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Nordic research 1/2022

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# Changing Workplace Experience

The shifting preferences in the workplace and its four worker profiles



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## METHODOLOGY AND RESEARCH SCOPE



March 2021

**Global Worker Preference Survey**

May 2021

**Finnish Shaping Human Experience**

January 2022

**Nordics Changing Workplace Experience**

**Nordic research examines how office workers feel about working and their working environments and how it will affect their expectations in the future.**

The survey results are based on responses from 684 office workers across the Nordics (Denmark, Finland, Norway and Sweden). The research material was gathered during November-December 2021. In this report, we partially compare the results with JLL's Global Survey of 3,300 respondents conducted in March 2021 and the Finnish' Survey of 399 respondents conducted in May 2021 .

1



### Hybrid working is here to stay

A hybrid working model is the most preferred way of working model for the future. **89 %** of the employees want to work in a hybrid style in the future, having the ability to switch between different places of work: home, office and third-party places. As the pandemic has dragged on and remote-work expectations are tending to decline across all worker profiles. The importance of the office has emerged: 3 days a week in the office is the new employee preference, with 2 days a week remote.

2



### Productivity at home is falling, raising workers' expectations of the office

Achieving productivity at home is a tricky challenge. Perceived productivity in remote working has fallen throughout the pandemic. In the Nordic countries, **37 %** feel they are more productive in the office than remotely, while a survey in Finland in spring 2021 found that only **23 %** felt they were more productive in the office.

However, **40 %** of employees are not satisfied with their current office environment and in particular their expectations of the working environment have risen sharply. We should now actively consider new ways of organizing work and exploit the potential that has been created by shaking up traditional ways of working.

3



### Possibility to work remotely is key - but only to a certain point

Work-life balance is now the number one workforce priority, even ahead of having a comfortable salary. However, even if flexibility in terms of where to work is key to employees in the future, it is important for companies to find the motivators for the employees to want to be in the office as you can see, that when working remotely **3 days or more**, a feeling of dissatisfaction and mental fatigue begins to win ground. It's equally important to put forward a strategy of when employees are expected to be at work. The main driver of entering the office is human interaction but if people come to the office at different times, the desired experience will not be achieved.

4



### Changes in the purpose of the office

The need to meet people will become even more important in the future. Research shows that we learn better from each other than we do on our own. For the purpose of social interaction and collaboration, **86 %** of workers prefer to meet physically in an office rather than digitally. Offices are becoming even more important as meeting places where people can learn from each other, live and breath the company culture as well as to feel a sense of belonging and pride.

5



### Tomorrows' office

A holistic, employee-centric approach will be attractive in the future, where the focus is on digital connectivity and green values.

Today, many offices are crying out to be used, as staff thrive on remote working and visit the office only when necessary. To avoid a cocooning effect and to make people want to return to the office, the working environment should be at least as comfortable, safe and secure as at home. The office of the future should purpose-driven where people feel a genuine connection to the work they do, whereas sustainability aspects are to be considered.

**63 %** of employees identified “humanity” as the most important dimension of the working environment. The working environment should be equal for both in-office and remote workers.



*THE EXPERIENTIAL  
workplace*

# EMPLOYEE EXPECTATIONS ARE CHANGING

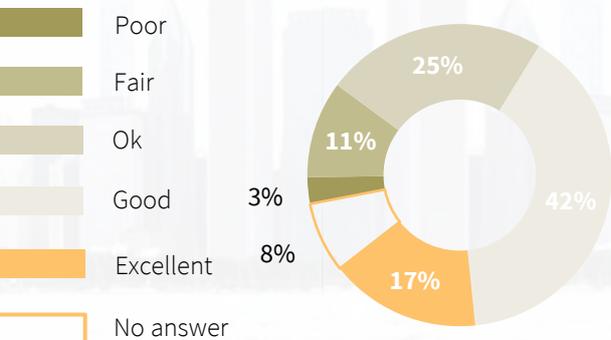
Employees feel more productive in the office than remote. Productivity at home is declining, raising employees' renewed expectations for the office. 40% of employees are dissatisfied with their current office environment. Their expectation levels for their future workplaces is rising drastically.

The feeling of being productive at home is lower than half a year ago. Strikingly, employees are also more critical of their usual office.

Achieving productivity at home can be a tricky challenge. Highly productive homeworkers have been identified more driven by a heavy workload and extended working days. Highly committed to their work, they are more at risk, especially in terms of mental health.

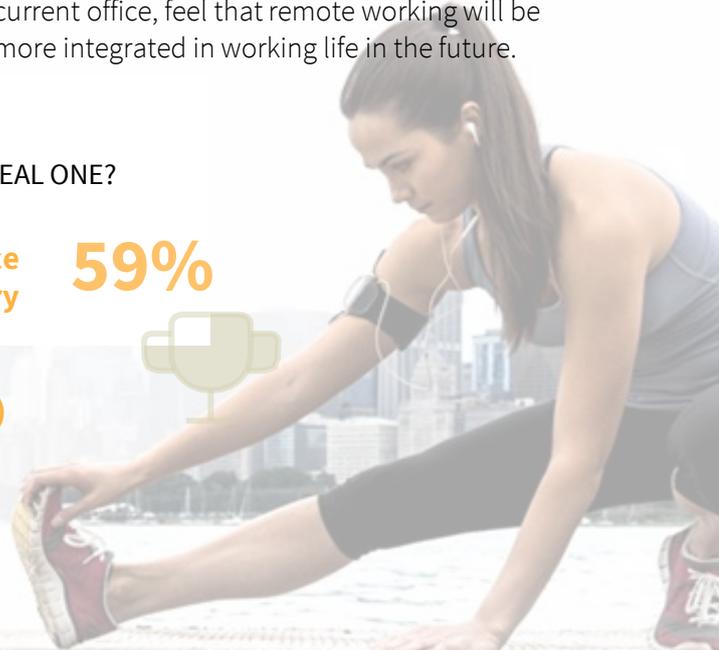
Although they expect a lot of flexibility in their workstyles, they also crave appreciation and a sense of community. Employees who would ideally work from the office **5 days a week** feel the most pride in their workplace. Those who feel most dissatisfied with the attributes of the current office, feel that remote working will be more integrated in working life in the future.

## HOW CLOSE IS YOUR CURRENT OFFICE SPACE TO YOUR IDEAL ONE?

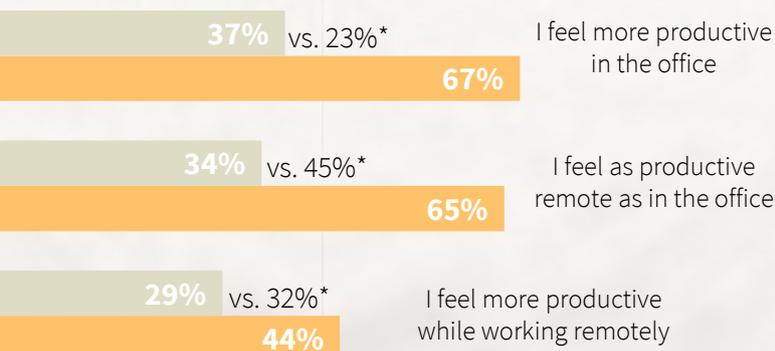


My usual place of work is very close to my ideal one (7-10 scores)

59%



## PRODUCTIVITY AND WORKPLACE SATISFACTION (7-10 scores)



## SATISFACTION WITH CURRENT OFFICE SPACE FOR EACH OF THE FOLLOWING ATTRIBUTES (Scale 1-5)

I have pride in my workplace	4,0	😊
Gives me a sense of community	3,9	😊
Helps me to be more productive	3,6	😊
Contributes towards wellbeing	3,6	😊
Encourages innovation	3,4	😊

■ Productivity ■ Satisfaction

\*) JLL Finland Shaping Human Experience 05/2021 (n=399)

# PRODUCTIVITY

**Productivity at home is declining, raising employees' renewed expectations for the office.**

'Purpose-led offices' are the new future.

## PRODUCTIVITY TODAY

**37%** I feel more productive in the office vs. 23%\*

**34%** I feel as productive as in the office vs. 45%\*

**29%** I feel less productive in the office vs. 32%\*

More productive in the office

### Who are they?

**The younger generation:**  
38 % are under 34 years old (vs. 28 %)

**Pride towards workplace:**  
55% feels a high pride towards the current workplace (vs. 46 % in average).

**More attached to their office:**  
49 % are highly satisfied with the current office (vs. 39 % in average).

**High productivity level:** 81 % are satisfied with the productivity level that the work environment enables (vs. 65 %).

### What do they expect?

**No desk sharing:**  
20 % find it important not to share desk in the office (vs. 17 %).

**Nothing needs to be changed:**  
30 % expect that everything can go back to normal (vs. 13 %).

### Who are they?

**Early middle age:**  
65 % are between 35-54 years old (vs. 55%)

**Low satisfaction towards the office:**  
22 % are dissatisfied with their usual work environment. (vs. 15%)

**Less fulfilled by their job,** feeling more disenchanted, overwhelmed and under a greater deal of pressure from work.

**Missing the office greatly for the social life it offers :**  
88 % are missing the human interactions and socializing with colleagues (vs. 86%) and 67 % the collective face-to-face work (vs. 52%).

### What do they expect?

**Higher productivity level:**  
52 % finds that the productivity of the workplace needs to be improved (vs. 35%).

**Opportunity to work from home:**  
96 % prioritize the opportunity to being able to work from home if necessary (vs. 80%).

**Interact virtually:**  
53 % think it's important that the possibility to interact virtually exists (vs. 31 %).

Less productive in the office

## HOLISTIC EMPLOYEE CENTRIC APPROACHES

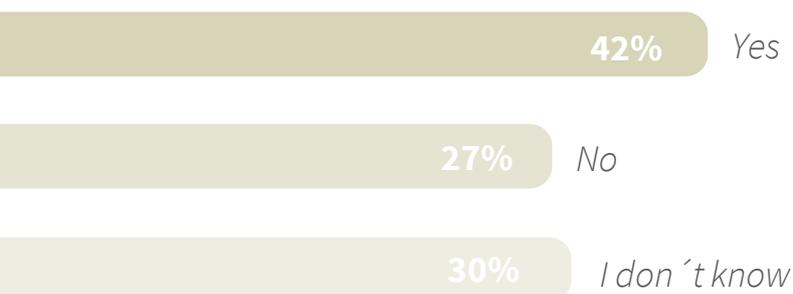
Our research reveals that **1 of 2 are committed to their work while 1 of 5 feel fulfilled about their community and enthusiastic about their work.** As the appetite for homeworking diminishes, flex work is more attractive than ever. Flexibility in terms of place and time has become important. The freedom for employees to choose and influence where they work adds commitment and motivation.

As companies give their employees more freedom and choice to do their work, change is also required in the way things are done and interacted between employees and supervisors. Achieving the right balance requires an inclusive, results-oriented and trust-based mindset to ensure employee satisfaction, efficiency and commitment to their work in the future.

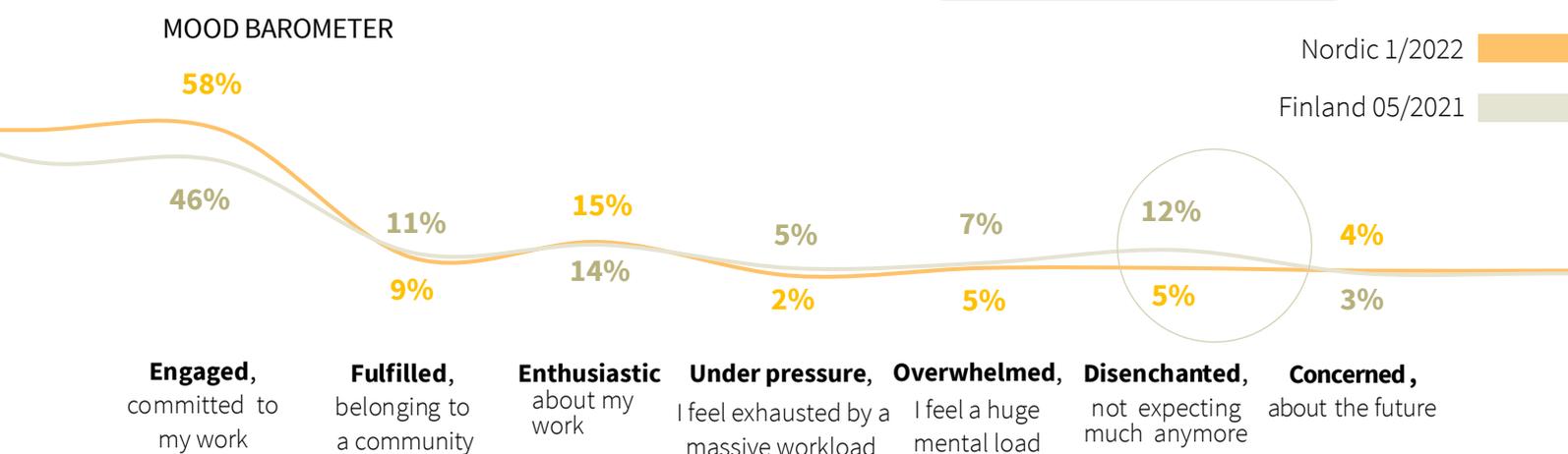
According to the mood barometer, the protracted pandemic has not caused a decline in well-being at work and the result is very similar to the results of the Finnish research six months ago.

It can be said that when working from home is prescribed rather than chosen, the need for cohesion and support are tending to increase. Our research identifies a breaking point: when **3 days or more** are worked from home, the benefits in terms of feeling enthusiastic and a sense of belonging decreases, and a feeling of dissatisfaction and mental fatigue begin to win ground. If more than two days a week are worked from home, it is also noticeable that in the 25-44 age group the disenchantment and pressure increases.

IN THE NEAR FUTURE, IS YOUR COMPANY ABOUT TO REALIZE ANY CHANGES IN THE WORKPLACE?



**NO 27%**  
Only one fourth are not going to realize any changes in the workplace.



## BENEFITS OF TIME SAVED

**The time saved on commuting has been seized by workers to boost their quality of life and professional commitment.** The time spent varies both depending on age and overall life situation.

**41 %** of the time saved on commuting is allocated to well-being activities or leisure. **32 %** is being used to better handle family and home responsibilities. At the same time, almost one-quarter are spending the time working more. **70 %** of Generation-Z\* spends the time for personal pleasure, while **45 %** of 35–44-year-olds are being busy with family / home duties and **30 %** of 45–64-year-olds are spending more time with professional commitments.

\*younger than 25 years old

” Our survey shows that employees have enjoyed many of the human and personal touches that are more typical of home settings. **To attract employees back to the office,** workplaces will need to import some of the home comforts they’ve become used to during pandemic.

### ALLOCATION OF THE TIME SAVED ON COMMUTING



\*) JLL Worker Preferences Survey 03/2021: 3,317 office workers in 10 different countries (USA, Canada, UK, Germany, France, China, India, Singapore, Australia and Japan)



# EMPLOYEE *perspectives*



# OFFICE VS. REMOTE WORKING

**Two years after the start of Covid-19, some signals of homeworking fatigue stand out: 3 days in the office is the new employee preference, with 2 days remote.**

Today, remote work expectations are almost at the same level as expected for the future. Only a small increase in remote working is expected, from the current **1.8 days** to the future **2.0 days per week**.

The biggest development is visible among those who want to continue working remotely rarely or not at all. **11%** of the workforce don't want to work from home at all in the future, which is **8 percentage points** more,

compared to the situation six months ago\*.

The most likely scenario is that many roles will require some combination of remote and in-office work. This could be a winning proposition for both employers and employees, with profound effects on workers' quality of life and on the employers' ability to access new pools of talent with fewer locational constraints.

## REMOTE WORK AT THE MOMENT

- 5 days | 7%
- 4 days | 10%
- 3 days | 15%
- 2 days | 16%
- 1 day | 25%
- Rarely or not at all | 27%



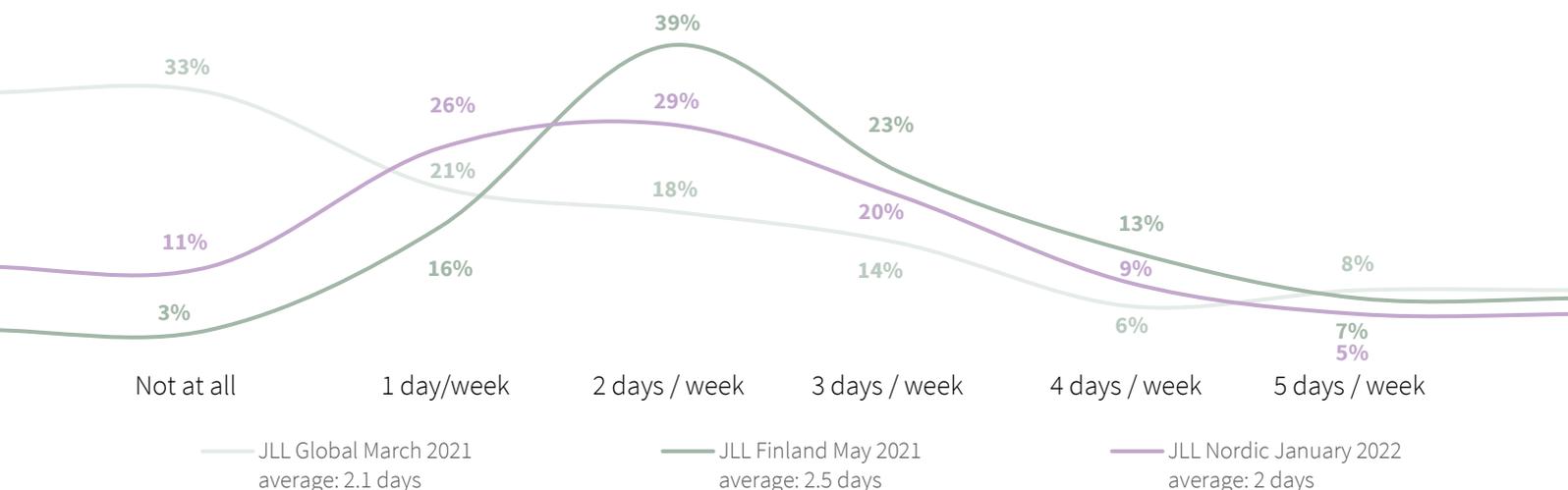
## FUTURE WISH FOR REMOTE WORK

- 5 days | 5%
- 4 days | 9%
- 3 days | 20%
- 2 days | 29%
- 1 day | 26%
- Rarely or Not at all | 11%



Rarely or not at all

## POST-PANDEMIC REMOTE-WORK EXPECTATIONS



\*) JLL Finland Shaping Human Experience 05/2021 (n=399)

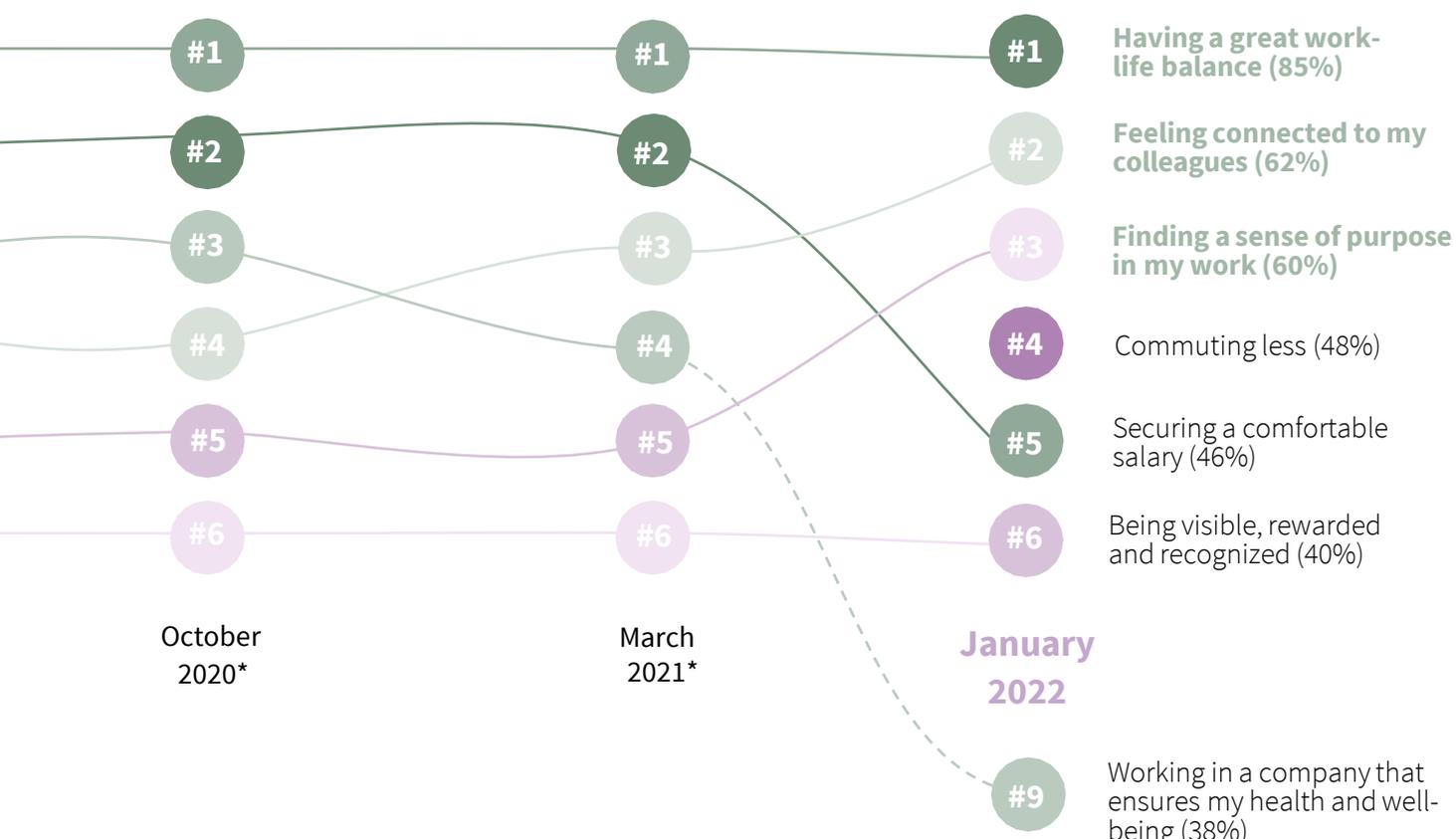
# THE RISE OF PURPOSE DRIVEN WORKPLACES

**Flexibility in working patterns has become a ‘must have’ in the employee package.** Work-life balance is now the number one workforce priority, ahead of salary, which appears only as the fifth priority. An unprecedented reduction in commuting is a new focus. It is a ‘ratchet effect’ of the pandemic.

It’s confirmed: ‘work-life balance’ is the new employee motto, designated as the number one priority of the workforce today, ahead of feeling connected to colleagues. **48%** of the workforce want to commute less in the future, which rises to fourth place. The need to connect to colleagues and find purpose in work are gaining in importance, while more traditional priorities such as

securing a comfortable salary and working in a company that ensures healthy lifestyle and well-being are not the top priorities they used to be. Employees want to work for organizations that bring meaning to their lives. Employees who work at a purpose-driven workplace feel a genuine connection to the work they do. Creating a purpose-driven workplace is therefore essential for employee engagement.

## EMPLOYEE PRIORITIES



\*) JLL Worker Preferences Survey 03/2021: 3,317 office workers in 10 different countries (USA, Canada, UK, Germany, France, China, India, Singapore, Australia and Japan)

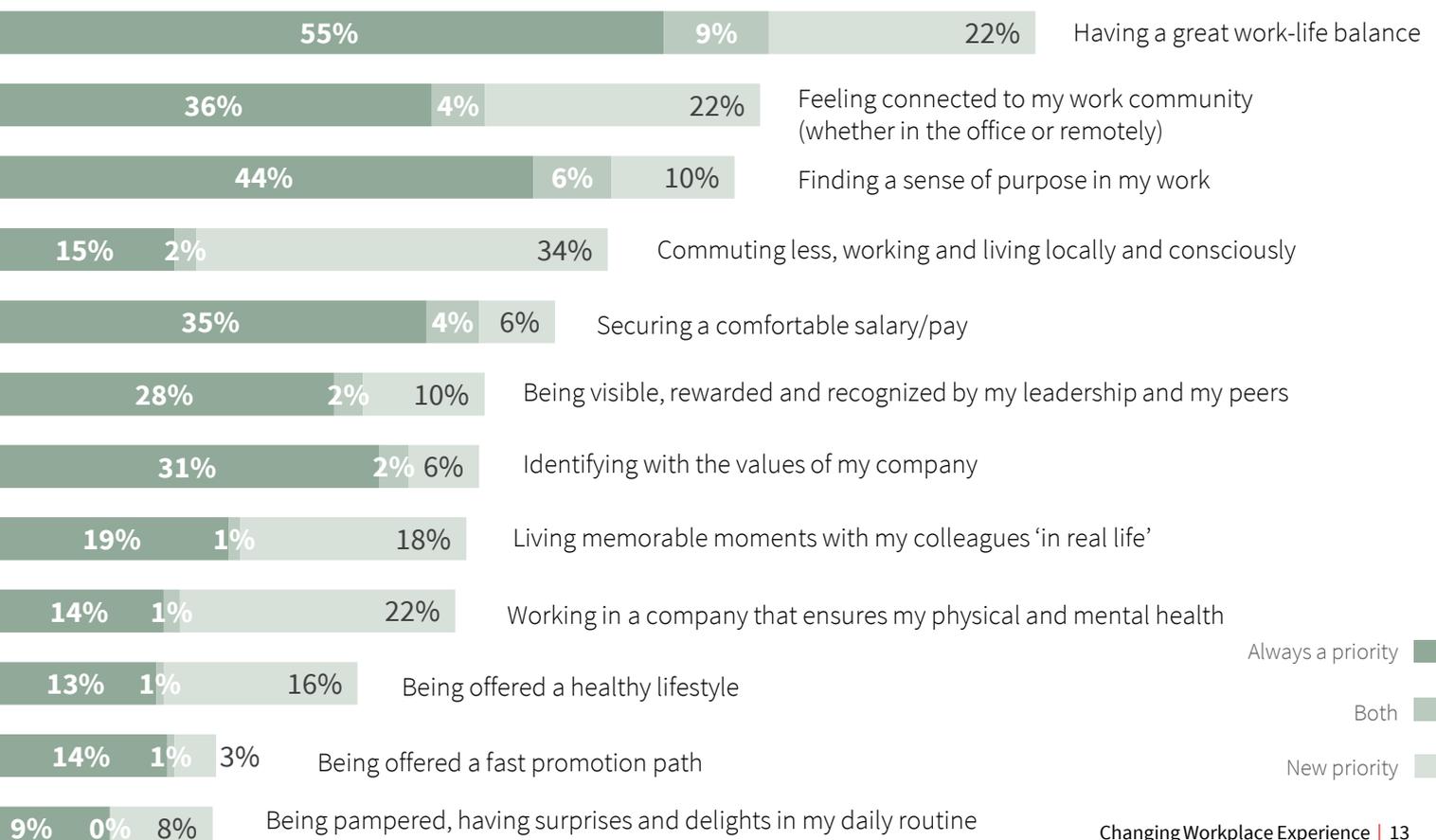
# WORKPLACE OF THE FUTURE WILL DEVELOP AROUND VALUES

**Long-lasting working from home hides a social and mental toll.** In the future, workers expectations from their employers will be higher than ever before, confirming the need to create a workplace centered around values. Community and a sense of connection are clearly the most sought-after values of the ideal workplace of the future.

Certain things don't change. The features that have always been identified as important - work-life balance and a sense of community - haven't gone away but will be emphasized in the future. At the same time, new emerging priorities show the need to give space to new customs. An organization that is driven by a greater purpose creates value for employees. Beyond the usual decisions that influence job satisfaction - title, salary, benefits, and extra perks - employees increasingly want to work with organizations that align with their own values. In future, it would be important for employers to foster location independence,

reduced business travel, provide healthy lifestyles and support individuals to achieve physical and mental health. Meanwhile, memorable moments in "real life" together with colleagues cannot be forgotten alongside flexibility and remote work. When remote working is imposed rather than chosen, it can lead to social isolation, less meaningful interactions, and difficulty setting boundaries between professional and personal lives. Strengthening the working culture and environment to ensure a sense of belonging, fellowship and purpose is more important than ever.

## HOW HAVE YOUR PRIORITIES EVOLVED REGARDING YOUR WORK?



## IMPACT ON COMMUTING

**The average time spent on commuting correlates with the remote workdays.** The closer people live to their offices the more time people want to spend at the office. Flexibility and freedom of choice allow employees to tailor their unique working day, but in terms of the sizing of workspaces, it presents challenges.

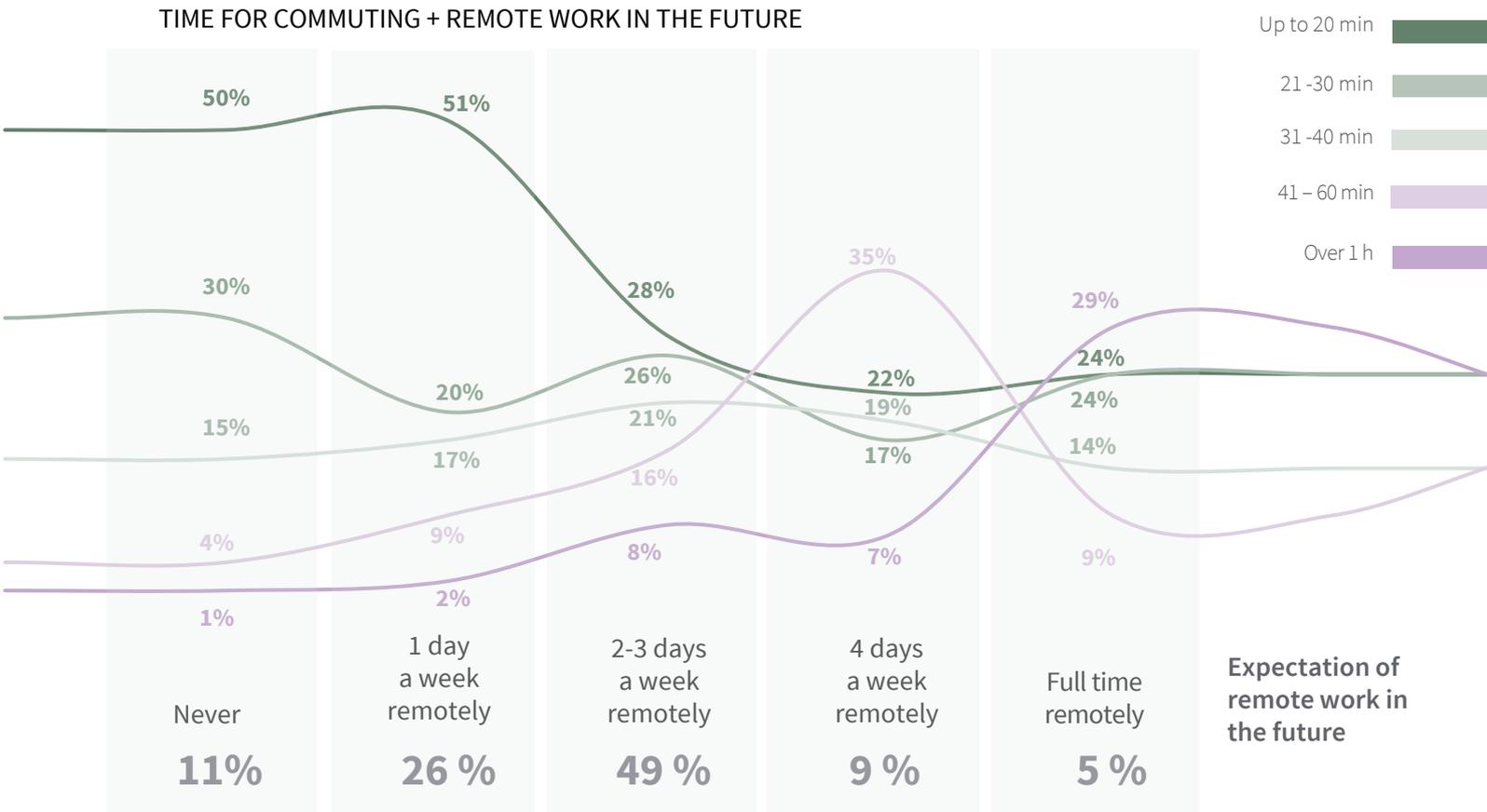
In addition to location-related flexibility, time-related flexibility has also become relevant. Flexibility in time means, that the employees can decide themselves when and on which days they should visit the office, as well as which facilities are to be used there.

**50 %** of individuals who see themselves work 4-5 days/week from the office have an average one-way commute of less than 20 minutes while only **3 %** have more than an hour's commute. **38 %** of those who spend over 40 minutes commuting want to work 5 days/week from home.

Regardless of whether the commute takes less than 20 minutes or more than 40 minutes in each direction, the time spent commuting is very evenly distributed between individuals who wants to work remotely 3-4 days/week. This shows that many factors influence on the reason for coming to the office and cannot be defined only based on the time spent on commuting.

Time-related flexibility has a strong impact on the user experience created in the office. The main driver for entering the office is interaction but if people come to the office at different times, the desired experience will not be achieved.

### TIME FOR COMMUTING + REMOTE WORK IN THE FUTURE



## FUTURE OF WORK IS HYBRID

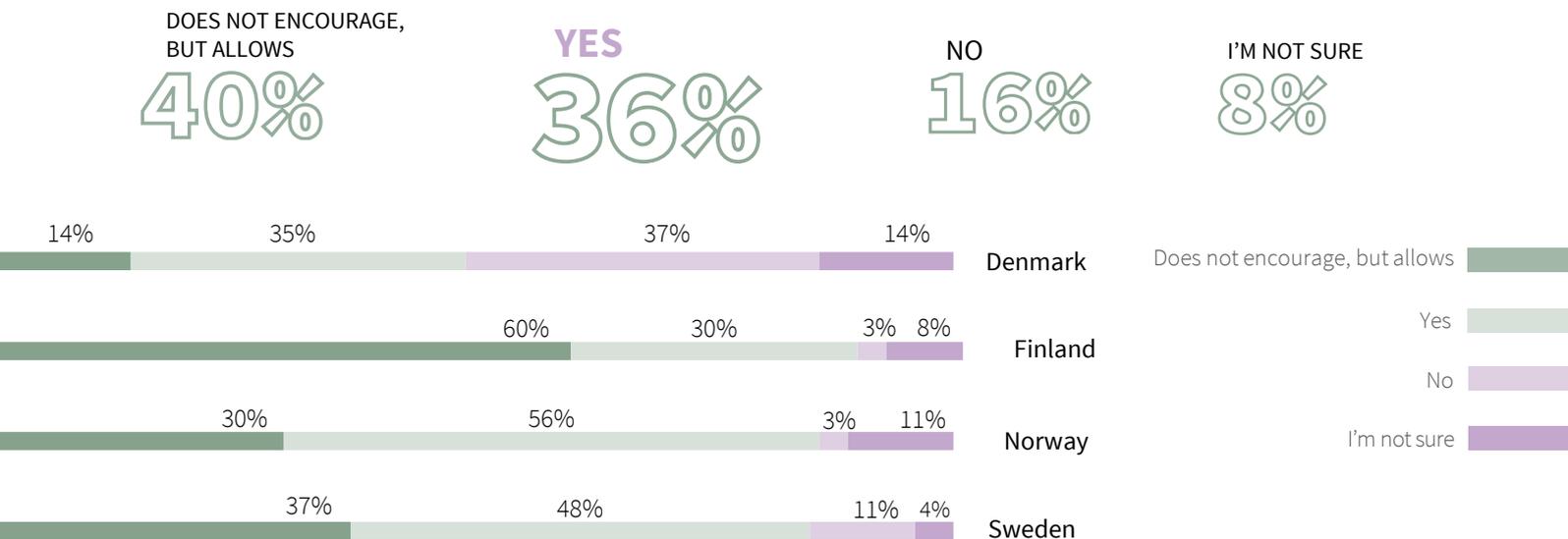
Hybrid work has emerged over the past year as the preferred operating model for the future. Hybrid work is especially the employee's preferred working model for the future. Our research shows that companies who have encourage to switch to a hybrid working model have more engage employees.

According to our results **36%** of the companies have switched to a hybrid working model and **40%** of the companies allows hybrid work but do not encourage it. The range between the countries who have switched to a hybrid working model is striking. Finland rising as a hybrid working model trendsetter, after which Sweden and Norway formulates a similar prospects, from which Denmark differs significantly.

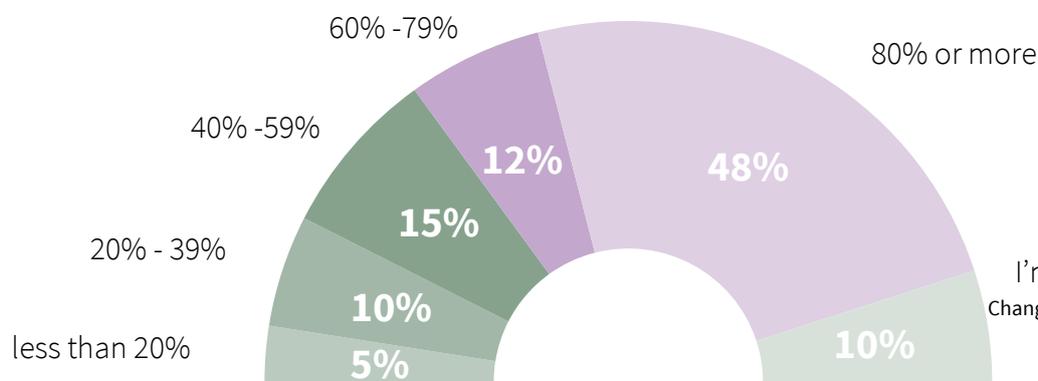
Almost one half of the workforce have in average returned to the office more than 80%.

The differences between countries are moderately large. The biggest difference is found between countries where the workforce have returned to the office with more than 80%. The distribution shows: **78%** in Denmark, **62%** in Norway, **42%** in Sweden and **19%** in Finland.

### DOES YOUR EMPLOYER ENCOURAGE YOU TO SWITCH TO A HYBRID WORKING MODEL?



### AMOUNT OF EMPLOYEES RETURNED TO THE OFFICE AND TIME SPENT AT THE OFFICE



## ATTRACTIVENESS FACTORS REMAINS

# 86 %

**A social life and a proper office environment remain the most missed elements of the workday experience.** The workforce considers socialization spaces and high-quality, ergonomic, equitable and sustainable solutions to be critical factors for the future attractiveness of the office.

Work-from-anywhere has become the mainstream, but the fundamentally human need for face-to-face interactions will remain. A working environment that boosts human interaction, collective face-to-face work is here to stay.

The transition from a fixed office location to multiple workplaces is here. The attractiveness factors of the office have been highlighted and leveled among different profiles showing that the social role is the key factor mentioned by all profiles, regardless of their aspiration to work from home.

In the future, fewer employees are likely to go to the office purely to carry out individual tasks.

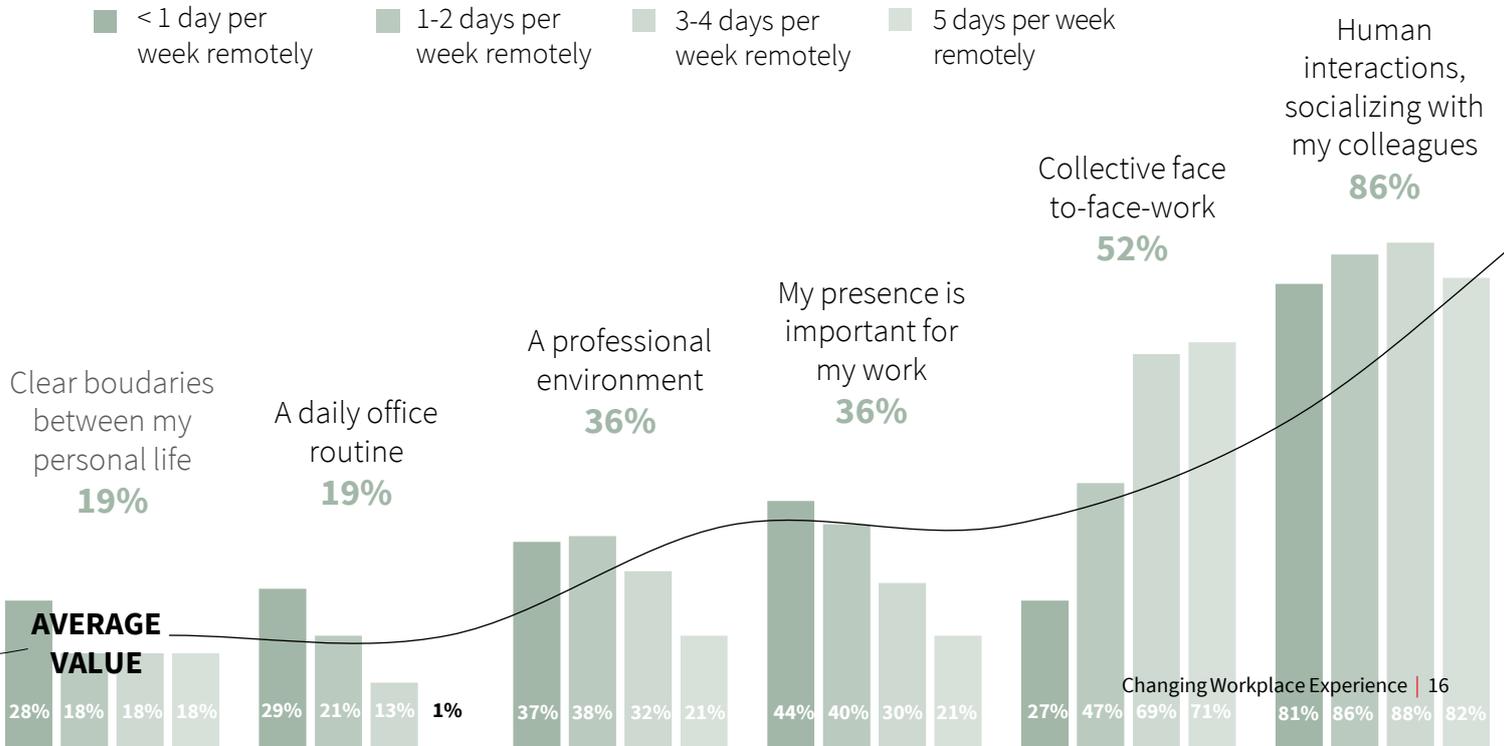
Offices must therefore evolve into places that foster social capital, culture, and co-creation.

Flexible work arrangements that balance employee and business objectives and optimize both have been established as the new norm towards an office space that acquires an employee-friendly reputation.

Whether you are in the office or remotely, user-centric solutions enabled by technology will play a key role. One of the greatest challenges is to identify a balanced involvement of remote attendees. The user experience of the remote attendee should be as significant as that of the on-site office.

### THE RETURN TO THE OFFICE – KEY EMPLOYEE DRIVERS

- < 1 day per week remotely
- 1-2 days per week remotely
- 3-4 days per week remotely
- 5 days per week remotely



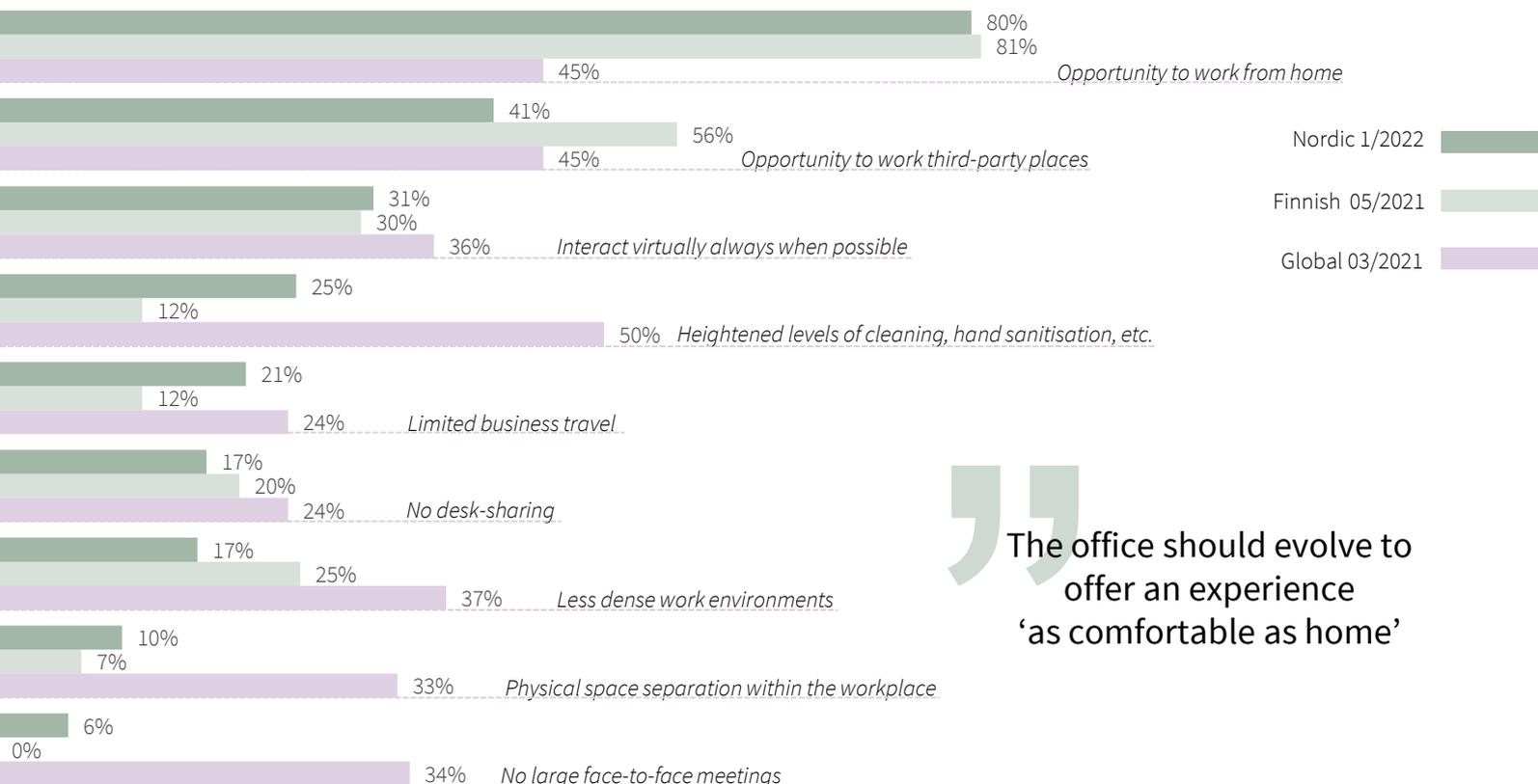
# PRIORITIES HAVE PERMANENTLY CHANGED

New working practices imposed by the pandemic are here to stay and will have a lasting impact on the employees and working habits.

When asked about the post-pandemic expectations, the Nordic results differ significantly from the Global view but are in line with the Finnish insights published 6 months ago. **80%** consider the opportunity to work from home as crucial. Also, new working practices such as working from a third-party place and digital interactions whenever possible is considered important.

**1 of 4** consider enhanced levels of cleaning important, but otherwise there are no long-term impacts on the office environment design. For example, solutions to ensure safety, such as lower density, physical separation, or the need for own desks are not considered vital. On the other hand, it can be interpreted that many are willing to switch to a shared desk environment and may be ready to move to an office environment where a suitable space is chosen according to work task.

## CRUCIAL WORKING HABITS



“The office should evolve to offer an experience ‘as comfortable as home’”

DENMARK	FINLAND	NORWAY	SWEDEN
#1 Working from home	#1 Working from home	#1 Working from home	#1 Working from home
#2 Heightened hygiene	#2 Working from third-party place	#2 Working from third-party place	#2 Working from third-party place
#3 Digital interactions	#3 Digital interactions	#3 Limited business travel	#3 Digital interactions

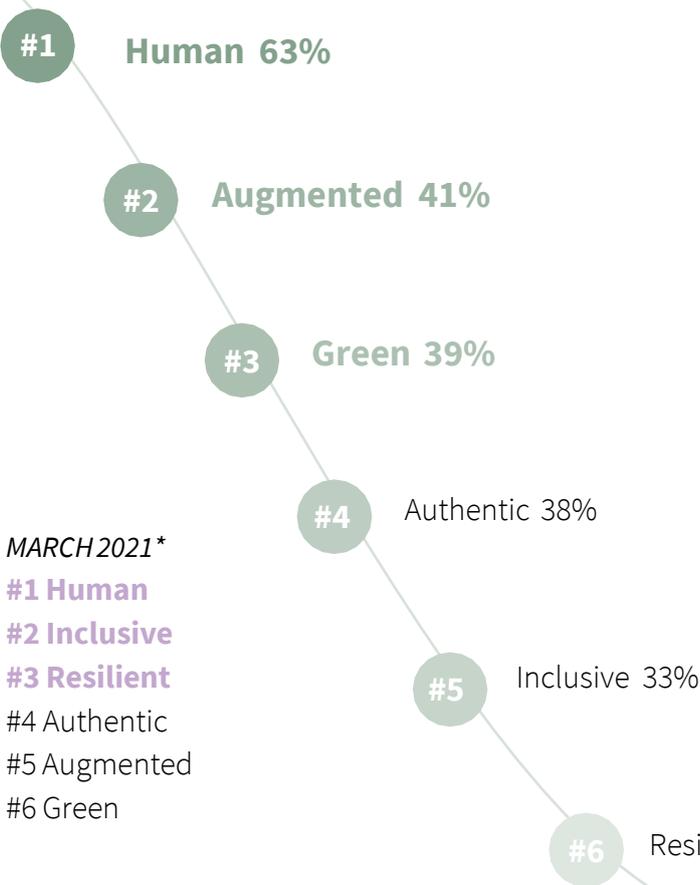
\*) JLL Worker Preferences Survey 03/2021: 3,317 office workers in 10 different countries (USA, Canada, UK, Germany, France, China, India, Singapore, Australia and Japan)

\*) JLL Finland Shaping Human Experience 05/2021 (n=399)

# HUMAN-CENTRIC EXPERIENCE

## THE MOST IMPORTANT FEATURE OF THE WORK ENVIRONMENT

JANUARY 2022



MARCH 2021\*

- #1 Human
- #2 Inclusive
- #3 Resilient
- #4 Authentic
- #5 Augmented
- #6 Green

## The office of the future will have to be more human, augmented and green.

However, the traditional workplace needs to evolve to become more than a place to work. The need to combine the physical and digital environments is growing for the interaction to be successful, whether we work together or separately. Before, the work environment was a place where the physical, digital, and social dimensions were present. Now, the work environment is an ecosystem of these environments, enabled by three-dimensional technology linking different dimensions and providing an immersive experience. More attention is also being paid to sustainable choices and well-being.

In the long haul of the pandemic, augmented work environments are gaining momentum. **41%** of the employees want to be in spaces that are digitally connected, with tools improving daily life and experience. Interestingly, this organizational flexibility is anchored in strong human values: employers are expected to build new green and authentic workplaces, right in front of inclusive and resilient work environments. Also, in this comparison, there are significant differences between countries, particularly between the second and third main dimensions.

FINLAND	SWEDEN	DENMARK	NORWAY
#1 Human	#1 Human	#1 Human	#1 Human
#2 Inclusive	#2 Augmented	#2 Authentic	#2 Authentic
#3 Resilient	#3 Authentic	#3 Green	#3 Augmented

\*) JLL Worker Preferences Survey 03/2021: 3,317 office workers in 10 different countries (USA, Canada, UK, Germany, France, China, India, Singapore, Australia and Japan)

# FUTURE *worker profiles*



# FUTURE WORKING PROFILES WITHIN NORDICS

In this new world of work, four hybrid worker profiles are emerging. The needs of the two profiles are extreme: The traditional office worker wants to work only in the office and the free soul wants to escape from the office as often as possible.

The Nordic profiles differ somewhat from each other, which may reflect to cultural differences between the countries. While working from home extensively, all profiles has welcomed and enjoyed more flexibility in working lives. Expectations of the work environment have increased and are expected to continuously increase to a greater extent in the future.

Among the profiles, **1 of 2** are engaged and committed to their work, but each profile also shows isolation, stress, concerns, and difficulties

in creating healthy barriers between their professional and personal lives. It can be said, that a common factor for all profiles is that they are missing the social aspect of their work life and look forward to reconnecting with their colleagues.

Overall remote-work expectations are tending to decline across all homemaker profiles.

When the pandemic is over; the workforce aspires to work from home between zero to 5 days a week, with an average of 2.0 days/week.

## THE TRADITIONAL OFFICE WORKER



**Totally at the office**

*“Everything can return to normal.”*

12 %  
vs. 3 %\*

## THE WELLNESS ADDICT



**3-4 days a week remotely**

*“My well-being and work-leisure balance are my priority”*

54 %  
vs. 36 %\*

## THE EXPERIENCE LOVER



**1-2 days a week remotely**

*“Looking for a vibrant work life”*

29 %  
vs. 55 %\*

## THE FREE SPIRIT



**Completely remote**

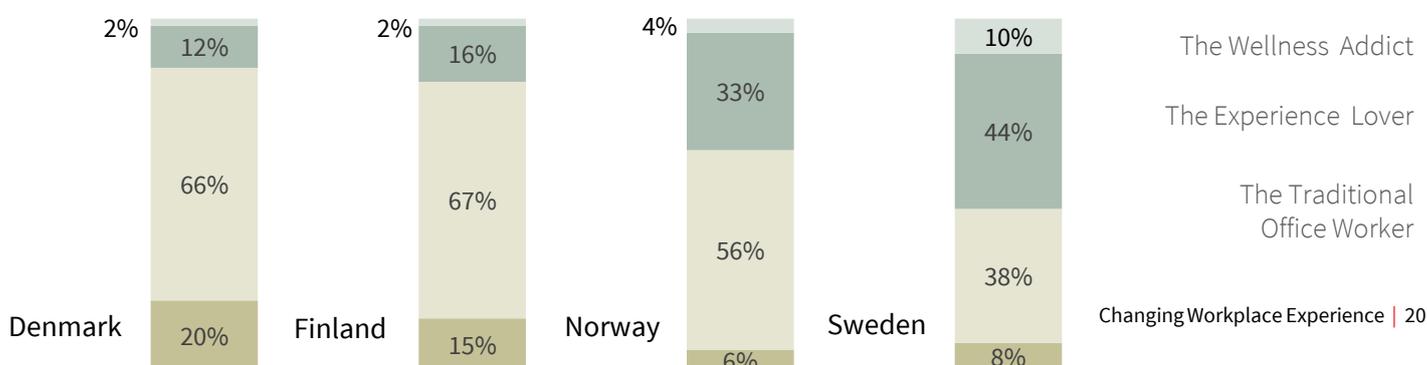
*“I was already very flexible in my work habits - the crisis allowed me to go further”*

5 %  
vs. 7 %\*

Hybrid worker profiles have been created based on JLL's international Human Experience Survey.

\*) JLL Finland Shaping Human Experience 05/2021 (n=399)

### FUTURE WORKING PROFILES



# TRADITIONAL OFFICE WORKERS



**21 min**

Average time for commuting vs. 30 min in average



**0.2 days**

Remote working at the moment vs. 1.8 day week in average



**51 %**

**TOP 1**

Everything can go back to normal



**88 %**  
Don't practice WFH at all today

## The traditional office worker gets excited about colleagues and a quality work environment

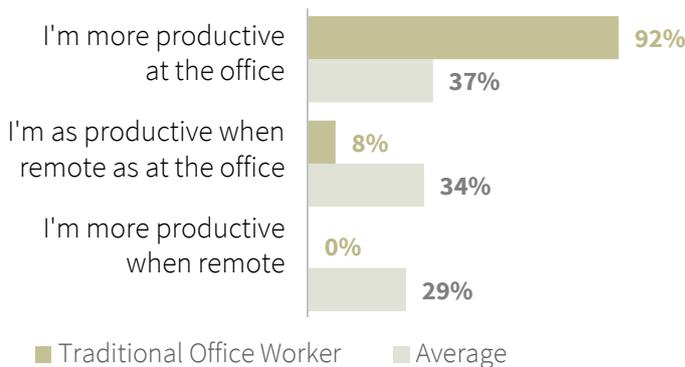
A traditional office worker still thinks the possibility to work remotely is important, even though they do not see themselves working outside the office. They feel that the office is the primary place for work, and this is reflected both in the sense of productivity, presence and performance of work tasks. The office is important, especially because it provides a professional environment and

maintains social relationships with co-workers. The traditional office worker is generally not very enthusiastic about change and feels that once the pandemic is over, everything can return to its former state. Compared to other profiles, traditional office workers expect to have their own work desk and heightened levels of cleaning in the future. The office life is the key in offering them structure and a sense of purpose.

### HOW CLOSE IS YOUR CURRENT OFFICE SPACE TO YOUR IDEAL ONE?



### PRODUCTIVITY



### TOP 1 IDEAL WORKPLACE FACTOR



**Engaged, committed to my work**  
**67%**

### CURRENT STATE OF MIND



# EXPERIENCE LOVERS



## The goal of the experience lover is a flexible and experiential everyday life

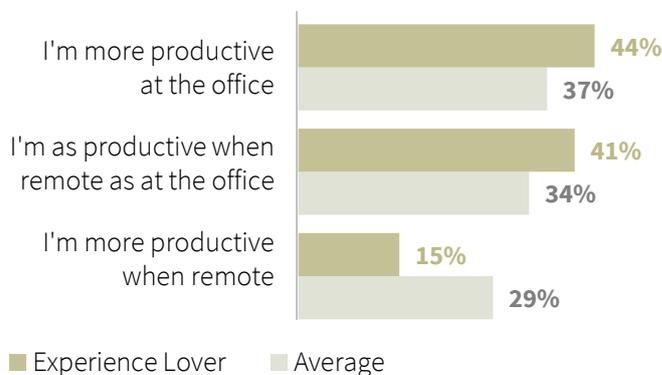
The Experience Lover feels most enthusiastic about their work. They believe that multi-location work is a great way to increase flexibility in everyday life. **38%** see the opportunity to work from third party locations as important. The office provides them a clear line between personal and professional life. The time saved on commuting is spent together with the family and home related things.

They experience that working remotely is not as exciting, as working in the office. Experience Lovers finds it important to feel valued and belong to a community with like-minded colleagues. They enjoy the care they receive in the office environment, and they especially expect the environment to encourage innovation in the future, because they see the office as the best place to get the work done and be efficient.

### HOW CLOSE IS YOUR CURRENT OFFICE SPACE TO YOUR IDEAL ONE?



### CRITICAL WORKING HABITS & PRIORITIES

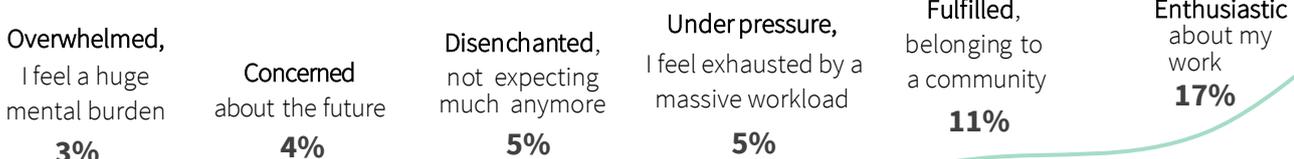


### TOP 1 IDEAL WORKPLACE FACTOR



**Engaged, committed to my work**  
**56%**

### CURRENT STATE OF MIND



# WELLNESS ADDICTS



**37 min**

Average time for commuting vs. 30 min in average



**3.1 days**

Amount of remote working at the moment vs. 1.8 days week in average



**97 %**

**TOP 1**  
Opportunity to work from home



**63 %**  
already practices  
**WFH 3-4 days week**  
today



## For the wellness addicts, finds the balance between well-being and working life most important

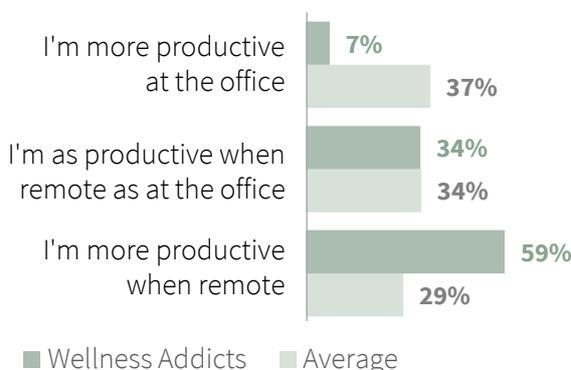
Wellness Addicts want to find a sense of purpose in their work. The reduction in commuting time is important to their well-being, as a one-way commute takes **37 minutes** on average. They also consider less business travel as important. When they go to the office, they want to take advantage of the office day, meet co-workers and find social interaction. **25%** feel that the current work environment doesn't promote innovation and well-being in the best possible way.

**59%** of Wellness Addicts feel more productive while working remotely, but at the same time the engagement is decreasing, and they are not expecting much anymore from their employers. Compared to other profiles, Wellness Addicts are less committed to their work, feeling more disenchanted and under pressure. The sense of belonging and the feeling of a need to be supported are tending to increase.

### HOW CLOSE IS YOUR CURRENT OFFICE SPACE TO YOUR IDEAL ONE?



### CRITICAL WORKING HABITS & PRIOTITIES



### TOP 1 IDEAL WORKPLACE FACTOR



**Engaged,  
committed to  
my work  
46%**

### CURRENT STATE OF MIND

Overwhelmed,  
I feel a huge  
mental burden  
**5%**

Concerned  
about the future  
**5%**

Under pressure,  
I feel exhausted by a  
massive workload  
**7%**

Fulfilled,  
belonging to  
a community  
**9%**

Disenchanted,  
not expecting  
much anymore  
**13%**

Enthusiastic  
about my  
work  
**15%**



44 min

Average time for commuting vs. 30 min in average



4.5 days

Amount of remote working at the moment vs. 1.8 days week in average



91 %

**TOP 1** Opportunity to work from home



65 % already practices WFH 5 days / week today

### Location-independent work is important for a free soul

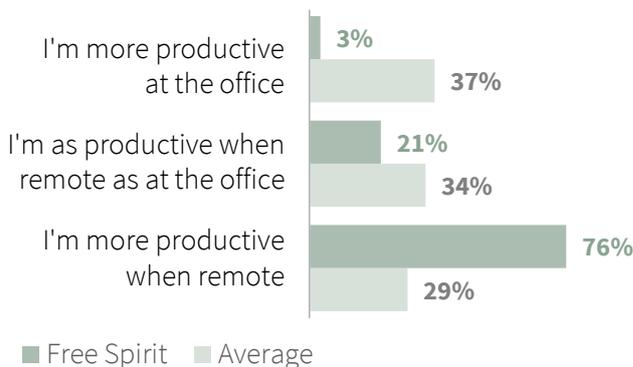
62% of the free spirits are between 35-44 years old. They expect high flexibility and freedom from their work, which ensures a high level of commitment. The commitment among Free Spirits is found to be strongest among all profiles. 100 % of the Free Spirits don't want to be forced to an office environment, seeing themselves work remotely 5 days/week in the future. The office is very rarely visited, only when necessary. The opportunity to work from home means

everything. 65 % want to be able to work from any remote location, which is a preference among Free Spirits. Productivity in the office is perceived as low and only 3% of Free Spirits feel that they are more productive in the office. They see human interaction and collective face-to-face work as the main reason for coming to the office, which is reflected in the growing need for social spaces.

### HOW CLOSE IS YOUR CURRENT OFFICE SPACE TO YOUR IDEAL ONE?



### CRITICAL WORKING HABITS & PRIOTITIES



### TOP 1 IDEAL WORKPLACE FACTOR



Engaged, committed to my work  
71%

### CURRENT STATE OF MIND

Fulfilled, belonging to a community  
3%

Overwhelmed, I feel a huge mental burden  
3%

Enthusiastic about my work  
3%

Disenchanted, not expecting much anymore  
9%

Under pressure, I feel exhausted by a massive workload  
9%

FREE SPIRITS

## HYBRID ECOSYSTEMS MORE PREVALENT

For most organizations, a designated time and space to do our work is a thing of the past. As companies give their employees more freedom how and when they want to work, achieving balance requires more than flexible working hours. The new definition of balance is a continuous symbiosis, integrating work and personal time into increasingly flexible work arrangements.

Hybrid environments are commonplace, giving rise to new types of spaces and space requirements, as well as updated concepts of traditional space types.

Future work patterns will emphasise the quality of work and the individual needs and expectations of employees. After the pandemic, people will seek to the office for similar reasons, regardless of their profile.

There are many different approaches, and the number of practices is not always limited to just one within an organization. There is still much uncertainty about the implementation of the hybrid model and other future approaches, but one thing has been identified: one size does not fit all. What is certain is that the practices applied will evolve over time as more practical experience is gained.

A new starting point for design is the quality of the experience of being present, whether simultaneously or at different times. The user experience of a remote presence is equally as important as the on-site user. The user experience and the dynamics of collaboration are supported digitally and physically in a holistic sensory environment.

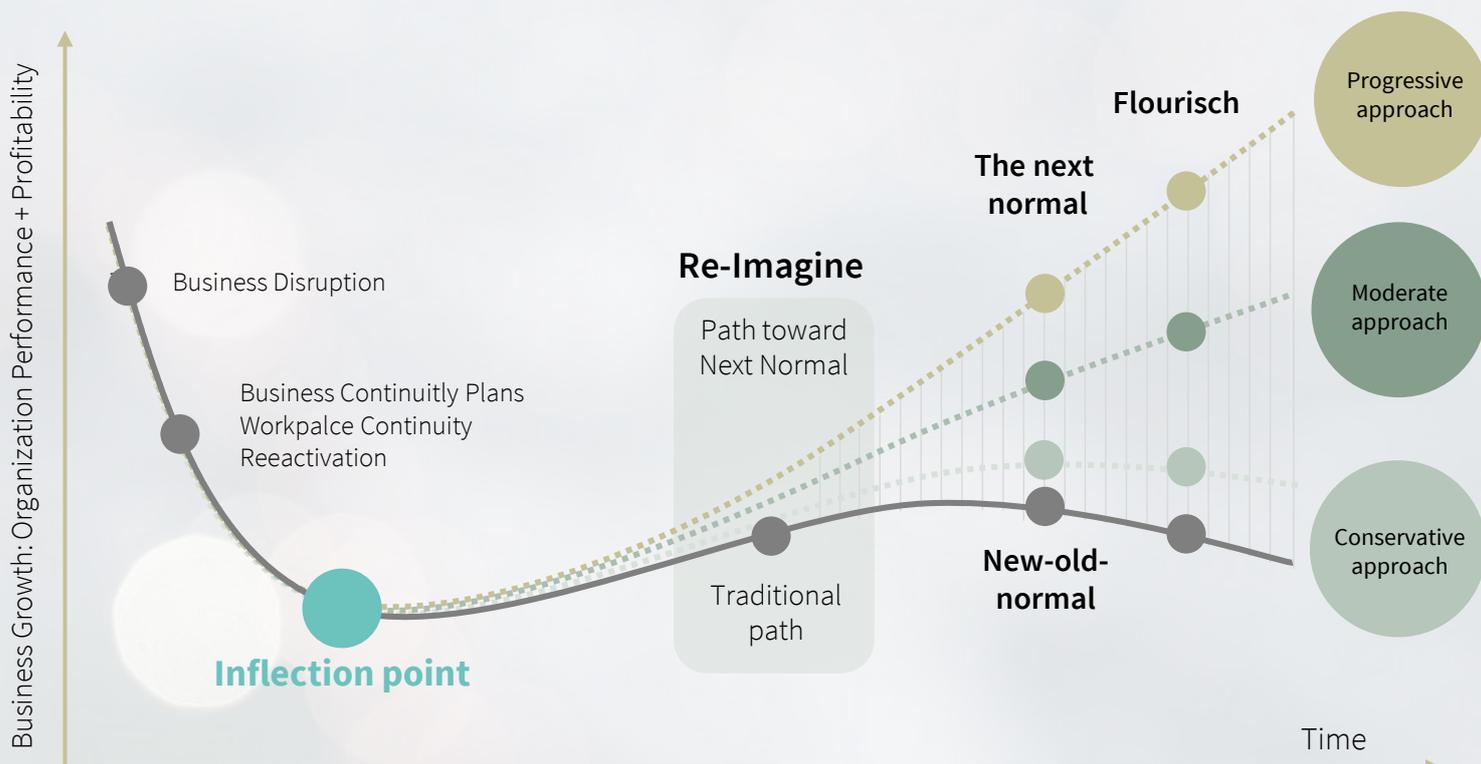


# CHANGE OF LIFETIME OPPORTUNITY

Today, as employees transition from working from home to a post-pandemic future, people are expecting their employers to be more caring and their workplace to offer a new people-centric experience.

A hybrid model will bring greater transparency to the organization and engaging way of working. If fully committed to, this will be a real opportunity to finally reconcile wellbeing and performance achieving greater harmony in the new world of work. Even though a resemblance to normalcy will be reached sometimes later, we are at an inflection point towards a future journey. Organizations must now review and reimagine how they want, and need, their workplaces to look like, as new expectations develop and a quick response.

Looking forward, the big winners will be responsible and future-fit companies that lean into employees' preferences and break the silos, disperse their footprint and reinforce their workplace model while enabling work, the employee experience and the workplace. Furthermore, the new imperative is to shape the workplace to be 'as comfortable as home' and make the most of the shared office space - where the employees can interact, share, and head towards a common purpose.



## CONCLUSIONS

### 1.

Whereas employees should be given flexibility of where to work, it's important to put forward a strategy of when employees are expected to be in the office. The main driver of entering the office is interaction but if people come to the office at different times, the desired experience will not be achieved.

### 2.

Remember that there is no “one size fits all” for the hybrid working model, instead spaces and policies should be tailored to the needs of the different employee profiles and balanced with the corporate business strategy. Even in organization's that have moved to a hybrid model, the new way of working is constantly evolving.

### 3.

Think long-term and holistically about the best ways to support your people. Engrave a new culture of individual and collective responsibility among everyone in the workforce.

### 4.

Make your office a hub of collaboration and creativity, the heart of the community, and a caring environment that supports the needs of the different employee profiles.

### 5.

Shape a workplace that helps the regeneration process through capturing the benefits of the remote-working experience – flexibility, greater autonomy, a better work-life balance, comfort and safety.



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# Thank you

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