



THE GREAT RE-ONBOARD BACK TO THE OFFICE

data on How What and Why?

**Healthier, more diverse, productive, sustainable,
people centric & fun**

DFM Årskonferens sept. 2022

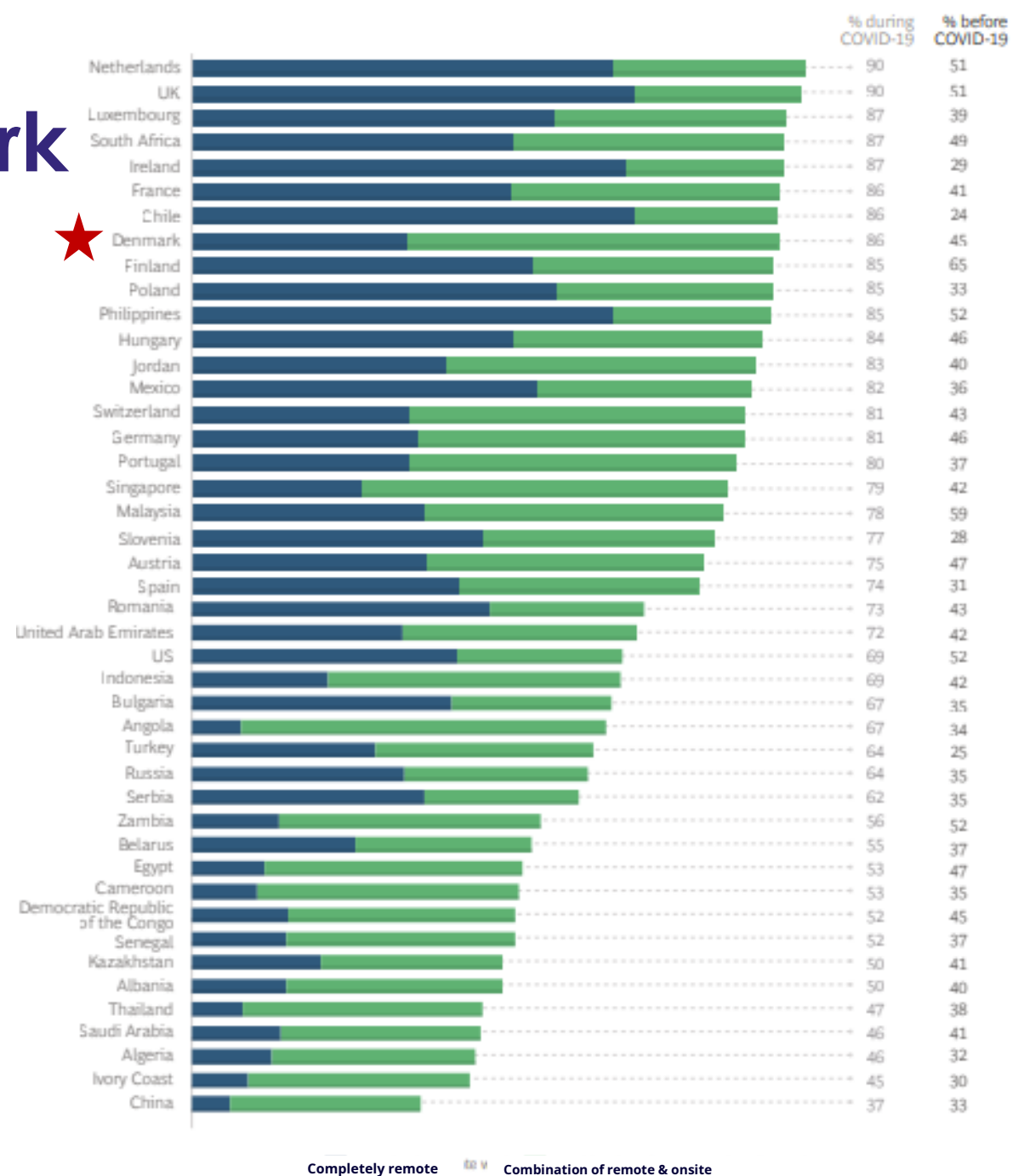
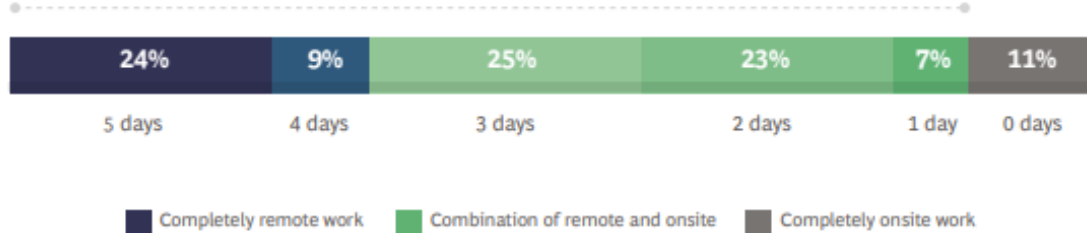


Europe leads in remote work

64% would prefer to have flexible hours

Only 36% want traditional 9-5-job more

89% fully or partly remote



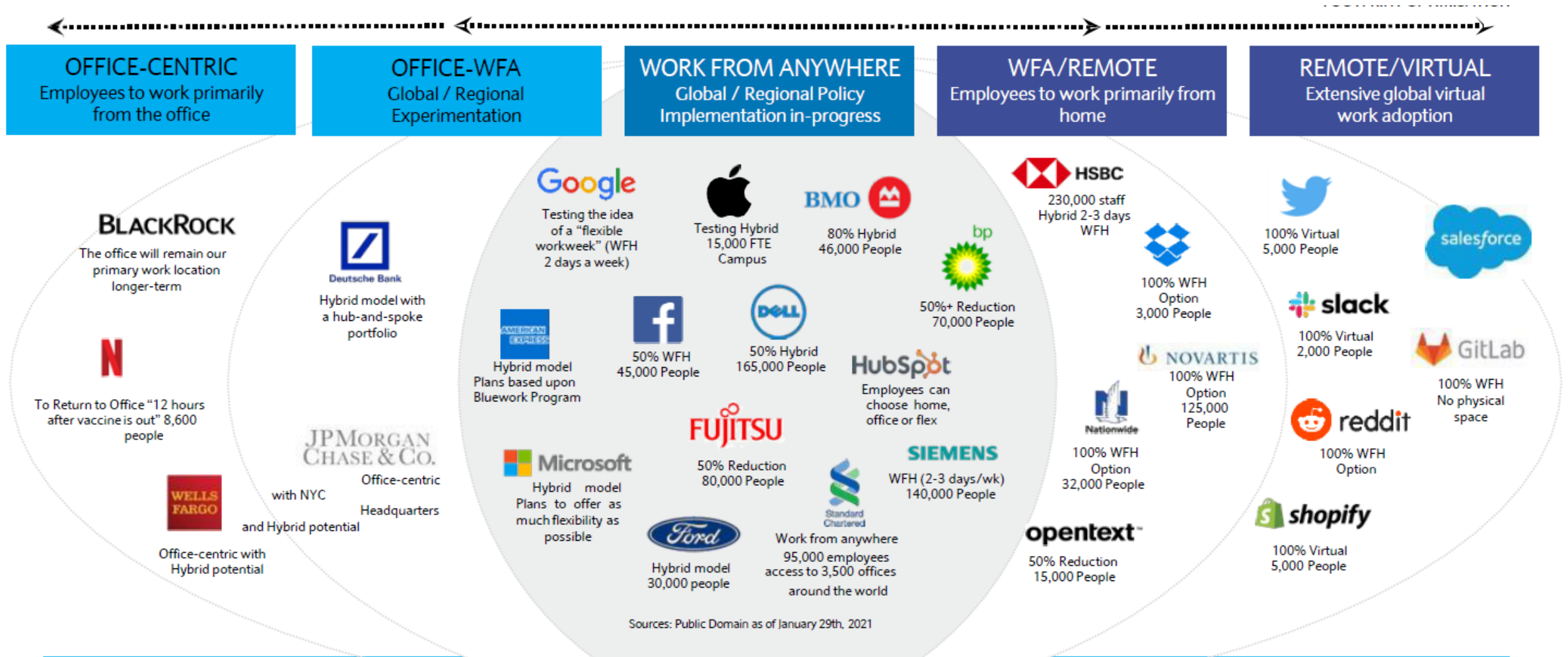
A world view at the hybrid continuum



Minimal portfolio footprint optimisation

Moderate portfolio footprint optimisation

Maximum portfolio footprint optimisation



A need for rethinking the purpose & size of the office



80% work desk ratio
(1 day remote work)



60% work desk ratio
(2 days remote work)

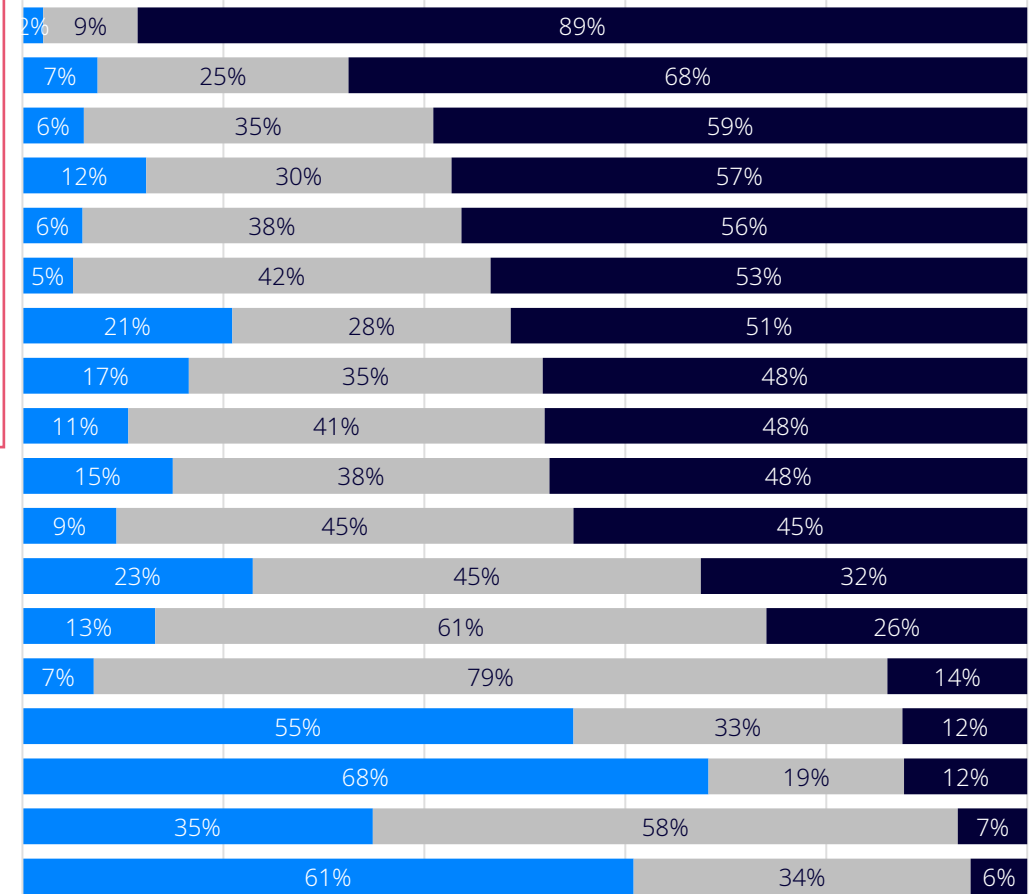


50% work desk ratio
(2,5 days remote work)

- Socialising with colleagues
- Spontaneous knowledge sharing
- Learning from others
- Having the right ergonomic setup
- Staying up to date with relevant office activities
- Feeling a sense of belonging
- Taking enough breaks
- Having spontaneous meetings
- Collaborating with colleagues

- Unplugging once the workday is over
- Getting relevant feedback from colleagues
- Staying engaged and motivated
- Getting access to my leader
- Knowing what is expected of me
- Staying productive
- Avoiding distractions
- Having planned meetings
- Working alone on own tasks

Most challenged at home



Easier at home

Three hybrid formats – linking OUR WORK together!



A marketplace for **collaboration, innovation, communication & social** activities to take place in mixed formats



**THE OFFICE
THE PLACE FOR
UNPLUGGED WORK**
among people that are present

Flexibility in when and where to work, **less commutes, high connectivity** and great support for **focused work**



**WORKING FROM HOME
THE PLACE FOR BOTH ON-LINE &
FOCUSED WORK**

Meeting hubs within the local community, with access to latest high-tech tools and platforms for staying **connected, well** and **productive in upgraded TECH offerings**



**THE "THIRD SPACE"
IN THE LOCAL
COMMUNITY**

“It’s a mistake to think the decision to return to the office can happen as suddenly as the decision to send everyone home”

Nathan Blain, Korn Ferry’s global lead for optimizing people costs.

The leadership challenge:

Step 01: **Getting people to the office**

Step 02: When you are at the office

Step 03: Keep people at the office



Social capital on storage

Has working from home succeeded only because it is viewed as temporary, not permanent?

Is it possible that the satisfaction and productivity people experience working from homes is the product of the social capital built up through countless hours of water-cooler conversations, meetings, and social engagements before the onset of the crisis?

And if we do not get it right bringing people back, will corporate cultures and communities erode over time without physical interaction? Will planned and unplanned moments of collaboration become impaired? Will there be less mentorship and talent development?

How big is our social storage?



Dos

Build on social capital

Remember that everyone adjusts to change differently

Communicate **WHY it's important**.

Emphasizing the relational, rather than the transactional, aspect of working together.

Co- create with employee all the good things about the office

Don'ts

Rule based, inflexible, treating remote work as a perk,

Telling people a date when to return to the office.

Using sticks over carrots to get people back.

Called employees unmotivated if not coming back

Take away benefits

The office is not what employee remembered; many of those who are returning wind up disappointed, with cafeterias closed, meeting space limited, and personal real estate taken away. Many feel all they have gained by coming in is more commuting time. The thinking is, 'I had to wait in a long line at the elevator and I don't have a clear workspace when I get to the office, I could have been at home.'



Help employees re-find purpose at work – or watch them leave

People who live their purpose at work are more productive than people who don't. **They are also healthier, more resilient, creative and more likely to stay at the company.**

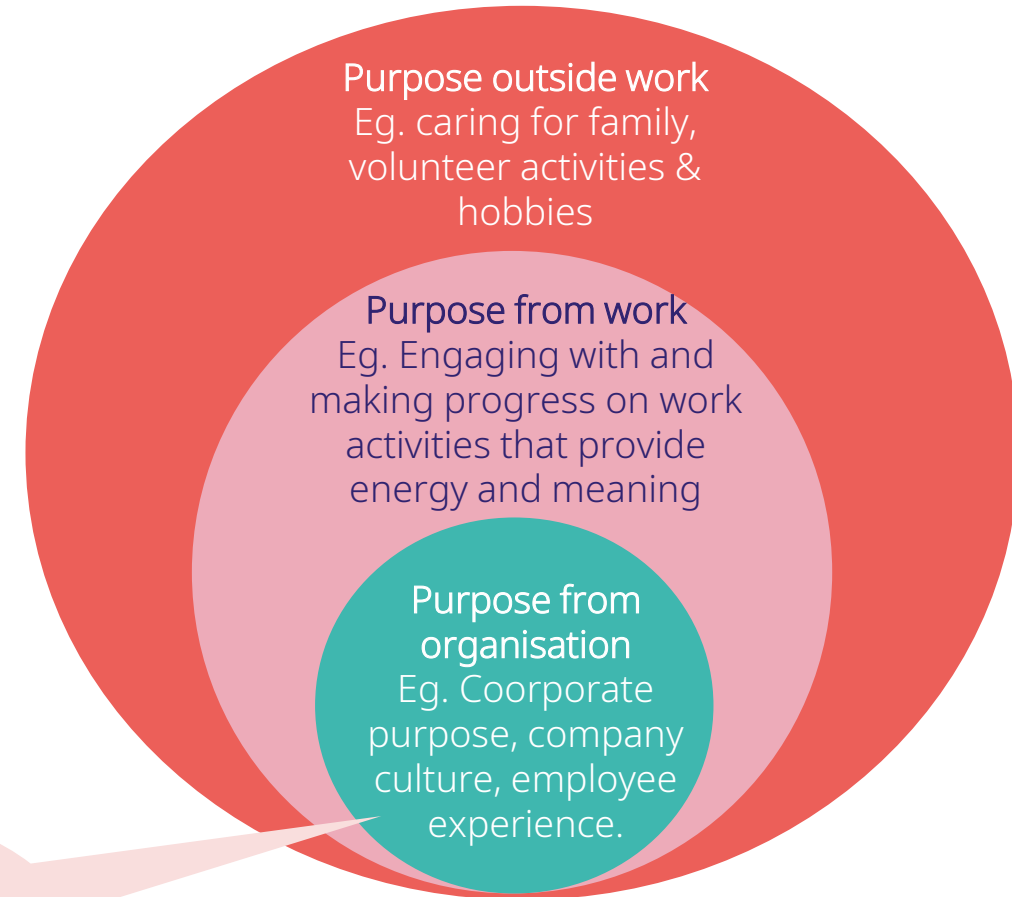
Nearly **75%** of a large US-based employee survey said that COVID-19 has **caused them to reflect on their purpose in life.**

Nearly **50%** said that they are **reconsidering the kind of work they do** because of the pandemic.

Millennials were **three times more likely** than others to say that they were **re-evaluating work.**

70 percent of employees said that their sense of purpose is defined by their work.

The only PURPOSE aspect the organisation controls directly

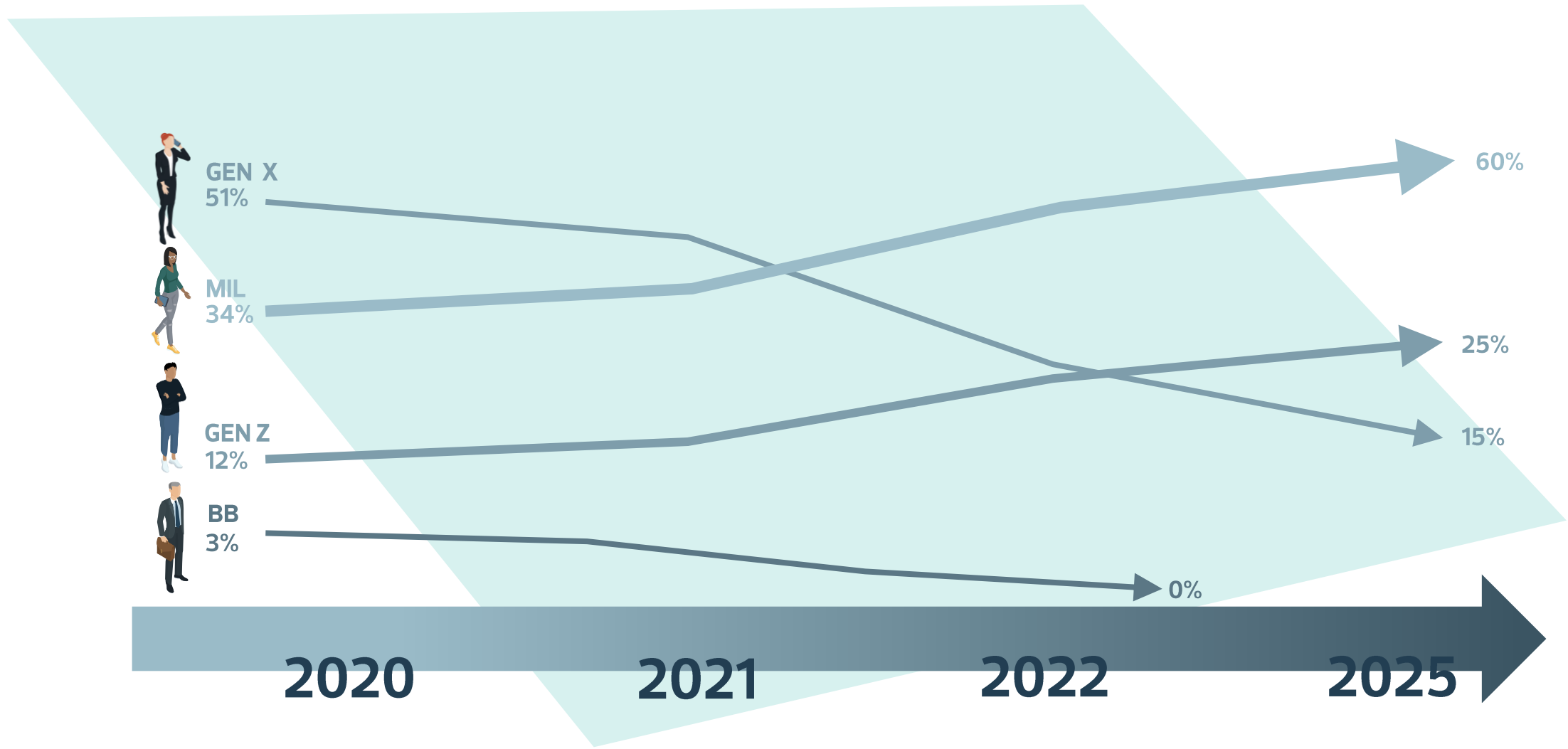


Knowing the people

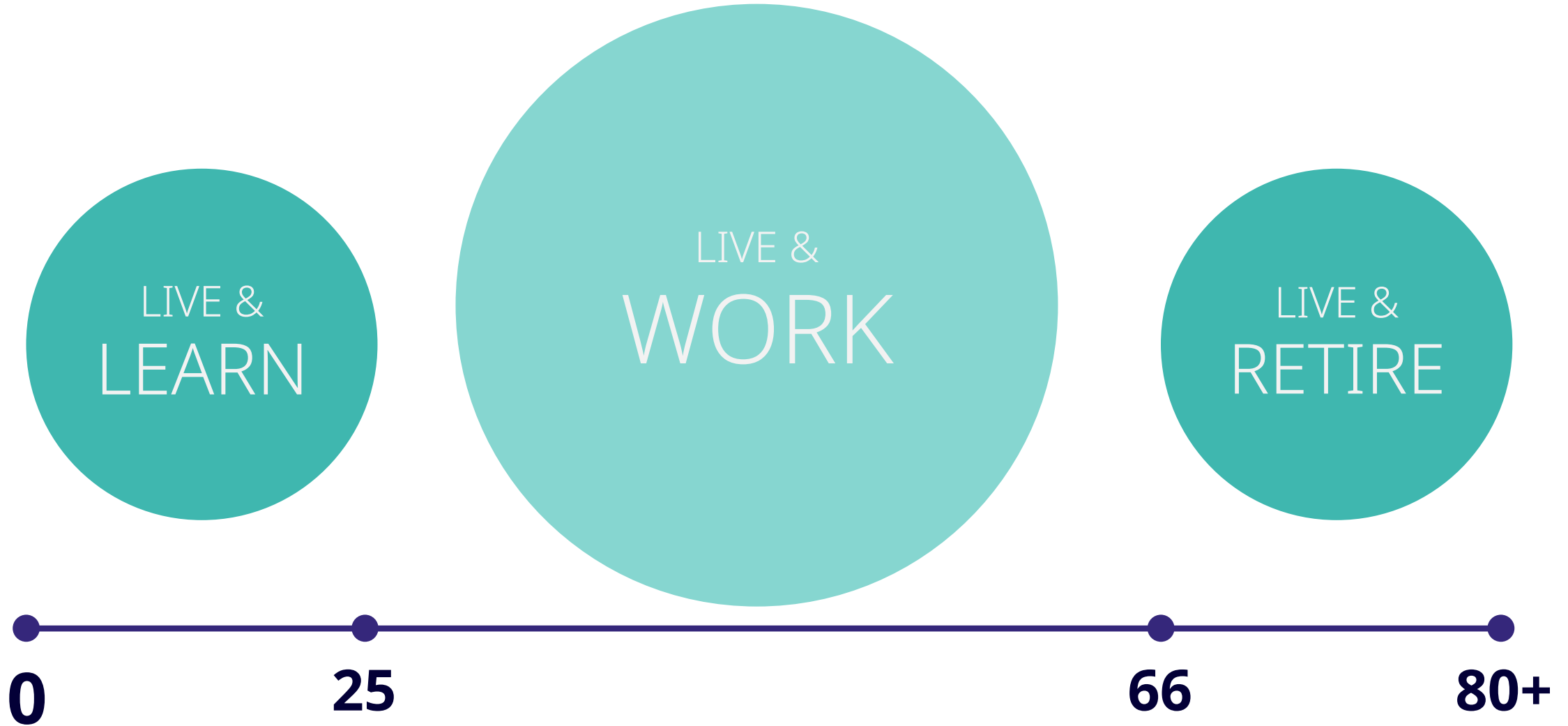
Existing employees
Future employees
Their preferences, values & expectations
around the clock . . .



The workforce demographics are rapidly changing



TRADITIONAL LIFE STAGES



CONVERGENCE



Next generation perception of work



PURPOSE

“Money doesn’t have sex but still they reproduce...” not a purpose for Gen. Z



FLEXUCATION

“We keep on talking about the importance of attracting and retaining employees –how about facing the fact that we only have each other on a short-term loan?”



TECHNOLOGY

“There is a generational mishmash on how we see the use of technology and its importance in our lives”



SUSTAINABILITY

“We are entering a generation where dealing with a sustainable lifestyle is becoming personal”



EXPERIENCE

“A product is an experience waiting to happen...”



INNOVATION

“We are talking about innovation as if it’s only about creating the next Google or Amazon, forgetting the rest we could and should innovate on”



WORKPLACE

“We are talking about the importance of the workplace – but lack the dialog on how it drives productivity, happiness and efficiency”

The employers new normal toolbox



RE STRATEGIES – OCCUPY LESS OR REDISTRIBUTE TO WHERE PEOPLE LIVE



PLANET, PEOPLE & PURPOSE BEFORE PROFIT



ENVIRNMENT, D&I – ACTION NOW!

PEOPLE CENTRIC APPROACH - UNDERSTAND WHERE THEY ARE IN THEIR LIVES



TECHNOLOGY AS ENABLER & CONNECTOR



FLEXIBLE HYBRID WORK FORMATS



INVEST IN PEOPLE TO GET ROI LATER



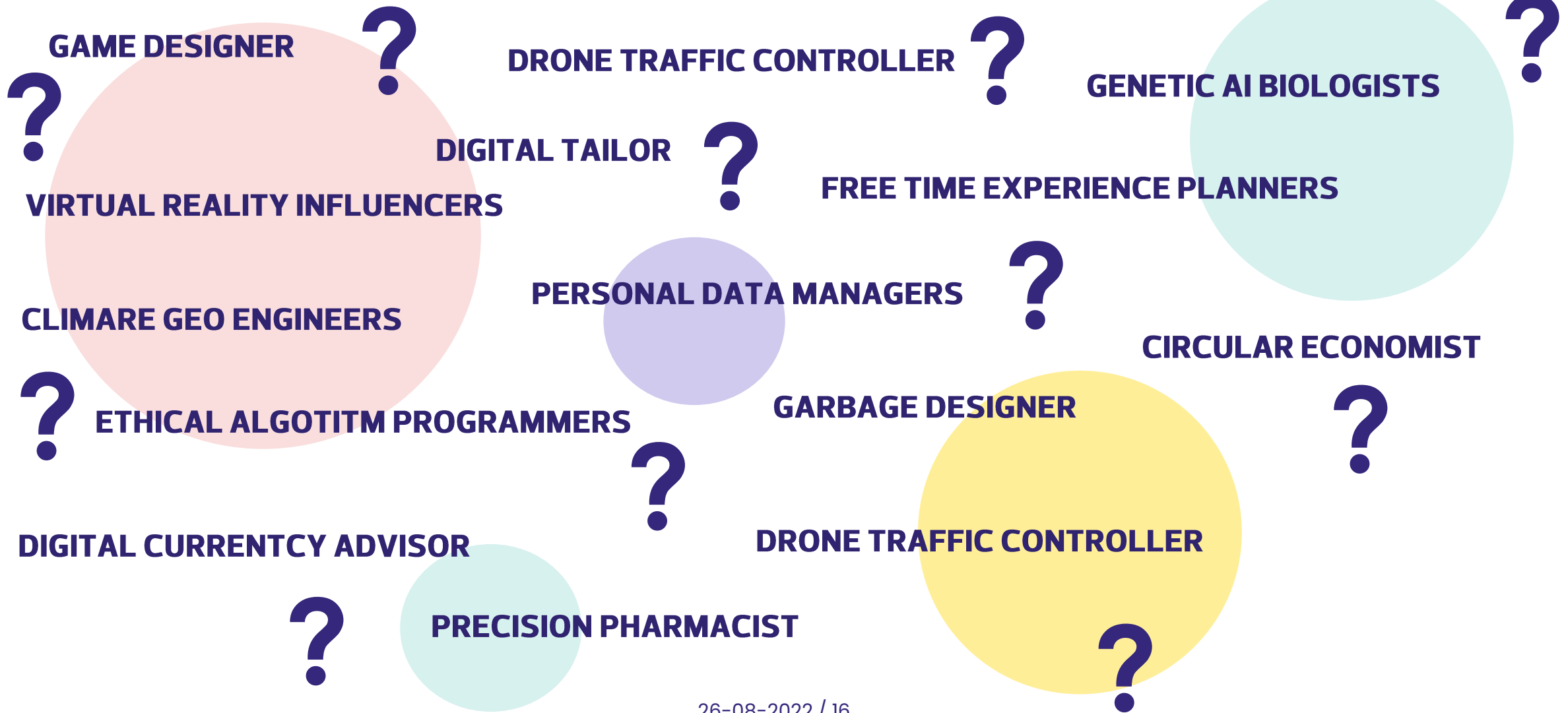
COACHING LEADERSHIP IN NEW HYBRID WORLD – TRUST!



INDIVIDUAL ON DEMAND CURATED SERVICE EXPERIENCES



Job roles of the future – who knows??



Carefully designed places can potentially multiply ROI

Worldwide, 59% of employees experience no core needs met.

Just 7% of employees have all four of their core needs met.

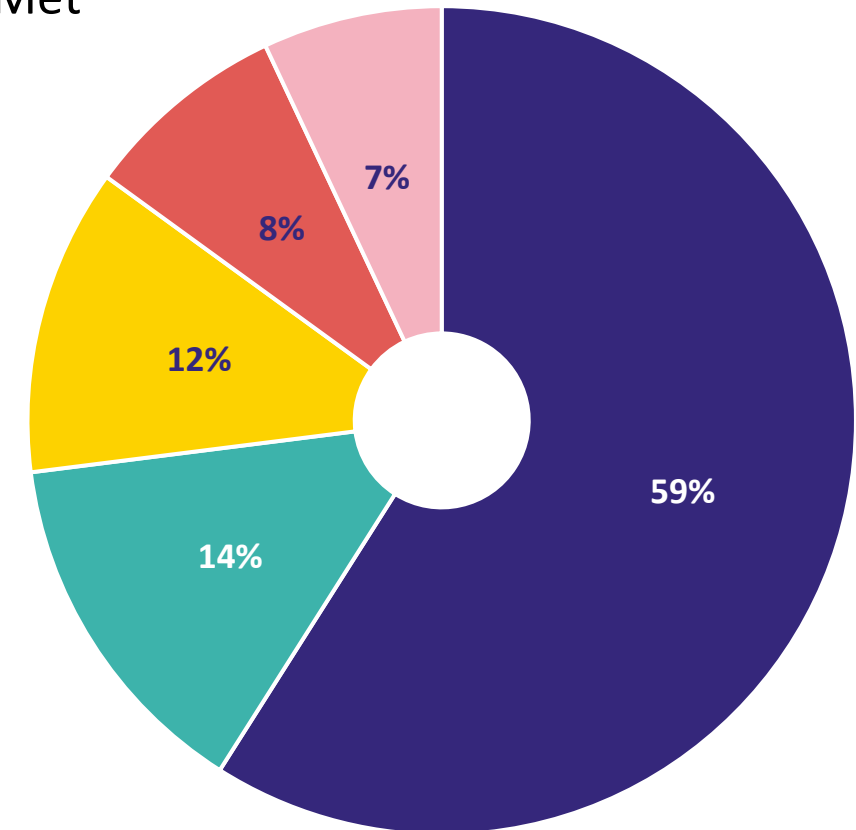
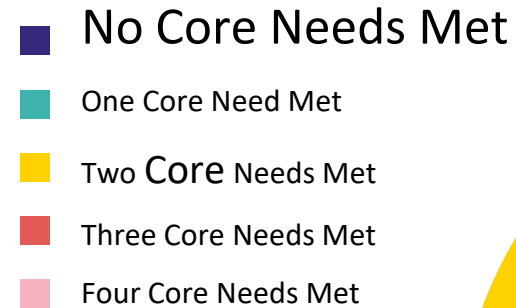
The four core needs

Physical: opportunities to regularly renew and recharge at work

Emotional: feeling valued and appreciated

Mental: opportunity to focus and to define when and where to work

Spiritual: doing more of what you do best and enjoy most, feeling connected to a higher purpose at work



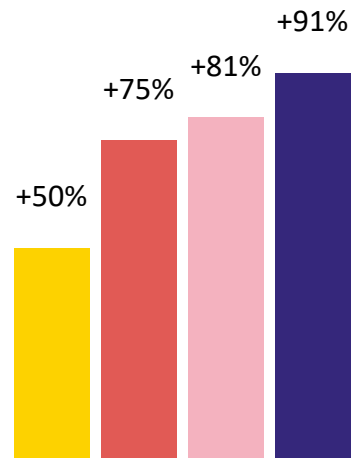
Carefully designed places can potentially multiply ROI

The more needs met, the bigger the improvement.



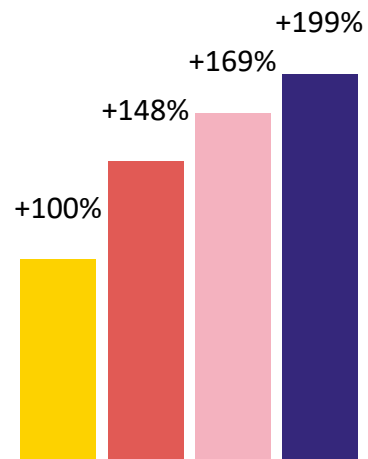
Number of needs met compared to none

1 2 3 4



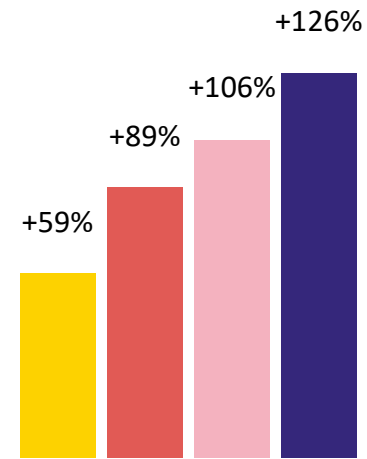
Engagement

Meeting one core need increases engagement by 50%



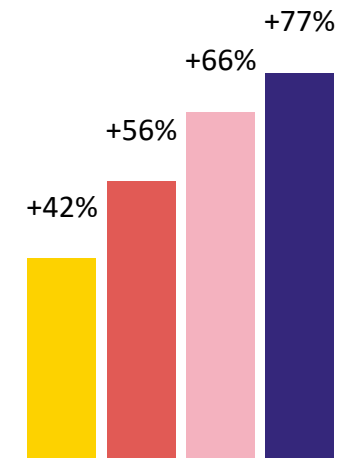
Employee Loyalty

Employees' retention doubles when just one core need is met



Positive Energy

Meeting at least three core needs more than doubles positive energy at work



Life Satisfaction

Employees' life satisfaction steadily increases as more core needs are met

PRODUCTIVITY

Your people are what causes profits to go up or down

Building Capabilities

demonstrates up to **44% decrease in absenteeism** and **16% increase in productivity**



Physical Wellbeing

Company paid and run individualised exercise programmes **reduce sick leave up to 56%**



Mental Wellbeing

You get a **9:1 ROI** on comprehensive mental health & wellbeing programmes



Social Connections

Having a best friend at work yields **12% more profitability**



People Centric Design

Designing for users can yield a **3% annual profit gain per employee**



CSR & Purpose

84% of Millennials would leave their current job for a company with an excellent corporate reputation



Nutrition

Dietary interventions can **reduce absenteeism** and improve health and quality of life



Sustainable Design

can provide **58% reduced absenteeism** and **27% reduced employee turnover**



Flexible Environments

People in high-flexibility environments are **twice** as likely to report a positive impact on **productivity, wellbeing** and **performance**



Onboarding

Companies with great onboarding procedures has **2.5 more revenue growth** and **1.9 times the profit margin**



LONELINESS

Have it now reached epidemic stages?

Cigna's 2020 Loneliness Index revealed **38 percent** agree with the statement

"I feel that I do not have close personal relationships with other people."

On average, **lonely employees** say that they think about **quitting their job more than twice as often** as non-lonely workers.

Men are particularly more likely to report feeling a **general sense of emptiness when at work.**

Most new employees report a lack of closeness:
60 percent of those with less than six months on the job say they **always or sometimes** feel they are **no longer close to anyone** & **65 percent** of them are feeling isolated from others (compared to only **39 percent** of those with tenure of **10+ years**)

COMMUNITY

The living expression of culture in everyday life –
having fun together!

**Give people
Equal Employment Opportunity,
(EEO)**
Currently there are more than
one billion disabled people in the
world

**Model the inclusive
community behaviour
you seek!
Leadership
matters**

**We are currently more
“connected” than ever
“phones. Instagram, Facebook,
Snapchat, Slack, you name it”**

**Over-connection leads to
disconnection**
The difference between
receiving a giant bear-hug
and a “like” on our latest post.

**Dare to reframe your
perspective**
Companies of the future
will be measured on
three things:
**Planet, people, and
profit**

**Create spaces with inclusive
norms**
Social eating connects
communities
**Diversity ...come as you are, and
you will find me as I am.**

ENGAGEMENT

This time it's personal – Reinvest in people to keep engagement high!

Engaged people leads to better employee health.
Highly engaged workplaces saw 41% lower absenteeism.

Don't underestimate GREAT onboarding
Fix their first day at work!

Leave the Door Open for Employees to Return to Your Organisation
"boomerang employees"
Create a good off-boarding experience!

Addressing social experience (people and relationships, teamwork and social climate),

work experience
 (work organisation, work control and flexibility, growth and rewards)

organisational experience
 (purpose, technology and human centred physical environment).

Engagement can be increased just by being part of a great team.

The rise of young "inclusive consumers" Do your social values shape where you shop?

WELLBEING

The joy of work & feeling good

People centric design

There is a new sustainability trend known as the healthy building movement. It takes a holistic design approach that considers the construction of a building and its inhabitants as deeply intertwined.

Well-being can be described as **judging life positively and feeling good.**

“Organisational Health” the ability to transform and ensure that candidates not only fit in now, but also in the future,

Intellectual well-being what separates successful top organisations from others

Shouldn't be for all?

A sustainable balance between our work- and lifestyles

The art of NOW!
Living in the present moment
The essence of well-being

Adding years to life and life to years
Better well-being in the workplace can at least add six years of higher quality life for everyone.

What a gift to give your employees

Maybe the biggest disrupter is not technology but the changing in HUMAN DYNAMICS

It may change the way
organisations operate



Knowing the people

Understand different Personas, their preferences, behavior, values and needs

'I'm energised by other people and I like to work in a busy atmosphere. I believe collaborating on shared tasks brings most value to my work. I am motivated by new tasks and challenges and welcome change.'

WILL
Collaborator

- change happy
- works collab
- lively

I typically work individually and think it brings most value to my work. I generally think that sudden changes are unproductive. Spending time in a busy working atmosphere with lots of people makes me need a getaway.

ANNA
Soloist

- change hesitant
- works solo
- contem-plative

'I am motivated by change and like to lead. I'm energised by other people, but when dealing with difficult tasks I prefer having the time and focus to devise a strategy by myself.'

LUCY
Organiser

- change happy
- works solo & collab
- leader

JEFF
Explorer

- change agile
- works solo
- nerdy

'I can spend several days working by myself on a task without feeling bored. When dealing with new tasks and challenges, I am motivated and ready to go.'

ZOE
Team-Player

- change hesitant
- works collab
- helpful

'When facing new tasks or challenges I typically feel slightly hesitant and in need of more information. I'm energised by other people and it would challenge me to spend several days working by myself without feeling bored.'

TOM
Anchor

- change ready
- works collab
- follower

'In a typical workday I spend most of my time collaborating. However, a busy working atmosphere with lots of people makes me feel in need of a getaway. When dealing with change I prefer to follow rather than lead.'

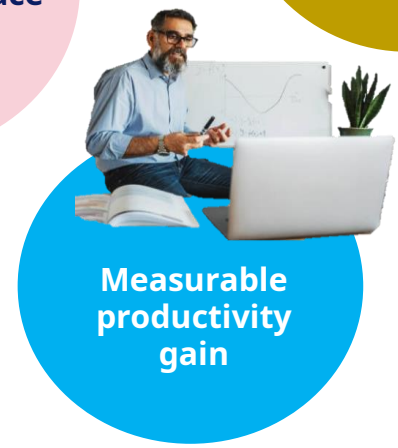
Forget the struggle with retention – let's build **LOYALTY!!!**



Deliver on the whole Employee journey



Using technology as an enabler & connector – BUT ALSO A COLLECTOR OF PEOPLE BEHAVIOR DATA



DATA DRIVEN CURATED WORKPLACE EXPERIENCES



WELLBEING

THE CURATED **FOOD & BEVERAGE**

THE CURATED **WELL BODY**

THE CURATED **WELL MIND**

THE CURATED **WORK LIFE BALANCE**



COMMUNITY

THE CURATED **COLLABORATION**

THE CURATED **SOCIAL IS PRODUCTIVE**

THE CURATED **BE THE CHANGE**

THE CURATED **SENSE OF BELONGING**

THE CURATED **SENSE OF PURPOSE**



ENGAGEMENT

THE CURATED **GREAT ONBOARDING CLUB**

THE CURATED **INCLUSIVE CONSUMERS CLUB**

THE CURATED **BOMERANG EMPLOYEE CLUB**

THE CURATED **SOCIAL DINING CLUB**



PRODUCTIVITY

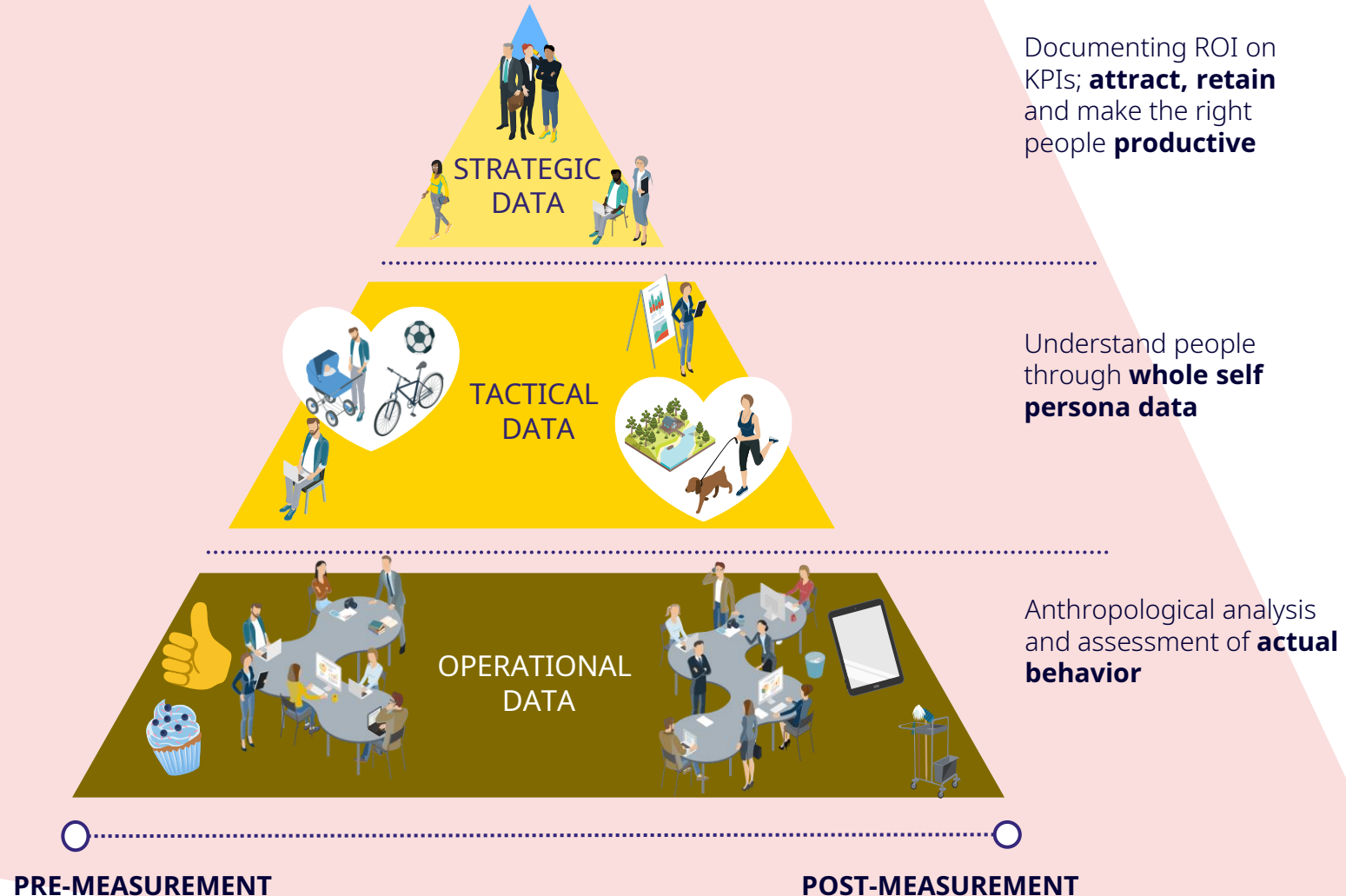
THE CURATED **NEWNESS**

THE CURATED **SHARING IS LEARNING**

THE CURATED **FLEXUCATION**

THE CURATED **UPSKILLING EXPERIENCE**

Understand how success looks like & document it!





FUTURE WORKPLACES better & beyond!

Healthier, more diverse, productive, sustainable & fun