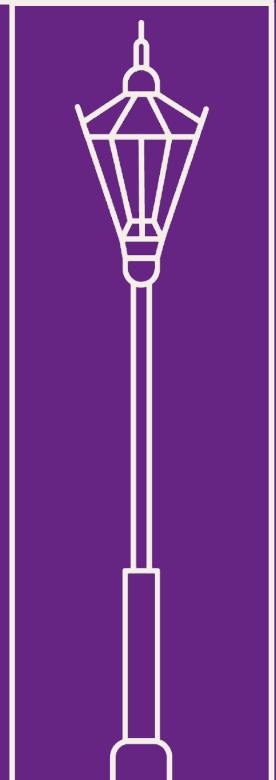
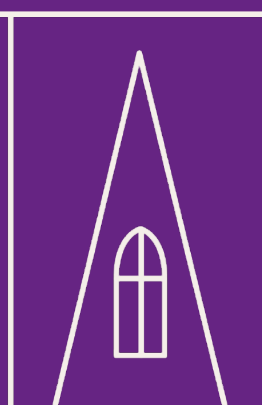
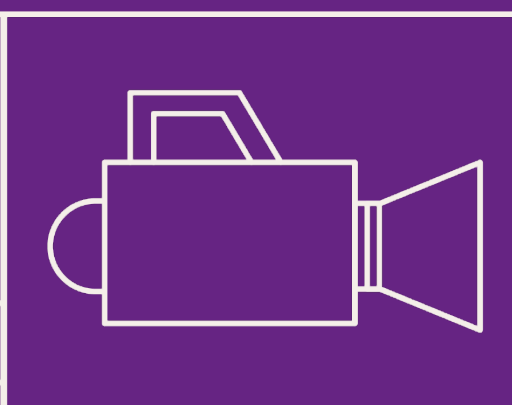
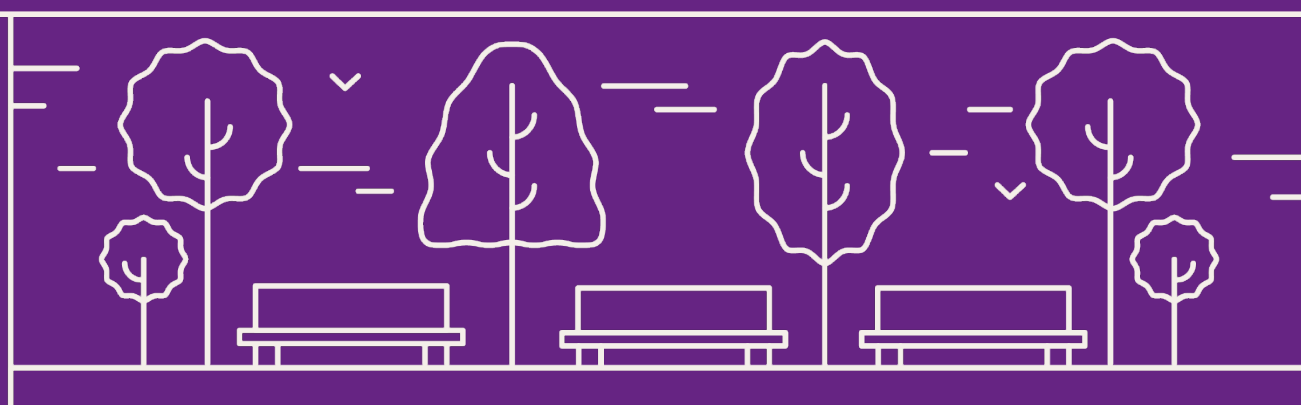


B Redcliffe
& Temple
BID

FUTURE OF WORK



PRODUCTIVITY, PEOPLE, PLANET

TRENDS SHAPING THE FUTURE OF WORK

Dr Nicola J. Millard, Principal Innovation Partner at BT | nicolla.millard@bt.com | @DocNicola

THE IMMEDIATE FUTURE OF WORK IS CONFUSING

The Washington Post Sign in

Companies' hard-line stance on returning to the office is backfiring

Employers are losing patience with remote work, but they're facing an uphill battle

Boots orders support staff back into office five days a week from September

Retail chain's boss declares office a 'much more fun and inspiring place' with everyone in attendance



CNN BUSINESS Home Tech Media Calculators Video

Dating app Grindr loses nearly half its staff after trying to force a return to office

by Adam Mc Culloch | 4 Jan 2024

REMOTE WORK QUEST MEANS BUSINESS

EMPLOYEES FACE SHIFT BACK TO WORKING FROM OFFICE CNN

People who work at home record lowest sickness absence rates

by Adam Mc Culloch | 4 Jan 2024

PERSONNEL TODAY



Air traffic chaos after engineers were working from home

sky news

Forbes

POWER & LEADERSHIP > LEADERSHIP STRATEGY

EDITORS' PICK

Companies With Flexible Remote Work Policies Outperform On Revenue Growth: Report

We help office workers meet RTO badge swipe quota

Guardian

Nationwide rescinds 'work anywhere' policy and tells staff to come to office

Exclusive: building society overturns previous CEO's policy, with employees asked to come in for 40% of their contract from January

The Economist

The fight over working from home goes global

Employees want to toil in the kitchen. Bosses want them back in the office

OPINION Raconteur

Remote working can damage women's career prospects – but it shouldn't

FINANCE - CAREERS

FORTUNE

4-day workweek trial threatened with funding cuts by U.K. lawmakers opposed 'regardless of what the data is saying,' local leader says

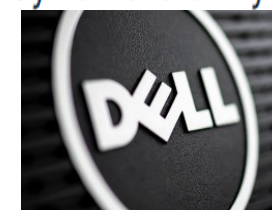
BY RYAN HOGG
December 17, 2022 11:18 AM GMT

Facebook Twitter LinkedIn Email

News Diversity, Equity and Inclusion

HR Graphic

RTO U-turn | You can stay remote but you won't get promoted, Dell warns employees



The future of work employment

'Why would we employ people?' Experts on five ways AI will change work

the guardian.org
ADAPTATION COLUMNIST
Philippa Kelly



Forbes

LEADERSHIP • LEADERSHIP STRATEGY • EDITORS' PICK

Elon Musk Is Now A Fan Of Remote Work

Dr. Gleb Tsipursky Former Contributor

Lauded as "Office Whisperer" and "Hybrid Expert" by The New York Times

The Guardian

People who work from home all the time 'cut emissions by 54%' against those in office

Study in US shows one day a week of remote working cuts emissions by just 2% but two or four days lowers them by up to 29%

FINANCIAL TIMES

EY starts monitoring UK staff office attendance with turnstile data

CNN BUSINESS Markets Tech Media Calculators Video

300 million jobs could be affected by latest wave of AI, says Goldman Sachs

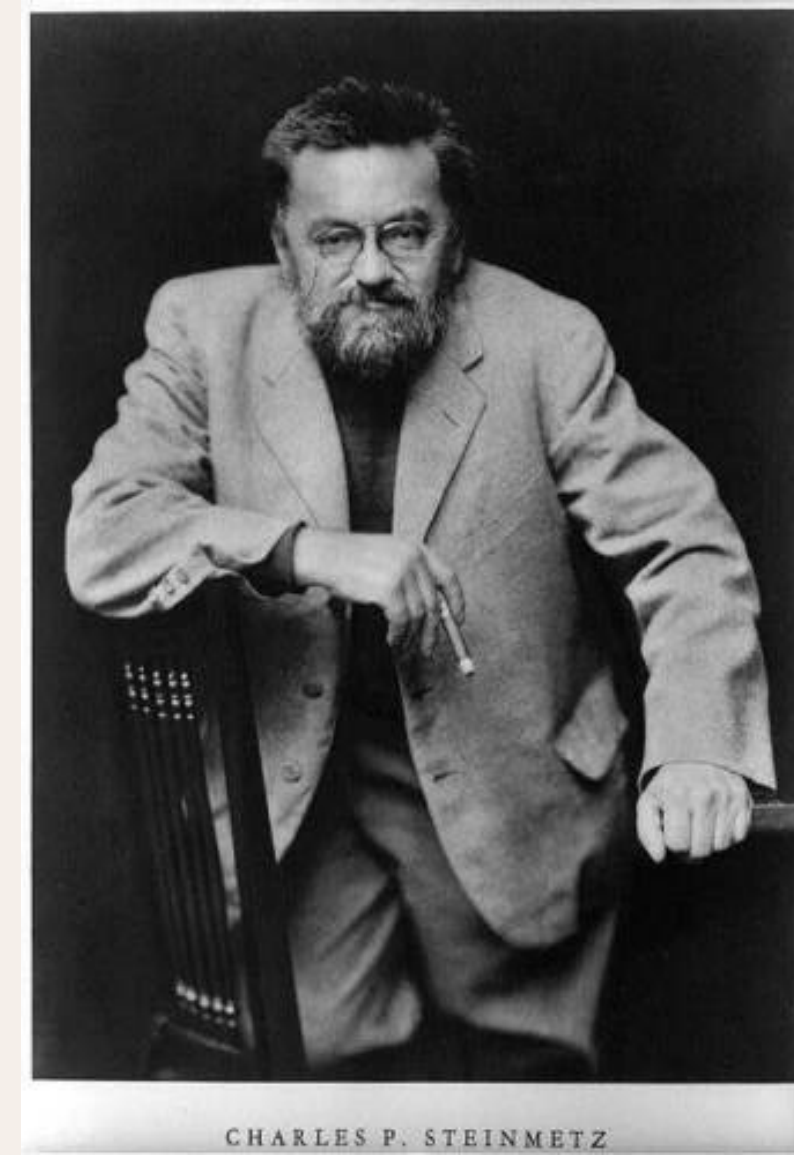
By Michelle Soti, CNN

3 minute read - Published 4:45 AM EDT, Wed March 29, 2023

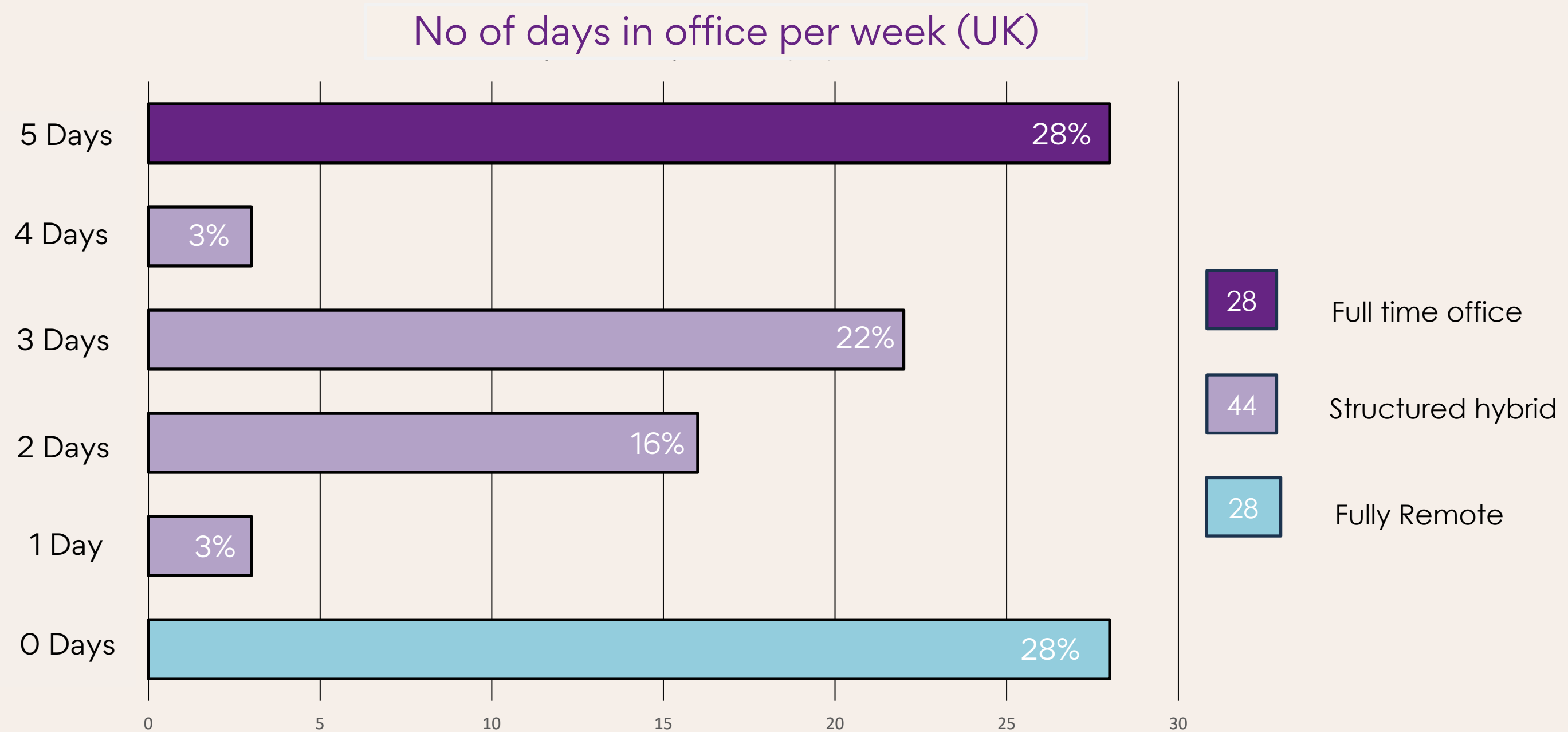
THE PERILS OF PREDICTION

“At the present rate of world progress there will be no long, back-breaking drudgery, and people will work no more than four hours a day”

**American scientist Charles P. Steinmetz
in 1921 predicting work in 2023**



IT'S A (MOSTLY) HYBRID WORLD

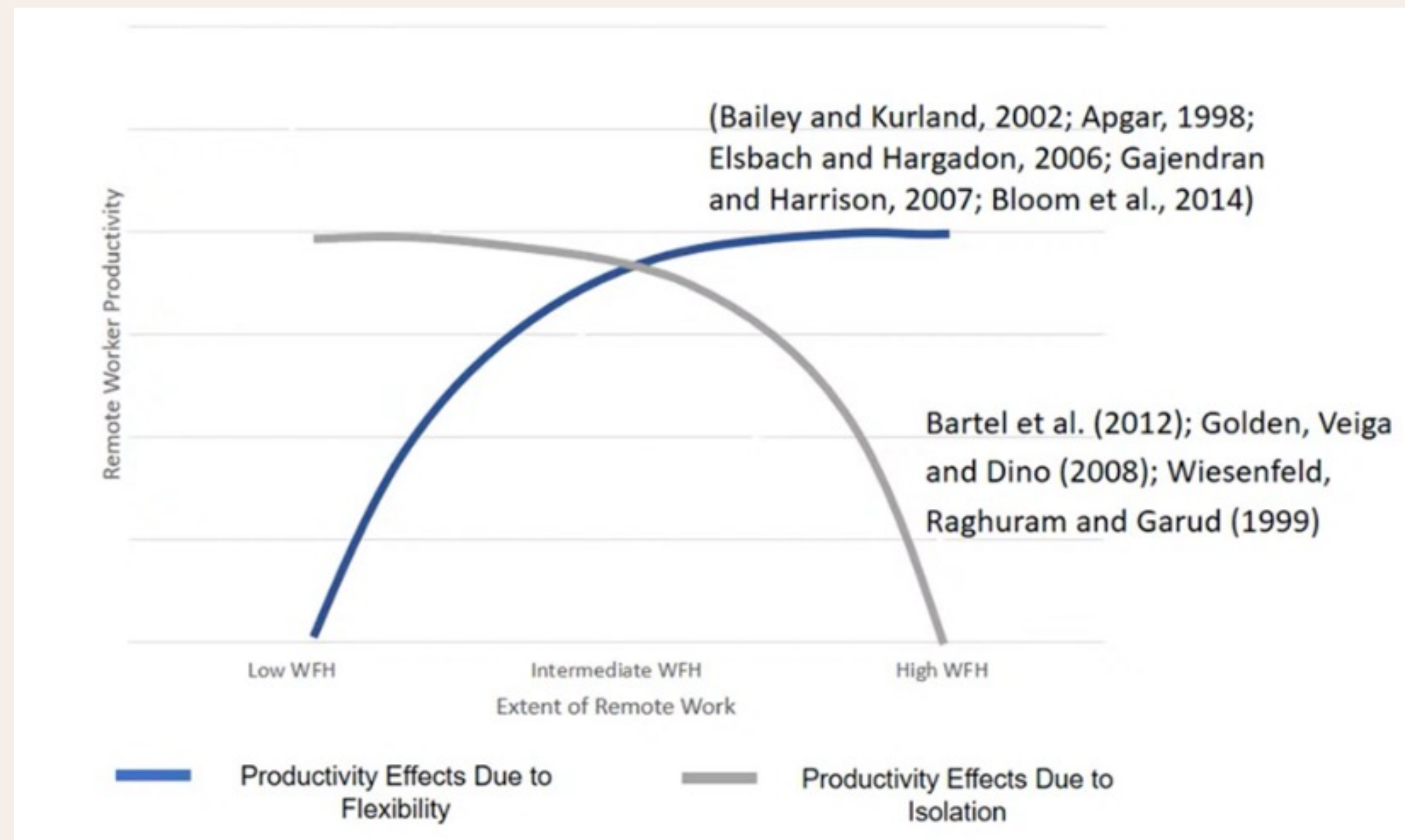


Source: Flex Index (flex.scoopforwork.com) N=4848 UK companies, February 2024

PRODUCTIVITY: WHAT DOES THE DATA TELL US?

Low WFH – 5 days office

- Value for commute
- Worse tech in the office
- Tends to penalise carers, ethnic minorities and disabled people
- Ability to build stronger connections with weaker ties (the Allen Curve^{***})
- Encourages presenteeism



High WFH – 5 days @ home

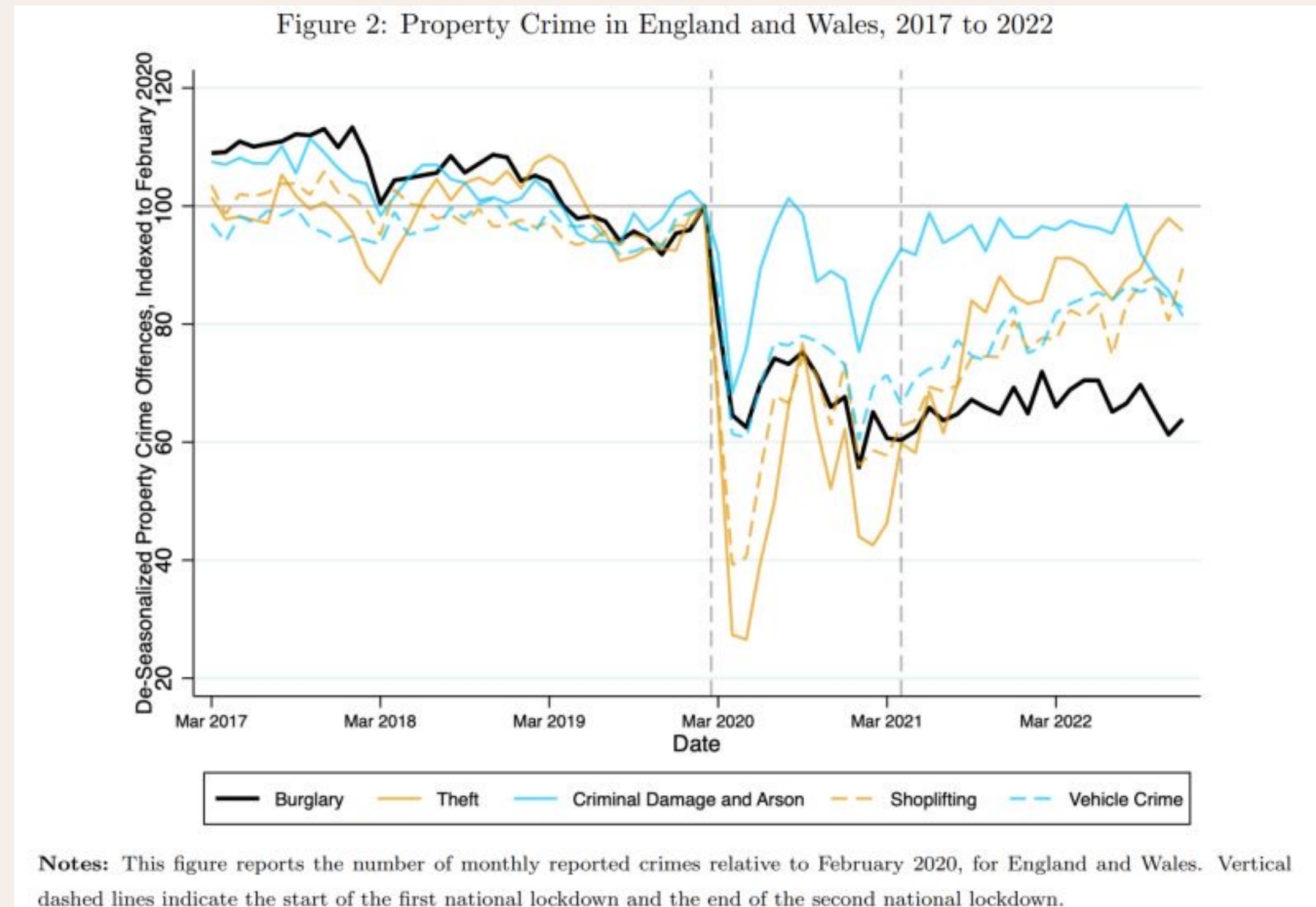
- Savings on time and money
- Increased autonomy – positive impact on stress
- Ability to control environment
- Penalises people with less home space/ bad connectivity
- Increased isolation
- No work/home boundaries – longer hours

* Bailey & Kurland (2002); Apgar(1998); Elsbach & Hargadon (2006); Gajendran & Harrison (2007); Bloom et al (2014)

** Bartel et al (2012); Golden, Veiga & Dino (2008); Wiesenfeld, Raghuram & Garud (1999)

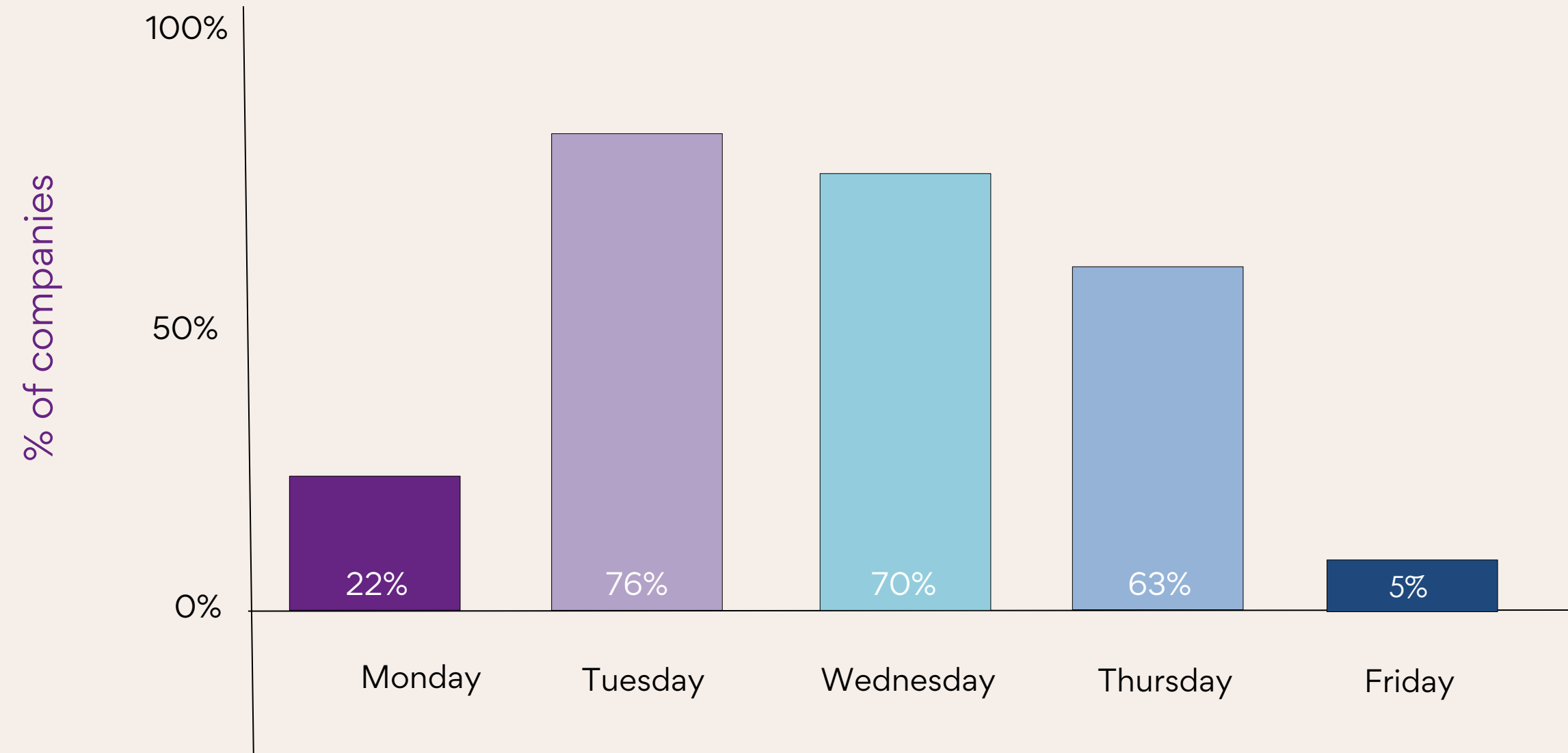
*** Allen & Henn (2007)

UNEXPECTED IMPACTS



HAVE YOU GOT THAT FRIDAY FEELING?

Specific days required to be in an office (UK)

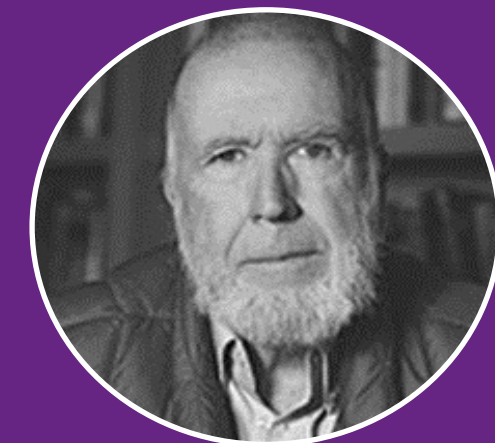


Source: Flex Index (flex.scoopforwork.com), UK Companies, N=325

PEOPLE: THE WORKING WEEK, WELLBEING, BOUNDARIES AND THE PROBLEM OF SWITCHING OFF*

- **Techno-overload** (“too much”): information overload and multi-tasking.
- **Techno-uncertainty** (“too fast”): work and technology changes are too fast to keep up with.
- **Techno-complexity** (“too difficult”): people are finding their technology too complex and intimidating to use.
- **Techno-invasion** (“always-on”): Pressure to be constantly available. Beware the M&M&Ms.
- **Techno-insecurity** (“paranoia”): people feel insecure in their job.

“The problem of the future will not be that we cannot connect – it will be that we cannot disconnect”



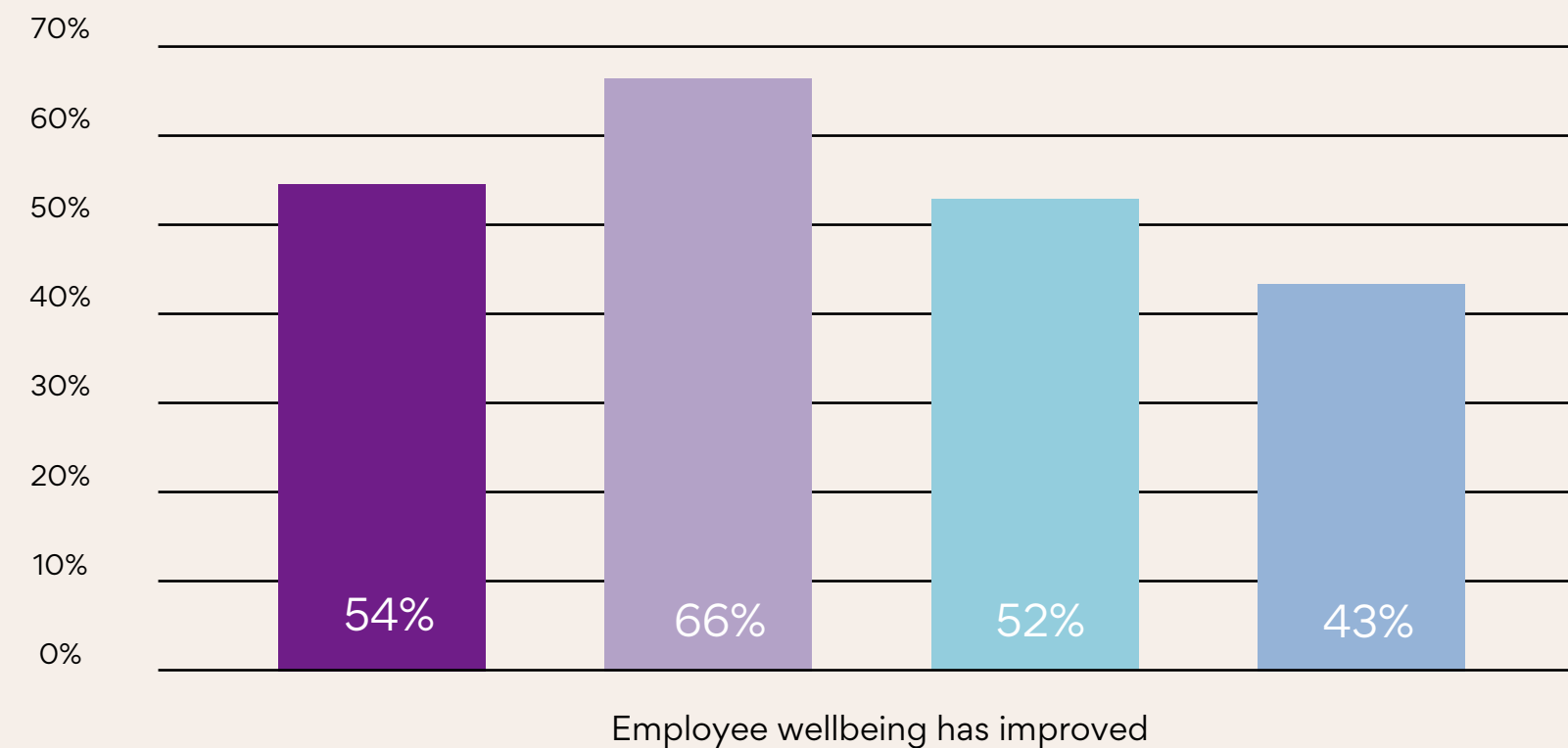
Kevin Kelly
Editor of Wired

* Source: Tarafdar, M. Tu,Q. Ragu-Nathan, T.S. & Ragu-Nathan, B.S. (2011), Technostress: Crossing Over to the Dark Side, Communications of the ACM, Vol. 54 No. 9, Pages 113-120; Beyond the Office, BT/Cisco/Davies/Hickman, November 2020

PEOPLE: THE WORKING WEEK, WELLBEING, BOUNDARIES AND THE PROBLEM OF SWITCHING OFF*

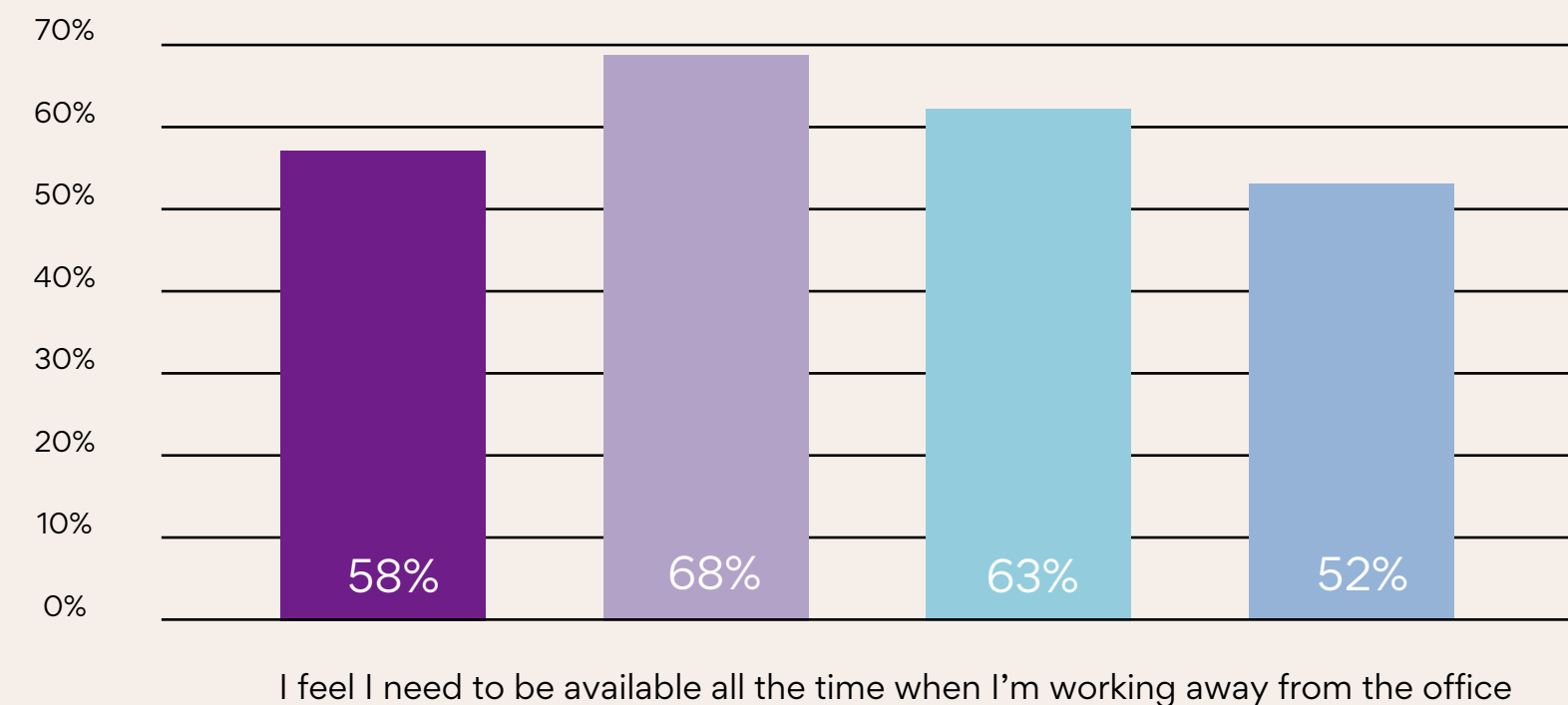
Wellbeing improves for Millennials in particular*

What has been the impact on colleagues using collaboration tools / apps when working from home?



Executives feel pressure to be available for work

What has been the impact on colleagues using collaboration tools / apps when working from home?

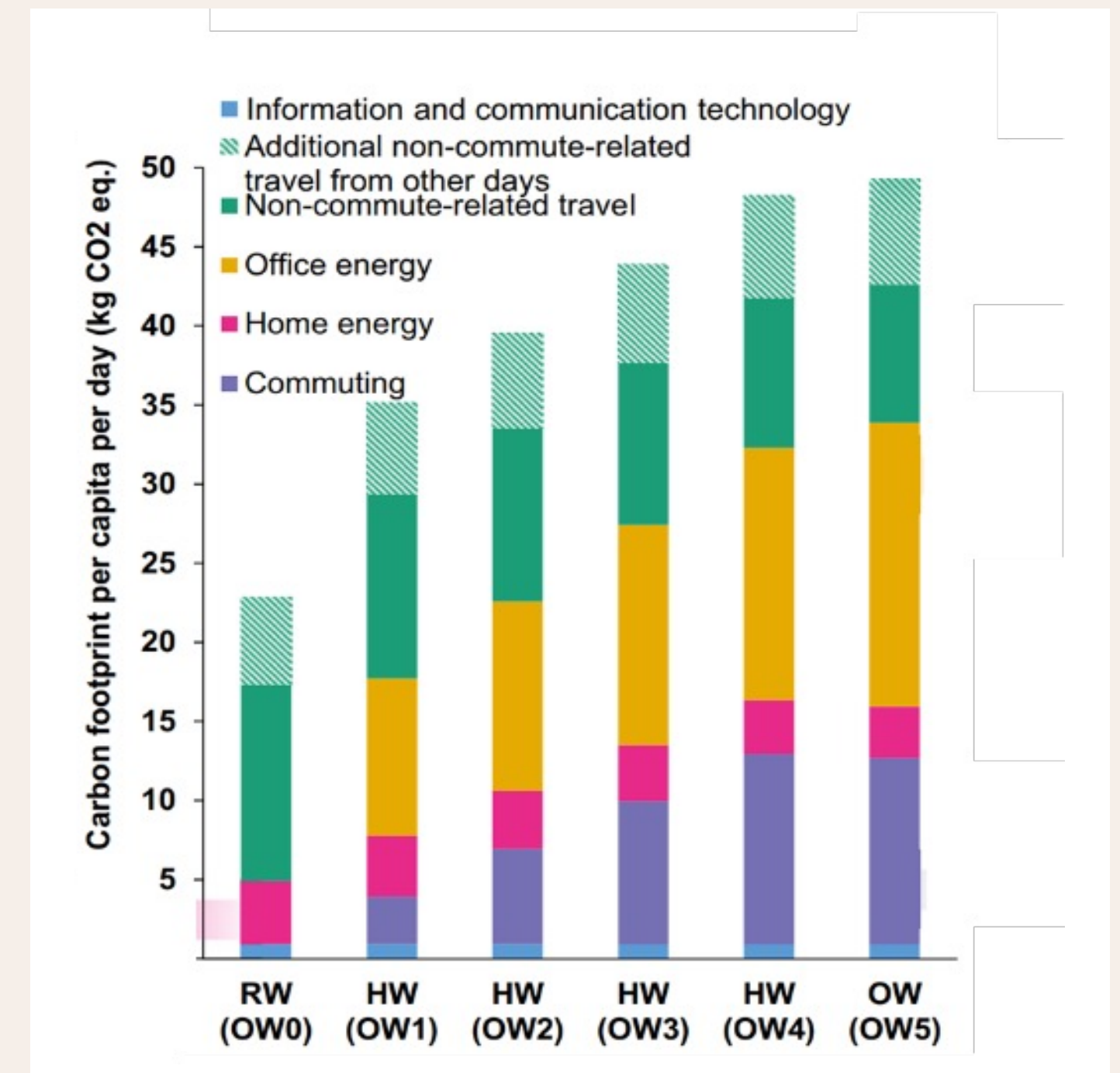


■ Gen Z ■ Millennials ■ Gen X ■ Baby Boomers

* Source: Tarafdar, M. Tu, Q. Ragu-Nathan, T.S. & Ragu-Nathan, B.S. (2011), Technostress: Crossing Over to the Dark Side, Communications of the ACM, Vol. 54 No. 9, Pages 113-120; Beyond the Office, BT/Cisco/Davies/Hickman, November 2020

PLANET: WHAT ARE THE IMPLICATIONS FOR CARBON FOOTPRINT?

- Employees in the US who worked from home 5 days a week reduced their carbon emissions by 54%, compared to workers who work in an office 5 days a week.
- 1 day of remote work a week reduced emissions by just 2%.
- Working remotely 2 or 4 days a week reduced emissions by up to 29% compared with office workers who work 5 days a week*.



*Tao et al (2023), Climate mitigation potentials of teleworking are sensitive to changes in lifestyle and workplace rather than ICT usage, PNAS Brief Report, <https://www.pnas.org/doi/epdf/10.1073/pnas.2304099120>

THE 6 BUSINESS CHALLENGES FACING WORKPLACE CHANGE

Organisations need to reconcile new employee expectations with legacy working practices

1 THE WORKFORCE TALENT DILEMMA

83% say they will have to work hard to retain their best employees*

64% of CEO's are expecting a full return to pre-pandemic working arrangements within 3 years**

82% of US workers would turn down a job that didn't offer flexibility***

2 THE SUSTAINABILITY AGENDA

82% want to improve the sustainability of work sites*

3 OFFICE TRANSFORMATION

3 in 4 likely to create new meeting spaces or consolidate offices*

4 CULTURE VS. WELLBEIND

69% say the culture of organisations will be less strong as more employees work at home*

5 COLLABORATION EASE

95% feel their organisation could improve the way it collaborates either internally or externally*

6 BUILDING DATA SECURITY

86% of IT Execs say data security has become a more important priority in the last 2 years*

• Source: BT/Cisco/Davis-Hickman Partners (2022) – 1500 Global business executives, large enterprises, July 22

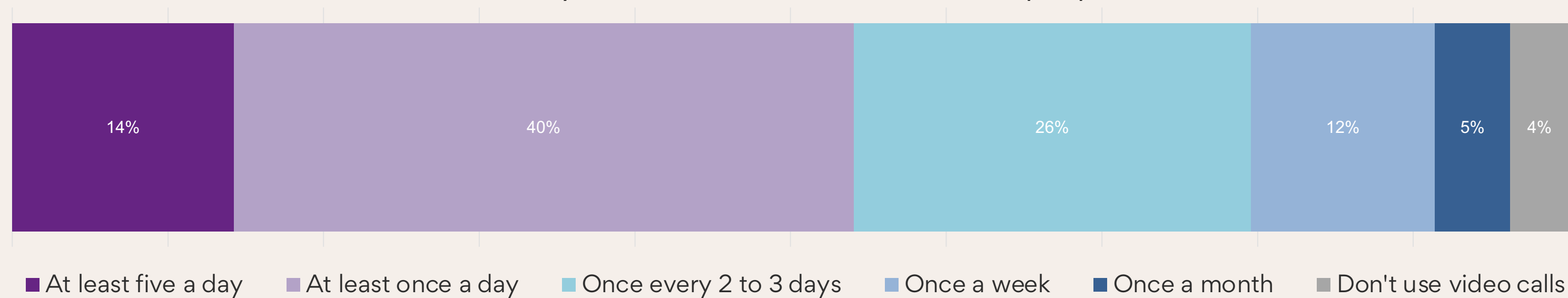
** KPMG 2023 Global CEO outlook (<https://kpmg.com/xx/en/home/insights/2023/09/kpmg-global-ceo-outlook-survey.html#talent>)

*** OWL Labs State of Hybrid Work 2023 (<https://owllabs.com/state-of-hybrid-work/2023>)

PRODUCTIVITY: WE DON'T TALK ABOUT MEETINGS

Video growth, chat culture and the synchronicity challenge

How often do you have a video call for work purposes?



72% Execs agree video calls are great, I can't imagine a work world without them **(65%, 2020)**

66% Execs say video calls ensure people don't do other work when on a conference call **(58%, 2020)**

76% agree their colleagues...are beginning to use IM or chat more than e-mail for work purposes **(68%, 2020)**

Source: BT/Cisco/Davis-Hickman Partners (2022) – 1500 Global business executives, large enterprises in 10 countries (Australia, China, France, Germany, Hong Kong, India, Netherlands, Singapore, UK, USA), July 22

PLACE: HAS WORK LEFT THE BUILDING?



The
“digital first” hybrid

Energy

Focus

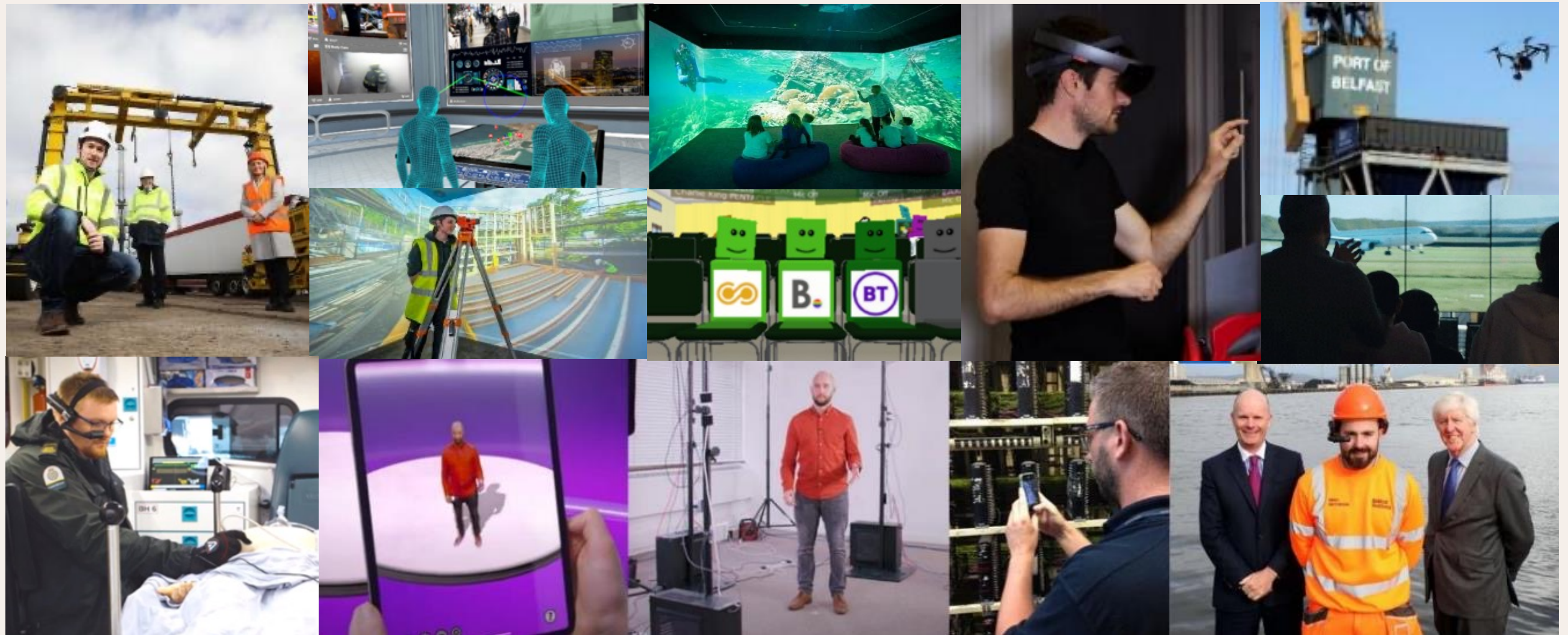
Co-ordination

Collaboration

Community

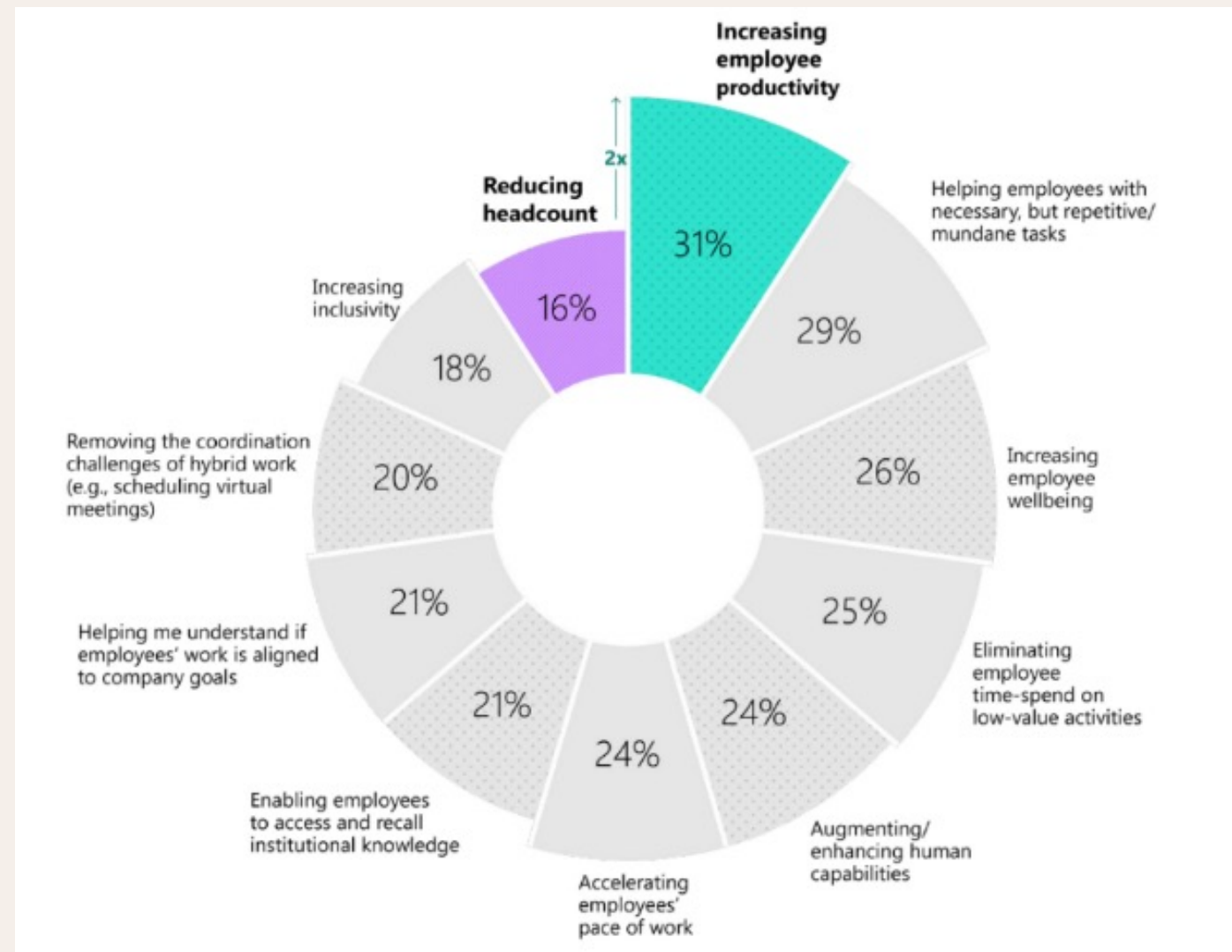
INTO THE METAVERSE

Extending collaboration beyond the office



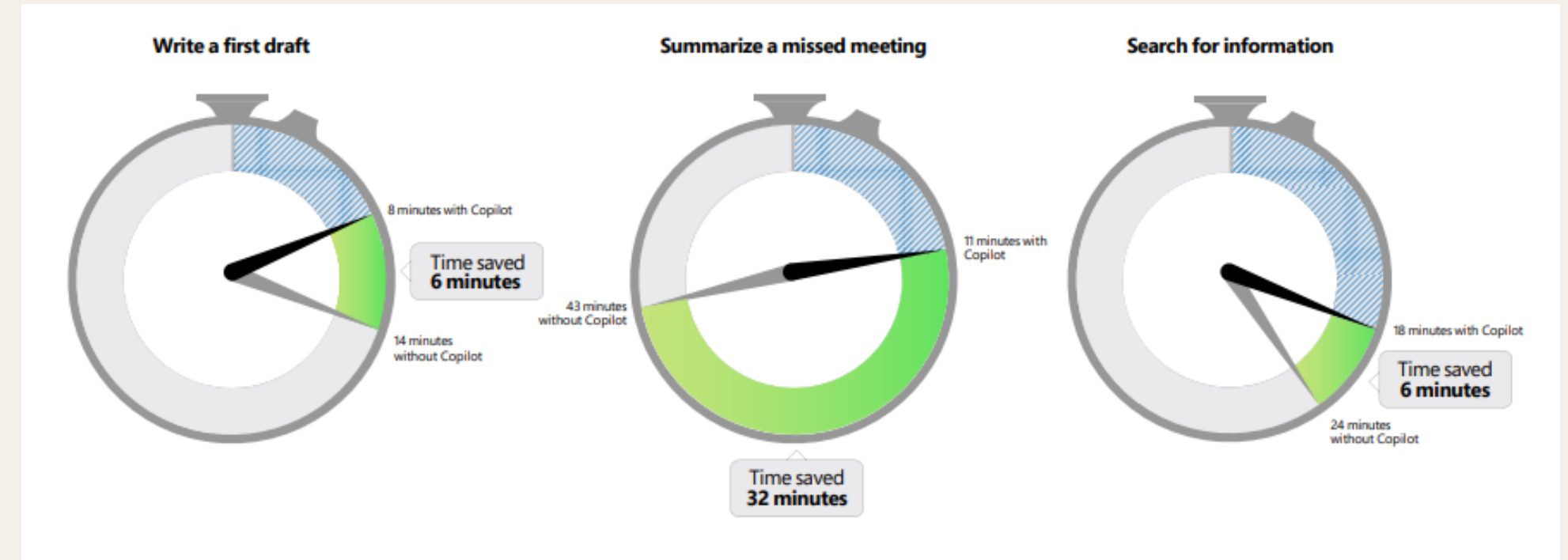
WHAT'S NEXT: THE RISE OF AI AND AUTOMATION

If the growth of AI in the workplace could lead to the following benefits, which would add the most value to your workplace?*



PRODUCTIVITY: How much time can Generative AI save? **

Base: those not using a technology **



* Will AI Fix Work, Microsoft Work Trend Index Annual Report, 2023

** What Can Copilot's Earliest Users Teach Us About Generative AI at Work? Microsoft Work Trend report, November 2023

AI & PRODUCTIVITY

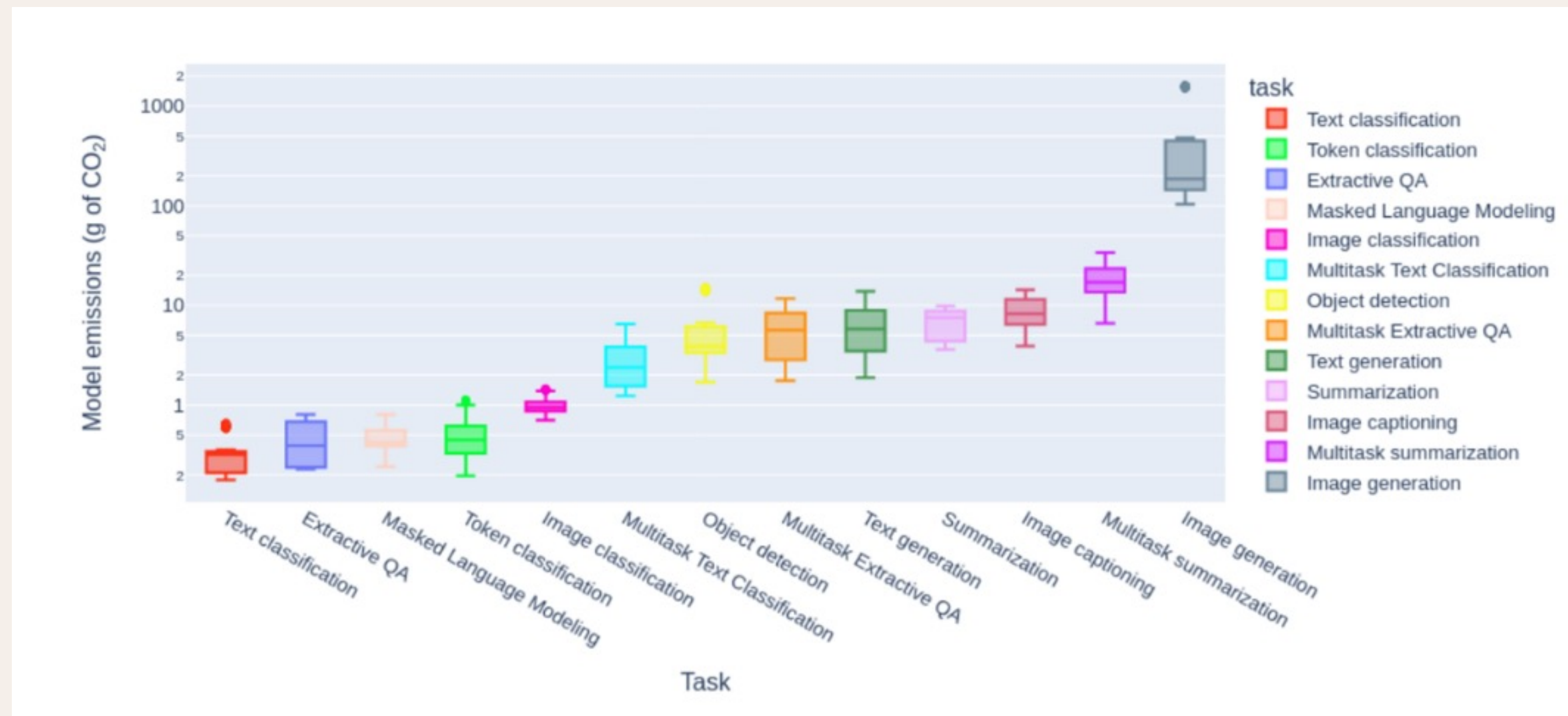
How is AI likely to change work in the future?

“AI is likely to make work more efficient and create new opportunities for innovation and growth, while also presenting challenges in terms of job displacement and the need for skill development. It is poised to significantly transform the workplace in various ways:

- **Automation of Routine Tasks:** AI can automate repetitive and routine tasks, freeing up human workers to focus on more complex and creative work.
- **Enhanced Decision-Making:** With its ability to analyse large datasets, AI can provide insights that help humans make more informed decisions.
- **Innovation Acceleration:** AI can drive innovation by identifying patterns and opportunities that might not be obvious to humans.
- **Workforce Adaptation:** As AI takes on more tasks, there will be a shift in the types of jobs available, requiring workers to adapt and learn new skills”.

“Generative AI is very good for coming up with new things that don't follow a predefined script. It's great for being creative... but you can never count on the answer”
Professor Ajay Agarwal, University of Toronto

AI & THE PLANET: IMPLICATIONS FOR CARBON FOOTPRINT



AI & PEOPLE: IT'S NOT HUMAN vs. MACHINE

...it's human + **machine**
(symbiotic AI)

“Computers are incredibly fast, accurate and stupid; humans are incredibly slow, inaccurate and brilliant. Together they are powerful beyond imagination”

Albert Einstein (allegedly)

