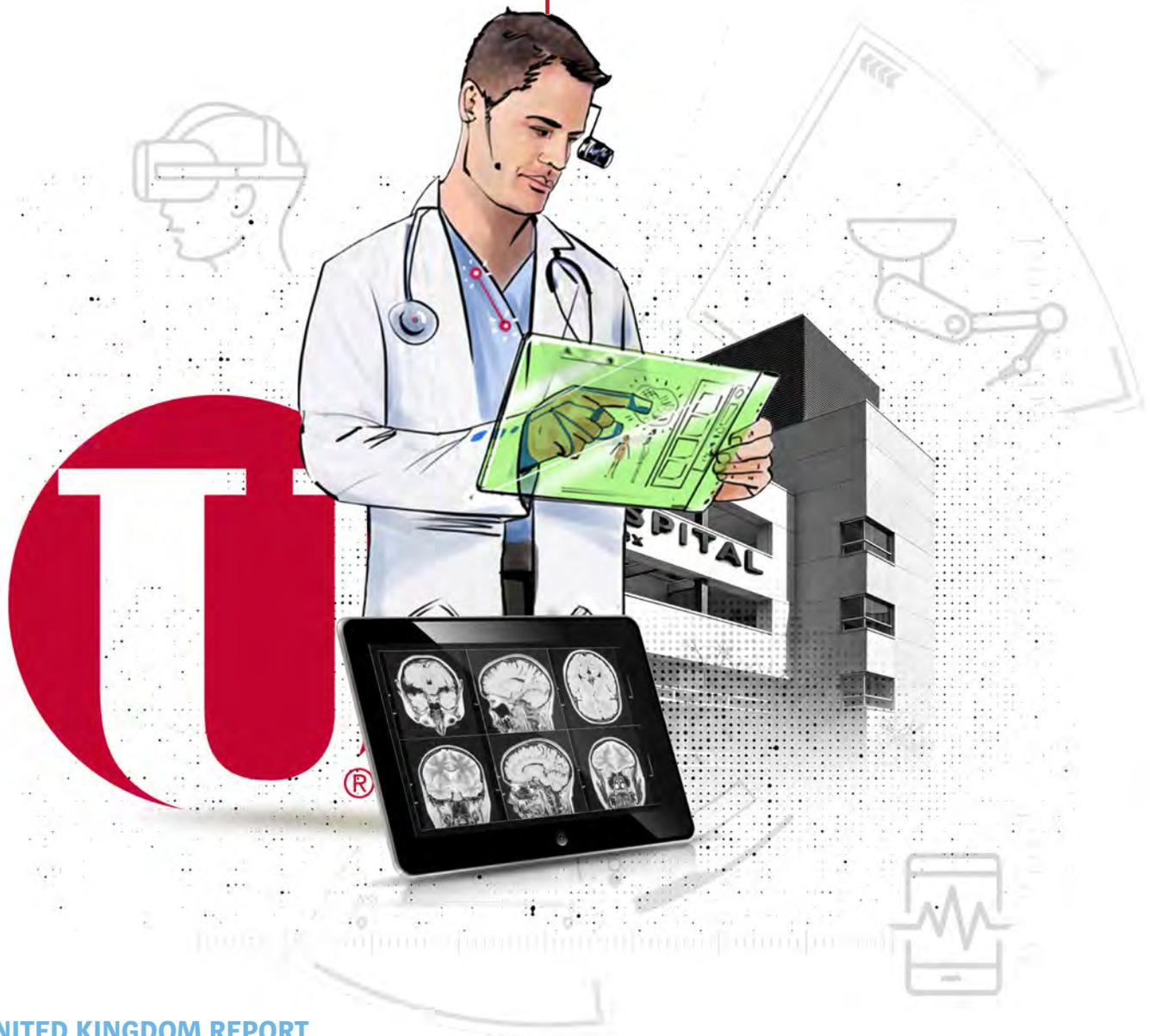


THE NEW DIGITAL WORKPLACE DIVIDE

Global study finds workers at “technology laggard” organisations more than 500 percent more likely to be frustrated, and 600 percent more likely to consider quitting when they work with outdated technology



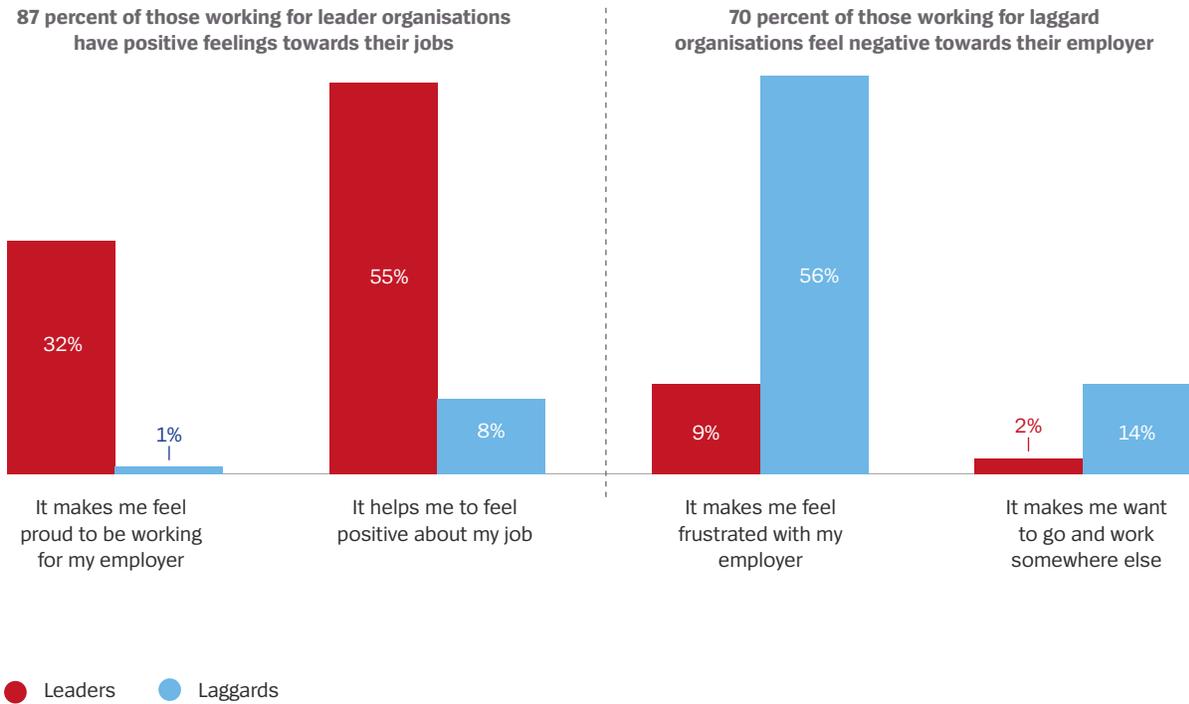
Executive Summary

There is a growing digital divide in the UK's workplace between organisations that have placed themselves at the forefront of technological investment and development and those that have failed to invest in the latest technology or invested in the wrong areas. More specifically, there is a stark divide between those businesses that are technology leaders as compared to those that are technology laggards – and the side of the divide on which a business falls has a deep and lasting impact on not just productivity, but also on employee attitudes and emotions.

Data from **The New Digital Workplace Divide** research show that workers at technology laggard organisations (56 percent) report significantly higher levels of frustration with their employer because of the technology provided, compared to only nine percent of workers at technology leader organisations.

As a result, workers at technology laggard organisations are more likely to want to leave to work elsewhere, as compared to their counterparts at technology leader organisations – only two percent who identified their employer as a technology leader said they would want to work elsewhere because of the technology provided, compared to 14 percent of workers at technology laggard organisations.

Fig. 1 | How does the technology you use at work make you feel about your employer?



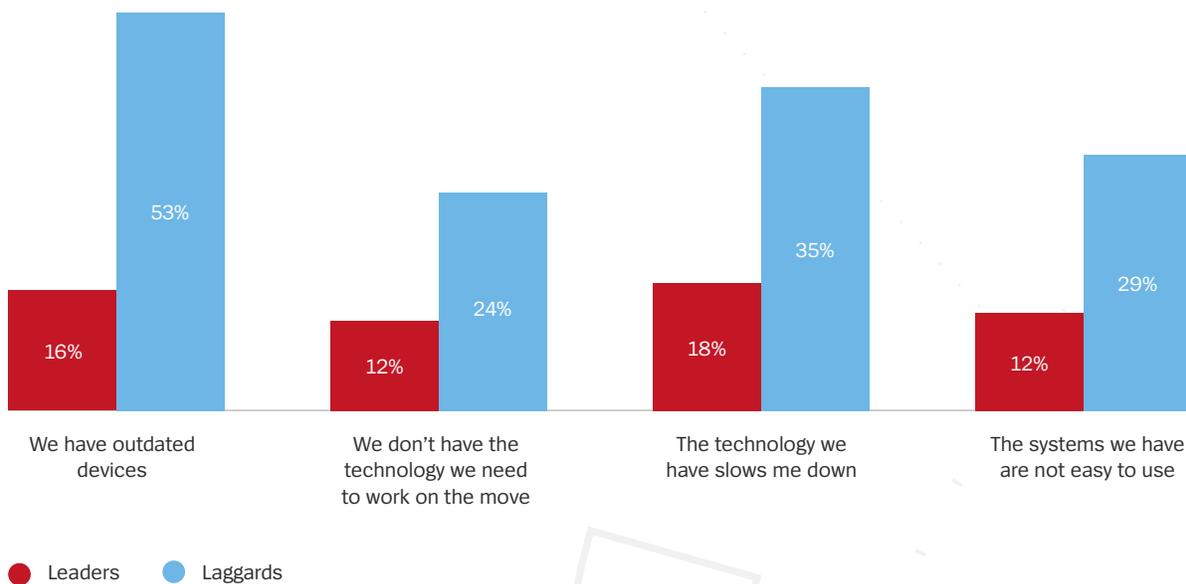
After Brexit, Another New Divide Emerges

Economic and social discourse in Britain today is dominated by one topic: the nation’s dogged, and at times acrimonious, departure from the European Union. We’ve heard time and again that Brexit means Brexit, yet for Britain’s under-pressure industries it’s becoming tough to adapt to an ever-changing situation that, thus far, has no confirmed end in sight.

But with this gravitational pull on the nation’s focus, new research suggests Britain’s eye is off the ball in other critical areas. Unisys has released a report exposing growing inequality – a new digital workplace divide – between the “technology leaders” and the “technology laggards”.

Among these laggard organisations, a staggering 70 percent of workers feel negative towards their employer, (against just 58 percent globally) with 56 percent saying they’re frustrated, and more than half (53 percent) cite outdated devices as their biggest source of frustration. Most importantly, 14 percent of these workers are so disengaged that they are ready to leave the company. Contrast that with the leaders, where 87 percent feel positive and 32 percent say the technology they use at work actually makes them proud of their employer. Just one percent of workers at laggard organisations say the same.

Fig. 2 | In what ways does the technology provided by your employer prevent you from working effectively?



The Impact of Employee Engagement on Productivity

The picture painted here is clear. Workers are looking for agile, modern solutions that support their need to work in different locations or when on the move. Failure to provide mobility-fuelled productivity has big consequences for employee satisfaction and motivation – which are driving factors in productivity.

Ultimately, the cost of not engaging the workers in your workplace has real consequences on both productivity and the bottom line:

Engagement: Given that organisations that invest in employees have 4.2 times the average profit of those that do not, it is clear that making the conditions right for workers has a real impact on a corporate bottom line. Source: hbr.org/2017/03/why-the-millions-we-spend-on-employee-engagement-buy-us-so-little.

Productivity: A 2017 report by research and polling company Gallup found that actively disengaged employees cost the U.S. \$483 billion to \$605 billion each year in lost productivity. Source: news.gallup.com/reports/199961/7.aspx#aspnetForm.

Attrition: A 2016 survey by Samsung found that 10 percent of workers have left a job because of technology frustrations. And the impact on the bottom line for replacing employees is significant; some studies predict that every time a business replaces a salaried employee, it costs six to nine months' salary on average. Sources: www.bbc.com/news/business-38125619; www.peoplekeep.com/blog/bid/312123/employee-retention-the-real-cost-of-losing-an-employee.

Poor Innovation Across the Board

Ineffective technology proves to be a significant source of frustration. More than half (53 percent) of those at laggards feel they work with outdated devices, nearly one-third (29 percent) find their systems hard to use and roughly one-quarter (24 percent) are not provided with the tech they need to work remotely.

Fig. 3 | Which of these are your own devices or ones provided by your employer?

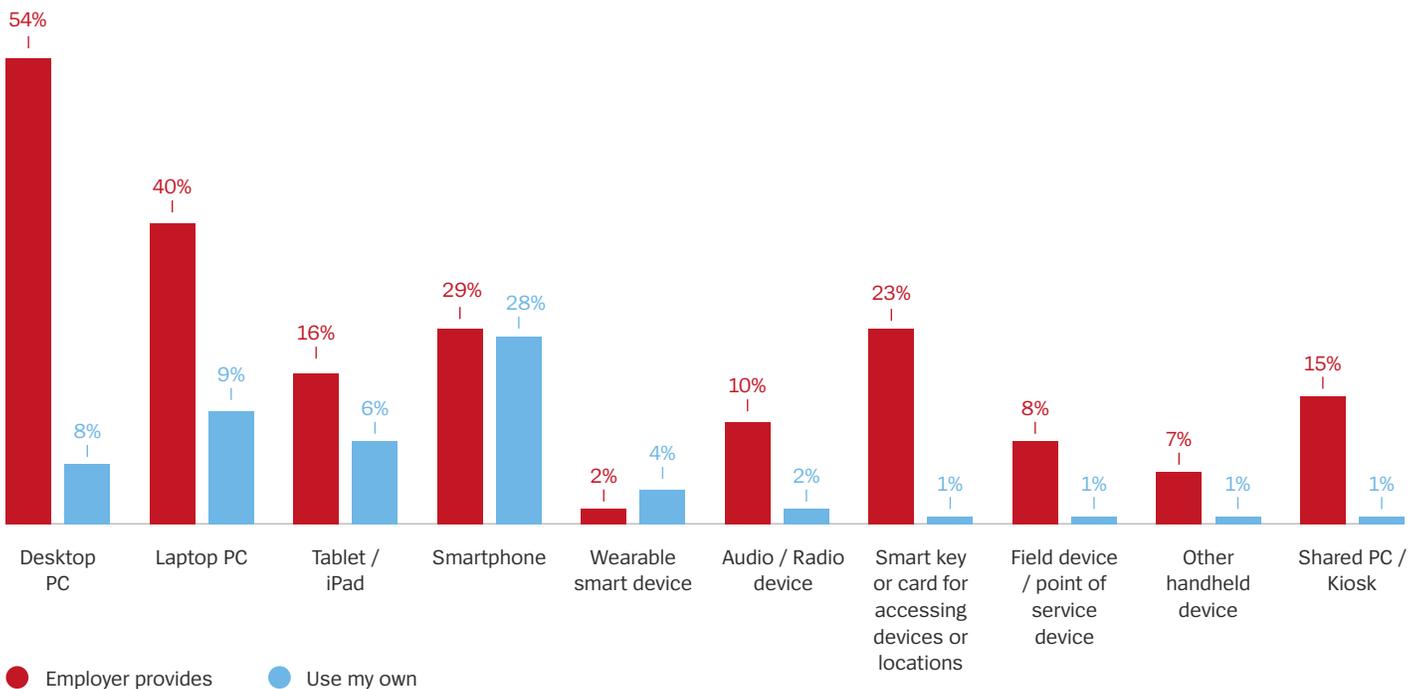
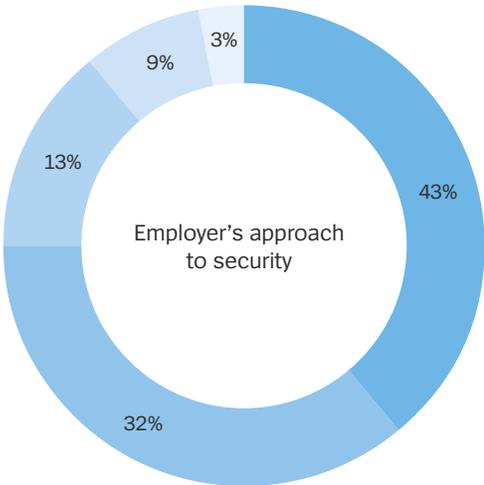


Fig. 4 | What describes your employer’s approach to IT security?



- They put security above all else, even if that slows us down
- They view security as important, but make sure it doesn't get in the way
- Their approach to security is variable - some systems and equipment seem harder to access than others
- Don't know
- I feel like my data is at risk

Which of the following have you done to get round security?



Unsurprisingly, 23 percent believe that improving the devices used within their organisation will best improve their working environment overall. Interestingly, “workarounds” of unsupported apps or websites seen globally in the research are not replicated here. The UK workforce, it appears, likes to play it safe: just 40 percent download apps and/or websites not supported by their

IT group, compared to 61 percent globally. However, nearly two-thirds of workers report having used insecure workarounds such as emailing files to themselves. While this is less than the 71 percent globally who are doing the same thing, it still represents a significant number of workers, and poses serious risks for any organisation.

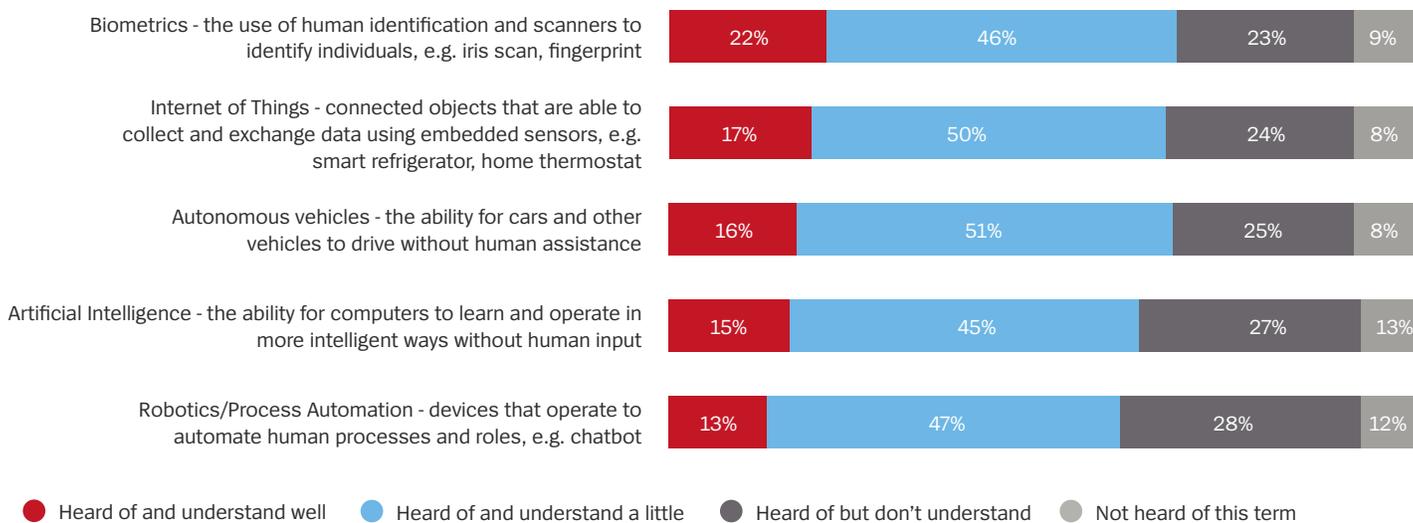
Fixing It Right, and Fixing It Wrong

With their device estate well catered for, security and collaboration are top priorities for leaders, which points towards a smarter use of tech overall. At laggard organisations, management is mainly focused on devices themselves and improving productivity – a fix that is necessary, but simply widens the divide. Laggard organisations will have to learn from the technology leaders here, matching their priorities until they catch up.

Emerging technologies again show a clear divide. More than half (54 percent) of technology innovators are well on the way to building in intelligence, for example, which is twice as many as those at laggard organisations (26 percent). And the importance of intelligent technologies carries into perceived benefits, as well – with 28 percent of respondents suggesting AI offers the biggest potential benefit to the workplace by 2023, down from the 36 percent who felt that globally.

But there is a kicker. At leader organisations, 38 percent think their job could be obsolete within five years. So even where technology is being implemented, this suggests a lack of education on how best it will enable workers, rather than replace them entirely.

Fig. 5 | To what degree are you familiar with the following types of technology?



Indeed, few UK workers have a solid grasp of future technologies. While 67 percent said they understood AI, only 16 percent said they understood AI well. Biometrics leads the charge, but still just 22 percent understand

it well. There is simply no point reaching for these new, transformative technologies if there is no education around them – and without proper context, the workforce simply feels threatened.

Conclusion



With no small task ahead to negotiate the minefield that is Brexit, and with industry in constant flux as result, this new digital workplace divide could deliver a perfect storm from which the escape may take years. But with careful, considered education and implementation, laggards can adapt, innovate and move forward as leaders. As to what future they'll emerge into, we still don't yet know. But at least it will be as technology equals.

The Unisys Perspective

The fact is the technology used to do business in the workplace is perpetually evolving. This is true whether your business has undertaken modernisation efforts or not. However, investing in technology by itself is not what separates those organisations that are tech leaders vs. laggards. Indeed, Unisys believes that the common theme that runs through The New Digital Workplace Divide research centers more specifically around culture. Indeed, a recent 2018 Gartner CIO Survey found a majority of CIOs agreed that cultural change is a key aspect of digital transformation.

If the barrier to transformation is culture, then technology represents a path to prevail over that barrier. However, there is a lot more to becoming a technology leader than just investing in new laptops for your staff; rather, it is about creating a culture of technology leadership in an organisation that starts from the top down, and spans across several key areas: access to information, building security into everything you do and looking at how emerging technology will continue to adapt in the workplace. Failure to account for these elements could pose a significant threat to your future success.

Zeroing in: Access and Collaboration are Key to Culture Change

Based on its deep domain expertise and experience in building better outcomes securely for its clients across the Government, Financial Services and Commercial markets around the world, Unisys believes enabling access is a critical component of a culture of productivity. Consider the significant levels of frustration in the survey from workers at technology laggard organisations.

Fifty-six percent of workers at these organisations reported being frustrated with their employer because of technology, which was 500 percent more likely than their counterparts at technology leader organisations. Additionally, 53 percent at laggard organisations cited devices as the main source of that frustration, compared to only 16 percent of workers at leader organisations.

This frustration has a troubling trend for attrition, with workers at technology laggard organisations (14 percent) more likely to want to leave to work elsewhere as compared to only two percent of those who identified their employer as a technology leader organisation.

“The data show a clear new paradigm in today’s digital workplace: more than half of those people who work for technology laggards are frustrated with their employer, more than half cite devices as the primary source of frustration and those people have one eye on the door,” says Steve Nunn, global vice president, Consulting, Unisys. “Their frustration is very real and has a tangible emotional impact – but when you boil it down, it’s really about access. Workers want to be able to do their job, anywhere, and do it easily, without having to jump through hoops. The device itself is not going to make a difference unless it’s equipped with the right applications and the right productivity and collaboration tools, which is critically important to access and engagement.”



Balancing Access and Collaboration with Security

The “Bring Your Own Device” to work movement, which relates primarily to smartphones, brings with it greater access to company information, but it also brings substantial security risks – particularly in the UK. The survey showed that 57 percent of digital workers downloaded apps and software not supported by their organisation’s IT group because they are “better than what my company provided” or “my company did not provide an alternative,” compared to the global average of 63 percent. More concerning, 58 percent admit to having used workarounds – bypassing security protocols – to be more productive.

“The average cost of a data breach last year was over US\$3 million per incident; so there’s no denying the importance of security – but it can’t come at the expense of access, because the results showed that workers at laggard organisations were 600 percent more likely to want to leave to work elsewhere – which paints a very stark picture,” says Nunn. “The trick is being able to provide a built-in approach to security, leveraging technologies like microsegmentation and encryption, which establish that critical element of digital trust by offering protection across multiple devices, services, network and with identity authentication – regardless of whether it’s at an airport kiosk or using my work laptop at my house – without compromising data.”

The Future of the Workplace

According to the survey, less than one-third (28 percent) of respondents viewed artificial intelligence (AI) as the emerging technology with the most potential to transform their workplace environment in the next five years, down significantly compared to the global average of 36 percent. What’s worse: while a majority of respondents cited familiarity with AI, only 16 percent said they understood the technology well.

Importantly, this lack of understanding plays strongly into what people believe the impact of emerging technology will be on their workplace. Notably, the survey found that 38 percent of workers at leader organisations believe that technology and automation could make their jobs obsolete in five years.



“The level of concern is understandable, even for those who identify themselves with technology leaders, because when you think about it, it’s the fear of the unknown – because a significant number of people still don’t really understand how it works yet, they just know it’s coming into play. From our standpoint, AI will enhance workers, not replace them,” says Nunn. “The workplace is transforming regardless of whether organisations modernise or not. This is about modifying and transforming workplaces to bring in technology that will better enable workers. To truly create a culture of tech leadership, you’re saying that you’re not fighting the transition, you’re understanding that it is happening. This is something that is occurring, and it must be accounted for in your corporate strategy.”

Calls to Action

So what can organisations looking to become technology leaders do? While there is no silver bullet, Unisys believes there are tangible steps they can take.

1. Identify and map a path to digital maturity specific to your needs.

Not every business or organisation needs to keep up with Google or feel the need to invest in every emerging technology available. Digital maturity, or the process of learning to respond appropriately to the emerging digital environment based on your needs, starts with creating a strategic roadmap that will help you align your IT and technology with your specific business goals.

“It is ultimately about where you want or need your business to be. An organisation will always be spread across the maturity spectrum and will never be at any one level; however, taking a holistic viewpoint that incorporates both technology and people perspectives can help your organisation better understand where your gaps are, how your resources are allocated and what you can expect from a modernisation effort,” says Nunn.

2. Start internally to effect change in how you operate externally.

“The rationale here is you have to be digital internally before you can be digital externally,” says Nunn. “To accomplish this transition, it’s imperative to give your digital workers access to services in the cloud, empower them to find answers via social media and use analytics and automation to free them from tedious tasks. Doing so not only increases an organisation’s speed and ability to deliver better digital solutions, faster, but it also establishes the foundation needed for your workers to help your customers adopt.”

3. Make IT support synonymous with access.

The research supports that today’s digital workers want to be able to access the information they need to do their jobs from anywhere, at any time. But what good is access if your workers don’t get timely IT support when systems or devices go down?

“Today’s digital workers expect personalised, instantly accessible, frictionless support from their organisations, just like what they expect as consumers,” says Nunn. “And that means you need more than one type of support. You need a holistic set of offerings that can deliver a consistent experience across devices, and both live and virtual agents to provide fast, personalised, proactive support tailored to respective user needs and preferences.”

4. Find the right cloud for you to enable workspace productivity.

When you look at the laggards and the leaders, one thing is clear: the laggards are working with older application sets. Odds are, they are slowly trying to move to the cloud, but transitioning is not easy: the right strategies, governance, policies, security and controls are essential to manage risk, expense and to eliminate disruption.

5. Proactively secure your digital workforce.

With nearly two-thirds of digital workers accessing company information from and working from their smartphones, it's more important than ever for organisations to take proactive steps to secure their workers' devices and data. The new formula for cybersecurity success lies in implementing a model for Digital Trust that addresses four related and complementary pillars: devices used, services provided, connectivity across channels and identity management and authentication.

"As more workers gain anytime access to their data, the focus around security also needs to shift from simply protecting your network to protecting information wherever it goes," says Nunn. "This means focusing protection not on the employee device, but on the data they are accessing by implementing the proper encryption tools and authentication technology to mitigate the risk of damage should information be compromised."

6. Keep future-facing by partnering with a trusted technology provider.

One of the biggest hurdles for organisations today is that they are hamstrung by older, siloed systems that do not connect with one another and are less flexible. For these businesses and government agencies, trusted technology providers can help make a big difference.

Conclusion

Overall, the research suggests investment in the right areas allows a business to be part of defining how digital workers will evolve in the long term, and that an innovative mindset toward technology is crucial to getting the most out of engaged employees.

The workplace today can be anywhere from a remote office to a transatlantic plane. Workers now expect the same tools, access and connectivity wherever they are. The result is that technology inspires some and disrupts others.

Businesses that keep up with technology survive. Businesses that define the future with proactive investment thrive. That is the eventual outcome of the leader vs. laggard dichotomy. It means that the right technological investment today is essential to keeping workers happy and ensuring that businesses retain the right skills, knowledge and experience they need to succeed.

For more information, please visit www.unisys.com/digitalworkplacedivide/uk. For more on Unisys digital workplace offerings, visit: www.unisys.co.uk/offerings/digital-workplace-services.

About Unisys

Unisys is a global information technology company that builds high-performance, security-centric solutions for the most demanding businesses and governments on Earth. Unisys offerings include security software and services; digital transformation and workplace services; industry applications and services; and innovative software operating environments for high-intensity enterprise computing. For more information on how Unisys builds better outcomes securely for its clients across the Government, Financial Services and Commercial markets, visit www.unisys.com.



UNITED KINGDOM REPORT

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The New Digital Workplace Divide