THE FUTURE OF workplace

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Welcome!

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What We Found

Reimagining the future workplace through an evidence-based evaluation of remote work: Cushman & Wakefield’s proprietary XSF@home Survey

We Are Still Working
75%
Feel they effectively focus and collaborate

Personal Connections & Learning are Suffering
50%
Struggle to connect to company culture

People Don’t Feel “Well”
54%
Have a sense of wellbeing

Younger Generations Struggle More
70%
Of younger generations have WFH Challenges

73%
Want remote working policies expanded and shift to balancing office, home and third places.

A TOTAL WORKPLACE ECOSYSTEM
The office will remain a critical driver of culture, learning, & personal connections.

Experience per Square Foot™ @home Survey Scope:
2.5 million data points
50,000 people
99 countries
38 companies
The Challenges: Personal Connections & Learning

**Lack of personal connection to company culture**
Only 50% of respondents agree/strongly agree they feel personally connected to the culture of their company.

**Losing out on personal connections with colleagues**
Only 56% of respondents agree/strongly agree they are connecting and bonding with colleagues.

**Learning opportunities becoming more limited**
64% of respondents agree/strongly agree they are learning; informal learning and mentoring are challenges.

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Areas That Can Improve Bonding, Learning, and Cultural Connection

Top drivers of cultural connection
- #1 Pride
- #2 Cultural Appeal
- #3 Company-Wide Trust
- #4 Access to Colleagues
- #5 Focus

Top drivers of bonding
- #1 Company-Wide Trust
- #2 Cultural Appeal
- #3 Access to Colleagues
- #4 Team
- #5 Focus

Top drivers of learning
- #1 Company-Wide Trust
- #2 Cultural Appeal
- #3 Access to Colleagues
- #4 Team
- #5 Focus

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Source: C&W 2020 XSF@home survey

n= 43,924 employees

Interpretation
The smaller circles around the larger inner circles are the top drivers of Bond, Learn, and Cultural Connection in order of strength.
Which Functions Struggle the Most at Home?

Maybe They Should Return to the Office?
More downside for those requiring face-to-face interaction and creative collaboration

Maybe They Can Stay Remote?
Less downside for those with greater emphasis on process tasks

Experience Index Scores

Interpretation
The larger the gap (i.e., line) between the diamond and circle, the more downside for those who were previously office-based.

Average business function experience

Previously office-based

Downside = difference between Average (◇) and Previously office-based (●)

Source: C&W 2020 XSF@home survey
n= 43,924 employees
What Questions are Occupiers & Developers Asking?

% OF VIRTUAL WORKING?

How much agility can we embrace and maintain culture?

Goldman Sachs
Having everyone working from home has the potential to damage Goldman’s culture - COO John Waldron

PSA GROUPE
Shift to “remote first” for 80,000 employees. Work from office 1 to 1, 5 days a week max.

How much office space?

Optimise office footprint
Less traditional office space

Morgan Stanley
“the bank would need much less real estate in the future. We’ve proven we can operate with no footprint” - James Gorman, CEO

Twitter told staff they can work from home “forever” if they wish, as the company looks towards the future after coronavirus.

Role of the office?

Rebalance space types
Re-assess location strategy

Barclays
“use our branches as alternative sites for investment bankers and call centre workers” - Jes Staley, CEO

Capita
The office spaces Capita will keep would be used “less to house banks of standalone desks and much more to bring teams together to work collaboratively” - Jonathan Lewis, CEO

Sources: Financial Times, BBC, Guardian, Bisnow, Energy Voice, Bloomberg
Tech Transforms Work, Place & Community

**Choice to meet in person or online**

( for work, learning, leisure and health)

XSF@home:
- 90% feel trusted to work remotely
- 75% collaborate effectively with colleagues & can remain productive when they need to focus
- More downside for those requiring face-to-face & creative collaboration
- Less downside for those with greater emphasis on process tasks

**Managing in person and remote communities**

- Need to adjust behaviours and protocols for working with others online
- Opportunity to leverage people managers as ambassadors
- Leaders need to learn how to manage, motivate and keep remote workers connected to company culture

**New digital equality**

- Remote working can reduce spatial and locational hierarchy
- Enabling greater diversity of voices heard across locations
- XSF@home: 73% expect flexibility to work remotely continue

**Leverage core office hubs**

- Focus on learning – curated events, corporate academies
- Create opportunities for creative collaboration and innovation
- Communities of interest & mentoring

Source: C&W 2020 XSF@home survey  n= 40,000 employees
Global talent sourcing – presence everywhere

• A more distributed talent strategy across functions reaching out across multiple geographies at an individual level
• Giving access to untapped sources of talent
• The employee becomes the virtual office address

Regional cities winning ground

• People choose where to live first with proximity to work becoming less important
• Smaller cities e.g. with good universities accessing talent, quality of life and affordability

A radical shift on city selection criteria

Increasing importance of:
• Employment law compatibility
• Air/ground connectivity for geographically dispersed workforce
• Curated learning programme / Broadband connectivity
• Membership to a large international trade/economic union
A variety of locations and experiences to support convenience, functionality and wellbeing

The Total Workplace Ecosystem

1. Work from Home
   - Limited travel

2. Local Community Hubs
   - Short commute
   - Atmosphere & services

3. On Demand Event space’
   - Flexible touch down
   - and meeting spaces
   - Accessible & memorable locations.

4. Third places in city
   - Lunch/Coffee
   - Informal meetings

5. Core office urban hub
   - Open to the public
   - Key meetings / Collaboration / Learning / Mentoring / Innovation / Connection to Culture

6. Core office hub Campus

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CUSHMAN & WAKEFIELD
Who comes back?
How do I support the transition?
How do I take care of my virtual workforce?

Where
Where do we recruit talent and locate our operations?

What
Real Estate?
How much and what kind of space do I need?
How do I manage my footprint and flexibility?

Q & A and What's Next