

Lost in location: the new way we work

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Photos: COEL

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Kelly has been a Business Psychologist for more than 20 years, working with a variety of well-known brand name employers across many industry sectors. She established her Cambridge based consultancy,

Talent Glue, ten years ago and gets involved in all things to do with organisational behaviour. She is currently involved in projects around team dynamics, performance management, talent management, organisational capability and restructuring. Recently she has been mostly coaching senior teams whose relationships have been affected by remote or hybrid working.

She has extensively researched how change affects different groups within an organisation and how to navigate these differences. She has published work with the CIPD, The Work Foundation, Manpower and COEL. Kelly is a certified Business Psychologist, Chartered MCIPD, team coach and has an MBA in Business Management, MSc in Strategic HR Management and an MA in Criminal Justice Studies. Her research provides a solid evidence base for her consultancy, diagnostics and advisory work.

www.talentglue.co.uk



COEL



Founded over 35 years ago, COEL is a design and fit out company which specialise in creating exceptional working environments. By designing and fitting out enhanced working environments, COEL provides a platform for employees and their organisations to develop and thrive.

Throughout COEL's history, their target has always been to deliver workplaces which are healthy and productive. In fact, COEL worked with Kelly Drewery before in conducting research into Wellbeing in the Workplace, investigating which physical elements in the workplace benefit employees' health and wellbeing. Roll forward seven years and COEL was interested to work with Kelly again in examining the effects which the pandemic has had on the way we work.

With COEL's priority being to create outstanding workspaces, which are adapted to meet each client's specific requirements, it made sense to ask varied professional sectors what they were looking for in their workspace.

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Summary

In the last 18 months, the concepts of 'work' and the 'workplace' have changed in the most significant way in a generation. Right now, we have an opportunity to create new ways of working together that benefit both employers and workers. We could reshape how we relate to each other and embrace a digital world that enables us to be our brilliant selves whenever we don't need to be physically in a particular location. Workers are hoping we don't waste a good crisis to make some healthy changes.

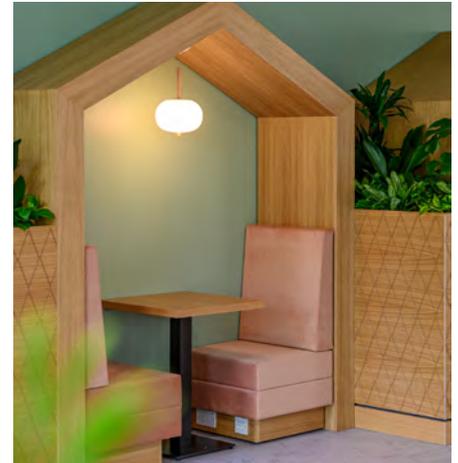
This report explores what's happening in our Cambridgeshire community based on survey responses from more than 1000 people from 300 different organisations. Thank you to everyone for your contributions.

As a community, we have followed a classic 'change curve' over the pandemic so far. We now have a very different workday that starts early, finishes late and has bursts of activity in the middle. Half of us have become more time rich whilst others are facing growing levels of burnout. Work productivity is highest amongst the eldest and youngest workers. We see an emotional impact on workers of a loss of workplace facilities, connection and social learning.

During the summer/autumn of 2021, we conducted a survey and interviewed business managers, entrepreneurs, experts and workers around Cambridgeshire. The purpose of our research has been to model the many different experiences that people have had over the last 18 months and reveal how this is influencing a range of expectations moving forward. We had over 1000 responses to our survey which has helped us explore how expectations have varied between people.

Our research reveals the need for managers to navigate our way through differing hopes and expectations that have emerged from our individual journeys. Different personalities, neurodiverse thinking patterns, management level or life stages affect how these factors manifest in a team or organisation. We explore five core threads of this new way of working:

1. How we stay connected with colleagues
2. How our work infrastructure affects our employee experience
3. Visibility, new forms of presenteeism and their impact on managing performance
4. Worker expectations after proving we can work from home and how to manage these fairly
5. How we shape our culture and brand to attract, engage and retain people moving forward



We have included case insights from the following organisations:

- Bidwells
- The Bradfield Centre
- Bridge Partners and Bridge Fibre
- HCR Hewitsons

Throughout this report, I have identified some key questions that aim to help managers reflect on conversations they are having with their teams, whilst COEL has included some expert tips around workplace design. There are ideas for what can be done to physically reshape the workplace to encourage certain worker behaviours.

COEL and I hope you feel reassured around the action you may have taken already, and we hope this report helps you with planning your next steps.

Kelly Drewery
Business Psychologist

If you are interested in discussing this research or exploring how to make hybrid working successful in your organisation, please contact me at kelly@talentglue.com or COEL at hello@coel.uk.com

1. Introduction

The way we work is changing. In the last 18 months, the concepts of 'work' and the 'workplace' have undoubtedly changed in the most significant way in a generation.

We have witnessed paradoxes as we have peered into the digital windows of each other's home lives. It is striking how we have had vastly different journeys on the way to getting to where we are each reading this today. Some of us have been furloughed and worried about dwindling job prospects, whilst others feel sheer exhaustion after working intensely throughout the pandemic. Some were alone and desperate for physical touch, whilst others crowded around a dining table trying to get a reasonable share of the broadband. Our individual journey affects how, and literally if, we now show up at work.

Densely populated with knowledge workers, our region is famously built on ideas and innovation, attracting amazing people and companies to

our community. We're home to the Cambridge Phenomenon.

So, what does it mean when our concepts of 'work' and 'workplace' have become geographically unanchored?

This report explores the resulting dynamics of our work experiences in Cambridgeshire during the pandemic. Sections 2 and 3 look at how the pandemic has affected our attitudes to 'work' and the 'workplace' respectively. Section 4 explores five core themes for managers and employers about how we hope to design our work and workplaces moving forward.

Finally, section 5 offers some recommendations on what to do next.



"We are not all in the same boat. We are all in the same storm. Some are on super-yachts. Some have just the one oar."

Damien Barr, Journalist.

April, 2020



2. Our changing relationship with 'work'

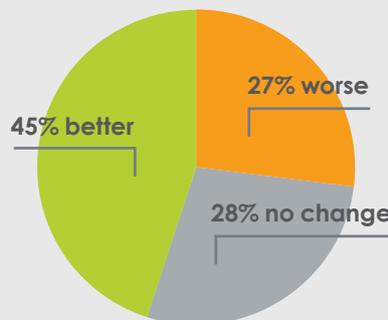
We have followed a classic 'change curve' over the pandemic (Figure 1). An initial euphoric reaction to sunny weather was gradually replaced by a reality check that we weren't being treated to a nice sabbatical. What we have now is a very different workday that starts early, finishes late and has burst of activity in the middle. For most of us, our available time for work has changed.

Nearly half (45%) of our survey respondents have become more time- and energy-rich. Workers in this group are generally at the two ends of the age spectrum – the oldest and the youngest workers. They have likely learned new skills, become fitter or rediscovered hobbies. However, chance encounters with acquaintances lost through social distancing mean half of this group are now feeling less connected with their wider social network. They may miss that the old daily commute gave them time to mentally prepare for, or decompress from, their day. It created a boundary between work and home. Instead, renewed work pressures for many gradually started to seep into our home lives.

An eroding boundary has slowly bruised our mental wellbeing and affected our relationship with 'work'.

Conversely, a quarter of us (27%) became more time- and energy-poor during the pandemic. Extra caring responsibilities, home-schooling, managing seismic change at work, or being a key worker have all taken a toll on people's energy and resilience. This group are more likely to be middle managers or parents of school/nursery aged

Impact of the pandemic on respondents time and energy



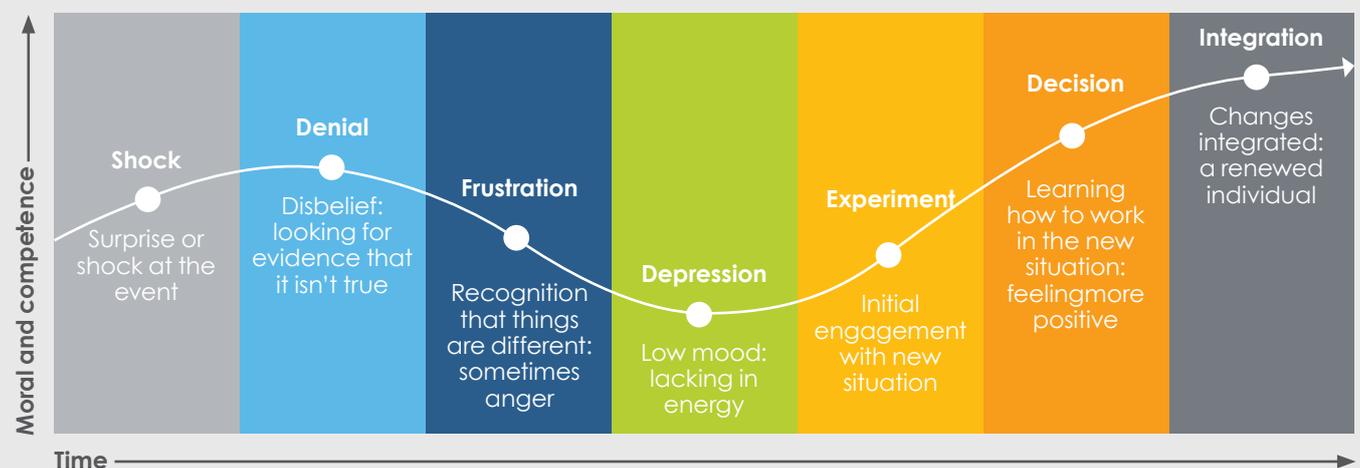
"The past 18 months have emphasised the importance of both flexible work arrangements and building a strong community, both key elements of the future workplace. We are fortunate to support founders and companies from across the UK and some utilise the office and lab space that we make available in our HQ at the Milner Therapeutics Institute, while others work remotely via Zoom and require hot desking and meeting facilities when they visit us each month. It's important our programme continues to cater to a wide range of work styles and operational needs for us to be successful."

Jason Mellad, Start Codon



Figure 1: The Kübler-Ross change curve model

Typical emotional response to significant change generally follows this curve



2. Our changing relationship with 'work'

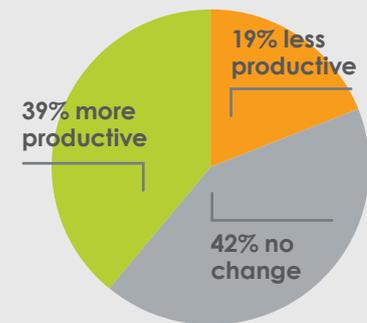
children. The time-poor have struggled this year to recharge their energy and only 34% of this group currently feels able to adapt to further change. Time normally spent with friends and acquaintances was taken over by additional demands they faced in responding to the pandemic. This is not a recipe for long term productivity nor mental wellbeing. This is a group that needs attention, especially if they are showing low resilience, stress or poor motivation. They need time to recharge. They've had a vastly different experience to their time-rich colleagues.

As a result, what is emerging now is a diverse range of worker experiences, expectations and needs which

managers are currently having to navigate their way through and ensure fairness within their teams. Even for the quarter (28%) of respondents who have maintained a similar life/work balance, our research indicates the shift to a digital interface with their colleagues, family and friends has affected their sense of connection. Some report an impact on their general mental wellbeing. Behavioural change in this group might be less obvious than the other two groups but seemingly small issues might become bigger ones as the volatile pandemic rolls on.

How we spend our working time has changed too. Four in ten (39%) of our respondents reported being more productive since the pandemic.

What has been the impact on your work since the pandemic?

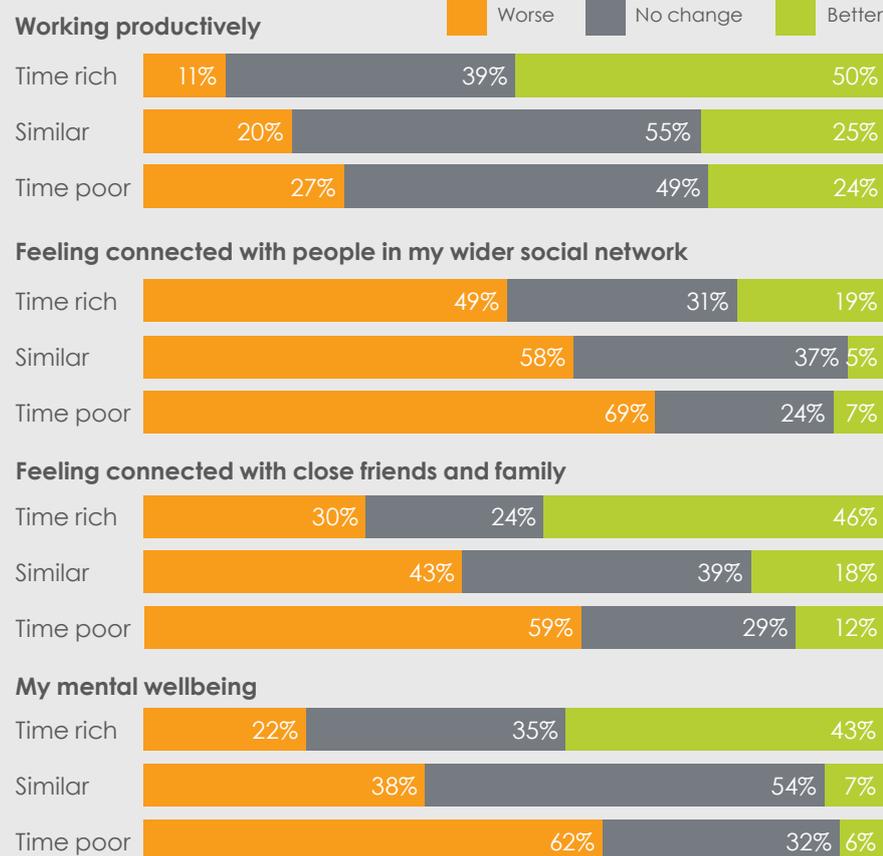


“Our fitness and wellbeing platform was born out of the pandemic and all of us being forced to run fitness classes, consultations and meetings remotely. We love the flexibility and convenience the virtual world brings, but for the running of the business at GetMeFit, we're looking forward to a time where we can mix home-working with a shared office space. This past year has really brought home quite how much energy we draw from being around our colleagues. As we all re-calibrate back to some normality, let's hope we can strike the perfect balance.”

George Northen and Jane Hart, GetMeFit



Correlation between time available for life and other impacts of the pandemic



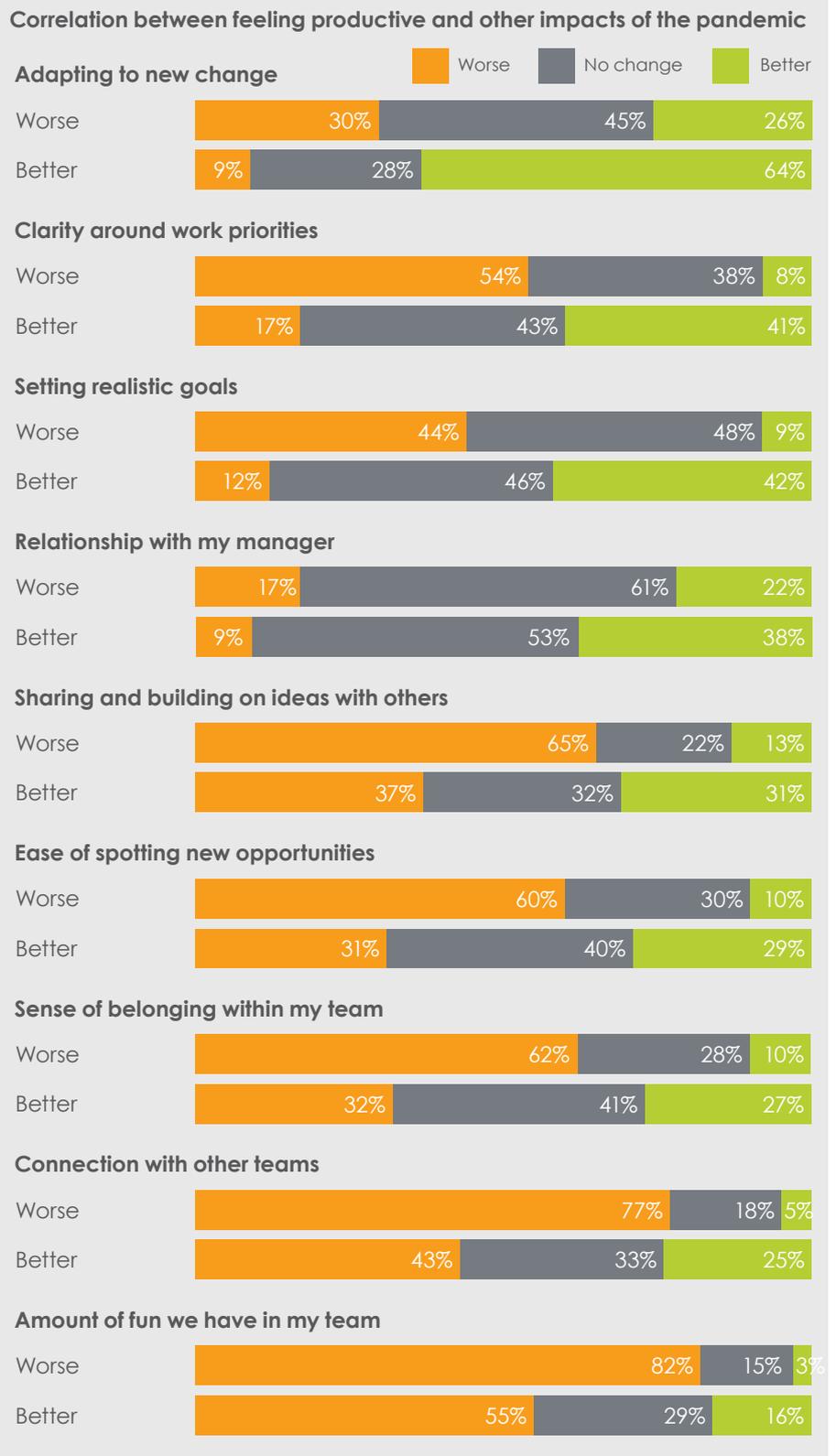
2. Our changing relationship with 'work'

These were mostly the oldest and youngest workers. If working at home, then they are now much more likely to be planning to stay there moving forward. Our data suggests the recipe for productive home-working includes realistic work targets, a positive relationship with a manager and good trust within the team.

When people feel productive, they are also much more likely than other groups to feel resilient and able to adapt to further change.

Whenever lockdowns rules were lifted, our survey respondents who headed to a co-working space felt more productive. This group reported that contact with close friends and family was worse during the pandemic, likely causing them to make the effort to commute to be with other people. With good access to necessary kit and contact with other workers, they have also been better able to maintain life/work balance and now feel resilient to future change.

One in five people (19%), however, have felt less productive since the pandemic started. They are more commonly people with significant caring responsibilities outside of work. Various interruptions in the day have made it tough to maintain pre-pandemic work output. Affected by poor communication, they are more likely to have struggled to have clearly defined work priorities or share ideas with colleagues. It's been a lot less fun at work for this group and they are now less likely to feel a sense of belonging in their team.



2. Our changing relationship with 'work'

In certain roles, the key aspects of the job simply can't be done remotely, and this affects a person's perception of their productivity and impact.

For many leaders, their roles have adapted to a digital space, yet the nature of the work makes this impossible for others. These people want to feel connected with colleagues and with information flows that are stunted when working remotely. The dent on both task and social dimensions of their work means they are now twice as likely to be returning fully to the workplace.

Only 12% of those who have felt unproductive since the pandemic started are anticipating staying working from home in the next six months. The quality of their experience as workers will matter, otherwise the emotional attachment to work will continue to drop. Managers may want to check on a worker's general feeling of productivity and review any obstacles or blockers if they are planning to continue working mostly from home.

"In many ways we've never left the workplace as a lot of our work can't be done virtually. That said, we have moved an awful lot of the management of policing online to minimise the number of people in the workplace and that's where the majority of my formal work now takes place. So for me personally, the only reason for coming into the workplace over the last 18 months has been to provide visible leadership to the frontline – many of our workforce are facing the biggest challenge to policing since the Second World War. It really wasn't an option to try to provide that leadership via Zoom."

Supt James Sutherland,
Cambridgeshire Constabulary



Picture source:
Cambridge Independent

1 in 5 have felt much less productive since the pandemic started



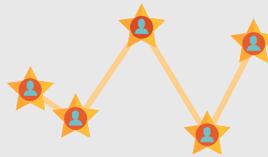
Respondents said productive home working includes



realistic
work targets



positive relationship
with manager



good trust
within team

CASE STUDY 1

How have people been able to maintain their productivity in co-working spaces like the Bradfield Centre?

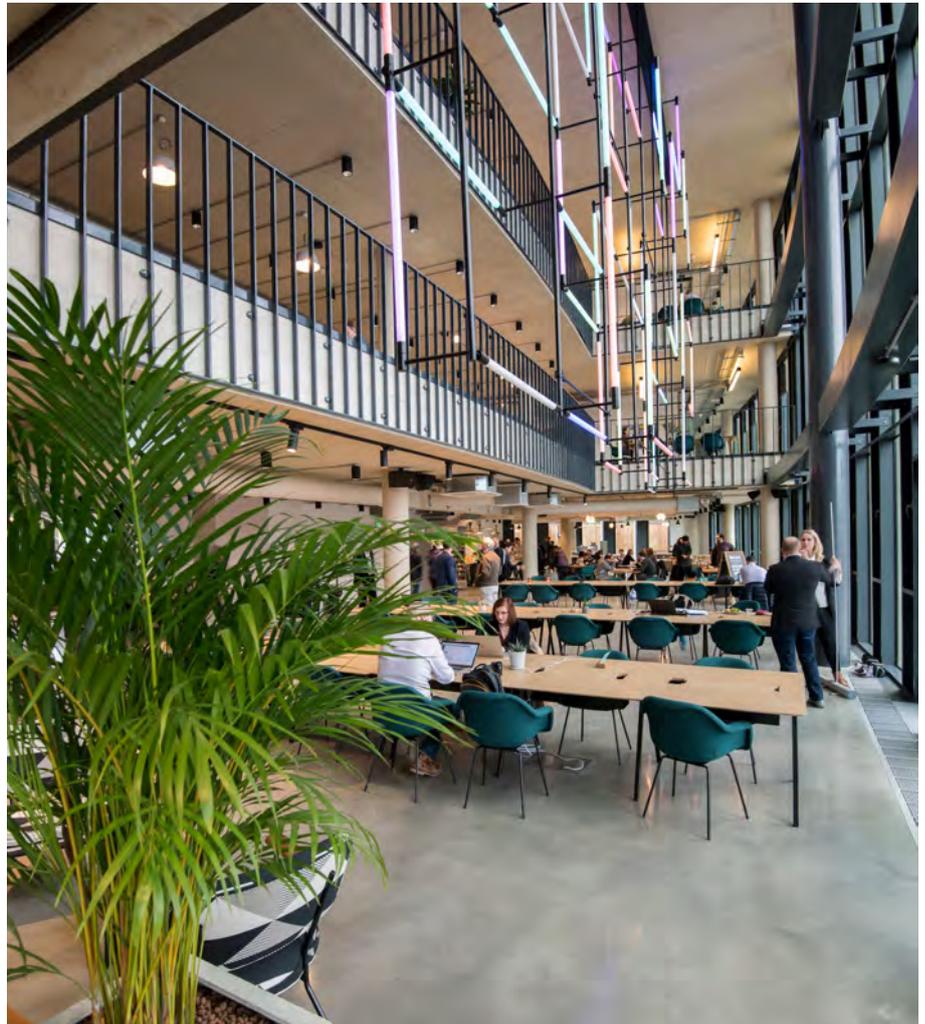
Mantle Business Centres is a serviced office provider that offers an excellent range of flexible workspace, virtual office services, and meeting spaces to their clients. The Bradfield Centre is one of their premier co-working spaces, located in the Centre of Cambridge Science Park with mostly growing technology companies as clients.

Mantle, the Centre's parent company, decided to keep the Centre open throughout the pandemic, functioning inside Covid rules. They maintained a Centre presence and helped keep a buzz at the Centre - building a creative face-to-face culture that is so essential to the early success of many start-ups. They also had to adapt to meet their other customers' changing priorities too. For example, offering services to support remote working clients such as forwarding post and taking calls. They also offered advice to clients on the range of government grants that were available to help them stay afloat. This helped people to focus on their business and adapt to the changing conditions too. That's good business for everyone.

The Centre had seen a 30% drop in income during the pandemic but did some careful financial modelling to save where they could.

During the last 18 months, the Centre observed that service users were initially cautious about returning with tenants expressing a preference for open-plan seating rather than closed offices.

The Centre was responsive, changing the layout, installing screens around



The Bradfield Centre. Picture Source: Mantle Business Centres

desks, moving plants around to subtly direct the flow of people within the floorplan. People signed up to a new Home-Flexi subscription and started to come in more frequently. This subscription was most popular for younger and international clients - those perhaps without a good set up at home. They simply missed the social interaction and could access office facilities like good broadband.

People have visited for lunch from other offices on the Science Park.

Events are starting to happen again, and the team are delighted to say more people are reappearing after being remote for so long.

Jo Hart,
Mantle Business Centres



Picture source: Cambridge Independent

3. Our changing relationship with the 'workplace'

Even before the pandemic, the advances in digital technology meant there was a rising trend of people looking for hybrid working. For years, there have been workers on flexible hours contracts, working remotely or geographically dispersed colleagues who never meet in person. The pandemic has pushed a more rapid shift towards these forms of working for more people.

In pre-pandemic times, 62% of our respondents were based in an office now only 21% anticipate being fully present in the workplace. A significant 42% anticipate now being split between work and home moving forward. Some have shifted even further in their detachment from the workplace - those who are now fully working from home or remotely has increased from 20 to 33%. This represents a significant shift in our relationship with the 'workplace', enabled by our access to digital technology. We are becoming much more mobile when the nature of our work doesn't require us to be located anywhere specific.

However, there isn't a level playing field when it comes to our access to the digital world, which makes the situation quite messy to manage. If people did find themselves well equipped at home (23%), they have found they have developed a better relationship with their manager, been able to adapt and feel resilient to adapting further in future.

However, given the suddenness of the shift, many workers weren't fully prepared for working at home and there have been both practical and emotional impacts caused by the loss of access to workplace facilities.

"Being in a workplace reduces the digital divide as the office offers the same access to digital resources that are much more varied at home. The disparity over the last year has excluded some more than others."

Gareth John, First Intuition



How do you anticipate engaging with the workplace in the future?

21%

Fully based at the workplace



down from 62% pre-pandemic

42%

Split between work and home



up from 18% pre-pandemic

33%

Fully working from home



up from 20% pre-pandemic

What has been the impact on you personally?

17%

worse

60%

same

23%

better

Trends around the impact of technology on how and where we choose to work



Office based

Everyone is based at a workplace e.g. everyone present to do their job



Mobile working

People can work from home part time but are expected regularly to attend the workplace e.g. WFH Fridays



Work from home

Majority of people are home based but use the office for social and work purposes e.g. attend for team days only



Work from anywhere

All people working remotely; no established workplace to go e.g. never meet in person



3. Our changing relationship with the 'workplace'

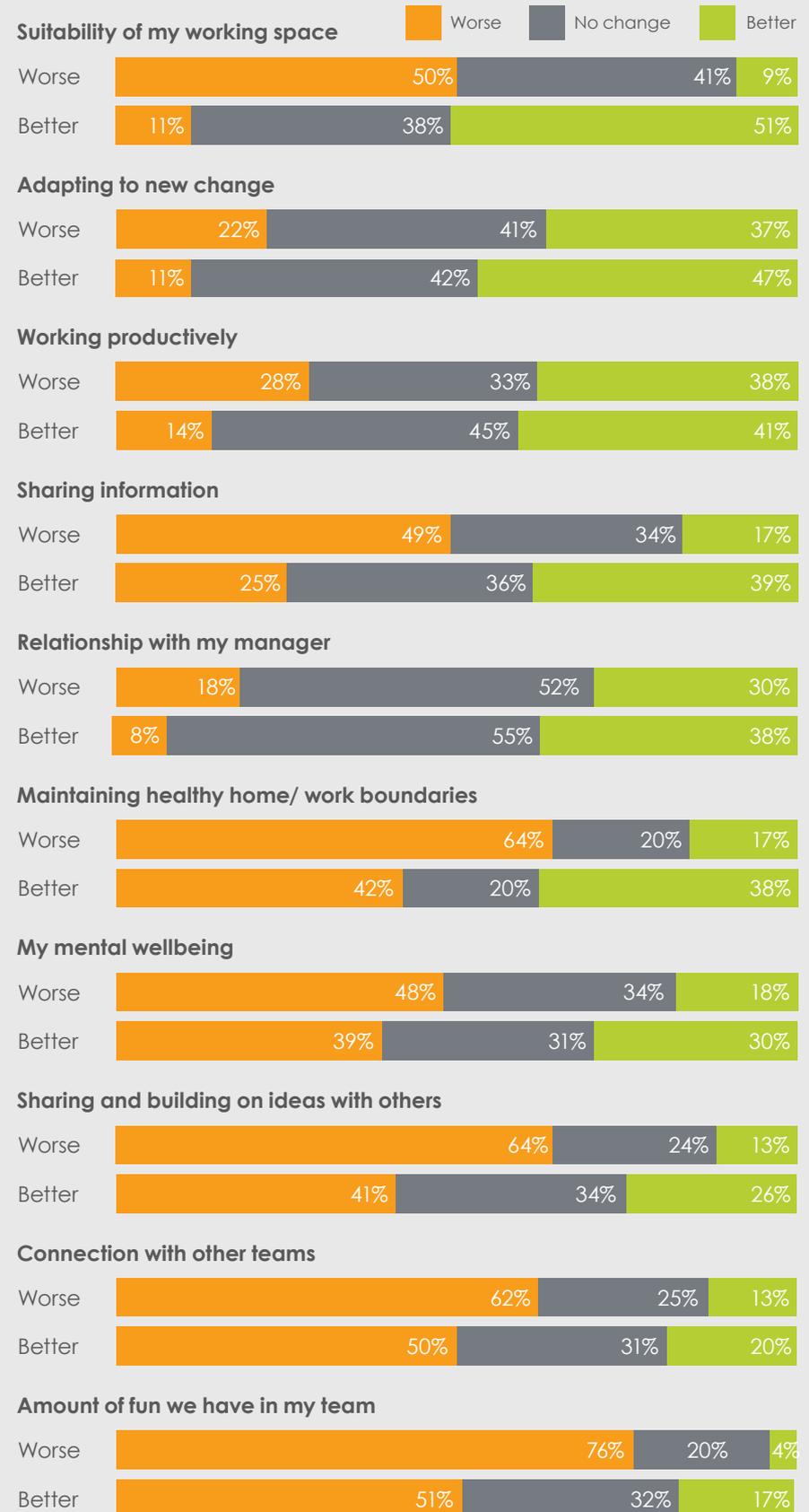
Those who felt ill-equipped (17%) report a negative emotional impact in the shift to a digital world. Inadequate access to the necessary kit, such as adequate broadband speeds or a suitable dedicated workspace, means they have really struggled to maintain appropriate life/work boundaries. Half (48%) of those reporting an inadequate remote set up have found their mental health has been affected. Some employers have invested heavily in their digital infrastructure and a culture of trust in their workplace; others have muddled through waiting for a return to previous working norms.

"The construction industry is well renowned for bringing teams of people together executing their skills to deliver projects, generally in a common location. During the pandemic, Microsoft Teams allowed me the opportunity to work from home for the past 17 months, a first in my 21-year career. While I appreciated spending more time with family, I felt quite isolated. I cannot emphasise enough the effects of having face to face meetings. This allows me the ability to gauge the finer nuances of body language and a chance to bring some spontaneous humour to the table."

Pooven Padayachee,
Balfour Beatty



Correlation between having access to suitable kit and other impacts of the pandemic



3. Our changing relationship with the 'workplace'

Our research suggests that in the medium term, a lack of attention paid by employers to the full experience of hybrid workers is likely to result in a slow erosion of their psychological contract with the workplace.

You may want to conduct a review with colleagues about their home work set up if you notice they are poor at sharing information, seem disconnected from colleagues, or otherwise don't seem present.

The social impact of being away from the workplace has affected the quality of team relationships. For one in five of us (18%), these relationships have actually improved and they have felt a greater sense of team belonging since the pandemic. Working together through a crisis has helped some teams to better understand and bond with each other. Some teams have really focused on staying connected in different ways.

The team at the Cambridge Network, for example, worked hard at their social contact together, even dressing up for their quiz nights to help replicate the glamour of some of their normal social networking events.

Being away from the workplace has had a significant negative effect on the sense of team belonging for many people. Four in ten (39%) feel less connected to their team, work has been less fun, and fewer feel 'in the loop' on what is happening across other teams too. In teams that I've coached over the last year, this has noticeably resulted in reduced skill at 'being a team' and a loss of shared knowhow. Although many

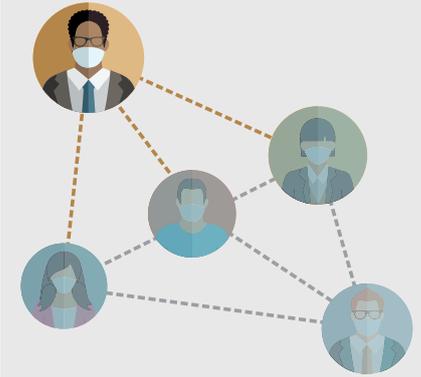
have reported good relationships with their immediate line manager (a main point of contact when working remotely), there has been an erosion of contact with colleagues outside of formal team meetings. Managers of such teams are now finding less team-oriented behaviour is affecting their ability to deliver even if people have returned to the workplace.

In recent weeks many more managers are looking to reset and rebuild their team's sense of belonging. They've also found value in rethinking how to use team meeting time with an increased focus on team building compared with the traditional agenda.

New starters

New starters and younger workers are acutely feeling the reduced exposure to the social learning they would normally get in the workplace. Both First Intuition, a renowned provider of accountancy qualifications, and Form the Future, a Cambridge based organisation supporting those transitioning between education and the workplace, have noticed new starters having vastly different experiences in terms of onboarding.

1 in 5 feel the quality of team relationships has improved during the pandemic



"It has been fantastic to witness the power of partnerships that has endured, even via only digital means. The extraordinary healthcare professionals involved in our international partnerships have continued to collaborate via Zoom and WhatsApp etc, sharing and developing their skills and knowledge to combat Covid and the many other global health challenges we face. In this era of pandemics and the climate emergency we have found new ways of working effectively yet we miss the human connection and look forward to being able to travel responsibly and hosting our partners in Cambridge."

Evelyn Brealey, Cambridge Global Health Partnerships



"A short meet up at a colleague's desk can result in what psychiatrist Edward Hallowell calls a human moment: a face-to-face encounter that allows for empathy, emotional connection... when communication takes place remotely, the connection is severely weakened... In human moments, people are often energized and more likely to empathize with each other, which supports organisational culture and collaboration... it is the relationships, not merely acts of collaboration, that create trust between co-workers."

Designing the Hybrid Workplace, Harvard Business Review, 2021.

3. Our changing relationship with the 'workplace'

When done well, workers will have already received the hardware and broadband to connect to the workplace on the first morning. They will also have a range of short introductory meetings set up for them. Meetings with normally difficult-to-access senior managers have felt more personable with their home in the background.

Having a buddy to help build social learning about who to contact or how to use systems has also helped some new starters.

What has been most impactful for productivity has been setting some realistic goals or tasks have been set to help new starters of all ages to get going quickly.

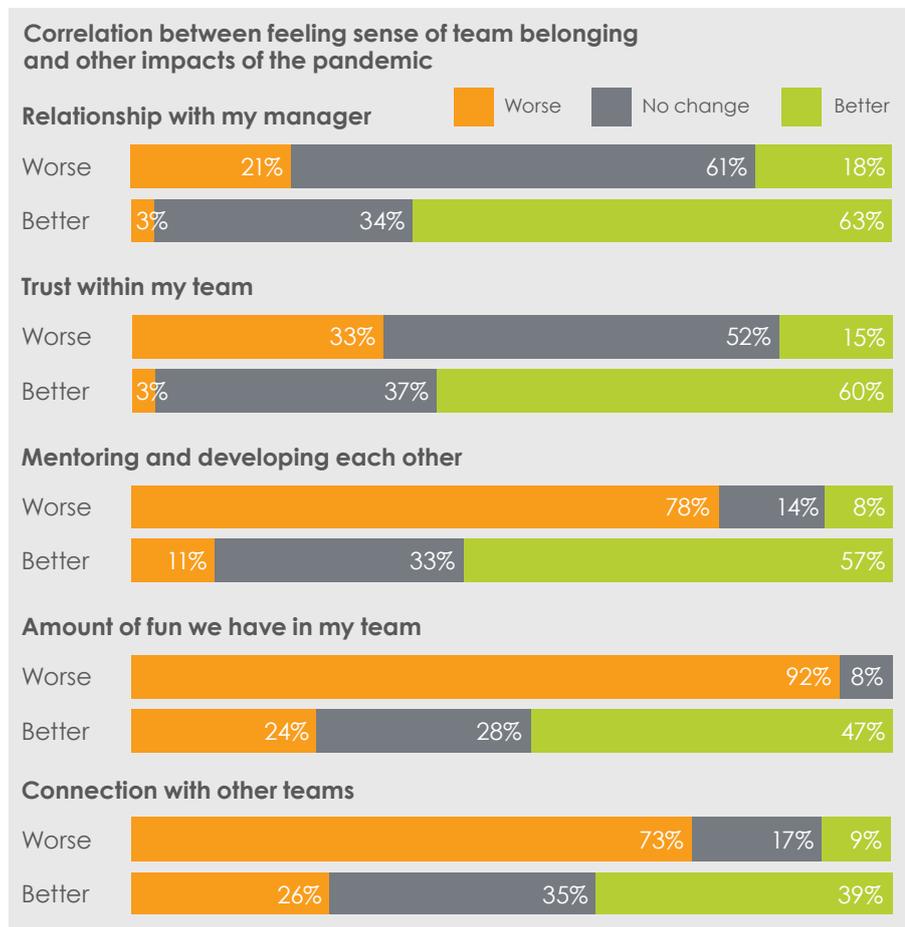
However, this speedy productivity is at the expense of opportunities to network beyond their immediate team. This affects their ability to develop their social capital within the organisation. There have been fewer opportunities for

- informal mentoring that happens when physically in the workplace, such as who to call when there's an issue
- noticing symbols and stories that reflect the culture that they might pick up in the look, feel and conversations in the workplace
- observing nuances of how fellow staff interact, including with senior managers, which helps forge relationships a cross teams.



"I believe that there are lots of really helpful informal conversations that happen in the office. We run face-to-face training courses for health and education professionals on using collaborative LEGO play to support social communication for children. Our programme is called the Brick-by-Brick® programme, and used to involve a lot of play with LEGO! This has been hard to replicate online. Another thing I have missed have been the spaces in between the training. I have found the separation between work and home is much easier when you have an office."

Dr Gina Gomez de la Cuesta,
Play Included CIC



3. Our changing relationship with the 'workplace'

Future employees

Those not yet at work have also been affected. Those still in late stages of education have had reduced engagement with potential future employers.

Over the next couple of years, employers may find students struggle a little more to describe their transferable skills and that attraction will rely much more on engaging in the online spaces where young people 'hang out'.

During the pandemic, many are likely to have developed impressive digital world skills that might outshine some of their older colleagues; finding ways to learn and emotionally connect through online play with their friends.

However, there is a clear social divide between young people with access to technology resources and those that do not. This was a significant theme emerging from Form the Future's annual conference based in Cambridge earlier this year. Employers may want to plan ahead how they could attract suitable young workers via emerging digital social spaces but noting that not all can be assumed to be 'digital natives'.

Mentoring of current workers

And it's not just new starters, other people have missed social learning too. Social learning develops as we observe and imitate others – we notice what work behaviours are rewarded or punished. People may have become technically more knowledgeable over the last 18 months, completing more training hours than a typical year, but they have received less feedback on their behaviour.

Half of survey respondents (47%) have missed opportunities for quick fire mentoring that might happen in passing conversations in the physical workplace. Just one in five (20%) feel that opportunities for mentoring have improved. In organisations that rely on internal mobility – moving workers around different parts of the organisation – they may find value in boosting cross team mentoring to increase the drive for people to move roles.

Half all survey respondents have missed opportunities for quick fire mentoring that might happen in passing conversations in the physical workplace.



"The pandemic is affecting school leavers in three particular ways. Firstly, they feel anxious and wondering how they will be assessed. Secondly, lockdowns have created social anxiety for them. And thirdly, they are finding it more difficult to articulate their transferable skills as they have been unable to visit workplaces."

Anne Bailey, Form the Future



"Different ways of working have been a double-edged sword for us. It has opened up new communication routes and access to partner organisations. On the other hand, a call to a patient who does not use technology cannot replace building that rapport and picking up on finer points. The team have found it challenging. Our skill set is solution focused and person-centred so being a socially isolated, social prescriber has been frustrating. We look forward to using all the tools pre-existing and new to help our patients and community in a new way."

Kelly Austin,
Granta Medical Practices



"Long-term remote working may have negative effects on training employees and particularly on training new and/or inexperienced members of staff who cannot, so readily, observe, ask, learn and be taught – this in turn can impact career development."

People Management 2021

4. What do we most hope for moving forward?

Our collective top ten 'wants' indicate a real desire to shift to a 'new normal'. The extent to which each of these ten factors manifests in a team depends on personality, neurodiverse thinking patterns, management level or life stages. Such nuances are worthy of greater consideration now the pandemic is proving to be more volatile and uncertain than we had previously hoped.

The profile of wishes place greater emphasis on human contact mixed with flexibility and trust. The culture of the old 'workplace' was still influenced by outmoded management thinking around maximising individual productivity and visible management control.

Going to a workplace within certain fixed hours was still the norm for most workers – something determined by employers. Increasingly, workplaces were evolving towards greater collaboration and intra- and inter-team communication and information sharing. Workplaces that supported wellbeing (at work) were also desirable.

Five themes emerge from our hopes for the future. You may feel you have been deeply immersed in the first two of these elements, listed below, as they were present in the immediate

moments as the pandemic crisis hit. The other elements have emerged more slowly and can potentially damage a worker's psychological contract. We will explore each of these in more detail in this section.

- 1 How we stay connected and what this means for different groups in the workforce
- 2 How our work infrastructure can help create a consistent employee experience
- 3 Visibility, new forms of presenteeism and their impact on performance expectations
- 4 Worker expectations after proving we can work from home and how to manage these fairly
- 5 How we manage our most valuable people

Top 10 'wants' for the future

- 1 Keeping time and energy for hobbies, family and friends (66%)
- 2 Generally feeling productive and able to get things done (61%)
- 3 Face to face time with my team (57%)
- 4 'Random chats' with colleagues outside of my team (50%)
- 5 Feeling that both me and my work efforts are visible (40%)
- 6 Feeling more 'in the loop' on what is happening in the organisation (39%)
- 7 Developing new skills or practices to support hybrid working (31%)
- 8 Feeling connected to my organisation's brand and culture (30%)
- 9 A 'reset' as a team to recognise new dynamics or ways of working together (29%)
- 10 Opportunity to be outdoors during my working days (29%)

4. What do we most hope for moving forward?

1. How different people want to stay connected with work

How people hope to reconnect with the workplace depends in part on their role or position in the organisation. Senior people want to feel more connected with the organisation's brand and culture to help their role as leaders. Whilst they have rapidly been forced to adopt direct digital communications, the role of the middle manager below them has altered too.

In this context, middle managers have been focusing more on making the invisible visible. They want to feel more 'in the loop' on what is happening across different teams. This enables them to compensate for the lost watercooler chats. Line managers are focused on their specific teams. They are more likely to be planning a 'team reset'. Non-managers are looking to network with 'acquaintance' colleagues outside of their immediate team.

If you are a manager, you have likely seen divergence in how colleagues want to reconnect depending on their life stages. Whilst older workers are now commonly looking for face-to-face time with their teams, workers

under 25 are keen to network with people beyond their immediate team to feel more in the loop on what is happening in the wider organisation. This may be viewed as a good time to invest in improving their career prospects.

"For me the workplace is where the creativity happens and where you can collectively build great ideas. It's also vital to have in-person time in the office to have those informal spontaneous discussions. I have just returned from my first international travel in over 460 days, which took me to Dubai and the USA, and the connections and reconnections I made accelerated the slow progress we were making on business development using virtual meetings. Doing business should be fun – it's as much about the people you meet and the places you go, as innovating and building the technology."

Dr Adam Durant,
CEO at SATAVIA



"As architects, it's important to have a creative environment. Our workplace provides this by enhancing collaboration and communication. This is true for most workplaces, and we have seen in the past year a greater move towards a healthier, relaxed and flexible work environment which captures some of the benefits of working from home and in the office with wellbeing at the core of productivity. In line with our Cambridge and London offices, our Norwich office when refurbished will reflect our design brand and the new norm of flexible working; a much cleaner and leaner space with thin client server facilitating this."

Kim Graham,
Feilden + Mawson



How different people want to stay connected with work	Under 26	26-40	41-55	Over 55
'Random chats' with colleagues outside of my team	64%	52%	55%	47%
Feeling more 'in the loop' on what is happening in the organisation	64%	45%	41%	32%
Face to face time with my team	56%	59%	68%	58%
Working in aesthetically nice surroundings that makes me feel good	36%	26%	27%	35%
Feeling connected to my organisation's brand and culture	32%	25%	40%	27%
A 'reset' as a team to recognise new dynamics or ways of working together	24%	32%	29%	43%
Agreeing a contract with flexible hours or work patterns	24%	34%	15%	18%
Fair performance targets that consider people's different work arrangements	24%	19%	12%	23%
Opportunity to be outdoors during my working days	16%	38%	26%	27%

4. What do we most hope for moving forward?

You may notice those in the middle age range of workers are trying to optimise their social contact outside work. Those between 26-40 (or Gen Y) may be looking to negotiate more flexible working hours. Seven in ten (68%) of those in the next age bracket up, 41-55 (or Gen X), are trying to navigate a balance between their team, other colleagues and time for family and friends.

2. Infrastructure that creates a consistent employee experience

Those involved in work infrastructure are starting to focus more on creating the same employee experience wherever we are. For example, good meeting practice now involves people dialling in to the virtual meeting even if several members of the group are physically together. Coinbase, whose CEO promised that here should be ‘no explicit or implicit disadvantages to working from any location’, ensures that everyone dials into video meetings from their laptop, even if they are in the office. They believe this creates a more consistent experience for everyone.

However, moving between work locations can have a greater impact on some workers than others. Those who have neurodivergent conditions need more time to adapt when moving between the two work environments. Although our research indicates they want people around them, neurodivergent workers want to re-establish the social principles they live by in the workplace. Many of our neurodivergent respondents are seeking to learn more about how to navigate the hybrid workplace. They are more likely than colleagues to feel sensitive to the aesthetics of their work environment and, given they make up more than 1 in 10 workers in Cambridge, then you may want to ensure you consider the needs of this group in your next round of workplace design thinking.

“Neurodivergent workers tend to set up coping strategies for how they do their work. When change happens, the coping strategies can be thrown up in the air and take a while to settle down again. Coming back into the workplace after a year of working at home is going to have an impact on these workers. They have to create new routines again in order to cope with the change. Neurodivergent workers use the information from the work environment to make judgements of what the employer is communicating to them – what story is it telling them?”

Nathan Whitbread,
The Neurodiversity Coach



How neurodivergent workers want to experience work and the workplace	Neurodivergent workers	Other workers
Developing new skills or practices to support hybrid working (a mix of home and office working)	47%	31%
Working in aesthetically nice surroundings that makes me feel good	40%	26%
Access to a space that is safe and healthy	33%	24%

4. What do we most hope for moving forward?

3. Visibility, presenteeism and performance expectations

What is not visible when people work remotely is the amount and nature of the interference that affects their performance. For example, the broadband crashing at home, or the co-worker who wants a chat in the breakout area. Personality type affects how people are now choosing to be visible at work. Introverts are likely to be focusing right now on proving their contribution whilst extroverts are focusing more on rekindling their relationships and connections. For many having quiet, private space to work from has helped them plough through the workload. If extroverts are working from home more often, they are more likely to want to catch up with co-workers when they come to the office.

If you are a manager, you may need to work a little harder to ensure you create the same visibility with remote workers as you may have with those in the workplace. There are benefits to being in the office – the more physically present you are in the workplace, the better it is for your career. You're more visible to management. You may pick up more tasks, some of which might not be exciting, but some might be the juicy ones as you build more trust. Contributions are more likely to be recognised by those who matter if they see you achieving them.



The concept of 'presenteeism' has perhaps changed alongside the attitude to work and the workplace. For those working hybrid or remotely, the lack of visibility can start to erode perceptions of performance. Around 40% respondents are sensitive to this already, making it a priority to ensure their work is visible over the next few months. It takes more conscious effort to build our visibility, ensuring a manager has insight into what you are delivering and any challenges or obstacles that affect your effort to get there. If you are feeling pressure at the moment, it is worth reflecting on your own sense of 'presenteeism' – how do you know your job is done for the day?

"I work in a colossal workplace with vast numbers of staff members. The only way that this is navigable is with networking; the coffee-and-biscuit-based friendships that allow phone-a-friend support when things are hectic."

Richard Brown,
Cambridge University Hospitals



How introverts and extroverts want to experience work and the workplace	Introverts	Extroverts
'Random chats' with colleagues outside of my team	44%	59%
Feeling that both me and my work efforts are visible	44%	34%
A 'reset' as a team to recognise new dynamics or ways of working together	27%	39%
Having people around me so I feel supported in my work	14%	33%

4. What do we most hope for moving forward?

4. Managing changing expectations fairly

The psychological contract has changed as a result of the pandemic. In the immediate crisis, many people did what they could and managers focused on enabling individuals. Workers have demonstrated they can be adaptable, responsive, and responsible when they are sovereign over their time. But, given we have been in different boats in the storm, we are now facing workers who have diverse future expectations and who may have negotiated various informal deals.

Informal arrangements are being withdrawn as business reality starts to bite back. Important things that had to be dropped are starting to have an impact. The 'do what you can' mantra that supported people getting through the crisis is being replaced by awkward conversations if people are not meeting their performance targets.

When we look beyond the next appraisal or review, there may be a reality check for many workers around their employment contract. Changing expectations depend on whether people anticipate being remote, hybrid or in the workplace.

Having made the effort to commute, those in the workplace expect contact with colleagues and an environment that supports their working needs. Those planning to stay as hybrid workers are anticipating flexibility within the workday, to spend time outdoors and have time and energy for their hobbies, families and life.

Katherine Wiid of Career Ambitions explains how you can ensure you maintain the visibility your career needs



We all have to up our game a bit to make sure of our visibility at every level. This means focusing on further growing four key skills:

1. Good communication and influencing skills. You want to think about each point of contact. This means being dressed appropriately for work, having your video on, being prepared for the meeting as this is where the work is done, not in an after-the-meeting follow up. The same with email comms. Think about how things are worded and presented as these are what is visible more than you in a virtual world.
2. Really understanding what makes other people tick. People function differently online; it's an environment that is in many ways more comfortable for introverts than extroverts. A manager may see a different side to their team members in this space - some blossoming and others feeling more reluctance and self-doubt. Both types of people need reassurance. And don't forget the value of regular feedback.
3. Balancing my needs with those of my manager and colleagues. I've noticed there can be a reluctance from some employers to trust people to do a good job when they can't see them. Are your manager's expectations realistic? Always remember, people want to feel valued and appreciated.
4. Role modelling the behaviours you want to see in others. Notice what model you are setting through your own behaviours. A workaholic manager trying to meet all the possible needs of the team is probably not setting a great example. So how can you manage yourself with a person who is very different to you? You can't pay lip service to worklife balance or mental health. If you have influence over how others work, you may benefit from reflecting on how you manage yourself - it's about actions and not words.

4. What do we most hope for moving forward?

5. Competition for talent

When people completed the survey for our research, only 4% were planning to look for an alternative employer. However in recent weeks, both the Cambridge Network and other recruiters are starting to notice more people have been attracted into looking for alternative employment as a number of vacancies with employers has grown. Not exactly the #GreatResignation talked about on social media. Instead, people simply seem to be looking for alternative employment that better fits their future plans. More candidates are seeking flexible and hybrid working. Some even willing to take a pay cut to do so. At the same time, employers are battling for the best candidates and there is certainly competition in the market.

Workers have started to question whether they can be based anywhere and still work for the same organisation. Working remotely gives workers more choice over a bigger geography of possible home bases.

This unanchoring from physical location opens up new horizons for who else they could work for too. 'Could I live and work in remote Cambridgeshire and get paid a London salary by commuting just once a month?'

Local recruiters are already finding they are competing with London employers for workers. This also raises a question about the need for a policy around fairness – should people be paid equally regardless of where they live or paid fairly for their location?

Employers too are starting to see the possibilities of casting a wider net. More and more talented people from further afield are applying for positions. There are numerous business implications from casting a wider net, of course, at every stage of the employment lifecycle.

Recruitment processes will be exposed to greater diversity of candidates so selection criteria may need to be reviewed. Onboarding may need to be revisited as new

"Teamwork is everything in an environment where on a day-to-day basis we group together with our combined skill sets to achieve a common goal... a place where the ambitious can thrive no matter what their race or culture."

Viliani Mila,
Wellcome Genome Campus



How intended location of work influences future work preferences	In the workplace	Mobile working	Mostly work from home	Remote or work anywhere
Generally feeling productive and able to get things done	70%	63%	61%	49%
Face to face time with my team	58%	74%	44%	29%
Keeping time and energy for hobbies, family and friends	58%	70%	74%	51%
Feeling more 'in the loop' on what is happening in the organisation	52%	44%	29%	20%
'Random chats' with colleagues outside of my team	48%	64%	45%	20%
Having people around me so I feel supported in my work	37%	33%	0%	13%
Feeling connected to my organisation's brand and culture	34%	36%	23%	17%
Working in aesthetically nice surroundings that makes me feel good	28%	28%	26%	21%
Opportunity to be outdoors during my working days	24%	31%	44%	14%
Developing new skills or practices to support hybrid working (a mix of home and office working)	19%	39%	33%	20%
Agreeing a contract with flexible hours or work patterns	12%	24%	28%	13%

4. What do we most hope for moving forward?

people join. The social learning may need to be captured more tangibly – what should they do if they have a great idea or want to Zoom the CEO?

As expectations evolve, they have an impact on what is expected of line and middle managers. Do managers need to work in the office to coach and develop these colleagues?

When there's change, it requires a cultural and behavioural shift for every person in your organisation.

Making changes to the workplace to enable more hybrid working requires an environment of trust and psychological safety. People need to feel that they are trusted to work wherever is most appropriate for their activities.

They also need psychological safety to be able to raise concerns when they are finding things difficult or there are obstacles in the way of them being able to fully function.

This psychological safety comes mostly from team dynamics. Enabling people to work interdependently on activities helps to rebuild connections

if these have been lost. Encouraging understanding and empathy around people's stories of the last 18 months can help the team take a big step forward in helping people feel visible and acknowledged. Your physical and online environments are prime 'real estate' to reinforce your brand values.

A disconnected employee is more likely to leave. So far, in this region, relatively few people seem to be planning to move roles over the next six months. Recruiters have noticed the same trend. Our research data suggests that home-based introverts are most at risk of leaving. But, knowing them, they might not tell you that.

“Enhancing a workplace so that it looks great and encourages wellbeing is a passion of mine. As companies encourage their employees to return to the office, these aspects are more important than ever. We are seeing more of our clients create collaboration zones with soft seating and plenty of plants, which are enjoyed for their aesthetic appeal and health benefits but also have a cool factor. The plants can also be used to create screening and privacy, which is now more crucial than ever.”

Ruscha Fields, The Good Plant Company



CASE STUDY 2

Maintaining both service delivery and wellbeing at Bridge Partners



Bridge Partners day out

Bridge Partners provide top-level strategic services, which are implemented alongside their customers' in-house technology teams or existing outsourced IT support services. Early in the pandemic, when offices were allowed open, certain teams were keen to be in the office as they were finding it very difficult to function effectively when they were remote. In particular, service teams relied on fast communication and team work to maintain pace and responsiveness to customers who were in turn affected by forced remote working. Mostly made up of younger workers, these teams simply found it more efficient and better for their personal situation to be in the office together. With most colleagues working remotely, they could comfortably follow the social distancing rules around their workplace.

For colleagues working remotely, managers noticed many found it difficult to switch off from work. People were working hours spread out further across the day and it could be difficult to spot anyone working unhealthily. To support wellbeing, Bridge Partners provided an ongoing series of webinars for their people on topics as diverse as technology addiction, yoga and setting healthy life/ work boundaries. These sessions encouraged managers to create space for colleagues to talk openly about how they were experiencing the impact of the pandemic. Managers encouraged employees to go outside, breathe fresh air, enjoy natural daylight and maintain wellbeing routines whenever they could. This healthy ethos has lasted the test of time; in fact, a running club which was started during the pandemic is still operating in full

force, encouraging staff to head outdoors during their working day. They feel that the ongoing emphasis on employee wellbeing is helping people to stay well and limited the risk of remote presenteeism or burnout.

Cristina Stanciu, Bridge Partners



Kate Wesson, Bridge Fibre



CASE STUDY 3

Rapidly adapting to remote working and a business merger at HCR Hewitsons

Harrison Clark Rickerbys (HCR) merged with Hewitsons, creating a law firm of approx. 800 people. Their combined strengths add gravitas to already firm foundations; their focus remains to give their clients the full range of legal services they need for their business and personal lives with the benefit of an extended regional network and enhanced specialisms.

HCR Hewitsons has focused on helping employees to look after health in three interlinked ways over the last 18 months: physical health, mental health and financial health. The initial focus was on ensuring people's physical health - moving people to home working and ensuring core workers who needed to be in the office could do so in a Covid safe way. A lot of activity at this stage was ensuring a remote technical set up, and to help maintain certain communication channels. The focus then moved

quickly to mental health - staying in touch, company communications, holding check ins with people. Managers also focused on re-budgeting the business with a short-term outlook- weeks and months ahead – doing what needed to be done to keep delivering to clients, minimising costs and keeping the business in good health. It was seen as essential for all workers that the business stayed buoyant.

Then, through the merger, the focus was on getting a full sense of the culture of the two organisations. Those cultures have both a physical and a digital manifestation and digitally, there have been lots of intro calls between people and positive ways for people to engage. The bringing together of both firms in their new central office has been a great step forward, strengthening relationships and creating goodwill. The challenges of the last year and

a half, especially the winter months, have helped people to pull together and appreciate the positives.

What has been warmly welcomed has been the opportunity to have better quality conversations about the future, opportunities, careers. People are now mixing face to face, moving away from the difficulties of connecting people during lockdowns, when there was less contact and fewer opportunities for sparking conversations or finding ways to help each other.

"Collaboration is vital in our work, as it is for many people, and being in the office with colleagues makes that process much easier. We value a balance between easy communication with each other and the chance to work in a focused way on our own projects, so the space we work in, and how we use it, has to reflect that. We have all thought much more about our workspace since the pandemic began, and it has been high on our list especially because of our merger with Hewitsons, and our desire to bring teams together."

Inger Anson,
HCR Hewitsons



Colin Jones and Inger Anson of HCR Hewitsons

Creating an agile, empowered environment at Bidwells



Inside Bidwells. Pictures: COEL



pandemic. They have had to work hard to replicate the learning from chats that might be overheard in the open plan office. More proactive contact across the middle manager level has taken place to avoid teams unintentionally falling into 'silo working'. These managers have also focused more on people's wellbeing, such as proactively organising outdoor get togethers (when it's been safe to do).

Throughout their culture change programme, Bidwells has focused on creating happy clients and happy employees. They are seeing business results from their programme with people being more focused and delivering on time. You could say the pandemic has given Bidwell's a test of the workplace they want to have. And all the signs suggest that it's worked and is working for them.

Bidwells is a leading UK property consultancy offering knowledge and access to high growth markets across the 'Golden Triangle' of Cambridge, Oxford and London. Bidwells made a significant transformation to a social agile working space in 2018, supported by COEL.

In many ways, Bidwells feels lucky. They completed a major workplace refurbishment not long before the pandemic hit. You might question then why they feel lucky. As a fast-moving business that relies on great client account management, their refurbishment was intended to generate better cross team working and information sharing. They invested in knocking down walls, brought in a bistro style café, rotated where teams were located and created relaxed spaces for clients and employees. They even heat mapped the office to create comfort zones. Almost pre-empting the pandemic, they wanted the space to

feel more like 'hosting clients in your living room'. Professional, but more fun and relaxed.

In addition to these tangible changes, they knew they had to nurture a high trust workplace culture. One core message was "Be where you need to be to deliver best". Why commute to sit at a desk when you could save that time working from home? Bidwells invested in creating a digital office too, including hardware like MS Surface, video communications and cloud-based document management systems. A continuous survey helps track changing moods of staff.

When the pandemic hit, it was straightforward for people to adapt quickly. When offices reopened, they adapted the office layout to support social distancing. The work of people in middle management has been most affected during the

Julie Archer, Bidwells



5. What are the implications for our future work arrangements?

As can be seen in our research, there are some clear routes forward for managers, employers, and all of us as individual workers to embrace and make this happen. One implicit factor in considering future work arrangements is that workers have moved their workplace en masse and this shift of power away from employers means the onus is on them to respond to the varying expectations and needs of workers, and with a 'one size doesn't fit all' approach. Our recommended first step is to use this section to recognise what you have achieved so far to help your workplace adapt to this changing environment and then explore what matters most to the people in your organisation.

How can we help people to reconnect?

People managers may want to consider exploring the needs of people at different management grades and life stages. This might be as simple as reviewing any variance in the informal arrangements being made with these groups by other managers. You may want to do a more proactive audit of people's needs to explore the following:

Q What is driving desire for certain forms of social connection in your team? Does this differ to other teams in your organisation, perhaps at different management levels?

Q What support is needed for people at different life stages? Are you able to offer the support needed? Is there an acceptable level of parity in the cost of employing each group?

Q What has been the impact on social capital in your team or organisation? What are the implications for your organisation if this has changed; for example to innovation, customer responsiveness or efficiency?



When considering workplace design, COEL recommends that you may want to think about space where people can socially connect. Many of us have developed a taste for domestic comfort during our work hours. Whilst we don't want to be living at work, a homely armchair or sofa might be welcomed if it appeared in the office. Furniture with a softer, less rigid feel is now often incorporated in office design. This provides a sense of relaxation and being nurtured. This softening in the interior design takes influence from both residential and hospitality design.

5. What are the implications for our future work arrangements?

How can we create a consistent employee experience?

People managers may want to evaluate the work their team must, should or could do in the workplace and what can be done anywhere. Much of the practicalities of this thinking may already have been prompted by earlier experiences in the pandemic; however, we recommend that additional analysis is done on the environment in which work is 'done anywhere'. To ensure people have a consistent experience wherever they are, you may want to consider:

Q Do workers have the tools and information they need to have the same experience wherever they are? For example, how can your meetings be delivered consistently whether or not attendees are in the workplace or online?

Q Have you established how neurodivergent workers are impacted by your current workplace set up such as navigating open plan areas or hot desking?

Q Have a look around both your work and online environments, what messages are you giving implicitly to your workers through your aesthetics?



When considering the employee experience in workplace design, COEL recommend that you may want to think about bringing more home comforts into the workplace. Plants, paintings and artwork help encourage our sense of being at one with our surroundings.

A carefully chosen colour palette can help enhance different areas with calm and tranquil pastel shades or energizing and exciting, zesty colours. Creating a welcoming atmosphere is key to drawing employees in and supporting them in their daily working lives.

5. What are the implications for our future work arrangements?

How do we manage performance?

Before the pandemic, the onus was often on part time or remote workers rather than the employer to make extra efforts to be visible, to feel informed, to network. They had to manage the possibility of a negative impact on their career progression, think more about how to organise their working week to maximise their productivity in ways that others who were in the workplace full-time possibly took for granted. The core implication of more people working away from the workplace is that the onus is on employers to ensure visibility of people's performance or behaviours. Beyond the obvious need to trust people to be working, there are implications for approaches to performance management. People managers may want to consider:

Q How might presenteeism manifest in your current working arrangements? There are generally two types of people worth considering in your approach to performance management:

- Those who choose to work more to overcome problems when they arise. This group run the risk of burnout. Without the social cues of people leaving the office, performance targets matter more as a source of guidance on when they have done enough.
- Those who choose to work contracted hours and will address what they can in the time available. With this group, performance conversations may benefit from veering towards tackling the barriers and obstacles that are interfering with their work.

Q How well are people maintaining their visibility with management? What skills do people have for hybrid working, and what is the impact of any weaknesses for them and for the team?

Q Does your approach to managing people's performance fit with your other messages? How do you measure performance – is there greater emphasis on effort (hours worked) or output (what is delivered)? What does this mean for how people are expected to cover the unexpected?

When considering visibility in workplace design, COEL emphasise the importance of the fact that people want to be seen if they have made the effort to commute. People will be less inclined to be behind closed doors in the workplace, but they may need to hold virtual meetings or hold private conversations with home working staff or clients. Acoustic booths or pods are a self-contained, segregated, and sound proofed space. The benefit of the booths lies in the versatility of their design: they come flat packed, are erected quickly, don't have to meet building regulations and they can be moved around within the workplace floor plan. As many come with glazed panels, they offer visibility for workers whilst also giving them privacy or sound proofing as they hold meetings.



5. What are the implications for our future work arrangements?

How do we manage worker expectations fairly?

Fairness of people's informal arrangements is likely a headache for many people managers. To navigate this potential minefield, you may want to create a team agreement that revisits your team purpose, shared goals, valued behaviours and possibly map out how people contribute to team processes. You may find some jobs need a tweak of responsibilities or complete redesign to ensure fair contributions.

The important part of the discussion is that the team is encouraged to share concerns, points of contention and work together to create a fair deal for all. Some questions you may want to consider as a team include:

Q How have work expectations changed for you? For example, are those in the office picking up different tasks to those who are working remotely? If so, how can you ensure this is fair for everyone in the team?

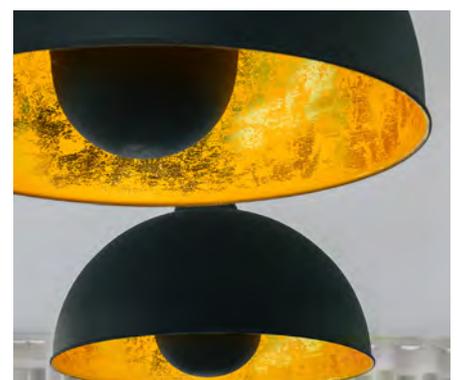
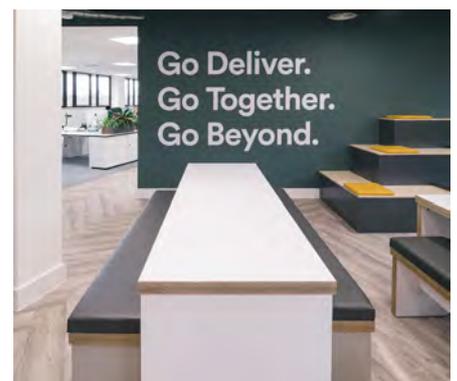
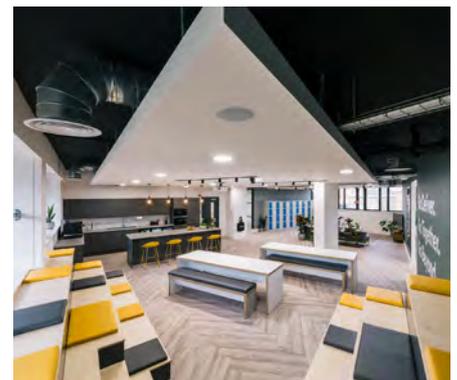
Q How might a team agreement be co-created on what is important about how people behave with each other? What team-player behaviours should be recognised and rewarded?

Q When a manager agrees arrangements with someone, are there precedents being set? When might HR need to be consulted on informal arrangements?



When considering expectations in workplace design, COEL recommend noting the peer pressure to conform to certain behaviours that we might not be individually comfortable with. It is crucial that we consider the practical requirements of keeping people as safe as possible.

Office space can become more streamlined, and areas eliminated where bacteria and viruses could linger; incorporate wipeable wallpaper, anti-bacterial carpets and ceiling tiles. Offices can install touch free taps in kitchens and bathrooms. Smart technology can track occupancy for different areas of the building and link to air conditioning systems and extraction ventilation.



5. What are the implications for our future work arrangements?

How do we shape our culture and brand as an employer?

As our lives outside of work become more visible to colleagues, it encourages us to be more personable, authentic, vulnerable and fallibly human. Recent trends in leadership development have embraced courageous conversations, compassion and kindness. Our shared outlook on the workplace may well be starting to lend itself more to this type of leadership and organisational culture. Questions to ask yourself:

Q What is the deal for your workforce?
Has this changed?

Q Who are the key competitors for your people?
These may have changed.

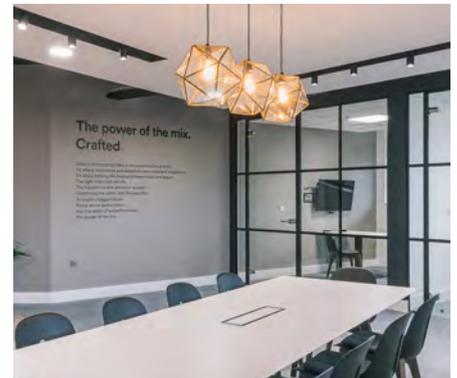
Q What activities realistically must happen physically in the workplace?
What is the impact if they are not done there?
What does this mean for how far away workers can be based?

Q Is there trust and psychological safety within your team(s)?
What can you personally do today to help boost or maintain this?

When considering brand in workplace design, COEL believe investment in creating amazing and enriching workspace will be considered a trademark of the company and a benefit for those who work there. Whilst styling can take on many forms – be it formal, witty, sophisticated or on trend – the extent that we want to broadcast about our company culture within the workplace has reached new heights.

Company logos set in botanical displays, LED display lit feature walls, large scale graphics and murals can really make a statement. Creating a company timeline which charts the origins of the company to current day status provides employees with an understanding of how they are part of the success of the company and provides visitors with the story behind the brand. These inspired artworks pervade a sense of pride and inclusivity, inviting employees to learn more about the history of their firm and welcome them in joining the journey to the next stage.

If you would like help with designing and implementing any of these areas of recommendation or to explore how to make hybrid working successful in your organisation, please contact me at kelly@talentglue.com or COEL at hello@coel.uk.com



Contributors

COEL and Talent Glue would like to thank all the people in our community for being involved in helping us explore where we are now as a community. You have kindly contributed stories, experiences, feedback and questions to help build a better picture for us all.

4T Medical Ltd
ActionCOACH
Agrimetrix Ltd
AiFi Inc
Allia Ltd
Analysys Mason
Anglia Innovation Partnership LLP
Anglia Ruskin University
Archant
Artios Pharma
Ashtons Legal
Astrea Bioseparations
Audience Engagement UK Ltd
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Cintra Translation
CityStay UK
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Development Ltd.
CMR Surgical (ex)
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CTM IT Support
Cushman & Wakefield
Cytiva
DataConnectivity Ltd
Deloitte LLP
Diocese
Displaylink (UK) Limited
Eagle Labs
Eddisons
eg technology Ltd
Employ-Ability
Evera Homes
Everlast Fitness
Eversheds Sutherland
Fairview New Homes
Feilden + Mawson LLP
Fellowship Design & Marketing
First Intuition
Fluidic Analytics Ltd
Flusso Ltd
Fonn
Form the Future CIC
Frontier Developments
Frontline Ltd
Gardening for Kids Ltd
GEANT
Gemma Brown Coaching
Genie Ventures LTD
GenQA
Gerflor Flooring UK Ltd
GetMeFit
Granta Medical Practices
Grant Instruments
Green Building Design Consultants
Greenwoods Grm Llp
Growth EQ Executive Search
Growth Lending
Halo Labs Ltd
HCR Hewitsons
Healx
Hegarty LLP
Henry Riley LLP
Hexcel
Hilton Worldwide
Histon and Impington Parish Council
Howes Percival
Huawei Technologies R&D UK Ltd
Hundred Houses Society
Hutton Construction Ltd
The Innovation Practice
IONTAS
IQ Capital Partners
IQVIA
IRUBIS
Isle Architects
Jagex
JLL
Juniper Real Estate
Just eat takeaway
Kameo Recruitment
Keltie LLP
Kershaw Group Ltd
KI Europe
Knight Cornwell Consulting
Kymbab Ltd
Lambert Smith Hampton
Liminal Biosciences Ltd
Liquidline
Living Sport
LMK Thermosafe Ltd
Mace
Mantle Business Centres
Max Fordham LLP
Metals Daily Ltd
Mills & Reeve
Ministry of Defence Police
MovePlan
Mundipharma International Ltd
Munro Building Services Ltd
N2S
Napp Pharmaceutical Ltd
News UK
Newton Commercial
Nextgen Digital Media Ltd
Northgate Solar Controls
Northmores
Oakwater Projects
OXIN
One Nucleus
Optryx Ltd
Orangebox Ltd
PA Consulting
Paragon Land & Estates Ltd
Paragraf
Passendo
PEM Corporate Finance LLP
PharmEnable
PHG Foundation
Phoremox Ltd.
Please Take Me There
PPD
Quantem
Racefully
Rapleys
Rentplus
Roger Parker Associates
Rook Resilience
Royal Society of Chemistry
RSM
RxCelerate Ltd
Samsung
Satavia
Saul D Humphrey LLP
Saundersboston
Savills
ScanQuo
Scott Heating & Ventilation Ltd
Sew Positive
SGF Cambridge Ltd
Siemens Healthineers
Signal Computer Systems Ltd
Simpsons Creative
Sitec Infrastructure Services Ltd
Sixteen3 Ltd
Sky Access
Sodexo
Spotta Limited
Stace LLP
Stratays Solutions Limited
Synaptics
Talisman Therapeutics
Taylor Vinters LLP
The Arbory Trust
The Babraham Research Campus
The Geek Whisperer
The Neurodivergent Coach
The Oakridge Centre
Tivian Ltd
TTP
Turner and Townsend
Tuspark
TWI Ltd
Ubisense Limited
University of Cambridge
Centre for Science and Policy (CSaP),
University of Cambridge
University of Cambridge - The Fitzwilliam
Museum
Department of Medicine, University of
Cambridge
Department of Physics, University of
Cambridge
Varsity Consulting
Velvet Magazine
Vine FX
Wellcome Genome Campus
Workplace Risk Management Ltd
Workstories
Zip Water
Zortrex