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: MOREYSMITH
: THE FUTURE OF
THE WORKPLACE



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About Us

Since it was founded in 2001 The Future Laboratory has grown to become one of the world's most renowned futures consultancies, and has worked with more than 1,000 brands in 37 countries from offices in London, Melbourne and New York.

The Future Laboratory offers a range of services, from foresight to inspiration to strategic advice and activation. At our core is a global team who continually research, analyse and document the new and the next, and set out the implications for organisations across 14 industry sectors. Our strategy, innovation and creative teams help our clients to explore probable, possible and preferable futures to harness market trends, understand and adapt to emerging consumer needs, position their businesses for success and keep them ahead of their competitors.

Foreword

MoreySmith has been designing offices for more than 20 years. Office spaces and the people who work in them are changing, and the health and wellbeing of employees is high on the agenda.

Wellness in the workplace is a big and current conversation, but it's always been at the heart of what we do. With people working harder and longer hours, the boundaries between work and social life are becoming increasingly blurred. Today, we have higher expectations of our surroundings because we travel more, eat out more frequently, have access to more cultural experiences and, of course, we are exposed to designed environments of a much higher quality. In addition, women now account for 46.4% of the UK workforce, according to The World Bank, which has had a huge influence on the evolution of offices from more masculine and corporate environments.

MoreySmith has commissioned this Workplace Futures report to better understand the psychology of the future workforce and how we need to adapt our approach and designs to accommodate them.

To be forward-thinking, it is critical that we are open to innovation and fresh perspectives. This thought-leadership paper helps to identify emerging trends in the workplace – from the effects of technology to new behaviour patterns among younger generations, from loyalty to heritage and tradition to a commitment to sustainability and wellbeing, and from cutting-edge innovation to practices that are tried and tested.

We hope this report offers an insight into our future working environment that inspires and excites you as much as it excites us.

Linda Morey-Burrows, founder and principal director, MoreySmith

The Future of the Workplace: Report Contents

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Overview

In the past 50 years the focus has been on building workspaces that create machine-like efficiency among workers in open-plan environments designed to keep pace with technological advances.

But in the century ahead, designers and architects will advance towards innovative Open Work spaces, a model of future-facing office design as pioneered by design and architecture practice MoreySmith. Open Work spaces will supersede today's open-plan spaces, empowering people through fit-for-purpose buildings that will support tomorrow's increasingly agile, diverse and multigenerational workforce.

By the late 2020s, the dualistic structure of hot desks for workers and private offices for managers will be a thing of the past. Instead, businesses and their increasingly diverse workforces will have embraced the essence of Open Work office design – activity-based spaces that, through a considered layout, technology-driven features and human-centric design, will inspire greater levels of workplace conviviality, learning and productivity.

In this report, we identify and explore the social, cultural and technological forces that are shaping the Future of the Workplace, revealing the characteristics and approaches to future working environments that will satisfy and inspire the workforce of the late 2020s.

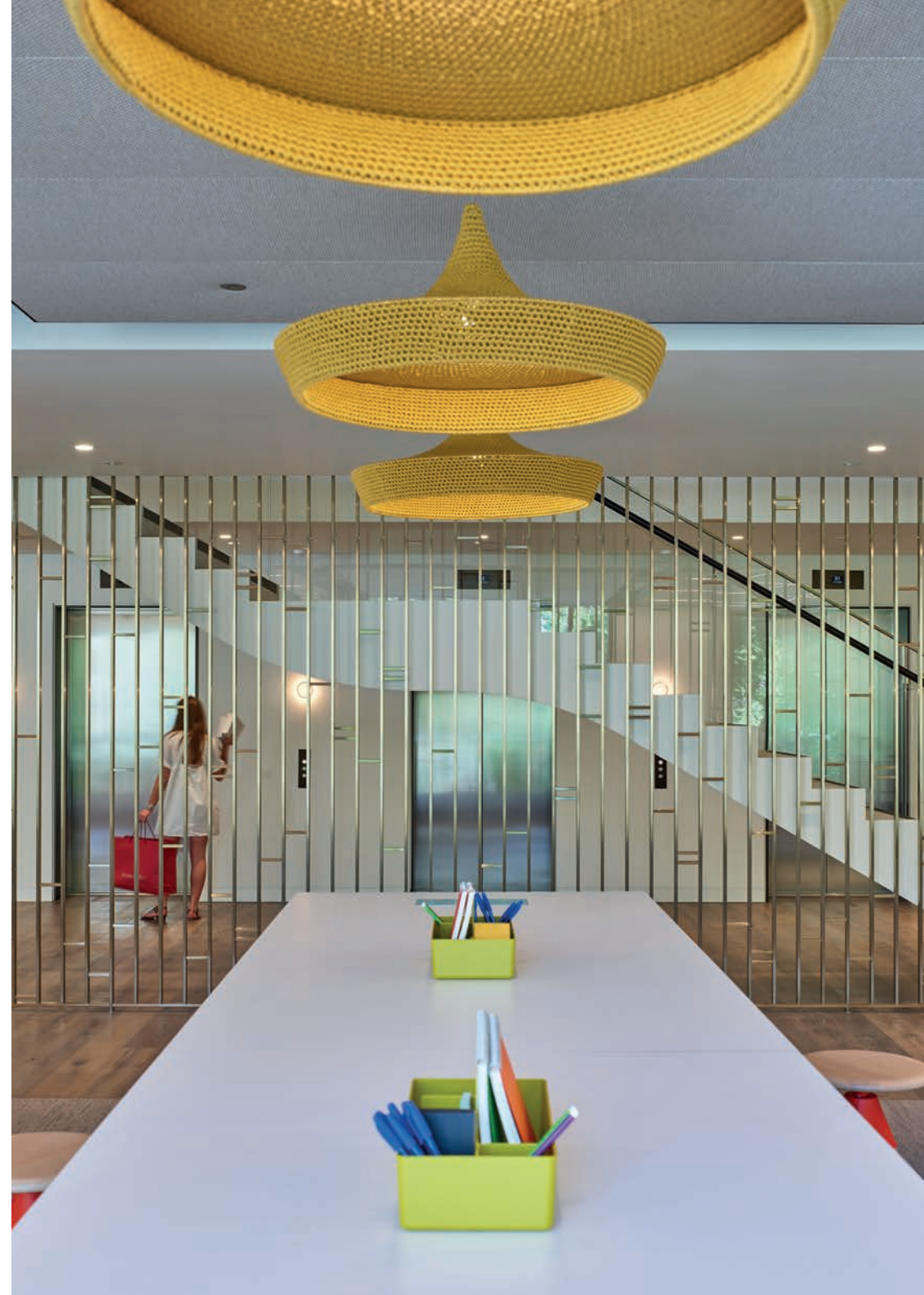
We look at the elimination of boundaries between office, home and play, the intuitive technologies and wellbeing practices that will instil worker engagement, contentment and productivity, and the new hubs of learning and support.

In doing so, we examine the emerging trends that will shape architectural attitudes to human-centric Open Work design, enabling tomorrow's workforce to build more meaningful relationships with one another and with the businesses they work for.

'The power of good design should not be underestimated in the workplace. It is no longer something nice to have but a necessity for any organisation that is looking to attract and retain the best talent'

*Linda Morey-Burrows,
founder and principal
director, MoreySmith*

OPPOSITE PAGE:
PERENCO BY MOREYSMITH, LONDON.
PHOTOGRAPHY BY CHRIS GASCOIGNE



The Forces of change

To understand why the workplace will change so radically over the next 10 years, we must explore three influential social, cultural and technological shifts happening today that are shaping how and where future generations will work, and why.

Today's progressive workers, increasingly in pursuit of physical and mental wellbeing, are choosing working environments that not only support them, but offset the demands of their always-on lifestyles.

This new wave of digitally native workers will find themselves working alongside older demographics with very different work styles, necessitating the emergence of offices that encourage inter-generational mentoring, collaboration and learning.

The global workplace wellness revolution is worth £32.2bn (\$43bn, €36.5bn)

Global Wellness Institute



HUMMING PUPPY, SYDNEY. PHOTOGRAPH BY ALICE FOULCHER AT MAVIS JEAN PHOTOGRAPHY

The Optimised Self

Workers are beginning to expect their workplace to offer support in their quest to be at their physical, mental and emotional best at all times to cope with a frenetic, always-on existence.

Emulating athletes, they use personal devices to track and analyse their daily routines, emotions and productivity, with continual improvement in mind. And they increasingly expect the workplace to help them do the same.

Amid a global workplace wellness revolution worth £32.2bn (\$43bn, €36.5bn), according to the Global Wellness Institute, smart wearables, apps and integrated, intuitive desk systems are becoming gold mines of personal insight, revealing

the optimum conditions for peak workplace performance and warning workers about underperformance.

'For tomorrow's workers, the decision to work for a company will be based on the capacity of its workspace to enhance their performance and focus – by delivering good air quality, space for exercise and rest, and lighting that works with human biorhythms,' says Florijn Vriend, an expert in healthy buildings at Kernwaarde Groen, a Dutch firm specialising in sustainable, people-orientated buildings.

The Flat Age Economy

With their Optimised Selves continually improving, workers are increasingly youthful in body and mind. Better health, agility and a desire to remain sharp of mind will mean that workers will be employed into their 70s by the early 2060s.

Consequently, the Five Generation (5G) workforce is emerging, with 70somethings working in large numbers alongside 20somethings. They are eager to learn from one another, with 90% of staff preferring to learn from their peers, according to research by consultancy Towards Maturity.

Yet existing workplace environments, inflexible to the changing workforce, are becoming a barrier to life-long learning exchanges among workers. 'The office has generally been a monoculture focused on young, fit men between 25 and 40 – it's not taken into account gender, race, culture, ethnicity or neurodiversity,' says Jeremy Myerson, Helen Hamlyn Chair of Design at the Royal College of Art's Helen Hamlyn Centre for Design.

'Future workplace design must facilitate greater collaboration through spaces for mentoring, leading to upskilling, clearer communication and enhanced workplace culture.'



COCA-COLA BY MOREYSMITH, LONDON. PHOTOGRAPHY BY BROWNBROGUE

The Focus Filter

Workplaces increasingly need to be the solution to one of the curses of modern life: the epidemic of digital distraction.

According to recent research by Canada's Carleton University, answering emails, 30% of which are non-urgent, takes up a third of workers' time in the office – about 11.7 hours a week.

Designers and architects who create vast, open-plan offices are compounding the problem. 'Shared work environments are associated with increases in distraction, negative relationships and distrust,' writes Rachel Morrison, senior lecturer at the Auckland University of Technology, who has studied shared workplaces in detail.

Instead, growing numbers of employers are exploring how interior design, technology, furniture and sensory elements can radically transform the ambience of the workplace to achieve greater focus for workers, enhance moods and boost productivity.

Tomorrow's Workspaces

By late 2025, we will see Open Work spaces – self-aware, supremely reactive and flexible workspaces built and designed to meet new workforce expectations, reshaped by the three global consumer driving forces of The Optimised Self, The Flat Age Economy and The Focus Filter.

No longer will the workplace revolve around noisy, uniform and uninspiring floors, where misdirected breakout zones attempt to inspire conviviality. Instead, tomorrow's Open Work offices will put human wellbeing first, with advanced apps and artificial intelligence (AI) able to gauge individual workers' preferences on sensory output such as lighting, heating and acoustics, automatically making adjustments to create the optimum working conditions for focus and productivity.



CREATIVE EXCHANGES BY NIGHTINGALE, ANTWERP.
PHOTOGRAPHY BY ALEXANDRE VAN BATTTEL

And as the 5G workforce grows, the need for workplace skills-sharing and mentoring will prompt designers and architects to incorporate educational spaces and innovative workstations into future workplace scenarios, stimulating collaborative work and cross-generational engagement.

Remote working will have lost its current allure. Instead, peripatetic workers will be drawn to new flagship office destinations – developed from today's Bleisure (business/leisure) spaces – where they can work, play and even live in optimised surroundings that ensure peak performance while offering plenty of rest and recreation.

In this report, we identify and explore three archetypes for the future Open Work space that our research suggests will inspire the creative palettes of tomorrow's leading architectural and design practices.

OPPOSITE PAGE:
DESKOPOLITAN BY MOREYSMITH,
PARIS. PHOTOGRAPHY BY FRÉDÉRIC
BARON-MORIN



Sentient Workspaces

Imagine a workplace that monitors your blood sugar levels and heart rate for signs of hunger and exhaustion, a space that oxygenates and perfectly chills the air around your desk to counteract any chance of an afternoon slump.

This will be your workplace in 2025, an intuitive, human-orientated environment driven by smart systems that optimise workers' performance, sharpen their focus and meet their demands, leaving them feeling healthier, cared for and more energetic at the end of the working day than at the start.

'Offices will change from being dumb, indifferent buildings that are ignorant of their occupants and what they do, into structures that are responsive, sentient and cognitive,' says Myerson from the RCA's Helen Hamlyn Centre for Design, which undertakes design research and projects with a focus on improving people's lives.

More than half of UK companies have no wellbeing strategy in place

UK's Reward & Employee Benefits Association



GUIDELINES FOR THE HUMAN FACTOR BY HENRIQUE NASCIMENTO, EINDHOVEN. PHOTOGRAPHY BY RONALD SMITS

The need for such structures today is clear: stress- and health-related concerns are on the rise. Research by Harvard Business School estimates that workplace stress is increasing US business expenditure on healthcare by up to £142m (\$190m, €161.5m) a year, representing 8% of national spending.

In the UK, holistic support for workers is equally lacking. Research by the Centre for Economics and Business Research and FirstCare reveals the cost of worker absences will continue to rise to reach £21bn (\$28bn, €23.8bn) by 2020, increasing to a staggering £26bn (\$34.7bn, €29.5bn) by 2030. Further, employers have reported a 41% rise in the number of staff with mental health problems, according to the CIPD Absence Management Survey 2015.

Worryingly, the UK's Reward & Employee Benefits Association has found that more than half (54.8%) of companies currently have no wellbeing strategy in place for staff.

'The modern working culture of the office grew out of industrialisation and the factory, and the idea of measurable productivity,' says Myerson. 'In the future, we have to look at it – and the workforce – in a much more complex, multifaceted and diverse way.'

Tomorrow's workplace will change radically from the apathetic model to a conscious setting in which individual human needs are understood and prioritised: the Sentient Workspace. It will be designed and built to incorporate thousands of sensors that interact with workers' wearable devices and smartphones.

Arriving at work in the late 2020s, roving workers won't be required to check in, as reception desks will be obsolete. 'A boarding card will pop up on their wearable device, signing them into the building,' explains Myerson. 'Meanwhile, the building itself will respond by preparing their workspace in line with their lighting, humidity and temperature preferences, and the resources and data they need for maximum productivity will be on screen, at their desk, awaiting their arrival.'

Apps that interact with the Sentient Workspace will be ubiquitous, not only for entry to the building, but for greater worker satisfaction. An example in practice is The Edge building in Amsterdam, which provides 2,500 agile Deloitte workers with an app to control parking, daily desk allocation, locker access and food ordering, which Deloitte believes has led to 60% fewer absences, a fourfold increase in job applications and a substantial increase in talent retention.

At present, the average UK worker spends more than 32 hours at their desk each week, according to the Organisation for Economic Co-operation and Development (OECD), often with little chance to personalise their surroundings.

'Today's buildings are largely static with just a small group of people thinking about how the space should be used; the end worker rarely has a role in this process,' says Kernwaarde Groen's Vriend. 'But the future office will boast systems that can be hacked by the end users depending on the time of day or type of work they're doing.'

By the late 2020s, AI-driven desk and wearable systems will allow workers to log and measure their daily working output against their surrounding Open Work environment, while giving employers essential insight into ways to enrich the workspace.

'One AI system will talk to another, relaying everything from stress, energy and hydration levels to seating and lighting preferences to create the perfect personalised working environment at each stage of the day,' explains Aki Soudunsaari, CEO of biophilic workplace specialist Naava.

This will be essential to inspire feelings of inclusivity and productivity among tomorrow's workers, according to the ISS Group's 2020 New Ways of Working study, in which almost 70% of employees reported personalisation of their workspace as critical or very important.

'The future office will boast systems that can be hacked by the end users depending on the time of day or type of work they're doing'

Florijn Vriend, expert in healthy buildings, Kernwaarde Groen

The Sentient Workspace will become a playground for personalisation, forming atmospheric bubbles around individual workers. Carlo Ratti's Office 3.0 system, designed for the Agnelli Foundation in Turin, has put the concept into practice. It uses a series of sensors to map the location of workers in the building and their surrounding lighting, temperature and air quality, automatically adjusting variables to create the optimum environment around each individual.

In time, the responsive architecture of such Sentient Workspaces will not only understand employees' routines, but will also provide data to improve the building's efficiency for a more sustainable workspace.

Alongside smart systems, tomorrow's designers and architects will embrace the opportunity to transform the traditional layout of the office into Open Work spaces that positively influence human development, contentment and prosperity in the workplace.

70% of employees say personalisation of the workspace is 'critical' or 'very important'

ISS Group's 2020 New Ways of Working

With 72% of workers believing their own future success depends on their ability to be creative, according to the Creativity and the Future of Work Survey 2017, these workspaces must provide the optimal environments for ideation and innovation in the workplace, signalling the death of the open-plan office.

Iterations of Professor David Dewane's Eudaimonia Machine concept will inform future Sentient Workspaces. These sentient Open Work spaces will comprise a series of linked rooms, where workers will move freely from convivial and explorative spaces to deep

work zones and sound-proofed chambers for uninterrupted, focused work and ideation.

'This approach will lend itself to adaptability; depending on what is required, it will create whole new spaces that permit myriad tasks,' explains Lee Carroll, senior interaction designer at multidisciplinary design agency Seymourpowell.

With worker wellbeing in mind, enhanced exercise rooms and soothing pods will feature, allowing for total body and mind development. 'Wellbeing is already intrinsic to MoreySmith and will be increasingly important. From the inception of the future workplace to its completion, it is our job as innovators to ensure that this thread features throughout the workspace and has a positive impact on daily working life,' says MoreySmith design director Nicola Osborn.

'We introduced deli-style healthy cafés, coffee bars, large open communal areas, gym workout studios, showers and changing areas – all of these can completely change the way employees live and work, as demonstrated with Primark's global HQ in Dublin.'

The Sentient Workspace, aware of its occupants, will be increasingly perceptive to women's wellbeing needs. 'Corporations have to become more women-orientated,' says Myerson, 'redesigning work structures and spaces for women according to their needs; for example, those who are pregnant or have younger children.'

Second Home's forthcoming London Fields workspace will provide a balance for new mothers, with a soundproofed crèche, baby-feeding facilities and buggy and scooter parking for kids. In Toronto, workspace Shecosystem focuses on enhancing women workers' whole selves – physical, mental, emotional and spiritual – to increase productivity and wellbeing in the workplace. It includes a gathering room and healing room, emphasising a future in which holistic wellbeing will be a customary part of the Open Work environment.

OPPOSITE PAGE:
JOOLZ HQ BY SPACE ENCOUNTERS.
IMAGE: PETER TIJHUIS



PRIMARK BY MOREYSMITH, DUBLIN.
PHOTOGRAPHY BY DONAL MURPHY



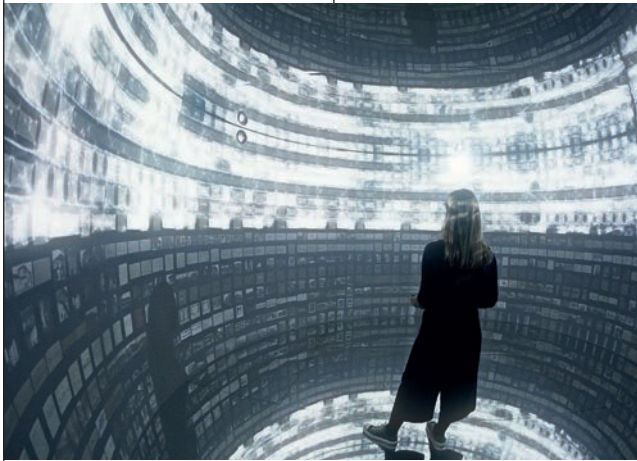
By 2025, more than one third of Millennials believe driverless cars will allow them to catch up on their workload

Gemalto's Connected Living 2025

'Natural materials, big sky views and access to outside space will also be crucial for workplace wellbeing; it will re-energise and motivate workers, giving them space for contemplation, adds MoreySmith's Osborn.

'We have already seen this shift in priorities – our project for Coca-Cola's European head office created an environment for people to collaborate and flourish. The space promoted wellbeing and included a panoramic roof terrace with aromatic planting, a wild meadow with fruit trees and insect hotels. This garden had integrated fixed seating as well as flexible groups of furniture. The living wall is partly edible and is visible from the team areas on each floor.'

The integration of biophilic green walls or dense planted areas for contemplation will be a key characteristic of the Sentient Workspace. Whether indoors or outdoors, green space will improve worker productivity and cognition. As a 2015 study by researchers from Harvard and Syracuse universities



ARCHIVE DREAMING (2017) BY REFIK ANADOL, ISTANBUL

reports, workers' cognitive performance scores averaged 101% higher in green buildings than in conventional buildings.

Outdoor pods, such as the Forests series created by Asif Khan and Mini Living in 2016, demonstrate how outdoor, plant-filled spaces will encourage productivity, networking, socialising and relaxation in the Sentient Workspace. 'Every sense switches on to absorb the forest atmosphere – what you hear, what you smell, even the feeling underfoot,' says Khan. 'On another level, plants [are] a tool to assert our personal space, whether on our desk at the office or at the perimeter of our home.'

Senses will also be heightened by technology-free analogue areas that counteract the perceived digital overload of office environments. Using paper, pens and other traditional tools of work instead of digital devices, analogue areas will enable workers to reconnect and re-engage with ideas in a hands-on, explorative manner, or positively procrastinate to inspire innovation.

'As technology becomes more integrated into our lifestyle, the draw is to disconnect from digital platforms. Alternative collaboration using paper, pens and a hands-on approach to problem-solving promotes a physical and energetic environment that is open, honest and instant,' says MoreySmith creative director Andrew McCann.

'We can hope that screens will become less and less important to workers,' says Vriend. 'Instead, these areas will protect us from digital distraction and enhance our creativity, becoming spaces where you can lie down to work or ideate, or walk around a rooftop garden conversing with colleagues.'

According to psychologist Michael Corballis, such analogue areas will be strategically necessary for creative mind-wandering. 'In adapting to a complex world, we need to escape the here and now, consider possible futures, mull over past mistakes and understand how other people's minds work,' he says.

Beyond technology-free zones and mind-enhancing green spaces, the physical boundaries of the Sentient Workspace will also change. By the late 2020s, the workforce will move into mobile workspaces – highly secure automated offices.

Gemalto's Connected Living 2025 study found that 36% of respondents aged 18–30 already believe that driverless cars will become places where they can catch up on their

workload. These human-orientated mobile workspaces will also provide a greater work/life balance, becoming an integral part of future workers' lifestyles. Taking cues from Mini's Vision Next 100 concept vehicles, augmented, driverless cars will become a component of the Sentient Workspace, adjusting to users' individual profiles and preferences.

'As autonomous vehicles become mainstream, it will seem an obvious decision to use them to live a nomadic professional life,' says Carroll. 'If a worker spends eight hours a day working, why not do it in a self-driving vehicle travelling from London to Cornwall so they can step out at the other end and go surfing?'

Rewards for this approach to the future workplace are already clear. There is a 31% increase in employee engagement when workers feel their employer cares about their wellbeing, according to a 2017 study by the BMG Research Employee Panel.

'Alternative collaboration using paper, pens and a hands-on approach to problem-solving promotes a physical and energetic environment that is open, honest and instant'

Andrew McCann, creative director, MoreySmith

Hospitality Workspaces

Tomorrow's Hospitality Workspace will be a one-stop urban flagship destination for the 5G workforce, a place where work, play and rest are combined under one roof, forming convenient destinations and innovative communities that will attract the globalised, footloose workforce of the late 2020s.

Younger generations are no longer tied by financial burdens; they value life experience, freedom and adaptability of lifestyle. Inevitably, this demands a work culture of 'anywhere, any time, in any way'. 'Employers will have to adapt and recognise that the idea that 'at their desk = being productive' will no longer apply in the workspace of the future. The network is global and communication needs to be open and fluid across many platforms. The design environment will be rich and diverse, filled with optionality,' says MoreySmith's Osborn.

Renting a home or aspiring to home-ownership will be past concerns for these workers, who will live at the office – an Open Work space that is part hotel, part sports club and part restaurant.



DESKOPOLITAN COLLABORATIVE WORKPLACE BY MOREYSMITH, PARIS.
PHOTOGRAPHY BY FRÉDÉRIC BARON-MORIN

'It will be another social landscape entirely, with far more permeable features that face the surrounding neighbourhood, district and city,' says Myerson. 'It will house public walk-throughs and rooftop restaurants. You will meet friends at your office for work and then enjoy the in-situ art gallery – essentially, these offices will give something back to civic life and the city.'

Designed and built to satisfy the multifaceted identities of tomorrow's global workforce, these spaces will develop from the comfortable ambience of today's co-working spaces. Hospitality Workspaces will signify the moment when businesses large and small open to the public and embrace the sharing economy.

'People love to belong and feel part of something,' adds Tanya Wood, director of Soho Works, the workspace division of hospitality group Soho House. 'By bringing professional networking under one roof you create very fertile ground for collaboration, which empowers workers – it's also an international supportive community.'

Company-owned office space will be positioned alongside collaborative start-up incubators in this future flagship setting, with mixed-use floors where the 5G workforce can socialise or sleep, complemented by public facilities such as galleries, gyms and health centres.

Created with renowned designers and architects, these spaces will satisfy workers' requirement for attractive and considered Open Work surroundings that are equally adaptable to the individual preferences of tomorrow's workforce.

Taking cues from Factory_OS, the housing firm employed by Google parent company Alphabet to build homes for its workers, future Hospitality Workspaces will feature modular formats for convenience and adaptability. Easy to augment, the modular system of Hospitality Workspaces will link to a digital platform that will enable working residents to select from a palette of components to create their dream work, leisure, dining or rest space and have it installed on the same day.

With options such as digital screens, partitions and high-specification designer furniture, workers will be able to edit or exchange the features of their space in accordance with their needs or changing personal tastes.

Long-term and peripatetic workers will be able to rest and sleep upstairs in personalised micro-apartments, similar to the adaptable loft spaces of Zoku in Amsterdam. By the late 2020s, these domestic spaces will be imbued with the same intuitive technology found in the workspace – apps that

The most innovative workers are at least twice as likely to have access to Hospitality Workspaces

JLL 2016

provide further personalisation such as atmospheric control and wearables that recommend when residents should exercise, meditate or refuel, automatically ordering nutritious dishes from downstairs eateries.

MoreySmith was an early pioneer in the workplace café movement at EMI in Kensington, London, in 2003, and Land Securities in Victoria, London, in 2008. The creation of the vibrant space for the music company included the conversion of an unused ugly external courtyard into an internal space, a radical solution that revolutionised its culture.

'The LandSec development had huge common areas that were like a cold mausoleum that no-one quite knew what to do with,' says MoreySmith's McCann. 'We encouraged them to create a café – an untested development concept at the time – a vibrant meeting place for tenants and visitors. It was a huge success.'

Resident workers will immerse themselves in the sharing economy ethos of the Hospitality Workplace, using convivial communal third spaces such as kitchens and games areas to integrate with their colleagues and inspire greater camaraderie. Like the American housing initiative Urby, Hospitality Workspaces will make the work/life balance easier and more gratifying for staff by providing attractive wellbeing amenities such as freshwater swimming pools, wildflower gardens, allotments and resident chefs.

'The future workspace will become a dynamic and progressive destination where people will want to spend time, especially those who might be travelling regularly or working remotely,' says MoreySmith's Osborn.

'It will be a place where people can reconnect with their peer group or industry specialists, share knowledge and reinvigorate.'

MoreySmith's strategy for Paris lifestyle-focused co-working brand Deskopopolitan shows this approach in practice. 'It prioritises health and wellbeing with a unique range of on-site facilities, including a cycle store, gym, barber shop, nail bar, restaurant, rooftop allotment, nursery and hotel, alongside a range of flexible working environments,' says Osborn.

‘For businesses such as our client McKinsey & Company, where colleagues travel widely and often, the workplace provides a work home where they can reconnect with their like-minded knowledge community.

‘This behaviour will expand and evolve over the next decade to meet the needs of all levels of the business community. Co-working and living spaces such as Deskopolitan will be increasingly embraced by brands as their new headquarters.’

Facebook’s vision for its Willow Campus – the first phase of which is due for completion in 2021 – demonstrates how Hospitality Workspaces will be transformed from Open Work spaces to business-orientated neighbourhoods comprising green public spaces, grocery stores and retail developments.

These future spaces will highlight the benefits of creating like-minded communities – their collaborative mindset underpinning the *raison d’être* of the Hospitality Workspace.

By the 2030s, according to UK housing statistics, the number of single-person households in the UK will rise by 54%, representing a future when home life risks becoming a form of solitary confinement for the 5G workforce.

Consequently, they will turn to the Hospitality Workspace. ‘It is for this reason that people like to have third spaces, even if they’re self-employed, because home working can become very claustrophobic,’ says Myerson.

This collaborative culture will be hugely important to tomorrow’s workers, with research by the American Psychological Association demonstrating a link between social support in the workplace, lower rates of burnout, and greater satisfaction and productivity. ‘Productive groups have a heightened degree of trust and cohesion, and working in a social environment with others and feeling a part of a community can enhance one’s own productivity,’ says Brittney Hart, head of interior design at global co-working firm WeWork.

Furthermore, according to a 2016 study by real estate investment management firm JLL, the most innovative workers are at least twice as likely to have access to Hospitality Workspace features such as cafeterias, coffee shops and outdoor spaces.

‘As many of us move towards a more virtual and technologically laden life, we will place greater value on the physical world,’ adds Hart.

Arguably, Hospitality Workspaces will inspire greater productivity and happier, cohesive teams that work and play together, bonding in an otherwise atomised future working world.

‘This future for the office as a destination and centre for like-minded people who want to achieve great things rather than a building full of desks is core to the design strategy we have used to create new workspaces such as McKinsey & Company’s new office in London,’ says MoreySmith’s Osborn.

OPPOSITE PAGE:
COCA-COLA BY MOREYSMITH,
LONDON. PHOTOGRAPHY BY
GILBERT MCCARRAGHER

‘The future workspace will house public walk-throughs and rooftop restaurants – you will meet friends at your office for work and then enjoy the in-situ art gallery – these offices will give back to local civic life and the surrounding neighbourhood’

Jeremy Myerson, Helen Hamlyn Chair of Design at the Royal College of Art’s Helen Hamlyn Centre for Design



Flat Age Workspaces

By the late 2020s, workplaces that incorporate sound-proofed VR Learning Labs, Mentor Pods and Diversity Incubators will become mainstream as businesses wrestle with the expectations of a 5G workforce ranging from digitally native Generation I to inventive Generation Z workers, socially conscious Millennials, reliable Generation Xers and the last of the Baby Boomers.

For these workers, age will simply be a number rather than a definition of their mindset and aspirations. Boomer and Generation X workers will be fitter, healthier and more mentally alert than previous older working groups owing to lifestyle changes and medical advances.

60% of workers see knowledge-sharing within teams as essential, while 41% see mentoring as very important

Centre for Learning & Performance Technologies' Learning in the Workplace study 2017



ARGENT BY MOREYSMITH, LONDON. PHOTOGRAPHY BY JAMIE MCGREGOR SMITH

As a result, they will share many of the lifestyle expectations and characteristics of their younger Millennial colleagues. Research by design movement The Age of No Retirement, Flamingo and Tapestry Research reveals that 83% of the British population – no matter what their age – want to mix with people of different age groups, while nine out of 10 want businesses to ensure equal access for people of all ages.

As a result, designers and architects will need to create Open Work spaces that enable these Flat Age older workers to be erudite mentors and skills educators that work long and fruitful careers, instead of being pushed aside and ignored by younger colleagues.

The formation of adaptable Flat Age Workspaces will be crucial by the early 2030s, when Millennials will account for about 75% of workers in the US, according to the US Bureau of Labor Statistics, while 51% of US Baby Boomers expect to work past retirement age, and a further 15% expect not to retire at all, reports the 17th annual Transamerica Retirement Survey.

In the UK, 28% of the population will be aged 60 or over by 2030, surpassing 20m people, according to the Office for National Statistics. Propelled by the higher state retirement age, older workers will become increasingly urban, rejecting retirement-focused rural locations to be immersed in the Bleisure bustle of towns and cities alongside their workplace peers.

'In the decade ahead diversity is definitely going to shape the future office, and it will challenge a lot of the perceptions around what makes people productive,' says MoreySmith's McCann. 'Tomorrow's workforce will enter the office with the excitement of bumping into their peers or their mentors, in the knowledge that they will have a great learning experience, which in turn, will fuel their desire to be in the office each day.'

Change, therefore, will be necessary to support all workers and establish a future-proofed Flat Age Workspace.

Workers are already looking to colleagues and managers for learning – 60% of the workforce describe knowledge-sharing within teams as essential, while 41% see mentoring as very important, according to the 2017 Centre for Learning & Performance Technologies' Learning in the Workplace study.

'In future, it will no longer be acceptable to lose vastly experienced workers to retirement without passing on their skills and knowledge to younger colleagues,' says Kernwaarde Groen's Vriend. 'Multigeneration mentoring teams, aided by new technologies, will ensure that doesn't happen.'

As a result, the Flat Age Workspace will be designed to incorporate Mentor Pods, where young and old workers can work together on problems or skills development without being disturbed. These anechoic hubs, with soft furnishings and large windows for natural light, will feature interactive Jamboards for collaborative work.

Mobile interior elements will encourage play and experimentation, supported by circadian lighting that can be deployed to boost alertness and concentration, and scents to inspire energy or relaxation.

For the Boomers among the 5G workforce, Mentor Pods will provide respite from the relentlessly collaborative Millennial and Generation Z workers. 'These pods will allow workers to explore ways

of working, but equally they are a place to relax or focus on something in an environment that not only enables it, but encourages it,' explains Seymourpowell's Carroll.

The move towards Open Work offices will be steered by the Flat Age Workspace, where buddy desks will ensure workers with complementing skillsets or knowledge are teamed up with one another to boost intergenerational working relations.

Sitting side by side in the future workplace, workers will benefit from new forms of Learning Labs, similar to those now in operation at Volkswagen's Digital Lab.

'In the future, it will no longer be acceptable to lose vastly experienced workers to retirement without passing on their skills and knowledge to younger colleagues'

Florijn Vriend, expert in healthy buildings, Kernwaarde Groen

73% of American adults consider themselves life-long learners

Pew Research Center

Workers of different ages and experience will join forces for complex problem-solving, learning from each other as they work. At these specially designed and technologically enabled stations, augmented reality (AR) and virtual reality (VR) platforms will inspire collaborative and focused work where Flat Age workers and their colleagues can plug in to virtual classrooms to undertake projects or mentoring together.

Unquestionably, life-long learning is at the forefront of many workers' minds – 73% of American adults consider themselves life-long learners, according to Pew Research Center.

Consequently, the flow of the Flat Age Workspace will draw on Dewane's Eudaimonia Machine concept with a series of zones that inspire collaborative learning and knowledge-sharing depending on workers' preferences, such as cafeterias, amphitheatres and garden rooms.

A feature of these future learning zones will be embedded AI and VR systems as tools for fast and effective learning. Workers will slip on a VR headset to join a virtual classroom with a group of international colleagues, while haptic technology will enable them to touch and explore subjects during hands-on learning from remote locations – a development that could be especially important for medical or care work.

At their desks, apps such as WaitSuite show the future potential of AI learning in the Flat Age Workspace. Connecting to workers' devices, it can gauge their capacity and augment moments of downtime into quick-fire language tutorials. 'The future workspace, together with company cultures, will support short bursts of self-

learning through technology,' says Naava's Soudunsaari. 'For example, 20 minutes of short learning a day will allow a worker to get an MBA in four years.'

By the late 2020s this could evolve further into speed-teaching that upskills the workforce in accordance with gaps in their knowledge. Working concepts such as Elon Musk's neural lace – a brain-computer interface that could eventually help human beings merge with software – could develop into a feature of the Flat Age Workspace, providing short bursts of direct-to-brain learning.



STATION F CREATE ZONE. PHOTOGRAPHY BY PATRICK TOURNEBOEUF

'The design of the future workspace should encourage and develop workers' emotional intelligence and foster deeper connections and support networks between old and young, skilled and novice'

Lee Carroll, senior interaction designer, Seymourpowell

'Over time I think we will probably see a closer merger of biological intelligence and digital intelligence, although it's mostly about the bandwidth, the speed of the connection between your brain and the digital version of yourself, particularly output,' Musk has said, highlighting the productivity potential of this method of learning.

In addition to catering for demographic diversity, future Open Work space creators will also need to develop Neurodiversity Incubators that harness the talents of workers with challenges such as ADHD, autism and dyslexia through design.

'Autism-friendly design, for example, requires a conceptual framework to be interpreted rather than a set of hard and fast rules, which is what designers and architects are used to when designing for people with disabilities,' explains Dr Magda Mostafa, an expert in special needs design in architecture.

Similar to the approach of Yahoo's Neurodiversity Employee Resource Group, such cognitive or behavioural conditions will be defined as skills in the future workplace. Instead of being ignored or excluded, workers will be able to better understand the working environment around them, and peers will have a greater awareness of their individual working styles.

Flat Age Workspace design will build on Mostafa's framework, paying careful attention to acoustics and the reduction of background noise, while providing predictability and sequencing in interiors. Flat Age Workspaces should also offer escape spaces such as the aforementioned Mentoring Pods, be mindful of sensory stimuli and provide transition zones between working areas to enable workers to recalibrate their senses.

'The design of the future workspace should encourage and develop workers' emotional intelligence and foster deeper connections and support networks between staff,' notes Carroll. 'Ultimately, this will help old and young, skilled and novice to work alongside one another.'

Conclusion

The successful, future-facing Open Work space of 2025 will be a multidimensional, multigenerational and ultimately interactive area where the three archetypes of Sentient, Hospitality and Flat Age workspaces are positively amalgamated.

Design studios and architects shaping future workspaces will be able to choose from a range of features from technology-driven workplace apps to interior layouts, greenery and dedicated zones that take workers from convivial to focused and highly productive work throughout the day.

‘The power of good design should not be underestimated in the workplace. It is no longer something nice to have but a necessity for any organisation that is looking to attract and retain the best talent,’ says MoreySmith’s Morey-Burrows.

‘It is proven that considered workspace environments have a positive impact on wellbeing, productivity and morale, and the results for many of our clients is substantial.’



SONY MUSIC BY MOREYSMITH, LONDON. PHOTOGRAPHY BY JAMIE MCGREGOR SMITH

OPPOSITE PAGE:
MANIFATTURA BULGARI BY OPEN
PROJECT, PIEDMONT



Toolkit for Tomorrow

Tomorrow's Open Work space creators will need to skilfully combine five key workforce components to build the perfect office of 2025:

1. *Optimise the Workforce*

Future workplace design must consider and apply features that optimise the workforce, who are increasingly aware of their own mental and physical capabilities. The use of natural materials, access to daylight and green, peaceful spaces will be essential in the future workplace. Internally, designers and architects must create buildings that are equipped with intuitive automated systems, driven by AI, that will interact with workers' wearables and smart desks to help discern and create the optimum working environments for individual workers.

2. *Become Human-centric*

As the buildings and internal features of the future workplace become increasingly sentient to the occupying workforce, design studios and architects must consider how the spaces affect human emotions and support their needs, such as privacy, relaxation and behavioural idiosyncrasies. Workspaces will be

expected to provide escape spaces for workers to take time out, while mobile workspaces that adapt to users' individual preferences will ensure total privacy for meetings or sensitive work.

3. *Create Convenience and Community*

Through hospitality-inspired environments, designers and architects will be tasked with creating workspaces that bolster workers' expectations of convenience while satisfying their innate human desire to feel part of, and identify with, a community. They must consider how work, rest and play can unite alongside public platforms that foster inter-company collaboration and harness local energy. The sharing economy and its provision of community-focused spaces, objects and activities will be an important factor in the formation of these future workplaces.

4. *Form a Flagship*

An important tool to draw in a company's remote workers and to inspire a sense of pride among colleagues, the future workspace must become a flagship destination for workers. Modelled as a home away from home, the flagship office must be a place where staff can reconnect and re-engage with colleagues, clients, cities and local communities. The design of these spaces must feel more beneficial – owing to its innate internal features, comfort and wellbeing aspects – than working alone at home or from a hotel.

5. *Become Age-agnostic*

The future workspace must be prepared for ageing yet agile workers, adapting the design features, interiors and external spaces to meet the needs of the Flat Age 5G workforce. Designers and architects will be tasked with forming working environments that are not a barrier to intergenerational working relationships, but which inspire them, creating opportunities to upskill and advance tomorrow's younger workers through spaces that ensure human-to-human contact.

'It is time for employers to take note. A new era, inspired by five generations, is emerging in the workplace. With the workforce becoming more age-agnostic, culturally diverse and design-conscious, creating an office environment that not only looks good, but is functional, smart and fosters collaboration is a must,' says MoreySmith's Linda Morey-Burrows.

'Employers should not be encouraging their people to work remotely in cafés when they can provide working environments that bring people together – that's when most of the best and most inspired ideas happen.'

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