



Your People Hold the Answers to Hybrid Workforce Transformation

Leverage your data to create
an adaptable, future-focused
workforce model.

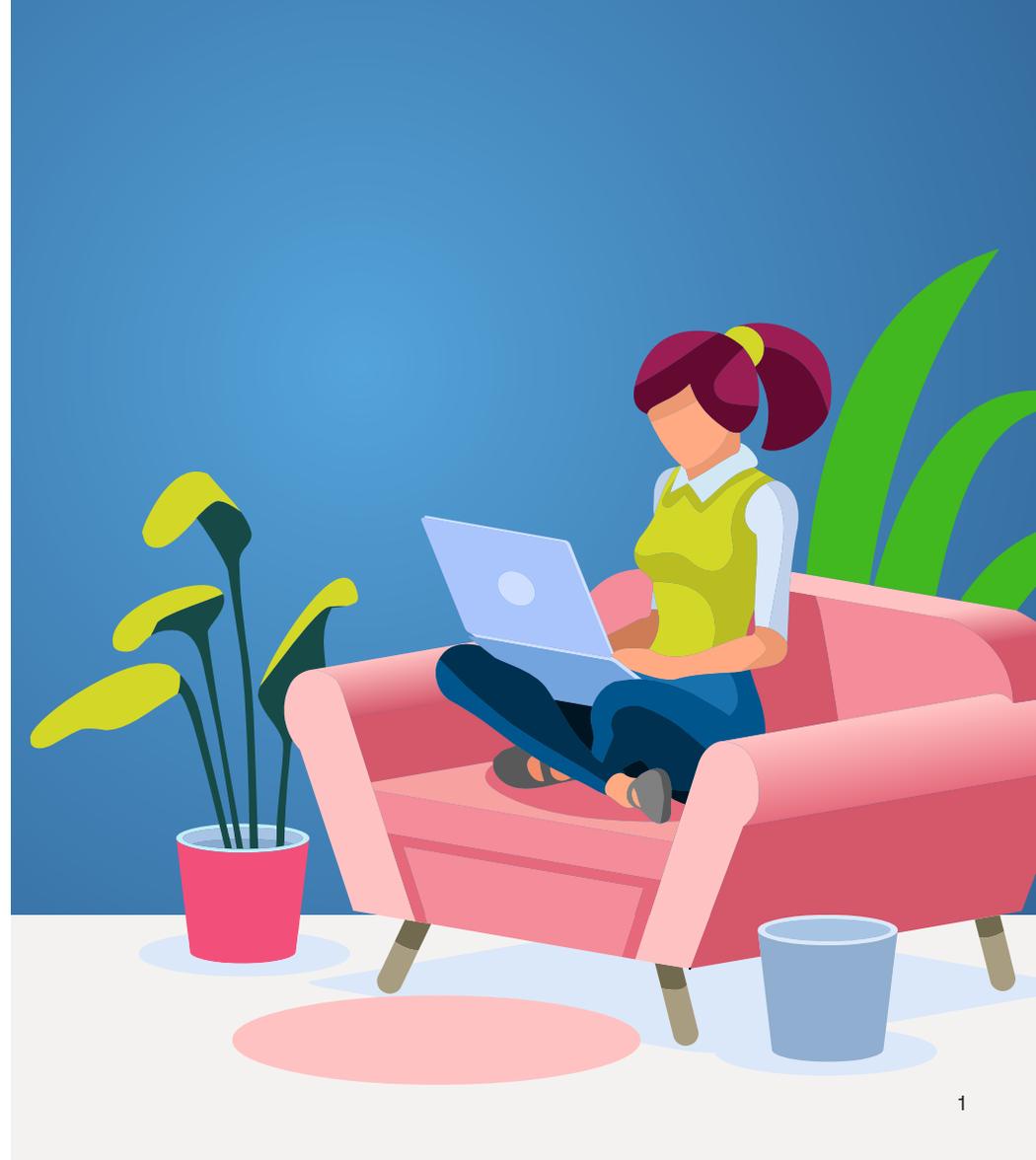
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If work no longer revolves around one physical space where we focus and collaborate, how do we redefine it?

Businesses face the challenge of building a distributed workforce model around their most important asset – their people. We must empower employees to do their best work, no matter where it happens.

Learn how WorkFit by Better Workplace helps human resources leaders determine what their people need to boost productivity and performance by using data to assess their return to the office and transition to hybrid work. Together, we help employees win, employers win, and communities win.





2021: further disruption and complex choices about the future of work

After the most unpredictable year in modern history, we would be wrong to think the disruption to our lives is over. Amid mass vaccination programs, 2021 is the beginning of further disruption as we start to understand how our world and our work are forever changed.

While many companies hope that everything will fit back in the box after the pandemic is under control, the reality is that employees and companies have pivoted, and work styles and preferences have forever changed. As employees continue to adapt to new ways of working, productivity and outcomes now matter more than ever.

Not every company has made the transition to remote work seamlessly, and the same will be true for the transition to hybrid work. Some employees have struggled to remain productive at home – bogged down with endless virtual meetings, ineffective virtual collaboration and frequently interrupted tasks. Many people have struggled with social isolation, the loss of social connection while balancing the mental burden of always being digitally connected.

Employees who have adapted to remote work and remained productive or even surpassed their pre-pandemic productivity levels were previously well-positioned for success thanks to their employers. These companies quickly adapted to provide their employees with internal coaching and mentorship in the pandemic's early days. Employers with a highly collaborative culture, existing tools and systems for remote work and an exceptional employee experience have stood out from their peers as early leaders.

Better Workplace Partner Tonia Emery, founder and CEO of Results with ACT believes the return to the office and the transition to hybrid work can create new opportunities for employee productivity.

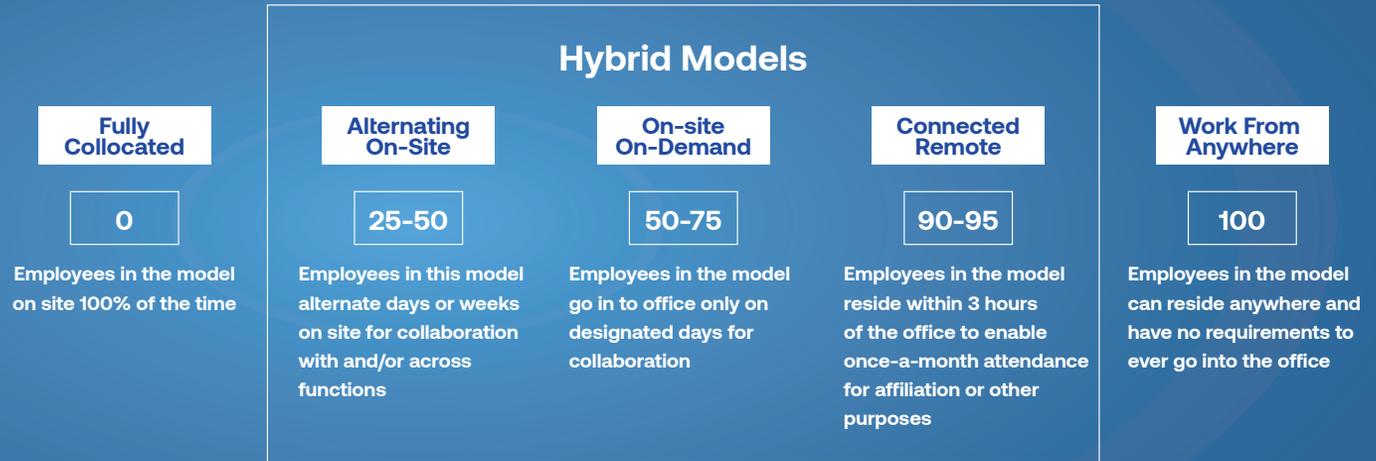
“Traditional ways of defining and measuring productivity are being challenged. No longer do employees need to be at a desk from 8 a.m. – 5 p.m. to be considered ‘working hard;’” says Emery.

“The pandemic has provided an opportunity for leadership to go back to basics and measure productivity by the most efficient and effective way to deliver high-quality work that contributes to strategic outcomes. They must trust employees to create the most efficient way of working and performing.”



Hybrid workforce models

(see BCG exhibit 2 for concept)¹



Source: BCG Analysis

The shift to a hybrid workplace

For many, hybrid work will likely become the next normal, with time split between the home and the office. What hybrid work looks like will be different for each company. While we've seen some declare their intention to become digital-first and embrace fully remote work, the reality is the decision for many is nuanced.

While the pandemic has shown us, we can work from home if we need to, remote work isn't always the best fit. Hybrid work or fully collocated work force models can provide an alternative for people who work best with

some separation from home and work. Much depends on how people do their job or if their roles aren't conducive to long-term remote work. The industry, the nature of the work, their working patterns, their preferences and the company culture will all play a role in how companies choose to move forward beyond the pandemic.

Remote work isn't a new trend. It's been studied for years and embraced by companies like Sun Microsystems, before it was acquired by Oracle as early as 2000. Sun embraced a telework initiative that ultimately resulted in more

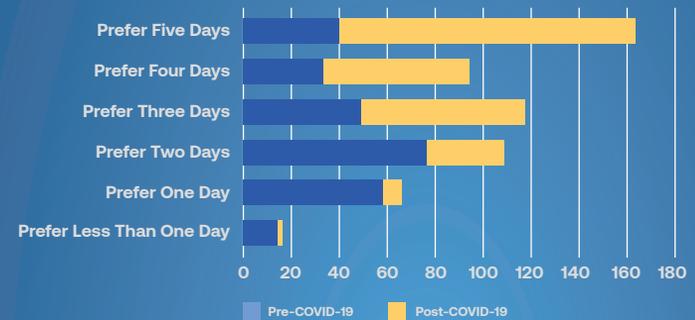
than half of the company's employees working remotely and a net savings of \$80 million a year in facility costs. Sun was so pleased with the results it achieved that, in 2008, it spun the initiative into a separate company – and Better Workplace was born.

Today, Better Workplace analyzes employee preferences on remote work using WorkFit, their assessment tool comprised of 25 simple questions developed by an industrial-organizational psychologist and tested extensively over the past ten years. Taking a look at a snapshot of their data, they found a 68% increase in employee preference to work from home five days a week post-COVID-19. A further 43% of employees indicated a preference to work from home four days a week, and an additional 28% prefer three days a week.²

Data from a Leger September 2020 survey supports this shift in employee preferences. When surveyed, 32% of Canadians and 41% of Americans said they would start looking for a job that allowed them to work from home if their manager ordered them to return to the office.³

It's clear the workplace will no longer be central to our working lives. Instead, it will complement them by creating dedicated time and separate spaces for collaboration, social connection, innovation and learning. Companies leading the transition to hybrid work recognize their people are their most important asset. They are evolving their workforce model to become people-centric.

Employee Preference to Work From Home



The next evolution of work is about people

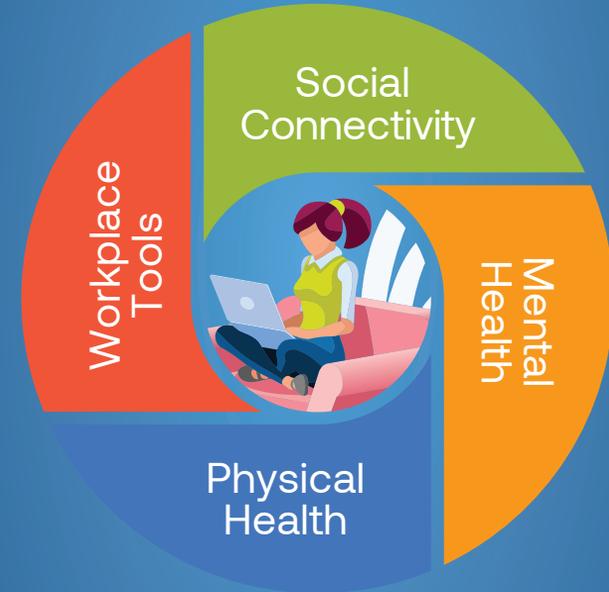
“An engaged employee is 45% more productive than a merely satisfied worker. And an inspired employee — one who has a profound personal connection to their work or their company is 55% more productive than an engaged employee or more than twice as productive as a satisfied worker.”⁴

– Harvard Business Review

Employee experience – or the collective experiences your employees have during their tenure with your company – directly influence employee engagement and productivity. As our society, economy and businesses undergo monumental shifts, your employee’s experience with their work matters more than ever.

A people-centric workforce model designs an experience where employees have access to flexible work arrangements with a mixture of opportunities for in-person and virtual collaboration and the ability to work from anywhere. Employees have access to training and mentorship, support from their employer to prioritize their health and well-being and are encouraged to co-create an environment that fosters work-life balance, human connection and resiliency for everyone.

Four factors to encourage performance
on collaborative tasks



BCG gathered responses from 12,000 employees in 2020 to help inform the future of remote work⁵. They found businesses that remained focused on their employee's social connectivity, mental health, physical health, and access to workplace tools saw 79% of respondents indicate they have maintained or improved productivity on collaborative tasks during the pandemic.

In the same study, BCG found respondents who are dissatisfied or doing worse on at least three factors; only 16% said they have maintained or improved productivity – a difference of nearly 400%.

For the most part, employer expectations align with the changing preferences of employees. They recognize it is unlikely many employees will ever work full time in an office environment again. However, for many companies planning to return to the office later this year, obstacles still stand in the way.

A hybrid working model may require employees to adapt their working schedules (not everyone gets to work from home on a Friday) and create inequality among people in the office and those at home. It also raises questions about employee performance assessments and access to valuable in-person training for junior employees. Understanding your employee's unique preferences in the context of your company culture can help to navigate this transition.

In an ideal world, hybrid work can create the right combination of structure and social connection while allowing employees the autonomy and flexibility they've experienced at home. Placing your people at the centre of your workforce design will create conditions that foster trust, meaningful work, social connection and top performance.

Designing work for community and employee well-being

Of all the functional areas of human resources, none changed as dramatically in 2020 as talent acquisition, recruitment and on-boarding, accelerated by the shift to remote work and ongoing social justice movements. Recruiters are uniquely positioned to help guide their business in the transition to hybrid working models and share insights on talent needs and wants. In 12 short months, they've had to adapt their strategy and embrace entirely virtual recruitment and on-boarding process.

Increasingly, candidates are looking for employer brands that show – not just tell how they support their employees, customers, and community during crisis times – tangible actions that demonstrate a company's commitment to their employees with trust, empathy, and transparency.

As we look to the future of talent acquisition, a company's employer brand and employee value proposition (EVP) will become a critical piece of success by communicating what they offer in exchange for an employee's contributions and talent.

Employers can establish their EVP based on four factors:

- company purpose or mission,
- culture,
- compensation,
- and group benefits.

The choice of how to adapt your workforce model and transition to hybrid work becomes a signal to candidates on your company culture and how you will work to achieve your company purpose or mission. Employers who demonstrate a commitment to environmental, social, and governance (ESG) issues have an opportunity to stand out from their peers. Public expectations have shifted, and investors, customers and candidates are looking for companies who can demonstrate strong ESG performance.

By considering your environmental impact and commitment to a sustainable future with your workforce design, you can further differentiate your employer brand and create valuable ESG reporting with your people data in the process.

WorkFit by Better Workforce worked with clients to measure their environmental impact since the beginning of the pandemic and found a collective reduction of 25,250 sq. ft. saved adopting new work arrangements, 609,968 Lbs CO2e reduction from offices, and a savings of over 12,325 hours spent commuting. That creates a 108,9064 Lbs CO2e decrease in emissions from automobiles no longer travelling to an office and makes a time saving for employees equivalent to 24,650 half-hour walks with your dog.⁶

Environmental impact for Better Workforce clients during COVID-19



Office Space

25,250 sq. ft. saved adopting new work arrangements



Office GhG

609,968 lbs CO2e reduction from offices



Commuting

A reduction of over 12,325 hours spent commuting



Vehicle GhG

108,9064 Lbs CO2e reduction in emissions from automobiles



Leisure Time

A time-saving equivalent to 24,650 half-hour walks with your dog

Hybrid work brings opportunity to adapt employee benefits

Beyond the environmental impact a hybrid workforce design can create, employers can differentiate themselves to candidates with an innovative approach to compensation and group benefits. Including features like virtual healthcare, enhanced employee assistance, and wellness programs show a commitment to supporting their financial, physical and mental health.

“Prior to COVID-19 we began to notice a significant trend with organizations that had already moved towards a distributed workforce,” says Tony Fairfield, founding partner and President of Fairfield Watson, with over 25 years of experience in the employee benefits business. “Those organizations were seeing measurable reductions in absenteeism and increased productivity from their employee base that was working from home one to two days per week.”

“I believe if there is any silver lining from COVID-19, it’s that it has forced employers to examine their workforce model and incorporate a hybrid arrangement into their longer-term plans. Employers have the potential to improve talent attraction and retention, and if managed and measured properly this will correlate to a healthier and happier environment for employees, reducing cost pressure on disability and healthcare benefits.”

Many companies recognize the urgency around bolstering employee mental health as we’ve faced lockdowns as the second wave spread across Canada and the U.S earlier this year. Research from Benefits Canada and Aon found 60% of Canadian employers expressed the need to evaluate and improve their mental health. Nearly half felt they were considering new services or were looking at closing coverage or delivery gaps (47%) identified during the pandemic. More than one-tenth (11%) indicated a need to rethink coverage⁷.

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– Tony Fairfield, President, Fairfield Watson

By improving group benefits plan services, employers can enhance their employer brand, encourage top performance, and create cost savings, potentially reducing absenteeism and short- and long-term leave.

How to leverage your people data to create a targeted workforce strategy

As HR leaders and executives look ahead to the end of 2021, they must gather data and insights to inform their company's philosophy and plan to return to work and transition to a hybrid workforce. WorkFit by Better Workplace can help you to leverage your people data as you chart a path forward.

WorkFit combines the collective knowledge of leading organizations and professionals that have rolled out successful workforce mobility management programs encompassing tens of thousands of employees worldwide. By using good, old-fashioned research, testing and experience, WorkFit helps clients listen to the voice of the employee and make decisions about the future of work.

Data can be sliced by department, function and individual and inform your approach to:

- Physical workspace
- Personal health and safety
- Policies and procedures
- Preparing the workforce for change
- Master remote work
- Triple bottom line and ESG reporting

Grand & Toy, a Canadian e-commerce supplier of products, services and solutions for business, worked with Better Workplace to understand the opportunities related to expanding their distributed workplace model.

In the 20-week period after COVID-19, G&T associates saved on average \$1,060.66 per person in commuting expenses with their distributed workforce. Improved workspace utilization could save 64 seats and 16,000 square feet of office space annually, based on the surveyed population.

With tools like WorkFit by Better Workplace, companies can make data-driven decisions to enhance workforce experience, productivity and design the future of work for your business.

Shaping your future workforce

New ways of working mean we must create new ways of measuring success as we transition to new workforce models. Your people hold the answers to developing a hybrid workforce model for the future. Using the data, you already have at the ready will prepare you for the next evolution of work.

A future-focused workforce first recognizes the nature of the work to be accomplished, then considers how employees can perform at their best. The workplace is the final consideration, no longer central to an employee's success.

WorkFit by Better Workplace can help you leverage your people data, make better-quality decisions, reduce cost and report on your company's social and environmental impact. It is possible to enhance productivity, employee experience and position your employer brand for success as you evolve your company's workforce model. By tapping into your data and empowering your people to do their best work, you can design the right workforce model and right workspaces for your organization's future.

About Better Workplace

Better Workplace can help you develop a comprehensive distributed workplace strategy to improve efficiency, sustainability, and profitability. We can provide the tools and expert support to pilot, measure, manage, and scale a distributed workplace plan.

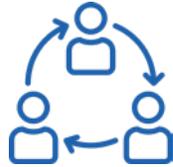
For more information about WorkFit by Better Workplace, please contact us or visit us on the web.



5 lessons learned about your people in the hybrid workforce transformation



Productivity, well-being and engagement are becoming more integrated



Virtual and in-person collaboration matters more than ever



Workforce design must foster trust, meaningful work, and social connection



People want to create an environmental impact with their work arrangements



For people to do their best work – the workplace is no longer central to success

See WorkFit in action!

Book a demo and we'll explain how WorkFit can help you create a comprehensive solution for your hybrid workforce planning and management. Together we'll gain insights from your people and help you make better-quality decisions, reduce cost and report on your company's social and environmental impact.

Book a demo today at www.betterworkplace.com



Sources

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- ⁵ Source: BCG: What 12,000 Employees Have to Say About the Future of Remote work? <https://www.bcg.com/en-us/publications/2020/valuable-productivity-gains-covid-19>
- ⁶ Source: WorkFit by Better Workplace client data on environmental impact, 2021
Source: Benefits Canada and Aon, Plan sponsors focusing on well-being, virtual health care in year two of pandemic: survey
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