



EACA: Future of (Hybrid) Work

SEPTEMBER 2021

Agenda



Trends shaping the Future of Work



Future of Work: Work, Workforce, Workplace



The Hybrid Workplace



Managing a Distributed Workforce



Questions

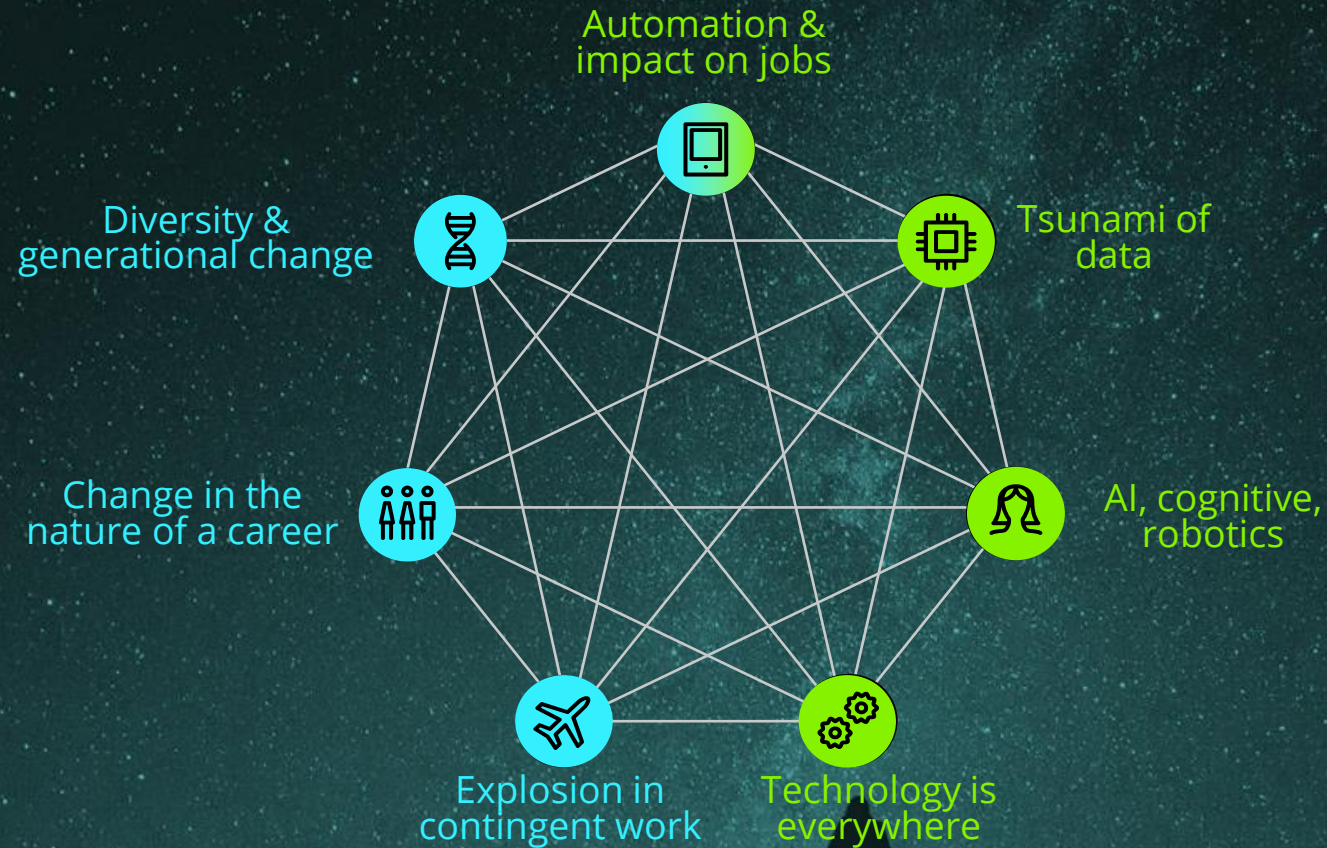


Future of Work

Frans Dagelet



Trends that define the Future of Work



Demographic trends

Technological trends

“The coronavirus, and its economic and social fallout, is a time machine to the future.”

Changes that many of us predicted would happen over decades have instead taken place in the span of weeks.”

In exploring the Future of Work, we analyze three deeply integrated dimensions



WORK

How the nature of work is changing to achieve new business goals, requiring new skills and capabilities given automation and augmentation



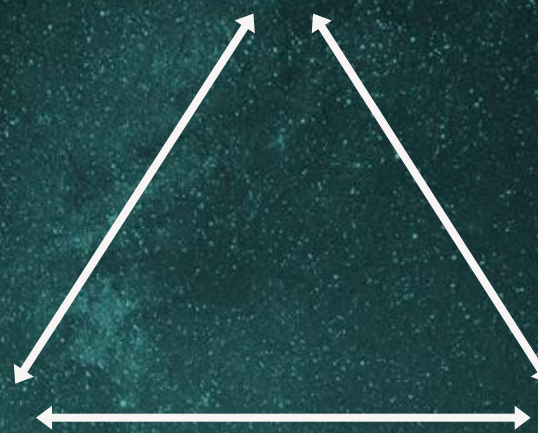
WORKFORCE

Who can perform the work as it changes and how organizations can close skills gaps by tapping into alternative talent pools or upskilling / reskilling



WORKPLACE

Where the work can get done geographically and how we can maximize collaboration, productivity, and consistency with physical design and technologies



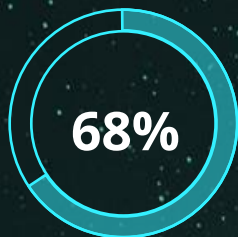
The hybrid workplace

Marjolein Wevers



Returning to the workplace in the new normal

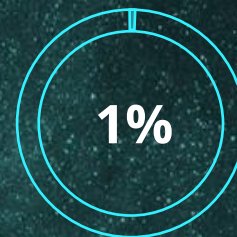
Returning to the workplace in the 'new normal' when freedom of movement is allowed



Implementing some kind of hybrid model



Back to physical workplaces



Remain fully virtual



Undecided

Employers' biggest concerns with their future onsite/remote/hybrid workplace

Maintaining culture



Maintaining high performance



Collaborating effectively



Maintaining fairness



Employees not wanting to return in person



Industry & sector differences

**Business
Management
& Consulting**
76%



**Innovation,
Design &
Dev't, Digital**
66%



**Sales &
Relationship
Management**
40%



**IT & Security,
Software
Engineering**
75%



**Marketing,
Media &
Comms**
65%



**Customer
support &
Operations**
38%



**Accounting
& Finance**
72%



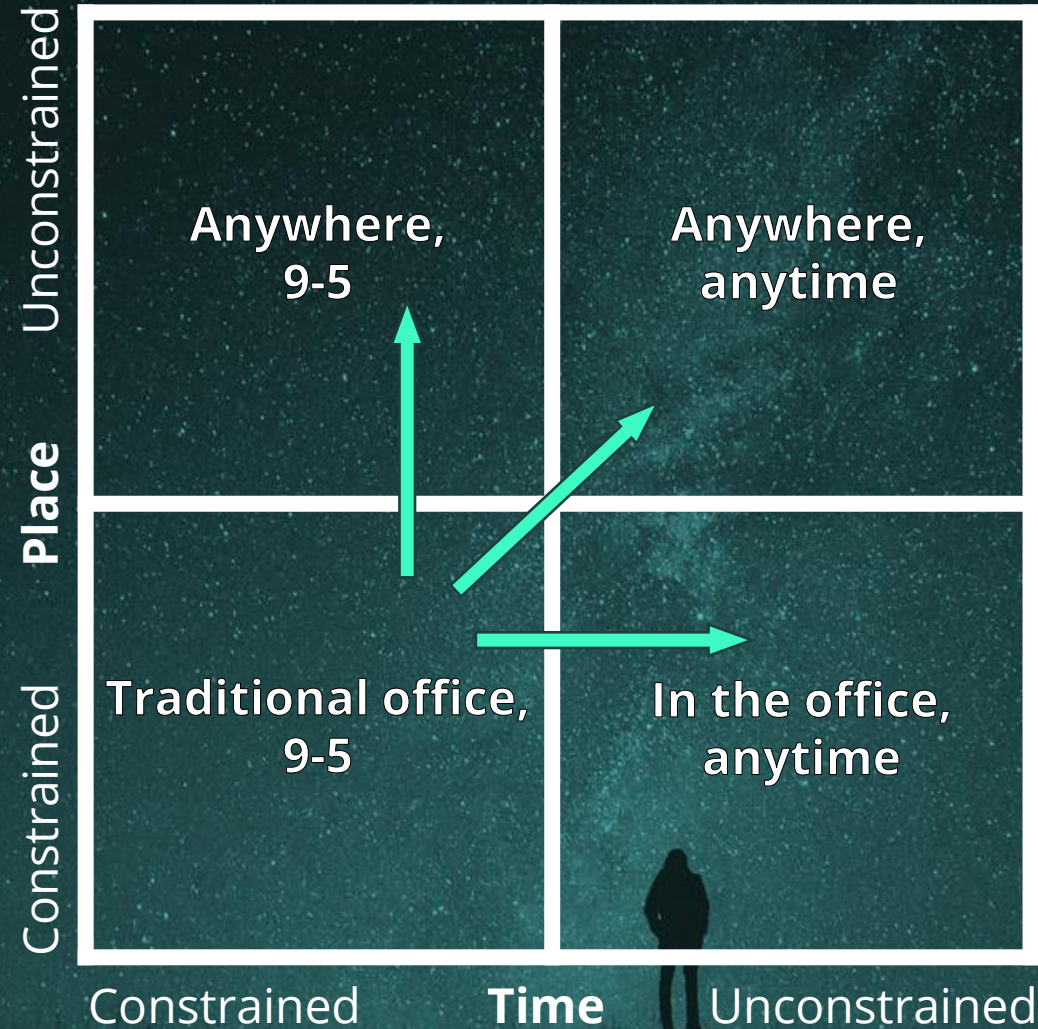
**HR, Legal,
Compliance,
Risk, Admin**
55%



**Field
Operations**
10%



Work arrangements in place & time



What are others doing?

Our people can **work from anywhere, forever**



salesforce

Salesforce to **allow remote work** for most of 54,000 staff **permanently enabled by** their platform **work.com**

Hybrid work is in official HR guidelines: **working from home is equal to working in office**

vodafone  ziggo



Considering **halving its property portfolio** in some locations, by **shifting 50,000 employees** towards remote working and **flexible workplace layouts**



Workers will never return to desks full-time, **shifting towards fully flexible working**


Remote work is the future of Facebook. **More than half of the 48,000 workforce** will work remotely



What are others doing?

2021 sentiment

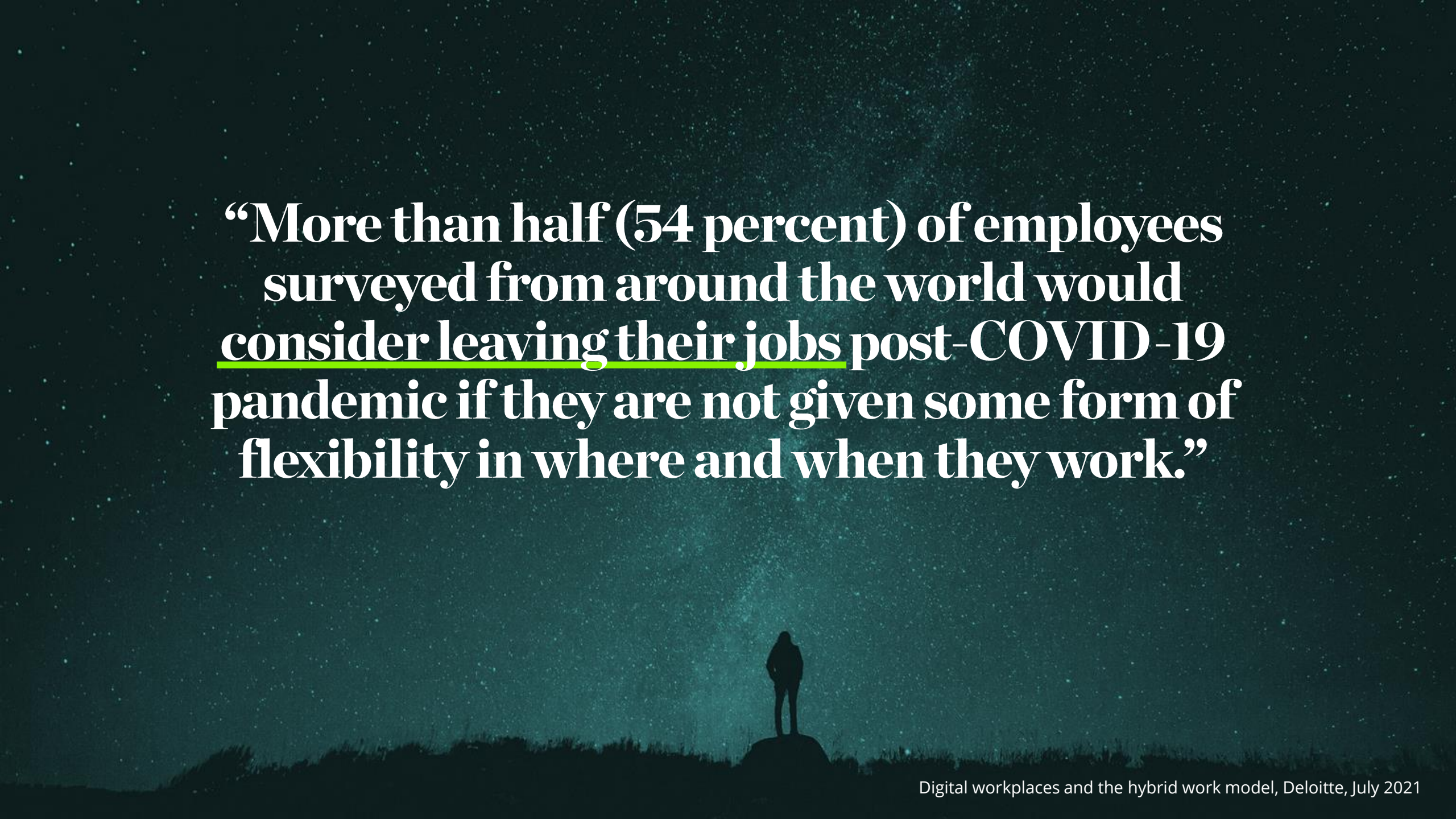
Enabling people Where Wellbeing Connectivity Legislation Culture Mobility
Timing Governance Footprint User Experience When Which activities
Who Safety Locations Remuneration Leadership SQM Control Activity-based
Tax incentives Space concepts Choice & Trust Digital tools Full employee proposition
Sustainability Where Real Estate Agile delivery Procedures Leadership Cyber security
Digital workplace Space planning Data driven Change approach Digital fatigue
Change approach Hybrid Works council Virtual Collaboration Why Social spaces
Segmentation What 6-feet Policies Safety How often Transition management



Managing a distributed workforce

Frans Dagelet




A silhouette of a person standing on a hill, looking up at a starry night sky. The person is positioned in the lower center of the frame, with their arms slightly outstretched. The sky is filled with numerous stars and a faint, glowing band of light, possibly the Milky Way, stretching across the upper half of the image. The overall tone is dark and contemplative.

“More than half (54 percent) of employees surveyed from around the world would consider leaving their jobs post-COVID-19 pandemic if they are not given some form of flexibility in where and when they work.”

Managing a distributed workforce

Enabling people Where Wellbeing Connectivity Legislation Culture Mobility
Timing Governance Footprint User Experience When Which activities
Who Safety Locations Remuneration Leadership SQM Control Activity-based
Tax incentives Space concepts Choice & Trust Digital tools Full employee proposition
Sustainability Where Real Estate Agile delivery Procedures Leadership Cyber security
Digital workplace Space planning Data driven Change approach Digital fatigue
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Thank You

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