



*Achieve
Ambitions*

Shaping the future of work

How to develop a hybrid workplace

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Meet today's speakers



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The world in 2021: key trends for global occupiers



01

2021 will be a year of **navigating huge changes**

02

The **new mindset**: always-on transformation leading to always-on resiliency

03

The pandemic has driven employees to prioritize **what matters most** in their work life

04

The shift toward a **worker-centric model**

05

The future of work is **hybrid**

06

A **new purpose** for the workplace is emerging

07

Employee **health and well-being** will be central to future CRE strategy and investment

08

Enhance the **human experience** to drive **human performance**

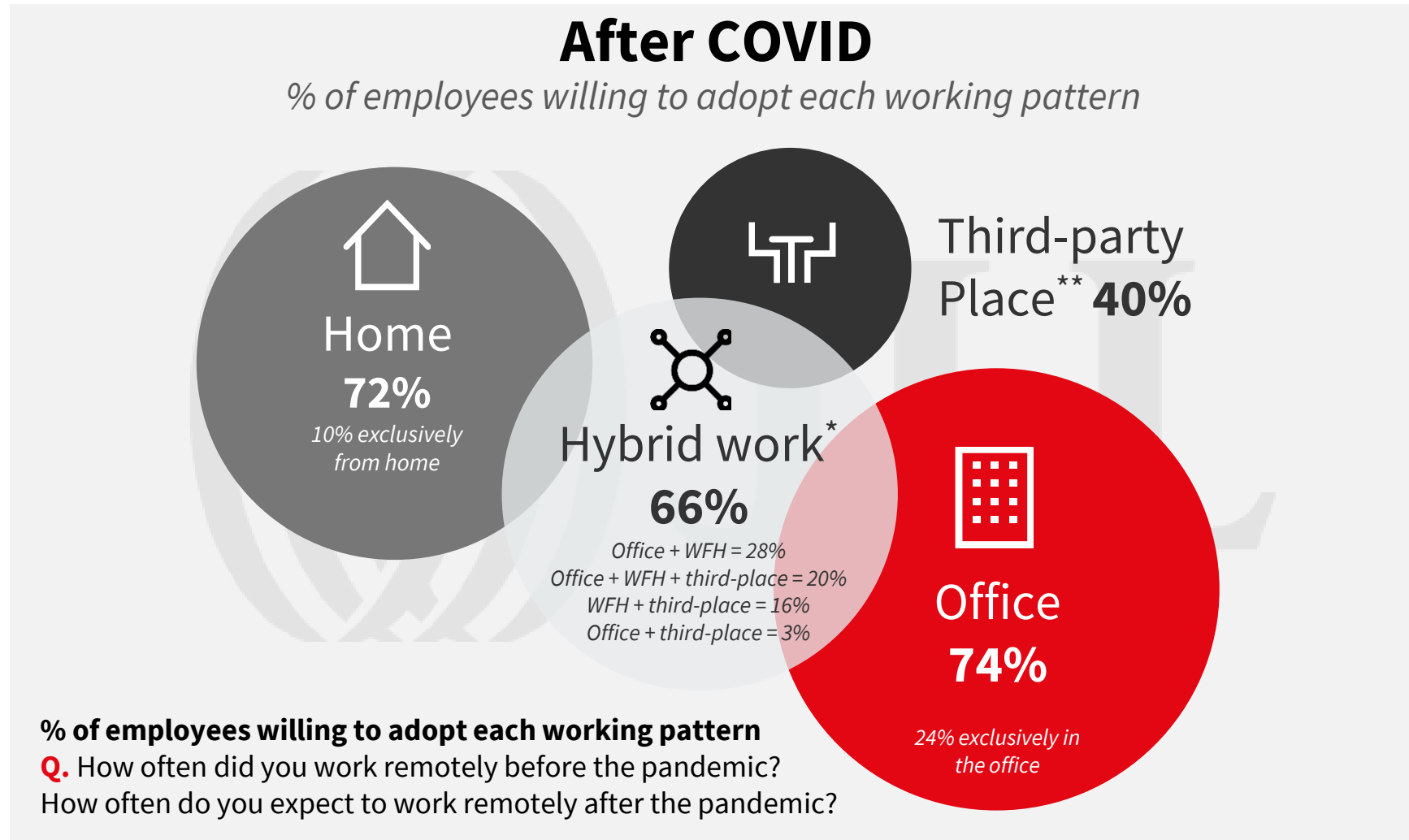
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Technology will enable everything

10

The future of work is about being **responsible** and **sustainable**

Emerging hybrid work & workforce dynamics

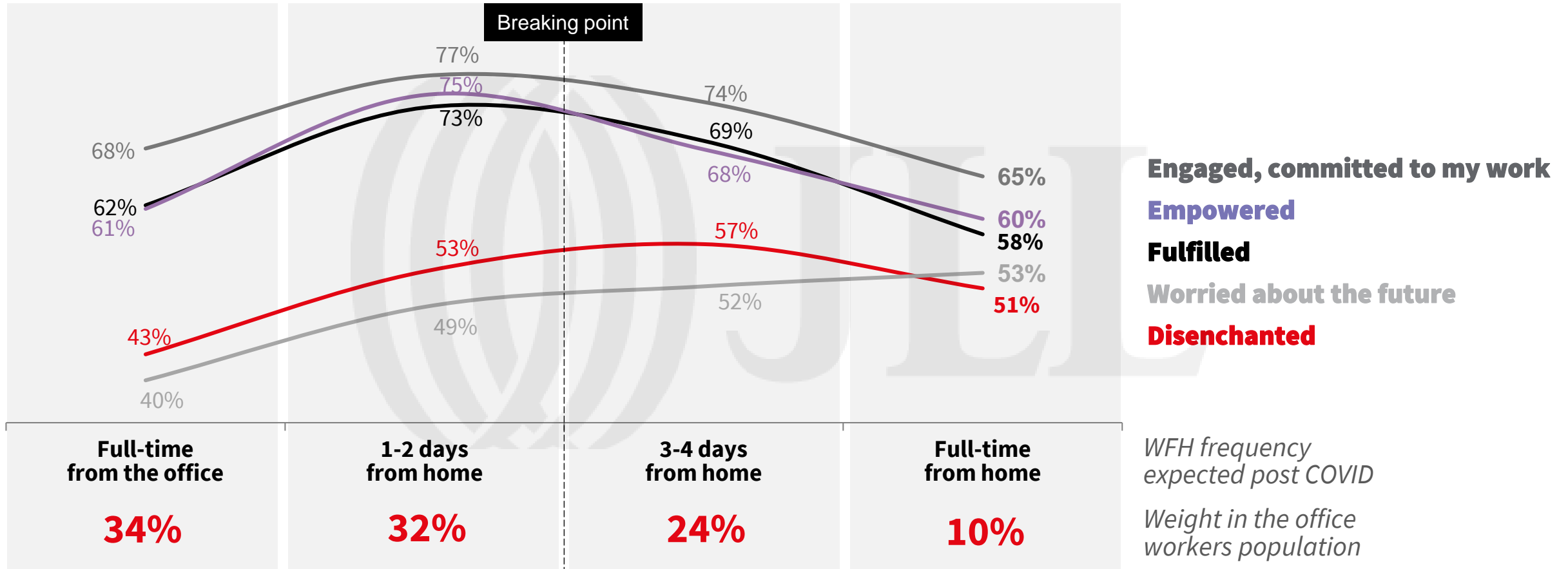


*Hybrid work: work in at least 2 different places
**Third-party place: café, hotel lounge, coworking facility, etc.

Emerging “hybrid” workplace behaviors



Preserve engagement, emotional well-being and mental health
 If more than 2 days a week from home, morale can be affected



Q. How would you describe your current state of mind?

JLL survey: All respondents n= 2033

A new purpose for the office is emerging



Better in the office

Manage or be supported

Collaborate and run meetings

Solve work-related issues



Better at home

Switch off after a hard task

Concentrate on a task



Better in a third-party place

To socialize

Be inspired

The office is becoming a hub for collaboration, problem solving and career development

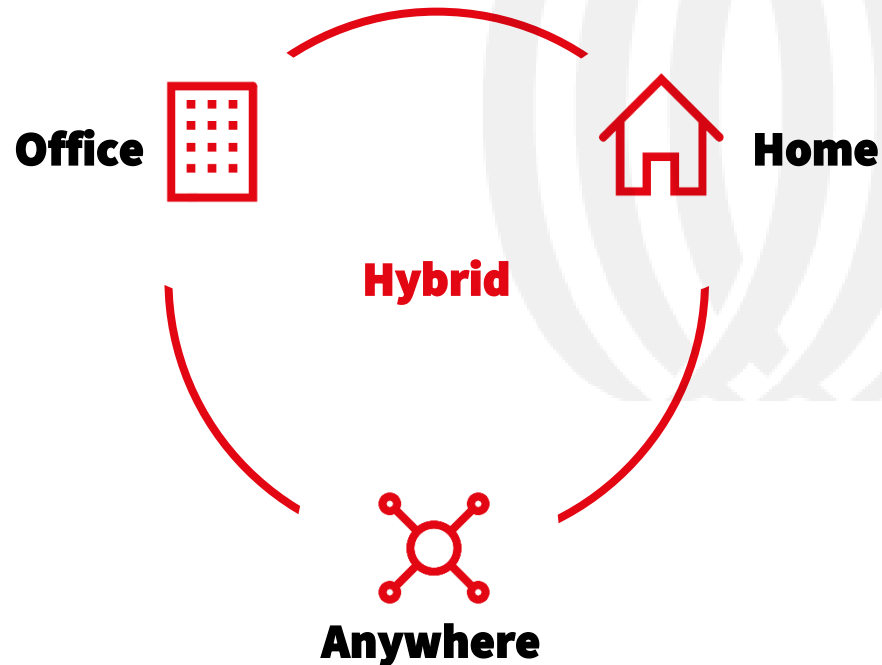


The future of work enables hybrid



Hybrid

A way of working that involves sometimes being physically present in the office and sometimes working in a distributed manner leveraging Cloud technologies



The future of work continuum

We need to look at hybrid through a future of work continuum.

WORK: Something you do

WORKFORCE: Worker centric world

WORKPLACE: Work from anywhere

PORTFOLIO: Built in elasticity

The future of work continuum



Spans from office centric model through hybrid model to the work-from-anywhere model

Team based



Work

Mixed of individuals and teams activities in and out of the office through digital enablement

Face to face



Workforce

Mixed of face to face and virtual interactions in and out of the office through digital enablement

Virtual

Office-centric



Workplace

Maximum activity-based working
Environments through digital enablement

Home based

**Company owned
/leased**



Portfolio

Optimum dynamic occupancy planning
& flexible office options to meet variable demand
Portfolio optimization increases toward work-from-anywhere

Anywhere

Shape the future of work through “hybrid” elasticity



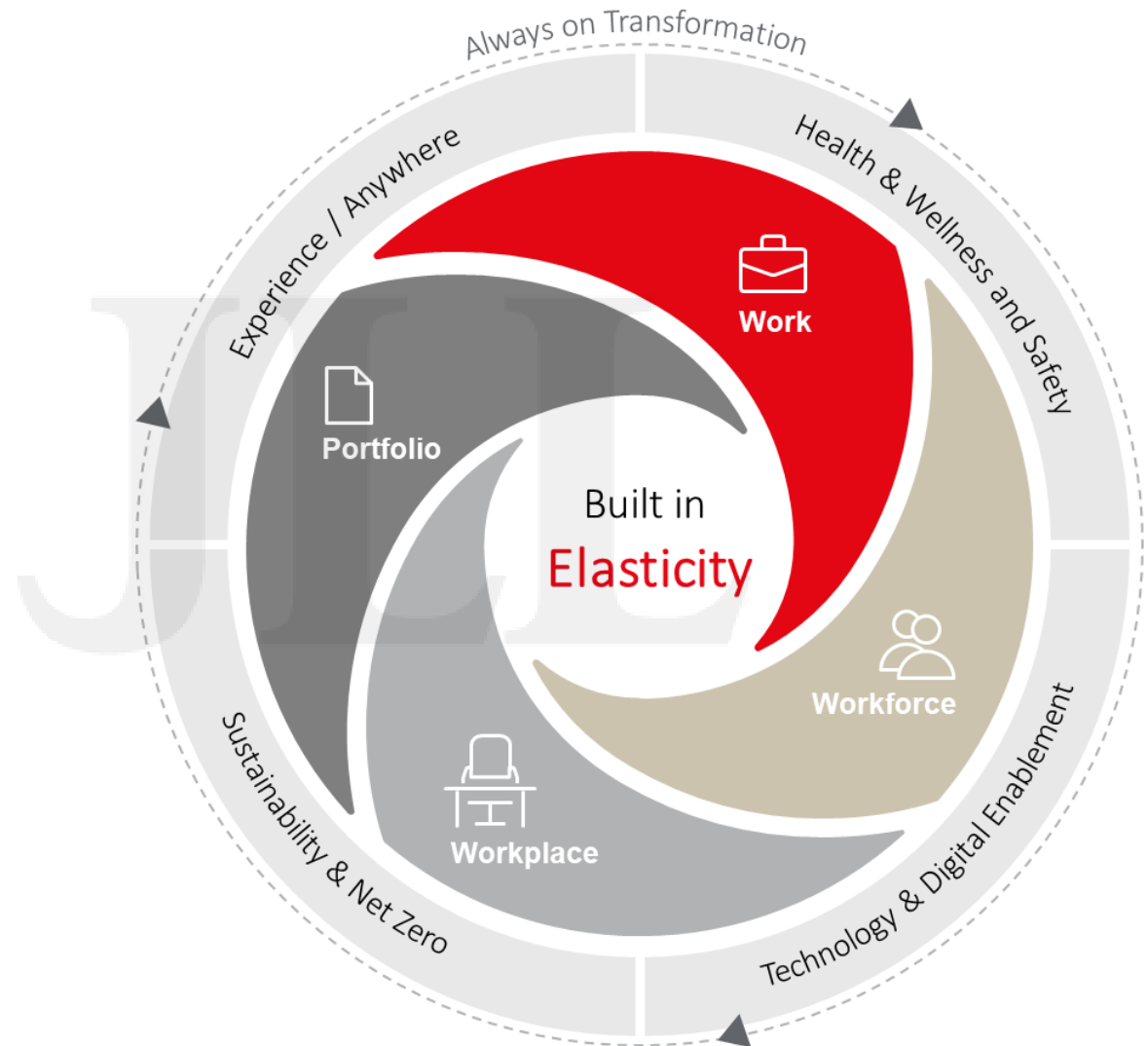
Key drivers, enablers & outcomes

The workplace will be a **destination** and a **social hub**

Healthy workplaces and **wellness** will be central to the hybrid model

Decarbonizing the built environment will be an imperative

The future of work will be enabled through **technology managed services**



New golden age of hybrid work



We are 'decoupling' traditional work and workstyles from the corporate office

Work in the cloud

The liquid workforce

New workplace ecosystems

Work + worker centric

The 'hybrid first' model

Liquid workplace footprint(s)

Six key questions to answer:

01

How is **work** being performed today?

02

What are the new **workforce** preferences?

03

What is the size of the Box and the **workplace**?

04

What is the right mix and balance for the future **hybrid** work model?

05

How can we transform and still maintain our **culture**?

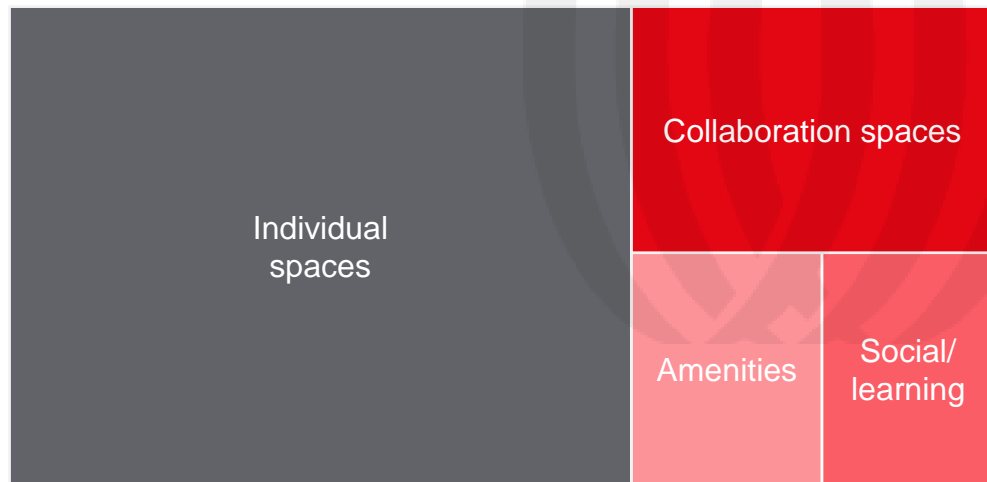
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How can we enable **resiliency** for the future?

Evolving hybrid workplace allocation envelope

The new workplace allocation for the hybrid model

Historical office/ workplace allocation

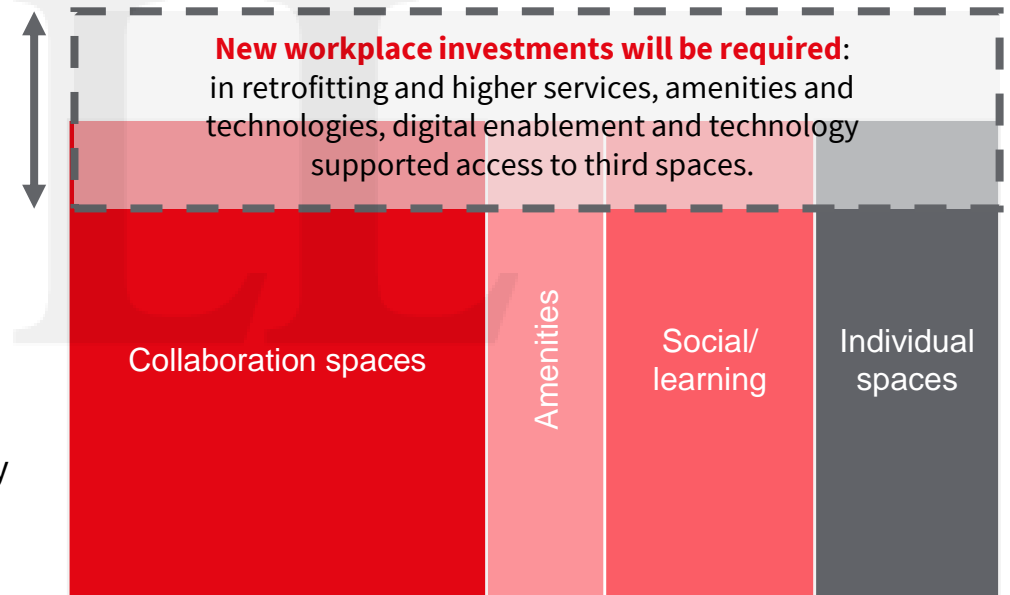


Elasticity
Adaptation
Responsibility



Enable Liquid
Footprints via
Dynamic Occupancy
Planning and
Flexible Space
Solutions

Future office/workplace allocation The work from anywhere ecosystem



The office is a **social hub** and a place
for collaboration

Integrated hybrid strategy + implementation model



1- Scenario & strategy development



Engage

Define program objectives, vision, strategic outcomes

Future State Vision

Identify business requirements and dimensions

Guiding Principles

Perform dimensional scenario analysis

Evaluation Framework

Identify optimal scenario solution

Strategy & Roadmap

Launch program implementation

Execution Implementation Plan



Delivery Planning

2- Implementation & execution program

Strategic execution program launch



Implement & Execute

- 01** Program management office (PMO) and program governance
- 02** Operationalize, execute and deliver at scale with analytics
- 03** Integrated change management program and communications

Business outcomes

**Business
Workforce
Workplace
Operational
Financial
Outcomes**

Global “hybrid” workplace client example A



Enterprise inputs

Business strategy drivers

Talent and workforce requirements

Technology enablement requirements

Hybrid workplace preferences

Integrated hybrid workplace transformation program

**Hybrid work +
Hybrid worker +
Hybrid workplace
Integration**

- Business drivers and performance objectives
- Talent / workforce / HR strategic integration
- Hybrid workplace program development
- Real estate portfolio transformation
- Workplace technology investment analysis
- Cultural assessment(s) and analysis
- Implementation change management

Future outcomes

Business outcomes

- Business requirements
- Work process transformation
- Manager / leadership style

**HR policies
HR protocols**

- Employee engagement
- Culture transformation
- Talent recruiting / flexibility

Workplace technology solutions

- Digital workplace integration
- Technology provisioning
- Technology investments

Hybrid workplace program

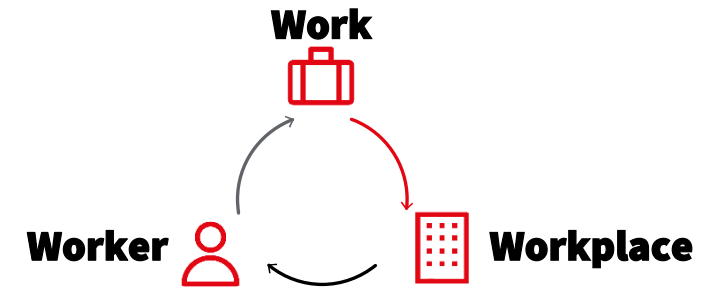
- What is the purpose of the office
- Hybrid workplace/portfolio sizing
- Hybrid / WFH / anywhere strategy

Global workplace transformation client example B



Global Fortune 50 organization: 40,000 office-based employees within 68 countries

- Global executive leadership with Human Resource leadership as primary lead
- Global leadership engaged to help orchestrate the global “Hybrid” flexible workplace program
- Global initiative focused upon the intersection of work, the workforce and the workplace
- Redefine the purpose of the office for businesses to “win” for the near-term and long-term



01 Establish integrated / strategic enterprise cross-function steering group to develop Hybrid framework and program

02 Develop multiple global “Hybrid” workplace mobility pilot programs based upon workforce / employee sensing

03 Consider the immediate, short-term and long-term actions that will enable Hybrid work performance

04 Enable the flexible “Hybrid” workplace strategic framework for large-scale global execution

05 Cross-functional human resources, information technology and CRE / workplace integration

06 Develop compelling hybrid work + workplace program narrative with an engaging communication plan

Global cross-functional team integration

- Global Human Resource Leadership
- Global Business Leadership
- Corporate Workplace Services
- Information Technology
- Corporate Communications
- Employee Relations
- Organization Effectiveness

Global program development activities

- Conducting external research and benchmarking
- Developing a regular cadence for employee sensing
- Piloting hypotheses and adapting new “hybrid” workplace solutions
- Development multiple simultaneous Hybrid workplace pilots

Recommendations for program execution

- Company workforce / workplace policies
- Identify infrastructure investments
- Workplace strategy and design
- Future technology needs
- Employee work-from-anywhere provisioning and serviced

What we've done at P&G



Forces at play: We already have a collection of great spaces in our portfolio which respond to asks that are becoming louder.

Hybrid vision
(recently completed)

Future vision
(on the drawing board)



Location specific customization and identity



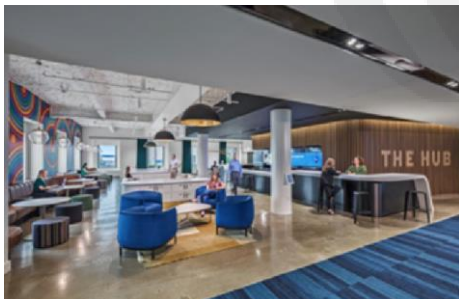
In person technologies and ideation spaces



Gathering spaces, "feel good" focus zones



Digital flexibility and adaptivity



Hub spaces as key destinations



Meaningful 1:1 coaching and relationship building spaces



Consumer learning opportunities



In-person consumer interaction venues

Q&A



Thank you

For more information, visit us.jll.com/anywhere-works