

The Future of Work Arrives Early: How HR leaders are leveraging the lessons of disruption

Brazil

RESEARCH OVERVIEW

Oxford Economics and the Society for Human Resource Management (SHRM) partnered with SAP SuccessFactors to understand the realities of a post-pandemic workplace for both employers and employees in 10 countries.¹ Our research offers a glimpse of the various workforce strategies adopted by organizations in response to COVID-19, including insight into hiring and layoffs, expectations for future employment changes, readiness for remote work, and investment plans around digital technologies.

This brief report highlights research results for Brazil and suggests next steps for HR leaders as they plan for the years ahead. The findings show that Brazilian employers expect to lean into remote work over the next year—but may be overlooking critical long-term planning around employee reskilling.

BRAZIL'S RESPONSE TO COVID-19

Experiences with COVID-19 vary from country to country, based in some part on the scale of the virus spread, national responses to controlling the pandemic, and local economic realities. Brazil has struggled to control the virus, and at the same time is dealing with record unemployment while weighing the expansion of government assistance schemes.

Brazilian executives in our survey appear to be more in tune with what employees want—they are more likely than any other country in our survey to say that healthcare and other benefits will become more important to attracting and retaining talent over the next year. But Brazilian executives have a lot of ground to make up to ensure their employees have the right technology to effectively work remotely.

Understanding regional and local differences will be critical for HR leaders in Brazil and across the world as they make plans for their global workforces.

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¹ Australia, Brazil, Canada, China, Germany, India, Mexico, Spain, United Kingdom, United States. To learn more about the research, including a detailed overview of each country, visit: <http://www.sap.com/human-experience-shrm-oe>

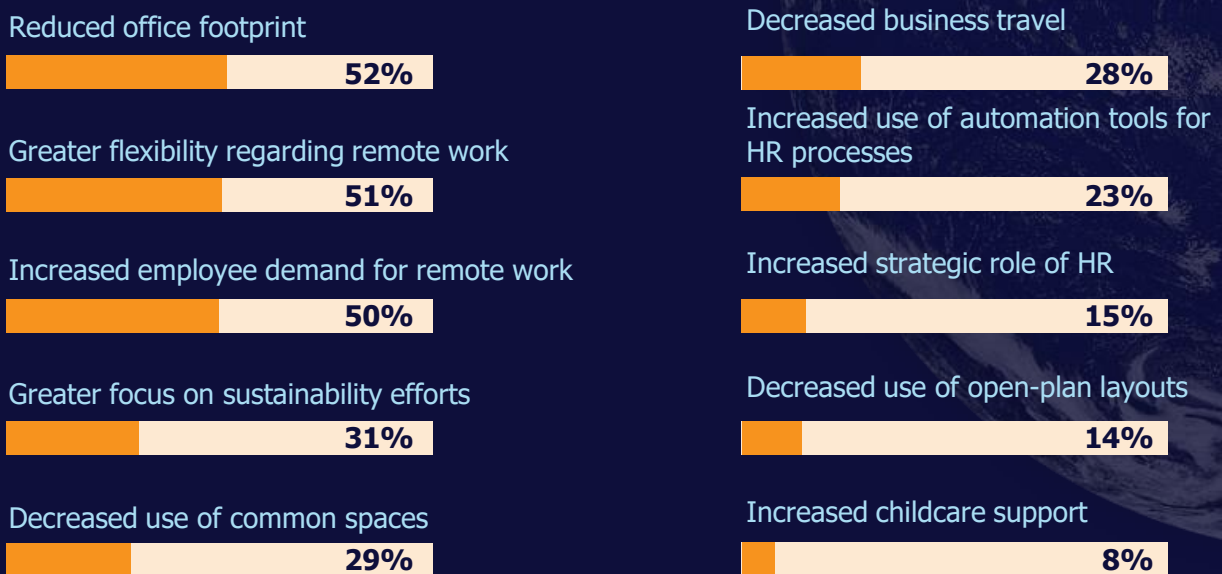
REDEFINING THE WAY WE WORK

The pandemic has redefined work and altered workspaces for millions of Brazilians, forcing leaders to adapt to unexpected disruptions, anticipate future challenges, and plan for strategic changes.

- The vast majority of Brazilian respondents say their organization has effectively handled new ways of working in response to COVID-19 (80%) and is well prepared to address the changing work environment (78%).
- But with change comes challenges. More than half (51%) expect COVID-19 to increase flexibility for remote work over the next year; unsurprisingly, maintaining productivity given new ways of working (68%) and reskilling the workforce to work with new technologies (52%) are expected to become top challenges for businesses.
- Most respondents are increasing sanitation and cleaning (77%) and training on new workplace safety protocols (66%) to keep employees safe and engaged at work. However, far fewer are staggering the number of employees in the workplace at once (49%) or implementing social distancing protocols (42%), and just 25% plan to invest in return-to-work technologies (e.g., testing and tracing) over the next 12 months.

FIG. 1: Brazilian leaders expect a reduced office footprint

Q: Which of the following long-term changes (12+ months) do you expect COVID-19 to have on the workplace? Top-three ranked



THE POST-PANDEMIC TALENT CRISIS

Securing and retaining top talent remains a concern for leaders across sectors—37% expect establishing a culture that supports more remote employee to be a challenge post-pandemic—and many acknowledge the need to strategize for the new work paradigm.

- More than three-quarters (76%) believe COVID-19 will make flexible work more important to attracting and retaining talent, with work/life balance also top of mind. Brazilian leaders are also more likely than any other country surveyed to say that healthcare and other benefits (83%) and compensation (63%) will grow in importance—suggesting that these leaders may be either more in tune with employee desires than others or catching up to these needs as the economy develops.
- Reskilling must be viewed as a long-term talent investment, but just 39% expect to invest in learning programs for reskilling and upskilling over the next year.

FIG. 2: Flexible work will not be the only talent differentiator

Q: To what extent do you expect the following to become less or more important in an organization's ability to attract or retain talent, given the effect of COVID-19?

"Somewhat more important" and "Much more important" responses



MIXED MESSAGES ON TECHNOLOGY

Most Brazilian organizations are satisfied with the technology they have for new ways of working—but are they accommodating all workers?

- More than three-quarters (81%) say their company has the technology it needs to navigate the changing work environment. But still, more than half expect to invest in remote collaboration tools.
- Only 28% say most of their workers can work remotely *and* have the necessary technology and environment to do so effectively, with customer service workers (56%), general staff (55%), and service/field workers (51%) being especially disadvantaged in this area.

Q: Which technologies do you plan to invest in the most over the next 12 months? Top three technologies

53% Remote collaboration tools

39% Learning programs for reskilling and upskilling, as well as new procedures

33% Listening tools/employee surveys