



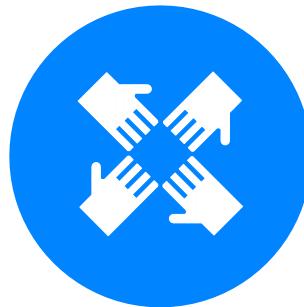
HOW TO INNOVATE THE FUTURE OF WORK ON THE BACK OF COVID-19

Can we do it better, healthier, more
productive, sustainable & fun?

SIGNAL **ISS**

The short term operational & long term “new normal”

“HERE & NOW” OPERATIONAL SOLUTIONS



WHAT DO WE NEED TO IMPROVE NOW?

- A safe, clean and healthy workplace:

New distances between furniture

Adjustments to the max. capacity of people

Adjustments to services e.g. cleaning & lunch

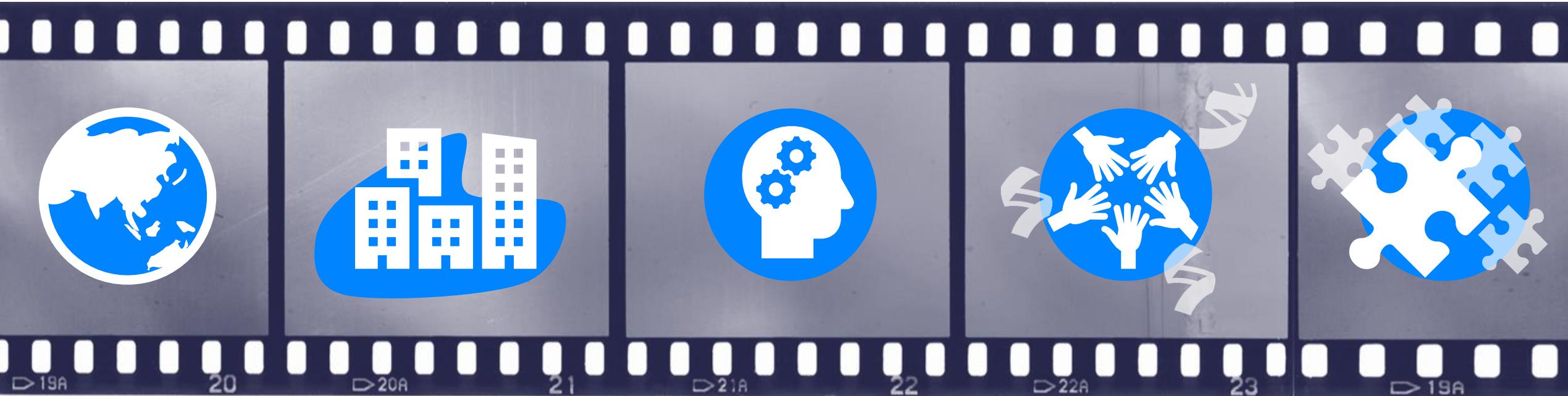
LONG TERM “BETTER & VIABLE” STRATEGIC CHANGES



WHAT STRATEGIC CHALLENGES DID WE FACE BEFORE AND AFTER COVID-19?

How can we improve them from good to better & beyond?

Long term... Strategic considerations



LOCATION

In **which parts of the world** do we want to conduct business?

RE STRATEGIES

More or less m2?
Seen in connection to the future workplace toolbox

BEHAVIOUR

New **behaviour** to ensure **healthy** workplaces that are **resilient** towards future pandemics

FUTURE WORKPLACE

TOOLBOX
A workplace toolbox that increase **talent attraction**, **retention** and **productivity**

FLEXIBILITY

Increased **agility** and **flexibility** on all levels, to ensure abilities to act and to assure **speed** towards future challenges

The “new normal” toolbox



RE STRATEGIES

- Some companies reduce their footprint in Europe and US with **lease breaks, subletting of excess space** and **reconsidering every building** except for global HQs
- There's no indication of major relocations to Asia, but as businesses have Service Centers in India and Poland, an increase in these locations can occur as they **offshore more non-core activity**
- Some companies focus on **retaining, repurposing and developing** campus' with smaller properties likely to be exited. Some locations might close in the next years, though this can be unrelated to COVID -19
- Some organisations **reconsider their locations in different countries**. Concerns about developing in India have settled, and consolidation may occur for e.g. Call Centres moved to UK with considerable investment
- Some companies may put on hold any developments to buildings in Singapore and Hong Kong
- All organisations will reconsider future Building Portfolio Strategies with future needs for space when **traveling less, working and collaborating more remote**
- All organisations will reconsider future buildings and locations to better **isolate and prevent contamination**

The “new normal” toolbox



BEHAVIOURS

- New behaviours for mobile work to uphold a strong **sense of belonging** - and **community**
- New behaviours to ensure great **remote collaboration, communication** and **innovation**
- Experiment with virtual formats for **socialising** and **having fun** in informal settings
- Safe, trustful behaviours at the office, to ensure continuous **collaboration** and **innovation**



LEADERSHIP

- **A people-centric** approach in leadership, focusing on **what REALLY makes people productive**
- Proactive and regular **virtual feedback** that supports employees and cater to their needs
- **'Responsible human leadership'** for managing employees and exercising public spirit
- **Virtual collaboration** among leaders and managers to coordinate strategic decision-making and ensure leadership community and alignment



CURATED SERVICE EXPERIENCES

- Moving from a '**one size fits all**' discourse to **customised on demand individual service** experiences, that move way beyond what is offered today, focus on **diversity and drives ROI**
- Experiences within the **local community** to demonstrate organisational **purpose** and **community spirit, attract and retain talent**
- Service staff with abilities to curate great on demand customised **service experiences, and a license to ACT**



TRAINING, LEARNING & INNOVATION

- Encourage **lifelong learning to support and increase innovation**
- Upgrade everyone to a new normal, to ensure alignment on post covid-19 **ways of working**

The “new normal” toolbox

SUSTAINABILITY

- Focusing on both **financial, building physical** and **social sustainability** to achieve long term ROI
- New **energy efficient, recyclable** and **CO2 neutral** furniture
- **Biophilic** and **natural** workplace design
- **Nudging initiatives** that encourage employees to adopt a climate conscious behavior to e.g. waste reduction, recycling and upcycling



HYBRID WORK FORMATS

- **The Point of the office:** Collaboration, innovation, communication and socialisation in mixed formats
- **Work from home:** Flexibility in when and where to work, and access to great tools and experiences that support productivity, enable connectivity and nurture community when working remote
- **The 3rd space in the community:** ‘Meeting hubs’ with access to latest high-tech tools, services and platforms for staying connected, well and productive



DATA PRIVACY & HEALTH MONITORING

- Turning practices for health monitoring into a part of the overall workplace experience by integrating it into **digital tools and services**
- **Empowering employees** to share health data at work to increase **trust, productivity and safety**
- This requires a **transparent** and **frequent** communication on the **how, why** and **what** of monitoring health data



FLEXIBILITY

- Increased **agility** and **flexibility** on all levels, to ensure abilities to act and assure **speed** towards future challenges
- Establishing an **agile** and **flexible** building portfolio, that enable immediate changes to be made in building sizes and locations



The “new normal” toolbox



COST IS STILL A STRONG FOCUS

- An '**intelligent**' approach to **cost**, where investing in employees up front gives ROI: increasing employee wellbeing and retention while reducing sick leave
- Creating **sustainable cost strategies** requires **strategic and people-centric** data, that document ROI and measure success on e.g. productivity and brand



THE KPIS ARE STILL THE SAME

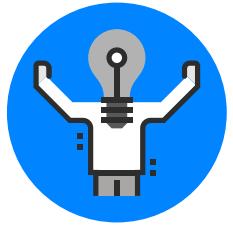
- **Attract and retain** the right people and make sure, that the right are **productive**
- Delivering on this agenda will require a strong **people-centric** approach to provide **safe, sustainable and flexible workplaces** with **great curated service experiences** on demand



TECHNOLOGY

- **Nudging and informing** employees at the office about safe behaviours and security measures
- Digital tools to gather **health data**, and data policies that ensure mutual **trust and safety**
- **Contactless workplaces** with voice and facial recognition, IOT and AI solutions minimising contamination and increasing safety at work
- Delivering great **on demand, customised service experiences** both within and outside the office

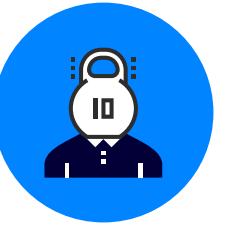
Potential ROI on 3 overall KPIs: **Attract & retain** the right people, & make sure that the right people are **productive**



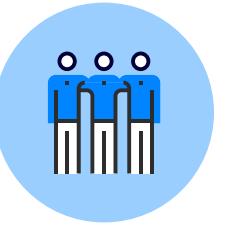
Building capabilities
demonstrates up to a **44% decrease in absenteeism** and **16% increase in productivity**



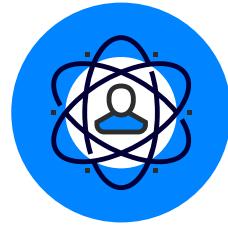
Physical wellbeing
and company-paid programmes for individuals **reduce sick leave by up to 56%**



Mental wellbeing
programmes offer up to **9:1 return on investment**



Social events
Having a best friend at work yields **more profitability**



People-centric design
Designing for users can yield a **3% annual profit gain per employee**



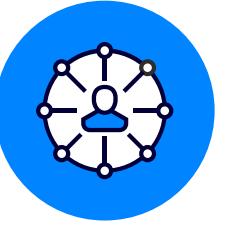
CSR & Purpose
84% of Millennials would leave their current job for a company with an excellent corporate reputation



Dietary
interventions can **reduce absenteeism** and **improve health and quality of life**



Sustainable design
can result in **58% reduced absenteeism** and **27% reduced employee turnover**



Flexible environments
make people **twice as likely** to report **a positive impact on personal productivity**



Great onboarding
procedures has **2.5 more revenue growth** and **1.9 times the profit margin**

Three “PLACES” with different requirements



Working in the office

A marketplace for **collaboration, innovation, communication & social** activities to take place in mixed formats



Working from home

Flexibility in when and where to work, **less commutes** and great support for **focused work**



Working in public spaces

Meeting hubs within the local community, with access to latest high-tech tools and platforms for staying **connected, well** and **productive**

3 SIGNAL POST COVID-19 PRODUCTS



HOME@WORK



Bringing employees back Post COVID-19 happy & safe



The SIGNAL tool to measure on fresh feedback & experiences
from HOME@WORK



We CAN do it better, healthier,
more productive, sustainable & fun!

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