



The Flexible Future of Work

Workshop

24 September 2021



Agenda

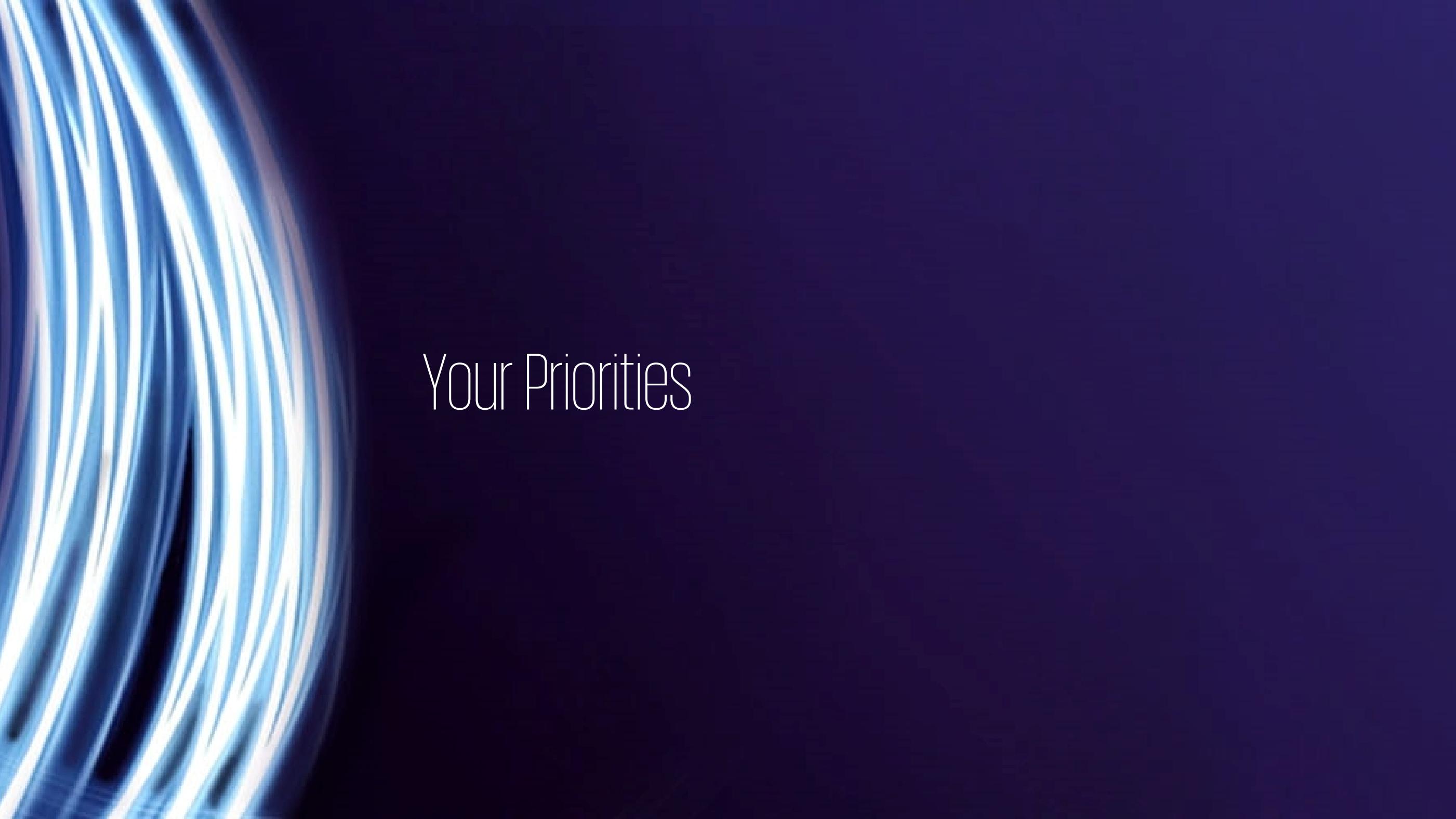
- Introductions & Objectives
- Current state: Your Priorities
- Future of work: Key elements to successfully deliver hybrid working
- Focus areas and key considerations
- Next steps and key takeaways

Introductions & Objectives

Objectives of the session

- Outline differing priorities in establishing future hybrid model
- Discuss and brainstorm key areas of your future hybrid model
- Understand next steps





Your Priorities

Your Priorities

Onboarding Policy
Cost Workforce planning Strategy
Tools Security Talent Workspace
Leadership Collaboration Environment
Robotics Learning & Development Compliance Health
Productivity Flexibility Culture Social Security
Data security AI Real Estate Risk CO₂
Technology Duty of Care
HR administration Labour Law
Competition Permanent Establishments
Wellbeing Agility Location
Community



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How are others embracing hybrid?

"Office centricity is over; the future of the office is to act as an on-ramp to the same digital workplace that you can access from your #WFH setup."

FLEXIBLE



LLOYD'S

Downsizing the trading floor and subletting space

BARCLAYS

Local branches as **satellite offices** for employees. Provides the option to downsize or sell-off head office.

Square

'Hoteling desks' and **large, social spaces** where people can get together and collaborate in person.

FULLY HYBRID



salesforce

Three options going forward: flex, fully remote, and office-based. Flex allows workers to come in up to 3x per week.

Combining and reducing office space Available for staff on a rotation basis. Most **staff to spend one day a week in an office** on average.

AVIVA

"**Hybrid working is here to stay.**" The majority of staff will be allowed to continue working from home.

Schroders

Trusting each team to set its own schedule. Expecting a **50/50 balance between home and office.**

Deloitte.

pwc

KPMG

There are some clear trail-blazers setting the path to the hybrid model

Facebook: "Remote working options... but with salaries adapted"

- Following the pandemic, Facebook have committed that employees can work remotely as the new norm. However, employees must declare if they move out of cities to lower cost locations and may have their salaries re-benchmarked
- Facebook will now be able to source job applicants who possess all of the right skills and experience and live in lower-cost places



Coinbase: "The vision is to have one floor of office space in ten cities, rather than ten floors in one city"

- Following the pandemic 20-60% of the workforce will work remotely, with a team forming to oversee the transition
- Employees will now have the option to work fully or partly remotely



LEGO: "An environment that is playful and inspires creativity and innovation"

- Lego themed their office space in line with their values with coloured zones and team 'neighbourhoods' which encourage employees to move between individual and collaborative workspaces to support great quality work
- Solar panelled roofing and water absorbing plants help support Lego's commitment to climate protection and sustainability
- Strong company branding inside and outside of the building help to build brand loyalty with employees and customers, creating a family feel



Future of work: Key elements

Four key elements to deliver a hybrid model

There are four key elements required to redesign your working model, optimise employee experience and deliver business outcomes.

1. Understanding your workforce segmentation when designing the digital workplace, and when developing a hybrid model that best fits your operating model and people strategy.



4. Understanding the risks that need to be managed to implement an effective and safe hybrid model, including cyber, data and physical security, tax, risk and legal.

2. Designing an effective digital toolkit to support operational work, collaboration and access, and coordination of physical workspace.

3. Designing the optimal physical footprint to support the hybrid model, together with the internal layout of the workspace to enable effective working.

Types of worker

There are a broad range of employees across the college which make up three key groups in relation to hybrid working:



Academics, Research and Teaching

These individuals are likely to have already undertaken a level of hybrid working but are required to attend on site regularly.



Support

Historically these individuals are likely to have worked on site however are able to perform a significant proportion, if not all, of their duties remotely.



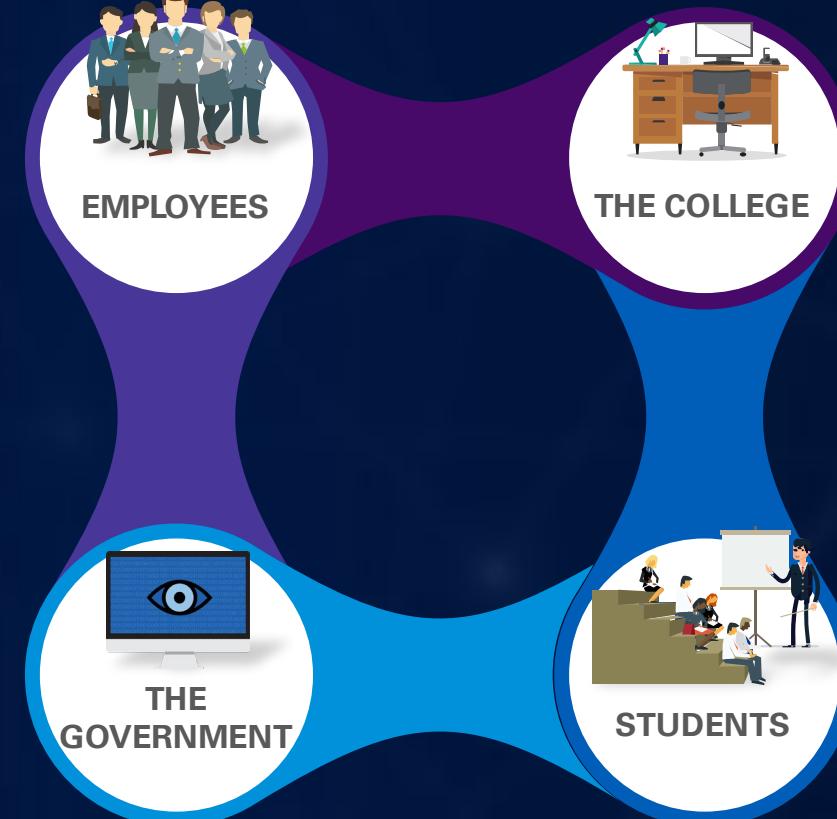
Operational

The roles undertaken by these individuals are likely to prevent hybrid working as they need to be on site. However, some tasks may be able to be done differently.

Key stakeholders

There are four key stakeholders who are also key in determining the required approach:

Understanding your employees wants and needs is essential to a successful approach although it is unlikely that all employees will want the same.



The Government agenda and priorities will always impact the College's operations. Currently they are advocating for face to face teaching to return which will impact on hybrid working plans

Whatever the approach, it must meet the College's operational needs as well as be financially viable

From the type of teaching to the overall student experience it is important their needs are considered however in general, students are more used to using technology and in some cases prefer a remote option

Key principles for your hybrid working strategy



One size does not fit all

Different individuals and teams have varying needs, wants and working preferences, and therefore will demand different things from the workplace (digital & physical). Establishing personas helps to identify how to tailor your designs to these varying needs.



Recognise the science behind how we work

There is extensive scientific and psychological research into how we work, and the influence environmental factors have on our productivity and effectiveness, which shouldn't be underplayed in designing future workspaces.



The small things matter

Overall employee experience is impacted by a multitude of micro-experiences and touchpoints. Those that may seem small or insignificant can cause frustration and have considerable impact, particularly when bundled together. Solving quick wins can deliver significant results.



Design should be viewed from the users perspective

All great design work is done through the eyes of the user rather than the organisation. Whilst clear cost-optimisation considerations must be made, opportunity spotting should be driven by rich insight and data on the needs, wants, gains and pains of employees.



Plan for the future, and align with the business

Your workspace and experience strategy should help to set up the organisation for success in 3, 5, 10 years' time, not just now. Consider the business strategy and direction of travel as well as strategic workforce plans as key inputs to drive design.



Don't try to fix everything at once

Identify target areas for improvement and prioritise them based on feasibility, viability, and desirability of solutions. Communicate with your employees to set expectations, and don't underestimate the potential resistance to change.



Focus areas and key considerations



1. Returning to face-to-face teaching - workforce implications

Focus areas

There are four key elements required to redesign your working model, optimise employee experience and deliver business outcomes.

1. Workforce

- Future skills & Talent
- Organisation structure & Design
- Sourcing options
- Operational workforce planning
- Employee Experience
- Employee Value Proposition
- Culture & leadership
- Engagement
- Diversity & Inclusion
- Environmental Social Governance
- Employee Relations and Employment Law

2. Digital workplace

- Enterprise collaboration
- File management and document storage
- Enterprise social networking
- Smart meeting rooms
- Presence management
- Analytics
- Devices
- Cyber Security

3. Physical workplace

- Real estate
- Workplace design and fit out
- Location Strategy
- Remote working environment
- Facilities management
- Physical security and building access

4. Risk & Operations

- Cost optimisation
- Risk Management
- Mobility & Tax
- Legal
- Customer operations

Employee-led Engagement

If done right, **flexible working can help you to achieve an engaged, productive workforce** that attracts and retains top talent



¹ Research carried out by KPMG

Flexibility is an expectation not a differentiator



of young people want to work flexibly¹



of IT workers would switch jobs if they couldn't keep working remotely

Flexible working can support wellbeing



of office workers reported increased happiness working from home



of people are working the same number of hours, but to a different schedule that works best for them

Flexible working can drive productivity—if done right



of workers consider flexible working a key motivator to productivity



of employees have found difficulties with collaborating and communicating virtually

Employee Experience

Workforce



Employee Experience (EX) is all about **how it feels for your people to be a part of the organisation and get their job done** – and workplace/workspace is a key factor.

The key to designing winning experiences is identifying the most influential '**gain creators**' and '**pain relievers**' from the perspective of your people – so you can focus where it matters most.



Physical

- Workplace / workspace
- Location and commute
- Equipment & tools
- Workforce planning – capabilities and teams by location



Digital

- Productivity and collaboration tools
- Engagement and feedback tools
- Digital learning tools
- Performance and career mgmt. tools
- Employee service platforms



Organisational

- Policies & processes
- Roles & responsibilities
- Expectations & KPIs/metrics
- Hierarchy & structures
- Governance & decision making
- Productivity and performance



Human

- Authentic leadership
- Management & support
- Team ways of working
- Diversity & inclusion
- Psychological safety

Enterprise Collaboration

Digital

Enterprise collaboration describes how people interact and communicate across and **beyond their work environment**. It also refers to the technology that makes this possible by streamlining processes and enabling groups of people to work together.

Knowledge sharing | Information gathering | Project work regardless of location

Internal Collaboration

- This happens within your company, which is the workplace.
- Internal enterprise collaboration is key to efficiency within the workplace, getting employees more informed and connected, and ensuring communication between everyone is accessible.
- Typically, this is the main driver of your enterprise collaboration.



External Collaboration

- Social media among employees, brands, and consumers.
- Typically called enterprise social networking this is where employee social networking is encouraged and used to help grow the business. Social media allows brands to tap into larger markets and get valuable insights into customers and prospects.

collaboration platforms | social networking tools | intranet | internet



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Workplace of the future

Workstations

- Longer periods of desk-based work
- Work requiring multi-screen set ups
- Stints of work between meetings
- Provision for colleagues who cannot work at home
- Customer service desks

Offices/Meeting rooms

- Focused activity
- Private meetings
- Inductions, seminars, events
- Virtual to Physical meetings
- Sprint rooms for project based work

Secure spaces

- Highly confidential, price-sensitive work



Open plan collaborative spaces

- Ideation/innovation sessions
- Collaborative team working
- Team stand-ups
- Spontaneous tasks / touchdowns

Social & community spaces

- Catch ups with colleagues
- Show and tells, informal learning
- Socialising during breaks
- Informal discussions
- Branded zones with product immersions

Remote workspaces

- Employee location and implications of where they're performing work

2. Workforce - Employee Value Proposition



Employee Value Proposition (EVP)

Core parts of EVP

Compensation

e.g. Flexible salary, bonus, share schemes, skills based pay, increased in year recognition; maternity and sick pay

Benefits & Expenses

e.g. health care, wellbeing support, gym membership, car allowance, discounts, purchase leave, unlimited holidays, Fridays off in the summer

Careers

e.g. L&D, coaching, mentoring, progression and promotion, mobility opportunities

Culture & Employee Experience (EX)

e.g. purposeful work, empowerment, ways of working, work environment, CSR, IDSE, effective employee relations

Example 'Flexibility' interventions

Flexible contracts
(hours, location, comp) tailored to employee needs

Financial **coaching**
and decision support

Shared **parental**
leave

Expenses – new ways of working require employees to think differently in relation to what is a business expense

Benefits budget to spend flexibly as you choose to

Mobility options
e.g. less location boundaries

Personal **learning**
budget for courses, conferences, books etc.

'Soft skill'
coaching e.g. EQ, resilience, trust, inclusion etc.

Re-designed
workplace/space and policies for hybrid working

Clear **purpose**
reflected in ways of working

Leading edge
digital
collaboration tools

BALANCED 'EMPLOYEE DEAL'



Employee Experience & EVP



Considerations

- Salary benchmarking
- Benefits fit for purpose
 - Tax, legal and governance considerations - Income tax exemptions for specific benefits
- Home-working expenses
 - HMRC home working allowances
 - Cost of additional household expenses/equipment
- Home-based working considerations:
 - Occupational health & safety regulations
 - Monitoring working practices for NMW regulations
 - IT security requirements
- Benefit and reward policies up to date to reflect:
 - New expenses / benefits
 - Work from home / anywhere policies
- Visibility / access to leaders
- Coaching/ mentoring
- Corporate social responsibility
- Equality and fairness



Remote Working

Where employees are able to work remotely, should this have any limitations

UK based...

- ✓ How often are they required to attend the College and who covers the cost?
- ✓ Impact on student experience
- ✓ Technology needed to support remote working
- ✓ Ensure fairness and equality across the workforce



Overseas based...

Allowing staff to work overseas creates significant additional challenges...

Key overseas considerations

Income Tax and Social Security

- Personal income tax
- Domestic rules
- Tax treaty agreements
- Social Security totalisation agreements
- Cost management
- Compliance support

01

Employer Withholding Obligations

- Income tax and social security registrations
- Payroll obligations in overseas country
- Interaction with UK withholding obligation (possible dual obligations)
- Tracking / monitoring employees to manage overseas compliance and reporting obligations

02

Immigration / Employment law

- Visas / Work permits
- Posted Workers Directive requirements / local labour law
- Employment contract terms / employee communications
- Provision of / cost of benefits

03

Corporate Tax / Permanent Establishment

- Fixed place of business
- Academic role (research / teaching / other)
- PE position affects employer income tax withholding reporting

04

Other

- Process and controls
- Policy / guiding principles
- Pension
- Remuneration / expenses
- Safety and security
- Regulatory
- Indirect tax / VAT claims
- Resource and administration

05



Next steps & key takeaways

Next steps to deliver your hybrid model

Each of the elements below needs to be in place prior to submission, to create a business case which demonstrates the immediate need for change, and the commercial viability of the proposed hybrid working model transformation.



Strategic Case for Change

A clear and compelling articulation of the case for change for both leadership and employees



Scope

Clear definition of what is inside scope and what is excluded



Sponsorship

Active engagement of sponsorship prior to submission



Engagement

Engagement of key contributors to the business including HR, Finance, Technology and Property



Commercial Case

Detailed cost / benefit modelling with clear assumptions and source data including financial and non-financial costs and benefits, and risk analysis



Roadmap

A high level roadmap with outline timelines and key milestones



Delivery Approach

Programme delivery approach including governance structure.



Options analysis

Analysis of options considered and clear articulation of benefits and costs



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