



# The Flexible Future of Work

*March 2021*



# 'RETURN TO WORK' WILL LOOK VERY DIFFERENT TO WORK AS WE KNEW IT

Productivity perceptions have been disproven. We've shown volumes of work *can* be done productively in a remote way...  
...and now to attract top talent, flexibility must be here to stay.



*of employees want location flexibility and to revisit the length of their working week*



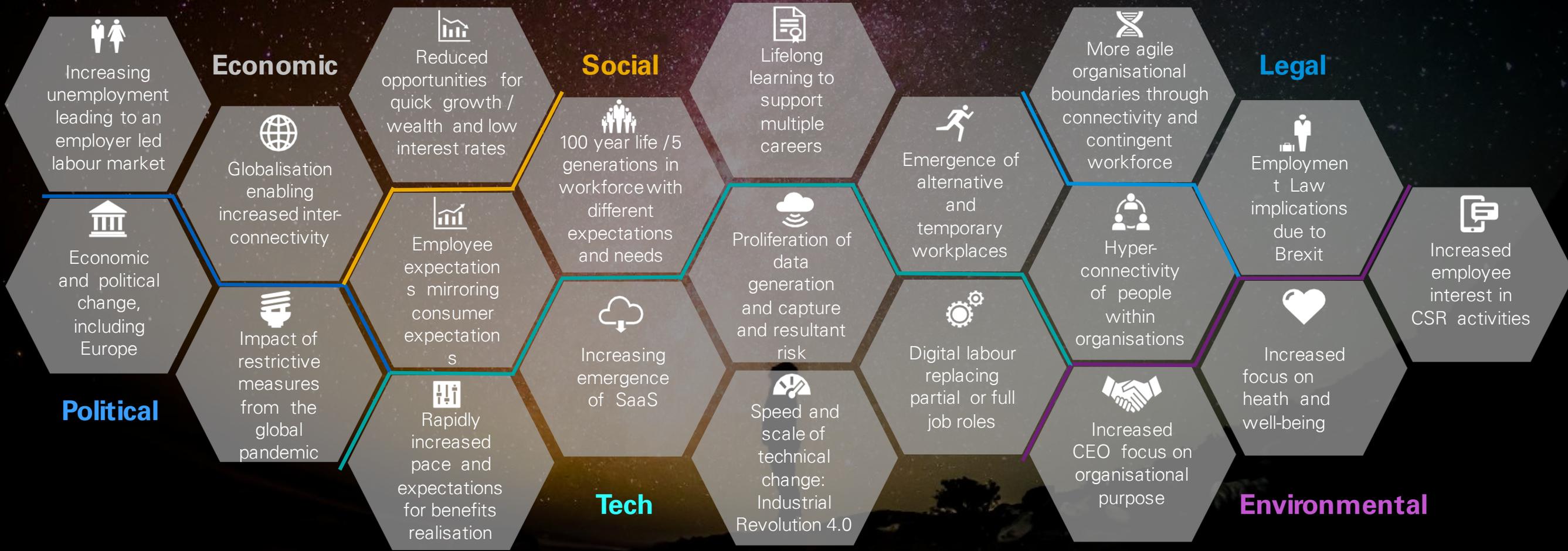
*state they can work at home as effectively or more effectively than in the office.*

But less physical connectivity increases **demand to connect in other ways**: to collaborate, socialise, support and serve.

Successful hybrid working is a craft to be mastered, requiring **choices to be made in terms of workforce, workplace, workspace and the impact on your employee experience.**



# THE PANDEMIC HAS COMPRESSED AND ACCELERATED LARGE-SCALE SOCIETAL CHANGES



# THE 'NEW REALITY' IS A CHANCE TO REIMAGINE YOUR APPROACH TO WORK TO OPTIMISE EMPLOYEE EXPERIENCE AND BUSINESS OUTCOMES

## Workforce

### Current & future workforce:

- Skill based workforce planning
- Blended workforce mix and total workforce mgmt. (contractors, gig, contingent)
- Prioritise tasks over jobs and define the optimal sourcing channel to deliver the task i.e. Buy, Build, Borrow, Bot, Bounce

### Enabling experiences:

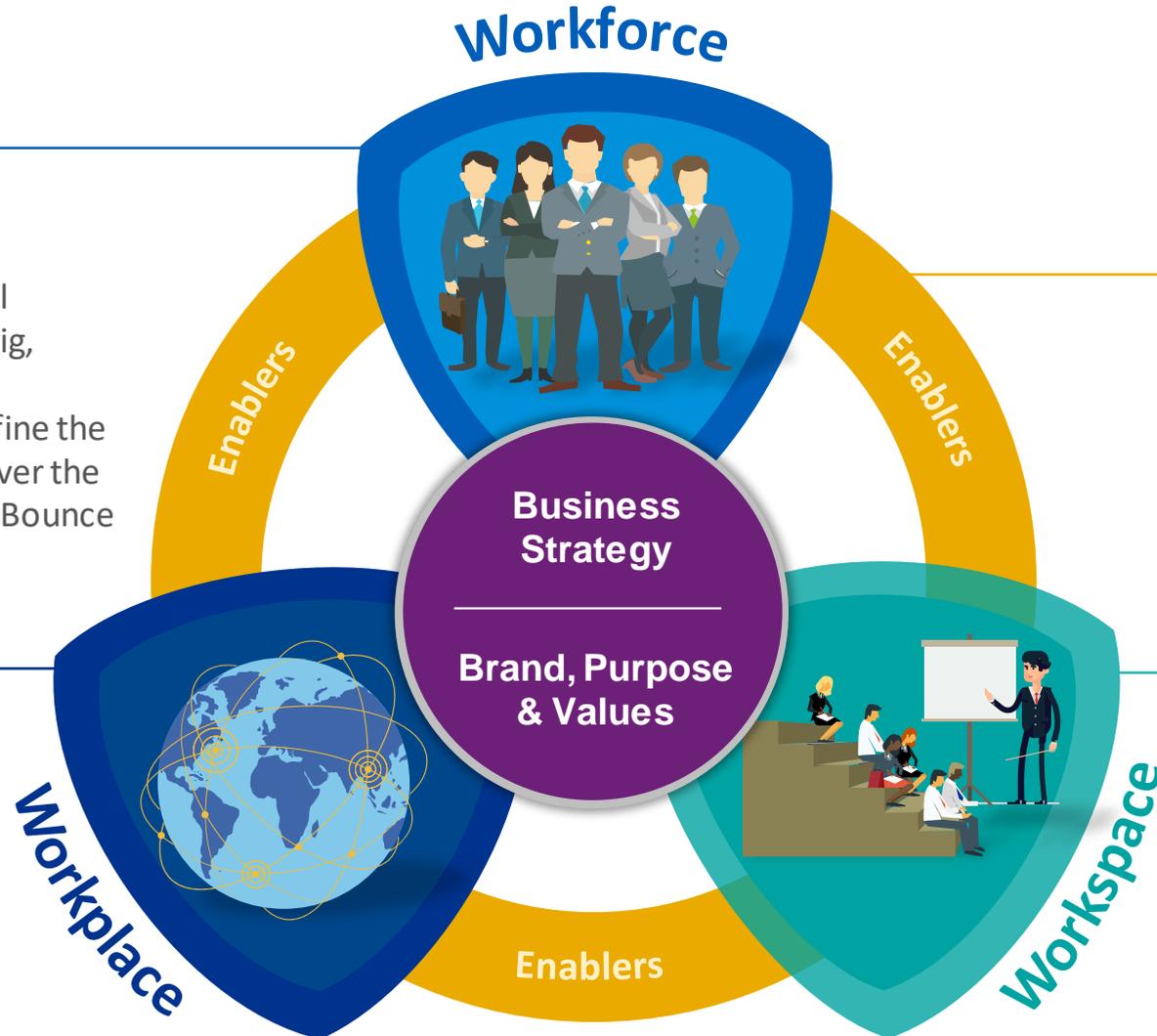
- EVP incl. Reward/Benefits
- Employee experience incl. ways of working, technology & tools, policy/process
- Optimised tax, legal and compliance

### Optimised physical footprint:

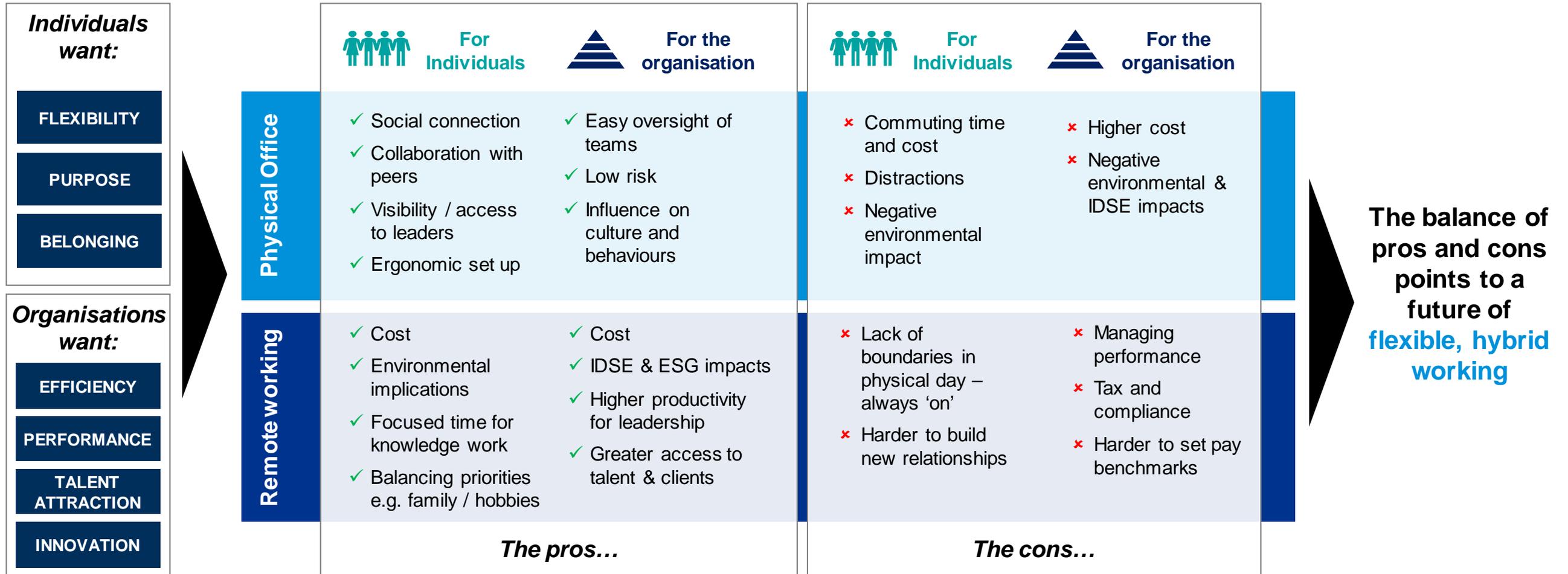
- Enabling the future service delivery model
- Optimising cost vs. attraction of talent, productivity and culture

### Purposeful space design:

- Spaces designed to enhance collaboration and social connection
- Technology enhancements for hybrid working



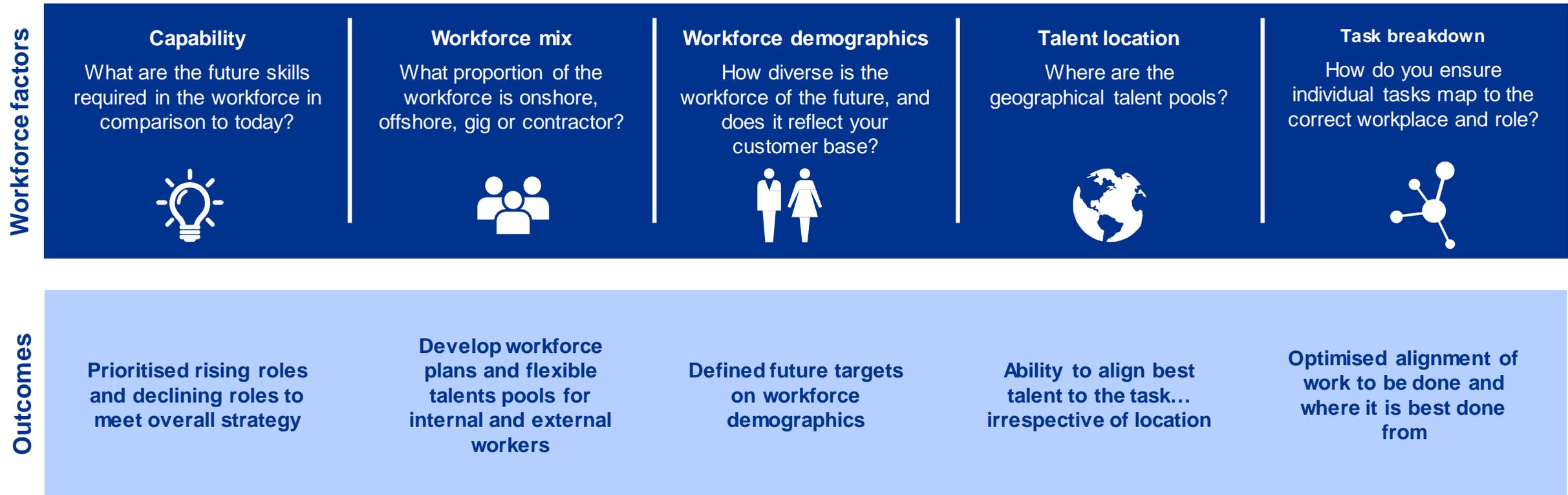
# BALANCING SHIFTING EMPLOYEE EXPECTATIONS WITH BUSINESS OUTCOMES POINTS TO A FLEXIBLE FUTURE





# JOBS WILL BE FUNDAMENTALLY DIFFERENT – YOUR WORKFORCE NEEDS SHOULD DRIVE YOUR WORKPLACE DECISIONS

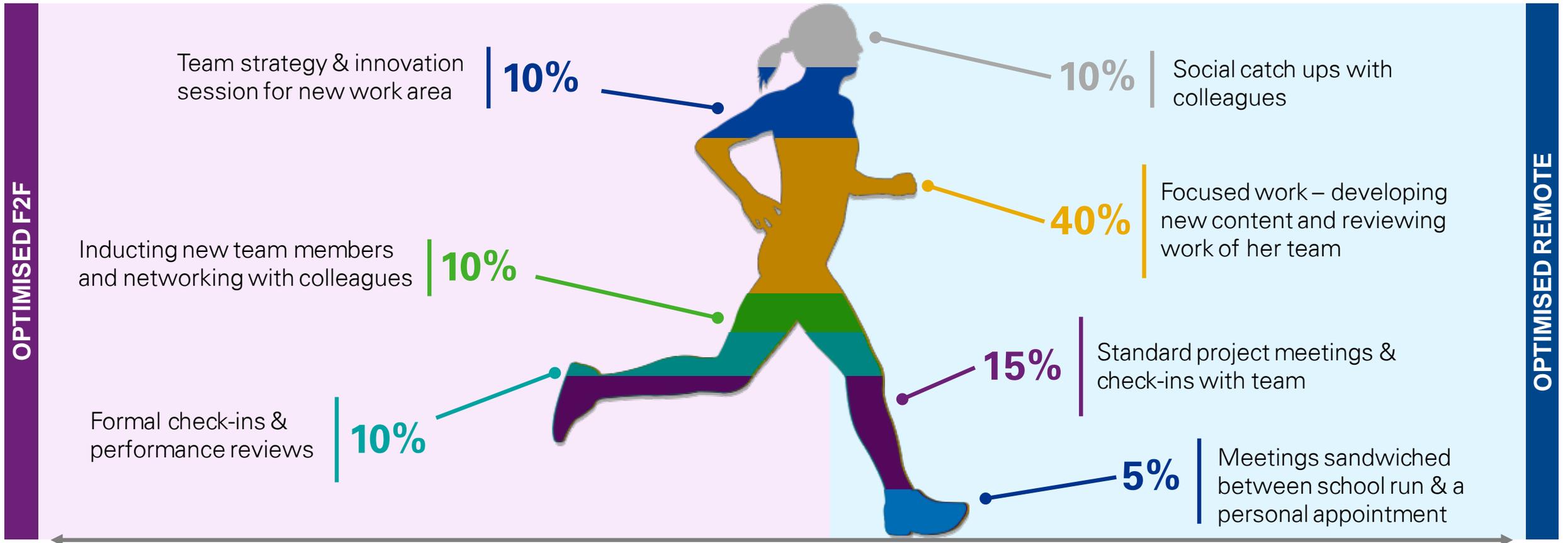
Automation, AI and other technological advances have shifted the **nature of tasks and work to be done** as well as setting new opportunities for **new roles, skills and capabilities not yet in existence**. In a post COVID world, we must also consider **where the work is done**.



# UNDERSTANDING YOUR PEOPLE AND THE WORK THEY DO ENABLES LOCATION OPTIMISATION – F2F, VIRTUAL OR HYBRID

It is unlikely that a single job is best suited to a single work mode. Rather, breaking down jobs into tasks allows analysis of the optimum balance of hybrid working that will **drive productivity and effectiveness**. This should be balanced with personal preferences to **drive engagement**.

*Illustrative example: Anna is an L&D Manager. Her activities over an average week suggest 30% F2F and 70% remote would be optimal:*





# YOUR FUTURE SERVICE DELIVERY MODEL AND TALENT REQUIREMENTS SHOULD DRIVE YOUR REVISED LOCATION FOOTPRINT

Task-based workforce analysis provides the outputs to make **informed, sustainable decisions** on real estate strategy.

## I know...

- ✓ Onshore/offshore/nearshore mix
- ✓ Future headcount by geography
- ✓ Space utilisation by geography, informed by forecast attendance by team
- ✓ Current office locations, spend and lease expiry dates



## I need to consider...

- Talent hubs
- Competitor clusters
- Cost of living
- Salary cost
- Real estate cost
- Customer proximity
- Employee home location
- Infrastructure e.g. internet speeds
- Tax implications

# THE EMPLOYEE VALUE PROPOSITION REQUIRES A SHIFT TO ATTRACT AND MOTIVATE TALENT IN A HYBRID FUTURE



## Core buckets of the EVP...

	<h3>Compensation</h3> <p>e.g. salary, bonus, share schemes, maternity and sick pay etc.</p>
	<h3>Benefits</h3> <p>e.g. health care, wellbeing support, gym membership, car allowance, discounts etc.</p>
	<h3>Careers</h3> <p>e.g. L&amp;D, coaching, mentoring, progression and promotion, mobility opportunities</p>
	<h3>Culture &amp; EX</h3> <p>e.g. purposeful work, empowerment, ways of working, work environment, CSR</p>

## Example 'Flexibility' interventions

<p>Flexible contracts (hours, location, comp) tailored to employee needs</p>	<p>Financial coaching and decision support</p>	<p>Shared parental leave</p>
<p>Partnerships to provide free/discounted access to wellbeing resources e.g.</p>		<p>Benefits budget to spend flexibly as you choose to</p>
<p>Mobility options e.g. secondments with less location boundaries</p>	<p>Personal learning budget for courses, conferences, books etc.</p>	<p>'Soft skill' coaching e.g. EQ, resilience, trust, inclusion etc.</p>
<p>Re-designed workplace/space and policies for hybrid working</p>	<p>Clear purpose reflected in ways of working</p>	<p>Leading edge digital collaboration tools</p>

## Who is doing this?
