Work Reimagined Employer Survey 2021

Companies redefining work with Humans @ Center

September 2021
Overview of questions: 2021 Work Reimagined Employer Study
Redefining work with Humans @ Center

1. How will companies evolve new ways of working and flexibility to balance retention, attraction and productivity needs?

2. What is the intent of the company office in creating an environment to support networking and collaboration?

3. Which attributes are key drivers of employer and workforce segment driving new ways of working (e.g., geography/industry/company size other)?

4. How will business travel and mobility be used in the new normal environment?
   - Office on-sites
   - Learning and development
   - Global assignments
   - Key customer meetings

5. How can companies create a connection to culture and purpose with a mix of physical and digital experiences and avoid have and have nots?
### Significant change is underway and employers are optimistic about it; but they also anticipate key talent risks

<table>
<thead>
<tr>
<th>With challenges posed by the pandemic, employers are planning extensive changes and see silver linings</th>
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<tbody>
<tr>
<td><strong>Employers are in action</strong>: 83% are already or have already planned for action (17% still waiting) when asked about where they are on the journey to post-COVID-19 “new normal”</td>
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<td><strong>Workplaces are changing</strong>: 84% employers expect moderate to extensive change to establish safety and another 77% say the same about workplace real estate strategy</td>
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<td><strong>Hybrid is growing</strong>: 79% of employers anticipate remote/hybrid work to change at least moderately; with 57% describe return-to-office philosophy as “hybrid” vs. 35% planning a more traditional “office optimal”</td>
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<td><strong>Leadership is critical</strong>: 82% agree leaders will model Future of Work (FoW) behaviours and 83% agree that leaders are aligned regarding the FoW approach</td>
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<td><strong>Flexibility is key</strong>: 8 in 10 employers agree that it is important to provide flexibility in where/when employees work and 7 in 10 agree that their company’s approach to flexibility will impact their ability to attract/retain talent</td>
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### However, employers envisage risks as they embark on their workforce transformation journey

| Fairness/equity is the top challenge with some jobs requiring fixed location/schedule (45%); Other key challenges include retaining talent and provide flexibility to employees (43%); culture/creativity/collaboration (40%); developing next-generation talent (39%) and establishing and measuring productivity (36%) are the top risks that employers anticipate |

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Emerging themes: mitigating risk and making investments

To mitigate evolving risks, employers will invest in people and their development, as well as prioritizing non-financial factors to succeed in the long-term.

- **Change to learning and skills are near universal:** 100% employers are considering at least one change/enhancement in policy as part of their post-COVID-19 approach to learning and skill development.

- **Long Term Value is front and center:** 87% are likely to prioritize “non-Financial factors” (i.e. society, employees or customers) when making decisions about their workplace post COVID-19.

- **Business travel for employees is valued but will be redesigned:** 84% of employers have already started or plan to restart business travel in 2021 - with 48% thinking it’s highly/extremely important for leadership of the future. However, 51% expect an overall decrease in post-COVID-19 business travel and many are re-evaluating their approach as a part of their new mobility strategy.

Employers plans investments in tools/technology to transition to new ways of working both in office and virtual environments.

- **Onsite tech is key:** 65% are planning on making investments in better technology in the office.

- **Health and safety is ongoing norm:** 59% have implemented or are considering to include health evidencing procedures to ensure workplace safety and most are looking at expanded vaccination mandates/incentives.

- **Offices will be redesigned:** 48% are planning to invest in enhanced space for collaboration/networking.

- **Companies are investing in virtual productivity:** 50% employers are planning to invest in software to support collaboration to enhance home office productivity.

- **WFH stipends are expanding:** 86% of employers have allocated budget for annual WFH stipend; the average is $719 per employee.
### Key areas of alignment and differences: Employer vs Employee perspective

**Employer thinking broadly mirrors that of employees, with some notable differences**

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<tr>
<th>Employer View</th>
<th>Employee Expectation</th>
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<tbody>
<tr>
<td><strong>Culture and Productivity: Employers are more positive than employees with respect to company culture and productivity</strong></td>
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<tr>
<td>Employers believe company culture has changed and gotten better during the pandemic</td>
<td>72% → 48% Employee believe company culture has changed and gotten better during the pandemic</td>
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<tr>
<td>Employers agree productivity of most jobs can be accurately measured regardless of where employees work</td>
<td>82% → 67% Employees agree that the productivity for their job can be accurately measured by their company irrespective of where they work</td>
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| **Flexibility is the new normal: Employers and employees view flexibility as a key parameter in the post pandemic world** |
| Employers agree on the need to provide flexibility in where/when employees work | ~80% → ~90% Employees want flexibility in where and when they work |
| Employers have implemented or plan to implement condensed workweek options | 56% → 38% Employees want to be offered shorter working weeks by their employers |

| **Business Travel: There is a tension between employees’ views and employers expectation with regards to business travel** |
| Employers anticipate a moderate to significant decrease in business travel post-pandemic | 51% → 66% Employees want to continue business travel post-pandemic |
Companies are at different stages of planning for the “new normal” and this has an impact on their outcomes in terms of culture and productivity.

<table>
<thead>
<tr>
<th>Stage of Action</th>
<th>Unique Characteristics</th>
<th>Culture Outcome</th>
<th>Productivity Outcome</th>
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<tbody>
<tr>
<td>Waiting</td>
<td>► Much more likely to be an “essential business” (90% vs 72% avg.)</td>
<td>73% agree it's changed &amp; gotten better</td>
<td>70% agree it's changed &amp; gotten better</td>
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<td></td>
<td>► Much more likely to say the business has experienced a “high impact” from COVID-19 (62% vs 39%)</td>
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<td></td>
<td>► Much more likely to want a full post-COVID-19 return to office/worksite (68% vs 35%)</td>
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<td>Planning Now</td>
<td>► Least likely to be planning to implement condensed work week options (45% vs 56%)</td>
<td>65% agree it's changed &amp; gotten better</td>
<td>60% agree it's changed &amp; gotten better</td>
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<td></td>
<td>► Least likely to think that mobility is significantly important for global workforce planning &amp; talent management (35% vs 49%)</td>
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<td>► Most likely to be planning for a conditional hybrid return to work (66% vs 57%)</td>
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<td>Actioned Already</td>
<td>► Much more likely to have evaluated and implemented policies on employee relocation (33% vs 26%)</td>
<td>80% agree it's changed &amp; gotten better</td>
<td>76% agree it's changed &amp; gotten better</td>
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<tr>
<td></td>
<td>► Most likely to consider post-COVID-19 approaches to workforce technology (45% vs 38%)</td>
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<td></td>
<td>► Most likely to consider post-COVID-19 approaches to learning and skill development (42% vs 37%)</td>
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A majority of employers are planning a hybrid return to work model for their workforce.

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<tr>
<th>Return-to-office philosophy</th>
<th>Office Optimal</th>
<th>Hybrid Hopeful</th>
<th>Remote Ready</th>
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<tbody>
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<td>Everyone must return to office (return to pre-COVID-19 levels and policy)</td>
<td><strong>35%</strong>: Office Optimal</td>
<td>To follow a conditional hybrid plan and a flexible hybrid plan</td>
<td><strong>7%</strong>: Remote Ready</td>
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<td>Hire and work from anywhere (100% remote work; eliminating geographical constraints)</td>
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**Office Optimal**
- Almost equally split (~33%) between the three stages (no action, planning now and already actioned) with respect to their future approach to “new normal”
- 48% have already started company-sponsored travel for client/internal events for selected markets
- Most likely (70%) have already implemented or plan to implement condensed work week options providing schedule flexibility if location flexibility is not an option
- A majority (58%) believe that “establishing fairness/equity of the new approaches to working with some jobs requiring fixed location/schedule” is the risk they are most concerned about

**Hybrid Hopeful**
- The largest proportion (49%) are in the “planning now” stage with respect to their future approach to “new normal”
- 61% plan to start company sponsored travel in H2 2021
- 48% have already implemented or plan to implement condensed work week options
- The largest proportion (41%) believe that “maintaining culture/creativity/collaboration” and “ability to retain talent and provide flexibility to employees” are the risks they are most concerned about

**Remote Ready**
- The largest proportion (51%) are in the “already actioned” stage with respect to their future approach to “new normal”
- 42% plan to start company sponsored travel in H2 2021
- 53% have already implemented or plan to implement condensed work week options
- The largest proportion (42%) believe that “developing next-generation talent” is the risk they are most concerned about
Leader and employee perspectives need to be aligned on new ways of working

Currently, a majority of employers offer employees the option to come to office or work remotely

For those employees not part of an "essential" group, where are you at with reopening of offices?

- We have reopened offices, and employees have the option to come to the office or work remotely: 53%
- We have reopened offices, and all employees are required to report at post pandemic levels: 46%
- We have reopened offices with set occupancy levels / teams rotate on specific days: 42%
- We have announced reopening dates in the future (e.g., June or July): 19%
- We have announced reopening dates in the future (e.g., September): 12%
- Other: 2%

Going forward, a majority of employers would approach reopening offices with leaders deciding who needs to be in office

For those employees not part of an "essential" group, what approach are you taking to how you are reopening offices?

- We are reopening with leaders deciding who needs to be in the office: 51%
- We have specified rules per function (e.g., Customer Service, Sales, HR): 46%
- We are allowing individual employees to choose: 46%
- We have specified rules per team: 19%
- Other: 2%
However, employers are also concerned about a number of risks and will need to take necessary actions to establish a smooth transition.

Which of the following risks are you most concerned about?

- Establishing fairness/equity of the new approaches to working with some jobs requiring fixed location/schedule: 45%
- Maintaining the ability to retain talent and provide flexibility to employees: 43%
- Maintaining culture/creativity/collaboration: 40%
- Developing next-generation talent: 39%
- Establishing and measuring productivity: 36%
- Upskilling/ reskilling employees for new ways of working: 30%
- Supporting employee wellbeing (i.e., physical, emotional and social): 28%
- Adopting new technologies to support seamless work: 28%
- Addressing risk for tax compliance for working from anywhere: 25%
- Trade-off between access to global talent and risk of remote work: 14%
- Remote viability of roles and the logic of employee segmentation: 8%
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