

The future of flexible working

Shifting values and the hybrid workplace

March 29, 2021



Introductions

Our speakers



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Our panelists



Cynthia Burks
Genentech SVP Chief People
and Culture Officer



Denise Nichols
Voya Financial Chief
Human Resource Officer

Agenda

- Background and context
- Shifting Values survey highlights
- How employers are responding
- Insights from HR leaders

Background and context

As we near the end of the pandemic, we face yet another massive transformation in the way we work

61%

Of employers say they hope to have half or more of their workforce back to the office by the end of Q3¹

87%

Of employers say they will embrace greater flexibility post-pandemic – with most planning a hybrid model¹

42m

Square feet of office space put on the market by corporate tenants in Q2/Q3 2020²

Shifting values

Three key themes emerged



**New expectations
on work**



**Shifts in where
I want to live**



**The ups and downs
in the experience**

New expectations

As you think about flexibility in the future, once the pandemic has passed, how important is it to you?

Very important

56%

“I would consider switching employers if it was not an option for me”

Somewhat important

38%

“It would improve my job satisfaction, but I would not seek a different employer”

Not important

6%

“This is not a priority for me”



The importance ranked even higher for Millennial and Gen X generations

Mercer AECOM Shifting Values Employee Sentiment Survey, Oct 2020

Preferred working patterns



52%

of employees would work remotely on a regular basis (i.e., 2-3 days per week)

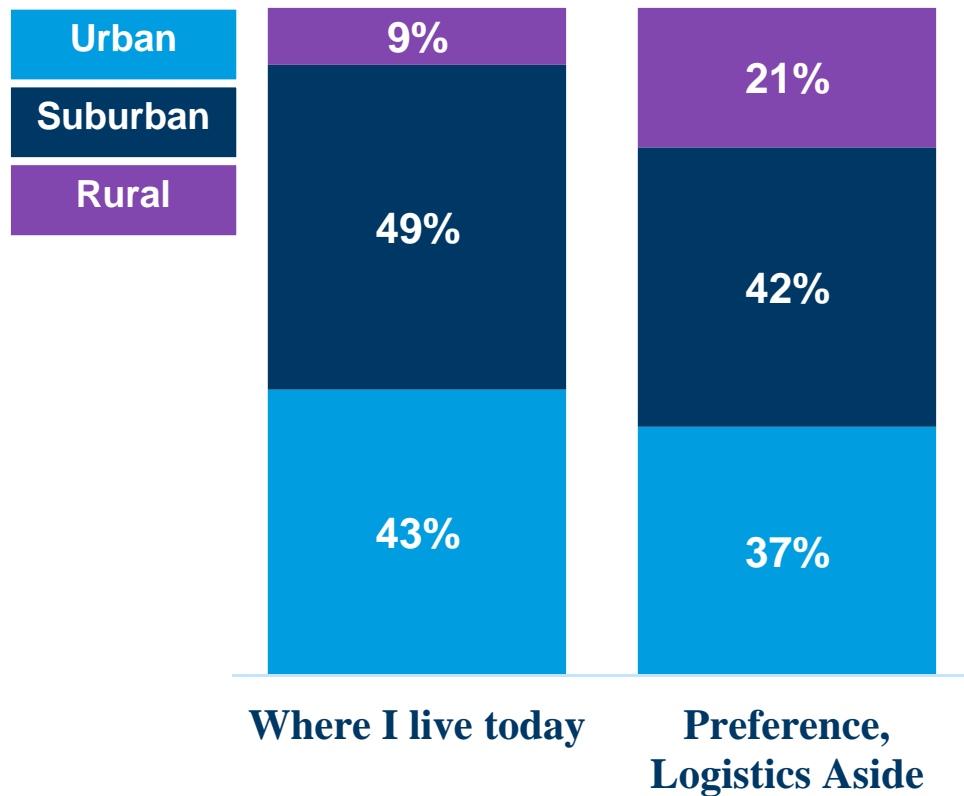


25%

prefer to work remotely full-time

New preferences about living

Employees prefer to live outside urban areas



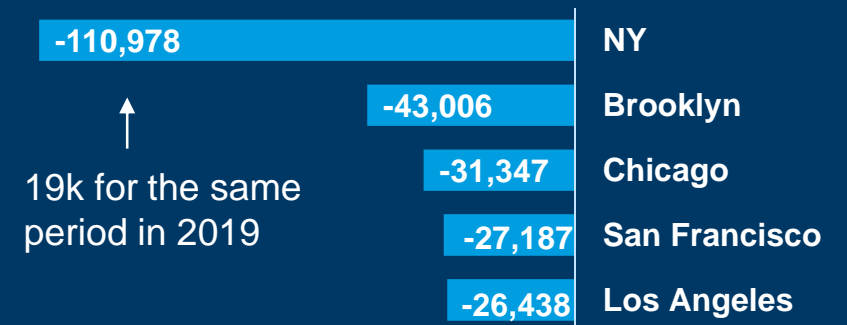
Mercer AECOM Shifting Values Employee Sentiment Survey, Oct 2020

57%

Of employees would consider or plan to relocate if flexibility became permanent

... and many are not waiting to make a move

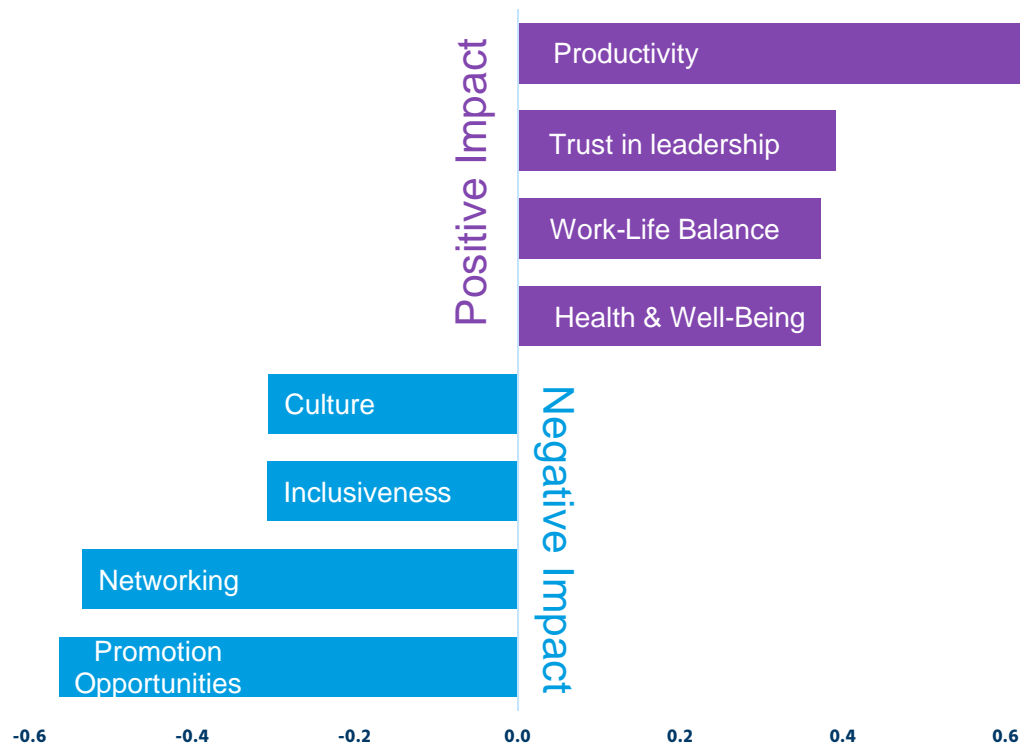
Cities with the largest moves during Feb – July 2020



Mymove.com February 21; based on USPS changes in address

Ups & downs in the experience

How does remote working impact various aspects of work – both positive and negative?



Mercer AECOM Shifting Values Employee Sentiment Survey, Oct 2020

What are your biggest challenges?

36% I struggle with finding work life balance

35% I feel isolated from my team

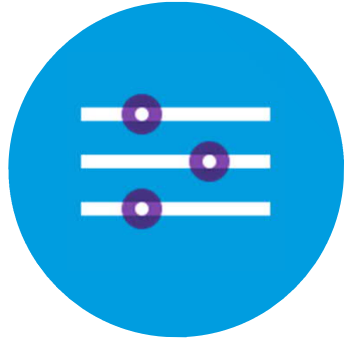
What do you miss most about your office experience?

 Social connection

 Networking

 Ability to leave my workplace at the end of the day

How are employers responding?



Balanced
and inclusive
approach



An engaging
office and seamless
experience



Reimagine
the geographic
footprint



Make it
sustainable with
thoughtful execution

Speakers



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Insights from leading employers



Cross-functional collaboration



Aligning perspectives – business, managers, employees



Changing role of the office



Employee burnout and well-being



Inclusivity

Panelists



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We're here to help



Mary Tinebra

Mercer NA Transformation Leader

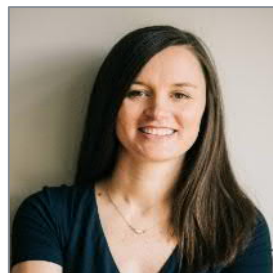
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Featured resources



Download the Mercer / AECOM
[Shifting Values Survey Findings](#)



Participate in Mercer's employer survey on
[Flexible Working Policies and Practices](#)



Explore AECOM workplace resources on the
[Future of Work Hub](#)



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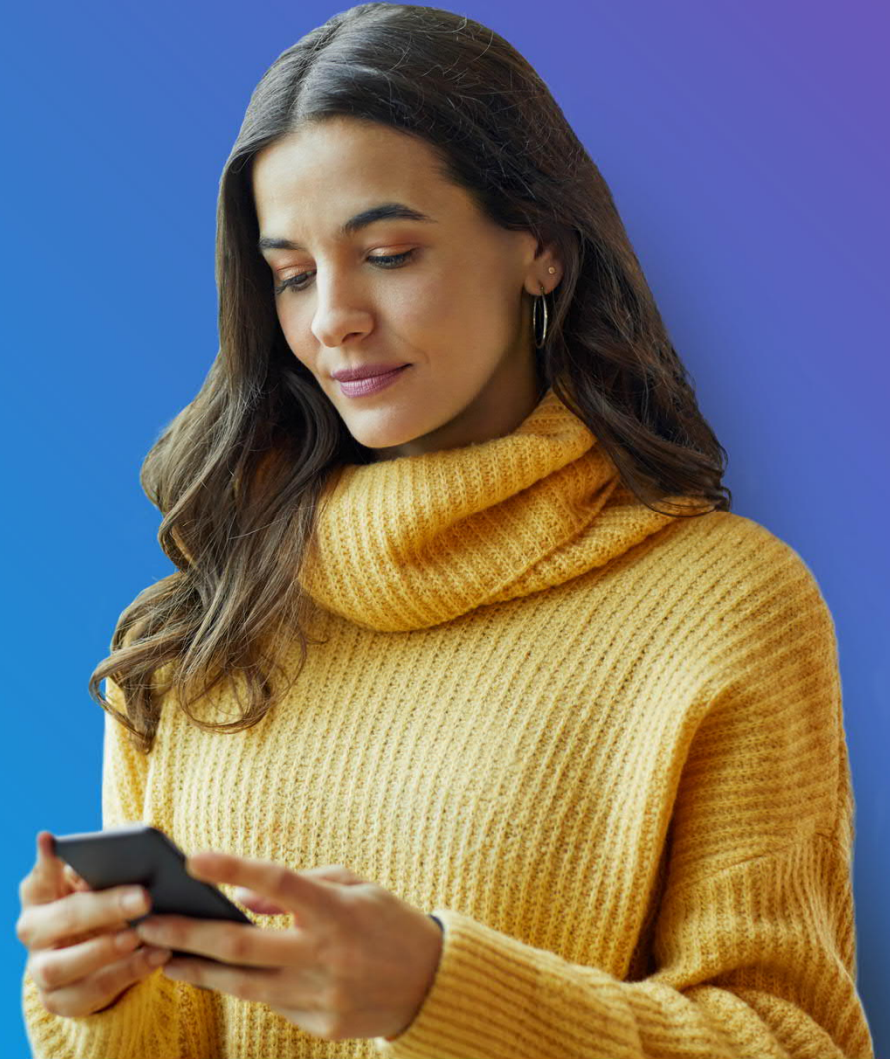


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Your input

What would you be interested in hearing more about in a future session?

- Flexible working strategies
- Real estate impact
- Office / workplace design
- Employee experience, engagement and well-being
- Impact on flexibility on people programs (e.g., onboarding, talent acquisition)



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