

# Future of Work After COVID-19 Symposium

**RUTGERS**

Institute for Corporate  
Social Innovation

*An Unprecedented Opportunity for  
Corporate Social Innovation:*  
**The Future of Work and COVID-19**



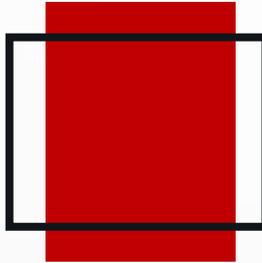
November 2020

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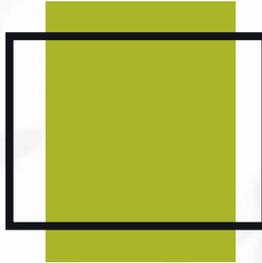
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# Overview of the Report Process

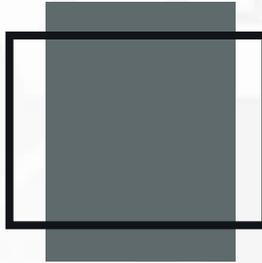
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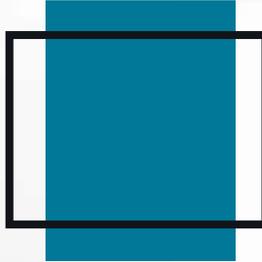
**RICS SAB  
TASK FORCE**



**PRIMARY  
RESEARCH**



**SECONDARY  
RESEARCH**



**FOUNDATION:  
CSI'S FOUR PILLARS**

# Five Ways to Leverage CSI to Build Back Better

Supporting  
Employee Mental  
Health

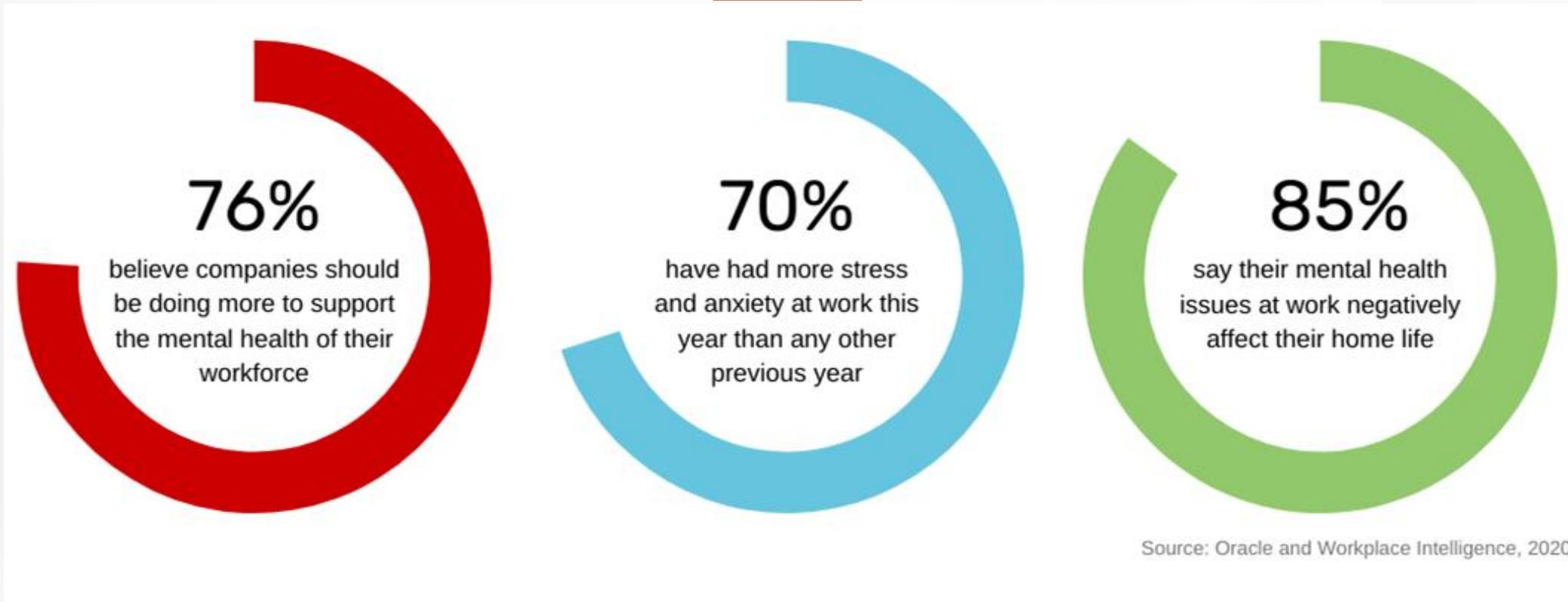
Reskilling for the  
Long-term

Educating for  
Tomorrow's  
Workforce

Sustainability &  
Environment

Diversity, Equity &  
Inclusion

# Supporting Employee Mental Health



A more remote Future of Work needs **transformational infrastructure** that ensures a **baseline of employee mental health** in addition to **personal** and **professional** development.

# Supporting Employee Mental Health

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## MoCaFi's HR Changes:

Tackling barriers  
of a "2-D World"

- Goal-setting and praising tool
- Daily phone calls
- More frequent virtual town halls

## Samsung's FoW Vision:

Balancing pros and cons of  
remote work

- 3-day work week
- Office used for ideation and collaboration, individualized work completed elsewhere

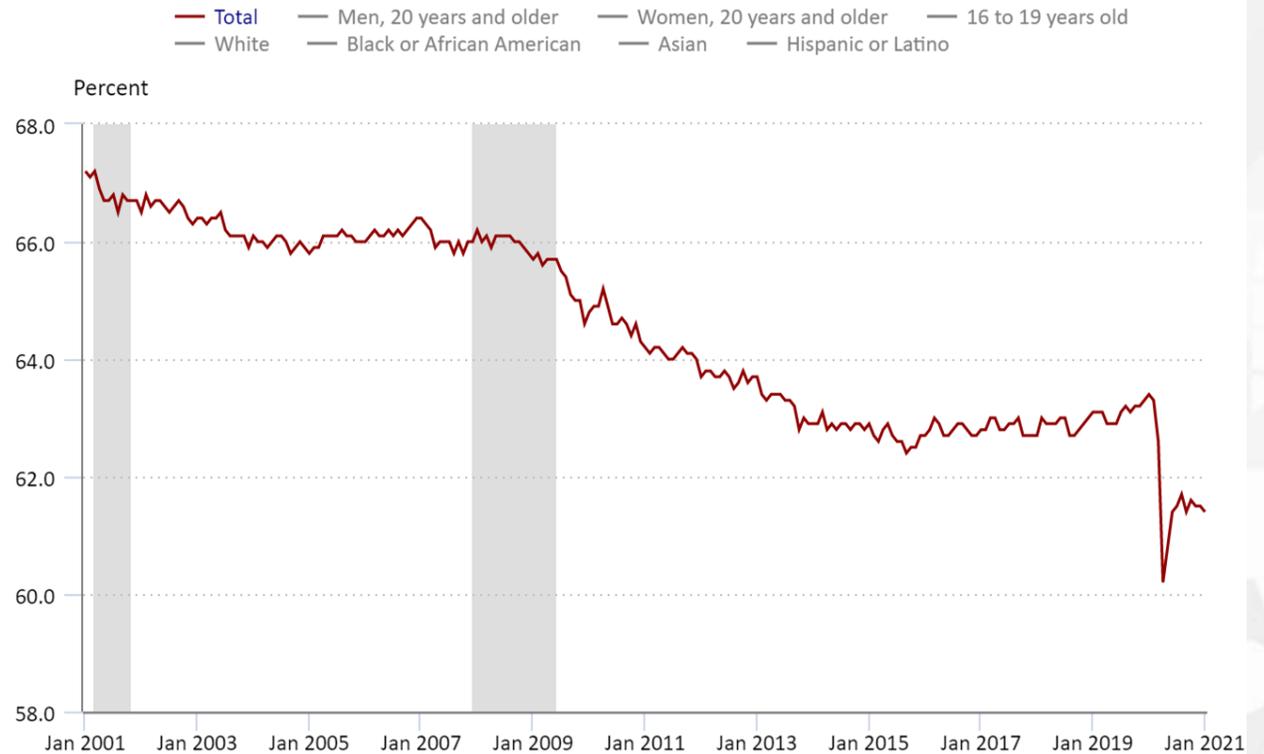
It will be a **gradual process** as executives continue to reflect on positives and negatives of the current environment and what **can and cannot be achieved purely through digital tools.**

## The Fourth Industrial Revolution is Here

- Automation causing sharp reductions in blue collar manufacturing jobs and repetitive-task white collar jobs.
- COVID-19 has acted as a catalyst in accelerating adoption of automation.
- Strong, direct correlation between employment status and civic engagement.

# Reskilling for the Long-term

## Civilian Labor Force Participation Rate, Seasonally Adjusted



Hover over chart to view data.

Note: Shaded area represents recession, as determined by the National Bureau of Economic Research.

Persons whose ethnicity is identified as Hispanic or Latino may be of any race.

Source: U.S. Bureau of Labor Statistics.

# Reskilling for the Long-term

## OPPORTUNITY

- Allows existing employees to become more well rounded and expert-generalist.
  - Promotes internal mobility and loyalty
- Enables mobility and heightened job prospects for external stakeholders

## DIVERSITY

- Preserve diversity recruiting pipelines through reskilling.
  - Allows for more mobility to upper levels of management.
  - Stronger permeation of a diverse culture.

## INVESTMENT

- Initial investment into current employees to cut future recurring costs in:
  - Severance packages
  - General onboarding
  - Recruitment and sign on/salary premiums

## How to Engage in Reskilling and Promote Shared Responsibility:

- Create programs to engage employees in learning high-demand technical and soft skills.
- Engage in philanthropic activity to aid the public and non-profit sectors in reskilling.

# Educating for Tomorrow's Workforce

**Professional  
Development**

**Philanthropy  
and  
Providing  
Technology**

**Access to  
Educational  
Resources**

**Recruitment  
and Training  
Programs**

**Virtual  
Internships  
and  
Externships**

**Partnerships  
with  
Schools**

# Sustainability and the Environment

## Build a **Regenerative Economy**, Ensure **Resilience** Toward Future Events

Crises are recurring and multiple futures are possible

- Events can be climate-related, nature-related, and/or health-related
- Must identify alternative directions and actions

Rebuilding communities go hand-in-hand with environmental action

- Investing in renewable power
- Engaging policymakers
- Prioritizing health

**70%**  
of infectious  
diseases come  
from animals\*

*Source: [How WHO is working to track down the animal reservoir of the SARS-CoV-2 virus](#), World Health Organization, Nov. 6, 2020*

# Sustainability and the Environment



## Going Beyond Restoration to Regeneration

- Coordination among corporations at regional, national and international levels
- Funding streams across sectors
- Increase funding and government advocacy efforts toward:
  - Nature-based climate solutions
  - Clean power
  - Clean mobility
  - Zero-carbon infrastructure
  - Zero-carbon technologies

# Diversity, Equity, and Inclusion

Companies can use COVID-19 to **build back better**

## Businesses commitment:

- Culture that is **needed** for the future of work.
  - Diversity of Suppliers
  - Internal development and recruitment
  - Range of background experiences
- Philanthropy resources
- Fighting against gender inequality
- Cultural diversity

**“The future of workforce is people of color”**

- Panasonic

## BuzzFeed US: Overall Ethnic Diversity (Sep. 2020)

