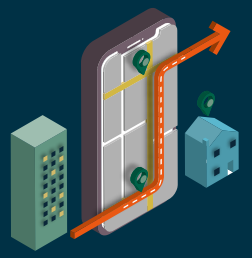
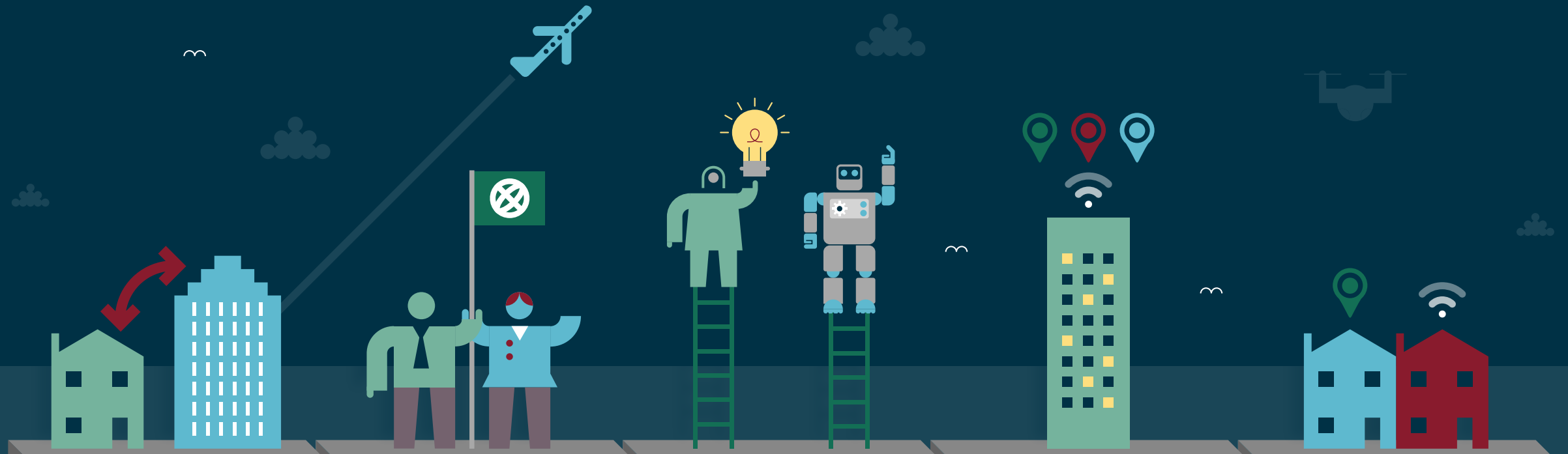


Future of Work
OC Predictions

Osborne Clarke



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2 Worker of the future

3 Jobs of the future

4 Office/business premises of the future

5 Home/workspace of the future

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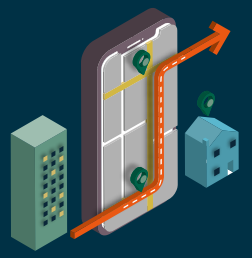

Future of Work
OC Predictions

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Employer of the future:

– Will respond to culture and the working experience becoming key differentiators by investing in initiatives to ensure their people feel 'part of' the business and to foster the sense of 'belonging' with diversity and inclusion being a key part of this drive.

– Will invest considerably more in tech for connectivity; for the streamlining of tasks and processes and to make the working day as easy as possible – in the office and for remote workers. Tech will play a key part in supporting increased flexibility.

– Will have an increased focus (and investment!) in training and learning and development for the re-skilling and upskilling of their people.

– Will reconsider working models and make increasing use of a contingent workforce (gig, agency, self-employed etc) resulting in increased regulation in respect of atypical workers, further tax reforms and enforcement of existing tax measures.

– Will be crisis-prepared and crisis-manage new risks including in respect of the health and safety of workers, data protection, taxation, safeguarding of a remote workforce and future business-interrupting events.

– Will be held increasingly to account in respect of their role in the community, sustainability and ESG.

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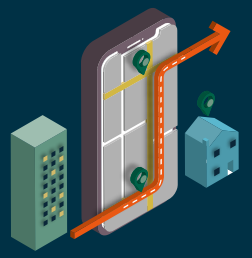

Future of Work
OC Predictions

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Worker of the future:

– Will want more flexibility in where they work, when they work and how they work but with no differentiators between people working in different ways. Hybrid working will become the norm.

– Will not be restricted by geographical boundaries when applying for jobs.

– Will expect greater sustainability in their working experience (as will clients and others in the supply chain).

– Will object to regional differentials in pay. They will want reward based on output not location.

– Will commute less to work but be willing to commute further.

– Will expect their employer to listen to their views and take into account their individual circumstances.

– Will, more frequently, be engaged on a gig basis via platforms, to supplement or as their main source of income, working remotely and/or cross border.

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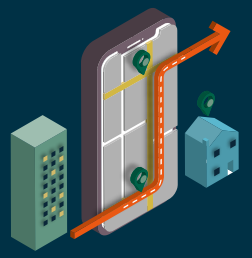

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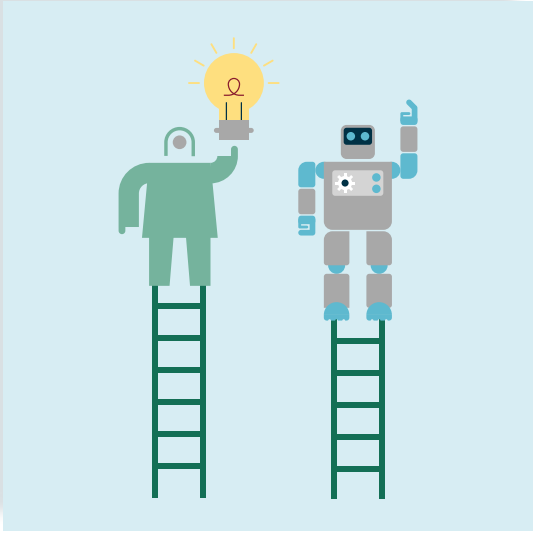

Jobs of the future:

– Will be, in part, new and different jobs leading to both labour shortages and talent opportunities. This will involve job transitioning and reskilling for some existing employees and changing recruitment practices to attract then retain critical talent.

– Will rely upon or be facilitated by new technologies (AI, automation, robotics) leading to freeing up of people to focus on new, emerging jobs and changing/new working practices involving the interaction of human and robot.

– Will be increasingly cross-border and draw upon a national and international workforce.

– Will require re-thinking in respect of pay, benefits and incentivisation.

– Will become increasingly project based with performance measured on an output basis with experts moving between projects across multiple businesses.

– Will be 'green'.

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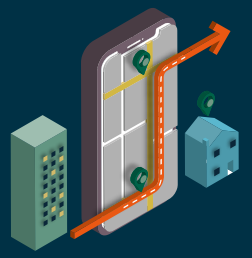

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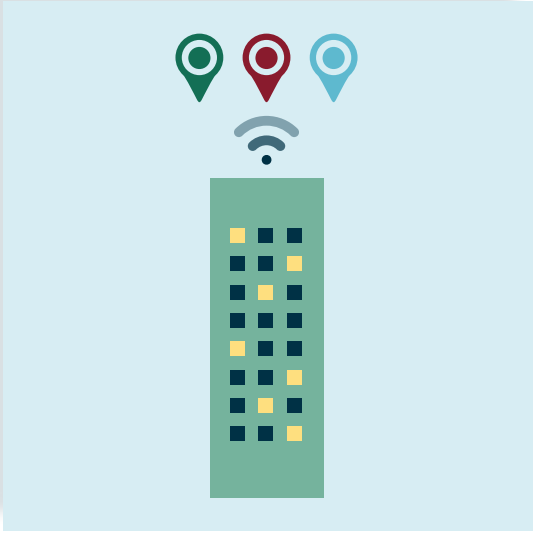

Office/business premises of the future:

– Will have a reduced office space footprint with less being spent on estate; shorter contractual terms and increased use of flexible solutions such as co-working, working at clients' premises, self-managed space and pay as you use services.

– Will remain the primary 'touchpoint' for staff and clients. This is not the end of the office, just the beginning of a re-imagination of how the office will look and feel.

– Will see changed office usage with less emphasis on solo-focused work and greater emphasis on a team-based environment, collaboration and the fostering of business identity; education and learning; social contact and creation of sustainable and health-centric office spaces.

– Will need imaginative solutions to create a flexible space ready to respond to capacity fluctuations and changing usage such as moving partitions, reduced fixtures and fittings and shared occasional facilities.

– Will become more 'tech-enabled', building on advances such as low-touch, voice-enabled technology with a focus on ensuring both the safety and effectiveness of the workspace.

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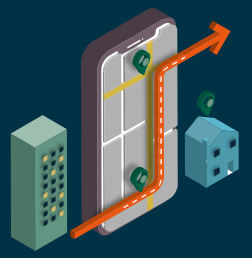

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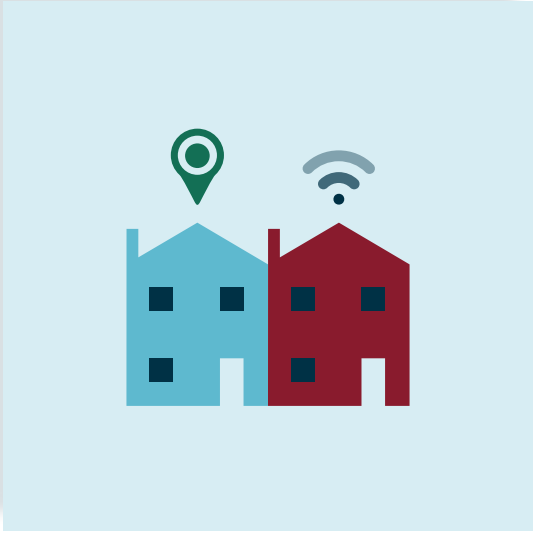

Home/workspace of the future:

– Will be tech-driven and designed as 'live/work' spaces with facilities for working from home or co-working shared spaces where home and work co-exist.

– Will result in changes to performance and productivity monitoring, supervision and management.

– Will lead to head-scratching issues around taxation, expenses and responsibility for the provision of equipment, utilities and insurance cover.

– Will require a re-thinking in respect of the protection of data, confidential information and the health of the agile workforce.

– Will impact on planning permissions, terms of residential issues and service charges.

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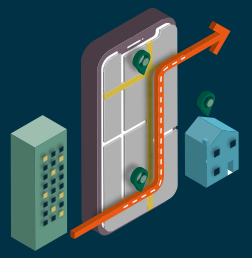

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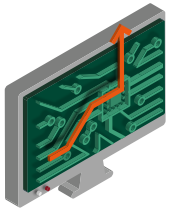
About Osborne Clarke

We immerse ourselves in the global issues that are transforming the landscape of how we live, work and do business. Focusing on the transformation drivers that will have the biggest impact on our clients, we use this insight to help you thrive, ensure agility and strengthen the resilience of your business. We are at your side, working closely with you to bring value, share new products and apply digital solutions. Together we'll be ready for what's next.

We were recently commended in the FT Innovative Lawyers Europe 2020 awards.

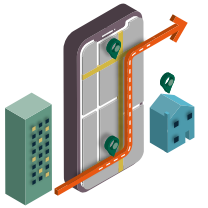
Decarbonisation

Carbon neutral imperatives are increasingly at the heart of business strategies. This will often require a radical rethink along your entire supply chain, from initial use of carbon all the way through to customer delivery. We will bring our expertise and track record to support you with every step along your decarbonisation journey.



Digitalisation

Businesses are fast being re-shaped to fully exploit the possibilities of digital technology, but timely delivery is vital. Our lawyers are experts in advising on delivering a digitalisation strategy: from procuring digital infrastructure and technology to implementing a data strategy, or responding to a cybersecurity crisis. We support you as you expand or transform your business through technology.



Urban Dynamics

The vast majority of businesses operate in and benefit from the urban environment. The extent to which you understand and engage with urban dynamics will have a significant impact on your continued success. We understand that the way in which cities are designed, built and managed offers extraordinary opportunities. Our legal advice is focused on helping you to realise these opportunities.

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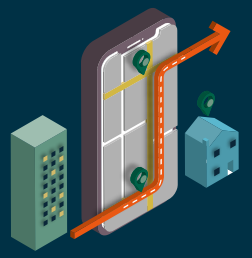

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1,850+
employees, and counting

900+
talented lawyers

270+
expert Partners

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The Netherlands: Amsterdam
Spain: Barcelona, Madrid, Zaragoza
Sweden: Stockholm
UK: Bristol, London, Reading

USA
New York, San Francisco, Silicon Valley

Asia
China: Shanghai
India*: Bangalore, Mumbai, New Delhi
Singapore

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