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Can You Work On Mars?



BUSINESS STRATEGY | TECHNOLOGY | PEOPLE | COMMERCIAL REAL ESTATE | WORKPLACE WELLBEING

Can You Work On Mars?



In the future maybe, but right now FIDES Network members are working with a broad range of organisations from small start-ups to leading global brands here on Earth. And, since the challenges facing businesses are inherently interlinked, FIDES members believe that adopting a holistic approach to managing operational efficiencies will enable corporate occupiers to meet the challenges ahead with renewed confidence and vigour.



FIDES independent specialists consider key challenges facing businesses today in each of the following business spheres:

- ★ **Organisational Strategy:** **Nick Dennis** (p3-5)
- ★ **HR:** **Debra Spurway** (p6-7)
- ★ **Workplace:** **Jenny Lancaster & Lara Conaway** (p8-10)
- ★ **Technology:** **Ian Griffiths** (p11-12)
- ★ **Commercial Real Estate:** **Nick McCalmont-Woods** (p13-15)

If you'd like to discuss the challenges facing your business, please contact us for a free consultation.

Ways Of Working Is About More Than Offices

Nick Dennis



As businesses position themselves for recovery and adopt new ways of working, corporate occupiers will need to address a range of issues if they are to retain and compete for top talent while delivering revenue growth and managing operational efficiencies.



Key questions include:

Is your office a place to work or somewhere to build culture, collaborate and socialise?

Are there opportunities to reduce your office footprint or become more sustainable?

Do you have the technology to enable new ways of working?

Are you taking advantage of talent hotspots in the UK and internationally?

Do you have a strategy in place to address these issues and optimise productivity?

Starting With Organisational Design And Strategy



Nick Dennis

The pandemic has prompted organisations to accelerate plans to reassess how and where they work.

Balancing the need to operate efficiently with a focus on growth that puts your employees and customers at the forefront will be key to success, but it can also be a challenge.

The flexibility of hybrid working has potential to offer significant benefits to employees as well as to employers if implemented correctly.

Organisations need to start by thinking of this as an opportunity to rethink how they operate and how they organise themselves; and not jump straight to workplace design or office footprints.



How To Approach Organisational Re-design

Nick Dennis



Changes to organisational strategy need to be led by the CEO and supported by the leadership team

The rapid shift to remote working often meant employees 'picked up' tasks they were doing in an office and did them remotely.

Whilst this has proven successful in some areas, now is the time to consider a more sustainable model that considers:

- ★ the changing needs of your customers;
- ★ business processes and structures;
- ★ operational resilience;
- ★ adoption of digital and new technology;
- ★ the different personas of your employees;
- ★ regulatory considerations with hybrid working.

Approaching organisational re-design:

- ① **Define your employee personas** – for the employees in your organisation and how they work between home and the office.
- ② **Analyse your business activities** – to identify which employees sit within your persona types based on the work they do.
- ③ **Review business processes** – to identify which processes worked well over the last 18-months and which have struggled; include third party suppliers and offshore locations.
- ④ **Set the business vision** – be led by the needs of your business, your employees and customers.
- ⑤ **Build the case for change** – build consensus for the activity and investment that needs to happen in the short-medium term in order to deliver the longer-term benefits.
- ⑥ **Take a test and learn approach** – pilot new ways of working in selected locations or parts of the business and make sure you can measure the impacts on customer's and employees.

Challenges In HR

Debra Spurway



The recent shift towards hybrid working presents new challenges for how businesses manage staff

Key considerations include:

- ★ What new policies need to be in place when transitioning into a new working model?
- ★ What impact does this have on hiring opportunities where a physical location is not attached to the job role?
- ★ How will you continue to support employees working from home under a hybrid model?
- ★ How will you onboard and support new team members and help to integrate them into your company?



Six Key HR Actions

Debra Spurway



The new working landscape has presented employers with a range of new HR challenges

1

Attracting candidates

salaries
compensation
benefits
hybrid working

2

Recruiting

methods
cost
time

3

Onboarding remotely

equipment
company culture
induction plan

4

Mental health & wellness

surveys
e-learning
building blocks

5

Diversity and inclusion

e-learning
talent pool

6

Business strategy & people plan

company vision
job descriptions
performance reviews
learning + development = retention

Return To The Office

Jenny Lancaster & Lara Conaway



Adapt the workplace to meet the organisational needs of the business

As businesses prepare to welcome employees back to the office, questions arise as to whether the existing workplace can support new ways of working.

Ensuring that employees can work efficiently and comfortably on their return is key to minimising business disruption, in the short-term at least.

Longer term, it is expected that organisations will focus a lot more on the adaptability and quality of the workplace, increasing the potential for office relocation as businesses seek to implement a more sustainable model of working permanently.

Five key considerations:

- ① What are the main drivers to return to the office?
- ② How can existing offices be adapted to meet these needs, cost effectively and expediently?
- ③ Do businesses fully understand what their people expect from the new workplace?
- ④ Have sustainable and environmental impact factors been considered?
- ⑤ How can businesses ensure their people will be kept safe and healthy?

Sustainability

Jenny Lancaster & Lara Conaway



Where the future increasingly depends on sustainability, intelligent design can reduce the environmental impact of offices

Certification of sustainable measures incorporated into the design and build of new offices ensures key environmental milestones are understood and met. Organisations can select a methodology to fit their budget and design intent with certifications available from BREEAM, LEED and SKA, all supported by professional bodies.

New technology ensures milestones achieved under certification can be continued. When used as part of a facilities management programme, it creates cost efficiencies; sensors designed into new workspaces or retro fitted to existing offices, enable the monitoring and control of:

- ★ Energy
- ★ Maintenance of key services
- ★ Air quality

Good air quality, correct lighting levels and temperature control are essential for promoting health and wellbeing.



City of London offices certified with SKA and FitWel

How To Optimise Wellbeing And Productivity

Jenny Lancaster & Lara Conaway



Research shows that happier, healthier people work better and more efficiently

Managing the workplace environment correctly can encourage greater focus, create a positive ambience and improve the wellbeing of the office workforce.

There are two accreditations available for measuring wellbeing in the office environment: WELL and FitWel. A specialist accreditor will advise on measures to be incorporated into any new office design and facilities and provide ongoing support to maintain certification.

Wellbeing certification is a continual assessment for business which improves productivity, helping to retain and attract talent and foster good business behaviours.

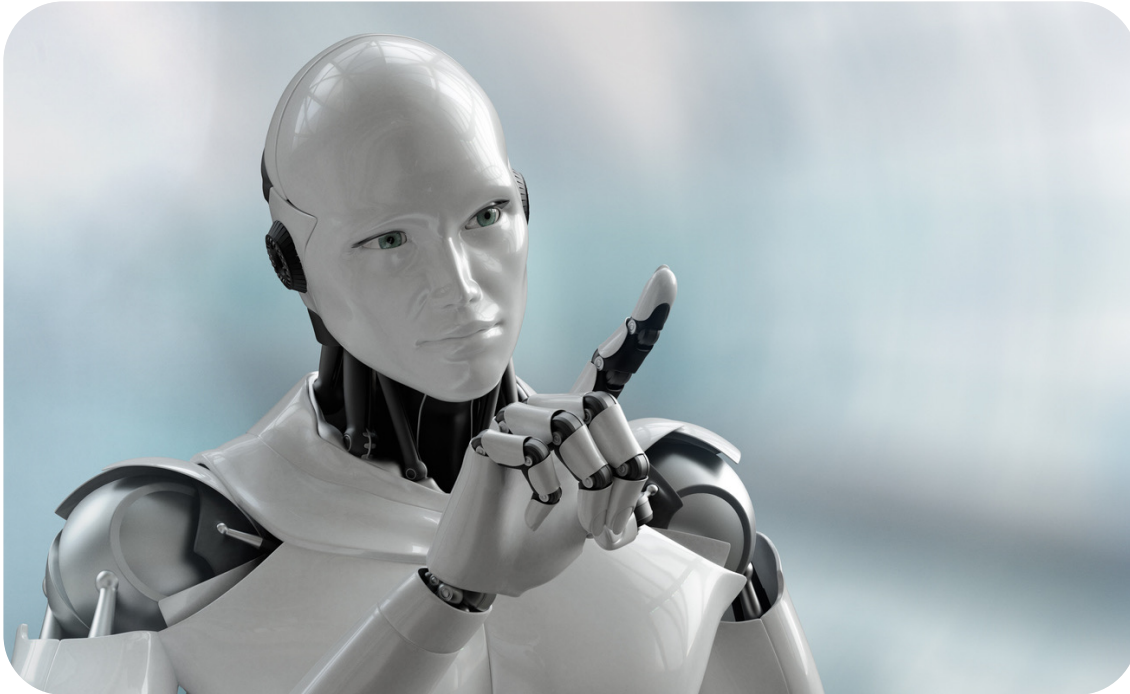
Factors which improve wellbeing include:

- ★ **Air quality** – a plentiful supply of oxygen and ensuring CO₂ does not build up aids a clear head and avoids low energy periods.
- ★ **Lighting** - not too dark, not too bright and a soft daylight colour allows your people to focus on screen based activities without headaches.
- ★ **Temperature** - keeping a balanced and constant temperature is key, too hot or too cold will effect concentration levels.
- ★ **Noise** - soft surfaces help to reduce sound bouncing around which is distracting and can cause your people to lose focus.
- ★ **Aesthetics** - good design and colour palette, a well thought out floor plan, artwork and plants helps the mind stay positive.
- ★ **Welfare** - Plenty of fresh filtered water, a nice cup of tea or a decent coffee lift the spirits. A well designed and flexible break out area provides relaxation space and an opportunity for open meetings and collaboration to take place.
- ★ **Physical fitness and comfort** - a good chair which supports posture is essential with a yoga lesson or offer of a gym membership helping maintain easy movement and fitness levels.

The Robots Are Coming

Ian Griffiths

Technology should be used to solve problems or in a customer-first solution. It needs to add value



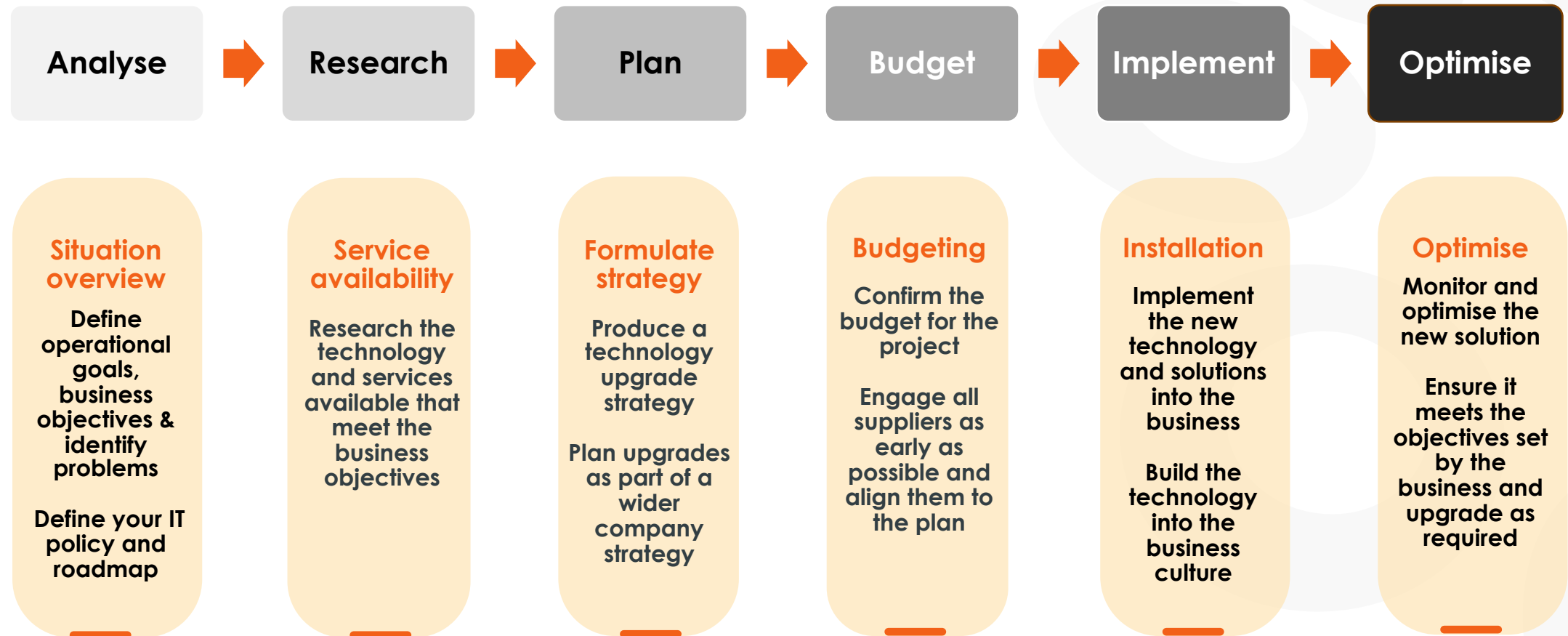
Artificial Intelligence (AI) in most organisations can be used to automate tasks and processes. By applying logic driven processes and machine learning algorithms, computers can be used to solve problems that previously required human intervention.

A typical scenario where technology provides enhanced customer support is through the use of website chat-bots. The technology working behind the bot can analyse your inputs, make decisions and provide solutions to your issues leaving the 'humans' to solve the more complex and demanding problems.

- ★ Identify the problem
- ★ Design the process
- ★ Implement the technology

Next Generation Technology Strategy For Work

Ian Griffiths



Commercial Real Estate

Nick McCalmont-Woods



The global pandemic has highlighted the importance of maintaining an agile and flexible approach to real estate

Businesses come in all shapes and sizes and while not every organisation need review its operations at a strategic level, as enterprises re-imagine the workplace and implement new ways of working, the desire to occupy office space under short-term and flexible contracts is now the default option for many SMEs.

A consequence of occupiers 'flight to quality' and adoption of the climate change agenda is a probable increase in the cost of occupying the best, most sustainable floorspace in premium office locations. However, opportunities to reduce business overheads generally include auditing service charge expenditure, challenging rent reviews, business rates and end of lease reinstatement and dilapidations obligations and implementing break option strategies on surplus space.

If the critical resources and skills needed to project manage, research, analyse and negotiate the acquisition & disposal of office space are not readily available in-house, corporate occupiers are recommended to seek objective in-depth expertise from independent specialists in CRE able to provide insight into best practices.

Commercial Real Estate Road To Recovery

Nick McCalmont-Woods



As businesses position for recovery, there are numerous and varied questions, issues and considerations that need to be addressed. Here is our Top 5

- ① **How much office floorspace does my business need to operate efficiently?**
- ② **Where is the best location for my business?**
- ③ **How can I optimise my business's growth prospects and retain the flexibility to exit office contacts in the future?**
- ④ **How can I futureproof my business against potential inflationary increases in occupational costs?**
- ⑤ **How can I ensure my workplace is fit for purpose; sustainable and adaptable to new ways of working?**



Five Key Challenges In Commercial Real Estate

Nick McCalmont-Woods



Issues

- ① **Office size: purpose & use, hybrid work model, occupational density**
- ② **Location: city centre or hub & spoke (suburban and regional)**
- ③ **Contract: buy or lease, licence or service agreement, contract term**
- ④ **Cost control: management of business overheads to optimise performance**
- ⑤ **Workplace: office quality, sustainability and adaptability**

Considerations

- > **Impact on business overheads (property, people & technology)**
- > **Workforce demographic and commute, office availabilities and quality of office stock**
- > **Corporate covenant, ability to flex, exclusivity & security, IFRS 16**
- > **Lease terms & incentives, tax & finance initiatives, office fit-out & end of lease costs, opex & capex**
- > **Fitness for purpose, environmental & energy performance, wellbeing**

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William HILL



A Team You Can Trust To Deliver



By engaging Fides independent specialists on-demand, businesses can avoid substantial fixed costs and instead access a team of highly skilled professionals when and where they're needed. **Contact us for a free consultation.**



Lara Conaway
Environmental
assessments & wellbeing
(SKA, BREEAM, LEED & ISO)

Fit Out Expert
+44 (0) 7884 181 140
Lara
@fitoutexpert.co.uk



Nick McCalmont-Woods
Commercial real estate

McCalmont-Woods
+44 (0) 7775 826 626
Nick
@mccalmont-woods.com



Ian Griffiths
Technology
solutions

CSL Integration
+44 (0) 7976 803 225
Ian
@cslintegration.com



Jenny Lancaster
Office fit-out PM
& workplace wellbeing

Fit Out Expert
+44 (0) 7769 907 741
Jenny
@fitoutexpert.co.uk



Debra Spurway
Outsourced HR
services

HR Dept
+44 (0) 07971 808 671
Debra
@hrdept.co.uk



Nick Dennis
Business strategy,
operational excellence
& transformation

PEN Partnership
+44 (0) 7710 319 665
Nick.Dennis
@penpartnership.com

About Fides Network

Fides is a trusted independent network providing bespoke services and solutions to a broad range of business organisations, particularly during times of event-driven change.

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