The future of flexible working

Shifting values and the hybrid workplace

March 29, 2021
Introductions

Our speakers

Mary Tinebra
Mercer NA
Transformation Leader

Kelly Bacon
AECOM Global Practice
Lead, Workplace Advisory

Lauren Mason
Mercer US Flexibility
Solution Leader

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

¹Mercer 2020/2021 US Coronavirus Business Impact Surveys
²Forbes, February 2021
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?

<table>
<thead>
<tr>
<th>Very important</th>
<th>Somewhat important</th>
<th>Not important</th>
</tr>
</thead>
<tbody>
<tr>
<td>56%</td>
<td>38%</td>
<td>6%</td>
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</tbody>
</table>

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

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

“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

<table>
<thead>
<tr>
<th>Urban</th>
<th>9%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Suburban</td>
<td>49%</td>
</tr>
<tr>
<td>Rural</td>
<td>43%</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Preference, Logistics Aside</th>
<th>21%</th>
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</thead>
<tbody>
<tr>
<td>Urban</td>
<td>42%</td>
</tr>
<tr>
<td>Suburban</td>
<td>37%</td>
</tr>
</tbody>
</table>

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

- NY: -110,978
- Brooklyn: -43,006
- Chicago: -31,347
- San Francisco: -27,187
- Los Angeles: -26,438

19k for the same period in 2019

Mercer AECOM Shifting Values Employee Sentiment Survey, Oct 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?

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

Kelly Bacon
AECOM Global Practice Lead, Workplace Advisory

Lauren Mason
Mercer US Flexibility Solution Leader
Insights from leading employers

- Cross-functional collaboration
- Aligning perspectives – business, managers, employees
- Changing role of the office
- Employee burnout and well-being
- Inclusivity

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Denise Nichols
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We’re here to help

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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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@Mercer_US
@AECOMBuildPlace
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)