

WORKTECH™ ACADEMY

Trend Report

Q4 2024

The Global Pandemic Five Years On: Special Edition

**Company close-up:
how are employers really
handling hybrid?**



Company close-up: how are employers really handling hybrid?

Welcome to your Q4 2024 Trend Report from WORKTECH Academy, which examines organisational strategies on the fifth anniversary of the start of the pandemic

Our fourth and final Trend Report of 2024 is published on the fifth anniversary of the start of the global pandemic. Right at the end of 2019, news from Wuhan in China triggered an unprecedented public health crisis with lasting repercussions for the future direction of work and workplace.

One year into the pandemic, WORKTECH Academy published a special edition Trend Report asking what workplace strategies companies should adopt to ride out the coronavirus storm and adapt to hybrid working. We identified six main themes and grouped organisations into six different archetypes:

- **Choice Champions:** making flexibility, choice and work from anywhere the cornerstones of their new workplace strategy
- **Tech Investors:** turning the pandemic to positive effect by either accelerating or kickstarting major investment in new technologies
- **Resolute Returners:** aiming to improve company culture, innovation, learning and productivity by bringing everyone back to the office

- **Wellbeing Watchers:** escaping a public health crisis by focusing relentlessly on the physical and mental health of their people
- **Data Drivers:** putting data right at the heart of their corporate strategy and culture in a bid to become more resilient
- **Space Shapers:** using the pandemic as a once-in-a-lifetime opportunity to rationalise the real estate portfolio and reduce costs.

In our latest Trend Report, another special edition on the implications of the global pandemic, we revisit these six organisational archetypes at the five-year mark to see how they've fared. Have they stayed true to their original instincts, or have circumstances forced companies to change direction? How have employers, especially large ones, really handled hybrid?

Our research is based on academic evidence, market insights and media reports as well as stories, case studies and expert contributions from around the global WORKTECH Academy network. What we found is that, in most cases, there have been shifts in the organisational archetype.

Choice Champions offering total flexibility were the initial pacesetters for a workplace revolution beyond office walls. But as the complexities of hybrid working have become more apparent, many of these companies have been forced into a tactical retreat – either going fully remote or spending more days in the office to avoid the quagmire of the middle ground.

Tech Investors who were poised to splash the cash on AR and VR have stalled at the entrance to the metaverse. Spending plans have been shelved by uncertainty over where to focus. Now attention and money is turning away from virtual worlds towards how AI can enhance processes and productivity.

Space Shapers who were sharpening their knives at the start of the pandemic to drastically downsize their corporate footprint have been forced to rethink as a return to the office has gathered momentum. Today, these companies are concentrating on reimagining their existing space rather than simply reducing it.

Some organisational archetypes have been less prone to bend. As the labour market has tightened in recent times, Resolute Returners have been tough and unwavering in their commitment to getting people back to their desks. Data Drivers have expanded their approach into precision analytics – using data to predict, innovate and drive growth despite fears over security and privacy.

Wellbeing Watchers have overseen a blossoming of health-inducing initiatives, although there has been some pushback over a superficial 'wellness gloss' and calls for deeper, science-based solutions to be implemented.

We do not claim that the archetypes described in this report are comprehensive in terms of current company strategies. We could add more – Experience Engineers are organisations that are seeking new and better experiences for their people, and Community Campaigners are using their buildings to make external connections that add social value, for example.




Neither do we suggest these archetypes are mutually exclusive. We've seen how it's possible to combine elements of a Choice Champion with major investment in new technology. Or belong to the Resolute Returner group while simultaneously paying close attention to employee wellbeing or data analytics.




However, our analysis shines a light on what companies are doing at an important milestone in the new world of work. We welcome your feedback on this Trend Report, and we look forward to discussing it with you in our quarterly online Trend Report Briefings and, if you are in town, at our in-person breakfast briefing in London.

Kasia Maynard and Jeremy Myerson,
WORKTECH Academy



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CHOICE CHAMPIONS

Work from anywhere runs into resistance

Giving people more flexibility and choice made a lot of sense straight after the pandemic, but the road has become harder for Choice Champions since

Choice Champions are organisations that responded to the disruption of the global pandemic by seizing the initiative on flexible working. They were determined to make flexibility, choice and autonomy the cornerstones of a new workplace strategy. They declared the standard 9-to-5 model of office working outdated and envisaged a more sophisticated approach in which employees could make independent decisions about where and how to work across multiple locations.

Spotify, Salesforce and Slack were among the high-profile early adopters of this trend as the WFH (Work From Home) model of flexibility quickly morphed into WFA (Work From Anywhere). This had significant implications for all aspects of the workplace, from the way in which offices might be redesigned to adapt to less predictable user demands to the way companies recruit talent because it allows them to recruit people outside the local geographies for partially or completely remote roles.

Choice Champions enjoyed a 'honeymoon' period as the cheerleaders for a more empathic, employee-led and human-centric approach that 'liberated' people from the 'chains' of the office.

Much of the early research in the field supported the approach by pointing to sharp rises in personal wellbeing without damage to company productivity.

However, despite some evident success stories, Choice Champions have gradually been forced to retreat from the high ground over the past five years. From an organisational perspective, hybrid has proved harder to get right than anticipated. Leadership styles have been slow to support such a radical shift. An early office real estate parallel with the retail industry's adoption of omni-channel shopping has not played out in quite the same way. And the amount of rewiring required in HR, IT and real estate to offer greater choice has been seriously under-estimated.

Many employees have also craved a return to the office to combat social isolation and overwork, especially younger workers keen to build their professional networks and learn from colleagues face to face. The result has been that some Choice Champions have veered back towards more in-office work while others have avoided the quagmire of hybrid by heading in the opposite direction and going remote-first.

Hybrid has proved harder to get right than anticipated.



The effect on productivity

One of the big debates around a Choice Champion approach has been the effect on productivity and talent retention. A research study, led by Nicholas Bloom of Stanford University with China-based academics Ruobing Han and James Laing, has revealed that a hybrid schedule in which individuals spend a mix of days at home and at work each week improves retention without damaging productivity.

The study, which was published in *Nature* in June 2024, ran a six-month randomised control trial investigating the effects of hybrid working from home on 1,612 Chinese employees with university degrees in technology company Trip.com in 2021-22. The research analysed the effects of working three days per week in the office and two days per week from home. The control group worked in the office five days per week.

The researchers report: 'We found that hybrid working improved job satisfaction and reduced quit rates by one-third. The reduction in quit rates was significant for non-managers, female employees and those with long commutes.' They add that 'hybrid working did not affect performance grades over the next two years of reviews. We found no evidence for a difference in promotions over the next two years overall, or for any major employee subgroup.'

Source: Bloom, N., Han, R. & Liang, J. [Hybrid working from home improves retention without damaging performance](#). *Nature* 630, 920-925 (2024).



What the Choice Champions did next

Some Choice Champions have tried to maintain a balance between flexible and in-office working while others have shifted towards a remote-first strategy to avoid being caught in the middle ground. Here's what some of the leading players in the field are doing:

Atlassian, the Australian software company, has moved beyond traditional hybrid models to embrace a 'Team Anywhere' approach. This model allows employees to choose where they work, whether from home, an office, or a co-working space. There are no mandated in-office days, and employees have the flexibility to work from different locations throughout the year. Atlassian provides the tools and resources to facilitate seamless communication and collaboration. It also emphasises building a strong culture of trust and autonomy, allowing employees to control their schedules and work arrangements.

Airbnb lets its employees decide whether to work in the team office or at home. The company pulled back sharply on a decision made in September 2022 to recall its people to the office, instead going all-out autonomous. CEO Brian Chesky has identified trust as the main element that makes a flexible work model thrive but recognises that a fully remote team can cause feelings of isolation and loneliness, so Airbnb regularly schedules team gatherings, off-sites, and social events. Not only can employees choose to work at home or in-office – they can

choose to work anywhere in the world. The best part? Compensation doesn't change no matter where you decide to move to.

Microsoft has delegated power over hybrid work decisions to individual managers and teams, understanding that there isn't a 'one-size fits all' approach to flexible working. The tech giant offers a blend of workstyles across three dimensions: work site (the physical place where you work); work location (the geographic location of your work); and work hours. Microsoft job postings contain information about its hybrid workplace and these three dimensions, and candidates can discuss the extent of flexibility in a role with the recruiters. Microsoft also believes everyone should work hours that make the most sense for them.

Unilever has approached flexible working through the lens of its long-term commitment to corporate sustainability, offering adaptable work programs and technology that 'allows people to perform their job anywhere, at any time'. The consumer goods giant offers more formal arrangements such as job-sharing and reduced hours to help employees manage life and work. In 2021, it introduced guidelines for how best to use its office space while offering flexibility. This includes employees spending at least 40% of their time in the office and insisting that employees live within a 'reasonable' 24-hour commute of the office in case they have only a day's notice before being expected in the office.

New trends and ideas

Control over time

The primary driver for knowledge-led employees in Choice Champion companies is not control over their place of work but rather control over their time, according to a study by behavioural scientists Stephanie Tepper and Neil Lewis Jr of Cornell University. Their findings are based on an analysis of data from the **National Study of the Changing Workforce**, a nationally representative sample of 1,516 workers in the US. Flexibility in work schedules emerged as a key factor in job satisfaction.

Source: **Harvard Business Review**, 18 July 2024

Four types of remoteness

When planning remote work, it is important to recognise that distance, or remoteness, is more than just physical. Distance is also psychological, temporal, technological and structural, according to a University of California paper. Psychological distance is based on the cognitive, affective or social separation between oneself and another. Temporal distance is based on separation in time. Technological distance is based on discrepancies in technology-related features and practices of using technology. Structural distance is based on formal or informal organisational or administrative misalignments.

Source: **Annual Review of Organizational Psychology and Organizational Behavior**, Volume 11, January 2024. 'How Remote Changes The World of Work'. Leonardi, Parker and Shen, 2024.

Distance to work grows

The rise of hybrid and remote working has led to Americans living further away from their employers. A WFH (Work From Home) consortium team led by Nicholas Boom of

Stanford University studied anonymised payroll data from Gusto, a firm that offers payroll processing and HR services, to measure the distances from worker homes to employer locations. The mean distance rose from 10 miles in 2019 to 27 miles in 2023, and the share of workers living more than 50 miles from their employer rose seven-fold from 0.8% to 5.5%. Mean distances rise sharply with earnings, peak for employees in their 30s, and are similar for men and women, according to the study.

Source: **Americans Now Live Farther from Their Employers**, Mert Akan, Jose Maria Barrero, Nicholas Bloom, Tom Bowen, Shelby Buckman, Steven J. Davis, Luke Pardue and Liz Wilkie, March 2024

Work at home needs diversity

Just as a one-size-fits-all approach to office work is not fit for purpose, the same is true for people working from home, according to a study by the UK Health Security Agency with King's College London. A research team led by academic Charlotte Hall reviewed 1,930 pieces of academic literature on the experience of homeworking, concluding that 'a one-size-fits-all approach to working from home is impractical as individual circumstances limit application'. Employers need to be aware of the different impacts of remote work on people with different income levels and personal circumstances – and retain flexibility in how work from home (WFH) policies are devised and implemented.

Source: Charlotte E. Hall, Samantha K. Brooks, Freya Mills, Neil Greenberg, Dale Weston, **'Experiences of working from home: umbrella review'**, Journal of Occupational Health, Volume 66, Issue 1, January-December 2024



Further Reading
[Working anytime and anywhere](#)
[Post-Covid remote working and its impact on people, productivity, and the planet](#)
[True nature of hybrid work](#)
[Seven truths about hybrid work and productivity](#)



Tech investment has turned from virtual reality to AI and the need to upskill.

TECH INVESTORS

Pivoting from virtual places to processes

Tech investors who placed their chips on virtual reality during the pandemic are turning their attention towards AI to solve challenges in hybrid work

Tech Investors are organisations that leveraged the pandemic to kick-start and accelerate the digitisation of their workplaces. They placed their bets on emerging technologies such as AR (Augmented Reality) and VR (Virtual Reality) that promised to blend digital and physical worlds seamlessly, focusing efforts on creating great workplace experiences in the metaverse.

Accenture, PwC and Fidelity International were among the core professional services firms who invested in these virtual worlds to improve connection within their company at a time when the workforce was physically separated. However, five years on from the start of the pandemic, concepts like the metaverse have still to break through. Ajay Chowdary, author and keynote speaker at WORKTECH London 2024, commented that the metaverse has become the 'meh'-taverse.

As uptake has stalled in AR and VR, companies characterised as Tech Investors have turned their attention elsewhere. Instead of focusing their

efforts on virtual places, they are looking at how to better digitise processes. For this, they are turning to AI (Artificial Intelligence).

A 2022 survey by strategic advisory firm NewVantage Partners revealed that 92% of large companies reported achieving returns on their data and AI investments, a significant increase from 48% in 2017. This surge in AI adoption is accompanied by substantial financial investment. Goldman Sachs projects that global AI investment could approach \$200 billion USD by 2025, highlighting the technology's growing economic significance.

However, the rapid investment in and integration of AI presents challenges, particularly for the workforce. Companies investing in AI are increasing their demand for employees with advanced education and skills in data analysis, resulting in a growing skills gap. While Tech Investors are focusing on the productivity power of automation, they will also need to invest in reskilling and upskilling employees to keep up.

AI's impact on performance

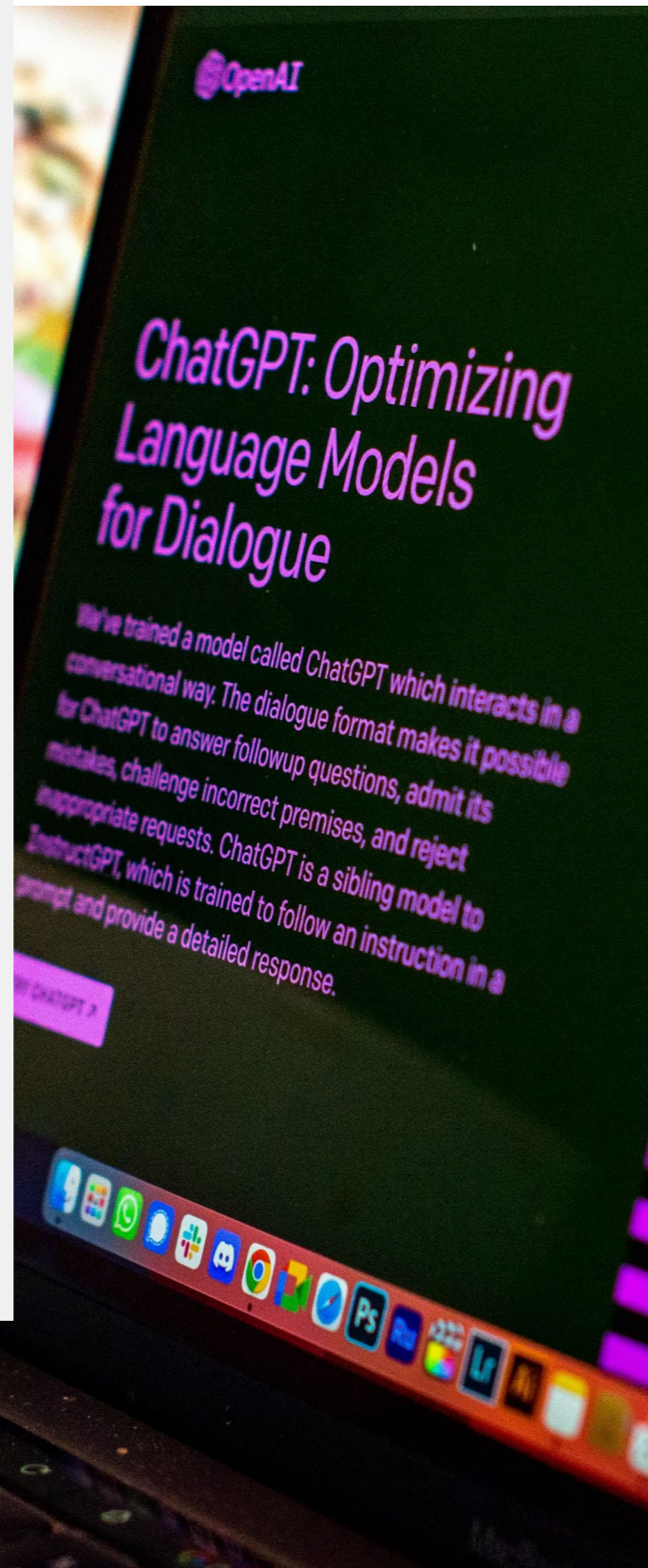
Research from Accenture in 2024 found that 74% of organisations have seen investments in generative AI and automation meet or exceed expectations, with 63% planning to increase their efforts and further strengthen these capabilities by 2026.

In a report entitled 'Reinvesting Enterprise Operations with Gen AI', Accenture found that the number of companies that have AI-led processes has nearly doubled from 9% in 2023 to 16% in 2024. Compared to peers, these organisations achieve 2.5x higher revenue growth, 2.4x greater productivity and 3.3x greater success at scaling generative AI use cases.

Tech Investors are not blind to these statistics. Accenture's report identifies Tech Investors as 're invention-ready' and states that they are moving faster than other companies and are amplifying the impact of generative AI across the business. However, this rapid speed could cause challenges down the line.

The report highlights that one in eight companies at the early stages of AI adoption have not applied a talent reinvention strategy, planned to meet workforce needs, or acquired new talent or training to prepare workers for generative AI-led workflows. More than two-thirds of executives commented that AI and generative AI are advancing too fast for their organisation's training efforts to keep pace.

Source: Accenture, **Reinvesting Enterprise Operations with Gen AI**. (2024).



What the Tech Investors did next

While some companies are still experimenting with AR, VR and the metaverse, many have shifted their investments to AI and generative AI as they look to streamline workflows and manual processes. Here's what some of the high-profile companies are doing:

Amazon Web Services: AWS has announced plans to develop a new AI supercomputer, 'Ultracluster'. This tool will utilise proprietary technology that aims to enhance AI capabilities and offer alternatives to existing solutions.

Salesforce: Salesforce has introduced AI-driven initiatives like Agentforce, which has gained traction among other large organisations such as IBM. Agentforce is a platform that uses AI to create autonomous agents that can perform tasks and make decisions independently from humans. These agents can be used to improve

customer experiences, personalise interactions, provide real-time feedback, and automate manual tasks.

KPMG: KPMG has embedded AI across its operations, enabling employees in accounting, tax and advisory roles to utilise AI tools like Chat GPT and Copilot. This integration aims to accelerate the pace of work and improve operational efficiency.

Capgemini: Capgemini is actively integrating AI across its operations and client services, focusing on generative AI to drive innovation and efficiency. The firm has launched a 'Generative AI Lab' to explore and implement emerging AI technologies. The lab operates under Capgemini's 'AI Futures' domain, aiming to understand and apply advancements in AI across the business.



New trends and ideas

Making the metaverse a success

There is still hope for the metaverse, according to research from Seoul National University. Tech Investors who invested heavily in the metaverse should design their virtual spaces to prioritise realism over efficiency. The research suggests that realism makes the metaverse more intuitive and predictable, increasing the feeling of being together and promoting social interaction.

Source: Hyanghee Park, Daehwan Ahn, and Joonhwan Lee. 2024. 'Lessons from Working in the Metaverse: Challenges, Choices, and Implications from a Case Study.' *CHI-24 Proceedings of the CHI Conference on Human Factors in Computing Systems*, no. 1021, pp. 1-16

AI's drive for efficiency

The primary driver of AI adoption is to increase organisational efficiency, but AI comes with its challenges according to research from South Africa. A systematic review of existing literature found that AI can significantly transform organisation landscapes by enhancing efficiency and decision-making processes. However, it also emphasises the necessity for ethical considerations and the importance of employee adaptation to AI-driven changes to ensure successful integration.

Source: Murire, O.T. **Artificial Intelligence and Its Role in Shaping Organizational Work Practices and Culture.** *Administrative Sciences*, 14(12), p.316. (2024)

Factors affecting AI adoption

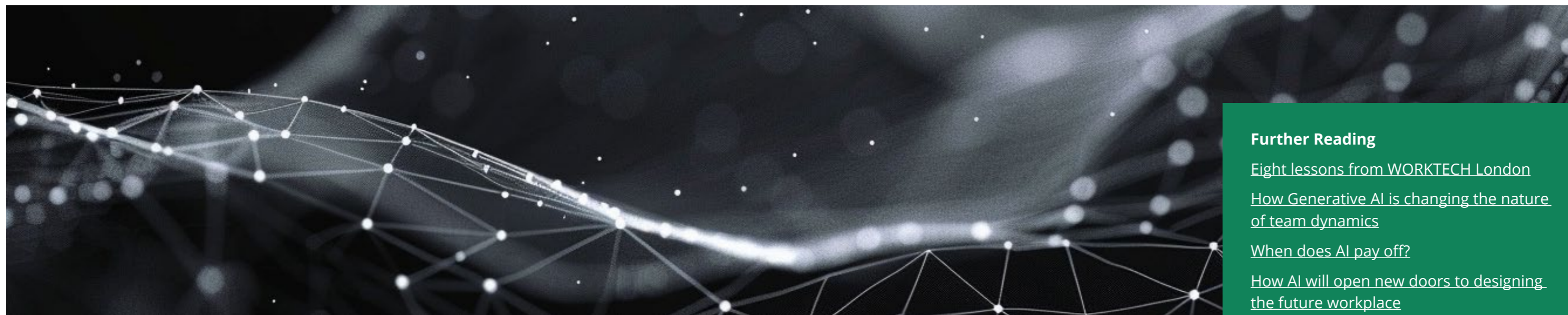
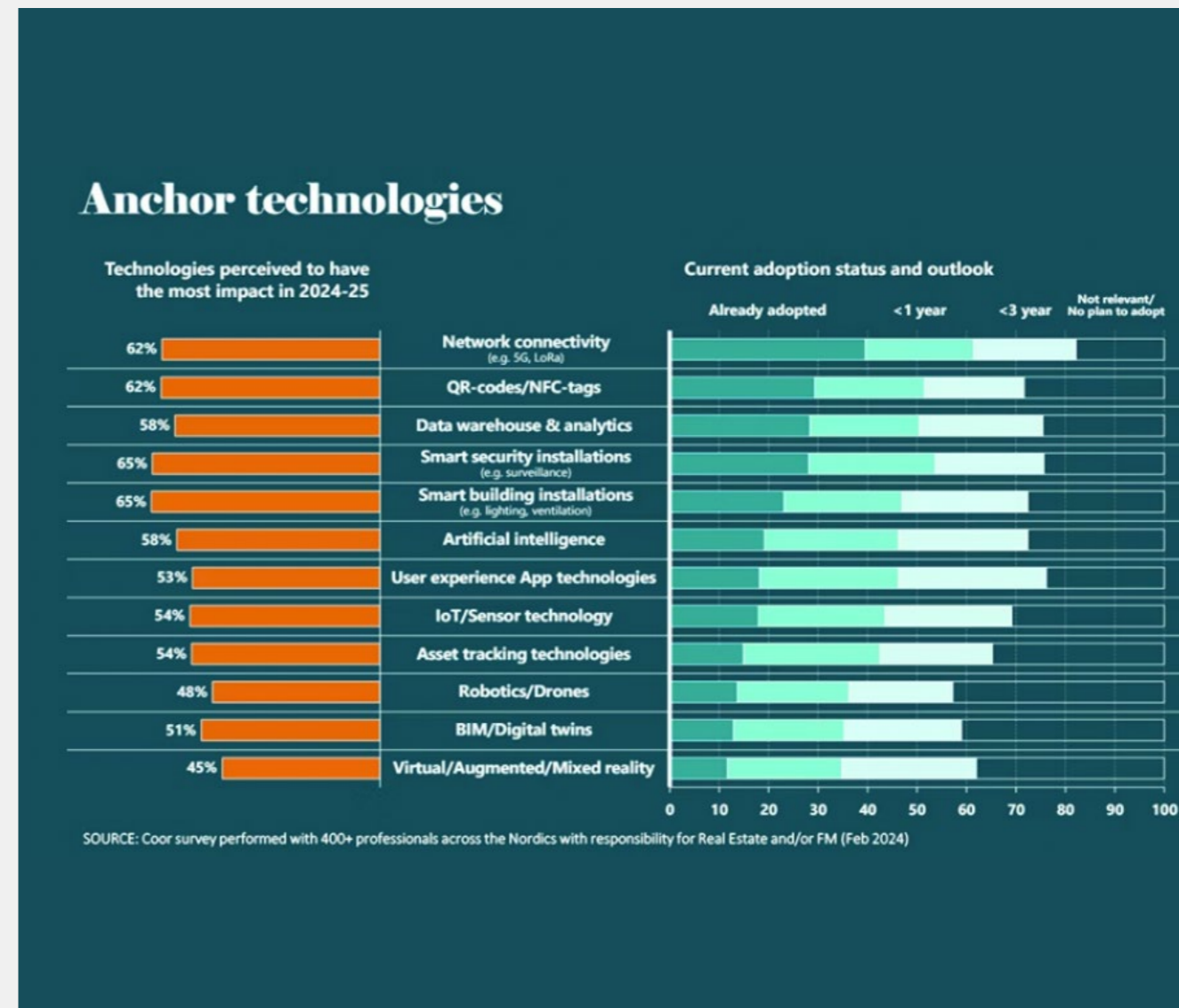
Investing heavily in AI does not guarantee instant adoption from the workforce, according to a study from researchers in Finland. The study analysed data from almost 1,000 manufacturing organisations to identify elements influencing AI adoption including technological readiness, organisational support and environmental factors. It emphasises aligning AI adoption with organisational goals and fostering a supportive culture for successful implementation.

Source: Aunimo, L., Kauttonen, J., Lahtinen, A., Lagstedt, A. and Alamäki, A. **Factors Affecting the Adoption of AI by Organizations-From the Perspective of Knowledge Workers.** In *Working Conference on Virtual Enterprises* (pp. 467-481). Cham: Springer Nature. (2023)

Attitudes to emerging technologies

A report by Swedish facilities firm Coor gives an insight into uptake of the new technologies that will shape the future of facilities management. Based on a survey of more than 400 real estate and FM decision makers in the Nordic region, the study explores attitudes to new technology, investment plans and barriers to change. It also defines a set of 'anchor technologies' ranked by survey respondents and forecasts that all areas of facilities management will be transformed by the ability of AI to take a more predictive and less reactive approach.

Source: **Exploring Technological Trends in Buildings and Facilities Management.** Coor. 2024.



Further Reading

- [Eight lessons from WORKTECH London](#)
- [How Generative AI is changing the nature of team dynamics](#)
- [When does AI pay off?](#)
- [How AI will open new doors to designing the future workplace](#)

Returner organisations came out fighting straight after the pandemic and have not stopped.



RESOLUTE RETURNERS

Show of strength on return to office

Companies bringing people back to the office have been unwavering in taking a tougher approach despite whatever brickbats have come their way

Resolute Returners came out fighting straight after the pandemic and have not stopped pushing their weight around since. They believe that bringing everyone back to the office is the best way to improve company culture, innovation, learning and productivity – and they won't budge an inch from that position no matter how unpopular fixed office mandates might be with employees.

Returner organisations refuse to deviate from the famous description of remote work by Goldman Sachs CEO David Solomons as 'an aberration' that needs to be corrected. Their ranks are led by some of the world's highest-profile male captains of industry. They include Sir James Dyson, Jamie Dimon of JP Morgan Chase and Elon Musk, who has scorned the 'laptop classes living in la-la land'. Even companies which started out with a *laissez faire* approach have come round to a more robust returner mindset.

Google, for example, has controversially changed policy to track in-person attendance more strictly, with its former CEO and chairman Eric Schmidt suggesting that the company's loss of a leading edge in AI was down to hybrid work by employees: 'Google decided that work-life balance, going home early and working from home was more important than winning.' Amazon too has joined the returner camp,

calling its staff back to the office five days per week from January 2025 and headlining a trend to bring head office professionals into line with retail, logistics and warehouse employees who have no other choice but to work full-time onsite.

Resolute Returners are not out to win any popularity contests. They continue to view the physical workplace as critical to making their business flourish, and employee co-location as critical to building a culture of collaboration and learning. This is despite criticism from researchers who say office mandates create a younger, more male and less diverse workforce. However, alongside taking a tough line, such firms also recognise that the office will need to be significantly upgraded, replanned and redesigned to become a fulcrum of culture and creativity.

Already, returner organisations with the deepest pockets are investing in cutting-edge workplace design to bring people back. The influential organisational psychologist Professor Carey Cooper describes them as the 'dinosaurs of our age' from a sociological perspective, but there may be a silver lining in the design of a safer, healthier, human-centric office that can be widely adopted.

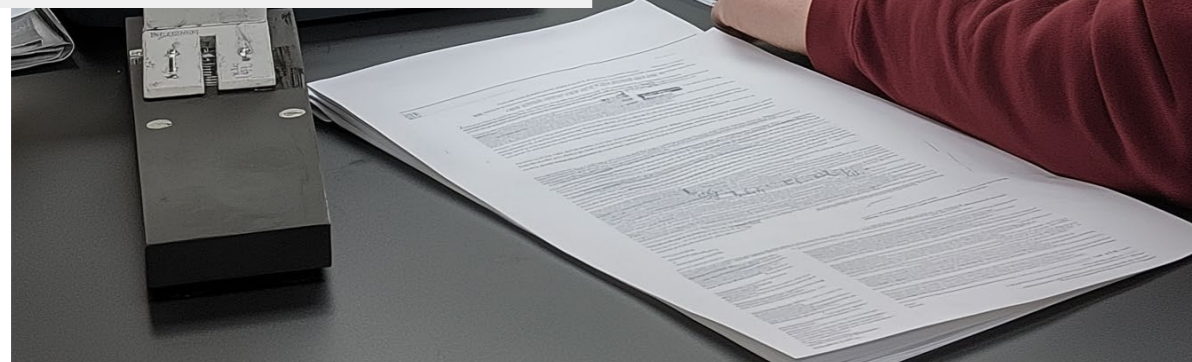
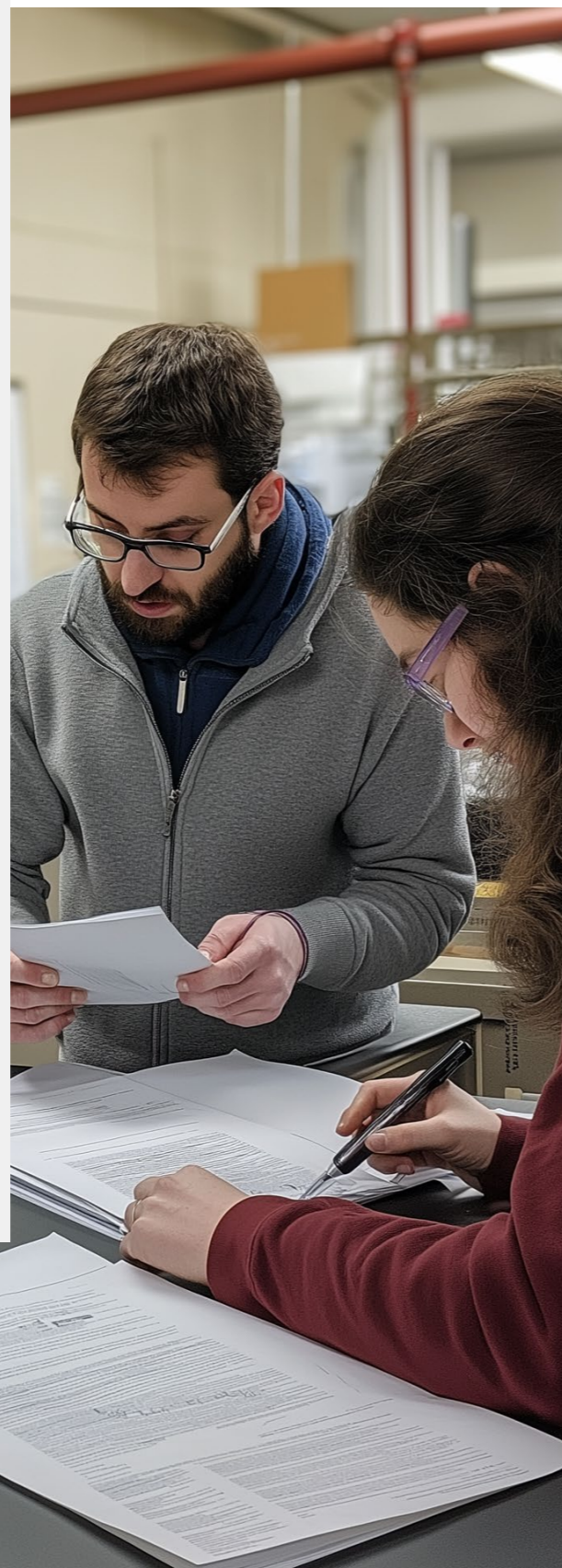
The effect on innovation

Resolute Returners rest much of their case on the value of work colleagues being co-located in the same workplace. This enables them to innovate more effectively. Theories of innovation emphasise the role of social networks and teams as facilitators of breakthrough discoveries. James Dyson and Elon Musk mobilise this argument continually, for example, and it is backed up by research.

Researchers from the University of Pittsburgh and the University of Oxford determined through a literature review of 20 million articles and analysis of four million patent applications filed worldwide over the last 50 years that 'across all fields, periods and team sizes, researchers in these remote teams are consistently less likely to make breakthrough discoveries relative to their on-site counterparts.'

The study found that among distributed team members, collaboration centres on late-stage, technical tasks with more codified knowledge. Yet they are less likely to join forces in conceptual tasks—such as conceiving new ideas and designing research—when knowledge is tacit. The researchers conclude that 'despite striking improvements in digital technology in recent years, remote teams are less likely to integrate the knowledge of their members to produce new, disruptive ideas.'

Source: Yiling Lin, Carl Frey and Lingfei Wu. 2023. 'Remote Collaboration Fuses Fewer Breakthrough Ideas.' *Nature*, vol. 623, pp. 987-991.



What the Resolute Returners did next

An uncompromising return to the office has been accompanied by a recognition that the workplace needs to be improved and upgraded in terms of design and service, even to the extent of building a new corporate headquarters:

Boots, the British health and beauty retailer and pharmacy chain, has ordered its 3,900 head office employees back to the workplace five days a week. But an uncompromising mandate by Boots CEO Seb James is accompanied by a promise to make the office 'a much more fun and inspiring place'. Promised improvements to the Boots head office environment amount to enhanced wi-fi, better food, more quiet spaces and improved car parking.

JP Morgan Chase, the US banking giant, has led a clutch of large financial service firms in questioning the credibility of remote working. According to CEO Jamie Dimon, 'How do you build a culture and character? How are you going to learn properly?' JP Morgan Chase now expects senior staff to work five days per week in the office although a range of flexible roles remain in place. A new corporate headquarters at 270 Park Avenue in midtown Manhattan is set to open in 2025, designed by Foster and Partners. With state-of-the-art facilities and high sustainability ratings, this new HQ project looks to 'earn the commute' for returning employees.

Asda, the British supermarket chain, has responded to difficult market conditions by introducing job cuts, restructuring operations and making it compulsory for thousands of workers to return to its offices in Leeds and Leicester at least three days a week from January 2025. Asda promises to improve the working environment as a sweetener with improvements including a better catering offer, a more welcoming atrium, more meeting spaces, quiet-space working pods, upgraded toilets, new chairs and redecoration, as well as an on-site Asda Express.

Amazon has announced that all staff must go back to their desks five days a week from January 2025 – a full-time mandate that turns the clocks back, in CEO Andy Jassy's own words, to 'being in the office the way we were before Covid'. Amazon has sought to soften the blow by promising everyone their own desk in the new working arrangement. Stanford professor Nick Bloom has predicted that 30% of Amazon staff might quit over the changes. According to British work culture expert Bruce Daisley, a former European VP of Twitter, Amazon's strict new office mandate will create a 'young, whiter and more male organisation'



JP Morgan Chase, midtown Manhattan. Set to open 2025. Image source: Foster + Partners



Amazon HQ in South Lake Union, Seattle. Image source: Seattle Spheres.



New trends and ideas

Creativity and the office

A new study by a German research team probes the impact of office attendance on creativity. Lucius and Damberg report that ‘although creativity may not be directly impacted by proximity, low informal or social interaction in a work context will lead eventually to lower wellbeing and can critically endanger creativity’. The researchers propose that ‘social interaction as a driver for creativity’ should lead to offices that resemble inspiring spaces for intentional collaboration, spontaneous interaction and ongoing communication.

Source: Zita Lucius and Svenja Damberg. ‘[Why We Need Employees Back at the Office: The Effect of Workplace Design on Creativity in Organizations.](#)’ *Creativity and Innovation Management*, 19 April 2024.

Workers as customers

According to new research commissioned by the British Council for Offices (BCO), companies seeking to bring their people back to the office should treat their employees as ‘customers’ and find out what experiences they really want via experimentation and analysis of metrics. The BCO report emphasises the importance of developing customer experience strategies, making data-driven decisions, leading cultural transformation and innovating at speed.

Source: ‘[Towards Experience Utopia](#)’, British Council for Offices, 15 October 2024.

Distance curbs knowledge

A US-Hong Kong research team studying 17 million scientific publications over the past 45 years has discovered that researchers who

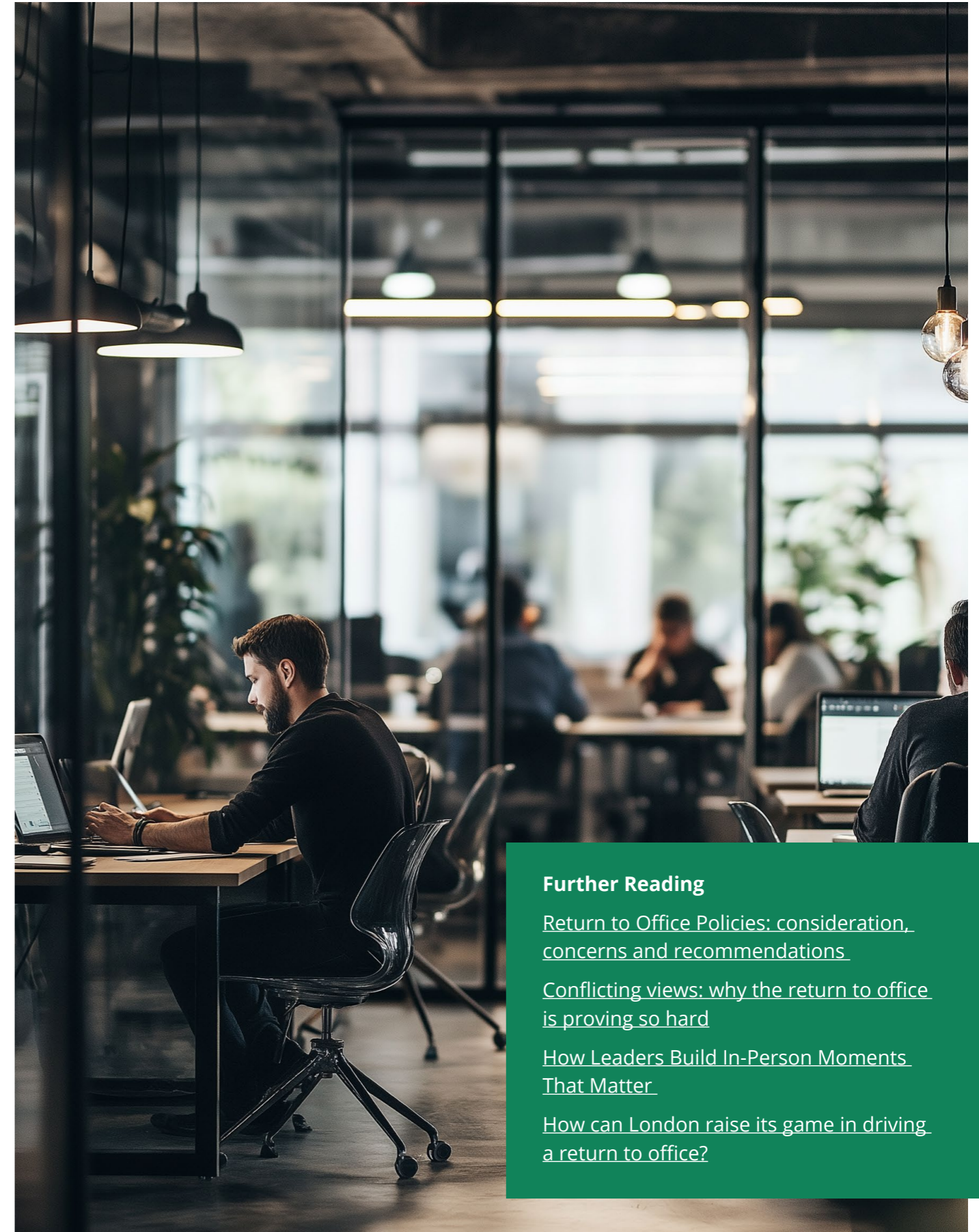
collaborated locally were much more likely to gain new knowledge from their teammates than those who collaborated at a distance. The trend was especially pronounced for researchers in science and engineering, as well as early-career scholars. Being together physically—reading body language, mulling a problem at a whiteboard, and teaming up to use specialised laboratory equipment—is especially valuable when knowledge isn’t yet codified. ‘If you want to be innovative, if you want to collaborate and learn from each other at the cutting edge, you need to be in person,’ says lead researcher Hyejin Youn.

Source: ‘[Could Remote Work Hurt On-The-Job Learning?](#)’ Kellogg School of Management at Northwestern University, 2 February 2024

Grater psychological safety

The feeling of psychological safety may be greater for employees who either work in the office full time or work at home full time, according to a study published by the British Psychological Society. A psychologically safe environment is one where there is a limited stress response, due to feelings of safety and belonging. Hybrid workers generally scored lower than fully remote or in-office colleagues on psychological safety in the study. Office workers demonstrated the highest levels of psychological safety, appearing more likely to admit when they make mistakes and more willing to learn from them.

Source: Amanda Potter and Jessica Ross. 2023. ‘[Hybrid Working: At What Cost?](#)’ *Assessment and Development Matters*, vol. 15, no. 4, pp. 4-9.



Further Reading

[Return to Office Policies: consideration, concerns and recommendations](#)

[Conflicting views: why the return to office is proving so hard](#)

[How Leaders Build In-Person Moments That Matter](#)

[How can London raise its game in driving a return to office?](#)



Organisations must provide deeper, science-based solutions that address the root causes of employee distress.

WELLBEING WATCHERS

From superficial to science-based ideas

Companies placing wellbeing at the core of their workplace strategy are on the rise, but must beware offering skin-deep solutions to disengaged employees

Wellbeing Watchers emerged from the global pandemic determined to place employee health and wellbeing at the centre of their corporate strategy in a bid to achieve better business results. They took careful note of global surveys showing a dip in employee engagement and addressed a perceived wellbeing deficit by prioritising empathy-driven strategies, implementing new models of leadership, starting mental health programmes and promoting wellbeing in office design too – ranging from acoustic enhancements to ergonomic furniture.

Early high-profile adopters of a healthier approach included Netflix, EY and Salesforce, who provided employees with access to services designed to improve wellbeing and made use of employee surveys to better understand pain points. With fewer opportunities to physically check up on staff in the office, Wellbeing Watchers sought to provide choice and flexibility in supporting employee wellbeing. They also responded to research suggesting that compassionate, effective leadership was the key to reducing stress levels and improving engagement.

In the five years since the start of the global pandemic, wellbeing initiatives in the workplace have only continued to blossom – companies have really latched onto the concept. However, the focus has largely been on people and policies, shifting away from providing real-estate trophy assets like gyms and spas that are location dependent and therefore less flexible. Holistic wellness has come to the fore, with an emphasis on programs that address physical, emotional and social health comprehensively.

Hybrid work models and an increased emphasis on employee autonomy have led to more diverse and personalised wellness programs. But perhaps inevitably, such a strong emphasis on workplace health has led to a backlash in some quarters with initiatives criticised as superficial and termed ‘wellness gloss’.

As a disengagement crisis continues to plague the workplace, employees have called for organisations to bring fewer quick fixes and symbolic actions to the wellbeing arena, and instead provide deeper, more science-based solutions that addresses the root causes of employee distress or dissatisfaction.

Key drivers of wellbeing

Successful wellbeing programmes depend heavily on leadership buy-in. Genuine commitment to implementing initiatives is imperative, and they should rise above being performative, instead addressing deeper cultural issues.

What Works Wellbeing, a UK government initiative, has concluded 10 years of research in the field from 2014 to 2024. Working as part of a University of East Anglia-led consortium with Essex, Sheffield and Reading Universities, the initiative has analysed a wealth of wellbeing data relating to work transitions and their effect on wellbeing, wellbeing at work, workplace culture and the role of learning.

In 2017, only 30-40% of organisations in the UK reported having a wellbeing strategy. Now, this has extended to 65% of organisations across multiple sectors, ranging from health and education to policing, law and banking.

The research suggested five principles for practitioners to consider when implementing wellbeing programs: communication, coherence, commitment, consistency and creativity.

A further **framework** details the domains of wellbeing as they apply in the workplace, helping organisations to identify areas to target resources when it comes to improving workplace wellbeing.

Source: **What we know about working age and workplace wellbeing**, WORKTECH Academy, 2024



GSK's urban farm concept in the basement of its new London headquarters

What the Wellbeing Watchers did next

Some Wellbeing Watchers have continued to make access to amenities a core part of their wellbeing strategies, whilst others in the field have gone further and sought to prioritise tackling wellbeing at its root cause. Here's what some of the leading players in the field are doing:

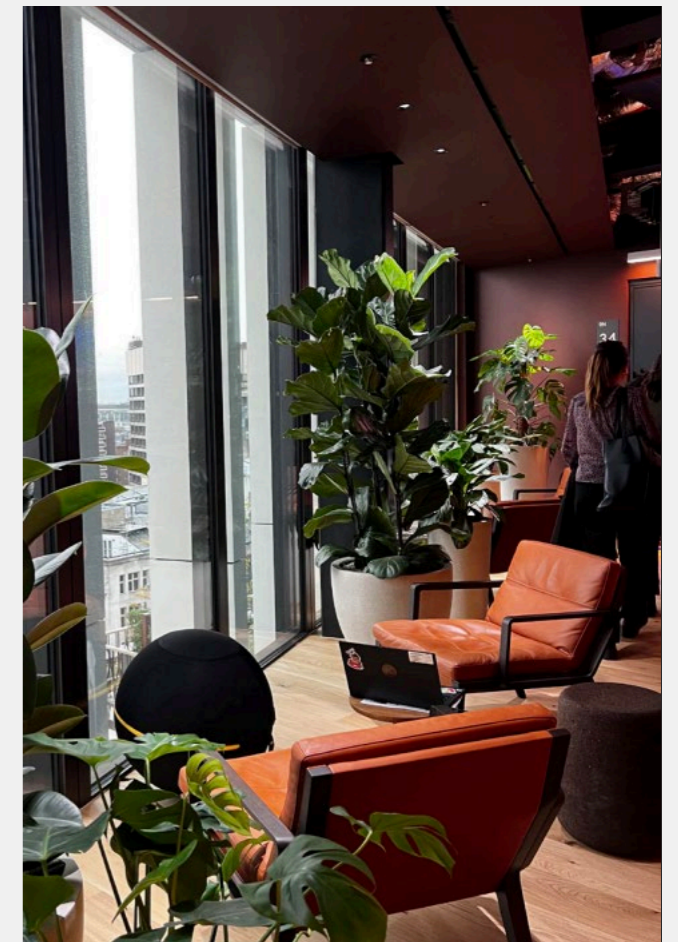
GSK's collaboration with ART Health Solutions laid the groundwork for a workplace transformation guided by scientific insights and best practices. In June 2024, the pharma giant relocated 3,000 employees from its out-of-town West London campus to a cutting-edge 150,000 sq ft headquarters in central London. The move reflected the company's ambitious goal: to create the world's healthiest workplace by integrating science, design and technology to promote employee wellbeing and productivity. GSK has dedicated its ninth floor to employee wellness, where it offers free fitness classes and state-of-the-art gym facilities. On the ground floor, its restaurant 'The Orangery' has a 'farm-to-table' concept and includes a fully functioning urban farm in the basement which produces the equivalent of a 1.4-acre farm.

HSBC is tackling mindfulness by building mental resilience in their workforce. With over 200,000 employees spread across 70 locations, the core part of its wellbeing strategy is to create global mindfulness hubs. The bank aims to tackle the issue of stress in the workplace at its root cause, and the success of its program is largely due to the way in which it collects and uses data, its creation of templates and guidelines, and its emphasis on leading by example. Mindfulness is an important part of HSBC's strategy, and it works to create 'brain-friendly' working environments.

Salesforce offers its employees access to the 'Camp B-Well' program, a Wellbeing Headquarters. It is a virtual platform that provides Salesforce employees with access to benefits, resources and support to help them live well. A 'B-Well Together' series highlights speakers and experts who focus on giving advice surrounding mental, physical and social wellbeing.

Google, as a long-time wellness leader, continues to provide extensive benefits to its employees, including on-site healthcare, fitness facilities and personalised wellness services. Google's food program, termed 'Food at Google', is rooted in the idea that food not only brings people together, but also improves overall wellbeing. Beyond free meals, Google also provides employees with wellness programs and a comprehensive range of health benefits.

Microsoft, with the rise of remote work, has expanded its wellness offerings to include holistic health days, requiring all managers to complete training to become 'caring' managers. Microsoft also offers on-site fitness centres as part of its wellness program, with state-of-the-art facilities allowing employees access to group fitness classes and personal training services.



Breakout space at GSK

New trends and ideas

Effects of workplace wellness programs

When a British researcher analysed survey responses from over 46,300 workers at companies that offered wellness programs, the study published in the **Industrial Relations Journal** found that those who participated in them were no better off than colleagues who did not. The outcomes of 90 different interventions were analysed and the study found a single notable exception: workers who were given the opportunity to do charity or volunteer work did seem to have improved wellbeing. None of the other offerings — apps, coaching, relaxation classes, courses in time management or financial health — had any positive effect. Trainings on resilience and stress management appeared to have a negative effect.

Source: 'Workplace wellness programs have little benefit, study finds'. *New York Times*, 15 January 2024.

WELL vs LEED

International building certification systems, such as WELL and LEED, are essential in shaping the development of buildings that prioritise both environmental responsibility and the wellbeing of their occupants. An international research team from Singapore, Sydney and California studied the experiences of people working at WELL and LEED-certified sites and determined that 'While LEED adopts a holistic approach to designing healthy and sustainable buildings, the WELL standard has a strong emphasis on human health, comfort, and wellbeing.'

Source: Kent, Parkinson and Schiavon, 'Indoor environmental quality in WELL-certified and LEED-certified buildings'. *Scientific reports*, Volume 14, July 2024.

Benefits of biophilia

Recent research continues to build the case for incorporating biophilia into workplace design. Yildirim and teammates, using a literature review, found that 'greenery, window views of nature, daylight and visual comfort had medium to large effect sizes on stress

level, cognitive performance, and health and wellbeing.' Access to greenery and natural light contributes to reducing stress levels, enhancing cognitive performance and promoting employee health and wellbeing. The study found that incorporating water features into the workplace can also 'be a powerful tool for creating a welcoming and relaxing work atmosphere.'

Source: Yildirim, Gocer, Globa and Brambilla, 'Investigating restorative effects of biophilic design in workplaces: a systematic review'. *Intelligent Buildings International*, Volume 15, January 2024.

Standardisation of sit-stand

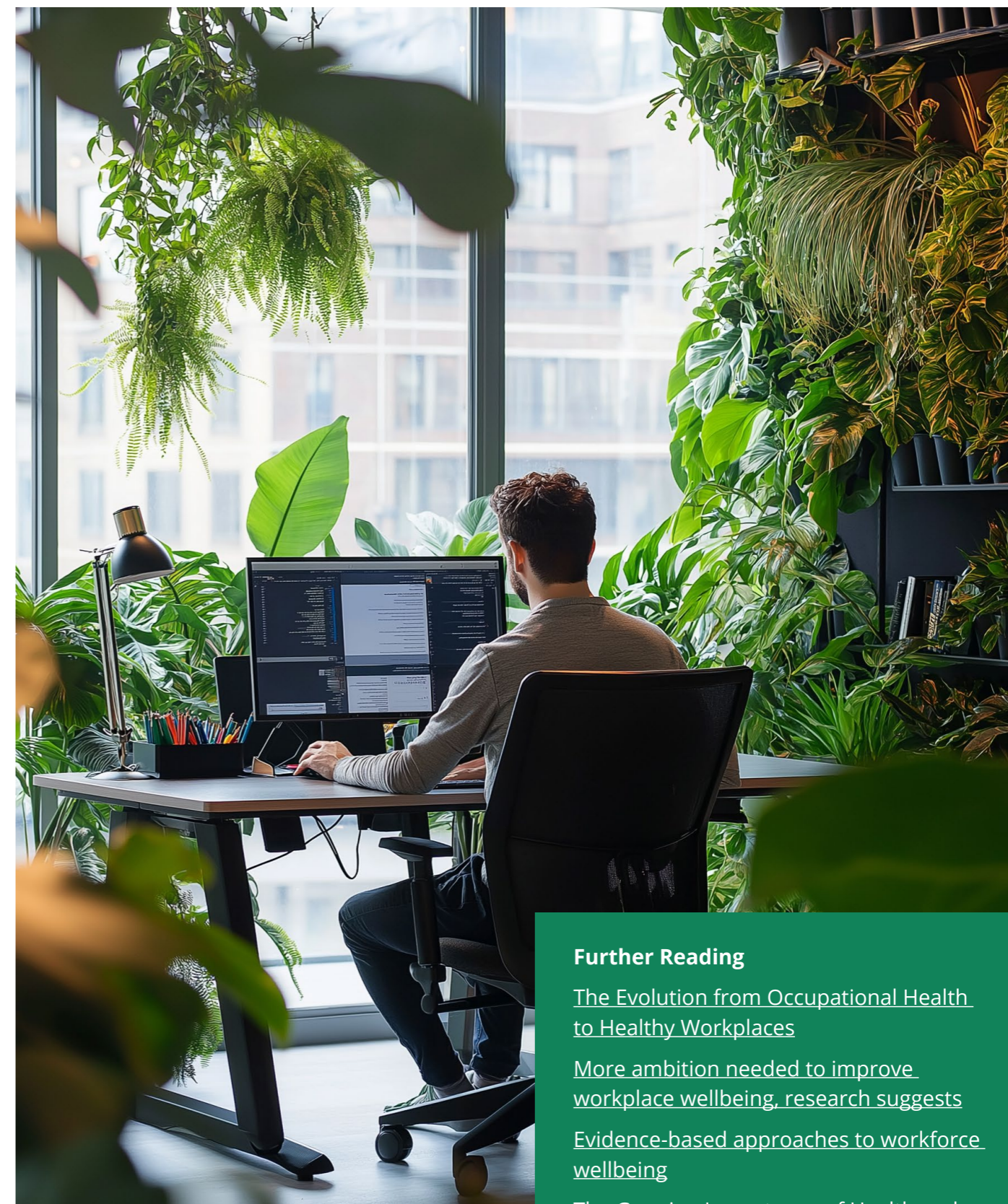
Sit-stand desks and similar workspace designs are increasingly becoming standard in many workplaces, with growing research supporting their benefits for employee health and productivity. A team lead by Lopez-Jimenez at the Mayo Clinic found 'that active workstations incorporating a walking pad, bike, stepper and/or standing desk are successful strategies for reducing sedentary time and improving mental cognition at work without reducing job performance.'

Source: *Mayo Clinic*, 4 April 2024

Burnout or boredom?

With one survey of UK employees revealing that over half (56%) felt burnt out in 2024, it is clear that the phenomenon has been on the rise since the pandemic. However, the term 'burnout' is increasingly being questioned, with some arguing that it may not accurately capture the experiences of individuals who may simply be feeling tired, stressed, anxious, or bored. Behavioural scientist and workplace expert Dr Alexandra Dobra-Kiel of Behave suggests that 'the combination of pressures affecting employees can explain why there is a growing misdiagnosis of burnout'.

Source: *Telus Mental Health Index*, Telus Health, 2024



Further Reading
[The Evolution from Occupational Health to Healthy Workplaces](#)
[More ambition needed to improve workplace wellbeing, research suggests](#)
[Evidence-based approaches to workforce wellbeing](#)
[The Growing Importance of Health and Wellbeing in the Workplace](#)



Democratising access to data tools empowers employees at all levels.

DATA DRIVERS

From survival to a strategy for growth

Data Drivers initially leveraged data to find insights to inform workplace strategy. Now they're moving from data alchemy to precision analytics

During the pandemic, Data Drivers emerged as organisations that quickly mobilised their analytical capabilities to navigate the turbulence of a changing world of work. Now, in a post-pandemic era, the role of data has evolved from a survival tool into a cornerstone of corporate strategy. Companies are no longer just responding to crises – they are using data to anticipate, innovate and drive growth.

In the initial aftermath of the pandemic, many organisations turned to what IBM termed 'data alchemy' – a process of finding correlations and actionable insights to inform workplace strategies. Today, this practice has matured into precision analytics, supported by advances in AI and machine learning. Data is not merely used to understand the present but to model future scenarios, driving decisions across workforce planning, workplace design and resource optimisation.

The alignment of analytics strategies with corporate objectives remains a challenge for many organisations, with McKinsey reporting that nearly 70% of companies still struggle to integrate these elements. However, post-pandemic Data Drivers have achieved seamless integration, embedding data into almost every layer of their operations. These organisations leverage predictive analytics not only to optimise space and energy use but also to

craft personalised employee experiences, ensuring engagement and talent retention in a hybrid work environment.

While pandemic-era data initiatives focused on safety by tracking occupancy, managing health risks and ensuring compliance, today's applications are far more strategic. Data Drivers are using their data to enhance employee wellbeing, inform real estate decisions, support ESG goals and better implement hybrid work models.

Data Drivers continue to foster a culture where analytics are a shared responsibility rather than a siloed function. Democratising access to data tools empowers employees at all levels to make informed decisions, while fostering transparency. Despite such gains, concerns around data security and ethics remain. The exponential growth of data collection has amplified risks, particularly regarding employee privacy and AI biases.

Organisations are addressing these by adopting robust governance frameworks, enhancing transparency and prioritising ethical AI development. In today's landscape, Data Drivers can react quickest to challenges and have the additional capacity to predict and create opportunities, cementing data as a core asset in the workplace of the future. But they've also got to be alert to the downsides.

Data leaders paving the way

In a study by *Harvard Business Review* in collaboration with Google Cloud, the research highlights a growing trend towards data-driven decision-making among companies. The survey involved more than 360 executives and revealed that organisations leading in data and artificial intelligence (AI) investments – termed ‘data leaders’ – are more profitable and innovative compared to their peers.

Key insights from the study include:

- **Enhanced profitability and innovation:** Data leaders leverage AI and analytics to drive decision-making, resulting in higher profitability and a greater capacity for innovation.
- **Accelerated product development:** These organisations use data insights to accelerate the development of new products, reducing time-to-market and gaining competitive advantage.
- **Improved customer satisfaction:** By integrating data-driven strategies, companies can better understand customer needs, leading to enhanced satisfaction and loyalty.

The study emphasises that the strategic implementation of data is crucial for achieving these benefits. It highlights the importance of democratising access to data across organisations to foster a culture of informed decision-making.

Source: **‘Big on Data: Study shows why data-driven companies are more profitable than their peers’**. Google Cloud, 2023.



What Data Drivers did next

Data Drivers have doubled down on their analytics capabilities, focusing their efforts on elevating employee experiences and consolidating their real estate portfolios. Here’s what some high-profile companies are doing in this field:

RXR Realty: New York-based real estate developer RXR Realty has integrated data analytics into its operations to elevate tenant experiences. By developing a digital platform, RXR provides tenants with real-time information on building occupancy, air quality and cleaning schedules. This transparency fosters a safer and more comfortable environment, aligning with tenants’ expectations for better work environments.

Colliers: Global real estate services firm Colliers uses AI technology to monitor and analyse office occupancy through WiFi data. This approach

enables businesses to understand workspace utilisation patterns, informing decisions on office space requirements and promoting better use of resources.

Johnson & Johnson: The US multinational employs AI for ‘skill inference,’ assessing employee capabilities to guide targeted training and development programs. This strategy supports internal talent mobility and helps to increase employee retention whilst ensuring the workforce adapts to evolving business needs.

DBS Bank: DBS Bank has invested significantly in AI and data analytics to deliver hyper-personalised insights and recommendations to its customers to help them make better financial decisions. By training employees in big data and analytics, DBS fosters a data-driven culture that enhances customer service and drives innovation.



What the research says

Data mistakes to avoid

There are some common pitfalls organisations face when integrating data into decision-making processes, according to research from MIT. The first common mistake is initiating data projects without clear business objectives. The second is that there is a risk of isolating data science teams, advocating for their integration with business units to ensure solutions are practical and aligned with company goals. Thirdly, the research highlights the importance of fostering a data-driven culture, noting that without employee buy-in and proper training, data projects may fail to influence decision-making effectively.

Source: Building a Data-Driven Culture: Three Mistakes to Avoid. MIT Sloan Review, 14 May 2024.

Data in hybrid work

A study in *Harvard Business Review* explores how organisations can leverage data to develop effective hybrid work models. The article suggests collecting data on employee performance, collaboration patterns and job satisfaction can inform decisions about remote and in-office work. By analysing this information, companies can tailor hybrid policies that enhance productivity and employee wellbeing. The piece emphasises the importance of continuous data monitoring to adapt policies to evolving needs, ensuring that hybrid work arrangements remain effective and responsive to organisational objectives and employee preferences.

Source: Using Data to Design Your Hybrid Work Policies. Harvard Business Review, 8 May 2024.

Accessing experience through data

A new paper from workplace experience technology company Accessia explores how the continuous evolution of employee behaviours and the growing impact of data insights on decision-making is transforming the workplace. It looks at the intersection of data and experience, examining evolving employee demands, ways to collect and analyse data, the data types that directly impact employee experience, and how to implement data-driven changes.

Source: Accessing Experience: How evolving behaviours and data insights are transforming the workplace. Accessia with WORKTECH Academy, November 2024.

Downsides of data-driven workplace

A research team from the UC Berkeley Center for Labor Research and Education in the US analysed the use of data-driven systems by employers in a diverse set of industries and identified a range of potential harms to workers, including bias and discrimination, de-skilling, unsafe work speeds, and loss of autonomy and dignity. The paper argues for a more robust set of 21st-century labour standards regarding digital technologies to ensure that the data-driven workplace benefits rather than harms workers.

Source: The Data-Driven Workplace and the Case for Worker Technology Rights. Bernhardt, Kresge and Suleiman, 2022.



Further Reading

[Inspiring examples of data-driven companies](#)
[Can data reactivate the office in a hybrid working world?](#)

[Creating a better workplace: 20 ways to leverage innovative technology](#)

[Building connections: inside Booking.com's data-driven campus](#)



It is no longer about making space reductions, but making the space you do have work better.

SPACE SHAPERS

Drastic cuts give way to smart space

Space Shapers anticipated a radical downsize of their office space early in the pandemic but have now adopted more moderate strategies based on quality

Space Shapers viewed the global pandemic as their opportunity to reshape and rationalise their real estate portfolios in a bid to align with evolving workplace dynamics. In many cases, this involved drastically reducing corporate footprints, even if some Space Shaper organisations took a more imaginative approach by adopting space strategies that prioritised teamwork and collaboration.

Professional services firms in finance, media and management consulting were early candidates to shave or reshape office space alongside flexible working policies that would allow staff to work remotely for extended periods of time. One year into the pandemic, scenarios predicted 40% less office space. Leesman even talked about 'half the space, but twice the experience'.

Gradually, however, the drive to radically downsize office space began to tail off. The return to the office gathered momentum and a real haircut for office real estate was off the table. As the complexities of hybrid working became better understood, forecasts were downgraded first to 20% less space and halved again. McKinsey's latest global review predicts

a manageable office real estate reduction of around 10% by 2030 – not ideal but not apocalyptic either.

Organisations are still looking to cut their portfolio, but the mood has changed: it is no longer about making space reductions, but rather making the space you do have work better for your organisation. Investments in design, amenities and technology suggest that organisations see value in retaining office space but want to reshape it to meet changing employee needs and behaviours.

Research from the Urban Land Institute in collaboration with PwC has suggested that 'there is broad consensus that office demand will ultimately coalesce around high-performing buildings', indicating that high-quality spaces that meet modern standards for sustainability, technology and employee experience will be favoured. This 'flight to quality' is a key reason why the more radical plans to shave space will be thwarted.

Impact on cities

One of the big issues around a Space Shaper approach has been its impact on cities: office space rationalisations, combined with hybrid working, have resulted in spending less time in central business districts and in shopping centres.

According to a report by the McKinsey Global Institute, the way to combat rising urban vacancy rates in office and retail is for cities to adapt their strategies to the new realities on the ground and adopt a more hybrid approach themselves. To embrace 'hybridity', city priorities might include developing mixed-use neighbourhoods, constructing more adaptable buildings, and designing multi-use office and retail space. In other words, space shaping is given a whole new urban-scale dimension.

The report outlines how the pandemic dramatically changed the way in which people work and shop in cities around the world. Occupancy rates and footfall have been slow to recover; falling demand for office space will most heavily affect lower quality and older buildings (Class B and Class C), resulting in a surplus of workspace.

Space Shapers can retain the appeal of the office, however, by creating magnetic, hospitality-oriented workplaces. Modular spaces that can adapt to changes in work patterns from week to week will be important, as will providing 'an efficient, digital way to organise hybrid work patterns and preferences.'

Source: [Empty spaces and hybrid places](#), McKinsey Global Institute, July 2023.



What the Space Shapers did next

Whilst some Space Shapers have taken the opportunity to radically downsize their corporate footprint, others have instead reimagined rather than reduced their space. Here's what some of the leading players in the field are doing:

Arcadis, the engineering consultancy, has moved its head office to 80 Fenchurch Street in London as a commitment to accommodating flexible work. In shifting the emphasis from 'where' to 'how', the move represents a fundamental change in the organisation's approach to real estate. Arcadis has seen a significant uptake in utilisation since its move, reporting an increase in utilisation from 50% to as high as 95% in the new office.

Dropbox extended its work-from-home policy after the pandemic to become a virtual-first company, in which remote work is the primary experience for all its employees. The tech pioneer is using its existing real estate and other flexible spaces to facilitate any necessary in-person interactions. These spaces have been termed 'Dropbox Studios' and the company's aim is to have studios in all locations in which it had offices prior to the pandemic. Dedicated workplaces have remained in locations where there are long leases in place and a high concentration of employees.

CBRE significantly renovated its London HQ, Henrietta House, following the pandemic, bucking the trend for rationalisation with an imaginative revamp designed by MoreySmith. The new building is home to 2,000 CBRE employees and includes an extension to the original building consisting of two atria suffused with natural light and an external courtyard, increasing the net area by 45%. CBRE has occupied Henrietta House since 2011 and under the terms of a new lease extension to 2036, is committed to aligning with evolving workplace needs.

Deloitte has expanded its office space in London since the pandemic, taking on around 70,000 sq ft of office space – increasing its London footprint by nearly one fifth. This expansion is a reversal of the major cutbacks the firm introduced post pandemic, representing an overall increase of 18% in its London campus space. Deloitte's strategy is indicative of the consulting sector's rollback of plans to downsize office space in the early days of Covid-19.



CBRE, Henrietta House. Source: CBRE

What the research says

From cubicles to communities

The Lincoln Institute of Land Policy has released a comprehensive report that considers the benefits of office-to-residential adaptive reuse, whilst highlighting some of the reasons that making this a reality may be complicated. The potential to revive struggling downtowns in the wake of the post pandemic exodus from office space is one of the main benefits of implementing an adaptive reuse strategy – in addition to the host of environmental benefits. The challenge is complicated by the type of office buildings that need to be converted – the article highlights that ‘a lot of the commercial space sitting vacant now is in the unglamorous, blocky towers of the 1960s, ‘70s, and ‘80s.’

Source: *Home/Work*, Office-to-Residential Conversions Are on the Rise - What Does That Mean for Cities? 2023.

The power in variety

Research by Leesman published in October 2024 considers different seating strategies, their impact on workplace experience, and how this might in turn affect an organisation’s real estate. Its analysis, which drew on data from 400,000 employees across nearly 1,600 workplaces, highlighted that ‘unassigned workplaces with a good variety of work settings achieve the highest employee experience scores, outperforming both assigned workplaces and those with unassigned strategies with poor variety.’ Accordingly, it is the variety of workspaces that should be prioritised. In adopting unassigned seating policies, companies can further consolidate their office space. Research revealed in an accompanying Leesman briefing supported this observation, where 67% of organisations say they will reduce their real estate by more than 25% in the next 18 months.

Source: *Leesman*, The Value of Variety, 2024.

Unoccupied and uncertain

A team led by economic and strategic researcher Fannie Mae analysed current research about commercial to residential conversions and found that US office occupancy rates are still well below pre-pandemic levels. Whilst office occupancy rates have slowly increased since the pandemic, in the largest metro markets they remain at about half of their pre-pandemic levels. The research also pinpointed substantial geographic variation, highlighting that in major US markets including Los Angeles, New York and Chicago, office vacancy rates have risen by five or more percentage points, and now are either near, or exceeding, 15%.

Source: *Fannie Mae*, Commercial to Residential Conversions: A Review of Current Research, Fannie Mae and Nathaniel Decker, 2024.

Cities of the future

In a report by global real estate company CBRE, American cities are grouped into four archetypes (super cities, mixed majors, sprawled darlings and developing destinations) to show different stages of evolution. The report considers the implications for commercial real estate as a result of these cities’ evolution, providing insights, recommendations and a case study about shaping the future of cities. The research considers how the office sector has had an unprecedented rise in vacancy rates that are unlikely to return to pre-pandemic levels.

Source: *CBRE*, Shaping Tomorrow’s Cities, May 2024.



Further Reading

[Emerging trends in real estate](#)

[The past and future of non-residential-to-residential conversions in New York City](#)

[Which cities are converting the most commercial spaces into apartments?](#)

[Four years after the pandemic, work-from-home trends reshape residential choices and real estate](#)



On Our Radar

Here is a selection of external links to articles, podcasts and books on subjects that are on WORKTECH Academy's radar this quarter:

Video



AI is transforming the world of work, are we ready?

In this video the FT interviews business leaders to understand how they are adopting AI tools. With the technology changing so rapidly, are businesses truly ready for it?

[Watch here](#)

Podcast



Saving your leave for a rainy day? That might be a problem

This podcast episode of This Working Life explores the reasons why workers are accumulating annual leave, and what it says about workplace culture in Australia.

[Listen here](#)

Article



Harvard is releasing a massive free AI training dataset

Harvard University announced it's releasing a high-quality dataset of nearly one million public-domain books that could be used by anyone to train large language models and other AI tools.

[Read more](#)

Article



Regenerative design can boost green-blue areas

A new study highlights the potential of 22 European cities to enhance liveability, sustainability and resilience through regenerative design in the built environment.

[Read more](#)

Article



Towards a renaissance for design

In this article Kevin McCullagh reflects on how design is in a state of high flux, highlighting the renewed importance of realism, clarity and conviction in design today.

[Read more](#)

Podcast



How can AI and data redefine hybrid workspaces?

In this episode of The Unworking Podcast, Brian Marchal – global workplace director at Willis Towers Watson – offers a deep dive into how data and AI are shaping future workplace strategies.

[Listen here](#)

Article



AI in architecture

Zaha Hadid Architects uses computational design advances and has collaborated with NVIDIA on design, data and the future of AI and creativity.

[Read more](#)

Article



5 big ideas that will shape tech in 2025

This LinkedIn article shines a spotlight on the most captivating big ideas for the year ahead from AI, augmented work and deep fake videos.

[Read more](#)



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