

THE FUTURE WORKPLACE

Key trends that will affect employee wellbeing and how to prepare for them today



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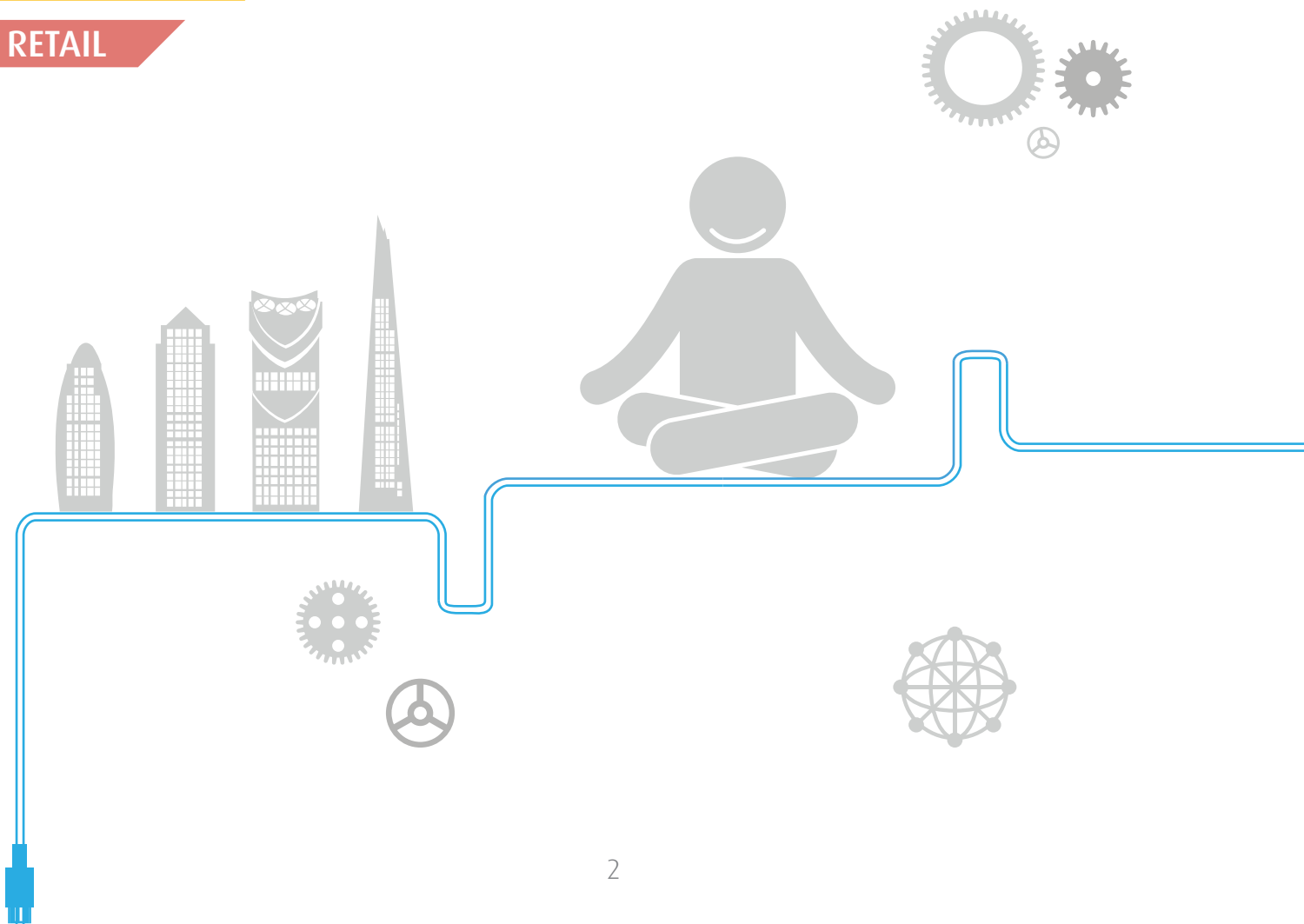
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FOREWORD

Peter O'Donnell
Chief Executive Officer
Unum

The workforce is changing and it is not enough to just think about today. The approach to workplace well-being will need to be significantly different in the future – so employers need to start taking action now. There is potentially a significant material cost in driving employees away if their well-being needs are not met. Employers (and specifically leaders) need a deep understanding of their employees' well-being needs and must take practical steps to ensure these needs are being met.

Employee needs change constantly and rapidly, and organisations will need to adapt their whole well-being approach, including their benefits packages, in response to these changes. The workplace of the future is going to be increasingly people-centric, and organisations competing for talent will need to respond by being more supportive of their staff than ever before.

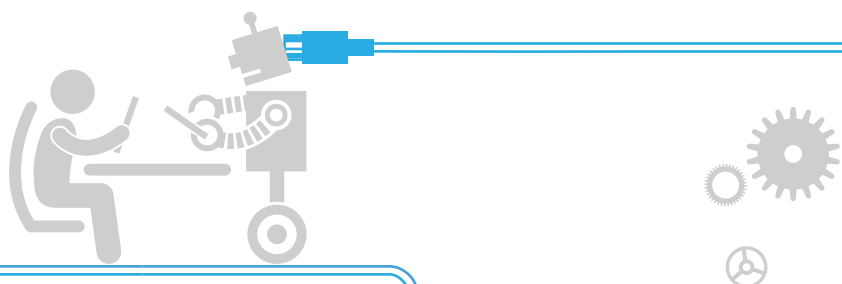
A best practice benefits package will be one of the most effective ways to provide this support, including long-term benefits such as income protection, which supports staff financially if they fall ill.

Mark Beatson
Chief Economist
Chartered Institute for Personnel Development (CIPD)

The CIPD's strategic purpose is to champion better work and working lives and this report highlights some intriguing possibilities for the future of work that could potentially make work more productive and more meaningful. No doubt some of the trends will take off, and some will not, because they depend on the interplay of many different factors as well as on the choices made by employers and employees themselves. But they provide the basis for a dialogue about how we build the workplace of the future.

Underpinning the report is an agenda placing more emphasis on the employee, catering for his or her needs and aspirations, and working on the assumption that the acquisition, engagement and retention of the best performing people will become more important as a source of competitive advantage. Many organisations are already taking this principle to heart – at least for some of their employees. But there are still too many organisations where fine words are not always reflected in actions, or where they are applied selectively. One thing we can be confident about is that it will become more and more difficult for employers to say one thing and do another.

There are also some critical issues present in the workplace today that will influence its future development. One of these is trust. Our surveys show a continuing trust deficit in many organisations. Employees do not trust their leaders and often feel, sometimes with justification, that their leaders do not trust them. Many of the future developments suggested in this report can only happen if there is a high degree of trust between employers and employees. Line managers will also have a crucial role to play if workplaces are to be transformed. We already see this in the area of flexible working, where the attitude of line managers can be a significant barrier to take-up because many managers are wary of working patterns that mean they cannot see (and easily monitor) the behaviour of employees. So employers keen to take advantage of technological opportunities and new thinking need to ensure they take both the workforce as a whole and their managers with them when considering and implementing change.



INTRODUCTION

The objective of this project is to explore and describe the future of workplaces in Britain, during a decade when the concept of 'workplace care' is changing and employers need to future-proof benefit packages to attract and retain talent.

We have investigated the social, cultural, economic and technological forces shaping 'workplace care' in Britain; new and emerging trends; and the future of workplaces and employee care, looking towards 2030. This report contains four macro trends which describe the future of workplace care over the coming decades. The report also contains five analyses of how the trends resonate with employees in the accountancy, legal, technology, retail, media and advertising business sectors.

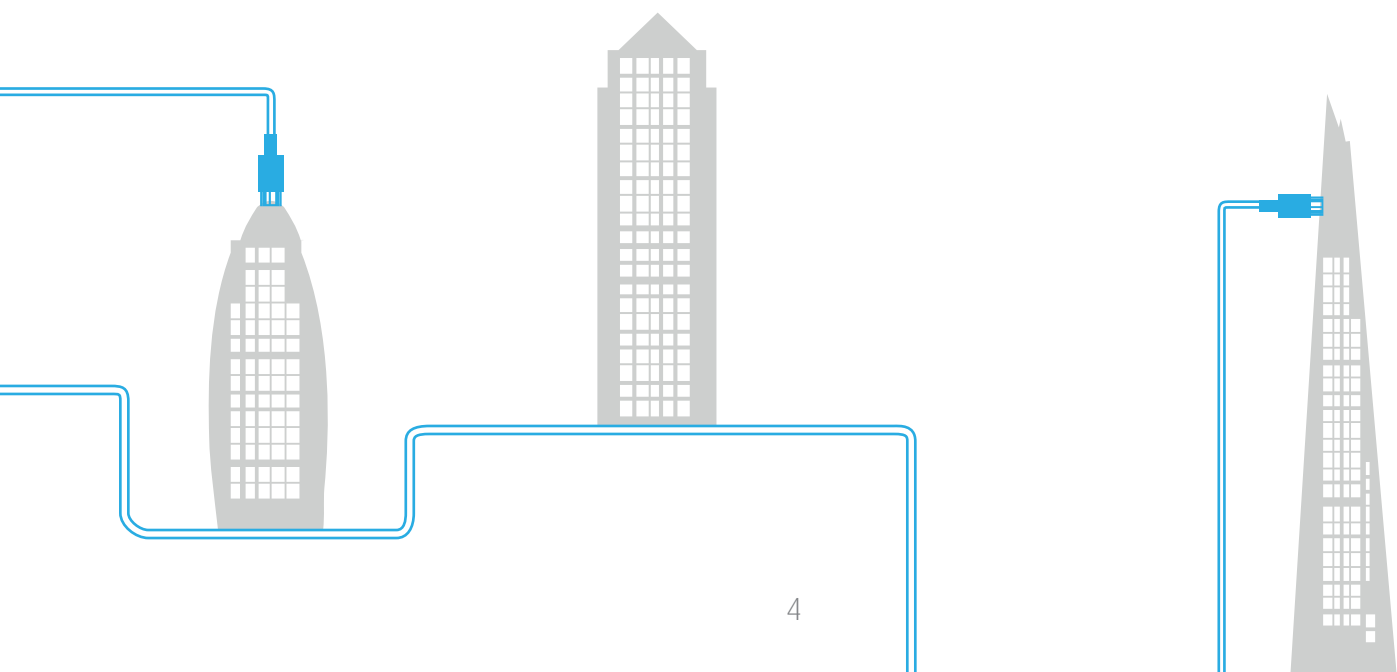
METHODOLOGY

The Future Laboratory used a mixed research approach involving interviews with a range of experts from its Futures100 network. These are experts in various fields: academics, authors, scientists, editors, anthropologists and sociologists. The aim was to build their knowledge and foresight into our analysis of the future of workplaces, employers and employees in Britain. The experts interviewed were:

- Mark Beatson, chief economist, CIPD
- David Cox, chief medical officer, Headspace
- Alison Wolf, Sir Roy Griffiths Professor of Public Sector Management, King's College London
- Ben Waber, president and CEO, Sociometric Solutions
- Stowe Boyd, analyst, Gigaom Research
- Julie-ann Tate, leadership and talent manager, Marks & Spencer
- Nicola Forristal, human resources director, BBH
- Moira Slape, human resources director, Eversheds
- Nicola Rowledge, head of human resources, Thales

The Future Laboratory also conducted an online survey of British employees to quantify their awareness, involvement and future interest relating to trends in this report, and the likelihood they would remain with an employer who adopted these trends. It also investigated the key contributors for trend adoption as well as assessing what drives stress, burnout, depersonalisation and emotional exhaustion, factors that can lead to employees to leave companies.

The online survey was completed by 1,000 workers within the media/advertising, accountancy, IT, law and retail sectors. All work full or part time in companies with at least 10 employees. The survey was carried out by Opinium Research.



TREND OVERVIEW

Over the coming decades, an increasingly turbulent social, political and economic environment will have an adverse affect on British workers, so human resource departments must augment how they care for the mind as well as the body to enable people to work better for longer.

Indeed, British workers are more likely to remain in a place of work that maximises energy levels and enhances mindfulness. Similarly, they are extremely interested in understanding how their workplace will become more mindful in the future, which puts pressure on employers to adapt to a new era of care.

ENERGISED TO WORK FOREVER

Today, British workers are more engaged in the trend towards an Ageless Workplace than any other trend. The Ageless Workplace allows 'returnment' instead of retirement and enables people to work forever. This trend stems from a need to be energised to continue to work until a later age because one wants to, rather than has to.

Resonating with this need is currently a top priority for human resource departments. Worryingly, 32% of British workers (1.45m¹ people) feel exhausted by juggling career, family, friends, social life, fitness, health and other commitments, and do not think they will want to work later in life. This contributes to higher levels of stress and a higher likelihood that they will leave their jobs. Failing to tackle this could cost British businesses £44bn².

FINDING MINDFULNESS

Alongside the need to feel energised, British workers are increasingly aware of trend towards the Mindful Workplace, which nurtures mental health and performance. As well as needing to be energised to work for longer, workers are increasingly feeling overwhelmed by the tools and means of communication they have to use on a daily basis, and are prioritising personal fulfilment and well-being instead. They want to be able to 'shut off' for a while, and often try to take breaks during the day.

'Overload creep' is a major factor that human resource departments must adapt to in order to retain staff. 73% of British workers (3.3m³ people) feel they are expected to be 'always on' and available for work, which significantly increases stress levels and the likelihood that they will leave their job. The cost of this to British business could be £101bn⁴.

THE ZENERGETIC WORKPLACE

In the future, employers need to embrace both the Ageless Workplace and the Mindful Workplace, as these are the trends that British workers are most interested in being the future of their workplace. This shows employees want to see their employers transform the workplace into one where age is irrelevant, energy levels are maximised, the mind is cultivated and people can 'switch off' every now and then in order to refresh themselves mentally and be more productive in the long term.

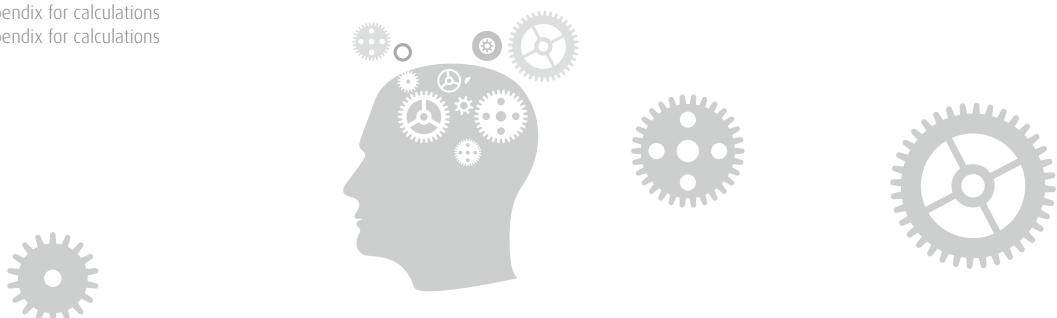
Even these two complex trends don't represent the full future challenge for employers. As this report will reveal, they will also need to make sure the workplace is both Intuitive and Collaborative. Only by tackling all four of these challenges successfully can an employer create the ideal workplace of the future.

¹ The Future Laboratory, see appendix for calculations

² The Future Laboratory, see appendix for calculations

³ The Future Laboratory, see appendix for calculations

⁴ The Future Laboratory, see appendix for calculations



THE AGELESS WORKPLACE

The rise of a workplace that is 'ageless' enables 'returnment' instead of retirement and promotes the idea that you can work forever.

Introduction

Workplace care in 2030 will mean enhancing the longevity of workers, enabling them to embrace lifelong knowledge and skills and ensuring they have the mental and physical energy to work for as long as they want to. This means bringing health, wellness and fitness into the care package.

1. DRIVERS

AGEING POPULATION

The key driving force in the rise of an ageless workplace is a shift to a top-heavy demographic in the Western world, due to declining birth rates and greater life expectancy. Baby Boomers represent a quarter of the population in the UK, and they are living longer – average life expectancy in OECD countries has now risen to 80 years. For today's 40-somethings, this will represent a significant change in perception and engagement with work in the future, as they prepare to be mentally and physically fit to work for possibly another 30 years.

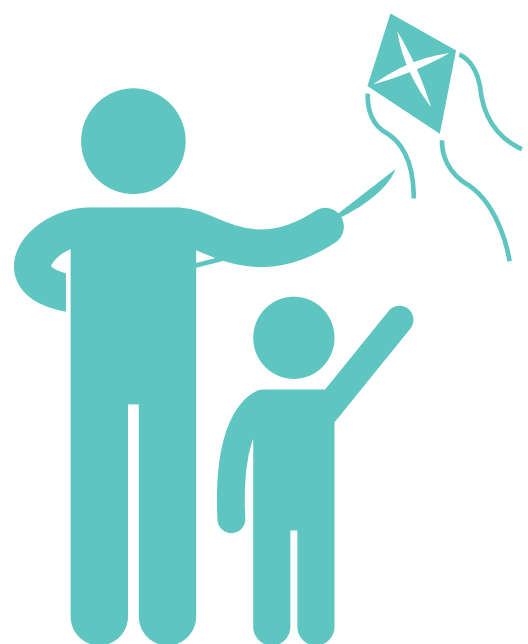
YOUNG LIKE US

Aside from demographic pressures, the ageing workforce is also being driven by older workers who, thanks to improved healthcare, now feel more energised and productive, and therefore more willing to work for longer. 'It's something some workers welcome,' says Mark Beatson, chief economist at the CIPD. 'They think it's a way of maintaining social connections and doing something useful, and of making the financial transition from full-time work to part-time work into retirement easier.'

In turn, this is leading to the view that age is no longer relevant, with older employees seen as just as capable as younger employees. 'You'll get more workplaces where people stay for longer, or companies recruiting more people from older age groups, particularly if workers are offered flexibility options,' says Beatson.

60+PRENEURS

Increasingly, entrepreneurship is not dominated by younger individuals. According to the Office for National Statistics, there are now 1.7m entrepreneurs over the age of 50 in the UK, meaning that one in five people of this age group is self-employed. They tend to make better entrepreneurs, too. According to Age UK, older entrepreneurs have a better success rate, with 70% of start-ups lasting five years, compared with 28% for younger entrepreneurs.



2. CONTRIBUTING FACTORS

According to the survey of British workers the following are the top contributing factors to the Ageless Workplace and should be an employer's focus.

ENERGETIC WORKERS

Those who are aware of, and have adopted, this trend said that they expect to be energised later in life and are therefore more willing to continue in work until a later age. They are also willing to work because they want to rather than because they have to. They feel capable of taking on the issue of work-life balance, and say they do not feel at all fatigued from juggling their career, family, friends, social life, fitness and health.

AGE IS IRRELEVANT

The workplace is becoming increasingly ageless because employees no longer see age as a factor in work ability. In our survey, the Ageless Workplace trend was also driven by employees stating that just because an employee is older he or she is no less capable than someone much younger. These employees also believe that employers should offer more to older workers by giving them new tasks and more authority, reflecting their experience and expertise.

TREND ADOPTION

The Ageless Workplace trend has the highest total uptake among British workers, according to our survey. People are aware, involved, and interested in this being the future of their workplace. It is also crucial for employee retention, as workers are more likely to remain with their employer if the trend is adopted.

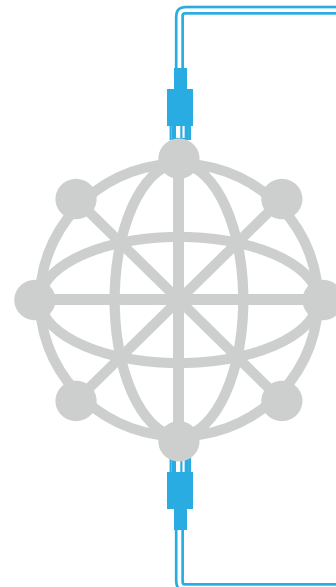
The trend results in a disruption of age in the workplace that will pose challenges. For example, younger workers who will find themselves managing older colleagues. This situation is currently not typical, says Beatson, and it presents both challenges and opportunities. 'About half of employers say they'd need some sort of training in how to approach this as managers,' he adds.

TREND COST

Responding to this need is a top priority for human resource departments at the moment. Worryingly, 32% of British workers (1.45m⁵ people) feel they are exhausted by juggling career, family, friends, social life, fitness and health and do not think they will want to work later in life. This contributes to higher levels of stress, and a higher likelihood of people leaving their job. Not tackling this could cost British businesses £44bn⁶.

⁵The Future Laboratory, see appendix for calculations

⁶The Future Laboratory, see appendix for calculations



3. FUTURES

In an ageing society in which retirement is no longer the end goal to start re-living life, employers are expected to be able to take better care of their employees. They need to ensure their employees are able to work to a later age to the best of their ability. 'Clearly it does raise an issue for employers approaching health and safety because they have a duty of care to all their employees,' says Mark Beatson. Therefore employers will refocus on preventative health measures, such as:

AGELESS CANTEENS

In response to the growing need for older workers to be energised, employers will take on greater responsibility as providers of healthy food. Work canteens will be transformed into places of nutrition, with a focus on food rich in vitamins and minerals to ensure employees have the energy for work at any age and for longer. Employees will place a greater emphasis on observing new research into nutrition to stay abreast of developments, such as findings about the molecule resveratrol that has been shown to have potential health benefits for the heart.

BRAIN TRAINING

Employers will help ageing workers stave off the risks of dementia and degenerative disease through regular activities that exercise the associated parts of the brain.

Employers will also encourage employees to take better care of their mental health, taking inspiration from apps that help users to record their moods.

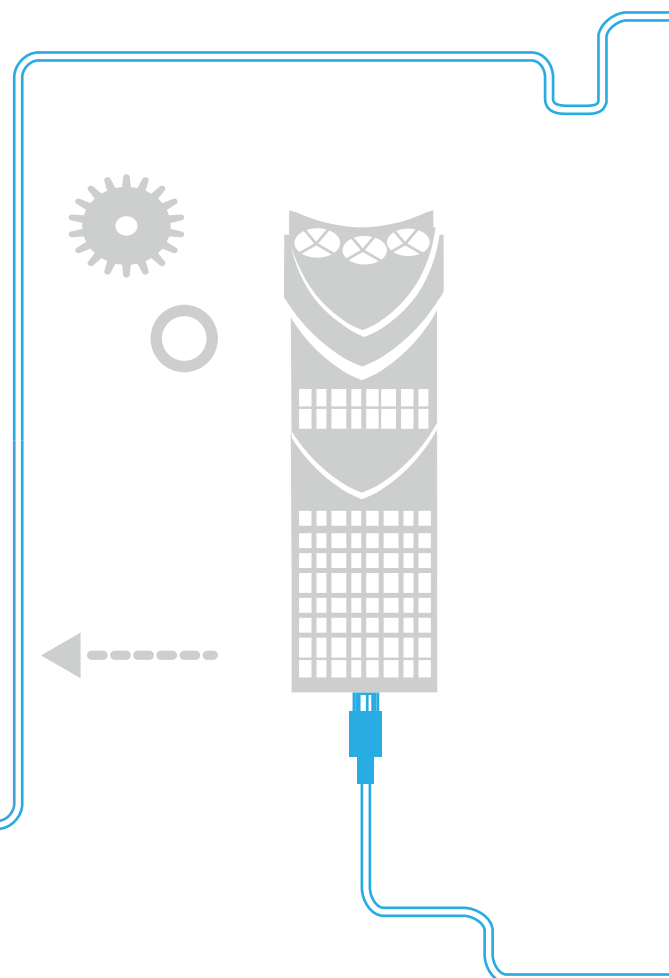
WISE NETWORKS

Managers will capitalise on older workers' experience and knowledge by using them as part-time consultants who can impart wisdom throughout the workforce. Energy and dynamism will not only come from the younger staff members. Workplaces will switch from a youth-centric mindset to an all-age system of learning and development.

WELLNESS TUTORING

Courses and programmes will enable all ages to 'previve', as opposed to 'survive', the challenges and stress of work life. For older workers, workplaces will offer advice on how to be better prepared for ailments associated with ageing. Much of this will be possible with the use of genomic sequencing, which is increasingly affordable and accurate.

DNA-testing services such as 23andMe will be used to better understand the health and predispositions of individual workers, and negative aspects can then be curbed or avoided through directed lifestyle management.



4. KEY TAKEOUTS

Employers should take the following actions to embrace this trend:

BE AND ACT AGELESS

Employers must start by promoting an ageless culture that treats – and rewards – each age group equally. This could be a new set of key performance indicators that will bring all ages together and cancel incorrect assumptions about what older workers can deliver. It could mean switching the rhetoric from what older workers can't do, to what they can do.

It could also be about involving older workers in high-velocity, high-intensity projects that generate positive stress and adrenalin. Indeed, companies that don't promote this ageless culture will alienate and lose a powerful and valuable asset in 50+ workers.

PREPARE FOR EMPLOYEES' FUTURES

Employers should help each worker to understand and feel excited about their personal journey at that company. A clear and compelling path to success will maximise employee retention and energise workers to think in the longer term about what they can do for the company.

Not providing this long-term view will increase anxiety and cause people to feel personally disillusioned and unrealised as individuals.

RE-ENERGISE THE WORKPLACE

Employers need to re-energise employees across all life stages of their career. Regular mental and physical training and education will increase levels of stamina, much like preparing for a marathon.

The result is employees enjoying a lifelong career spanning up to 50 years. The business benefit is a more sustained, positive trajectory rather than regular boom-and-bust cycles, because many businesses still frame success around five-year strategies. Being a marathon runner, rather than a sprinter, is central to the Ageless Workplace.

ADVANCE WELLNESS

Employers must provide greater health and wellness support to employees, especially as older workers will need more support for mental and physical ailments. This could come in the form of financial and health protection to support those who go through a period of sickness absence and provide help for them to return to work and continue their extended careers.

The result is a fitter workforce across all ages, because younger workers will benefit from this advanced attitude to wellness as well. The coming decades will continue to be as turbulent as the 2000s and 2010s, and companies must build a mentally and physically fit workforce for this climate or suffer the consequences on the bottom line.

UTILISE WISDOM

Employers should position older employees as wellsprings of imagination, wisdom and entrepreneurialism, rather than as elders who remember the past. This is a marketing activity, ensuring that all workers can easily see what older workers can do for them and for any given business challenge.

We are quickly moving into economic waters that require mental tenure to provide solid and experienced context and meaning to tomorrow's business challenges. Without this system, businesses will waste a lot of money and time reinventing the wrong wheel; those who act like upstarts will disappear overnight. If used properly, older workers will shortcut thinking for the workforce, and even become the champions of a more agile start-up mindset to tackle the turbulent times ahead.



THE AGELESS WORKPLACE TOOLKIT

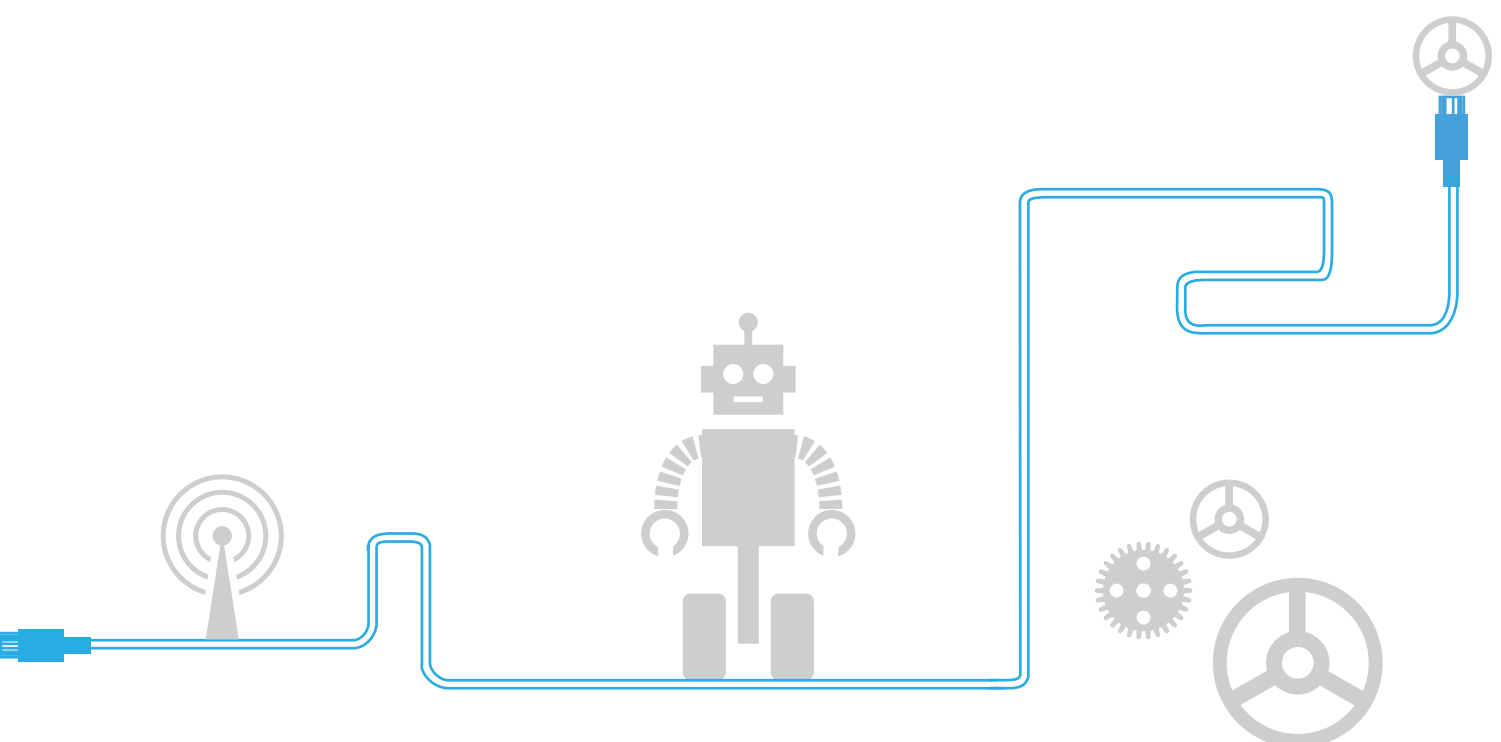
1. Promote an ageless culture that treats – and rewards – each age group equally
2. Set key performance indicators for bringing all ages together
3. Switch the rhetoric from what older workers can't do, to what they can do
4. Involve older workers in high-velocity, high-intensity projects that generate positive stress and adrenalin
5. Help all workers understand and feel excited about the long-term journey at your company
6. Create lifelong career plans, spanning up to 50 years
7. Re-energise employees across all life stages of their career with regular mental and physical training and education
8. Provide specialised health and wellness support to employees in the form of financial and health protection
9. Position older employees as wellsprings of imagination, wisdom and entrepreneurialism, rather than as elders who remember the past
10. Use older workers to shortcut thinking based on experience, and let them become champions of a more agile start-up mindset

REWARDS IF YOU EMBRACE THIS TREND:

- **Excitement:** employees will feel excited about their personal journey at the company and think longer term about what they can do for you
- **Fitness:** employees will be mentally and physically fitter to handle the future and lifelong careers
- **Ingenuity:** more experienced employees will shortcut decision making and champion a more agile, start-up mindset

RISKS IF YOU DON'T EMBRACE THIS TREND:

- **Alienation:** you will alienate and lose powerful and valuable 50+ workers
- **Anxiety:** more employees will feel anxious, disillusioned and unrealised as individuals
- **Waste:** you will waste a lot of money and time reinventing the wheel



THE MINDFUL WORKPLACE

The rise of a workplace that is mindful, tranquil, sublime and that nurtures the health and performance of the mind.

Introduction

Workers are turning away from their busy, hyper-connected, digital lifestyles and prioritising personal fulfilment and well-being instead. Workplace care in 2030 will need to deliver a new set of values: instead of always-on, there will be digital invisibility; instead of conversation, there will be contemplation; not only considered, but also sublime spaces; not only considerate, but also quiet companies.

1. DRIVERS

DIGITAL OVERLOAD

With greater reliance on multiple devices and an emphasis on hyper-connectivity brought about by social media, workers are feeling increasingly overwhelmed by the need to always be online and available. Worldwide, in just one minute, email users send 204m messages, Apple users download 48,000 apps, Facebook users share 2.46m pieces of content and there are 277,000 tweets. This mass of communication is now weighing on workers' minds.

MENTAL WELL-BEING

Employers are placing greater focus on the mental well-being of their employees. 'In decades gone by,' says David Cox, chief medical officer at mindfulness technology company Headspace, 'the focus was on how to support physical health, to support optimal performance in the workplace. The 21st-century perspective looks at how we can support psychological health, to support optimal performance in the workplace.'

CONTEMPLATIVE CULTURE

Mindfulness techniques and meditation have received renewed interest in recent years – they are less associated with spirituality and now fit into a more secular context. Studies have shown that mindfulness participation can effect regions of the brain associated with stress and empathy. 'Now, all of a sudden, because of the rise of the science that supports the psychological benefits of mindfulness, companies are seeing this as something that means they can neatly tick the psychological well-being box,' explains Cox.



2. CONTRIBUTING FACTORS

DIGITAL DISCONNECTION

Mindful workers are feeling overwhelmed by the tools and means of communication they have to use on a daily basis. They believe more people are turning away from busy, always-connected, digital lifestyles, choosing to prioritise personal fulfilment and well-being instead. They also state they often feel a desire for digital disconnection, and feel a sense of relief when they are in a place where they are unable to receive a phone signal or connect to the internet.

REGULAR BREAKS

British workers involved in this trend stress the importance of regular breaks to improve productivity and allow them to relax their minds for a while. They often try to take breaks during the day and try to go somewhere different from where they are usually stationed. They even believe that overworking should be considered poor performance in the long run, and that employers should discipline employees who work overtime and long hours for extended periods.

FLEXIBLE WORKING

Mindful workers also wish for a degree of flexibility from employers in order to accommodate a balanced life with a proportion downtime. They say they want to work from home regularly and have greater control to help them manage their personal and work commitments more effectively. Overall, they would prefer to work in an environment that supports flexible working and mixing of teams, rather than one with a set structure.

TREND ADOPTION

British employers need to offer more mindfulness. Our survey found that mindfulness has the second highest total uptake from the complete sample across all sectors. The survey also found that employees consider mindfulness to be an important part of the workplace of the future, and that they are more likely to remain with their employer if it is adopted. This shows that a mindful workplace will have better employee retention.

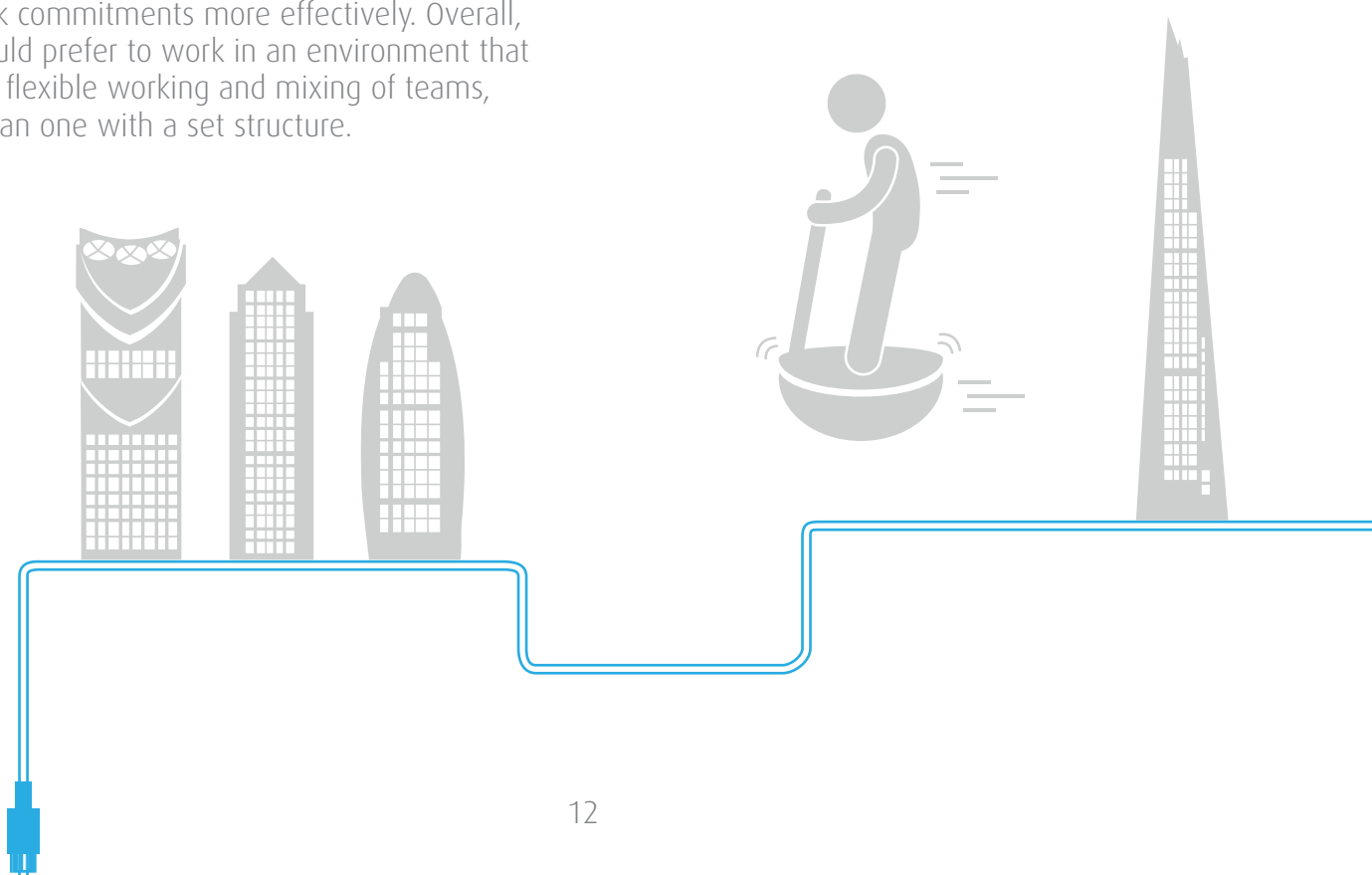
Cox believes expectations in the future will only become greater, indicating a crucial need for employers to implement mindfulness in how they care for employees. 'If it gets to the point where it's so mainstream it's universally seen as a requirement for career development – for managing meetings well, that kind of thing – then it's less of a tool and more of an assumption,' he says.

TREND COST

To retain staff, human resource departments must adapt their practices to prevent 'overload creep'. 73% of British workers (3.3m⁷ people) feel they are expected to always be available for work, which significantly increases stress levels and the likelihood of leaving a job. The cost of this to British businesses could be as high as £101bn⁸.

⁷ The Future Laboratory, see appendix for calculations

⁸ The Future Laboratory, see appendix for calculations



Employers will integrate mindful practices into future workplace care in order to meet the needs of employees. 'Fifteen years is a long time,' says Cox, 'and I think (by 2030) it will have gone beyond mindfulness. I think employees will expect the kind of culture that is naturally more mindful, and will be experiencing and demonstrating the benefits of that.'

Employers will increasingly be required to show greater responsibility over limiting their worker's exposure to the stresses and strains of work. In order to do this, innovations will include:

TECH-FREE TIMEOUTS

Employees will be increasingly encouraged to seek time away from their desks and office environments, with technology-free days at work and company away-days to remote retreats, in order to boost creativity and face-to-face communication. Car manufacturer Volkswagen has rewired employees' BlackBerrys so that they stop receiving work emails 30 minutes after the end of their shifts, while W Hotels in New York is instigating technology-free Fridays to encourage greater communication and creativity among the team.

DOWNTIME DEVICES

Employers will also configure their workers' devices so they cannot spend excessive periods on them. Apps such as RescueTime, which measures when someone has been exposed to a digital device for too long, will alert employees when they have spent too long online, helping to break up time spent on screens.

DECLUTTERED DECISIONS

Employees who are overwhelmed by the amount of tasks and communications that require managing throughout the day will be helped by simpler, intuitive and more intelligent work systems, offering a seamless and curated delivery.

Services such as Octofeed, which gives users' Facebook news feeds a minimalist layout featuring clear typography and larger images, will be used to aggregate office communication noise and repurpose it into clearer messages.

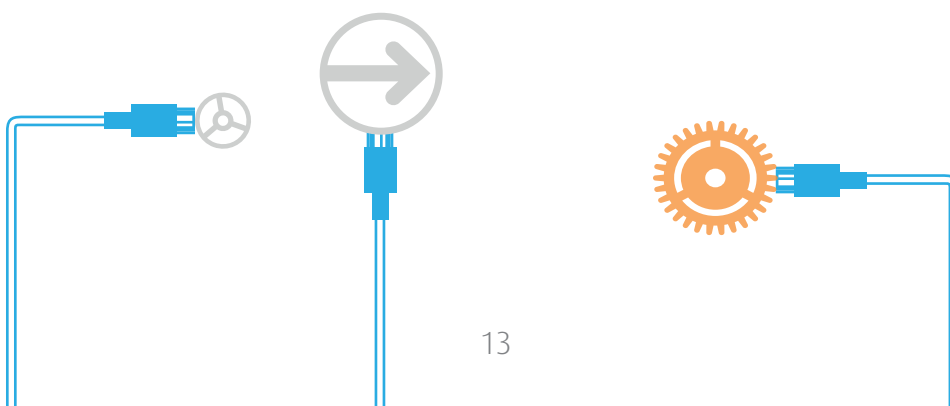
MEDITATION PODS

Employers will redesign their workspaces to reflect the need for different ways of working – from open-plan environments for collaborative working to isolated spaces based on individual focus and concentration. 'Forward-looking companies are creating physical environments that have different zones in them, where each different zone supports a different mode of working,' says Cox. 'That is encouraging employees to be mindful about what kind of work they are doing at any given moment and where is the best zone to do that kind of work.'

Employers will take inspiration from furniture manufacturer Steelcase. The company works with Susan Cain, author of *Quiet: The Power of Introverts in a World That Can't Stop Talking*, to produce exactly this type of zoned office environment, including special switch-off spaces dedicated to relaxing, meditation and naps. Web consultancy Netlife Research is also trialling this by introducing a new monastery-style space at work, where employees are encouraged to take time out for contemplation.

DAYDREAM DAYS

In addition to away-days at digital downtime retreats, companies will encourage people to use moments of downtime more productively – by daydreaming. Research has shown that the brain's mind-wandering capacity can actually help problem-solving. Clothing firm Gore-Tex already lets employees' minds wander during designated 'dabble time'.



4. KEY TAKEOUTS

Employers should take the following actions to embrace this trend:

BE MINDFUL

To embrace this trend, employers must integrate mindfulness throughout their businesses, from the way employees talk to each and conduct meetings to the way success is measured, projects are managed and people are rewarded. Being mindful is about standing back and reflecting on what a company does and how that affects everything around it.

The result is more intelligent, measured and meaningful connections between all parts of an organisation, thereby making the company more efficient, effective, profitable and sustainable. An unconscious organisation can easily miss important things that could damage its future success. Incessant conversation in today's business culture can prevent innovation. Indeed, alongside a key disadvantage of greater staff turnover, financial and operational costs can get out of hand if they are not focused, like an aware mind.

INSURE THE MIND

As more effort is spent on improving mental ability in the workplace, employers need to include mental health as well as physical health in care packages. This could involve regular mind checks to make sure an employee's performance is up to standard, which could also result in lower insurance premiums. It could mean training managers in mindfulness so that they can spot the early signs of stress, burnout and anxiety, which will affect productivity levels.

A workplace that is successfully mindful will see improved staff retention and fewer stress-related complaints and sick days. It will enjoy a more positive and sustained level of productivity, and higher profitability as a result. A company that fails to do this will be branded as an organisation that doesn't cultivate the mind. It will mean lengthy cycles of mental exhaustion and time off for employees, costing money and time in lost productivity and manpower.

DOWNTIME IS GOOD

Employers should manage their employees' exposure to an always-on world and offer regular moments of tranquillity and downtime alongside opportunities to switch off from devices and even each other. Simplifying how people receive and send information to each other will ensure they are not overwhelmed. This is because people's quiet, inner voice – or intuition – is key to making the right choices. When people are 'on' all the time, they block communication with their inner guidance system. It is in stillness that people can hear the voice of their inner guide.

The direct benefit of more downtime is greater productivity. Cutting incessant and often pointless conversations, meetings, emails and silo thinking, ensures employers waste less time, which often means wasting less money.

LET THE DREAMING BEGIN

Employees should realise the power of daydreaming and give people the time, space and tools to imagine more. In the current, turbulent decade, innovation is essential. The human brain creates ideas when it is relaxed – our 24/7 society is a disaster for daydreaming.

Organisations will generate more ideas, solutions and profit if they embrace the art of daydreaming. At first this can feel uncomfortable because it means leaving workers to think and imagine. But the results can often resolve major organisational challenges. How many ideas have you had in the shower or when you lie down at night to go to sleep?

Employers that shut out daydreaming and creativity will suffer financially, because ultimately clients and customers will see an organisation that doesn't think before it acts. This is because the genius part of the brain tends to have big ideas, or big daydreams, and the non-genius, doing part, works day and night to make those dreams come true. Organisations must provide the space and resources to encourage both parts of the brain.

THE INTUITIVE WORKPLACE

The rise of a workplace that monitors its workers' environment, mood, wants and needs, to create an all-encompassing, intelligent and intuitive working environment

Introduction

Today's digitalised, data-driven world is creating a demand for deep and personal connections. Workplace care in 2030 will mean delivering a lean and agile work culture, with no wasted energy, people or resources. It will mean creating a confident, clear and concise working environment, the introduction of self-quantification tools and being mood-responsive, informed and aware as employers.

1. DRIVERS

UBIQUITOUS DATA

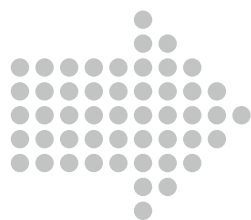
By 2020, 100% of UK consumers will own a smartphone, according to 2013 Deloitte Digital report The Dawn of Mobile Influence. This growth of personal technology, as well as more digitalised ways of working, has meant a greater wealth of information is now being generated about our work behaviour. In addition, wearable technology is quickly becoming mainstream and self-quantification is becoming socially acceptable in order to track and improve health, well-being and behaviour.

OMNICHANNELS

The rise of technology is enabling companies to deliver their message seamlessly and surround their audience with content across a multitude of channels. This means that people increasingly expect experiences to be personalised to their needs and desires. The Rise of Me-tail, a study by telecoms company O2, found that 56% of consumers say they would be more inclined to use a retailer if it offered a good, personalised experience. These kinds of data-driven, tailored solutions will increasingly be seen in the workplace.

CLOSE-PROXIMITY SERVICES

A proliferation of sensors and the Internet of Things – a term which refers to physical goods which combine technology and hardware to simplify day-to-day activities – is creating environments in the real world where our habits can be tracked and translated into metrics. This will be accelerated by that fact that over 30bn autonomously connected objects will be wired to the internet by 2020. Businesses will use these new technologies to track their workers step by step and, by using location-based beacons, they will bridge the gap between digital and physical interactions.



2. CONTRIBUTING FACTORS

According to the survey of British workers the following are the top contributing factors to the Intuitive Workplace and should be an employer's focus.

PERSONAL DATA EXCHANGE

Workers seeking a more intuitive workplace would like an open environment where they can share information and see that of others. They even go as far as to wish for total transparency, where salaries, grades, targets and the company's financial status are available to all. Many say there would need to be a fair exchange of this information between employer and employee – they would give personal information so that their employer can get to know them better and tailor benefits accordingly.

PERSONAL DATA REPUTATION

Intuitively minded employees are aware of their online reputation and try to update and manage their digital profiles regularly, in case an employer views them. They even believe that what they post and share on social media is replacing the CV and can be just as important to employers as their education or work experience. Employees are open to using devices to track habits in the workplace in order to measure their performance.

COLLABORATIVE AND FLEXIBLE WORK

Intuitively minded employees believe the workplace should be highly collaborative, as a way of boosting creativity, and prefer environments with hot-desking and regularly changing locations or teams over traditionally rigid structures. They also wish to take part in workshops and other brainstorming activities in order to bounce ideas around with teams and clients.

TREND ADOPTION

The Intuitive Workplace has the lowest uptake of all four trends, with employees not seeming eager for it to happen and employers not currently facilitating it. This can be explained by the increased public demand for privacy controls and the right to delete their digital footprint. There is an increased awareness among workers about what they share, an elevation in the importance of anonymity and transience and a greater desire for untracked experiences.

The privacy discourse continues to draw in voices from around the world and across industries and disciplines. For British workers, the need for privacy and anonymity has never been greater as

confidence hits an all-time low. The wider privacy discourse and debate has escalated into one concerning civil liberties and polar political agendas, particularly in the wake of revelations from whistle blowers, news of security breaches, government surveillance and disinformation campaigns.

Adoption of this trend may change, however, by 2030, thanks to a younger, digitally savvy and more technologically familiar generation maturing as workers. In our survey, there is a greater conversion among younger employees, who are more familiar with sharing information online through their social media behaviour.

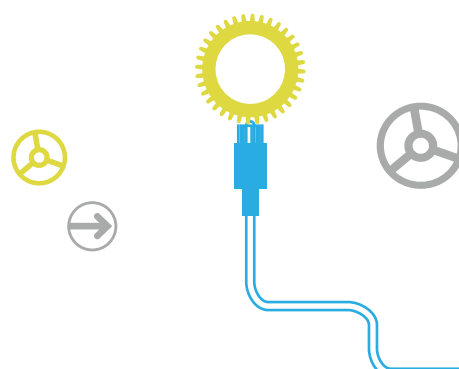
Ultimately, however, explains Ben Waber, president and CEO of Sociometric Solutions, if employers are to embrace this trend then they will need to be completely transparent about how employee data is being used. 'You have to be transparent about what's happening and you have to take time to answer people's questions,' he says. 'Even with this kind of technology, people need to understand what's going on and what's being done around them.'

TREND COST

An open relationships between employer and employee is a key ingredient in the Intuitive Workplace trend, and a key factor that human resource departments must adapt to in order to retain staff. Among British workers, 21% (950m⁹ people) feel a bad relationship with their manager is the number-one trigger for stress, burnout, depersonalisation and emotional exhaustion, which can lead to them leaving their job. The cost of not encouraging open, positive and intuitive relationships in companies could cost British businesses £29bn¹⁰.

⁹The Future Laboratory, see appendix for calculations

¹⁰The Future Laboratory, see appendix for calculations



SELF-QUANTIFYING WORKERS

Workers will increasingly use their mobile devices and other personal sensors to monitor their habits in the workplace, in order for employers to better understand productive behavioural patterns. Technology companies Hitachi and Motorola, for instance, have developed smart badges that contain radio technology, allowing employers to understand employee movements and interactions. These measurements will encourage an open dialogue between HR departments and workers about mood states and ensure attitudes, needs and wishes can be anticipated and handled.

BIG DATA OFFICES

Organisations will develop big data plans using analytics and machine intelligence to identify patterns hidden in this massive flow of data. By 2030, new kinds of human resource departments, focused around people analytics, will be making decisions for workers based on the data they harvest.

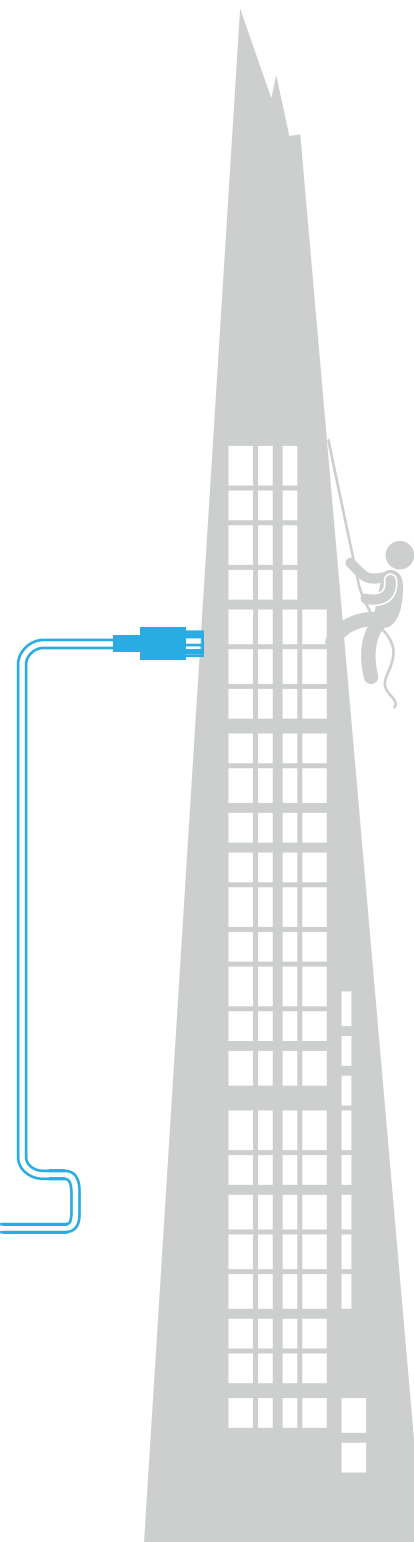
'Data scientists, people from social science, computer scientists, people from HR, former consultants – these are the groups that are really going to shape how these companies will work and grow,' says Waber. These new departments will look to services such as Who Knows in order to mine employee data, to quantify employee knowledge and provide better career management.

ORCHESTRATED WORKPLACES

Workplaces will analyse information about worker interaction and use this to build new collision points that help foster new ideas and creativity. Bank of America in the US used sensory data to learn that employee performance in its call centre was increased when people had lunch breaks at the same time as others from their social circles. It then deliberately overlapped these lunch breaks, leading to a 23% increase in performance overall.

RESPONSIVE WORK ENVIRONMENTS

Workplaces will increasingly learn from the technology industry, where products are utilising the wealth of personal data to anticipate the everyday lives of people – informing, guiding and enhancing their real-world relationships. Waber describes how these new office environments will become increasingly reactive to worker needs: 'What's going to happen is things like the desks will move around, lighting will change, maybe the elevator will drop you off on a random floor, or you'll be randomly set up for a meeting with somebody.'



4. KEY TAKEOUTS

Employers should take the following actions to embrace this trend:

USE DATA CAREFULLY

Employers need to embrace the personal information economy and help employees to overcome the next privacy bump. Used carefully, everyone wins. Employees benefit from technology that saves them time, cuts the clutter and shapes the way an organisation manages their time and career. Employers win because they spend less time chasing the wrong workers about the wrong things.

Used badly, everyone loses. These hidden data systems can miss opportunities, cut choice, limit thinking and create filter bubbles in which employees are presented only with information that they want to see, and that employers want to give them.

GET ANALYTICAL

Employers should use technology to mine and gather detailed sets of data that can be used to improve each employee's roles and responsibilities. A new generation of employees is aware of how much data they give away. They are realising their data's value, and managing and monitoring their data's worth as consumers and increasingly as employees. They're also managing their online reputations, improving their lives through data and ultimately monetising their data.

Employers that conduct advanced analytics with employee data will enhance the value of the relationship between organisation and workforce. There will be more clarity and better transparency, performance and efficiency because employers will be able to anticipate future opportunities and challenges.

Once this level of intelligence becomes normal, companies that fail to conduct advanced analytics will be viewed as archaic. They will not attract first-class talent and their market share and competitiveness will decrease over time. Rapid redundancy is a number-one killer in the digital age.

BE AN INTUITIVE HOST

Employers must create a lean and agile company culture using advanced software that unites a workforce. They must be naturally able to keep complex team networks on track and harness the power of each individual's data. This means not wasting energy, people or resources and creating confident and knowledgeable teams through a constant, live stream of open information.

The result is a workforce that considers the financial and social impact of every action they take, thereby eradicating mistakes and waste. This means higher profitability for employers and greater returns for their intuitive workers – who will know everything about the bottom line as well. Companies that fail to embed these intuitive systems will have a frustrated workforce that think and act faster than the systems allow. Those with younger workforces will feel this pressure and impatience the most.

SMART LINE MANAGEMENT

Employers need to be smart about employee care and build orchestrated environments where employees can work more efficiently and productively. An employer needs to quantify and track all activity, and nurture workers by being mood-responsive, informed and aware at all times.

Employers will benefit from an ultra-connected and symbiotic workforce whose members will be able to pre-empt each other's needs and those of their employer. The creation of key performance indicators (KPIs) and the annual review process will be enhanced and more intuitive, meaning the relationship between employee and employers will be less of a guessing game. This means a higher level of productivity, loyalty and retention.

Employers who do not quantify and pre-empt employee needs and wants will lose talent because the KPI and review process will feel void of any insight. The true detail of what employees enjoy or dislike about the job will be hidden in unanalysed big data.

THE INTUITIVE WORKPLACE TOOLKIT

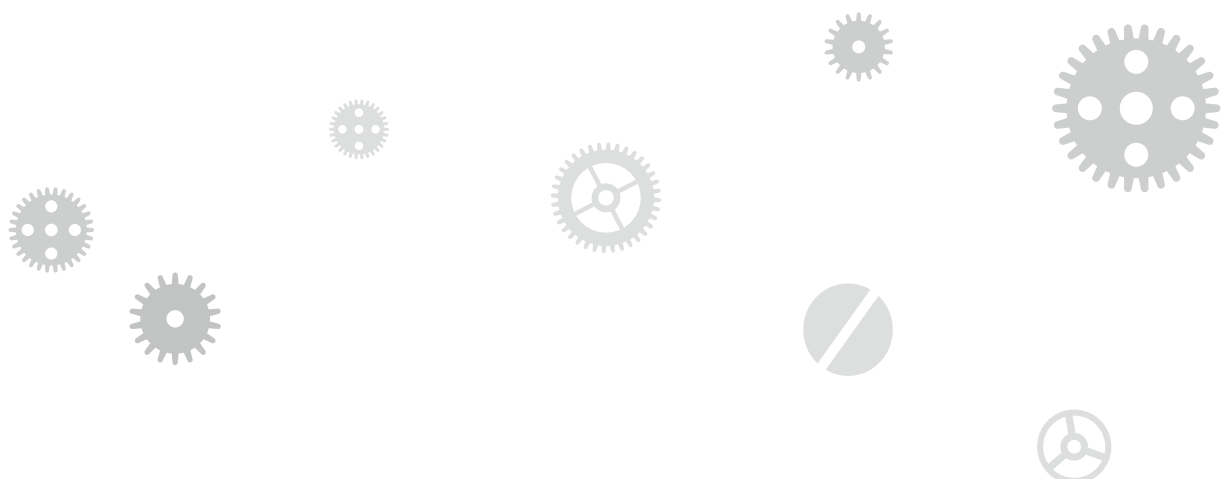
- Use technology to mine and gather detailed sets of data to improve each employee's roles and responsibilities
- Conduct advanced analytics with employee data to enhance the value of the relationship with your workforce
- Let employees realise the value of their data
- Create a lean and agile company culture using advanced software that unites a workforce
- Keep complex team networks on track by harnessing the power of each individual's data
- Create confident and knowledgeable teams through a constant, live stream of open information
- Consider the financial and social impact of every action employees take, thereby eradicating mistakes and wasted energy, people or resources
- Build orchestrated environments where employees can work more efficiently and productively
- Quantify and track all activity, and nurture workers by being mood-responsive, informed and aware at all times
- Enhance the employer's relationship with employees so that reviews aren't a guessing game

REWARDS IF YOU EMBRACE THIS TREND:

- **Efficiency:** you will save time and money by not chasing the wrong workers about the wrong things
- **Awareness:** all employees will consider the financial and social impact of every action they take, thereby eradicating waste and working more profitably
- **Togetherness:** you will enhance your relationship with employees and be able to anticipate future opportunities and challenges

RISKS IF YOU DON'T EMBRACE THIS TREND:

- **Disregard:** you will be viewed as archaic and unattractive to first-class talent, and frustrate employees who think and act faster than your systems allow
- **Vacuity:** you lose talent because the KPIs you set will be void of true insight about employees
- **Collapse:** the relationship between you and your employees will be a guessing game, resulting in lower productivity, loyalty and staff retention



THE COLLABORATIVE WORKPLACE

The rise of a workplace that is collaborative, cooperative, convivial and collected in the way it operates.

Introduction

The continued democratisation of hierarchies, a rising female workforce and the collapse of traditional structures have led to the relationship between employer and employee becoming symbiotic in nature. By 2030, workplace care will mean promoting an open, social exchange and operating a flat organisation. Teams will gather together at the start of every day, employees and employers will talk rather than email and workers will be nurtured in order to create loyalty and longevity.

1. DRIVERS

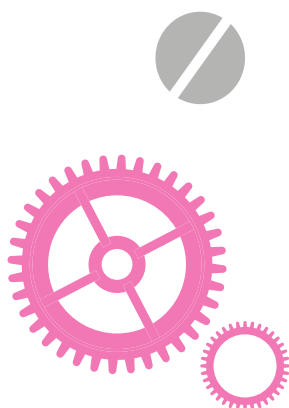
RISING CONVIVIALITY

Research firm Gartner predicted that the average, modern worker would actively participate in at least five different ad hoc teams simultaneously. This powerful demonstration of collaboration and co-creation has caused businesses to rethink their systems and models to allow for non-hierarchical inclusion of staff across businesses.

THE FEMALE AGE

In an increasingly social, transparent and interdependent world, the traits that are traditionally considered to be masculine – decisiveness, aggression, resilience, pride and analytical skills – will no longer be effective. This is the female century – over the last 40 years women have become the leading light in modern economies. They are filling the world's universities, starting more businesses and increasingly taking up positions of power.

In 1970, men outnumbered women in higher education throughout the world. Today, 56% of master's degrees globally are awarded to women, according to the Unesco Institute for Statistics. According to Forbes, the number of Fortune 500 companies run by women increased from 12 in 2011 to a record 24 in 2014. Women now head one fifth of start-ups around the world with the ratio of women-run to male-run companies jumping 30% since 2011. In the future, workplace care will focus on providing a culture of empathy, flexibility, openness and, importantly, collaboration.



1. DRIVERS (CONTINUED)

KICKSTARTER BRITAIN

In a more open-source culture, the rise of crowd-funding platforms gives anyone the opportunity to transform ideas into business ventures. In its first year in the UK, Kickstarter saw more than £22m in pledges made to projects in Britain, with 60% of backers coming from outside the UK. Its success is helping to create a global network of collaborators.

These platforms enable more than just access to funds, they also give entrepreneurs and creatives test beds for their ideas, as engaged audiences give instant feedback on new products and services.

CONVERGENCE ECONOMY

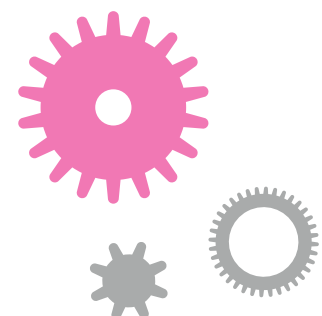
Everywhere you look, from the media and retail to hospitality, performance, fashion and technology, sectors in Britain are merging in new, creative ways. We are seeing the emergence of alloyed economies that blend skills and disciplines, producing often surprising outcomes for the consumer.

Media companies are adding elements of retail and are making media consumable, while retail companies are investing in becoming media providers. The Guardian has created #GuardianCoffee, a pop-up café designed as a hub for patrons to discuss the UK's technology industry. Meanwhile, as wearable technology becomes more mainstream, the fashion and technology industries are converging to an unprecedented extent. Fitness trackers are enlisting the help of fashion designers for their next iterations. Fitbit recently announced a partnership with designer Tory Burch to create a line of super-chic tracker necklaces and accessories.

Greater openness and collaboration will result in enhanced innovation and the cross-pollination of ideas and skills. It also means a closer-knit community of businesses and entrepreneurs who work together to make the future happen.

INCUBATION CULTURE

A lack of funds, resources and space, combined with a new beta attitude, are creating a situation in which start-ups are being incubated inside big brands. The brands are able to draw on creative talent, while the start-ups receive support and guidance. 'High-performing organisations are very strongly correlated with having high-performing individuals, and high-performing individuals, in general, want great degrees of autonomy,' says Stowe Boyd, lead researcher at Gigaom Research.



2. CONTRIBUTING FACTORS

According to the survey of British workers the following are the top contributing factors to the Collaborative Workplace and should be an employer's focus.

COLLABORATIVE AND FLEXIBLE WORK

Workers who wish for a more collaborative workplace believe this type of environment boosts creativity. They prefer hot-desking and regularly changing locations or teams to traditionally rigid structures. They also wish to take part in workshops and brainstorming in order to bounce ideas around with teams and clients.

PERSONAL DATA REPUTATION

Collaboratively minded employees are aware of their online reputation, and try to update and manage their digital profiles regularly in case an employer views them. They even believe that what they post and share on social media is replacing the CV, and can be just as important to employers as their education or work experience. They are open to using devices to track habits in the workplace in order to measure their performance.

PERSONAL DATA EXCHANGE

Collaboratively minded employees would like an open environment where they can share information and see that of others. They even go as far as to wish for total transparency, where salaries, grades, targets and the company's financial status are available to all. Many say there would need to be a fair exchange of this information between employer and employee – they would give personal information so that their employer can get to know them better and tailor benefits accordingly.

TREND ADOPTION

British workers are both aware of and involved with this trend and there is a relatively strong adoption of it and average conversion overall. Many workplaces already provide collaborative environments.

Employees are not particularly keen on this trend, however. Most would stay with their employer regardless of whether or not the workplace is made collaborative. This may be because the trend is now increasingly commonplace and therefore not a strong differentiating factor between employers.

TREND COST

A key component of the Collaborative Workplace is a highly collaborative working environment, with hot-desking and regularly changing locations or teams. Among British workers, 65% (2.9m¹¹ people) claim that brainstorming and workshops are effective ways to bounce ideas around at work and significantly decrease their stress levels.

Conversely, if companies don't employ these activities, workers will have increased levels of stress and will be more likely to leave their jobs. If British businesses had more regular inter-team brainstorming and workshops, they could stand to save £90bn¹².

¹¹ The Future Laboratory, see appendix for calculations

¹² The Future Laboratory, see appendix for calculations



3. FUTURES

EMPATHY WORKOUTS

More employers will use training methods that focus on converting masculine and aggressive work traits into listening skills, understanding other people's perspectives and relationship building. In 2013, researchers at the Max Planck Institute in Germany discovered that a particular part of the brain helps us distinguish our own emotional state from that of others and is responsible for empathy and compassion. There is also research to suggest volunteering can help us to learn to have more compassion. These types of tools will enable more collaboration within the workplace, as people understand each other more.

IDEA INCUBATORS

Workers will have the opportunity to form and receive necessary support for their own projects – often having them propelled into new components of the company itself. Departments will band together across the company, working together in commune-like spaces to incubate not just their businesses, but their personal lives. Companies will increasingly turn to ideas such as advertising agency Wieden+Kennedy's Portland Incubator Experiment (PIE), which supports technology entrepreneurs, and enlists the help and support of large clients such as Coca-Cola, Nike, Target and Google.

OFFICE NEIGHBOURHOODS

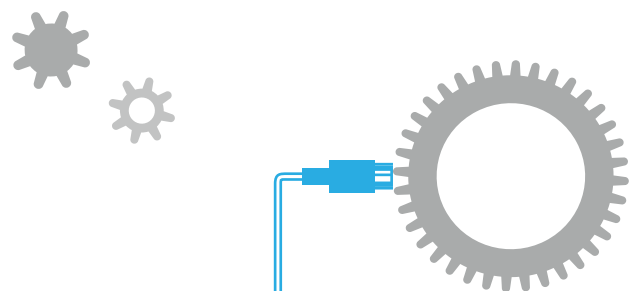
Successful employers will seek inspiration from neighbourhoods and city communities as a way to create socially-minded environments within offices. 'They're actually trying to reconfigure their workplace so it's more like a city; and so they have things like pop-up stores right in their office,' says Boyd. Design firm Industrial Facility has created a series of modular desks for furniture manufacturer Herman Miller that can adjust to create office neighbourhoods and increase collaboration between workers.

SYMBIOGENESIS

There will be a revolution in practices and behaviour as companies converge and further assimilate with peers and customers. This state of symbiogenesis – which means the merging of two separate organisms to form a single new organism – offers rich opportunities for brands willing to relinquish agency and converge with others. Companies will no longer be producers; instead they will form platforms, networks and communities for greatness and growth. New social platform Smallknot, for instance, enables people to support local businesses by investing in them. People connect through Facebook, and donate to local businesses that need funding for specific projects.

CO-OPETITION

Smart brands are taking a new stance on capitalism. Instead of competing, they are celebrating common purposes and turning competition into collaboration for mutual gain. In Germany, an unlikely partnership has formed between discount grocery retailer Aldi and its upmarket competitor Rewe. The pair opened joint stores in which they traded under the same roof. Boyd explains this principle goes back to times of resource scarcity where, for example, farmers worked together to ensure they didn't overgraze. It works, he says, just as long as companies 'get together and agree to share some resources in a way that is good for all involved'.



4. KEY TAKEOUTS

Employers should take the following actions to embrace this trend:

BE CONVIVIAL

Employers should create convivial environments and social processes where employees can regularly engage in open discussions, workshops and brainstorming. Open, collaborative organisations like this will harness all things convivial, to deliver commercial and social results based on the values of transparency, integrity and community. The key to this is talking, not emailing. Imagine an office that bans email. This is the true convivial workplace.

The benefit for employers is the etiquette involved in nurturing conversation and having a dialogue between teams. It delivers higher levels of happiness, satisfaction, entertainment and creativity for employees, thereby making them more likely to stay with an organisation. By creating environments and opportunities to connect and exchange, employers can nurture loyal and long-lasting relationships with employees that transcend purely salary-based arrangements.

GATHER AT KICK-OFF

Employers should gather teams together at the start of every day, week, month and other key moments in the same way those in the leisure and hospitality industries prepare for the shift ahead. This ensures all minds are aligned and ready to do what is necessary to get the job done. It sounds simple, but an effective five-minute standing meeting can make or break the success of a business day.

The benefit is a rallying spirit among team members, making them more motivated and able to give 100% to an organisation. If this practice becomes a standard routine, teams are more connected and are loyal to each other. Without this routine, employers can have a team of disheartened workers who not aware of others' skills, knowledge, whereabouts or abilities. This causes wasted time and money, inefficiencies and lower profits. It also fosters a negative feeling within the workplace along with low team camaraderie and esteem.

LISTEN AND LEARN

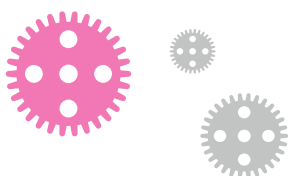
Employers should continually develop new ways of listening and being accessible, creating a workforce that values intimacy and familiarity with each other. This could involve myriad physical tools and methods, used to collect thoughts from people, innovative ways to message throughout the building and encouraging hot-desking and switching roles as part of empathy training.

The benefit for employers is an enhanced reputation for taking action and having closed feedback loops, cutting down on bureaucracy and red tape to make things happen. This shows employees that an employer is with them and augments the motivation they have to do a great job for longer at the organisation. Without this connection and activity, employees can start to feel the employer only cares about making money. While this is important to a successful business, social capital is increasingly just as powerful and lucrative.

ACT LIKE A SOCIAL NETWORK

Employers need to start acting like social networks in order to embrace the Collaborative Workplace trend. Workplace intranets should resemble social networks, with ideas and information exchanged and managed through the use of conversation-based platforms. Good ratings, likes and networks will entitle workers to gain greater access to expertise and knowledge from inside and outside their organisation. Consider how being a good bidder or seller on eBay gives you better use of the site.

Employers should find ways of showing off talent to their workforces, and linking them to each other as part of a dynamic, inclusive community that strives to learn and succeed. One idea is to create a Meet Our Talent campaign, featuring portraits and case studies of bright sparks in your organisation. An internal Instagram or Tumblr-style community that expresses the skills and knowledge of a workforce can foster a sense of pride and magnetism among employees. Without this, a workforce can feel disconnected, misaligned and inefficient.



4. KEY TAKEOUTS (CONTINUED)

INCUBATE TALENT

Within the Collaborative Workplace trend, employers need to show that they champion intelligence, imagination and inventiveness by becoming a platform for cross-pollination and freedom. This could involve launching an idea incubator to support talent – allowing employees time to explore and discover, to experiment and create, to fail and perfect, to feel and express.

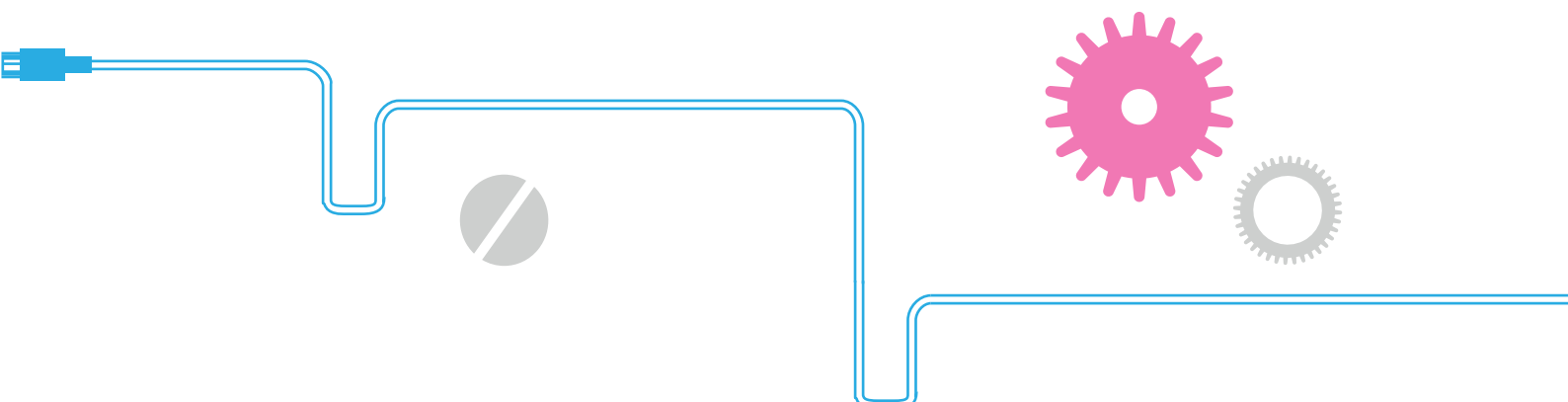
Similarly, giving a unique challenge to the workforce promotes the development of creative minds. Introducing a fast-track system allows an employer

to recognise bright young talents, invest in them and stand by their development through the business. These all demonstrate that an employer celebrates uniqueness, excellence and those proud to stand apart.

A workforce will admire and feel pride in their employer as a champion of talent. This is crucial for attracting top candidates and can mean individuals approach an employer independently, reducing recruitment fees. These initiatives also reverberate after an employee leaves, as they share positive stories about the way their previous employers galvanised a workforce to do great things.

THE COLLABORATIVE WORKPLACE TOOLKIT

- Create convivial environments and social processes where employees can regularly engage in open discussions, workshops and brainstorming
- The key to this is talking, not emailing, so try banning emails for a week
- Train people in the art of conversation and debate
- Create environments and opportunities to connect and exchange
- Gather teams together at the start of every day, week, month and other key moments in the same way those in the leisure and hospitality industry prepare for the shift ahead
- Use myriad physical tools and methods to collect thoughts from people, devise innovative ways to message throughout the building and encourage hot-desking and switching roles as part of empathy training
- Take action by having closed feedback loops, cutting down on bureaucracy and red tape to make things happen
- Act like a social network, with ideas and information exchanged and managed through the use of conversation-based platforms
- Find ways of showing off the talent you have in your organisation, linking people to each other as part of a dynamic, inclusive community
- Show that you champion intelligence, imagination and inventiveness by creating an idea incubator to cross-pollinate, explore and discover, experiment and create, fail and perfect and to feel and express



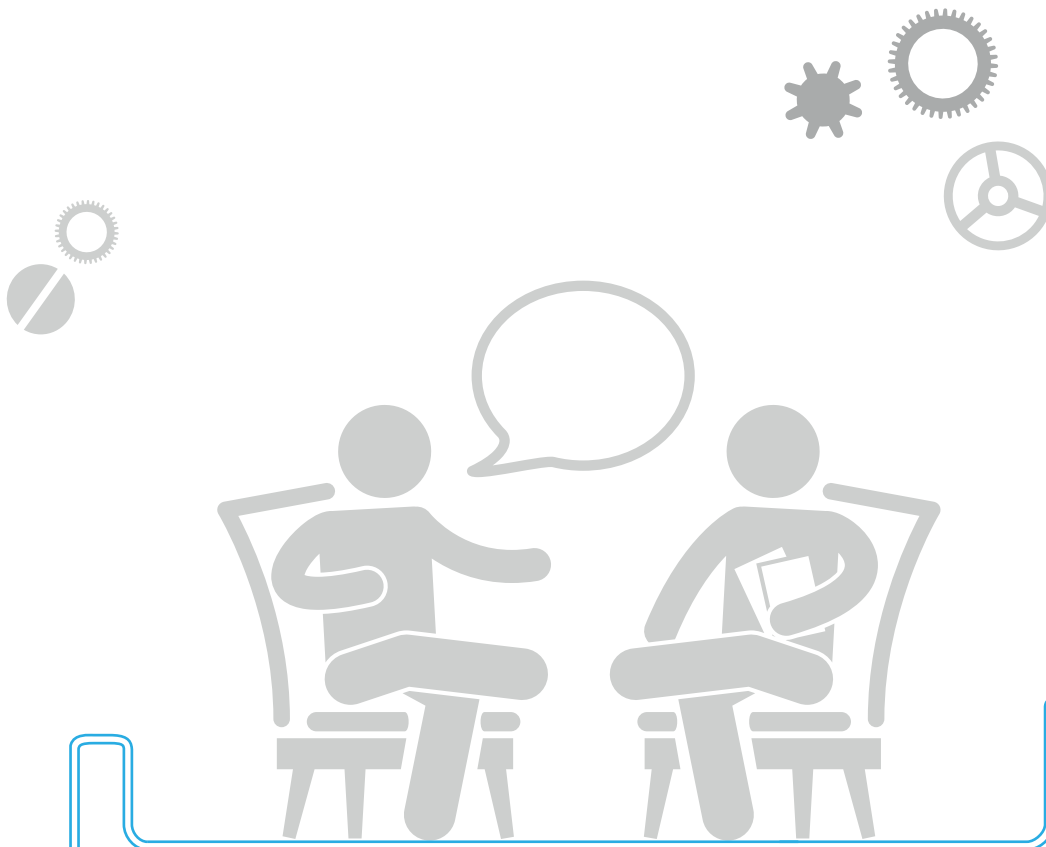
4. KEY TAKEOUTS (CONTINUED)

REWARDS IF YOU EMBRACE THIS TREND:

- **Enthusiasm:** higher levels of happiness, magnetism, pride, satisfaction, entertainment and creativity all round
- **Devotion:** employees will rate your organisation and stay with it
- **Motivation:** there will be a rallying spirit among teams, making them more motivated and able to give 100% to your organisation

RISKS IF YOU DON'T EMBRACE THIS TREND:

- **Pessimism:** you will have employees who are disheartened, with low team camaraderie and low self esteem
- **Confusion:** your employees will be unaware of each other's skills, knowledge, whereabouts or abilities
- **Cost:** wasted time and money, inefficiencies and lower profits



MEDIA AND ADVERTISING



BE MINDFUL AND COLLABORATIVE

Within the advertising and media sectors, we see a greater uptake of the Mindful and Collaborative Workplace, showing that workers currently enjoy environments that cultivate the mind, promote contemplation and creativity, and encourage being collaborative, cooperative and convivial. Human resources departments need to embrace the Mindful and Collaborative Workplace trends in the future.

These sectors already adopt workplace features that relate to mindfulness, such as quiet zones around the workplace and mindfulness coaches. Employees in these industries also show higher levels of satisfaction with these than the average. Many advertising agencies are adopting mindfulness in order to boost creativity – an integral part of their work – among their employees. ‘Having an ability to make your mind stop for a bit and have some quiet helps you to be rested and therefore more creative,’ says Nicola Forristal, human resources director at BBH.

This industry also shows lower levels of stress and burnout than other sectors, which may relate to the fact that they already adopt a mindful environment in some respects and are able to control levels of stress by taking more frequent breaks and relaxing more in the midst of busy schedules. ‘Our chairman talks about the ‘amplified self’,’ says Forristal, ‘where we can’t have a pizza without posting it online. Because of that constant noise, there’s a greater need to also rest one’s mind.’

These sectors are also predominantly formed of smaller companies, more so than the average in our survey, indicating that collaboration may be achieved more easily and successfully within workplaces with fewer employees to manage.

Advertising and media consists mostly of junior/middle/senior managers, which may also make collaboration easier as it is between those who are of a closer seniority and on a similar level authoritatively. There is also a focus on grouping employees around work rather than role, explains Forristal. ‘We divide the agency into clusters around the work, so it’s about the collaboration and flow of the work, but also flattening the structure.’

TACKLE DIGITAL OVERLOAD

Out of all trend drivers, an overwhelming level of digital connection makes the greatest contribution to high levels of stress within this sector. Among British workers in advertising and media, 38% (180,000¹³ people) state they often feel as if they need a break from being connected, and this can lead to higher levels of stress and increase the likelihood of people leaving their job. Employers in this sector must embrace the Mindful Workplace trend, as it could cost the sector £4.7bn¹⁴.

‘Employers who don’t adopt mindfulness will end up with people who are stressed and anxious as they don’t know ways of switching off, which will lead to increased costs to therapy and healthcare,’ says Forristal.

¹³ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

¹⁴ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations



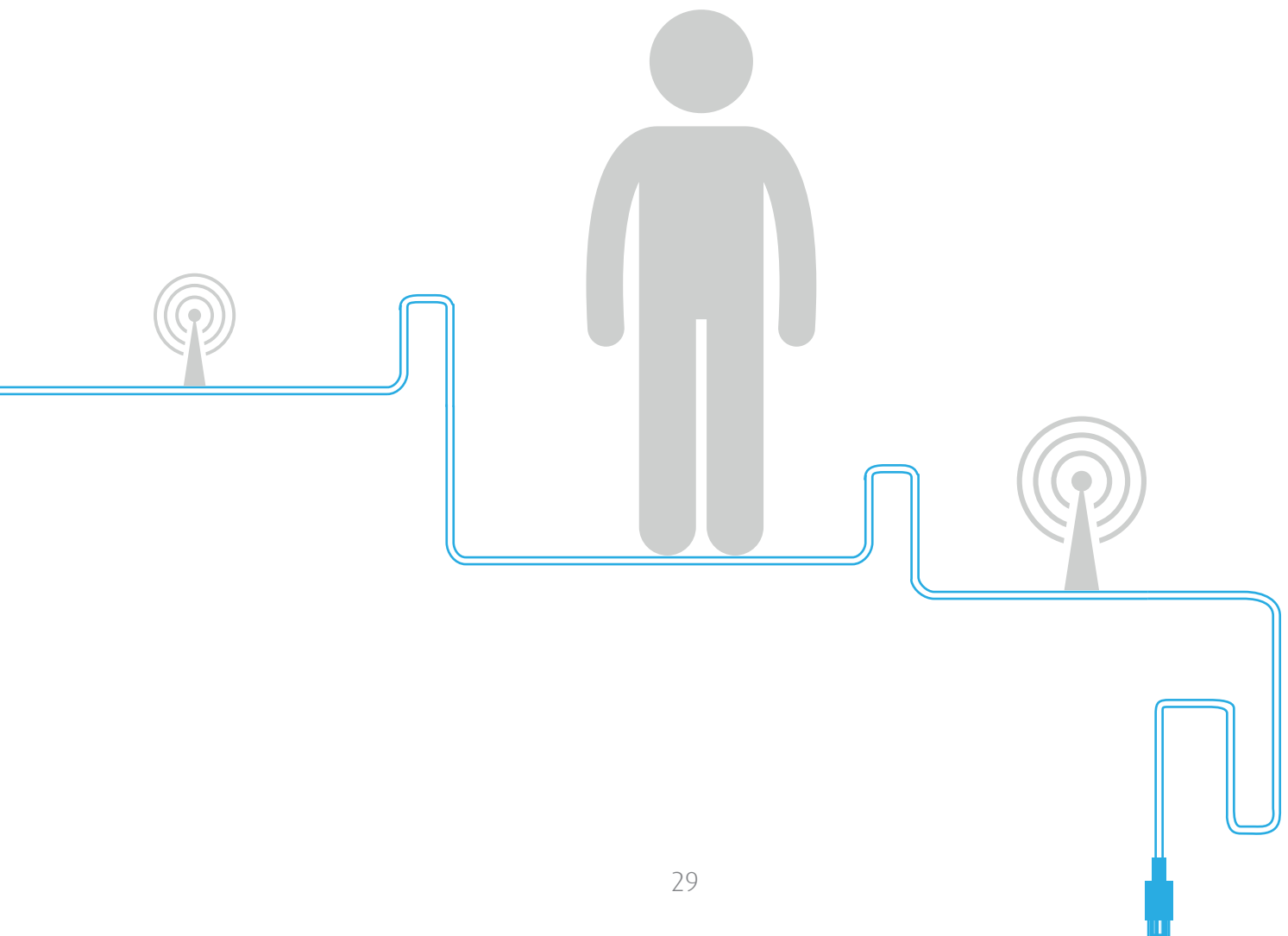
MEDIA AND ADVERTISING WORKPLACE TOOLKIT

BEING MORE MINDFUL

1. Integrate mindfulness throughout your businesses, from the way employees talk to each and conduct meetings to the way success is measured, projects are managed and people are rewarded
2. Improve everyone's mental ability, and include mental health as well as physical health in care packages
3. Include regular 'mind checks' to make sure people's performance is up to the standard from a mental-health perspective
4. Manage staff exposure to an always-on world and offer regular moments of tranquillity, downtime and switch-off from devices and even each other
5. Realise the power of daydreaming, as the human brain creates more ideas when it is relaxed

BEING MORE COLLABORATIVE

1. Create convivial environments and socialising mechanisms so teams can engage regularly in open discussions, workshops and brainstorming
2. The key to this is talking, not emailing, so try banning emails for a week
3. Train people in the arts of conversation and debate
4. Act like a social network, with ideas and information exchanged and managed through the use of conversation-based platforms
5. Show that you champion intelligence, imagination and inventiveness by becoming an idea incubator to enable people to cross-pollinate, explore and discover, to experiment and create, to fail and perfect, to feel and express



LEGAL



BE AGELESS

Within the legal sector, we see a greater uptake of the Ageless Workplace, showing that legal workers increasingly no longer see age as a factor in work ability. They believe that just because an employee is older they are no less capable of performing their job than someone much younger, and that employers should offer more to older workers by giving them new tasks and more authority in recognition of their experience and expertise. Human resources departments need to embrace the Ageless Workplace trend in the future.

Employees in the legal sector tend to be at either end of the spectrum; in other words, the sector has many younger and older workers, but relatively few in the middle. The young may endorse the Ageless Workplace due to unfamiliarity with the feeling of being burnt out or tired of working, while older people may endorse it due to not being ready to retire in the immediate future.

The focus on the Ageless Workplace in this sector is also due to the traditional structure of legal firms, explains Moira Slape, human resources director at Eversheds, where employees join as trainees, then have their career driven by a series of post-graduate qualifications. 'So this concept of an ageing workforce tends not to be necessarily as applicable to a law firm, as they're paying for a certain level of qualifications as opposed to experience,' she says. Our survey reflects this, showing that legal employees seem more committed to their companies, having worked for the same one on average for more than 11 years.

The legal sector also has the highest average incomes of the five sectors, giving its members

more of an incentive to continue working for much longer. And there are lower levels of burnout and average levels of stress, with a lower-than-average intention to quit despite low levels of organisational commitment.

Employees are happier and able to work for longer, although low organisational commitment indicates they would be happy to leave their current company if offered better elsewhere.

ENERGISING THE WORKFORCE

'You have lots of law firms at the moment who are investing in health well-being programmes to make sure that we can best help lawyers manage the stress involved in being a lawyer in a corporate law firm,' says Slape.

Looking after employee health can also be linked to a legal firm's business interests. 'Most law firms' clients now, when the firms pitch for business, are becoming much more demanding about wanting to know how firms tackle well-being, how firms tackle diversity,' says Slape.

The key to the Ageless Workforce trend is an employer that energises workers to enable them to continue in work until a later age. Currently, 44% of legal workers in Britain (106,000¹⁵ people), of all ages, do not feel that they have sufficient energy for the work, and it is the top factor that makes workers in this sector feel stressed, burnt out, depersonalised and emotionally exhausted. Employers in the legal sector must embrace the Ageless Workplace trend, as it could cost the sector £4.2bn¹⁶.

¹⁵ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

¹⁶ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

LEGAL WORKPLACE TOOLKIT

BEING AGELESS

1. Promote an ageless culture that rewards and treats each age equally, and switch the rhetoric from what older workers can't do to what they can do
2. Help all workers understand and feel excited about the long-term journey at your company
3. Re-energise employees across all stages of their career with regular mental and physical training and education
4. Provide specialised health and wellness support to employees in the form of financial and health protection
5. Position older employees as wellsprings of imagination, wisdom and entrepreneurialism, rather than elders who remember the past

INFORMATION TECHNOLOGY



BE COLLABORATIVE

Within the IT sector, we see a greater uptake of the Collaborative Workplace, showing that workers currently enjoy a more collaborative workplace with regular changes of locations or teams. This workforce is more aware of its online ability to connect to a wide network of colleagues. Its members also enjoy open environments where they can share information, and even have total transparency of personal information so that their employer can get to know them better and tailor benefits accordingly. Human resources departments need to embrace the Collaborative Workplace trend in the future.

In general, workplace features associated with a collaborative mindset are found with above average frequency in this sector. Furthermore, IT employees state they are 'very satisfied' with these features, more so than average. Employees in IT also agreed or strongly agreed with statements that support the notion of a collaborative workplace, indicating a general interest in participating in it.

This can be put down to the fact that collaboration is easier to integrate in IT firms, as employees in the sector tend to have longer lengths of service, and so employees will already know each other well.

It is also down to the work itself. Many IT firms today are having to produce new products and services, and take these to market even faster than before, requiring a much more agile way of working that involves smaller teams. 'The agile development approach has really transformed software development,' says Stowe Boyd, analyst at Gigaom Research. 'It's done it in pure-play software companies, but also smaller groups inside bigger companies.'

Interestingly, the IT sector has a disproportionate number of male workers, possibly making empathy (a key element of Collaborative Workforce) less relevant because it is too unfamiliar and harder to associate with.

Empathy is strongly associated with the rise of Female Age. The IT sector also generally has an older workforce overall, so this could indicate that traditionally male-focused ways of working might be quite strongly ingrained in the culture of the sector, with female-focused workplaces being too forward-thinking a notion.

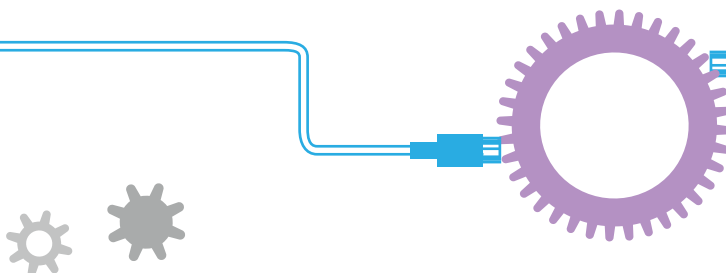
It can also be explained by a male intake that has recently become ingrained in the culture of IT firms, explains Alison Wolf, Sir Roy Griffiths professor of Public Sector Management at King's College London. 'Technology is a mystery to everybody as it used to be heavily female in the early days, as they specialised in highly qualified women, but now it's bucking the trend,' says Wolf. 'It probably goes right back to things like girls not doing physics at school.'

MAKING THEM MORE COLLABORATIVE

The prevalence of a male-dominated work environment is a major contributor towards higher stress levels within the IT sector. Of British IT workers, 24% (580,000 people¹⁷) feel men (who can be more resilient, focused, thorough and to the point) counter the desire for a more collaborative workforce, and can make workers in this sector feel stressed, burnt out, depersonalised and emotionally exhausted. To counter this issue, employers in IT must embrace the Collaborative Workplace trend, as it could cost the sector £18bn¹⁸.

¹⁷ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

¹⁸ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

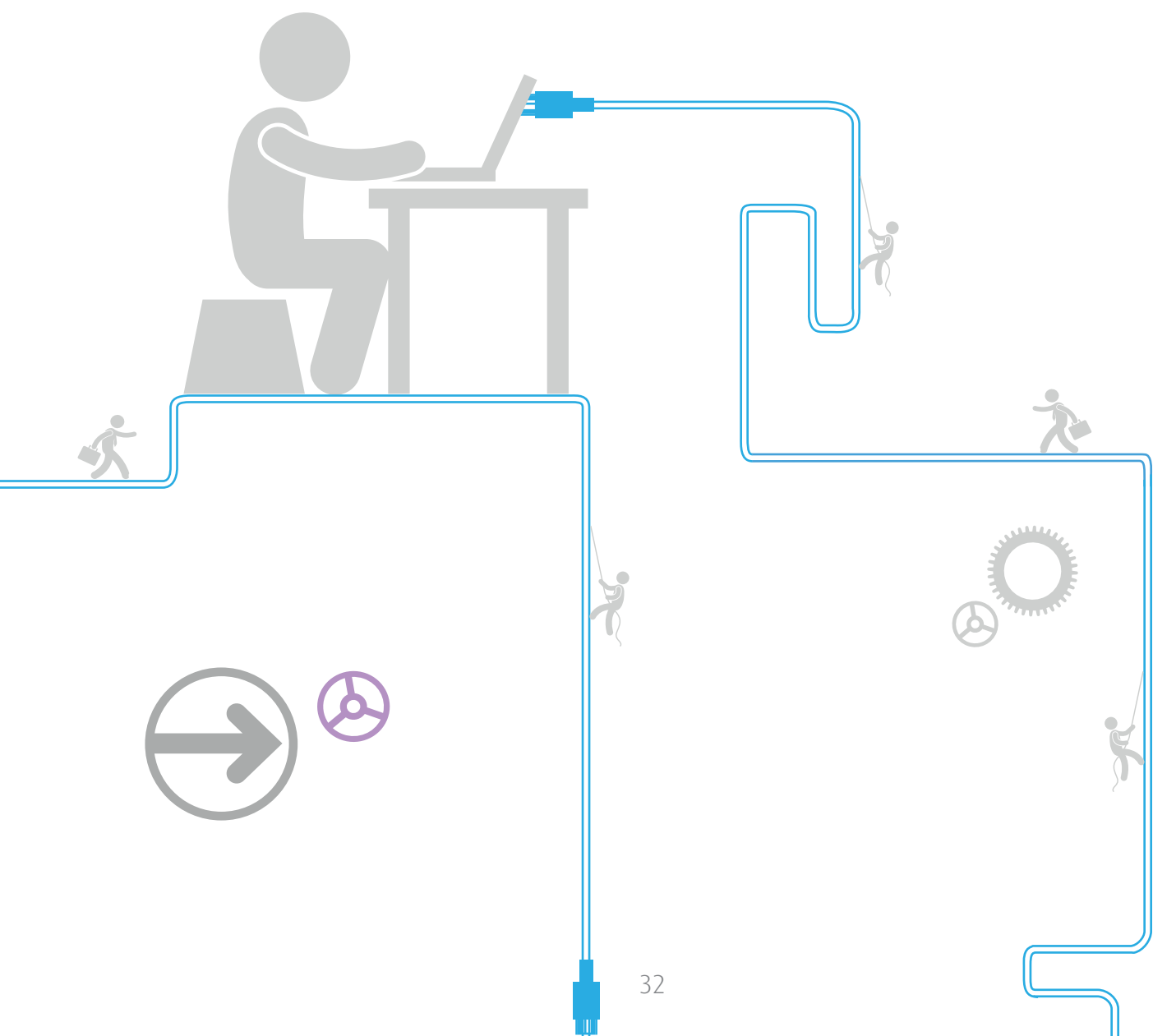




IT WORKPLACE TOOLKIT

BEING MORE COLLABORATIVE

1. Create convivial environments and social processes where employees can regularly engage in open discussions, workshops and brainstorm
2. Train people in the art of listening, conversation and debate, and create environments and opportunities to connect and exchange
3. Use myriad physical tools and methods to collect thoughts from people; have innovative ways to express ideas and message throughout the building; and encourage hot-desking and switching roles as part of empathy training
4. Act like a social network, with ideas and information exchanged and managed through the use of conversation-based platforms
5. Show that you champion intelligence, imagination and inventiveness by becoming an idea incubator to enable people to cross-pollinate, explore and discover, to experiment and create, to fail and perfect, to feel and express



ACCOUNTANCY



BE INTUITIVE

Within the accountancy sector, we see a greater uptake of the Intuitive Workplace, showing its workers currently enjoy a more an open environment where they can share information and see that of others, and even go as far as to wish for total transparency, where salaries, grades, targets and the company's financial status are available to all. Human resources departments need to embrace the Intuitive Workplace trend in the future.

These intuitively-minded employees are also aware of their online reputation, and believe that what they post and share on social media is replacing the CV, and can be just as important to employers as their education or work experience. This explains the greater use of devices to track habits in the workplace in order to measure performance.

In general, workers in the accountancy sector rated features of the workplace associated with an intuitive mindset as below average for satisfaction. This could indicate a general dissatisfaction with a lack of intuitive working in the sector. The sector is also driving up the average for certain statements or drivers that support the notion of an intuitive workplace.

This can be explained by the sector having an above average number of 18–34-year-olds employed within it, a generation accustomed to sharing personal information online, which may therefore not feel intimidated by sharing this kind of information at work too.

An intuitive approach to work is also easier as the sector is predominantly made up of smaller-sized companies, specifically under 250 employees, making an intuitive mindset easier to establish among employees who know each other better.

PROMOTE DIGITAL DISCONNECTION

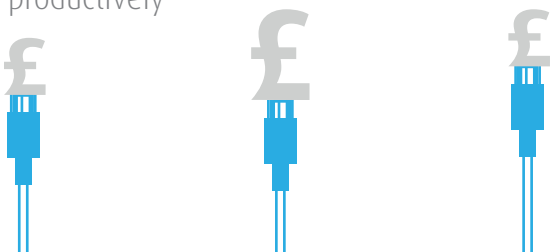
While a digital and device-centric Intuitive Workplace resonates the most with accountancy workers, 24% of British accountancy workers (3.3m¹⁹ people) agree that over-exposure to technology and sharing of data is actually the leading factor that makes them feel stressed, burnt out, depersonalised and emotionally exhausted. This leads to a higher likelihood of them leaving their job, meaning that British accountancy businesses should embrace the Mindful Workplace alongside the Intuitive Workplace, or be faced with a cost of £4bn²⁰.

¹⁹The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations
²⁰The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

ACCOUNTANCY WORKPLACE TOOLKIT

BEING MORE INTUITIVE

1. Use technology to mine and gather detailed sets of data to improve each employee's roles and responsibilities
2. Conduct advanced analytics with employee data to enhance the value of the relationship with your workforce
3. Create a lean and agile company culture using advanced software that unites a workforce
4. Create confident and knowing teams through a constant, live stream of open information
5. Build orchestrated environments where employees can work more efficiently and productively



BEING MORE MINDFUL

1. Integrate mindfulness throughout your business, from the way employees talk to each other and conduct meetings to the way success is measured, projects are managed and people are rewarded
2. Improve everyone's mental ability, and include mental as well as physical health in care packages
3. Train managers in mindfulness so that they can spot the early signs of stress, burnout and anxiety
4. Manage staff exposure to an always-on world and offer regular moments of tranquillity, downtime and switch-off from devices and even each other
5. Simplify how people receive and send information

RETAIL



BE AGELESS

Within the retail sector, we see a greater uptake of the Ageless Workplace, showing retail workers want work environments that energise them to continue to work until a later age because they want to rather than need to. They also feel capable of taking on the burden of this work-life balance in this sector. Human resources departments need to embrace the Ageless Workplace trend in the future.

They believe that just because an employee is older they are no less capable of performing at their job than someone much younger, and that employers should offer more to older workers by giving them new tasks and more authority with regards to their experience and expertise.

The ageless workplace is of greater significance to retail as the sector is predominantly older aged, and these employees tend to work for more than five years for the same company, which is above average. This has led to a greater mix in generations.

'For the first time in history, we have all of our age groups working together in different teams and organisations where, historically, we haven't really had that before,' says Julie-ann Tate, leadership and talent manager at Marks & Spencer. 'You want to have the mix, particularly if we're looking at the older workforce, who come with a raft of experience and personal anecdotes and abilities, capabilities that they can add into the mix.'

Employees in the retail sector have higher levels of stress and job burnout than average, but low intention to quit and high organisational

commitment. This may be explained by employees staying with their companies out of necessity, believing that leaving would disrupt and interfere with their lives too greatly to be considered. Further analysis into affective organisational commitment confirms that retail employees lack a feeling of attachment or commitment to their companies.

An Ageless Workplace would appeal to this sector in terms of encouraging employers to take care of employees in older age to ensure they are happy, healthy and therefore more productive in the long term. 'At the moment, we've benefitted from people who want to stay here and are committed, and their age does not play a factor in how long they are with us,' says Tate. 'I think what we will probably see is that we need to become more deliberate around how we're proactive in keeping people with us.'

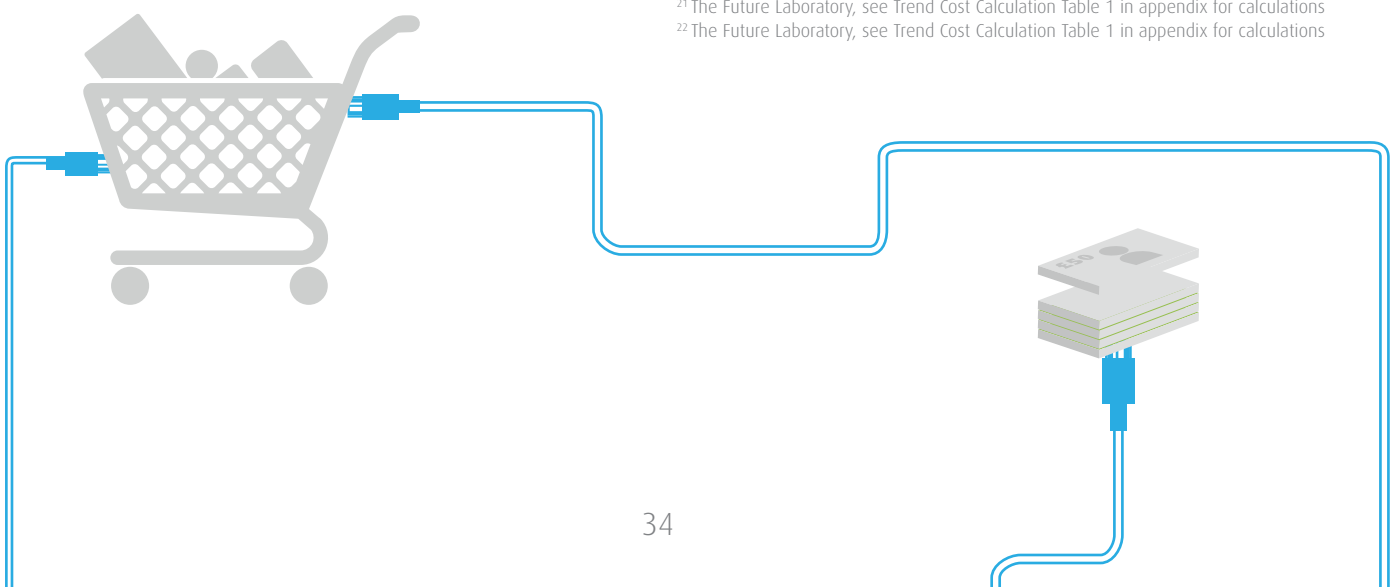
PROMOTE DIGITAL DISCONNECTION

The desire for digital disconnection and not feeling sufficiently energised, regardless of age, are the two factors that make British workers in the retail sector feel stressed, burnt out, depersonalised and emotionally exhausted. This is 24% of British retail workers (232,000²¹ people). Indeed, they are acutely aware of when their minds and bodies become overwhelmed and this causes a higher likelihood of them leaving their job. Hence British retail businesses must embrace the Mindful and Ageless Workplace trends, or be faced with a cost of £4.6bn²².

'In a store environment, we will see a continued evolution around that sublimity and the need for some quiet time and reflection,' says Tate.

²¹ The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations

²² The Future Laboratory, see Trend Cost Calculation Table 1 in appendix for calculations



RETAIL WORKPLACE TOOLKIT

BEING MORE AGELESS

1. Switch the rhetoric from what older workers can't do to what they can do
2. Involve older workers in high-velocity, high-intensity activities that generate positive stress and adrenalin
3. Re-energise employees across all life stages of their career with regular mental and physical training and education
4. Position older employees as wellsprings of imagination, wisdom and entrepreneurialism, rather than elders who remember the past
5. Use older workers who will shortcut thinking based on experience, and let them become champions of a more agile start-up mindset

BEING MORE MINDFUL

1. Integrate mindfulness throughout your business, from the way employees talk to each other and conduct meetings to the way success is measured, projects are managed and people are rewarded
2. Improve everyone's mental ability, and include mental as well as physical health in care packages
3. Involve regular 'mind checks' to make sure people's performance is up to the standard from a mental-health perspective
4. Train managers in mindfulness so that they can spot the early signs of stress, burnout and anxiety
5. Simplify how people receive and send information



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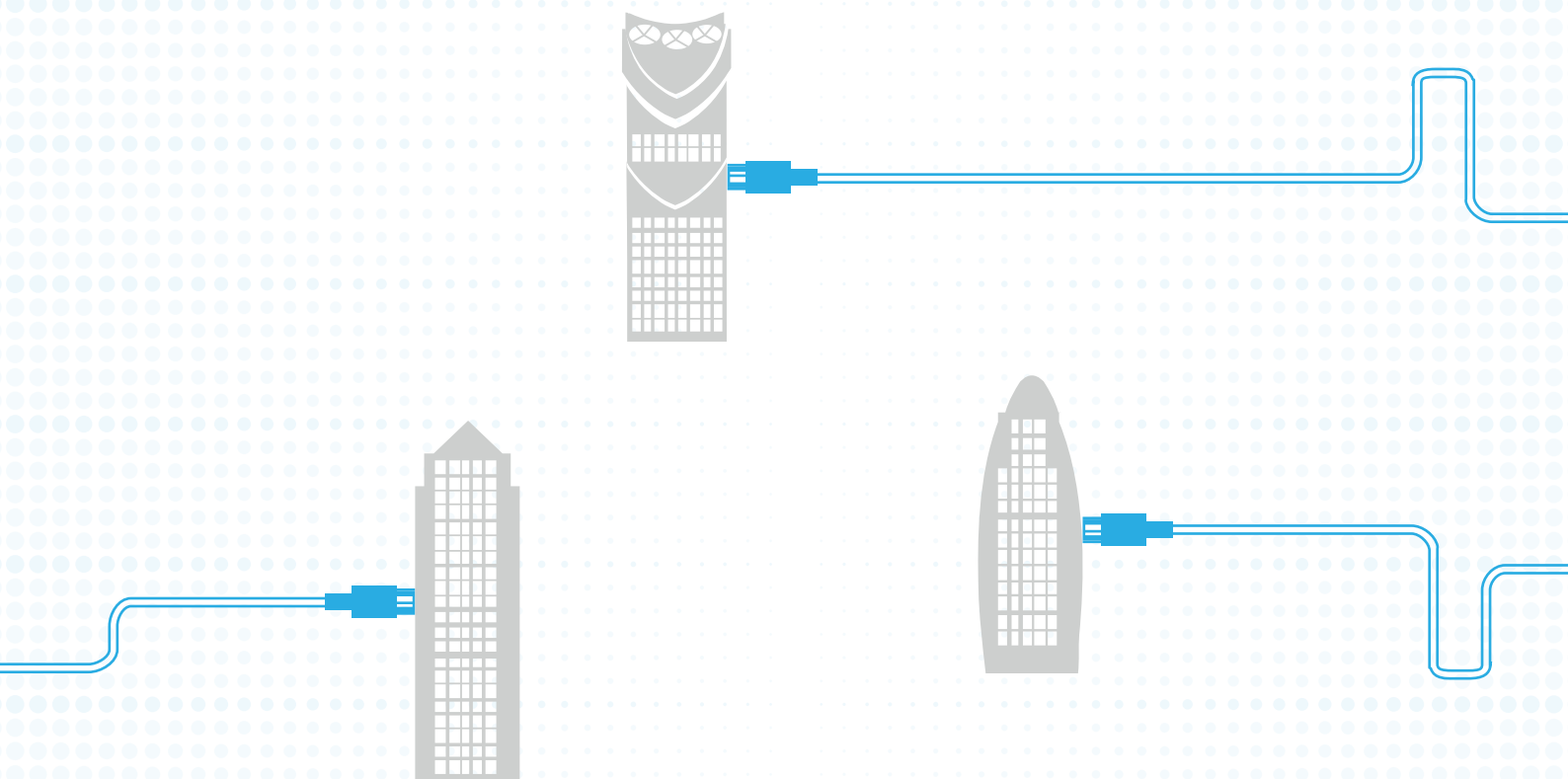


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