

THE Future of Time

➔ REDEFINING PRODUCTIVITY
DURING UNCERTAINTY

A global study fielded
by Adobe Document Cloud



Table of contents



Study overview	2
Executive summary	4
Change is the new constant in the workplace	9
Uncertainty fuels innovation	16
A growing appreciation for a purpose-driven culture	30



THE Future of Time

Adobe Document Cloud conducted a study to understand the impact that global uncertainty and change are having on **productivity, work culture, and innovation.**

Uncertainty is defined as the occurrence of unplanned news or events, globally and in the workplace, that make it difficult to predict the future of work.



Small and medium business (SMB) leaders



Enterprise managers



Employees (SMB and enterprise)



Key areas of exploration

- How is the global workforce experiencing uncertainty in the workplace and what effect is this change having on how people spend their time?
- Are employees getting the support they need to navigate uncertainty from their managers and employers?
- In what ways is uncertainty fueling business innovation and new ways of collaboration?

Survey methodology

Adobe Document Cloud conducted a 20-minute survey among enterprise employees, enterprise managers, SMB leaders, and SMB employees in eight global markets, fielded July 11th–August 6th, 2022.

Audiences

- | | |
|---|--|
| <p>1a Enterprise managers
(n=1400)</p> | <p>1b Enterprise employees
(n=3500)</p> |
| <p>2a SMB leaders
(n=1400)</p> | <p>2b SMB employees
(n=3503)</p> |

Audience definitions

- | | |
|--|---|
| <p>1a Those employed at enterprise-size companies (1,000+ employees) who have direct reports and use digital documents at work.</p> | <p>1b Those employed at enterprise size companies who use digital documents at work.</p> |
| <p>2a Those who handle contracts and documents that need legal signatures for a small or medium business they own or lead.</p> <ul style="list-style-type: none"> → Micro businesses
(1–9 employees) → Small businesses
(10–99 employees) → Medium businesses
(100–999 employees) | <p>2b Those employed at small or medium businesses who use digital documents at work but are not in a leadership role.</p> |

Markets

US, UK, France, Germany, Australia & New Zealand, Japan, and India

Sample size

N=9,789
(n=1400 in the US, IN & UK, n= 1399 in AU/NZ, n=1398 in FR & DE, n= 1394 in JP)

Method

20-minute online survey

Fielded July–August 2022
(7/11–8/6)

Executive summary



Change is the new constant in the workplace.



Persistent global uncertainty is changing the ways managers and employees spend and prioritize their time, taking a toll on their productivity and efficiency, and decreasing job satisfaction. Relationships between employees and their managers have evolved as they continue to find new ways of working together amid uncertainties, with a renewed emphasis on a need for employee support.

- At least **70% of all audiences** agree that change is the new constant in the workplace and **64% of SMB leaders** are concerned about the future success of their business amid growing uncertainty. Economic instability and inflation are perceived across all markets as the most personally concerning driver of uncertainty today.
- **70% of all audiences** report they are spending several additional hours during the workday absorbing or discussing news coverage compared to a year ago. **80%** say this has a direct effect on productivity and overall job satisfaction.
- **Nearly 3 in 5** find work a welcome distraction in times of uncertainty and are turning to their workplace for support. Most managers are meeting employee expectations for providing support during uncertainty, but workers feel business leaders are not as concerned as they are about the biggest drivers of uncertainty.

Technology is critical in supporting employees amidst uncertainty.



Uncertainty is fueling business innovation and new ways of collaboration. Business leaders and employees are continually adapting—and already seeing benefits—by using their time and leveraging digital tools in new and creative ways and employees are eager to participate. Continued investment in technology is the primary way workers expect their companies to innovate, and in tandem with continued purpose-driven work culture investment, will lead to future business success amid uncertainty.

- **7 in 10 SMB leaders** agree constant uncertainty is forcing their business to innovate and come up with new ways to collaborate, that uncertainty is requiring them to innovate in their position via technology and business processes, and that uncertainty has sharpened their entrepreneurial mindset.
- **70–75% of all audiences** report that they rely on digital tools for peace-of-mind at work, for staying productive when they have trouble focusing, and to ease the stress of completing work when a coworker needs to take time off to process unexpected events.
- **1 in 2 enterprise managers** have invested in digital technologies or in-house tech to support employees during uncertainty in the past year.
- **77% of SMB Leaders, 88% of enterprise managers, and 70% of all employees** expect at least one benefit from investing in digital tools (i.e., improved productivity and collaboration). Employees whose employers have invested in digital solutions or who report a purpose-driven work culture report significantly higher job satisfaction and work/life balance and are significantly more likely to stay at their current job.

Employees are seeking both modern tech and a purpose-driven work culture.



Amid uncertainty, employees are seeking out a purpose-driven work culture that prioritizes values of support and wellbeing. Companies that build a work culture based on employee values are more likely to retain talent. Managers are generally aligned with their employees on what changes should be made to make this happen but need more autonomy and resources from senior leadership to execute.

- **Half of employees** and **2 in 3 managers** have higher expectations for their employer to have a purpose-driven culture compared to a year ago.
- **3 in 4 employees (78%)** say they are looking for a more supportive work culture to motivate them to stay in their current role. Employees whose values align with their work culture are **15% less likely** to pursue a new job in the next year.
- When asked what workers need from their employers to help navigate uncertainty, they prioritize **mental health** and **flexibility benefits**.
- About **two-thirds of managers** feel they need more autonomy and better tools and resources from senior leadership in order to help create the work culture that employees need to thrive.

Detailed findings



A photograph of a meeting room. In the foreground, a glass door with a silver handle and a key hanging from it is slightly out of focus. Behind the door, several people are seated around a table, engaged in a meeting. The room is dimly lit with warm, ambient lighting. A large red rectangular overlay is positioned on the right side of the image, containing white text.

**Change is
the new
constant
in the
workplace.**

Global change and disruption is driving uncertainty across the global workforce and business community.

“Change is the new constant in the workplace”

% agree (T2B)



70%

SMB leaders

76%

Enterprise managers

71%

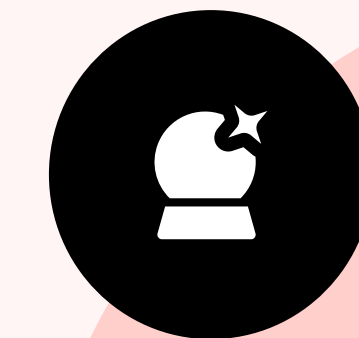
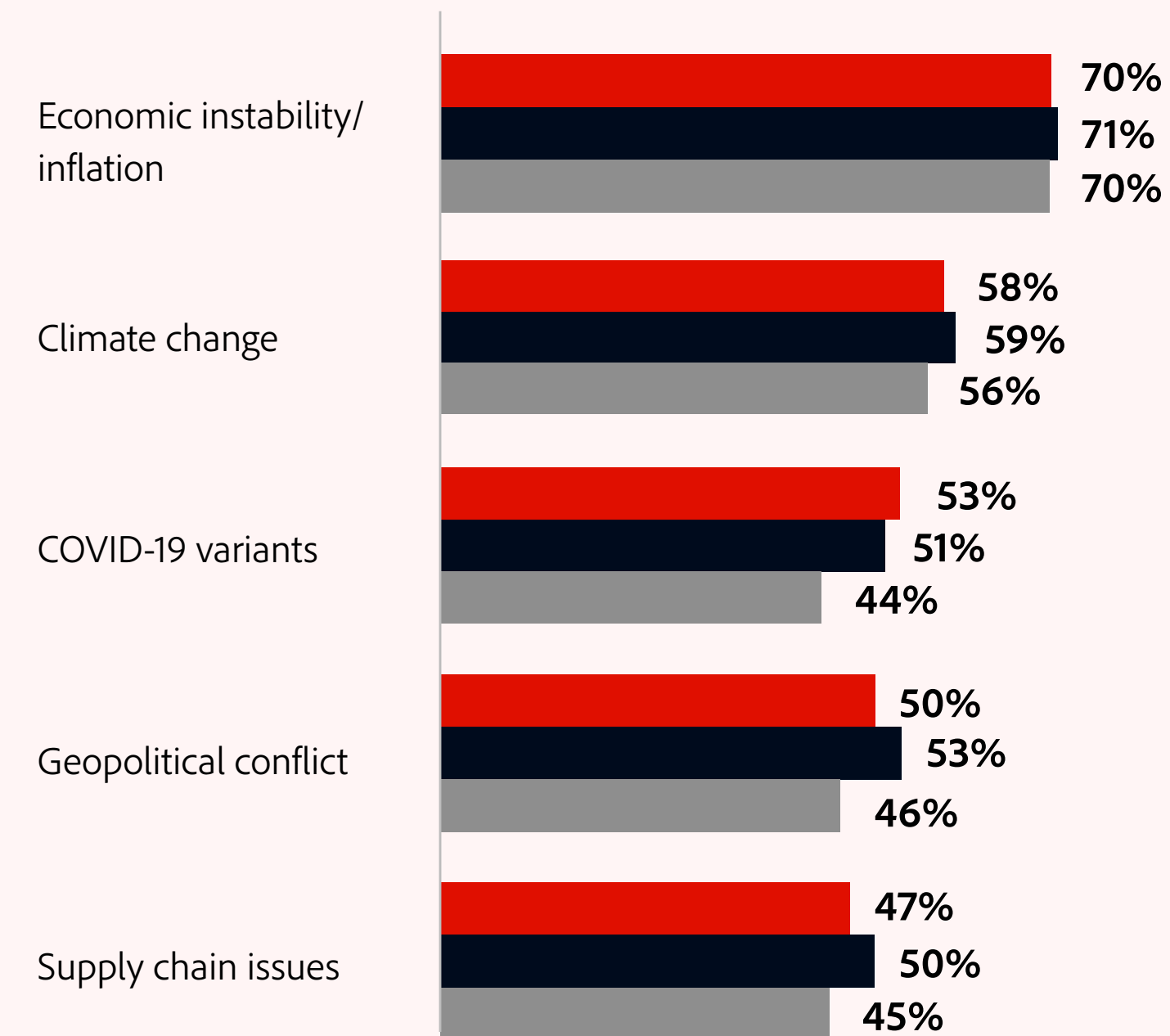
Employees

	US	UK	AU/NZ	FR	DE	JP	IN
	74%	72%	81%	58%	65%	58%	83%
	80%	83%	82%	64%	78%	62%	86%
	78%	77%	79%	60%	61%	54%	81%

Top Uncertainty Areas Globally

% personally concerned (T2B), top 5

■ SMB leaders
■ Enterprise managers
■ Employees (combined)



64%

of SMB leaders are **concerned** about the **future success of their business** amid growing global uncertainty

Q3. How concerned are you personally about each of the following issues? Q14. How much do you agree or disagree with each of the following statements?

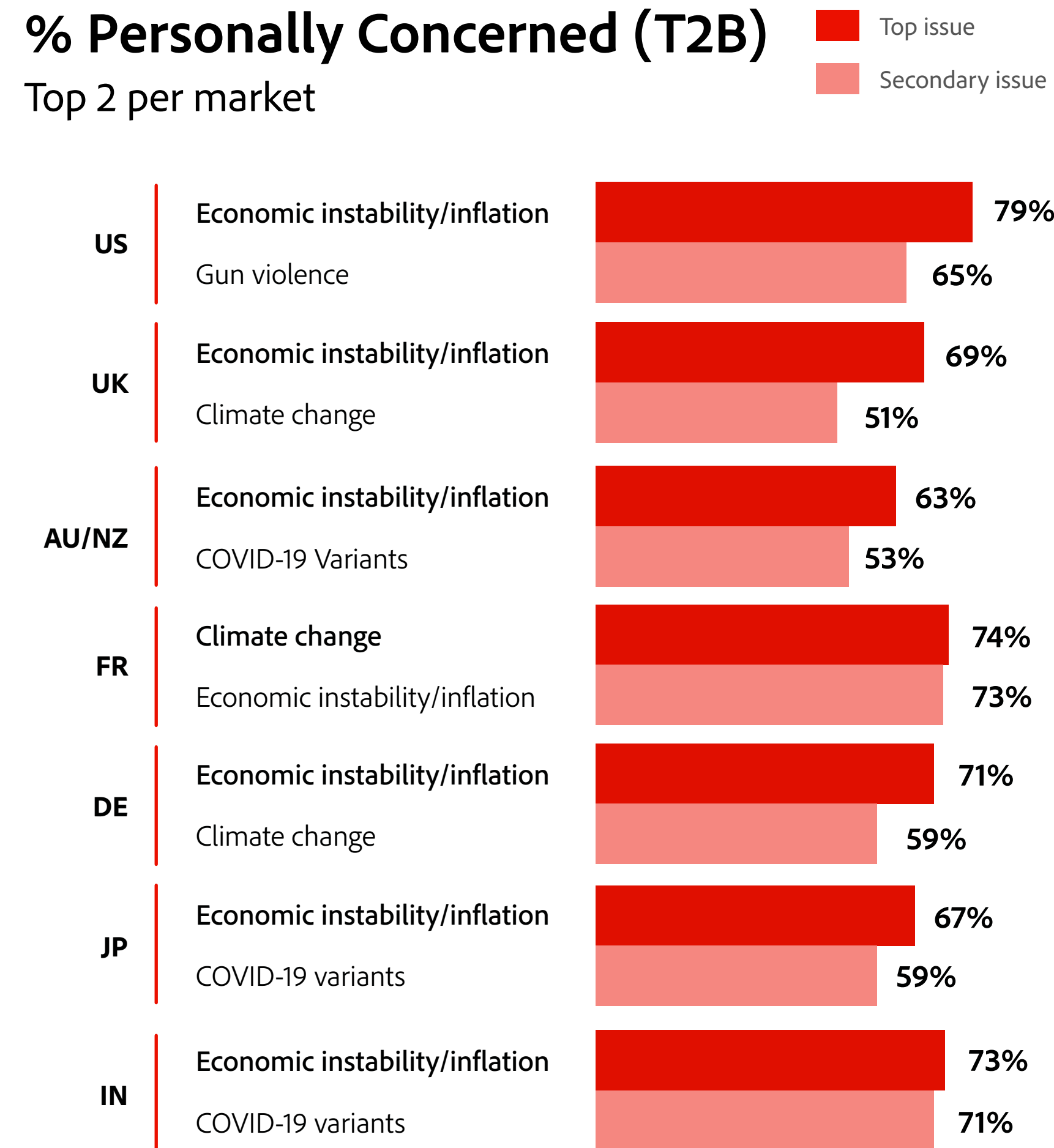
Base: SMB Leaders: n=1400, ENT managers: n=1400, Employees: n=4159, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200

US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200

US Employees: n=1000, UK Employees: n=1000, AU/NZ Employees: n=1001, FR Employees: n=1002, DE Employees: n=1001, JP Employees: n=1005, IN Employees: n=1001

While economic instability is top-of-mind for most global workers, regional uncertainties drive concern in unique ways.

Climate change is a major concern among European workers while COVID-19 variants remain highly concerning for those in the Asia Pacific.



“The war in Ukraine and the major climate changes have impacted our way of doing business. COVID has also made us think differently.”
 — ENT Manager, France

“In the wake of the new coronavirus, we are finding it increasingly difficult to see the future in business.”
 — SMB Employee, Japan

“The ability to operate in the public space, COVID-19 rules kept changing on a regular basis, making planning almost impossible... the result being a large amount of stress caused.”
 — SMB Employee, Australia

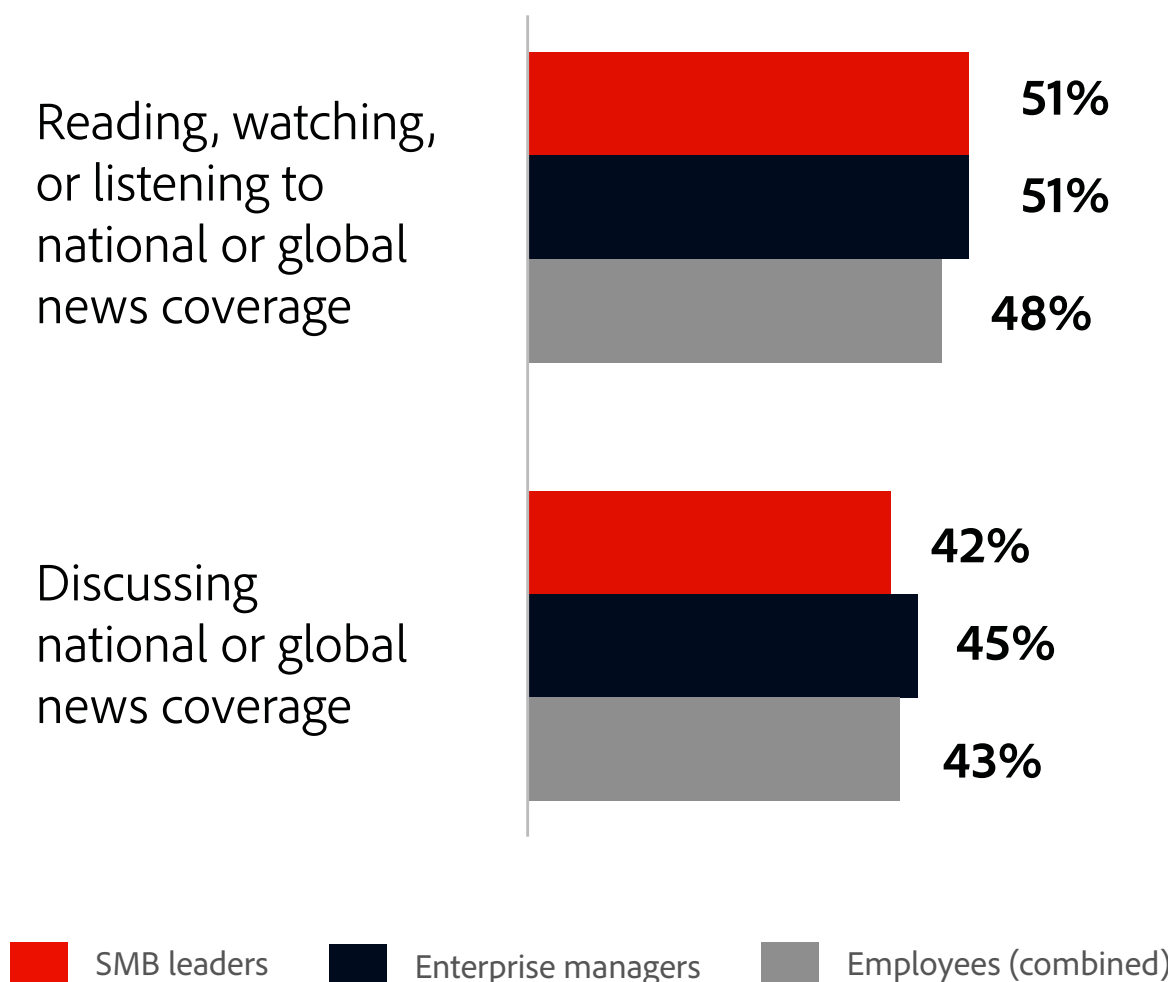
Q2. The past few years have seen incredible shifts in the workplace, to the point where change feels like the new constant. For many this experience of change is rooted in uncertainty around events that take place both close to home and around the world. In what ways have you experienced uncertainty in the workplace? What impacts (personal or professional), have you observed as a result?

Q3. How concerned are you personally about each of the following issues? Base: US: n=1400, UK: n=1400, AU/NZ: n=1400, FR: n=1400, DE: n=1400, JP: n=1401, IN: n=1400

Uncertainty has impacted how workers and leaders spend their time.

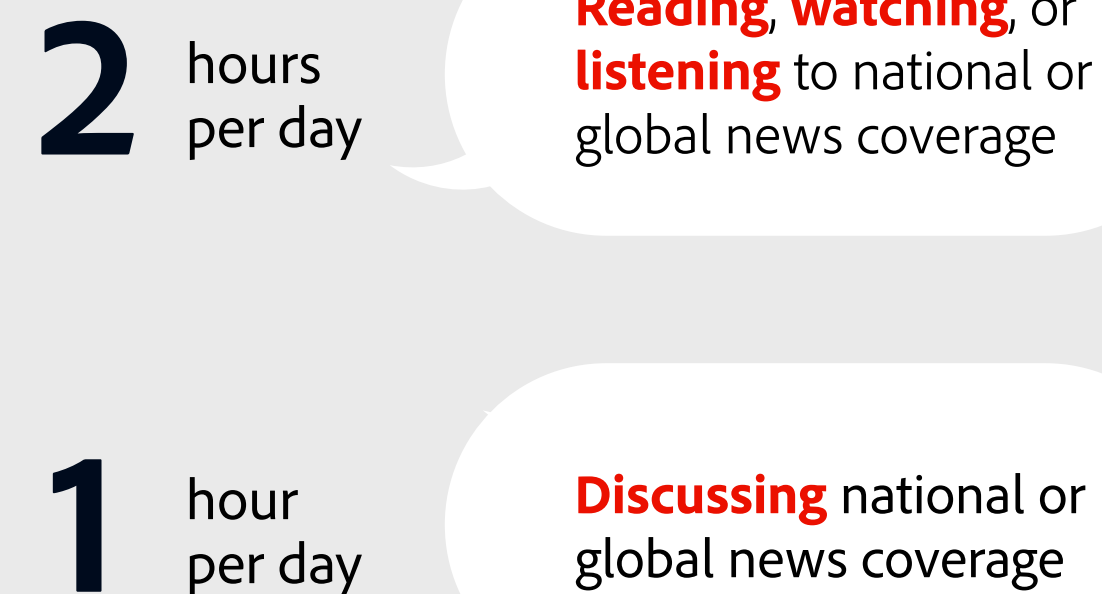
Respondents spend more time during the workday on each of following activities compared to a year ago

% selected



Hours per workday spent absorbing or discussing news coverage

% selected among total respondents



70% of total respondents

spend more time during the workday absorbing or discussing news coverage compared to a year ago

SMB leaders and enterprise managers are on average spending

3 hours per day

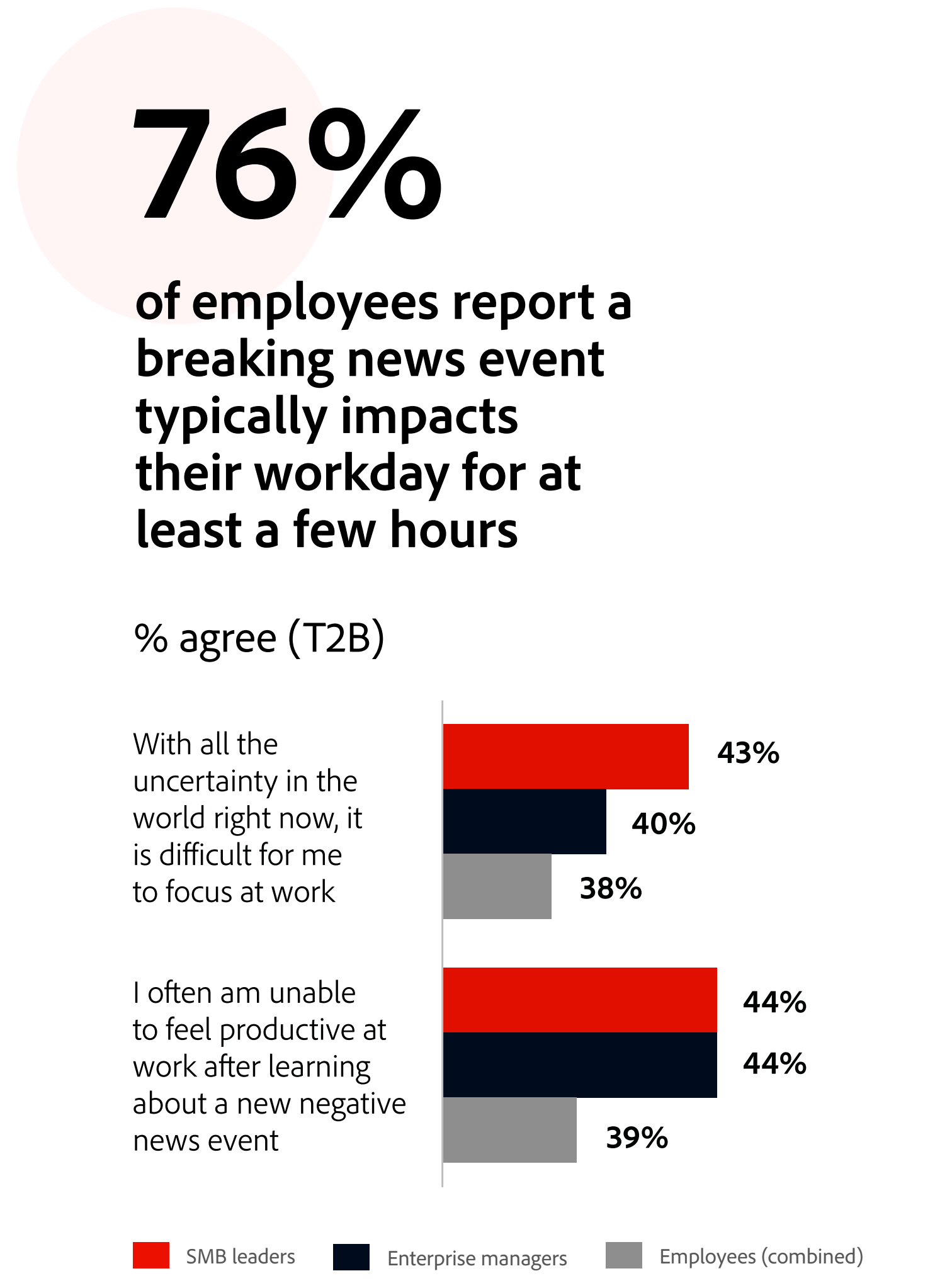
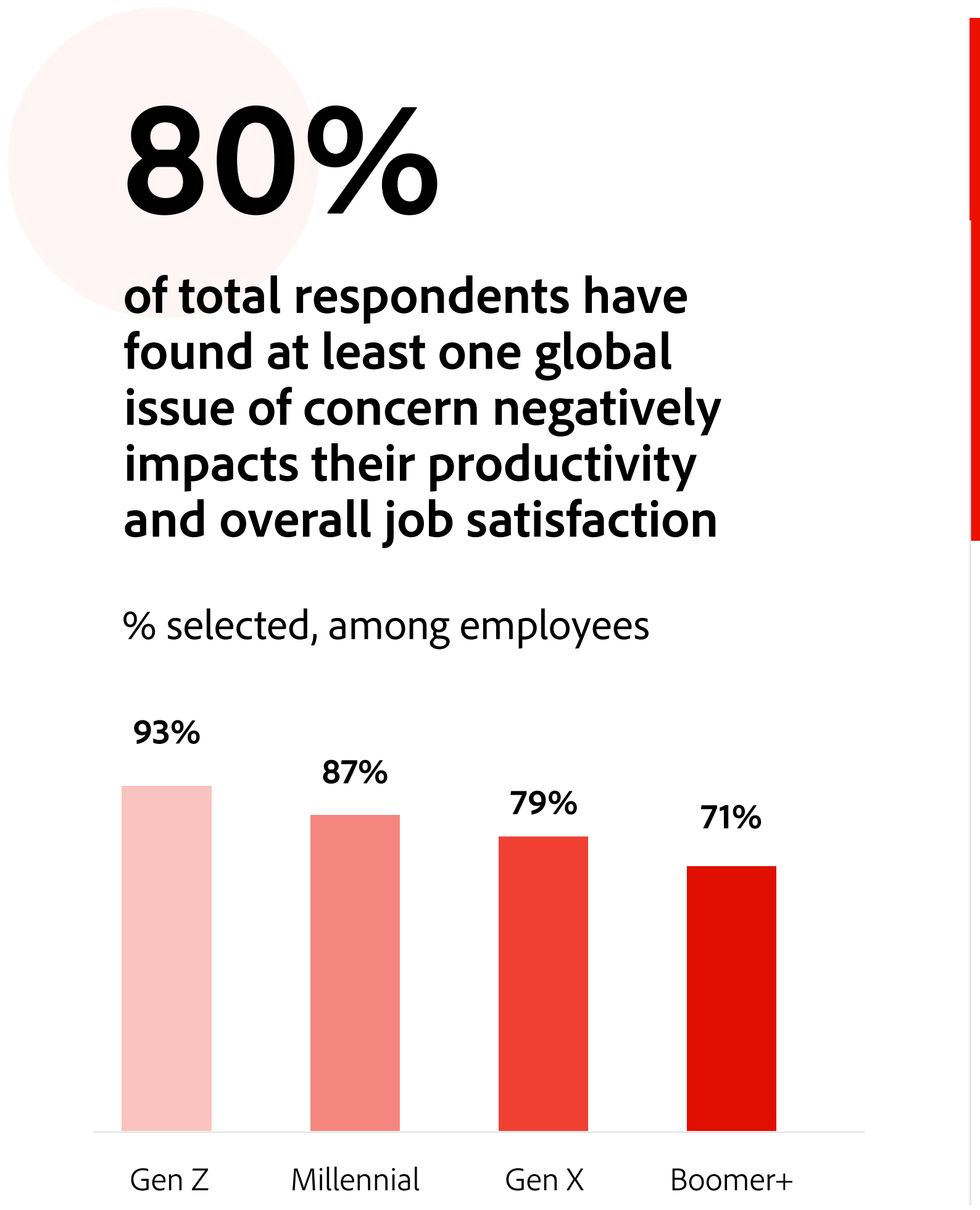
reading, watching, or listening to national or global news coverage during each workday.

Q11. On an average workday, approximately how many hours do you spend doing each of the following activities? Your best guess is fine.
 Q12. Compared to a year ago, are you spending more time, less time, or the same amount of time during the workday on each of the following activities today?
 Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159

Uncertainty has decreased efficiency and productivity and lowered job satisfaction.

The same top-of-mind uncertainty areas (economic instability/inflation) cause the most negative impact on productivity. Gen Z employees are especially likely to feel an impact on their productivity from the negative news cycle.

44%
of employees feel **more anxious** and **more discouraged** during work than ever before



Q6. Which THREE of these issues, if any, have had the most negative impact on your work productivity? Please select up to three issue areas.
 Q7. Which THREE of these issues, if any, have had the most negative impact on your overall job satisfaction? Please select up to three issue areas Q14. How much do you agree or disagree with each of the following statements?
 Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159, Gen Z Employees: n=599, Millennial Employees: n=2744, Gen X Employees: n=2508, Boomer+ Employees: n=1142

Many turn to work as a distraction and to their managers for support during times of uncertainty.

“Work is a welcome distraction in times of uncertainty.”

% agree (T2B)



58%

SMB leaders




60%

Enterprise managers

58%

Employees



	US	UK	AU/NZ	FR	DE	JP	IN
	71%	65%	63%	52%	56%	29%	70%
	70%	62%	69%	57%	59%	28%	75%
	63%	62%	66%	55%	58%	26%	66%

73%

of employees

say their managers are meeting or exceeding their expectations in providing support amid uncertainty

3 in 5

SMB leaders and enterprise managers

say uncertainty has brought them closer to their direct reports than before

Q13. Which of the following best describes you? Q14. How much do you agree or disagree with each of the following statements? Q17. In your opinion, how well is your manager meeting your expectations for providing support in these times of uncertainty?
 Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200, US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200, US Employees: n=1000, UK Employees: n=1000, AU/NZ Employees: n=1001, FR Employees: n=1002, DE Employees: n=1001, JP Employees: n=1005, IN Employees: n=1001

Relationships between employees and their managers have evolved as they continue to find new ways of working together amid uncertainties.



Gen Z employees are

10-20%

more likely than older employees to feel comfortable discussing how uncertainty is impacting their work with their manager and **half** feel this has brought them closer to their manager than ever before

“I feel comfortable discussing with my manager how uncertainty is affecting my work experience.”
% agree (T2B)



	US	UK	AU/NZ	FR	DE	JP	IN
	49%	54%	64%	60%	38%	41%	71%

“Dealing with constant uncertainty has brought me closer to my direct reports than before.”
% agree (T2B)



	US	UK	AU/NZ	FR	DE	JP	IN
	56%	66%	66%	51%	52%	47%	78%
	59%	57%	63%	61%	57%	45%	74%

Q14. How much do you agree or disagree with each of the following statements?

Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159, US: n=1400, UK: n=1400, AU/NZ: n=1400, FR: n=1400, DE: n=1400, JP: n=1401, IN: n=1400, Gen Z Employees: n=599. Millennial Employees: n=2744, Gen X Employees: n=2508, Boomer+ Employees: n=1142

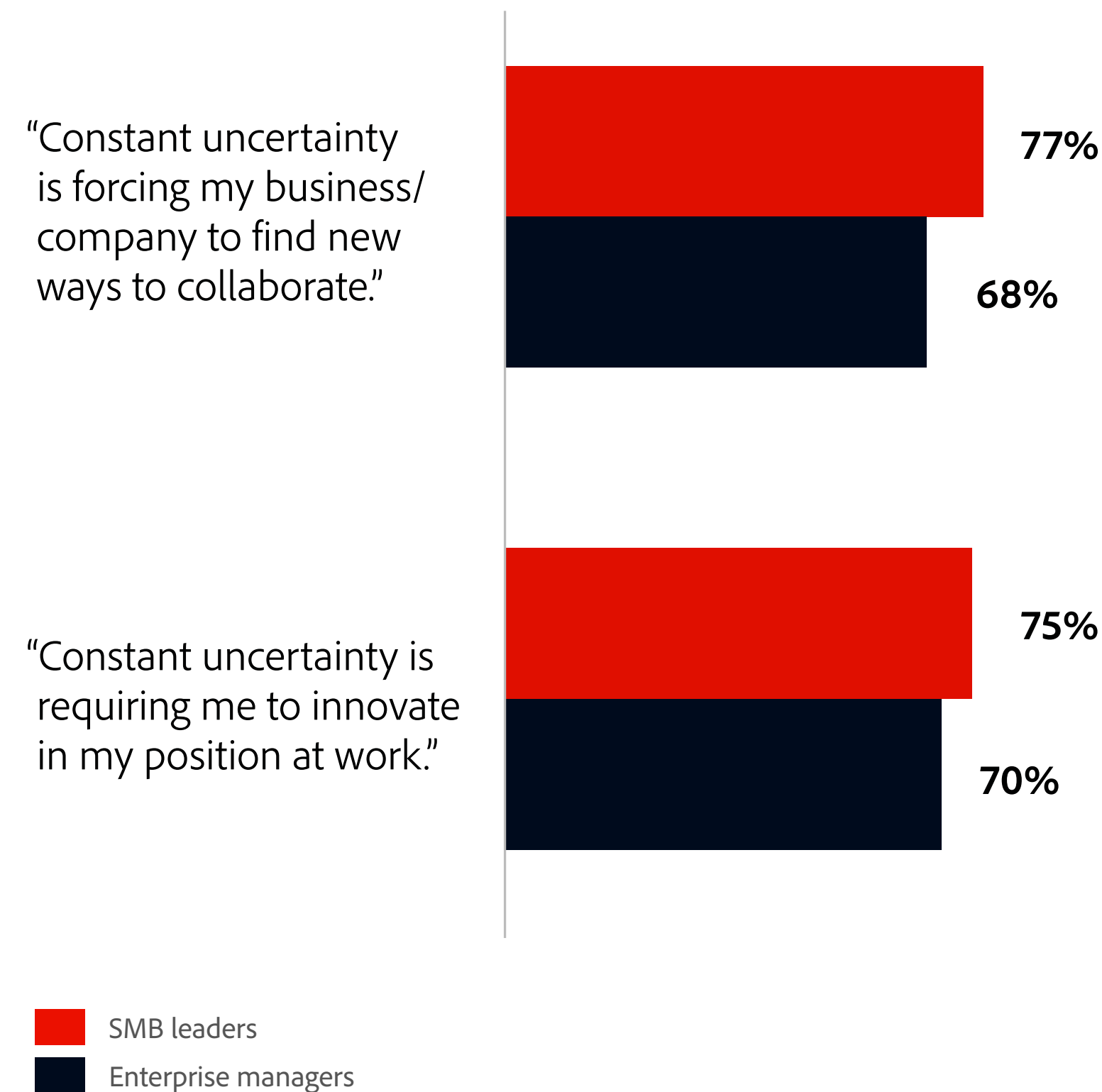


**Uncertainty
fuels
innovation.**

Global businesses are tapping into innovative mindsets like never before.

Uncertainty to Innovation

% agree



I think nowadays we have to adapt to different environments and constantly learn new skills to improve ourselves because in our country competition is very high."

— SMB Leader, India

1 in 4

SMB leaders

feel that **innovation** has become a core business value in the past year

Q25. How much do you agree or disagree with each of the following statements?

Q26. With change the new constant in the workplace, employees and their employers are having to adapt in new and creative ways. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company?

Q27. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company? Please select all that apply.

Base: ENT managers: n=1400, SMB leaders: n=1400

8 in 10

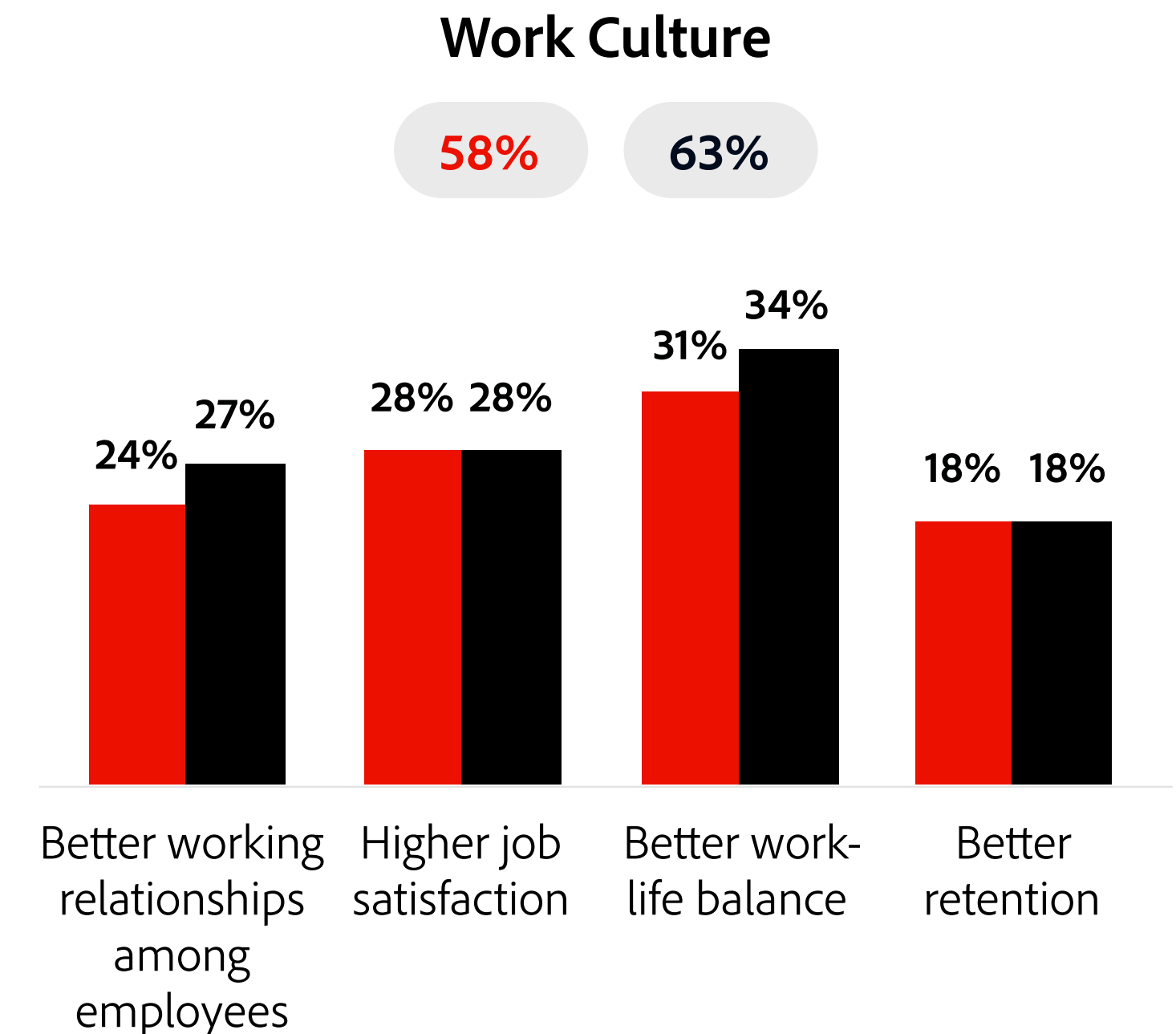
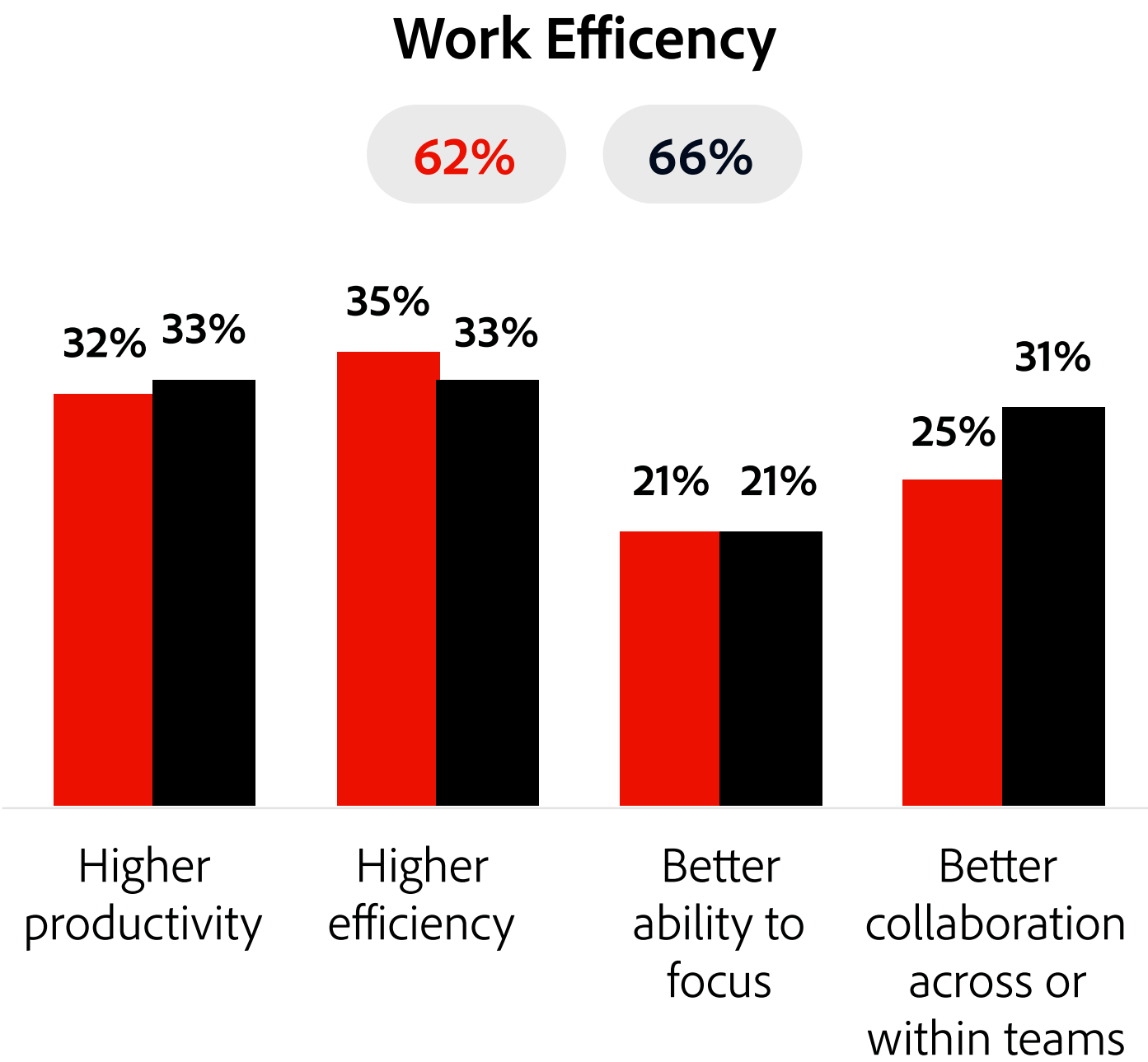
SMB leaders & enterprise managers

have observed at least **one benefit of increased innovation** in the workplace, including impact on...

Improvements to work efficiency and culture have been the most notable benefits of investing in innovation to date.

Innovation Outcomes % selected

■ SMB leaders
■ Enterprise managers

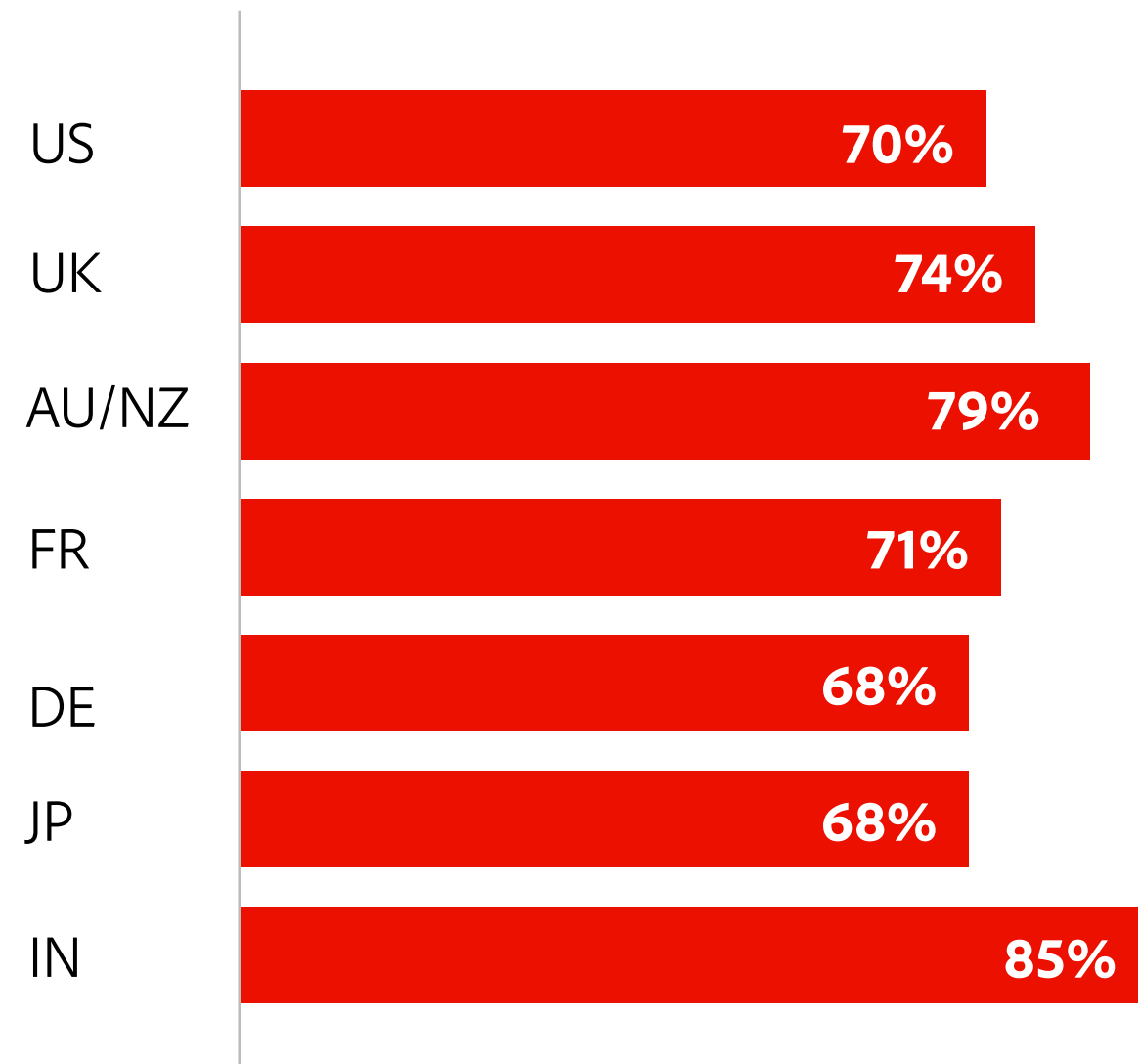


Q29. What outcomes have you observed in your organization as a result of increased innovation? Please select all that apply.
Base: SMB Leaders: n=1400, ENT managers: n=1400

Workers in India are especially likely to report uncertainty has fueled innovation and are experiencing major benefits as a result.

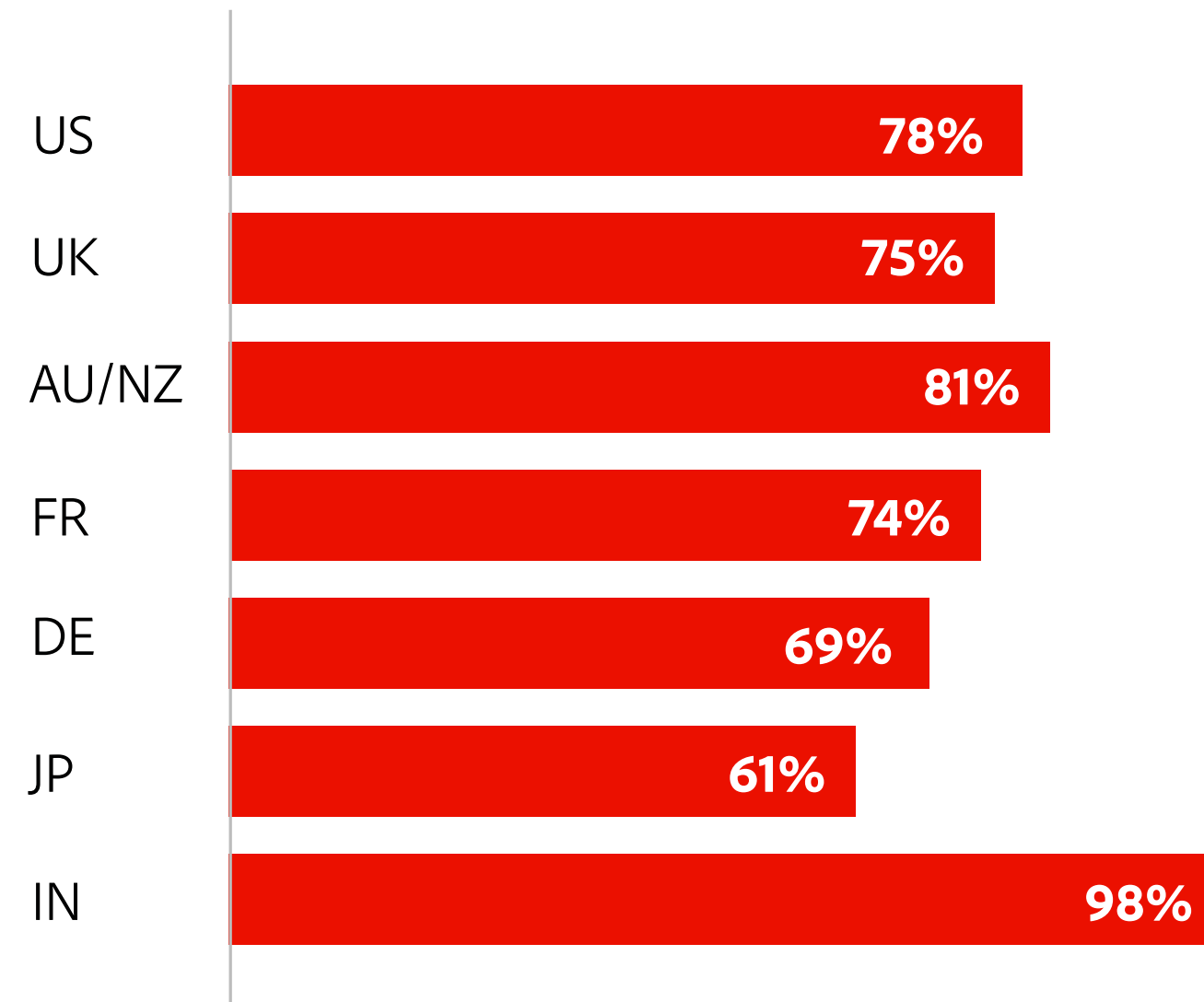
“Constant uncertainty is forcing my business to innovate”

% agree (T2B)



Observed at least one example of innovation in the past year

% agree (T2B)



9 in 10

workers in India

have observed positive impacts on work efficiency and work culture as a result of increased innovation

(nearly 30% higher than in the US or Europe)

Q25. How much do you agree or disagree with each of the following statements?

Q27. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company? Please select all that apply.

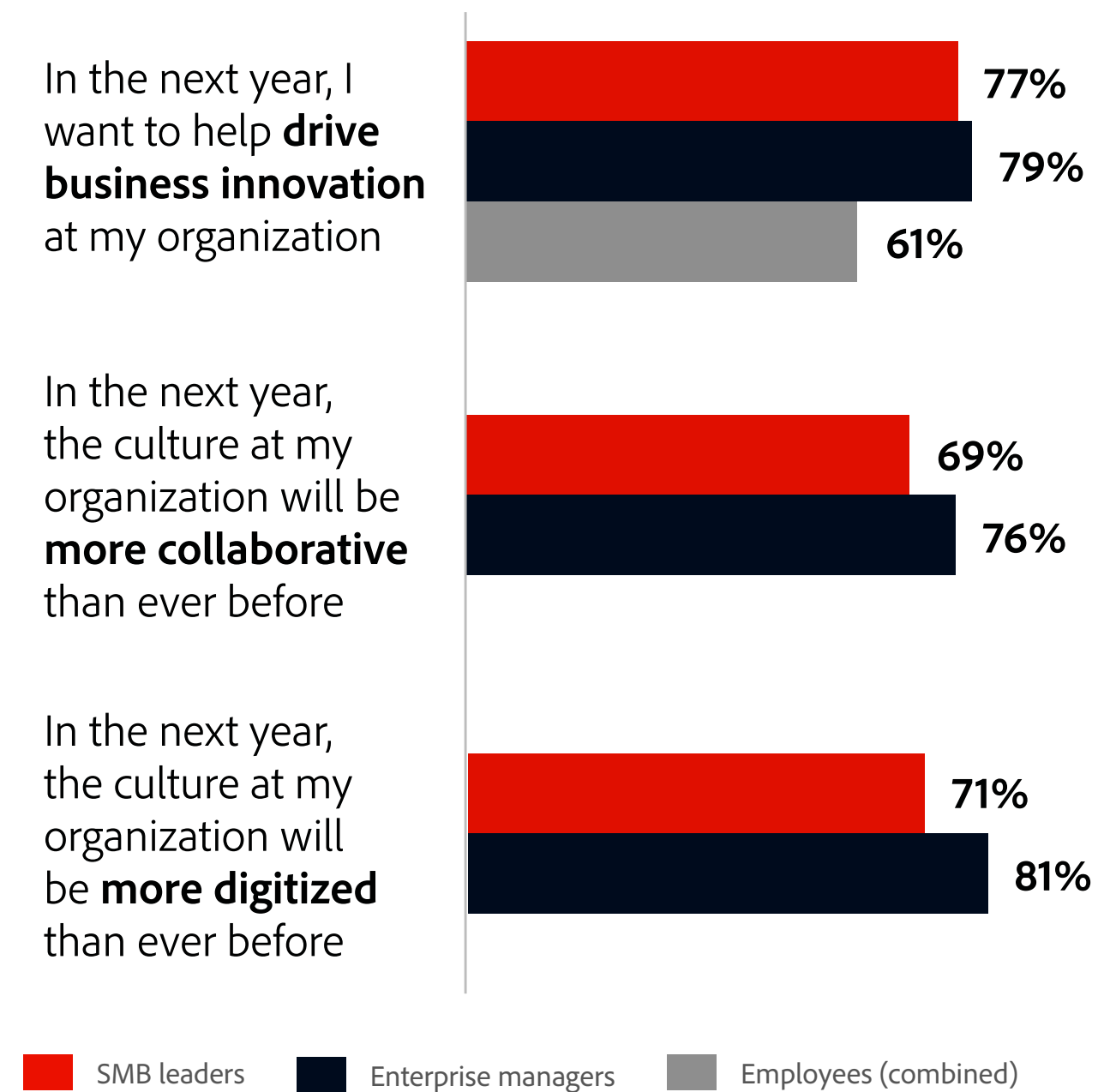
Q29. What outcomes have you observed in your organization as a result of increased innovation? Please select all that apply.

Base: US: n=1400, UK: n=1400, AU/NZ: n=1400, FR: n=1400, DE: n=1400, JP: n=1401, IN: n=1400

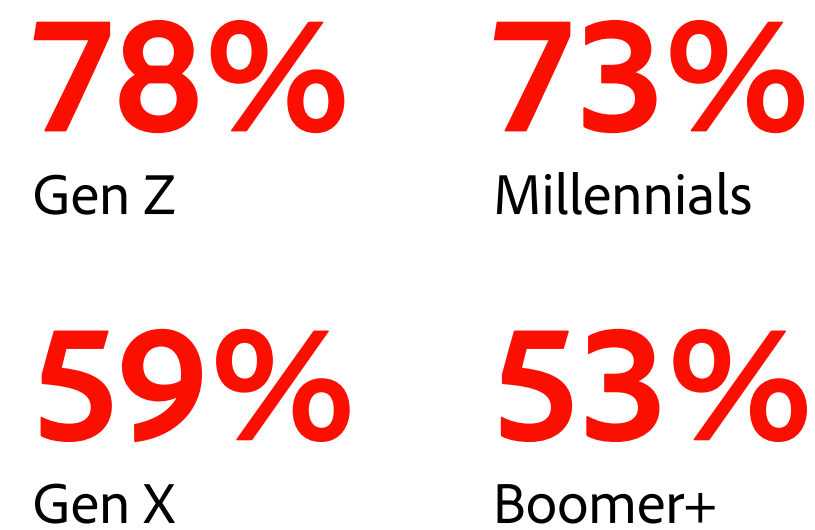
Leadership and management will increasingly prioritize future growth through innovation and digital technologies...

Innovation Expectations

% agree (T2B)



Younger employees are significantly more likely to report interest in helping their business drive innovation next year



Invested in digital technologies or in-house tech to support employees during uncertainty in the past year

% selected



2 in 5
SMB leaders

1 in 2
Enterprise managers

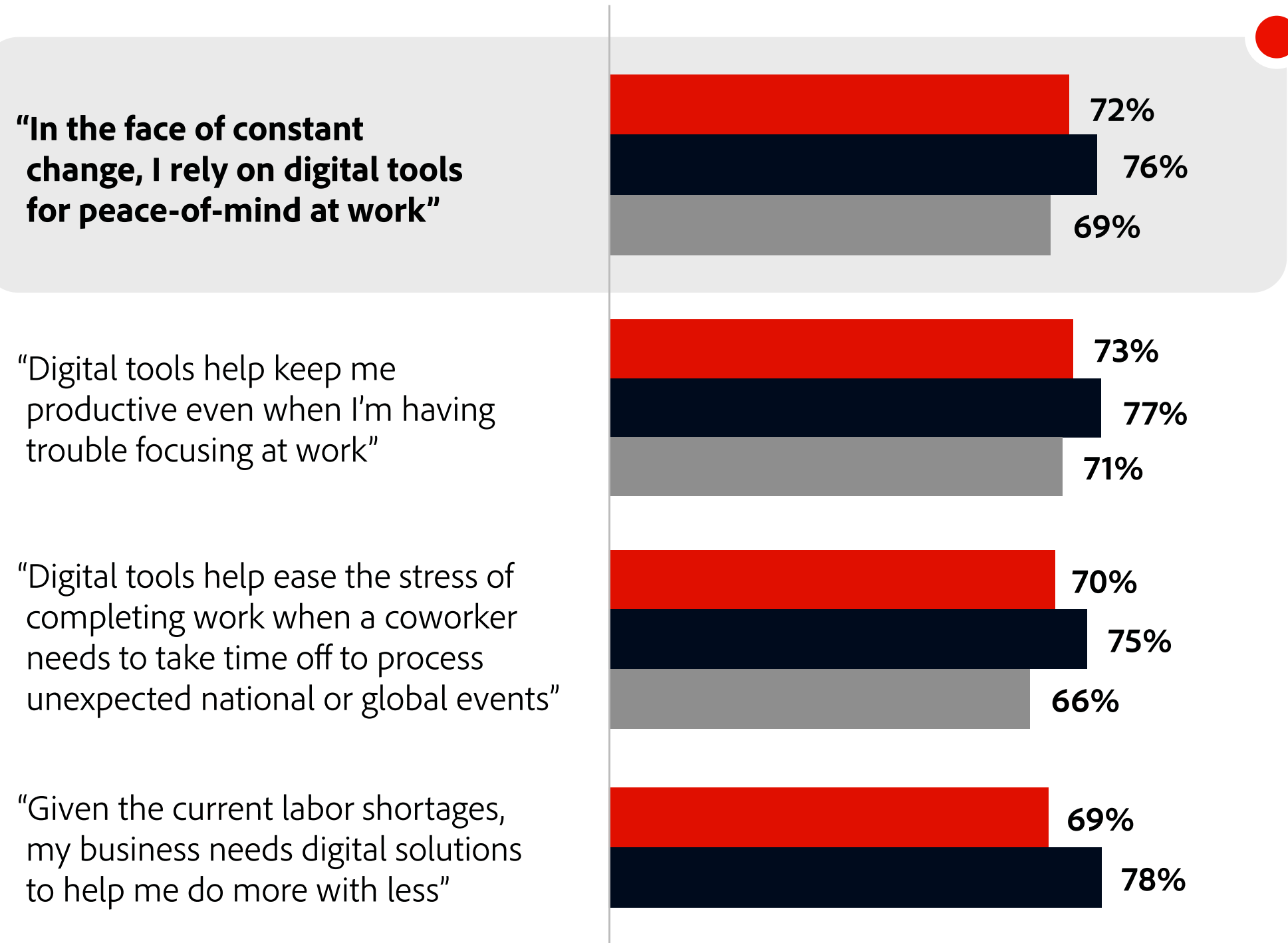
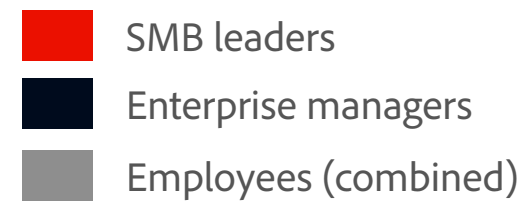
	US	UK	AU/NZ	FR	DE	JP	IN
	33%	41%	38%	36%	34%	28%	72%
	46%	50%	50%	50%	44%	31%	65%

Q26. With change the new constant in the workplace, employees and their employers are having to adapt in new and creative ways. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company?
 Q27. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company? Please select all that apply. Q31. How much do you agree or disagree with each of the following statements? Q30. In the next year, in which of the following ways, if any, do you expect your business/company will innovate?
 Base: SMB Leaders: n=1400, ENT managers: n=1400, Managers: n=5220, Gen Z Employees: n=599. Millennial Employees: n=2744, Gen X Employees: n=2508, Boomer+ Employees: n=1142, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200, US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200

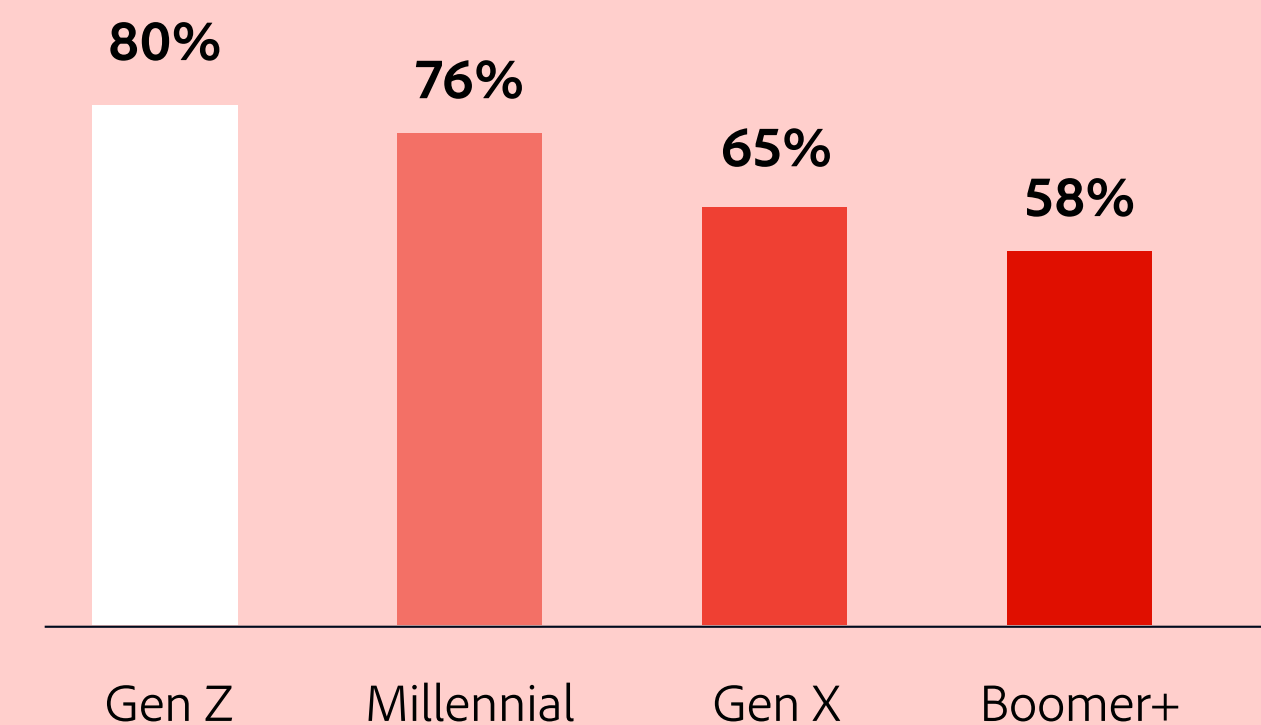
...which will help both employees and businesses navigate future uncertainty.

Digital Tools During Uncertainty

% agree (T2B)



"In the face of constant change, I rely on digital tools for peace-of-mind at work"
 % agree (T2B), among employees



Q32. How much do you agree or disagree with each of the following statements?

Base: SMB Leaders: n=1400, ENT managers: n=1400, Employees: n=4159, Gen Z Employees: n=599, Millennial Employees: n=2744, Gen X Employees: n=2508, Boomer+ Employees: n=1142

Just over
half

of employees

report that uncertainty has required them to innovate in their position

1 in 4

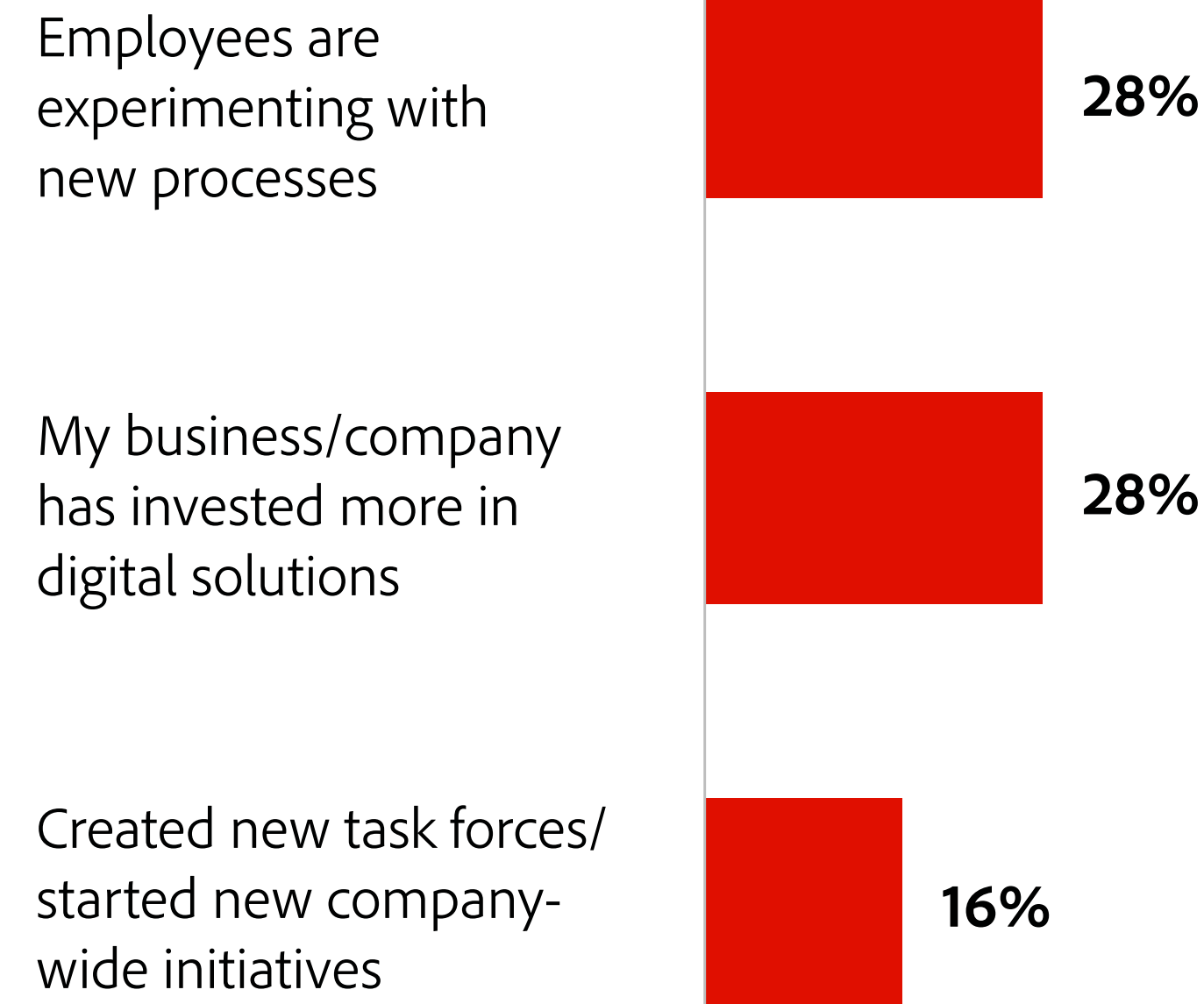
employees

expect their business/company to innovate in the next year by giving employees the opportunity to experiment with new processes

Digital solutions allow employees — particularly Gen Z — organic ways to collaborate on their own, contributing to their employer’s overall innovation growth.

Employee Innovation Observation

% selected



Younger employees are significantly more likely to report observations of innovation at their company, including:

Employees experimenting with new processes	38% Gen Z	26% Boomer+
Investment in digital solutions	33% Gen Z	25% Boomer+
New or expanded employee task forces	25% Gen Z	15% Boomer+

Q25. How much do you agree or disagree with each of the following statements?

Q27. In response to increasing uncertainty in the workplace in the past year, in what ways have you observed more innovation at your business/company? Please select all that apply.

Q30. In the next year, in which of the following ways, if any, do you expect your business/company will innovate? Please select all that apply.

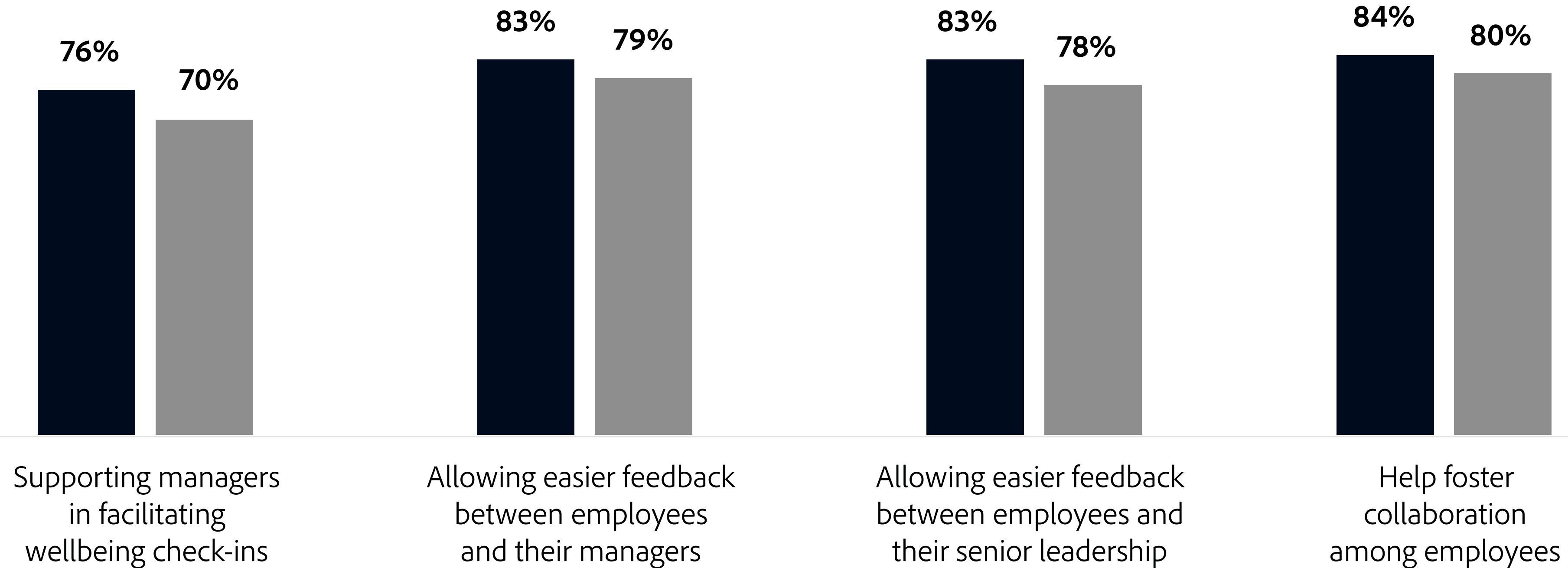
Base: Employees: n=4159, Gen Z Employees: n=599. Millennial Employees: n=2744, Gen X Employees: n=2508, Boomer+ Employees: n=1142

They also allow managers easier channels to facilitate and improve their relationships with their direct reports.

Digital Solutions Impact Expectation

% agree (T2B)

Managers Employees



Q33. In which of the following ways, if any, are you interested in using digital tools to drive business success in your workplace?
 Base: Employees: n=4159, Managers: n=5220

*Sample sizes vary by country

Looking forward, business leaders and employees alike expect digital tool investments to continue paying for themselves through positive business outcomes.

Expectations of investing in digital tools

% agree (T2B)



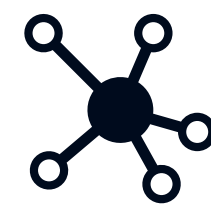
Productivity

86% of SMB leaders
89% of enterprise managers
89% of employees



Ability to Manage Uncertainty

75% of SMB leaders
78% of enterprise managers
76% of employees



Collaboration

81% of SMB leaders
86% of enterprise managers
85% of employees



Innovation

84% of SMB leaders
87% of enterprise managers
87% of employees



Retention

72% of SMB leaders
76% of enterprise managers
72% of employees

Those who expect at least one benefit from investing in digital tools

77%
SMB leaders

88%
Enterprise managers

70%
Employees

Q30. In the next year, in which of the following ways, if any, do you expect your business/company will innovate?
 Q35. To what extent do you agree or disagree with the following statements? Investing in digital tools can help a company improve their...
 Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159



A growing appreciation for a purpose-driven culture.

Gen Z employees are

26%



more likely than Boomer+ employees to have higher expectations around a purpose-driven work culture

Amid uncertainty, employees are seeking out a purpose-driven culture that prioritizes employee support and wellbeing.

“I have higher expectations for my employer to have a purpose-driven culture than I did one year ago”

% agree (T2B)



63%

SMB leaders

71%

Enterprise managers

56%

Employees

3 in 4

employees

say they are looking for a more supportive work culture to motivate them to stay in their current role (**78%**)

	US	UK	AU/NZ	FR	DE	JP	IN
	67%	61%	74%	77%	66%	71%	95%
	77%	80%	86%	78%	80%	71%	94%
	77%	78%	80%	80%	78%	73%	91%

Younger employees are nearly **10% more likely** than Boomer+ employees to be motivated by a supportive work culture to stay in their current role (especially as it relates to mental health days and the ability to participate in employee task forces)

Q23. How much do you agree or disagree with each of the following statements?

Q24. How important are each of the following in motivating you stay at your current organization for the next year? Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200 US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200 US Employees: n=1000, UK Employees: n=1000, AU/NZ Employees: n=1001, FR Employees: n=1002, DE Employees: n=1001, JP Employees: n=1005, IN Employees: n=1001

Companies that build a work culture that matches its employees' values are most likely to retain talent.

Likelihood to pursue a new job in the next year % agree (T2B)



34%

SMB leaders

40%

Enterprise managers

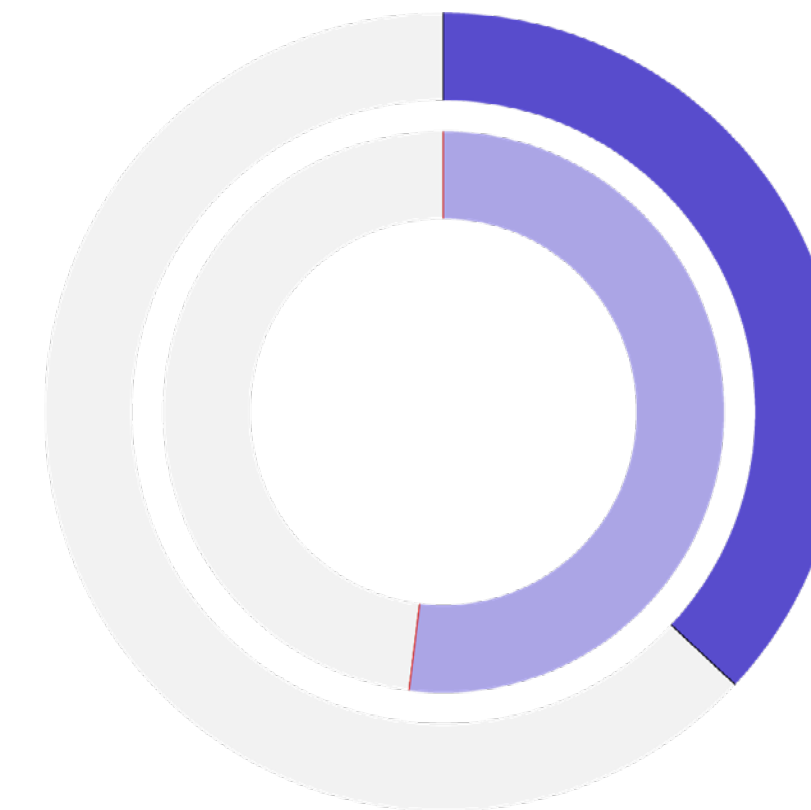
39%

Employees



	US	UK	AU/NZ	FR	DE	JP	IN
	30%	29%	35%	40%	23%	21%	63%
	31%	48%	43%	37%	29%	20%	69%
	34%	43%	38%	41%	30%	24%	73%

Likelihood to pursue a new job in the next year % agree (T2B)



37%

Employees with values aligned with work culture

52%

Employees with values **not** aligned with work culture

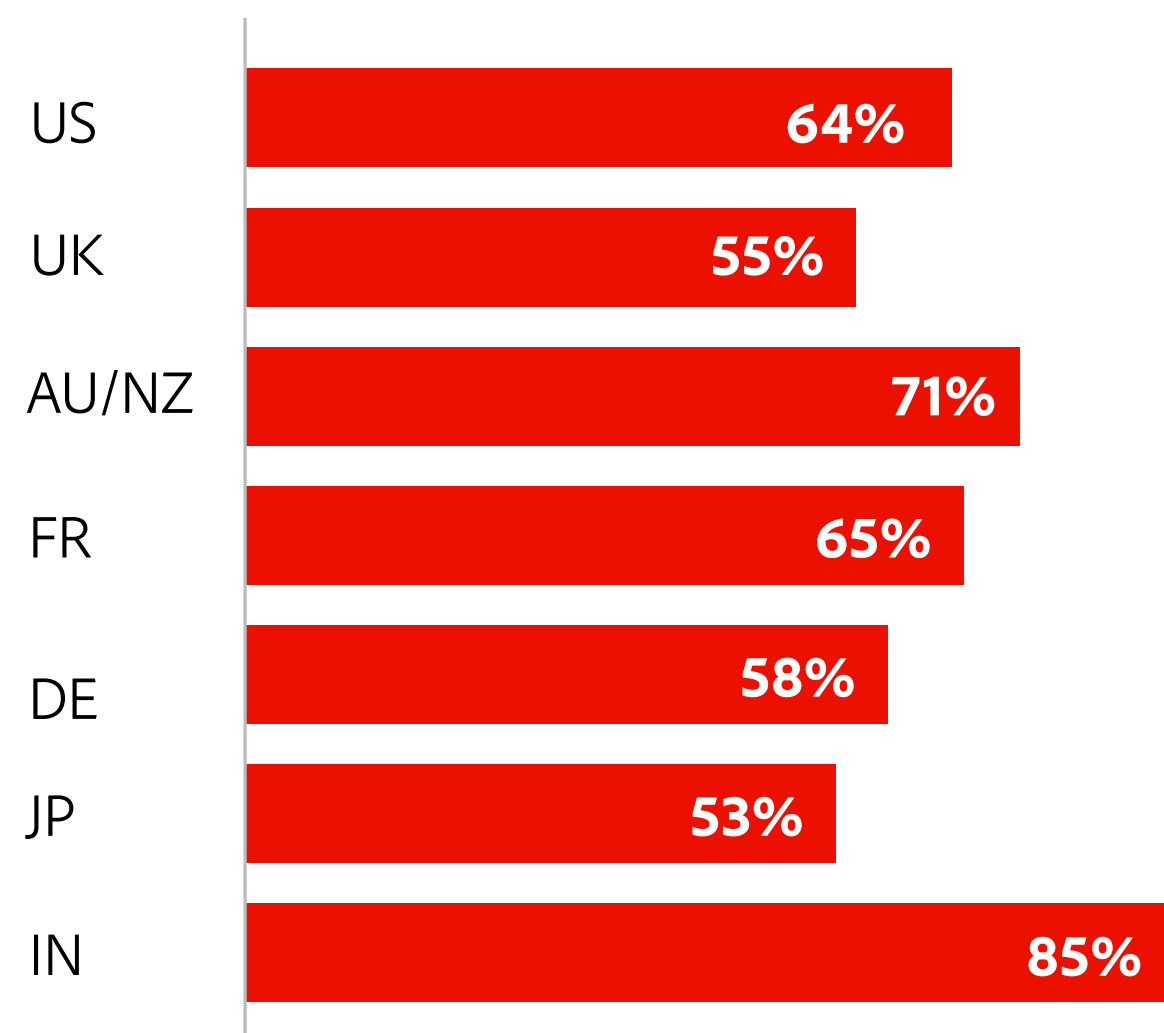
D15. How likely are you to pursue a new job in the next year?

Base: Base: SMB Leaders: n=1400, ENT Managers: n=1400, Employees: n=4159, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200
US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200, US Employees: n=1000, UK Employees: n=1000, AU/NZ Employees: n=1001, FR Employees: n=1002, DE Employees: n=1001, JP Employees: n=1005, IN Employees: n=1001, Employees that have not considered resigning: n=7998, Employees who have resigned or considered resigning: n=1293

Countries with workers who are actively shaping their work culture are more likely to be satisfied with their work culture, with expectations that their employer continues to focus on purpose.

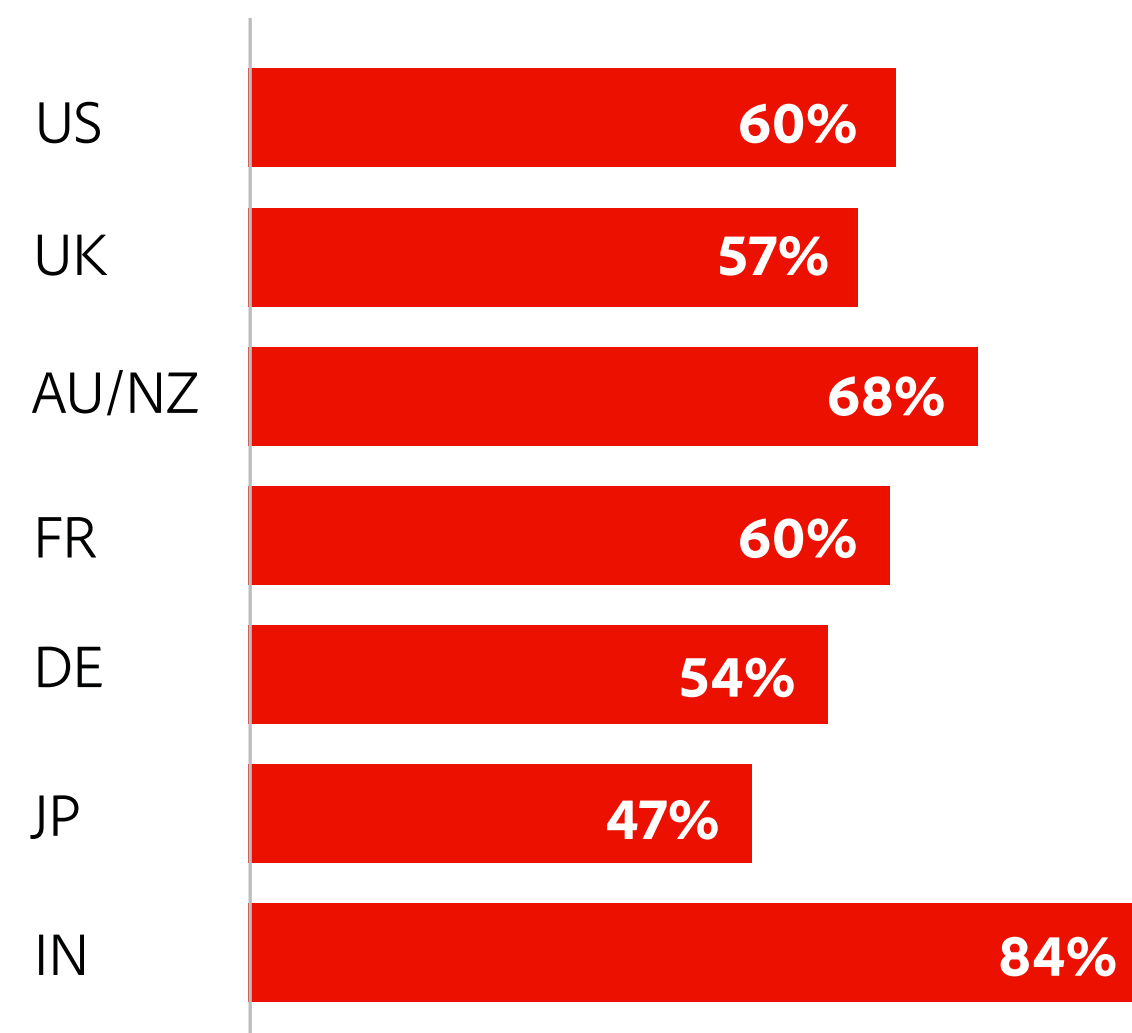
“I am shaping the work culture of my organization”

% agree (T2B)



“I have higher expectations for my employer to have a purpose-driven culture than I did one year ago”

% agree (T2B)



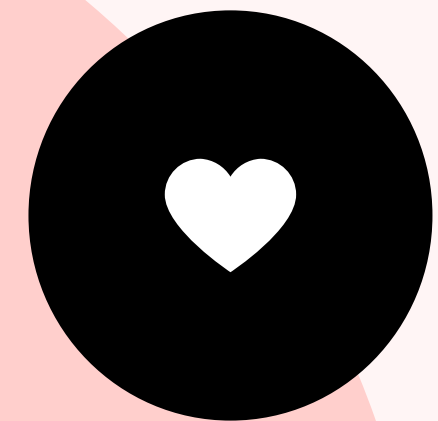
66% of workers in India

&

59% of workers in Australia/ New Zealand

are satisfied with their company culture

(10-20% higher than in Europe or Japan)



Q16. How do you think employees/coworkers at your company would rate their satisfaction with their...

Q23. How much do you agree or disagree with each of the following statements?

Base: US: n=1400, UK: n=1400, AU/NZ: n=1400, FR: n=1400, DE: n=1400, JP: n=1401, IN: n=1400

Managers and employees are aligned in the changes they want to see to work culture in times of uncertainty.

Employee needs in times of uncertainty

% agree (T2B)

Mental Health	53%
Flexibility and understanding to take time off for mental health	29%
Mental health tools/resources	16%
Wellbeing check-ins with managers	29%
Flexibility	48%
Flexibility in scheduling daily work hours	36%
Flexibility in scheduling PTO/sick days	29%
Community	36%
Safe spaces for employee dialogue	21%
Coworker socializing (virtually or in person)	16%
Employee resource groups (ERGs)	9%
Development	41%
Mentorship	11%
Career development/training	25%

Manager desires for work culture changes

% agree (T2B)

Mental Health	60%
Flexibility and understanding to take time off for mental health	36%
Mental health tools/resources	28%
Wellbeing check-ins with managers	27%
Flexibility	58%
Flexibility in scheduling daily work hours	41%
Flexibility in scheduling PTO/sick days	36%
Community	47%
Safe spaces for employee dialogue	27%
Coworker socializing (virtually or in person)	22%
Employee resource groups (ERGs)	16%
Development	45%
Mentorship	23%
Career development/training	31%

Q19. What do you need from your manager or employer in these times of uncertainty?

Q21. Thinking ahead to the next year, how would you like to change the work culture at your organization to better address uncertainty?

Base: Employees: n=4159, Managers: n=5220

But middle management needs more autonomy, tools and resources to create this work culture.

“I feel stuck between employees’ and senior leadership’s expectations of me in times of uncertainty”

% agree (T2B)



52%

SMB leaders

58%

Enterprise managers

	US	UK	AU/NZ	FR	DE	JP	IN
	42%	48%	51%	58%	40%	68%	61%
	48%	67%	58%	56%	46%	64%	68%

“I need more autonomy from senior leadership to create a work culture that is more empathetic to employees amid constant uncertainty”

% agree (T2B)



63%

SMB leaders

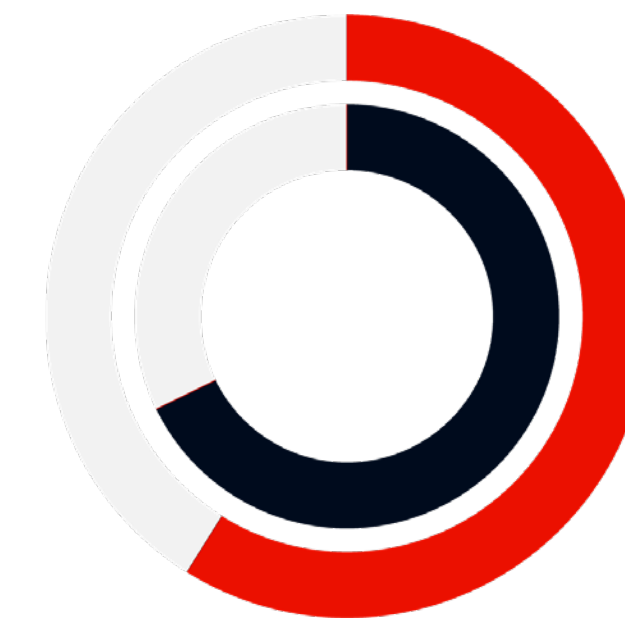
66%

Enterprise managers

	US	UK	AU/NZ	FR	DE	JP	IN
	49%	54%	55%	67%	53%	85%	78%
	56%	71%	64%	58%	59%	77%	81%

“I need more tools and resources to support my employees in these times of uncertainty”

% agree (T2B)



59%

SMB leaders

68%

Enterprise managers

	US	UK	AU/NZ	FR	DE	JP	IN
	51%	51%	54%	52%	45%	77%	85%
	55%	68%	71%	59%	60%	80%	83%

Q22. How much do you agree or disagree with each of the following statements?

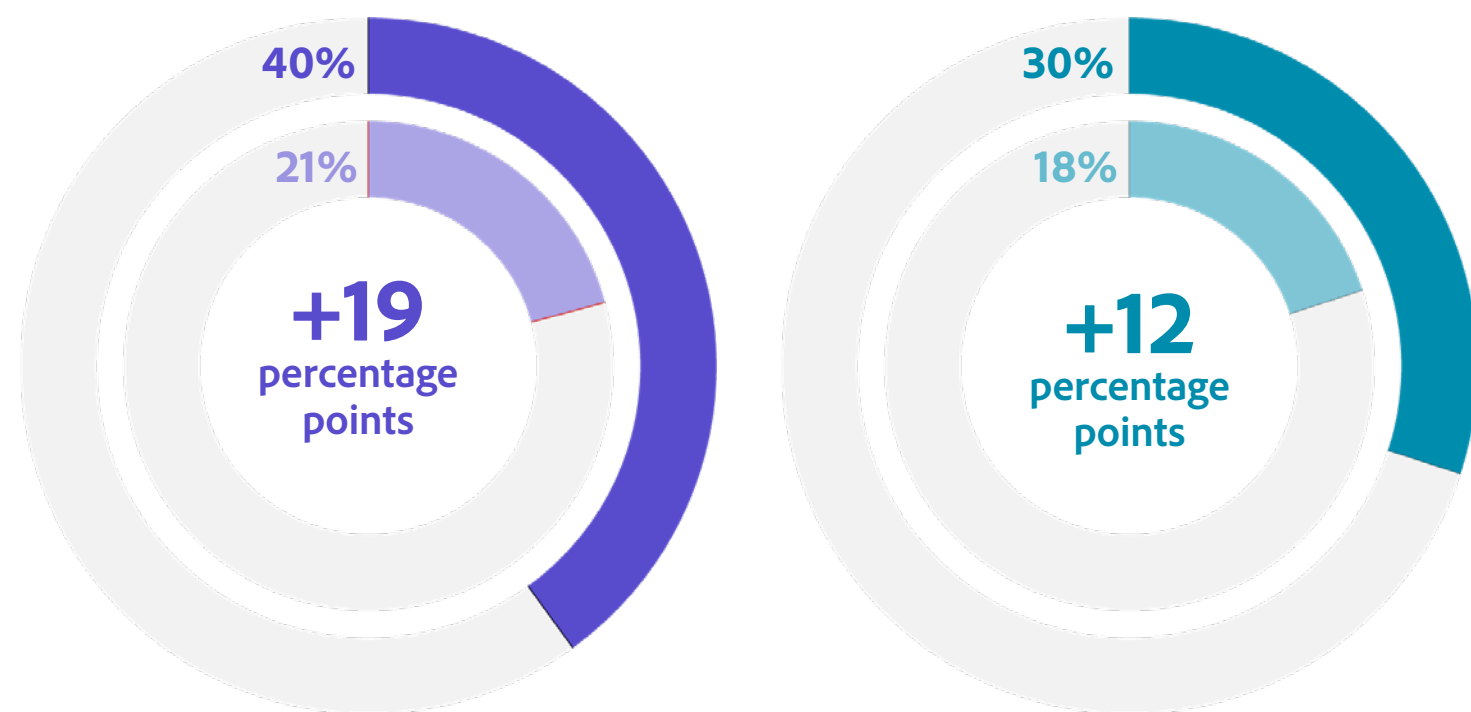
Base: ENT Managers: n=1400, SMB Leaders: n=1400, US SMB Leaders: UK SMB: n=200, AU/NZ SMB: n= 200, FR SMB: n=200, DE SMB: n=200, JP SMB: n=200, IN SMB: n=200

US ENT Managers: n=200, UK ENT: n=200, AU/NZ ENT: n= 201, FR ENT: n=201, DE ENT: n=201, JP ENT: n=202, IN ENT: n=200

Leveraging digital technologies & purpose-driven work cultures together will ensure businesses can innovate in the face of future uncertainty.

Experienced better work-life balance as a result of innovation

% outcome selected



Employees whose employers **have** invested in digital solutions

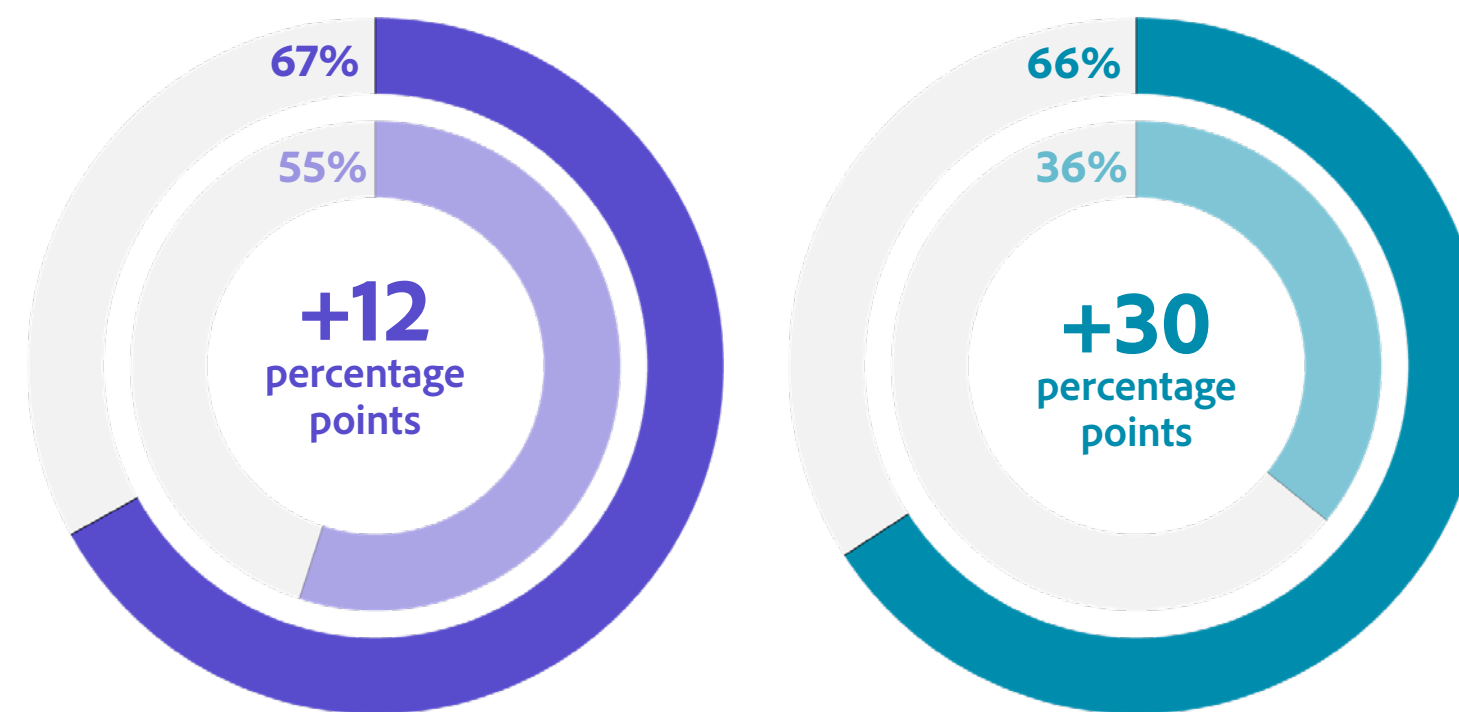
Employees with a **more** purpose-driven work culture

Employees whose employers **have not** invested in digital solutions

Employees with a **less** purpose-driven work culture

“I am shaping the work culture of my organization”

% agree (T2B)



Employees whose employers **have** invested in digital solutions

Employees with a **more** purpose-driven work culture

Employees whose employers **have not** invested in digital solutions

Employees with a **less** purpose-driven work culture

Employees with access to **digital solutions** and a **purpose-driven work culture** are happier and more visible, overall.

Q23. How much do you agree or disagree with each of the following statements?

Q28: What outcomes have you personally experienced as a result of increased innovation in your workplace? Please select all that apply.

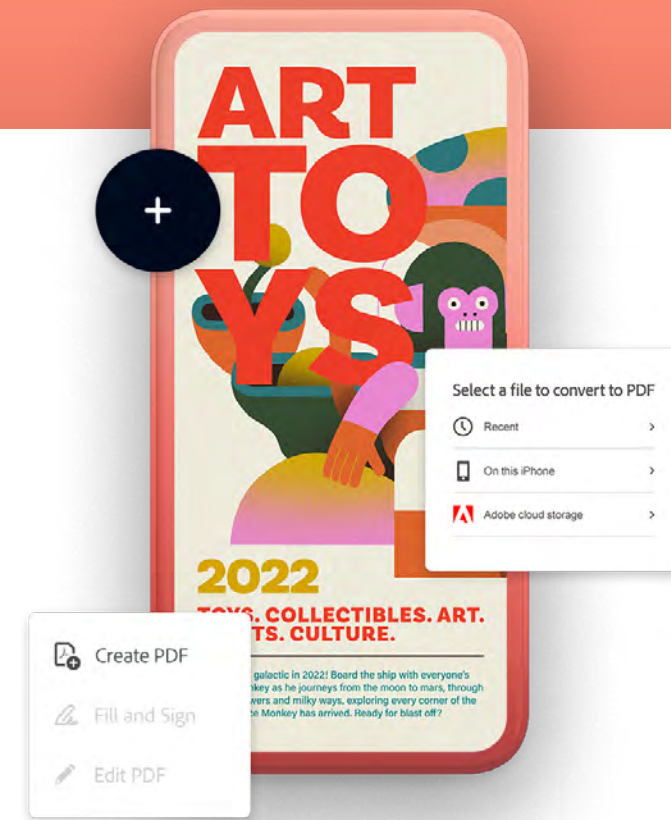
Base: Employees whose employers have invested in digital solutions: n=2592, Employees whose employers have not invested in digital solutions: n=4411, Employees with a more purpose-driven work culture: n=6039, Employees with a less purpose-driven work culture: n=2326



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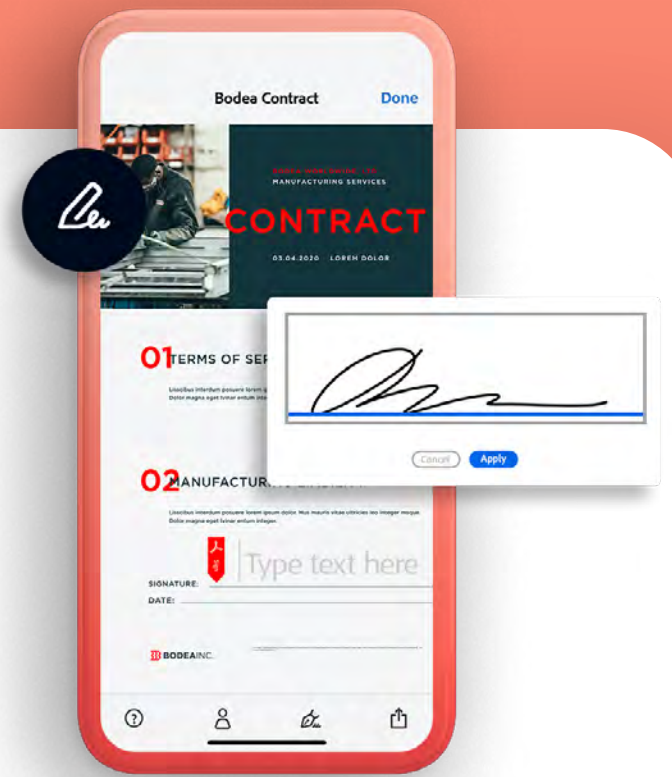


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