

MCM.

MCM Skunkworks – Mission III.

The Big Pilot. Research.



MCM Skunkworks - Mission III

The Big Pilot.

The next 12-18 months will be the biggest workplace pilot project ever undertaken across the globe. As organisations and individuals move into hybrid working, experimenting, trialling, measuring, debating, and discussing what is right for individuals and organisations as they navigate hybrid working or choose non hybrid working.

Over the past few months MCM have captured the statements and reports coming from global corporate organisations as they announce their initial intentions related to staff returning to work in offices. This document and the poster capture a snapshot in time for dozens of global organisations.

We believe this is the starting point and many organisations' position will evolve and change in the next 12-18 months. No one has the definitive answer yet because there has never been a prolonged period of time that organisations have embraced true hybrid working and can understand and predict the impact on people and managing business. This is a period of transition and experimentation. The Big Pilot.

Will these companies stay with their initial declared intention? Over the next 12-18 months, #MCMskunkworks programme will be observing, interviewing, gathering data and reporting regularly on changes to attitudes and plans of many organisations going through The Big Pilot.

Stay tuned to #MCMskunkworks.

We have categorised the statements and workplace policies into three: Office, Hybrid and Virtual.

OFFICE.

A return to the office 9-5, 5 days a week is preferred. Seen as important for collaboration, mentoring, creative work, managing of staff, maintaining productivity and profits, and keeping the company culture intact. Organisations that thrive on personal interaction with colleagues, have complex problems to solve by teamworking and or have secure tasks or even focused work to carry out not suited to home working. The office is important for client activities and providing the right experience.

HYBRID.

1-3 days a week in the office and 1-3 days at home or elsewhere. Many companies advocate total freedom for staff to choose. Keeping staff work- life in balance and recognising all the benefits of trusting staff and embracing a human centric culture. Not to mention the added benefits of potentially reduced real estate costs with smaller offices required, less impact on the environment due to less commuting, greater flexibility in location strategies, recruitment demographics and staff retention. The office is still important for collaborating, mentoring and client facing experiences and culture and brand expression.

VIRTUAL.

Organizations that see little or no value in having a physical head office as all staff are proactive, motivated and enjoy the freedom of virtual working. Physical meetings can still take place in pay as you go accommodation. Frees up the organisation to be truly a Gig Company with a talent pool that is global. No significant real estate costs for offices, and but big investments in technology for working.

The New Office Landscape.

OFFICE



HYBRID



VIRTUAL



OFFICE

OFFICE

amazon.com

Amazon

KEY INFORMATION

Unlike many of its tech-sector peers, Amazon is eschewing a hybrid workplace.

The Seattle-based commerce giant told employees in a company wide announcement that it is planning a “return to an office-centric culture as our baseline.” The transition away from remote work is expected to wrap up by autumn, according to the announcement Tuesday. Working in offices, the note said, “enables us to invent, collaborate, and learn together most effectively.”

Among Amazon employees, reaction was mixed and at times indignant, with some saying they would start looking for jobs elsewhere if Amazon forces them back to the office full time.

Several downtown Seattle business owners, though, greeted the news with joy: They say the return of Amazon workers to offices will be the linchpin of an economic recovery from the coronavirus pandemic.

Katherine Anne Long and Paul Roberts
March 31, 2021 at 9:35 am

[SOURCE : THE SEATTLE TIMES](#)



Netflix

KEY INFORMATION

One of the biggest holdouts to this mindset is Netflix. In an interview with the Wall Street Journal, Netflix cofounder and co-CEO Reed Hastings said, “No. I don’t see any positives.” Hastings added, “Not being able to get together in person, particularly internationally, is a pure negative,” when asked about the benefits of working from home.

The chief executive said that he’d expect his 8,600 employees to return to the office “12 hours after a vaccine is approved.” He then tempered his remark saying, “It’s probably six months after a vaccine. Once we can get a majority of people vaccinated, then it’s probably back in the office.”

Jack Kelly
Sep 8 2020

[SOURCE: FORBES](#)



Goldman Sachs

KEY INFORMATION

Mr Solomon said the investment bank had operated throughout 2020 with “less than 10% of our people” in the office. Mr Solomon suggested that it does not suit the work culture at Goldman Sachs.

“I do think for a business like ours, which is an innovative, collaborative apprenticeship culture, this is not ideal for us. And it’s not a new normal. It’s an aberration that we’re going to correct as soon as possible,” he told on a conference.

“I am very focused on the fact that I don’t want another class of young people arriving at Goldman Sachs in the summer remotely,” he said.

Although he thought the Covid-19 pandemic had helped push the adoption of digital technologies and created ways for the investment bank to run more efficiently, Mr Solomon thought it would not lead to huge changes over the longer term.

BBC NEWS
Feb 25 2021

[SOURCE: BBC](#)



JPMorgan

KEY INFORMATION

Work output was particularly affected on Mondays and Fridays, according to findings discussed by Chief Executive Officer Jamie Dimon in a private meeting with Keefe, Bruyette & Woods analysts. That, along with worries that remote work is no substitute for organic interaction, is part of why JPMorgan bank is urging more workers to return to offices over the coming weeks.

The bank has noticed the productivity decline among “employees in general, not just younger employees,” JPMorgan spokesman Michael Fusco clarified in an emailed statement, adding that younger workers “could be disadvantaged by missed learning opportunities” by not being in offices.

Bloomberg
Sept 15 2020 2:30 PM

[SOURCE: CRAIN'S](#)



Barclays

KEY INFORMATION

“It’s remarkable it’s working as well as it is, but I don’t think it’s sustainable,” said Barclays Chief Executive Jes Staley.

Staley said: “It will increasingly be a challenge to maintain the culture and collaboration that these large financial institutions seek to have and should have.”

He predicted that more people would come back to offices to work, but with flexibility to work from home. Staley also told the event – which is being held virtually this year, rather than in Davos, due to the coronavirus – that the world economy could experience a boom after the pandemic.

Pent-up demand was widespread and could power growth, he said.

CITY A.M.
Jan 26 2021 6:46 PM

[SOURCE: CITYA.M.](#)



BT

KEY INFORMATION

A BT spokesman said: “Since we announced our move to BT’s new HQ in London’s Aldgate East two years ago, the line between office and home working has been blurred and looks set to stay this way for a long time to come. While teams will have greater flexibility on how they divide their time between office and home, the office will remain a core part of life at BT.”

He added: “All desk-based colleagues will continue to have a dedicated BT work location and the office will be the central focal point for meetings, collaboration and the buzz of working life; our new HQ at One Braham, like all our other new locations, has been designed specifically with this way of working in mind – and with digitally enabled connectivity throughout, powered by 5G and full fibre broadband.”

Joanna Bourke
Mar 30 2021

[SOURCE: EVENING STANDARD](#)



BlackRock

KEY INFORMATION

“The office will remain our primary work location longer-term,” senior executives including Chief Operating Officer Rob Goldstein wrote in one memo sent to staff in November.

“Employees will have increased flexibility to work remotely part-time, but full-time remote work will be done very selectively and with approval.”

Returning to offices on a larger scale will take time, they wrote, and the company is working on making regular Covid-19 testing available to “as many people as practicable.”

BlackRock still plans to move its New York staff into 50 Hudson Yards, a new skyscraper on Manhattan’s west side, in late 2022 or early 2023, a spokesman confirmed this week. The relocation, first announced in 2016, came with a lucrative incentive: BlackRock secured \$25 million in state tax credits to create hundreds of new jobs and keep staff there.

Annie Massa
Jan 5 2021

[SOURCE: BLOOMBERG](#)



Pearson

KEY INFORMATION

Learning company Pearson has around 180000 square feet of office space in the capital, where around 1400 staff were based out of pre-pandemic.

The company said it is being more efficient with space as more employees look for flexible working, and this will mean a reduction in space over time.

Chief executive Andy Bird said: "London is home to Pearson's global headquarters and we are committed to our office on the Strand. The world of work, like the world of learning, is rapidly changing. We are transforming our offices into more modern, collaborative spaces to support the flexible work needs of our employees. We want them to be able to come and work in an office, not just at a desk. We are also committed to supporting them to work from home if they choose."

Joanna Bourke
Mar 30 2021

[SOURCE: EVENING STANDARD](#)



GlaxoSmithKline

KEY INFORMATION

GSK, which employs 15,000 people in the UK, has started bringing small numbers of staff back to its offices, if they have said they would prefer to work in the office. It doesn't have a date for a "mass return" to the office yet.

Scientists who work in "critical" areas in research and development and those who work in manufacturing or distribution have been working on site throughout the crisis.

Joanna Partridge, Kalyeena Makortoff, Jillian Ambrose, Mark Sweney and Julia Kollewe
Jul 31 2020 6:01 PM

[SOURCE: THE GUARDIAN](#)



Google

KEY INFORMATION

Google, one of the first major U.S. companies to send employees home last year because of the coronavirus, is setting new remote work guidelines as it speeds up plans to get staffers back to the office.

If employees want to work remotely after Sept. 1, for more than 14 additional days per year, they'll have to formally apply for it, according to a separate note marked "Need to know." They can apply for up to 12 months in "the most exceptional circumstances." The company could, however, call employees back to their assigned office at any point, the note said.

Jennifer Elias
Mar 31 2021

[SOURCE: THE AMERICAN GENIUS](#)



Wells Fargo

KEY INFORMATION

Wells Fargo is setting its sights on a September office return, CEO Charlie Scharf and Chief Operating Officer Scott Powell told employees in a memo Tuesday.

"We are encouraged by the significant increase in vaccination availability and have started to plan for a return to a more normal operating model in September, soon after the Labour Day holiday in the U.S.," Scharf and Powell wrote, according to Bloomberg. The bank told its roughly 200,000 employees working away from the office to plan to do so through Sept. 6 — prolonging a remote-work arrangement that has typically seen month-to-month extensions.

But Scharf and Powell gave the bank wiggle room, saying the return plan may change if the coronavirus caseload spikes or vaccination rates stall.

Dan Ennis
March 31, 2021

[SOURCE: BANKING DIVE](#)

HYBRID



Apple

KEY INFORMATION

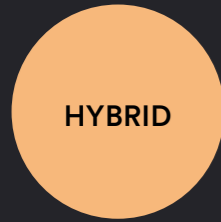
Apple signaled the ending of the pandemic era and dawn of a new day. The tech giant, with a global workforce of 137,000 employees, defied the crowd and hasn't fully embraced remote work with the same gusto as its peers.

In an email to staff, obtained by the Verge, CEO Tim Cook asked his staff to return to the office beginning early September. It's expected that employees will spend about three days a week at the office and the other two at home or remotely.

Now that one of the largest, most respected companies in the world has declared its return-to-the-office plan, it feels real. A chapter in history has closed and a new one will be written.

Jack Kelly
Jun 3, 2021 , 3:05pm EDT

[SOURCE: THE GUARDIAN](#)



Arup

KEY INFORMATION

Arup, the employee-owned global engineering and design firm, has today announced it is adopting an innovative hybrid model – known as Work Unbound – that will give its 15,500 employees, known as members, greater flexibility in deciding how and where they work. The new model means that its 6,000 UK-based members will be able to work their hours flexibly over the course of Monday to Sunday, meaning staff could opt to work some of their contracted hours over a weekend rather than solely across the traditional Monday to Friday pattern.

The hybrid approach is designed to create a working environment that accommodates different needs and allows members to integrate their work and personal lives alongside the needs of Arup’s business, clients and communities.

Ria Patel
20 May 2021



BP

KEY INFORMATION

“BP has told 25,000 office-based staff that they will be expected to work from home for two days a week as part of a post-pandemic shift to flexible working patterns.

The global oil company introduced the new hybrid model of working to staff last month, and expects the 60-40 split between office and home working to take effect from this summer as Covid-19 restrictions begin to ease”

The Guardian revealed last summer that BP planned to radically reduce its working spaces by embracing remote working and flexible workplace layouts in the wake of the pandemic and heavy staff cuts.

Jillian Ambrose
Mon 8 Mar 2021 13:15 GMT

[SOURCE: THE GUARDIAN](#)

[SOURCE: THE GUARDIAN](#)



Zillow

KEY INFORMATION

Throughout the pandemic, the buzzy phrase in corporate America has been “hybrid model” - as in, a new way of working that involves both remote work and coming into a physical office a few days per week or month.

And while that model seems like an elegant solution for life post-coronavirus, there may be a hidden downside for employees, Zillow CEO Rich Barton warned.

During the online real estate company’s fourth-quarter earnings call on Wednesday, Barton discussed how Zillow managed the shift to remote work throughout 2020 and what he’s expecting for the future. While Zillow has been successful operating as a “cloud-headquartered company,”the company does plan to have some employees return to its offices, and that can present challenges, Barton said.

Avery Hartmans
February 14, 2021

[SOURCE: YAHOO NEWS](#)



ServiceNow

KEY INFORMATION

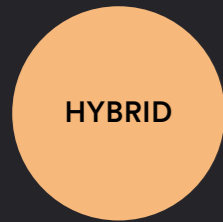
The enterprise software company doesn’t expect to reopen its Silicon Valley offices until at least September. Even then, many workers will still be remote much of the time

ServiceNow expects most employees will continue work remotely 2 days a week, even after the Covid pandemic passes

Even when ServiceNow Inc. opens their Santa Clara-based offices in September, the company expects most employees will still be working remotely at least 40% of the time.

Allison Levitsky
Mar 29 2021

[SOURCE: SILICON VALLEY BUSINESS JOURNAL](#)



Microsoft

KEY INFORMATION

“Moving forward, it is our goal to offer as much flexibility as possible to support individual workstyles, while balancing business needs and ensuring we live our culture.”

Remote work plans: Employees can work from home for approximately 50% of their work week. Managers have the option to approve full-time remote work for staff.

Work site (the physical space where you work, e.g. office, center, home, mobile) - We recognize that some employees are required to be onsite and some roles and businesses are better suited for working away from the worksite than others.

Work hours (the hours and days when employees work, e.g. workday start and end times, full- or part-time) - Work schedule flexibility is now considered standard for most roles. While part-time continues to be subject to manager approval, our guidance is meant to facilitate an open conversation between a manager and employee regarding considerations.

Work location (the geographic location where you work, e.g. city and country) - For now, returning to many of our offices around the world is still optional for employees, except for essential onsite roles. While we’ve shared that we will challenge long-held assumptions and seek to be on the forefront of what is possible leveraging technology, we have also communicated that we are not committing to having every employee work from anywhere, as we believe there is value in employees being together in the workplace.

[SOURCE : MICROSOFT](#)

Kathleen Hogan
Oct 9 2020



Avast

KEY INFORMATION

Cyber security group Avast has some 140 office-based staff in London. Chief people and culture officer Rebecca Grattan said: “In 2020, we changed our employee contracts, so even when we reopen our London office, our colleagues will have the flexibility to work from home, from the office or a mixture of both. “

Grattan added: “We want to give our colleagues the freedom to manage their own day-to-day working pattern, to choose where and when they work depending on individual situations/ contexts, and so retaining our existing office space will still be important to us.”

Grattan also said: “The pandemic has changed working practices forever but also provides opportunities for businesses to offer their employees greater flexibility; empowering working parents and recruiting talent from a wider geographical area. However, we still recognise the benefits of human and social interaction, which is essential for our mental health and well being. For these reasons, we therefore envisage retaining our presence in London.”

Joanna Bourke
Mar 30 2021

[SOURCE: MAIL ONLINE](#)



Facebook

KEY INFORMATION

Facebook CEO Mark Zuckerberg on Thursday said he predicts that 50% of the company’s employees could be working remotely within the next five to 10 years.

“We’re going to be the most forward-leaning company on remote work at our scale,” Zuckerberg said.

Currently, 95% of Facebook’s employees are working remotely, Zuckerberg said. A survey conducted by Facebook found that 50% of employees said they were as productive working from home as they were at the office, Zuckerberg said. Among Facebook employees, 40% said they were extremely, very or somewhat interested in full-time remote work, and among that subset of employees, 75% said they were either pretty confident or they might move to a different city if they could work remotely, Zuckerberg said.

Salvador Rodriguez
Thu May 21 2020 1:30 PM

[SOURCE: CNBC](#)



Coinbase

KEY INFORMATION

Coinbase CEO Brian Armstrong announced Wednesday that the exchange company is moving to a remote-first policy in light of COVID-19, meaning most employees will have the option to work from home.

“Over the last two months, I have come to believe that not only is remote work here to stay, but that it represents a huge opportunity and strategic advantage for us,” he wrote in the announcement.

Employees will still be able to work in an office, but they will now have the option to work remotely, or split their time between time working in and out of the office.

Now, with six-foot distancing measures, Armstrong said Coinbase wouldn’t have the space to observe the protocol in its current space if every employee were in office. With the new policy, Armstrong said the plan is to have physical offices in major cities, but spread locations.

Once distancing restrictions are lifted, Armstrong estimates anywhere from 20-60% of Coinbase current workforce will work remotely, and the firm is forming a team to oversee the transition.

Aislinn Keely
May 20 2020

[SOURCE: YAHOO NEWS](#)



British Airways

KEY INFORMATION

British Airways will let staff split their working lives between the head office and home in another example of big firms offering flexible employment.

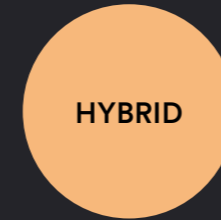
The airline is also exploring the sale of its huge Waterside HQ near Heathrow Airport, where 2,000 people worked before the coronavirus lockdown.

“It’s not clear if such a large office will play a part in our future,” BA said in a message to staff.

“Our aim is to find a hybrid working model that suits our business, blending the best of office and remote working for our people. We’ve also re-structured our business to emerge from the crisis and are considering whether we still have the need for such a large headquarters building.”

BBC News
Mar 18 2021

[SOURCE: BBC](#)



Reddit

KEY INFORMATION

“As our teams become more distributed, we will have many learnings about the impact of this model on our performance as a business,” the company blog post read. “We will not be afraid to continuously adapt and evolve our workforce philosophies, programs, and processes. 2020 is an unprecedented year, and we strongly believe that for the foreseeable future, providing flexible work arrangements to our current and future Snoos is the right thing to do for Reddit,” referring to Reddit’s mascot, the alien Snoo.

Some roles that need to be performed from specific geographic locations, such as facilities or IT support, will be exempt from remote work.

The company will also support those employees that want to come into the office just a few days per week. There will be “no more fixed desks,” the company blog post said, and instead the office setup will favor “casual and coffee shop-style seating, private space for heads-down focusing, larger bookable resources and collaboration spaces for teams to strategically meet IRL.”

Tessa McLean
Oct 27 2020 1:40 PM

[SOURCE: SFGATE](#)



Slack

KEY INFORMATION

“Slack is going to become a much more distributed company. That means most employees will have the option to work remotely on a permanent basis if they choose, and we will begin to increasingly hire employees who are permanently remote,” said Robby Kwok, SVP of People, in a blog post.

In the past, the physical office was the default space for work – from grabbing a small room to check in with your manager, to convening a large group to brainstorm on a whiteboard, to catching colleagues in the hall to hear about their weekend plans. While we’re still navigating exactly how and when our offices will reopen, we expect them to look quite different: fewer amenities such as catered lunches and coffee bars, less focus on in-person meetings with colleagues and more options for focused solo work.

Team at Slack
June 11 2020

[SOURCE: SLACK](#)



Citibank

KEY INFORMATION

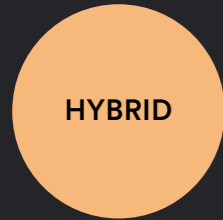
The future of work at Citigroup Inc. will be hybrid.

Chief Executive Jane Fraser told staffers Monday that most of them will be expected to be in the office only three days a week when the world emerges from the coronavirus pandemic.

“This is not just a scheduling exercise; we will be thoughtful about when we ask colleagues to be in the office together,” Ms. Fraser wrote to Citigroup’s 210,000 employees. “The pandemic has stretched our capacity for innovative thinking, for solving problems. It has opened doors to new ways of working and shown that we are able to adapt to and even flourish amid adversity.”

David Benoit
Mar 23 2021 1:11 PM

[SOURCE: THE WALL STREET JOURNAL](#)



HSBC

KEY INFORMATION

HSBC said most of its employees could continue to work in a “hybrid” model, as the UK lender looks to accelerate and expand its cost-cutting programme. The bank could follow rivals by offering flexible working for its some 230,000 employees after the Covid-19 crisis has forced large investment banks to send thousands of staff home. Stevenson said staff could spend two or three days in the office, two or three days at home.

Paul Clarke
Tue Oct 27 2020 12:45 PM

HSBC has announced plans to slash office space by 40 per cent, as it was revealed that the banking giant’s profits have fallen by a third. As part of a push towards more homeworking beyond the Covid lockdown, the British multinational says it plans to axe office buildings as leases come to an end. However the bank’s branches will stay, say bosses.

James Robinson
Feb 23 2021 11:44 AM

[SOURCE: MAIL ONLINE](#)
[SOURCE: HSBC](#)



Standard Chartered Bank

KEY INFORMATION

“We’ve taken a data-led approach, so we’ve dialled up the listening with our colleagues significantly,” Kapilashrami said. “We ran three surveys last year, and the data was very clear. More than 75% of our colleagues globally wanted to work flexibly at least 50% of the time. That was very important, as it showed us we needed to design the future based around what our colleagues wanted, not our preferences.”

Standard Chartered has struck a deal with IWG in which its more than 90,000 staff around the globe will be able to work from any of IWG’s 3,500 global locations. It is a 12-month trial that began at the beginning of this year.

Our colleagues said 70-80% of our workspace is not based around task-based work, collaborative work,” she said. “Going forward, colleagues wanted the majority of the workplace to be designed around places where people could come together and collaborate. So we are redesigning our workplaces, but we also made it clear that flexible work is not just about home working. We absolutely recognise the value that our colleagues have in coming together, collaborating and working creatively, so we wanted to give them the optionality to come together and have somewhere to work near home.”

Mike Philips
Mar 3 2021

[SOURCE: BISNOW](#)



Siemens

KEY INFORMATION

German-based Siemens, the largest industrial manufacturing company in Europe, announced that its employees may work from wherever they want for two or three days a week. The company's decision is yet another strong endorsement of the work-from-home and work-remotely-anywhere movement.

Siemens has around 385,000 employees in more than 200 countries. The work-anywhere—several days a week—decision was due to a global staff survey, in which employees desired greater flexibility in their approach to work.

Roland Busch, the deputy CEO and labor director of Siemens, wrote in a tweet: “The coronavirus crisis has triggered a surge in digitalization. We’ve always had mobile working at Siemens, but now we’re taking it a step further. The basis for this forward-looking working model is further development of our corporate culture. These changes will also be associated with a different leadership style, one that focuses on outcomes rather than on time spent at the office.”

Jack Kelly
Mar 14 2021

[SOURCE: FORBES](#)



Capita

KEY INFORMATION

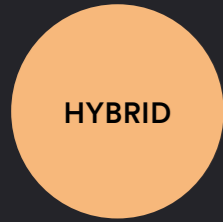
Its chief executive, Jon Lewis, said the company was moving towards a hybrid work model, with internal discussions with employees showing that 72 per cent of staff would prefer to work up to three days a week from home.

As a result of this new data, the company has now told 64 per cent of employees – 35,000 out of a total of 55,000 – that they will be able to work from home for the majority of the time.

In line with the new flexible-working regime, Capita has offloaded 13 per cent of office space in the last year and expects to reduce further this year, to 25 per cent. Some major cuts have been made in London, where rents are highest.

Bethany Dawson
Mar 17 2021 4:24 PM

[SOURCE: INDEPENDENT](#)



Spotify

KEY INFORMATION

Starting this summer we'll be offering more flexibility to employees by introducing My Work Mode as well as flexibility when it comes to work location.

1. My Work Mode – our employees will be able to work full time from home, from the office, or a combination of the two. The exact mix of home and office work mode is a decision each employee and their manager make together.

2. Location choices – we will also introduce more flexibility when it comes to what country and city each employee works from (with some limitations to address time zone difficulties, and regional entity laws in the initial rollout of this program). Here, our employees have the same “My Work Mode” flexibility, and if someone chooses a location that is not near a Spotify office, we will support them with a co-working space membership if they want to work from an office.

Anna Lundstrom and Alexander Westerdahl
Feb 21 2021

[SOURCE: SPOTIFY](#)



Ford

KEY INFORMATION

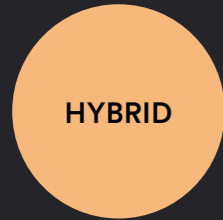
Ford Motor Co. tells 30,000 employees they can work from home indefinitely.

On Wednesday, one of America's corporate titans, Ford Motor Co., supplied its own answer: It told about 30,000 of its employees worldwide who have worked from home that they can continue to do so indefinitely, with flexible hours approved by their managers. Their schedules will become a work-office 'hybrid'.

Ford's announcement sent one of the clearest signals to date that the pandemic has hastened a cultural shift in Americans' work lives by erasing any stigma around remote work and encouraging the adoption of technology that enables it. Broader evidence about the post-pandemic workplace suggests that what was long called telecommuting will remain far more common than it was a year ago.

Tom Krisher, Christopher Rugaber
Mar 17 2021

[SOURCE: CHICAGO TRIBUNE](#)



Dell

KEY INFORMATION

Although Dell’s employees are beset with many challenges, including parenting, caregiving, and surges in COVID-19 infections around the world, “employee engagement and productivity is at an all-time high,” he said. “We are seeing a human transformation right before our eyes, emphasizing trust, empathy, patience, and flexibility that will serve society and business long after these tough times are over.”

Dell has intention to return to the previous status quo. It now expects about 60% of its workforce to stay remote or only come into an office one or two days a week, according to Clarke. “After all of this investment to enable remote everything, we will never go back to the way things were before,” Clarke said.

Matt Kapko
Aug 28 2020

[SOURCE: SDX CENTRAL](#)



Salesforce

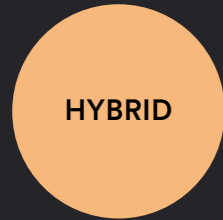
KEY INFORMATION

This employee feedback has guided our re-opening strategy and how we’ll work going forward. We learned that nearly half of our employees want to come in only a few times per month, but also that 80% of employees want to maintain a connection to a physical space. So we are giving employees flexibility in how, when and where they work with three ways of working:

- Flex – When it’s safe to return to the office, most of our employees around the globe will work flex. This means they’ll be in the office 1-3 days per week for team collaboration, customer meetings, and presentations.
- Fully Remote – For employees who don’t live near an office or have roles that don’t require an office, they will work remotely full-time.
- Office-based – The smallest population of our workforce will work from an office location 4-5 days per week if they’re in roles that require it.

Brent Hyder
February 9, 2021

[SOURCE: THE GUARDIAN](#)



Allianz

KEY INFORMATION

It is a statement that will now have permanent consequences for the entire group with its around 150,000 employees worldwide. Allianz expects that in the long term up to “40 percent of employees will work from home”, said Allianz board member Christof Mascher the Handelsblatt. “But a higher number is also possible.”

“The locations have to be checked, the main thing is the equipment,” says Allianz board member Mascher. Around 30 percent of office space will probably no longer be needed in the long term.

This also has consequences for the planning of new projects: “Of course, we also take another look at office space that we had previously planned,” says the Allianz board member.

“Where we had previously planned with a thousand workplaces, for example, we now have to consider how we can bring them together virtually and physically.” Here, the group expects that the physical office space can be reduced. According to the management, even 50 percent of the travel costs could be saved in the long term.

Archyde
Aug 10 2020

[SOURCE: ARCHYDE](#)



KPMG

KEY INFORMATION

That was followed by KPMG saying earlier this month it was “preparing for a future of hybrid working,” and this year will spend a further £44 million to transform its offices and invest in new home working technology for staff.

“The new hybrid working model will introduce a more flexible way of working, tailored to individuals’ roles and lives,” KPMG said in a statement.

“It will see KPMG staff work part of the week from home and part in KPMG offices or at client sites.” The company said such a model could give it more access to a broader and diverse workforce.

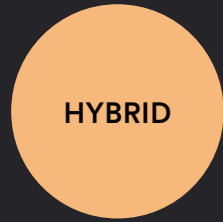
Michael told Private Equity News’ sister title Financial News that the new measures could lead to a cut in the amount of office space the firm occupies.

“It is probable that we will have less physical footprint,” he said.

“We are looking at how much we would need and trying to predict exactly how much that is.”

Emma Newlands
Feb 24 2021

[SOURCE: THE SCOTSMAN](#)



Unilever

KEY INFORMATION

The boss of Unilever, one of the UK's biggest companies, has said his office workers will never return to their desks five days a week, in the latest indication that coronavirus will transform modern working life.

Joe Peacock said he did not expect office workers across western Europe and north America to return to work until at least April, and added that Unilever would use a "hybrid mode" of working between homes and offices after that. Permanent changes are expected for many of its 150,000 global employees, 7,000 of whom are in the UK. However, he added that Unilever was still keen to return to offices after seeing a "slow erosion of social capital" as working from home prevents colleagues from meeting in person. Many business leaders have voiced concerns about lack of innovation and the impact on training younger staff when workers do not congregate.

Jasper Jolly
Jan 13 2021 7:01 PM

[SOURCE: THE GUARDIAN](#)



Vodafone

KEY INFORMATION

The telecommunications company will offer staff the option of spending 40% of their time in the office, while the other 60% can be spent working from home or remotely.

The measures are set to be introduced once COVID-19 restrictions are lifted and businesses nationwide are allowed to welcome staff back into offices.

It is a year since the company, like most across the county, closed its doors and told its employees to work from home. At the time, the priority was ensuring that the correct processes and equipment were in place, Mr O'Brien explained.

Marita Moloney
Mar 13 2021 2:15 PM

[SOURCE: NEWSTALK](#)



WPP

KEY INFORMATION

The advertising giant has around 35 offices across London that it was already in the process of consolidating before Covid. Before the crisis it had some 10,000 employees in London offices.

WPP is investing in three campuses along the South Bank - which includes its existing Sea Containers building - "that will establish a major creative hub in this thriving part of London and reduce our space by around 20% through flexible working".

Mark Read, chief executive of WPP said: "We will never go back to working in the way we did before and our people will work more flexibly, in our offices, with our clients and from home."

Read said: "As a people-centric organisation, with creativity at its heart, we will define the role of the office around bringing people together, collaborating, learning and building a strong culture, all to create extraordinary work for our clients."

Joanna Bourke
Mar 20 2021

VIRTUAL



Nationwide

KEY INFORMATION

Nationwide is to allow 13,000 office staff to choose where they work under a new flexibility scheme.

The UK's biggest building society said its "work anywhere" plan would allow employees more control of their lives.

Under the plan, Nationwide is closing three offices in Swindon, with 3,000 staff either moving to the nearby HQ, working from home, or mixing the two.

Other UK staff may be able to work from their local High Street branch if they prefer, rather than travel to offices.

In a Nationwide survey of staff, 57% said they wanted to work from home full-time after lockdown ends. More than a third - 36% - said they preferred a mix of home and office-based work.

Joe Garner, chief executive of Nationwide, said: "The last year has taught many of us that 'how' we do our jobs is much more important than 'where' we do them from.

"We are putting our employees in control of where they work from, inviting them to 'locate for their day' depending on what they need to achieve."

[SOURCE: BBC](#)



GitLab

KEY INFORMATION

GitLab is a software company that works “all remote” at the scale of more than 1000 employees located in more than 60 countries. GitLab has no physical office and its employees can work from anywhere they choose.

Any step of the organizational life of a GitLab employee (e.g., hiring, onboarding and firing) is performed remotely, except for a yearly companywide gathering. GitLab strongly relies on asynchronous coordination, allowing employees to work anytime they want. After highlighting some of the main practices implemented by GitLab to effectively work all remotely and asynchronously, I asked renowned organizational scientists their thoughts on this interesting case and to question the generalizability of the all remote asynchronous model.

Choudhury, P., Crowston, K., Dahlander, L. et al. GitLab
Nov 16 2020

[SOURCE: EVENING STANDARD](#)



Aquent

KEY INFORMATION

“Boston-based Aquent will close down most of its offices, including one in Henrico’s West End.

The company says it wants to take that money saved from leasing space, and instead use it for employee engagement programs: activities so their workers won’t feel so disconnected from their work families.”

“We have seen that remote work is the future. It’s all of our present too. The reality is that people, myself included, like working from home,” Aquent’s Mid-Atlantic Director Sarah-Tyler Moore said.

The staffing company connects temp workers with marketing and creative agencies and has 35 offices in the US and Canada.

The company’s CEO, John Chuang decided in December 2020 to let most of those leases expire, saving them about \$600,000 which will partially end up being invested in employee wellbeing activities, like book clubs or cooking nights.

Enzo Domingo
Mar 5 2021 1:28 PM EST

[SOURCE: NBC12](#)



Shopify

KEY INFORMATION

Shopify Inc. will allow its 5,000 employees to work from home indefinitely, even after the dangers of the coronavirus pandemic fade and cities lift shutdowns.

The company plans to keep its offices largely closed for the rest of the year as it re-designs its space for a “digital by default” mindset and adjusts to a remote work environment, Tobi Lutke, chief executive officer of the Canadian e-commerce giant, said in an interview with Bloomberg Television.

Offices will be limited to 20% to 25% capacity after that.

Lutke said he would “absolutely” feel comfortable allowing Shopify employees to work from home permanently. That follows a similar plan from Twitter Inc. last week. Banks such as JPMorgan Chase & Co. and are also reducing office capacity, at least in the short-term, as they try to maintain physical distancing in the wake of the pandemic.

“We expect that majority of people will work from home and home offices in the future,” Lutke said in the interview. “The choice is really, are we passengers on this tidal wave of change? Or do we jump in the driver’s seat and try to figure out how to build a global world-class company by not getting together that often.”

Candy Cheng
May 21 2020

[SOURCE: BLOOMBERG](#)



Twitter

KEY INFORMATION

Twitter CEO Jack Dorsey emailed employees on Tuesday telling them that they’d be allowed to work from home permanently, even after the coronavirus pandemic lockdown passes. Some jobs that require physical presence, such as maintaining servers, will still require employees to come in.

“We’ve been very thoughtful in how we’ve approached this from the time we were one of the first companies to move to a work-from-home model,” a Twitter spokesperson told BuzzFeed News. “We’ll continue to be, and we’ll continue to put the safety of our people and communities first.”

That month, Twitter human resources head Jennifer Christie told BuzzFeed News the company would “never probably be the same” in the structure of its work. “People who were reticent to work remotely will find that they really thrive that way,” Christie said. “Managers who didn’t think they could manage teams that were remote will have a different perspective. I do think we won’t go back.”

Alex Kantrowitz
May 12 2020 12:08 PM

[SOURCE: BUZZFEED NEWS](#)



Lloyds Banking Group

KEY INFORMATION

Lloyds Banking Group is redeploying 700 staff into full-time homeworking roles from 2021, in the latest sign that big banks are embracing remote working even as vaccines put the end of Covid restrictions in sight.

The UK's largest domestic lender – which has 50,000 of its 65,000 employees working from home because of the outbreak.

Kalyeena Makortoff
Dec 4 2020 1:40 PM

Lloyds Banking Group is to reduce its office space by 20% over the next two years, as working from home becomes a permanent lifestyle change.

The decision was taken after 77% of Lloyds' 68,000 employees said they wanted to work from home for three or more days a week in the future. The bank's chief financial officer, William Chalmers, said it would make sure offices offered more space for teamwork rather than areas where staff sit at their desks alone.

Kalyeena Makortoff
Feb 24 2021 4:59 PM

[SOURCE: THE GUARDIAN](#)



Quora

KEY INFORMATION

“We are going fully remote first at Quora. Most of our employees have opted not to return to the office post-covid, I will not work out of the office, our leadership teams will not be located in the office, and all policies will orient around remote work.” (Adam D’Angelo, CEO, tweeted.)

“I had always assumed that knowledge work would eventually be remote, but that it was far off into the future, maybe dependent on good virtual or augmented reality technology. Thinking from first principles, it didn’t make sense to me that in order to build an internet product, everyone needed to move to one region and cram into a physical office. But when I looked around at the world, it did not seem like we were there yet. The vast majority of the best employees I knew wanted to work in an office. The remote-only companies seemed like weird outliers, maybe building products that required less coordination than most, maybe succeeding despite a handicap that remote work imposed, or maybe succeeding only because they had selected specifically for a rare type of employee.”- Adam D’Angelo.

Twitter - Adam D’Angelo
Jun 25 2020

[SOURCE: TWITTER](#)



VMware

KEY INFORMATION

VMware CEO Pat Gelsinger told CNBC on Friday a larger share of the enterprise software company's employees will work remotely as a result of the coronavirus pandemic.

About 20% of the firm's staff worked from home prior to the crisis, according to Gelsinger.

"I expect, as we continue in this environment, we're sort of going to end up in the 50% to 60% [range] over time, and I don't think we're atypical," Gelsinger said on "Squawk on the Street." "We're doubling, tripling the amount of work from home."

"Sometimes it takes a decade to make a week of progress. Sometimes a week gives you a decade of progress," Gelsinger said. "All of a sudden, education, health care, work from home, are making huge steps forward."

Kevin Stankiewicz
May 29 2020 3:36 PM EDT

[SOURCE: CNBC](#)



Okta

KEY INFORMATION

Workplace software company Okta said Thursday it plans to let most of its employees work remotely on a permanent basis, becoming the latest Silicon Valley company to adopt sweeping office policy changes amid the pandemic — and in the face of shifting US immigration policy.

Okta, which provides worker-login software to nearly 9,000 organizations including JetBlue, Nordstrom and Slack, said as much as 85% of its workforce is expected to work remotely under the new policy, up from 30% before the coronavirus crisis. The company has roughly 2,600 employees.

This spring, Okta told employees they could choose not to return to the office until a vaccine or effective treatment to Covid-19 has been developed. The announcement reflected partial steps toward a plan for remote work that Okta had started discussing the year before, said Todd McKinnon, Okta's CEO, in an interview.

"We're very fortunate in that the whole premise of our product is 'boundary-less work environments,'" McKinnon said.

Brian Fung
Aug 28 2020 11:08 AM GTM

[SOURCE: CNN BUSINESS](#)



Fujitsu

KEY INFORMATION

It says the “Work Life Shift” programme will offer unprecedented flexibility to its 80,000 workers in the country.

Staff will be able to work flexible hours, and working from home will be standard wherever possible.

The announcement follows a similar move in May by social media platform Twitter.

In a statement sent to the BBC the company spokesperson said that under a new plan, employees will “begin to primarily work on a remote basis to achieve a working style that allows them to flexibly use their time according to the contents of their work, business roles, and lifestyle.” The company also said the programme would allow staff to choose where they worked, whether that was from home, a major corporate hub or a satellite office.

BBC News
July 6 2020

[SOURCE: BBC](#)



Dropbox

KEY INFORMATION

Dropbox, the file-sharing software company, is giving up entirely on its offices as a daily destination and converting all of its 13 global properties into “Dropbox Studios.” Or, in less glamorous terms, they will be meeting spaces.

Dropbox is the first major tech firm to share plans for a dramatic rethink of its physical real estate.

The company is also extending its current work-from-home orders past the end of 2020, until next June. Now, however, anyone who was looking forward to seeing their office desk next summer will be disappointed. Indeed, part of the reason the company is announcing its plan to go “virtual first” this month is to give people time to process the news, a spokesperson explained. Some may need to mourn their former routines, even if they’ve enjoyed working from home these past several months.

Lila Maclellan
Oct 13 2020

[SOURCE: QUARTZ AT WORK](#)



VIRTUAL



Deutsche Bank

KEY INFORMATION

“Deutsche Bank AG is weighing a new policy that would allow most employees to permanently work from home two days a week as the lender draws lessons from the coronavirus pandemic. Germany’s largest bank has been discussing the changes for several months and the two-days rule has emerged as the preferred scenario, people familiar with the matter said. Some regulatory questions still need to be answered and any policy won’t be applied uniformly to all staff, the people said, asking not to be identified discussing private information.”

“Deutsche Bank has already begun cutting office space as it plans for fewer staff on site. The lender is just one of many across Europe that have been reassessing how much work from home they will still have once lockdowns because of the pandemic are over, with some Dutch banks anticipating a rate of as much as 50%.”

Chief Executive Officer Christian Sewing previously said Deutsche Bank will increase the amount of work employees can do from home, as the lender seeks to offer more flexibility and cut down on real estate costs. The new work model is expected to make a significant contribution to an ambitious savings target he unveiled last year. The lender spent 1.7 billion euros (\$2 billion) on rent and furniture in 2019, an amount it had expected to remain stable before the pandemic hit. After the experience of the first half, the bank now sees room to lower those costs.

Steven Arons
Nov 24 2020 1:58 PM GMT

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