	18.70%	8.50%	27.10%	30.30%	17.60%
	Good	52.00%	47.40%	52.10%	42.60%	45.60%	50.80%	52.80%	48.10%	25.10%	39.80%	45.60%
	Excellent	31.30%	38.70%	30.00%	32.00%	37.30%	33.40%	24.70%	41.20%	9.30%	14.30%	29.20%
	Net negative	16.70%	14.00%	17.80%	25.40%	17.10%	15.80%	22.40%	10.80%	65.60%	46.00%	25.20%
	Net positive	83.30%	86.00%	82.20%	74.60%	82.90%	84.20%	77.60%	89.20%	34.40%	54.00%	74.80%
	Index score	**74.2**	**77.2**	**73.2**	**68.9**	**75**	**75**	**69**	**79.3**	**34.9**	**51.7**	**67.8**
Women	Poor	1.20%	1.20%	1.00%	4.60%	1.80%	2.40%	4.20%	1.20%	45.70%	19.90%	8.30%
	Fair	19.10%	13.70%	19.50%	21.10%	12.50%	15.50%	19.90%	9.10%	26.20%	32.80%	18.90%
	Good	51.10%	47.10%	50.90%	42.50%	46.30%	55.10%	52.10%	49.90%	21.30%	36.20%	45.30%
	Excellent	28.60%	38.00%	28.60%	31.80%	39.40%	27.00%	23.70%	39.80%	6.80%	11.10%	27.50%
	Net negative	20.30%	14.90%	20.50%	25.80%	14.30%	17.90%	24.10%	10.30%	71.80%	52.70%	27.30%
	Net positive	79.70%	85.10%	79.50%	74.20%	85.70%	82.10%	75.90%	89.70%	28.20%	47.30%	72.70%
	Index score	**71.7**	**76.8**	**71.6**	**68.9**	**77.3**	**72.2**	**67.8**	**79.5**	**29.4**	**46.4**	**66.2**

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Men	Poor	1.10%	2.30%	1.90%	6.10%	3.80%	1.50%	2.90%	3.40%	30.90%	10.90%	6.50%
	Fair	10.30%	10.50%	12.00%	18.90%	15.80%	11.30%	17.00%	7.10%	27.90%	28.20%	15.90%
	Good	53.80%	48.90%	53.60%	43.90%	46.20%	46.80%	53.80%	46.60%	28.80%	43.10%	46.60%
	Excellent	34.90%	38.20%	32.60%	31.10%	34.20%	40.30%	26.30%	42.90%	12.40%	17.90%	31.10%
	Net negative	11.30%	12.80%	13.90%	25.00%	19.50%	12.80%	20.00%	10.50%	58.80%	39.10%	22.40%
	Net positive	88.70%	87.20%	86.10%	75.00%	80.50%	87.20%	80.00%	89.50%	41.20%	60.90%	77.60%
	Index score	77.8	77.6	75.7	68.8	72.8	78.3	70.9	79.6	41	57.2	70
Gen Zers	Poor	1.10%	2.40%	2.40%	7.90%	3.90%	2.20%	4.40%	3.30%	36.00%	14.40%	7.80%
	Fair	16.80%	13.30%	20.70%	21.80%	14.60%	15.70%	22.10%	10.00%	26.90%	30.30%	19.20%
	Good	53.50%	46.70%	50.40%	40.20%	44.30%	48.00%	53.70%	46.10%	26.60%	38.90%	44.80%
	Excellent	28.60%	37.60%	26.40%	30.10%	37.10%	34.10%	19.90%	40.60%	10.50%	16.40%	28.10%
	Net negative	17.90%	15.70%	23.10%	29.70%	18.60%	17.90%	26.40%	13.30%	62.90%	44.80%	27.00%
	Net positive	82.10%	84.30%	76.90%	70.30%	81.40%	82.10%	73.60%	86.70%	37.10%	55.20%	73.00%
	Index score	72.9	75.9	69.4	65.7	74	74	65.7	77.7	37.2	53.1	66.6

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Millennials	**Poor**	1.10%	1.10%	0.50%	3.20%	2.70%	1.60%	2.70%	1.10%	37.40%	14.10%	6.50%
	Fair	13.00%	10.10%	11.70%	17.80%	13.30%	10.60%	16.70%	5.60%	28.60%	28.90%	15.60%
	Good	52.30%	46.70%	53.60%	45.10%	46.20%	55.20%	54.40%	51.70%	25.20%	43.50%	47.40%
	Excellent	33.70%	42.20%	34.20%	34.00%	37.90%	32.60%	26.30%	41.60%	8.80%	13.50%	30.50%
	Net negative	14.10%	11.10%	12.20%	21.00%	15.90%	12.20%	19.40%	6.60%	66.00%	43.00%	22.10%
	Net positive	85.90%	88.90%	87.80%	79.00%	84.10%	87.80%	80.60%	93.40%	34.00%	57.00%	77.90%
	Index score	**76.1**	**79.7**	**77.3**	**72.2**	**75.9**	**76.7**	**71.2**	**81.8**	**34.8**	**53.4**	**69.9**
Gen Xers	**Poor**	1.60%	1.60%	0.80%	4.10%	0.80%	1.60%	2.40%	1.60%	44.70%	18.70%	7.80%
	Fair	14.60%	13.80%	13.00%	18.70%	17.90%	16.30%	15.40%	11.40%	25.20%	31.70%	17.80%
	Good	49.60%	47.20%	53.70%	43.90%	43.90%	47.20%	47.20%	43.90%	23.60%	38.20%	43.80%
	Excellent	34.10%	37.40%	32.50%	33.30%	37.40%	35.00%	35.00%	43.10%	6.50%	11.40%	30.60%
	Net negative	16.30%	15.40%	13.80%	22.80%	18.70%	17.90%	17.90%	13.00%	69.90%	50.40%	25.60%
	Net positive	83.70%	84.60%	86.20%	77.20%	81.30%	82.10%	82.10%	87.00%	30.10%	49.60%	74.40%
	Index score	**75**	**76.2**	**76**	**70.9**	**74.8**	**74.4**	**74.2**	**78.9**	**30.5**	**48**	**67.9**

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Baby Boomers	Poor	6.70%	2.20%	4.40%	6.70%	2.20%	4.40%	8.90%	4.40%	55.60%	33.30%	12.90%
	Fair	20.00%	13.30%	17.80%	20.00%	6.70%	13.30%	11.10%	8.90%	22.20%	37.80%	17.10%
	Good	42.20%	60.00%	53.30%	42.20%	57.80%	53.30%	46.70%	48.90%	13.30%	22.20%	44.00%
	Excellent	31.10%	24.40%	24.40%	31.10%	33.30%	28.90%	33.30%	37.80%	8.90%	6.70%	26.00%
	Net negative	26.70%	15.60%	22.20%	26.70%	8.90%	17.80%	20.00%	13.30%	77.80%	71.10%	30.00%
	Net positive	73.30%	84.40%	77.80%	73.30%	91.10%	82.20%	80.00%	86.70%	22.20%	28.90%	70.00%
	Index score	67.8	72.8	68.9	67.8	78.3	72.2	71.1	76.7	24.4	32.8	63.3
Employed	Poor	1.10%	1.00%	0.70%	3.40%	2.40%	1.60%	2.60%	1.50%	42.00%	16.70%	7.30%
	Fair	13.80%	12.50%	13.80%	21.60%	13.30%	12.80%	18.00%	7.30%	27.50%	31.50%	17.20%
	Good	52.80%	47.80%	54.10%	43.70%	47.50%	51.50%	52.80%	49.60%	22.10%	39.30%	46.10%
	Excellent	32.20%	38.70%	31.40%	31.20%	36.70%	34.00%	26.50%	41.60%	8.50%	12.40%	29.30%
	Net negative	15.00%	13.50%	14.50%	25.00%	15.80%	14.50%	20.70%	8.80%	69.40%	48.30%	24.50%
	Net positive	85.00%	86.50%	85.50%	75.00%	84.20%	85.50%	79.30%	91.20%	30.60%	51.70%	75.50%
	Index score	75.3	77.7	75.4	69.4	75.7	75.9	70.7	80.7	31.9	49.8	68.2

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Unemployed	Poor	1.80%	3.10%	3.10%	9.00%	3.90%	2.60%	5.40%	3.60%	33.00%	13.90%	7.90%
	Fair	17.50%	11.60%	20.10%	17.00%	15.50%	15.20%	19.80%	10.30%	26.50%	28.40%	18.20%
	Good	50.80%	46.60%	49.00%	40.70%	42.50%	49.70%	52.80%	45.60%	29.90%	40.50%	44.80%
	Excellent	29.90%	38.70%	27.80%	33.20%	38.10%	32.50%	21.90%	40.50%	10.60%	17.30%	29.00%
	Net negative	19.30%	14.70%	23.20%	26.00%	19.30%	17.80%	25.30%	13.90%	59.50%	42.30%	26.10%
	Net positive	80.70%	85.30%	76.80%	74.00%	80.70%	82.20%	74.70%	86.10%	40.50%	57.70%	73.90%
	Index score	72.4	76.5	69.6	68	73.9	73.6	66.5	77.3	39.6	54.7	67.2
Part-time	Poor	0.00%	0.00%	0.00%	2.20%	2.20%	0.70%	2.20%	1.50%	41.90%	14.70%	6.50%
	Fair	17.60%	14.70%	16.90%	27.90%	11.80%	16.20%	20.60%	3.70%	30.90%	36.80%	19.70%
	Good	56.60%	53.70%	55.10%	44.90%	45.60%	54.40%	56.60%	58.10%	18.40%	36.00%	47.90%
	Excellent	25.70%	31.60%	27.90%	25.00%	40.40%	28.70%	20.60%	36.80%	8.80%	12.50%	25.80%
	Net negative	17.60%	14.70%	16.90%	30.10%	14.00%	16.90%	22.80%	5.10%	72.80%	51.50%	26.30%
	Net positive	82.40%	85.30%	83.10%	69.90%	86.00%	83.10%	77.20%	94.90%	27.20%	48.50%	73.80%
	Index score	72.6	75.6	73.5	65.6	77.6	73.5	68.2	81.3	30.3	48.7	66.7

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Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Full-time	**Poor**	1.70%	1.20%	0.90%	3.80%	2.60%	2.00%	3.50%	1.40%	43.20%	17.70%	7.80%
	Fair	12.20%	13.00%	13.30%	19.70%	14.20%	10.40%	13.60%	9.60%	26.40%	29.90%	16.20%
	Good	52.20%	47.50%	54.80%	43.20%	47.50%	51.30%	52.50%	46.40%	22.90%	40.30%	45.90%
	Excellent	33.90%	38.30%	31.00%	33.30%	35.70%	36.20%	30.40%	42.60%	7.50%	12.20%	30.10%
	Net negative	13.90%	14.20%	14.20%	23.50%	16.80%	12.50%	17.10%	11.00%	69.60%	47.50%	24.00%
	Net positive	86.10%	85.80%	85.80%	76.50%	83.20%	87.50%	82.90%	89.00%	30.40%	52.50%	76.00%
	Index score	**76.1**	**77.2**	**75.4**	**70.7**	**74.9**	**77.3**	**73.2**	**79.8**	**31.3**	**49.9**	**68.6**
Tech-savvy	**Poor**	1.10%	0.60%	1.00%	3.40%	1.90%	1.10%	1.90%	1.10%	34.20%	11.80%	5.80%
	Fair	10.50%	11.00%	13.70%	19.10%	13.30%	12.20%	18.00%	6.70%	27.50%	27.60%	16.00%
	Good	55.40%	47.80%	52.30%	43.00%	46.60%	51.50%	52.60%	47.90%	27.10%	44.50%	46.90%
	Excellent	33.00%	40.60%	33.00%	34.50%	38.10%	35.20%	27.50%	44.20%	11.20%	16.10%	31.30%
	Net negative	11.70%	11.70%	14.70%	22.60%	15.20%	13.30%	19.90%	7.90%	61.70%	39.40%	21.80%
	Net positive	88.30%	88.30%	85.30%	77.40%	84.80%	86.70%	80.10%	92.10%	38.30%	60.60%	78.20%
	Index score	**77.1**	**79.2**	**75.6**	**71.5**	**76.5**	**76.9**	**71.5**	**81.8**	**38.4**	**56.4**	**70.5**

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Non-tech-savvy	Poor	2.30%	6.10%	3.70%	13.60%	7.00%	5.10%	10.30%	6.50%	54.20%	29.90%	13.90%
	Fair	32.70%	16.40%	25.70%	22.40%	17.30%	19.60%	21.50%	15.00%	25.70%	40.20%	23.60%
	Good	39.70%	45.80%	51.40%	41.10%	41.60%	48.60%	53.70%	48.60%	17.80%	22.40%	41.10%
	Excellent	25.20%	31.80%	19.20%	22.90%	34.10%	26.60%	14.50%	29.90%	2.30%	7.50%	21.40%
	Net negative	35.00%	22.40%	29.40%	36.00%	24.30%	24.80%	31.80%	21.50%	79.90%	70.10%	37.50%
	Net positive	65.00%	77.60%	70.60%	64.00%	75.70%	75.20%	68.20%	78.50%	20.10%	29.90%	62.50%
	Index score	63.2	70.2	64.1	59.3	69.6	68	60.2	70.1	22.1	34.3	58.1
Job could be replaced by machines	Poor	1.90%	0.90%	1.40%	4.30%	2.40%	1.90%	2.80%	0.90%	37.00%	13.70%	6.70%
	Fair	11.80%	15.20%	15.20%	19.90%	14.70%	15.20%	20.40%	7.10%	28.90%	30.80%	17.90%
	Good	57.80%	49.80%	54.50%	47.90%	48.30%	47.40%	53.60%	52.60%	24.60%	41.70%	47.80%
	Excellent	28.40%	34.10%	28.90%	28.00%	34.60%	35.50%	23.20%	39.30%	9.50%	13.70%	27.50%
	Net negative	13.70%	16.10%	16.60%	24.20%	17.10%	17.10%	23.20%	8.10%	65.90%	44.50%	24.60%
	Net positive	86.30%	83.90%	83.40%	75.80%	82.90%	82.90%	76.80%	91.90%	34.10%	55.50%	75.40%
	Index score	74.8	75.2	73.6	68.8	74.5	74.9	68.5	80.6	35.2	52.7	67.9

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Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Job could not be replaced by machines	Poor	0.70%	1.00%	0.20%	3.00%	2.50%	1.50%	2.50%	1.70%	44.60%	18.30%	7.60%
	Fair	14.90%	11.10%	13.10%	22.50%	12.60%	11.60%	16.80%	7.40%	26.70%	31.90%	16.90%
	Good	50.20%	46.80%	54.00%	41.60%	47.00%	53.70%	52.50%	48.00%	20.80%	38.10%	45.30%
	Excellent	34.20%	41.10%	32.70%	32.90%	37.90%	33.20%	28.20%	42.80%	7.90%	11.60%	30.20%
	Net negative	15.60%	12.10%	13.40%	25.50%	15.10%	13.10%	19.30%	9.20%	71.30%	50.20%	24.50%
	Net positive	84.40%	87.90%	86.60%	74.50%	84.90%	86.90%	80.70%	90.80%	28.70%	49.80%	75.50%
	Index score	75.6	79	76.4	69.7	76.3	76.4	71.8	80.7	30.2	48.2	68.4
Open to reskilling	Poor	0.90%	1.20%	1.20%	4.50%	2.20%	1.30%	2.90%	1.30%	38.30%	14.80%	6.80%
	Fair	14.30%	11.90%	15.80%	20.20%	14.20%	13.40%	18.50%	7.60%	27.00%	30.40%	17.30%
	Good	53.30%	47.80%	52.50%	42.70%	46.00%	51.90%	53.60%	48.90%	25.20%	40.50%	46.20%
	Excellent	31.60%	39.10%	30.50%	32.60%	37.50%	33.50%	25.00%	42.20%	9.50%	14.30%	29.60%
	Net negative	15.20%	13.00%	17.00%	24.70%	16.50%	14.70%	21.40%	8.90%	65.20%	45.10%	24.20%
	Net positive	84.80%	87.00%	83.00%	75.30%	83.50%	85.30%	78.60%	91.10%	34.80%	54.90%	75.80%
	Index score	75.1	78	73.8	69.7	75.6	75.7	69.8	80.8	35.2	52.3	68.6

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Not open to reskilling	Poor	8.80%	10.30%	7.40%	20.60%	13.20%	11.80%	14.70%	16.20%	41.20%	27.90%	17.20%
	Fair	27.90%	16.20%	22.10%	14.70%	13.20%	19.10%	22.10%	20.60%	29.40%	29.40%	21.50%
	Good	35.30%	41.20%	47.10%	41.20%	39.70%	36.80%	42.60%	36.80%	23.50%	29.40%	37.40%
	Excellent	27.90%	32.40%	23.50%	23.50%	33.80%	32.40%	20.60%	26.50%	5.90%	13.20%	24.00%
	Net negative	36.80%	26.50%	29.40%	35.30%	26.50%	30.90%	36.80%	36.80%	70.60%	57.40%	38.70%
	Net positive	63.20%	73.50%	70.60%	64.70%	73.50%	69.10%	63.20%	63.20%	29.40%	42.60%	61.30%
	Index score	61.4	67.3	64.3	58.1	66.9	64.7	58.1	59.2	30.9	42.6	57.4
Future of work skills	Poor	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Fair	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Good	47.60%	43.50%	49.20%	48.20%	48.20%	48.20%	56.50%	41.40%	68.10%	63.40%	51.40%
	Excellent	52.40%	56.50%	50.80%	51.80%	51.80%	51.80%	43.50%	58.60%	31.90%	36.60%	48.60%
	Net negative	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	Net positive	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Index score	88.1	89.1	87.7	88	88	88	85.9	89.7	83	84.2	87.1

Categories		Analytical and innovative thinking	Creativity and initiative	Critical thinking	Leadership skills	Emotional intelligence	Idea generation for problem solving	Complex problem solving	Active learning	Programming skills	Technology system analysis	Average
Leadership skills	Poor	0.50%	0.30%	0.70%	0.00%	1.30%	0.90%	2.00%	0.70%	33.70%	12.00%	5.20%
	Fair	10.20%	7.20%	10.80%	0.00%	10.00%	8.70%	14.00%	5.50%	27.70%	27.30%	12.10%
	Good	52.40%	46.10%	52.70%	57.10%	43.20%	50.70%	55.30%	46.90%	28.30%	43.90%	47.70%
	Excellent	36.90%	46.40%	35.80%	42.90%	45.50%	39.70%	28.60%	46.90%	10.30%	16.80%	35.00%
	Net negative	10.70%	7.50%	11.50%	0.00%	11.40%	9.60%	16.00%	6.10%	61.40%	39.30%	17.40%
	Net positive	89.30%	92.50%	88.50%	100.00%	88.60%	90.40%	84.00%	93.90%	38.60%	60.70%	82.60%
	Index score	78.7	82.8	78	85.7	80.3	79.9	73.6	83.5	38.5	56.6	73.8
Programming skills	Poor	0.60%	0.90%	0.90%	3.50%	2.90%	1.20%	1.40%	2.00%	N/A	0.30%	1.40%
	Fair	8.40%	7.50%	11.30%	12.80%	9.00%	6.40%	9.90%	3.20%	N/A	12.20%	8.10%
	Good	50.70%	46.40%	52.80%	45.80%	48.40%	49.30%	54.50%	45.20%	73.00%	58.30%	52.40%
	Excellent	40.30%	45.20%	35.10%	38.00%	39.70%	43.20%	34.20%	49.60%	27.00%	29.30%	38.10%
	Net negative	9.00%	8.40%	12.20%	16.20%	11.90%	7.50%	11.30%	5.20%	N/A	12.50%	9.40%
	Net positive	91.00%	91.60%	87.80%	83.80%	88.10%	92.50%	88.70%	94.80%	100.00%	87.50%	90.60%
	Index score	80.4	81.9	77.5	75.5	78.3	81.7	77.5	84.3	81.7	76	79.5

CareerAddict®

Automation will improve my work-life balance.

Overall ## Demographics ## Employment Status

	Overall	Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	4.60%	3.20%	5.90%	5.00%	2.70%	7.30%	8.90%	4.60%	4.60%	2.90%	4.10%
Disagree	20.30%	21.70%	19.30%	19.20%	19.40%	22.80%	33.30%	22.00%	17.80%	27.90%	19.40%
Agree	56.90%	60.20%	53.20%	59.00%	57.30%	52.80%	44.40%	57.20%	56.40%	61.80%	58.30%
Strongly agree	18.10%	14.90%	21.60%	16.80%	20.70%	17.10%	13.30%	16.30%	21.10%	7.40%	18.30%
Net disagree	24.90%	24.90%	25.20%	24.20%	22.00%	30.10%	42.20%	26.50%	22.42%	30.90%	23.50%
Net agree	75.10%	75.10%	74.80%	75.80%	78.00%	69.90%	57.80%	73.50%	77.58%	69.10%	76.50%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	3.50%	8.40%	4.70%	4.50%	4.40%	7.40%	4.20%	4.80%	5.50%
Disagree	17.90%	29.40%	18.00%	24.00%	19.90%	26.50%	8.90%	18.90%	13.90%
Agree	59.20%	48.60%	60.70%	55.40%	57.30%	51.50%	59.20%	56.00%	58.00%
Strongly agree	19.40%	13.60%	16.60%	16.10%	18.40%	14.70%	27.70%	20.30%	22.60%
Net disagree	21.40%	37.90%	22.70%	28.50%	24.30%	33.80%	13.10%	23.70%	19.40%
Net agree	78.60%	62.10%	77.30%	71.50%	75.70%	66.20%	86.90%	76.30%	80.60%

A six-hour workday would increase my productivity.

Overall

Demographics

Employment Status

	Overall	Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
Strongly disagree	6.40%	4.40%	8.20%	6.60%	5.80%	5.70%	11.10%	4.90%	8.80%	5.90%	4.60%
Disagree	19.20%	20.10%	18.50%	20.30%	13.80%	26.00%	35.60%	19.00%	19.60%	19.10%	20.60%
Agree	46.20%	48.50%	44.30%	45.60%	49.60%	40.70%	37.80%	47.50%	44.10%	55.90%	43.50%
Strongly agree	28.20%	27.00%	29.00%	27.50%	30.80%	27.60%	15.60%	28.60%	27.60%	19.10%	31.30%
Net disagree	25.60%	24.50%	26.70%	26.90%	19.60%	31.70%	46.70%	23.90%	28.40%	25.00%	25.20%
Net agree	74.40%	75.50%	73.30%	73.10%	80.40%	68.30%	53.30%	76.10%	71.60%	75.00%	74.80%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
Strongly disagree	6.10%	7.50%	4.70%	5.00%	5.90%	13.20%	5.20%	6.70%	7.00%
Disagree	18.30%	22.90%	17.10%	20.00%	18.90%	23.50%	13.10%	19.10%	16.50%
Agree	47.00%	43.00%	50.20%	46.00%	47.00%	35.30%	46.10%	44.10%	45.80%
Strongly agree	28.60%	26.60%	28.00%	29.00%	28.20%	27.90%	35.60%	30.10%	30.70%
Net disagree	24.30%	30.40%	21.80%	25.00%	24.80%	36.80%	18.30%	25.80%	23.50%
Net agree	75.70%	69.60%	78.20%	75.00%	75.20%	63.20%	81.70%	74.20%	76.50%

Appendix 10

A four-day workweek would increase my productivity.

	Overall	Demographics						Employment Status			
		Women	**Men**	**Gen Zers**	**Millennials**	**Gen Xers**	**Baby Boomers**	**Employed**	**Unemployed**	**Part-time**	**Full-time**
Strongly disagree	12.60%	8.00%	16.80%	14.00%	9.30%	13.80%	22.20%	12.80%	12.10%	16.20%	12.20%
Disagree	26.60%	27.80%	26.10%	29.70%	23.90%	22.80%	28.90%	24.40%	30.20%	26.50%	23.50%
Agree	37.90%	39.20%	36.80%	37.10%	39.30%	41.50%	24.40%	37.40%	38.70%	40.40%	36.50%
Strongly agree	22.90%	24.90%	20.40%	19.20%	27.60%	22.00%	24.40%	25.40%	19.10%	16.90%	27.80%
Net disagree	39.20%	35.80%	42.90%	43.70%	33.20%	36.60%	51.10%	37.20%	42.30%	42.60%	35.70%
Net agree	60.80%	64.20%	57.10%	56.30%	66.80%	63.40%	48.90%	62.80%	57.70%	57.40%	64.30%

Personal Traits

	Tech-savvy	**Non-tech-savvy**	**Job could be replaced**	**Job could not be replaced**	**Open to reskilling**	**Not open to reskilling**	**Future of work skills**	**Leadership skills**	**Programming skills**
Strongly disagree	13.40%	9.30%	11.80%	13.40%	12.20%	17.60%	11.00%	13.20%	14.50%
Disagree	25.70%	29.90%	23.70%	24.80%	26.60%	26.50%	24.60%	25.70%	24.10%
Agree	38.10%	36.90%	37.90%	37.10%	38.20%	33.80%	40.30%	37.00%	39.70%
Strongly agree	22.70%	23.80%	26.50%	24.80%	23.00%	22.10%	24.10%	24.10%	21.70%
Net disagree	39.20%	39.30%	35.50%	38.10%	38.80%	44.10%	35.60%	38.90%	38.60%
Net agree	60.80%	60.70%	64.50%	61.90%	61.20%	55.90%	64.40%	61.10%	61.40%

Appendix 11

A 20% reduction in working hours will increase my productivity.

(based on the average values from tables 9 and 10)

	Overall	**Demographics**						**Employment Status**			
		Women	**Men**	**Gen Zers**	**Millennials**	**Gen Xers**	**Baby Boomers**	**Employed**	**Unemployed**	**Part-time**	**Full-time**
Strongly disagree	9.50%	6.20%	12.50%	10.30%	7.60%	9.80%	16.70%	8.90%	10.40%	11.00%	8.40%
Disagree	22.90%	23.90%	22.30%	25.00%	18.80%	24.40%	32.20%	21.70%	24.90%	22.80%	22.00%
Agree	42.00%	43.90%	40.50%	41.40%	44.40%	41.10%	31.10%	42.40%	41.40%	48.20%	40.00%
Strongly agree	25.60%	26.00%	24.70%	23.40%	29.20%	24.80%	20.00%	27.00%	23.30%	18.00%	29.60%
Net disagree	32.40%	30.20%	34.80%	35.30%	26.40%	34.10%	48.90%	30.60%	35.30%	33.80%	30.40%
Net agree	67.60%	69.80%	65.20%	64.70%	73.60%	65.90%	51.10%	69.40%	64.70%	66.20%	69.60%

Personal Traits

	Tech-savvy	**Non-tech-savvy**	**Job could be replaced**	**Job could not be replaced**	**Open to reskilling**	**Not open to reskilling**	**Future of work skills**	**Leadership skills**	**Programming skills**
Strongly disagree	9.80%	8.40%	8.30%	9.20%	9.00%	15.40%	8.10%	10.00%	10.70%
Disagree	22.00%	26.40%	20.40%	22.40%	22.80%	25.00%	18.80%	22.40%	20.30%
Agree	42.60%	40.00%	44.10%	41.60%	42.60%	34.60%	43.20%	40.60%	42.80%
Strongly agree	25.70%	25.20%	27.30%	26.90%	25.60%	25.00%	29.80%	27.10%	26.20%
Net disagree	31.70%	34.80%	28.70%	31.60%	31.80%	40.40%	27.00%	32.40%	31.00%
Net agree	68.30%	65.20%	71.30%	68.40%	68.20%	59.60%	73.00%	67.60%	69.00%

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Salary amount willing to give up for a six-hour workday.

	Overall	Demographics						Employment Status			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
0.00%	23.60%	24.70%	22.50%	15.30%	27.10%	37.40%	42.20%	30.40%	12.90%	26.50%	34.80%
1–5%	29.40%	33.60%	25.00%	31.20%	27.90%	30.90%	20.00%	27.30%	32.70%	30.90%	24.60%
6–10%	20.20%	19.70%	21.20%	22.10%	19.40%	15.40%	22.20%	20.00%	20.60%	21.30%	19.40%
11–15%	5.90%	4.60%	6.90%	6.80%	5.60%	3.30%	6.70%	5.50%	6.40%	5.90%	5.50%
16–20%	7.40%	6.20%	8.00%	8.70%	7.70%	4.10%	0.00%	6.70%	8.50%	5.90%	6.40%
21–25%	4.50%	3.40%	5.50%	4.40%	4.50%	4.10%	6.70%	4.20%	4.90%	4.40%	4.30%
26–30%	2.90%	3.00%	2.90%	3.50%	2.70%	2.40%	0.00%	2.60%	3.40%	0.70%	2.60%
30%+	6.10%	4.60%	8.00%	8.10%	5.30%	2.40%	2.20%	3.30%	10.60%	4.40%	2.30%
Mean	9.00%	8.00%	10.00%	10.30%	8.70%	6.20%	6.00%	7.70%	8.60%	7.60%	7.30%
Median	5.00%	5.00%	6.00%	6.00%	5.00%	3.00%	3.00%	5.00%	5.00%	5.00%	5.00%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
0.00%	22.80%	26.60%	26.10%	32.70%	23.10%	30.90%	18.30%	23.10%	17.10%
1–5%	29.20%	30.40%	27.00%	27.50%	29.50%	27.90%	24.60%	28.90%	28.40%
6–10%	20.70%	18.70%	22.30%	18.80%	21.20%	7.40%	28.30%	20.60%	23.80%
11–15%	6.60%	3.30%	6.20%	5.20%	5.70%	8.80%	4.20%	5.60%	4.10%
16–20%	7.10%	8.40%	5.20%	7.40%	7.40%	7.40%	8.40%	8.00%	7.20%
21–25%	4.80%	3.30%	5.20%	3.70%	4.50%	4.40%	4.20%	4.30%	4.90%
26–30%	3.30%	1.40%	3.30%	2.20%	2.90%	2.90%	5.80%	3.20%	6.10%
30%+	5.60%	7.90%	4.70%	2.50%	5.80%	10.30%	6.30%	6.30%	8.40%
Mean	9.10%	8.40%	8.60%	7.30%	9.00%	9.30%	10.30%	9.00%	10.70%
Median	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	10.00%	5.00%	10.00%

*Mean and median values were calculated assuming that 30%+ = 31%.

Appendix 13

Salary amount willing to give up for a four-day workweek.

	Overall	Demographics						Employment Status			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
0.00%	26.90%	27.40%	25.80%	20.50%	27.90%	41.50%	44.40%	32.70%	17.80%	25.00%	36.20%
1–5%	29.60%	33.80%	25.20%	31.40%	27.60%	29.30%	28.90%	27.60%	32.70%	34.60%	25.50%
6–10%	15.80%	16.30%	15.50%	16.40%	16.40%	13.00%	11.10%	15.80%	15.70%	19.90%	15.90%
11–15%	7.70%	6.00%	9.70%	8.30%	8.20%	4.90%	4.40%	6.80%	9.00%	5.10%	5.20%
16–20%	6.50%	5.60%	7.40%	5.70%	8.00%	5.70%	4.40%	6.50%	6.40%	3.70%	8.10%
21–25%	4.40%	3.60%	5.00%	5.50%	3.40%	4.10%	2.20%	4.60%	4.10%	5.90%	4.10%
26–30%	3.40%	3.40%	3.40%	5.20%	1.90%	1.60%	2.20%	1.80%	5.90%	2.20%	1.40%
30%+	5.80%	3.80%	8.00%	7.00%	6.60%	0.00%	2.20%	4.20%	8.20%	3.70%	3.50%
Mean	8.70%	7.70%	9.80%	9.80%	8.70%	5.50%	5.50%	7.60%	8.50%	7.60%	7.20%
Median	5.00%	5.00%	5.00%	5.00%	5.00%	2.00%	2.00%	5.00%	5.00%	5.00%	4.00%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
0.00%	27.20%	25.70%	28.40%	34.90%	27.20%	23.50%	17.30%	25.90%	18.00%
1–5%	29.30%	30.80%	30.30%	26.20%	29.50%	30.90%	31.40%	30.60%	31.90%
6–10%	15.30%	17.30%	15.20%	16.10%	15.90%	13.20%	19.90%	15.40%	17.10%
11–15%	8.20%	5.60%	7.60%	6.40%	7.70%	7.40%	8.40%	7.90%	9.00%
16–20%	6.70%	5.60%	4.30%	7.70%	6.70%	2.90%	8.40%	6.60%	7.80%
21–25%	3.90%	6.10%	4.30%	4.70%	4.10%	8.80%	4.20%	4.30%	4.30%
26–30%	3.30%	3.70%	3.80%	0.70%	3.40%	2.90%	5.20%	3.50%	4.90%
30%+	6.00%	5.10%	6.20%	3.20%	5.50%	10.30%	5.20%	5.90%	7.00%
Mean	8.70%	8.60%	8.50%	7.20%	8.60%	10.20%	9.70%	8.70%	10.00%
Median	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	6.00%	5.00%	6.00%

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*Mean and median values were calculated assuming that 30%+ = 31%.

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Salary amount willing to give up for a 20% reduction in worktime.

(based on the average values from tables 12 and 13)

	Overall	**Demographics**						**Employment Status**			
		Women	Men	Gen Zers	Millennials	Gen Xers	Baby Boomers	Employed	Unemployed	Part-time	Full-time
0.00%	25.30%	26.10%	24.20%	17.90%	27.50%	39.40%	43.30%	31.50%	15.30%	25.70%	35.50%
1–5%	29.50%	33.70%	25.10%	31.30%	27.70%	30.10%	24.40%	27.50%	32.70%	32.70%	25.10%
6–10%	18.00%	18.00%	18.40%	19.20%	17.90%	14.20%	16.70%	17.90%	18.20%	20.60%	17.70%
11–15%	6.80%	5.30%	8.30%	7.50%	6.90%	4.10%	5.60%	6.20%	7.70%	5.50%	5.40%
16–20%	6.90%	5.90%	7.70%	7.20%	7.80%	4.90%	2.20%	6.60%	7.50%	4.80%	7.20%
21–25%	4.40%	3.50%	5.30%	4.90%	4.00%	4.10%	4.40%	4.40%	4.50%	5.10%	4.20%
26–30%	3.10%	3.20%	3.20%	4.40%	2.30%	2.00%	1.10%	2.20%	4.60%	1.50%	2.00%
30%+	5.90%	4.20%	8.00%	7.50%	6.00%	1.20%	2.20%	3.70%	9.40%	4.00%	2.90%
Mean	8.80%	7.80%	9.90%	10.10%	8.70%	5.80%	5.70%	7.70%	8.50%	7.60%	7.30%
Median	5.00%	5.00%	5.50%	5.50%	5.00%	2.50%	2.50%	5.00%	5.00%	5.00%	4.50%

Personal Traits

	Tech-savvy	Non-tech-savvy	Job could be replaced	Job could not be replaced	Open to reskilling	Not open to reskilling	Future of work skills	Leadership skills	Programming skills
0.00%	25.00%	26.20%	27.30%	33.80%	25.10%	27.20%	17.80%	24.50%	17.50%
1–5%	29.20%	30.60%	28.70%	26.90%	29.50%	29.40%	28.00%	29.70%	30.10%
6–10%	18.00%	18.00%	18.70%	17.50%	18.60%	10.30%	24.10%	18.00%	20.40%
11–15%	7.40%	4.40%	6.90%	5.80%	6.70%	8.10%	6.30%	6.80%	6.50%
16–20%	6.90%	7.00%	4.70%	7.50%	7.10%	5.10%	8.40%	7.30%	7.50%
21–25%	4.40%	4.70%	4.70%	4.20%	4.30%	6.60%	4.20%	4.30%	4.60%
26–30%	3.30%	2.60%	3.60%	1.50%	3.20%	2.90%	5.50%	3.30%	5.50%
30%+	5.80%	6.50%	5.50%	2.80%	5.60%	10.30%	5.80%	6.10%	7.70%
Mean	8.90%	8.50%	8.50%	7.30%	8.80%	9.80%	10.00%	8.80%	10.30%
Median	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	8.00%	5.00%	8.00%

*Mean and median values were calculated assuming that 30%+ = 31%.

Appendix 15

Future businesses should address the following in this order.

Ranked in order of importance

	Gender pay gap	Environmental sustainability	Flexible work options	Work-life balance	Diversity and inclusion
Overall	4	1	2	3	5
Women	2	1	3	4	5
Men	4	1	2	3	5
Gen Zers	2	1	3	4	5
Millennials	4	1	2	3	5
Gen Xers	3	2	1	4	5
Baby Boomers	1	2	3	4	5
Employed	4	1	2	3	5
Unemployed	3	1	2	4	5
Part-time	2	1	4	3	5
Full-time	4	1	2	3	5

	Gender pay gap	Environmental sustainability	Flexible work options	Work-life balance	Diversity and inclusion
Tech-savvy	3	1	2	4	5
Non-tech-savvy	4	1	3	2	5
Job could be replaced by machines	3	1	2	4	5
Job could not be replaced by machines	4	1	2	3	5
Open to reskilling	3	1	2	4	5
Not open to reskilling	4	1	2	3	5
Future of work skills	4	1	2	3	5
Leadership skills	3	1	2	4	5
Programming skills	4	1	2	3	5

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*The category 'Future of Work Skills' includes only those who reportedly have the necessary skills for the future of work to an excellent or good extent.

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About CareerAddict

CareerAddict is a leading online resource dedicated to helping professionals kickstart and advance their career. With over 1 million monthly readers, we provide expert career advice and insights into the modern workplace.

We cover everything from writing your first CV to choosing the perfect career, interviewing for your dream job to negotiating a better salary, and dealing with workplace issues to improving management skills.

CareerAddict caters to a diverse audience of jobseekers, students, workers, employers and everyone else in between, equipping them with the tools, information and resources they need to achieve their aspirations and take their careers one step further.

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