

RE-IMAGINING THE POST PANDEMIC WORKFORCE

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5 common pitfalls to avoid when re-imagining Post Pandemic workforce



Assume recent success will translate into post pandemic success



Avoid communicating a plan until you have perfect clarity



Develop a one size fits all solution



Allow ultimate flexibility at employee and manager level

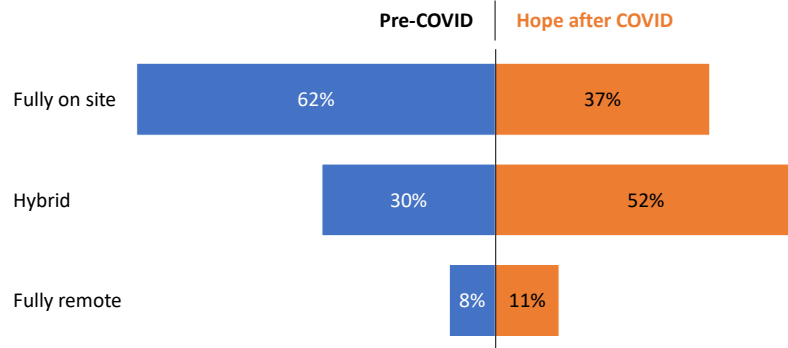


Focus solely on financial savings

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Pitfall: Assume recent success will translate into post-pandemic success

Working models pre-COVID and desired working model post-COVID, % survey participants



Recent shift to a more virtual workforce was successful, due in part to the fact that **teams were previously in person** for years/ decades and have build trust and social cohesion

29% of employees globally would **consider switching employers** if they went back to a fully on-site model

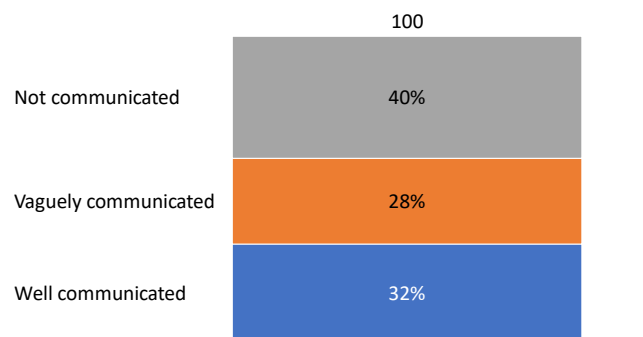
Post pandemic workforce will likely be hybrid virtual (20 – 80% in office), not primarily virtual like we are today or primarily onsite like we were in the old normal; **hybrid virtual workforces are more challenging to get right**

Source: Reimagine Work: Employee Survey (Jan 2021 | N = 5043 full-time employees who work in corporate or government settings)

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Pitfall: Avoid communicating a plan until you have perfect clarity

Percent of employees that report their organization has communicated a post-pandemic vision, % survey participants



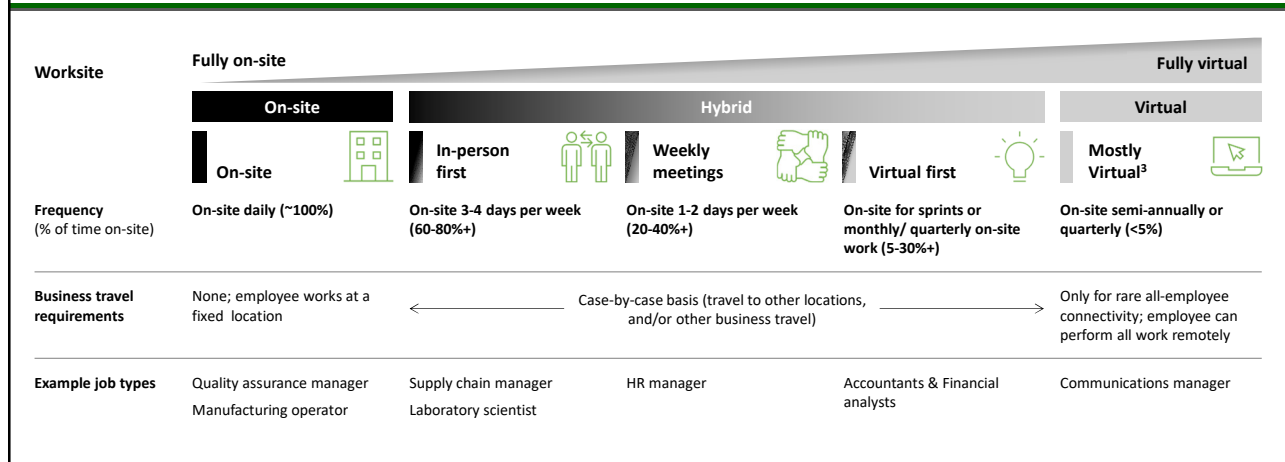
46%

of respondents who did not receive post-pandemic work communication agreed that it is causing concern or anxiety

Source: Reimagine Work: Employee Survey (Dec 2020-Jan2021 | N = 5043 full-time employees who work in corporate or government settings)

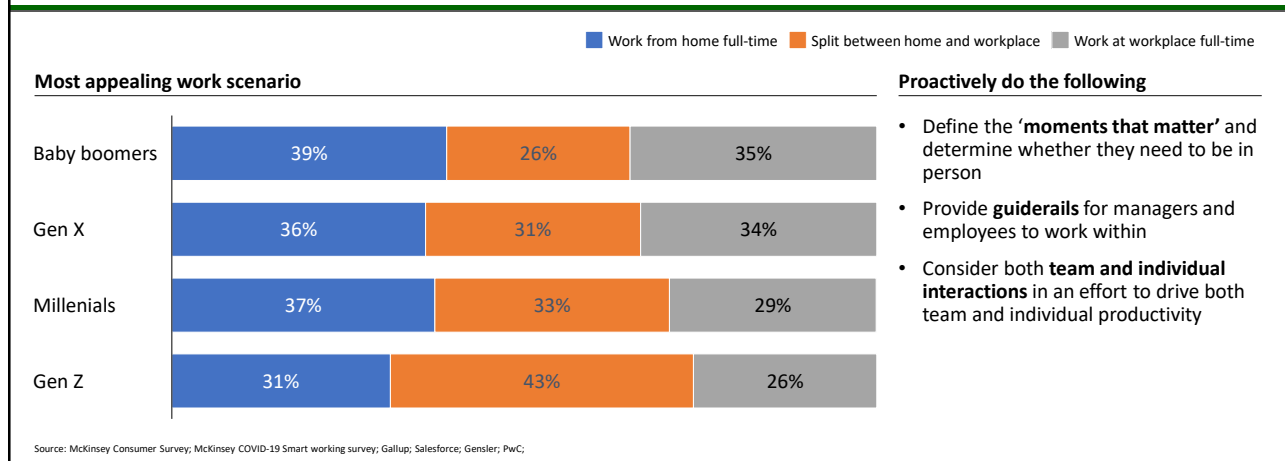
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Pitfall: Develop a one size fits all solution



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Pitfall: Allow ultimate flexibility at employee and manager level

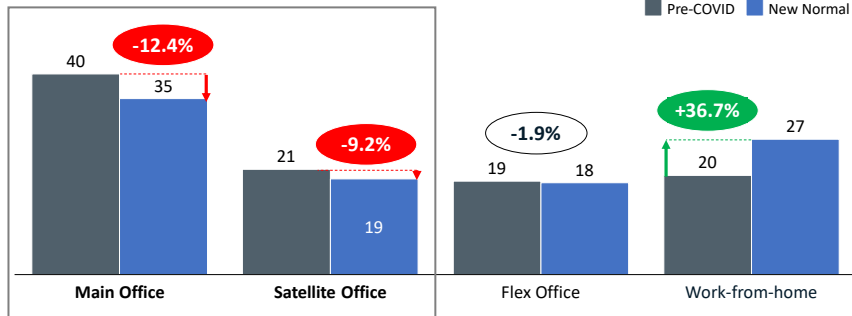


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Pitfall: Focus solely on financial savings

Employee worktime across locations for enterprise companies (2K+ FTE)

Percentage of total time worked (N=59)



Source: May 2020 Survey of Office Space Decisions Makers (N=319)

Potential risks

- Orienting too much on reduction of geographic footprint **may not align with model of who will work virtually**
- Risk of losing social cohesion and **community** through over emphasis on cost savings
- Underinvesting in adequately training team leaders**, who will be more important in virtual setting
- Be wary of **“two divergent cultures”** as workforce shifts to a hybrid virtual/on site model

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