

# Flexible 20 Futures 24

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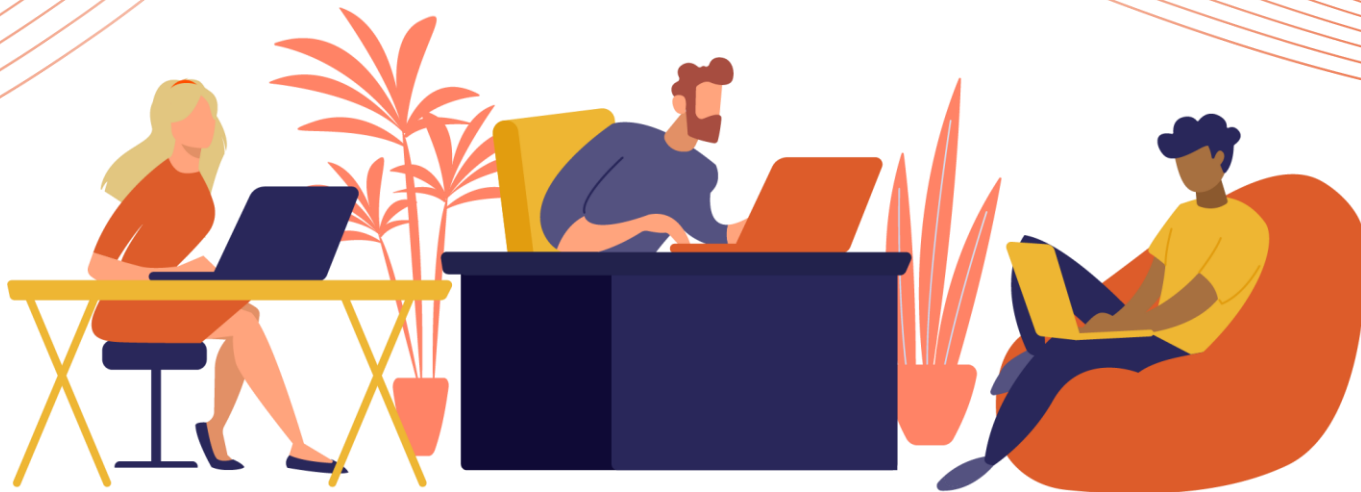


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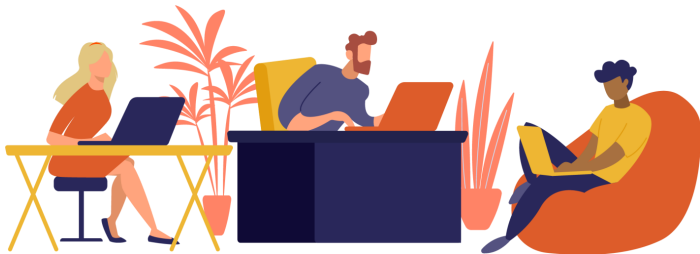
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# Welcome & Housekeeping

Wendy Austin

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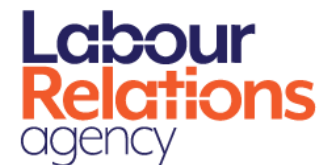
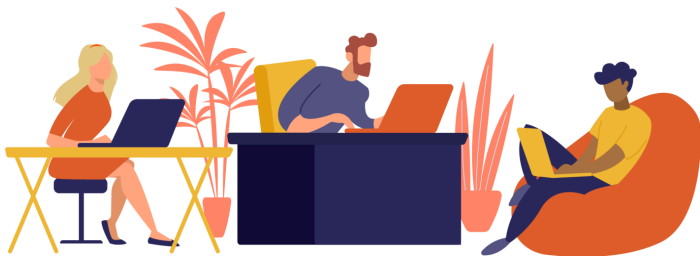
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# Minister Conor Murphy MLA

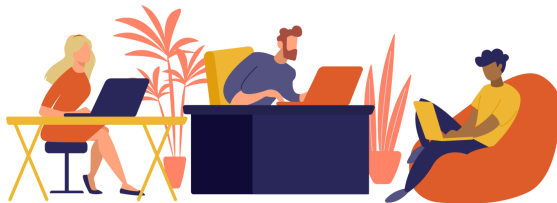
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# A video was played

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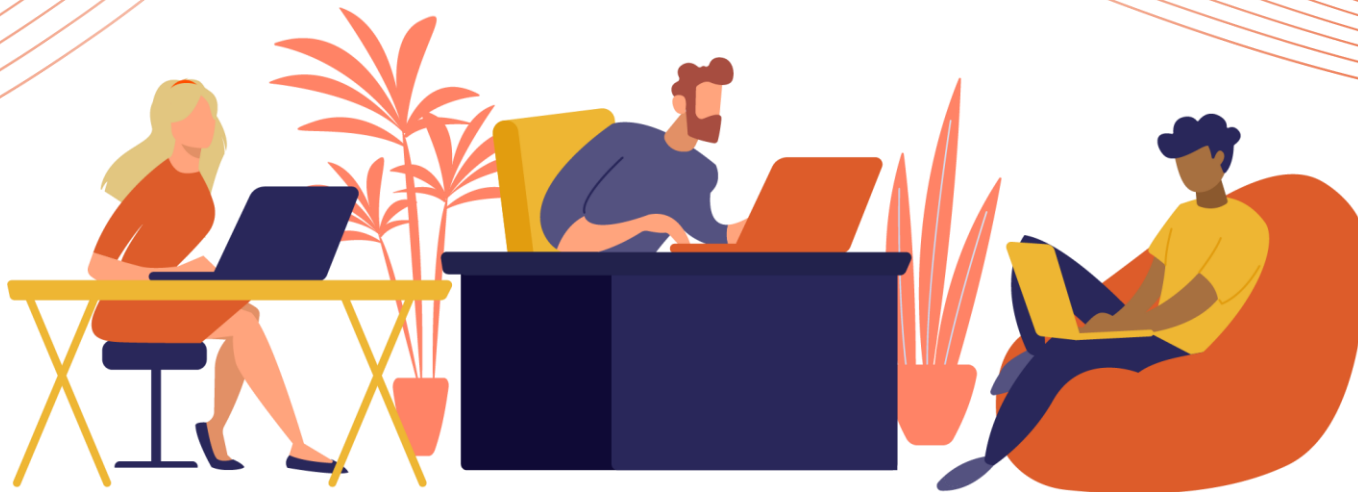


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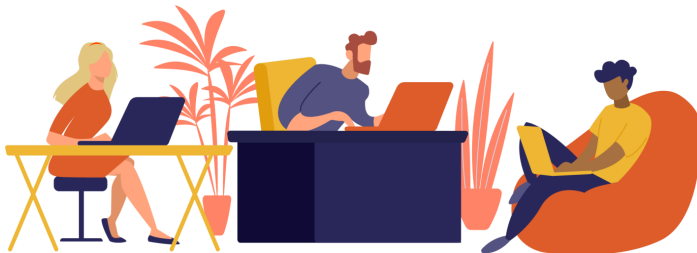


# The importance of Flexible Working to Minister's Economic Vision

**Ian Snowden**

**DfE Permanent Secretary**

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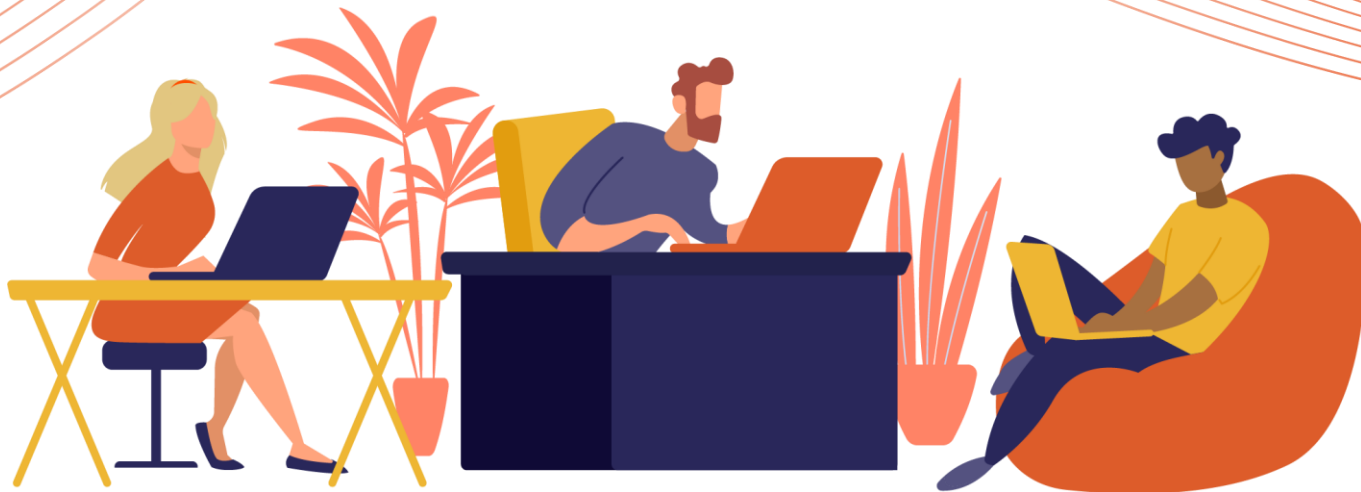


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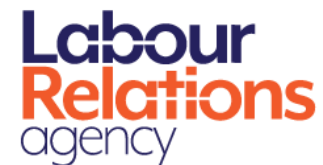
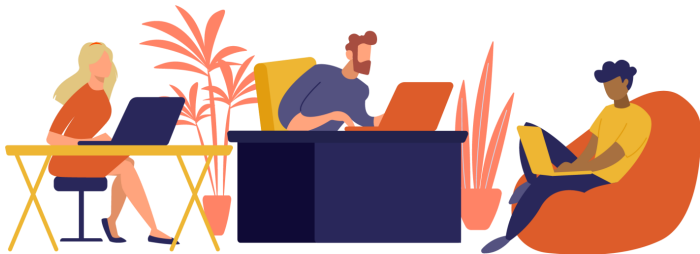
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# Is flexible working an Indicator of a Good Employer? Mark McAllister

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- From exercisable right to expectational requirement?
- Post-Pandemic lessons – finding the balance?

- Beyond – hours, patterns and location
- From work-life-balance to reasonable adjustment

- A core component of the Charter for good jobs/work/employment
- Speaking to the new economic vision for NI –  
Good jobs, improved productivity, regional balance

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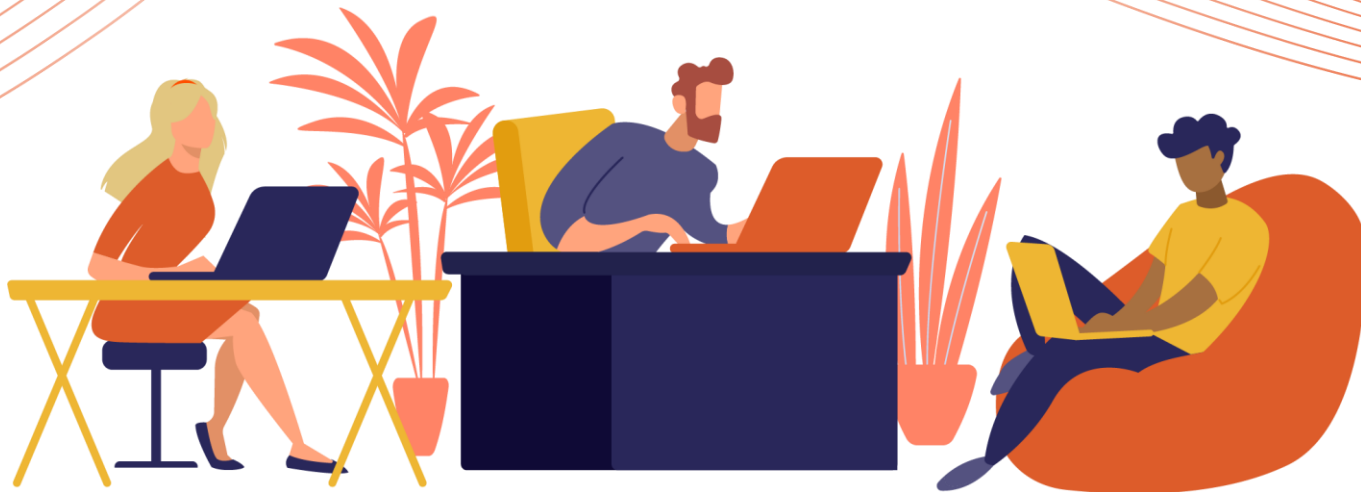


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# The Evidence Panel

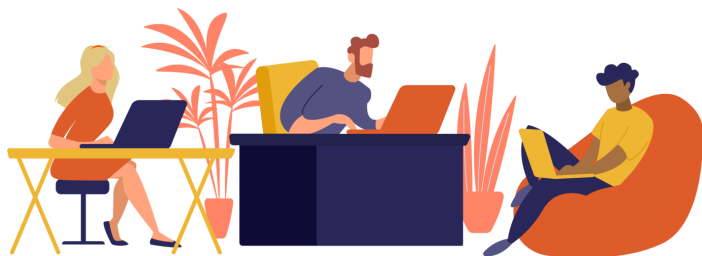
Perspectives from:

Dr Tatiana Andreeva

Angela Phillips

Dr Ana Desmond

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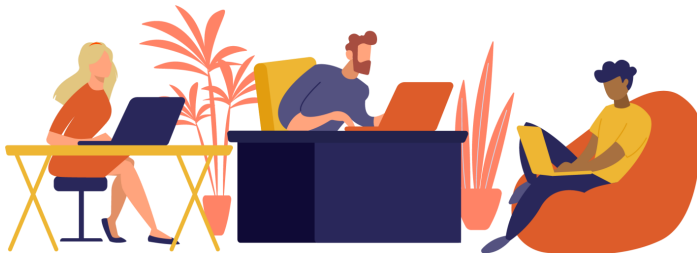
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# Dr Tatiana Andreeva Maynooth University

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**Maynooth  
University**  
National University  
of Ireland Maynooth

# The effects of the shift to hybrid / remote work:

## What is the evidence?

Dr. Tatiana Andreeva,  
Maynooth University

# What are effects of remote work?

## In search for evidence:

Debates in media: *Lots of opinions, limited evidence!*

Employer perspectives on employee work location (*Mulcahy & Andreeva, 2023*)

- interviews with top-managers/senior HR leaders
- *contrasted with* scientific evidence: past meta-analyses/systematic reviews + recent empirical evidence

Line managers' experiences in managing hybrid work (*ongoing study*)

- interviews with line managers



# Idea 1:

“We need to keep up with performance”

## Evidence:

interviews:

- no decrease in organisational performance while fully remote
- no analysis of individual performance trends

scientific evidence:

- none to positive impact on employee & (virtual) team performance

## Idea 2:

“We need to keep up collaboration”

## Evidence:

interviews:

- concerns about collaboration
- no data to support the concerns

scientific evidence:

- remote work may hinder collaboration
- less informal collaboration activities (e.g., brainstorming)
- less extra collaboration beyond your immediate team

# Idea 3:

# “We need to preserve our culture”

## Evidence:

interviews:

- mixed views on the “culture” argument
- no data to support the “culture” concerns

scientific evidence:

- the effect on culture is not clear
- culture is not well defined or measured
- data is limited

# Idea 4:

## “Remote work helps with DEI”

### Evidence:

interviews:

- access to a wider pool of talent
- increased diversity in hiring
- no proactive management of risks

scientific evidence:

- remote work can be **both** an opportunity & a risk
- new opportunities to access employment
- risks of being excluded even more (“double-burden”)
- challenges for employees who may struggle with online communication (e.g. neurodivergent)

# Implications for organisations

Hybrid/remote can work well – but needs to be intentionally managed

- Use internal evidence to make better-informed decisions
- Train & support line managers
- Develop guidelines / policies to support (D&I!)
- Proactively manage collaboration

# Thank you for your attention!

*Questions?*  
*Interested to know more?*

[Tatiana.Andreeva@mu.ie](mailto:Tatiana.Andreeva@mu.ie)

[Linkedin](#)

Twitter @andreevate

Mulcahy, D., Andreeva, T. (2023) [Employer perspectives on employee work location: collaboration, culture and control](#), Working Paper 05/2023, Bruegel.

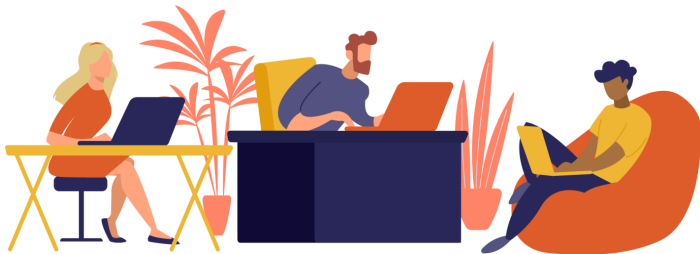
For key insights, check Irish Times [interview](#) and Bruegel [podcast](#)

Andreeva, T., Zappa, P. (2021) [The hidden aspects of \(hybrid\) work you should consider](#)

# Angela Phillips

## Carers NI

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# Women's experiences of combining unpaid caring and employment

Angela Phillips  
Carers NI





# Setting the scene

- Over 180,000 carers of working age (1)
- 60% of unpaid carers are women (1)
- Women have a 70% chance of providing care in their adult life and are more likely to care early in their life (2)
- 1 in 6 women in employment are providing unpaid care (3)

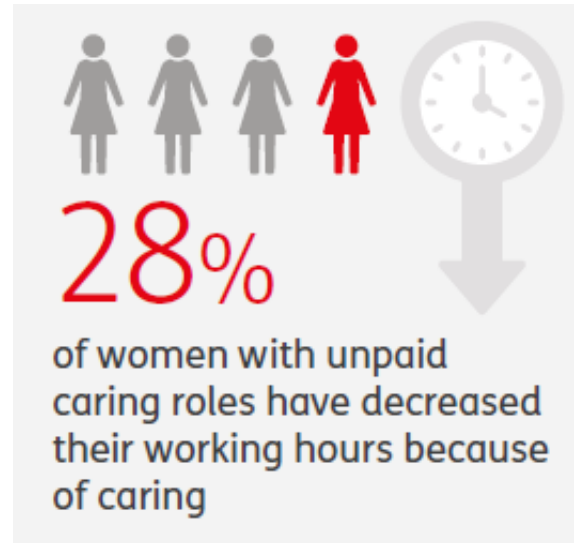
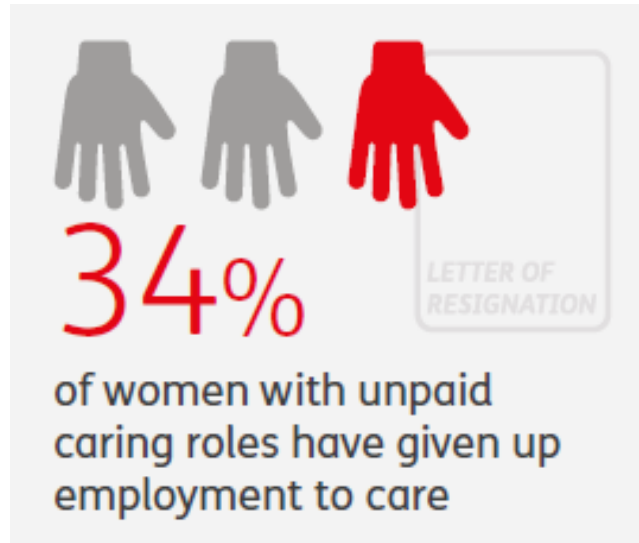
(1) Census 2021

(2) Carers UK

(3) Census 2021



# Capacity to work while caring



*“I want to work and if the support is good then I can.”*

*“We’ve an awful lot to give. We have skills and experience and we’re sitting here basically unused.”*



purpose  
unaware  
overwhelmed  
pressure  
invisible  
unsupported  
challenging  
frustrating  
juggling  
lottery  
fear  
connected  
guilt  
disappointed  
exhausting



**Difficulties combining employment and unpaid care has clear and lasting impacts on women.....**

**Career prospects and opportunities**

**Identity**

**Health & wellbeing**

**Finances**



# Barriers to employment

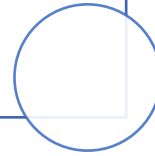
• *“As much as people would love to believe flexible working arrangements and family-friendly policies exist ..... business needs dictate so they aren't as flexible or easy for people with caring responsibilities as they need to be.”*

Finding suitable work with flexibility



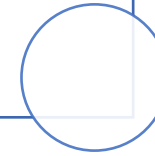
• *“Government relies on unpaid carers just getting on with it. Many don't know what they are entitled to and loads of them are not getting what they should be getting. They're just left to get on with it.”*

The social security system



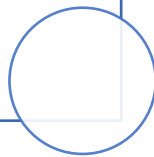
• *“We couldn't get childcare over the summer, you still can't get it for children with additional needs, they just don't provide it.”*

Accessibility of support services



• *“There is definitely a gender imbalance. My mum expected me to be the carer. Even she had those gendered expectations that my job wasn't important, that I would give it up to care for her.”*

Gendered expectations of care



• *“You're balanced on a knife edge – you never know what's going to happen from one week to the next. If you have to leave in an emergency some employers just think you're too much hassle.”*

Unpredictability of care needs



• *“From the children were diagnosed there's constant hospital appointments. There seems to be lots of appointments in work time during the day. If you don't do the appointments you're struck off the list.”*

Frequency of appointments



# Finding suitable work with flexibility

*“There are not enough jobs suitable for carers, they have to be very flexible all the time. When you go for a job you have to explain I have loads of hospital appointments, we’ve lots of doctor’s appointments, lots of dentist appointments. They just look at you going, why are you even here?”*

*“Just because you are young they [employers] think you don’t have any responsibilities.”*

YAC

*“As much as people would love to believe flexible working arrangements and family-friendly policies exist ..... business needs dictate so they aren't as flexible or easy for people with caring responsibilities as they need to be.”*



## What do carers feel can help balance work and care?

Workplace support	% of the women answering the question
A supportive employer that understands caring	25%
Ability to take time off – unpaid carer's leave	23%
Ability to take time off – paid carer's leave	35%
Ability to work from home	36%
More flexibility, including part time work that <b>matches my skills and expertise</b>	33%
Social care services that I can rely on	28%
A change to the eligibility of Carer's Allowance	35%



# What can employers do to support carers?

*“ Flexibility from day one, a proper carer’s policy within the workplace and I would love attitude training for employers because while legislation/policies might be in place they can still make you feel like shit for asking.”*

*“ You shouldn’t have to beg for your entitlements. It comes down to the awareness of employers and managers. It all comes down to their training and awareness.”*

*“ An agreed amount of carer’s leave per year.....it would allow for appointments for my daughter and maybe an opportunity for me to have day off work that isn’t consumed by meetings and reviews of her caring needs.”*





# The benefits of flexible working policies

*“I tend to start work very early and finish early. I have to do that for my caring responsibilities which are mostly in the afternoon. I’m lucky to have an employer that allows me to be flexible with my time.”*

*“Covid was the best thing that ever happened to me in terms of employment. Being able to work from home, it opened doors for me. I couldn’t do the drive to the office every day and then come home and do everything else I just couldn’t.”*

*“My current employer is the best employer I’ve ever had – compassion, empathy and understanding of my health and my family’s needs. She trusts me and I get the work done. That trust is important – caring doesn’t mean slacking off – you get the work done around it.”*



# Carer's Leave Act

Will come into force in GB at the beginning of April 2024, providing a new legal right to 5 days unpaid caring leave from work.

For Northern Ireland



# Career or care

Women, unpaid caring and  
employment in Northern Ireland



Report prepared for the Carer Poverty Commission NI  
by Carers NI and the Women's Regional Consortium

February 2024

<https://www.carersuk.org/reports/career-or-care-women-unpaid-caring-and-employment-in-northern-ireland/>

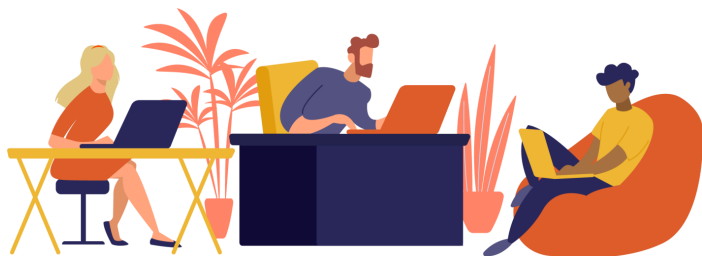


# Dr Ana Desmond

## Ulster University

### Economic Policy Centre

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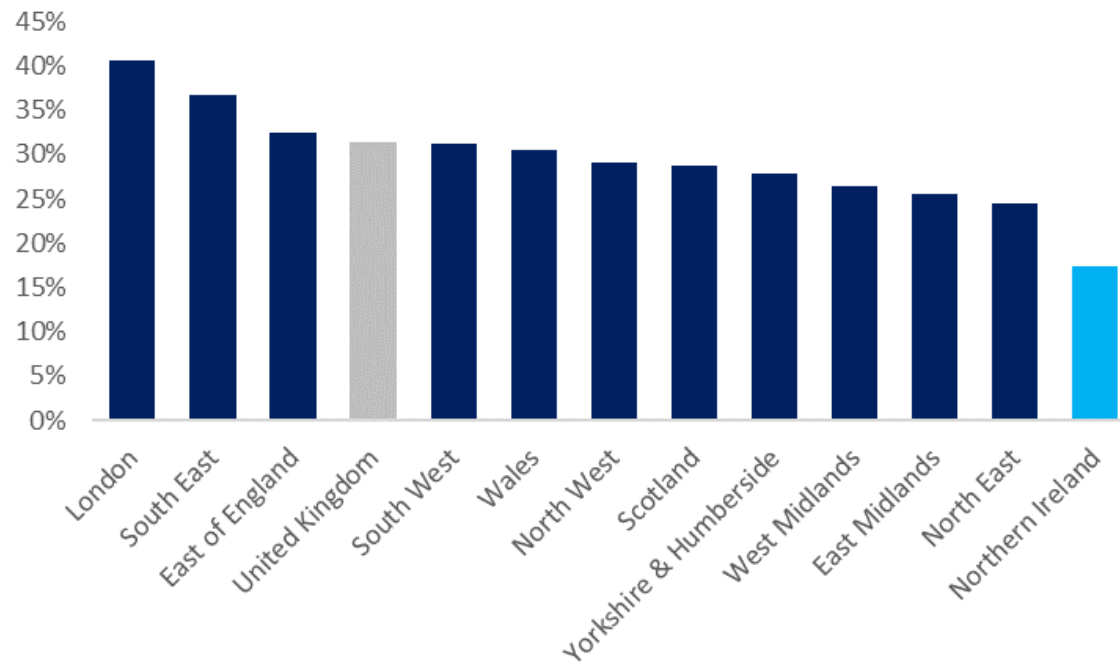
# Why are businesses in Northern Ireland not considering remote & hybrid working?

**Ana Desmond**  
Senior Economist - UUEPC



# Remote working uptake in Northern Ireland

% of employees working from home at least 'some' of the time, UK Regions, 2023



- Northern Ireland has the lowest rate of remote/home working across the UK.
- Across the UK and Ireland, Northern Ireland has experienced the smallest increase in remote working practices compared to pre-pandemic.

# Productivity

How do we measure it and what are we finding?

- How would you define productivity if you were asked?
- How do you measure your employee's productivity?

**Employers generally felt employee productivity was unchanged compared to pre-pandemic levels**

**Employees felt very strongly that their productivity had increased**

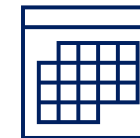
# What has improved as a result of remote working?

## Quality of employee's work

44% of businesses reported that the quality of employee's work had strongly/improved compared to Q1 2020



## Employees more willing to work extra hours when needed



## Improved staff wellbeing and retention





# What opportunities does remote working present?

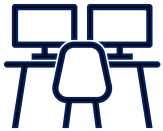
## Future-proofing your business



Investing in management



Re-thinking workspaces



Evaluating tasks and working practices



Preparing for societal change

# What makes this remote and hybrid work, 'work' successfully?



**Organisation, investment and critical thinking!**



It can't be left to chance



# Thank you

**Ana Desmond**

Senior Economist

[a.desmond@ulster.ac.uk](mailto:a.desmond@ulster.ac.uk)

# The Evidence Panel Q&A

Dr Tatiana Andreeva

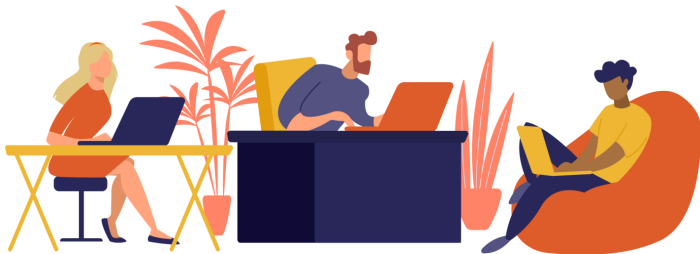
Angela Phillips

Dr Ana Desmond

With Conor Curran



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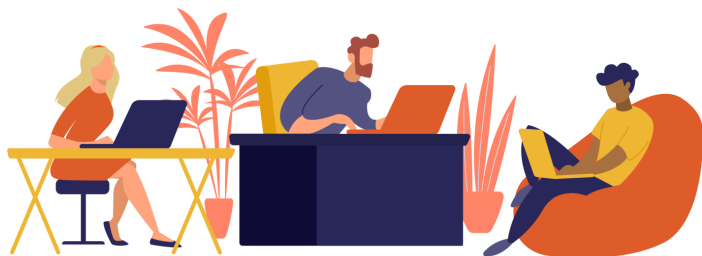
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# Break & Networking

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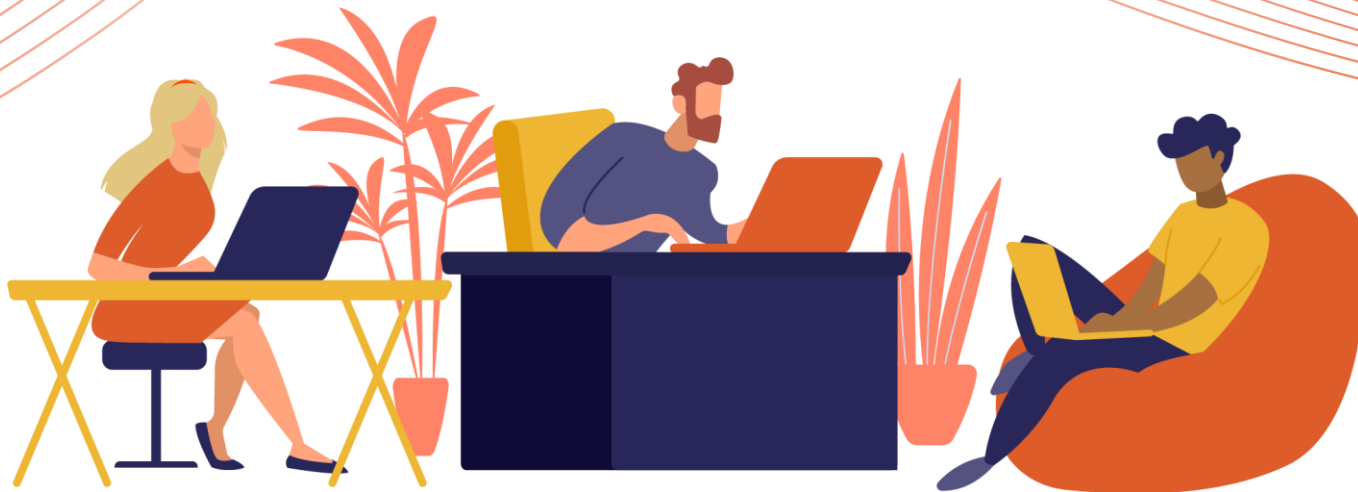


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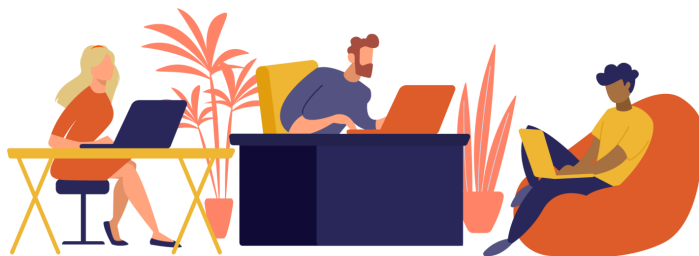
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# The Business Panel

Hosted by Laura Dowie  
Laura Walker & Chloe Fletcher  
Kate Hulley  
Jim Norris

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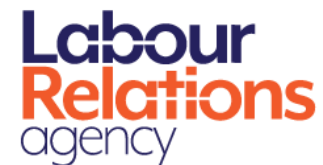
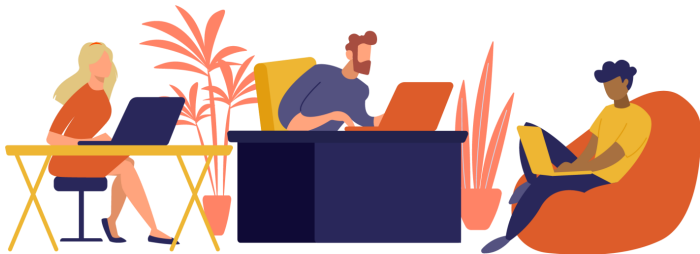


# Laura Walker & Chloe Fletcher

## Co-founders

### The Job Share Revolution

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# About us



Laura Walker



Chloe Fletcher

Finance Director  
Founder & CEO

Parents, Exec Coach,  
Cyclist and Runner

Charity Trustee  
and NED

**Deloitte.**



**ASDA**

Walmart 



BAREFOOT  
COACHING



**OCAY**  
OLDER CITIZENS  
ADVOCACY-YORK





# Free Range Finance

# Work Where It Works



# The Jobshare Revolution



## Jobshare

(verb)

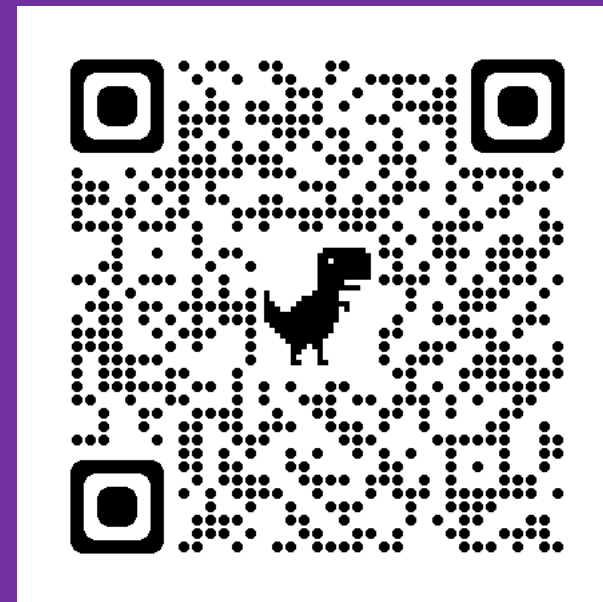
Two individuals sharing a role,  
deliverables and outputs.  
Individuals each work part-time  
and reward and benefits are  
pro-rated accordingly





[www.thejobsharerevolution.co.uk](http://www.thejobsharerevolution.co.uk)

[LinkedIn/thejobsharerevolution](https://www.linkedin.com/company/thejobsharerevolution)



Laura Walker

[laura.walker@thejobsharerevolution.co.uk](mailto:laura.walker@thejobsharerevolution.co.uk)



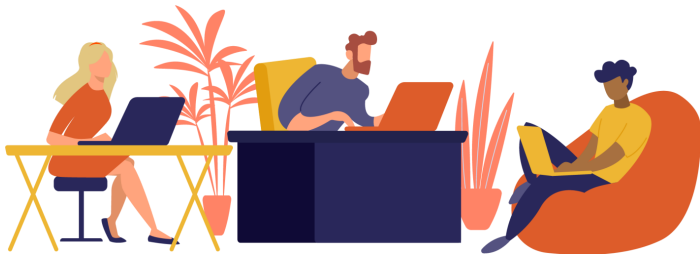
Chloe Fletcher

[chloe.fletcher@thejobsharerevolution.co.uk](mailto:chloe.fletcher@thejobsharerevolution.co.uk)

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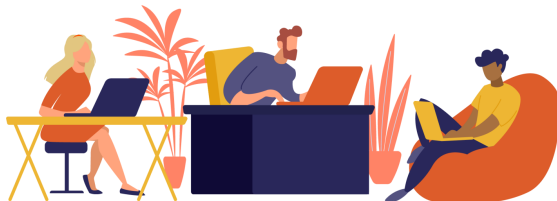
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# Workshops / Breakout

	Main Hall	Seminar Room (PINK badge)
<b>13:50 – 14.25</b>	Beyond 9-5: Navigating the benefits of Flexible Work Arrangements <b>Lesley Moreland &amp; Frances Denny, Exploristics</b>	Removing the Stigma of Part-Time Working  <b>Laura Dowie, Timely Careers</b>
5 mins cross over		
<b>14:30 – 15:10</b>	Managing Employee Expectations of Hybrid Working & WFH  <b>Ryan Calvert, MCS</b>	Managing Remote Teams: Strategies for Success in a Flexible Work Environment <b>Craig Thompson, Vibrant Talent</b>

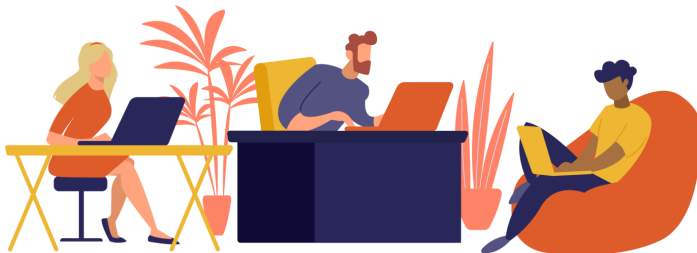
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# Networking & Lunch

Please move straight to your  
breakout on return

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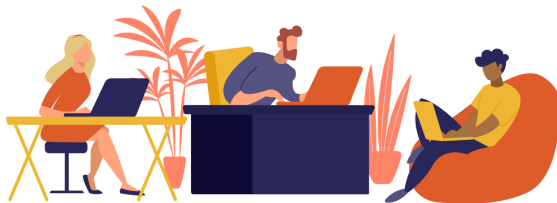




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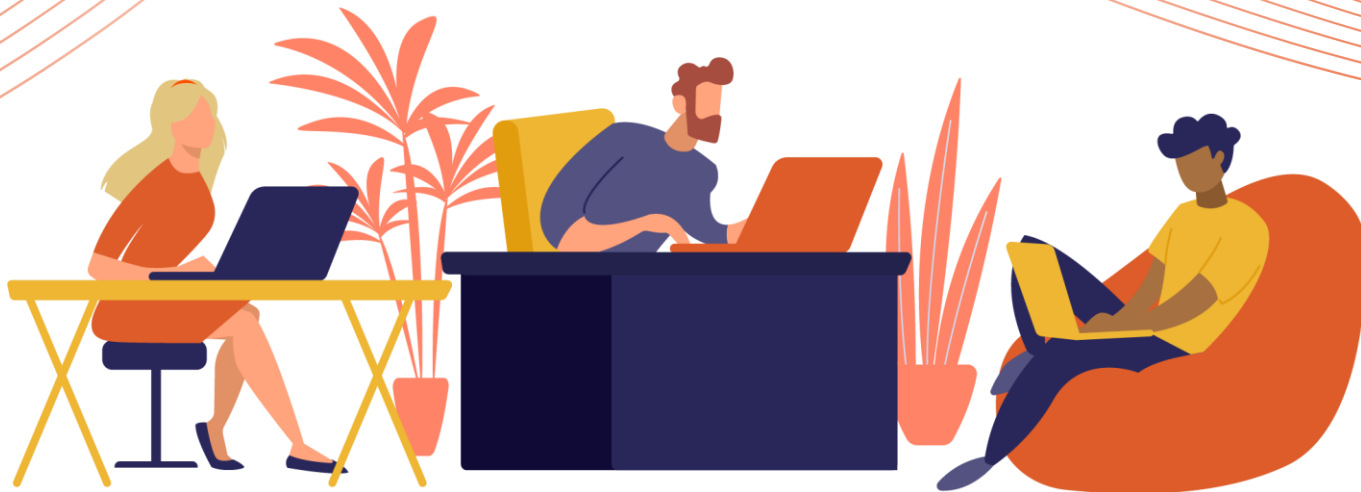


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# Managing Employee Expectations of Hybrid Working and WFH



# Intro to Ryan and MCS Group

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## **MCS Group - Your Specialist Recruitment Consultancy**

MCS Group is an international specialist recruitment consultancy established in 2008 and now operating across the UK, Ireland and east coast USA, with headquarters in Belfast, Northern Ireland.

Currently we employ 70 staff and we are actively recruiting due to our continued growth.

## **Ryan Calvert, Head of HR, Sales, Marketing & Legal - UK & Ireland**

Ryan heads up the HR, Sales, Marketing and Legal Recruitment Divisions, with extensive specialist recruitment experience, partnering with a range of organisations across UK & Ireland. His approach is highly personable and customer service driven, always building sustainable working relationships with both candidates and clients.





Today, I want everyone to discuss and record with your peers what you have done or will have to consider in future in order to meet the desire of many employees to work from home or maximise remote working opportunities.

# Current Remote Work Practices



How has your organisation adapted to remote or hybrid working, especially considering recent global events, such as lockdown and conflict around the work?

# Challenges and Solutions



What challenges has your organisation's faced in implementing or expanding remote work, and how have you addressed them?

# Performance Measurement and Accountability



What measures are in place to ensure accountability and maintain a high level of output in a remote work environment?



# Company Culture and Team Building



How has your organisation maintained or adapted its company culture in a remote work setting?

# Training and Development Opportunities



How does your organisation provide training and development opportunities for remote employees to enhance their skills and career growth?



Thank you!

Any further questions?



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Contact Ryan Calvert on [r.calvert@mcsgroup.jobs](mailto:r.calvert@mcsgroup.jobs) and make sure to follow MCS Group on LinkedIn

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# Workshops / Breakout

	Main Hall	Seminar Room (PINK badge)
<b>13:50 – 14.25</b>	Beyond 9-5: Navigating the benefits of Flexible Work Arrangements <b>Lesley Moreland &amp; Frances Denny, Exploristics</b>	Removing the Stigma of Part-Time Working  <b>Laura Dowie, Timely Careers</b>
5 mins cross over		
<b>14:30 – 15:10</b>	Managing Employee Expectations of Hybrid Working & WFH  <b>Ryan Calvert, MCS</b>	Managing Remote Teams: Strategies for Success in a Flexible Work Environment <b>Craig Thompson, Vibrant Talent</b>

# Flexible 20 Futures 24

LabourRelationsagency

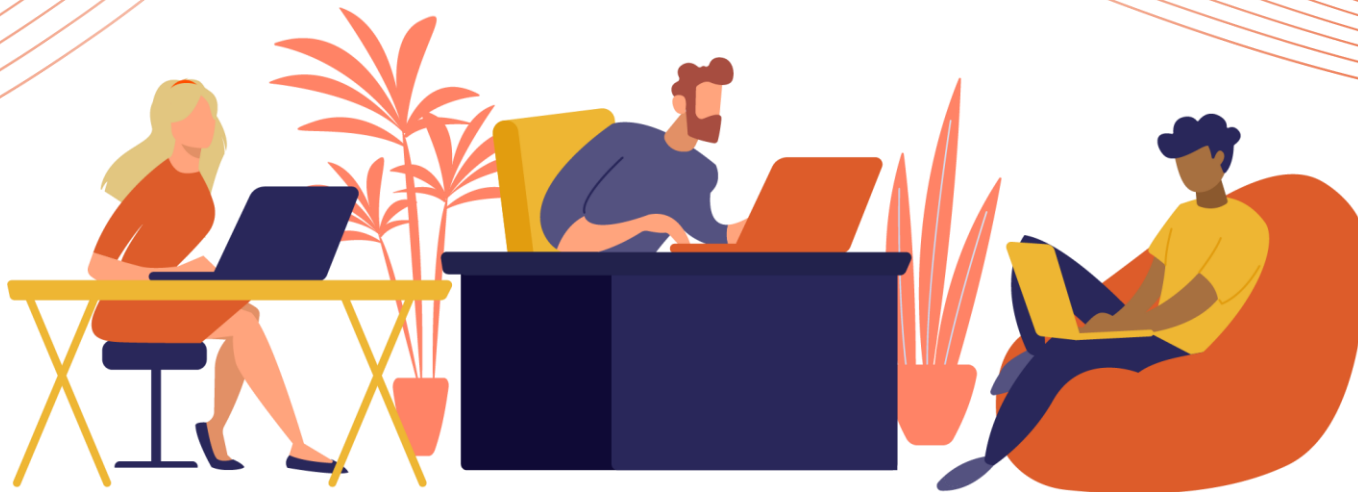


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**timely**  
careers

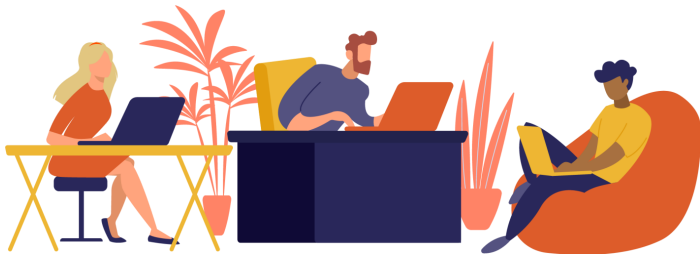
#FlexibleFutures24



# Welcome Back

## Wendy Austin

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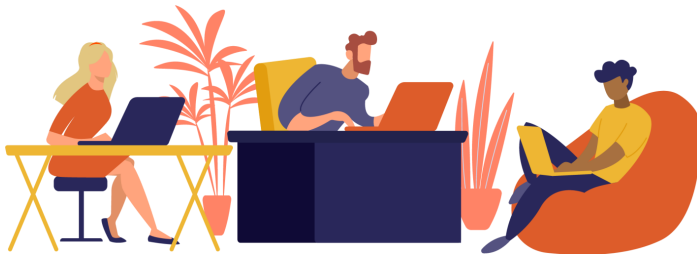
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# Productivity, People, Planet Trends Shaping the Future World of Work

**Nicola J Millard**  
**Enterprise CTIO, BT**

**Flexible** 20  
**Futures** 24





# Productivity, People, Planet

## Trends shaping the future of work

Dr Nicola J. Millard  
Principal Innovation Partner at BT  
nicola.millard@bt.com  
@DocNicola



# The immediate future of work is confusing!

## Companies' hard-line stance on returning to the office is backfiring

Employers are losing patience with remote work, but they're facing an uphill battle

Boots orders support staff back into office five days a week from September

Retail chain's boss declares office a 'much more fun and inspiring place' with everyone in attendance



The Guardian

## Nationwide rescinds 'work anywhere' policy and tells staff to come to office

Exclusive: building society overturns previous CEO's policy, with employees asked to come in for 40% of their contract from January

Forbes

LEADERSHIP • LEADERSHIP STRATEGY • EDITORS' PICK

## Elon Musk Is Now A Fan Of Remote Work

Dr. Gleb Tsipursky Former Contributor @

Lauded as "Office Whisperer" and "Hybrid Expert" by The New York Times



Dating app Grindr loses nearly half its staff after trying to force a return to office

By Rebecca Steinberg, CNN  
Updated on 11/14/2023 10:30am EST



The Guardian

## People who work from home all the time 'cut emissions by 54%' against those in office

Study in US shows one day a week of remote working cuts emissions by just 2% but two or four days lowers them by up to 29%

The Economist

Business | The WFH slowdown

## The fight over working from home goes global



## People who work at home record lowest sickness absence rates

by Adam McCulloch 14 Jan 2024

PERSONNEL TODAY



The future of work Employment

the guardian.org

Philippe Kelly

'Why would we employ people?' Experts on five ways AI will change work



The i + Follow

Civil servants ordered back to office as No 10 cracks down on home working

FORTUNE

4-day workweek trial threatened with funding cuts by U.K. lawmakers opposed 'regardless of what the data is saying,' local leader says

FINANCIAL TIMES

EY starts monitoring UK staff office attendance with turnstile data

CNN BUSINESS Markets Tech Media Calculators Videos

## 300 million jobs could be affected by latest wave of AI, says Goldman Sachs

By Michelle Ish, CNN

3 minutes read - Published 4:45 AM EDT, Wed March 23, 2023

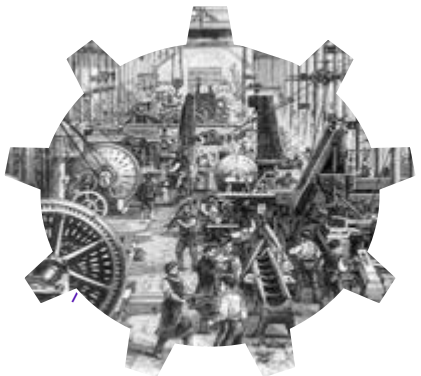




# The Perils of Prediction

“At the present rate of world progress there will be no long, back-breaking drudgery, and people will work no more than four hours a day”

American scientist Charles P. Steinmetz in 1921 predicting work in 2023

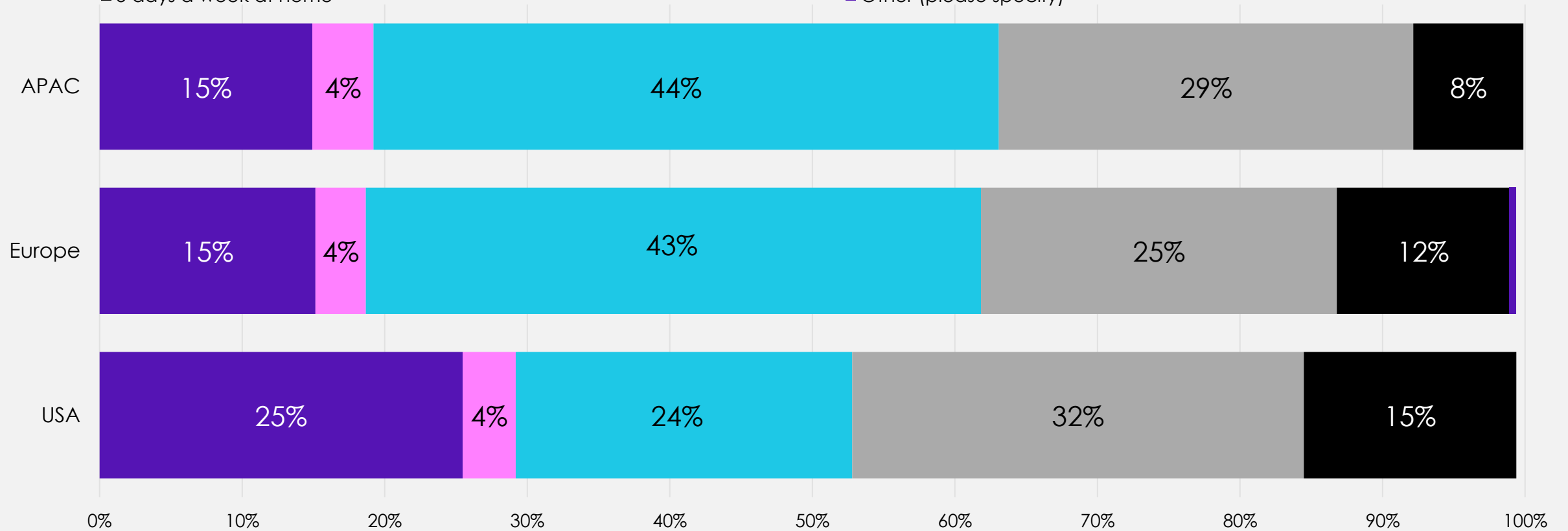


CHARLES P. STEINMETZ

# It's a hybrid world – 5 days a week from home/office in a minority for execs. But it varies by region

If you had the choice, how many days would you like to work at home each week?

- None - I'm based full time at the office or other site of my employer
- 1-2 days a week at home
- 5 days a week at home
- None - I'm a mobile worker
- 3-4 days a week at home
- Other (please specify)



Full-time office based

Full-time home based

• Source: BT/Cisco/Davis-Hickman Partners (2022) – 1500 Global business executives, large enterprises in 10 countries (Australia, China, France, Germany, Hong Kong, India, Netherlands, Singapore, UK, USA), July 22

• \*\* Cevat et al (2023) Working From Home Around the World, EconPol Policy Brief 53, [Working from Home Around the Globe: 2023 Report | Publications | CESifo](#)

# Productivity: what does the data tell us?

## Low WFH – 5 days office

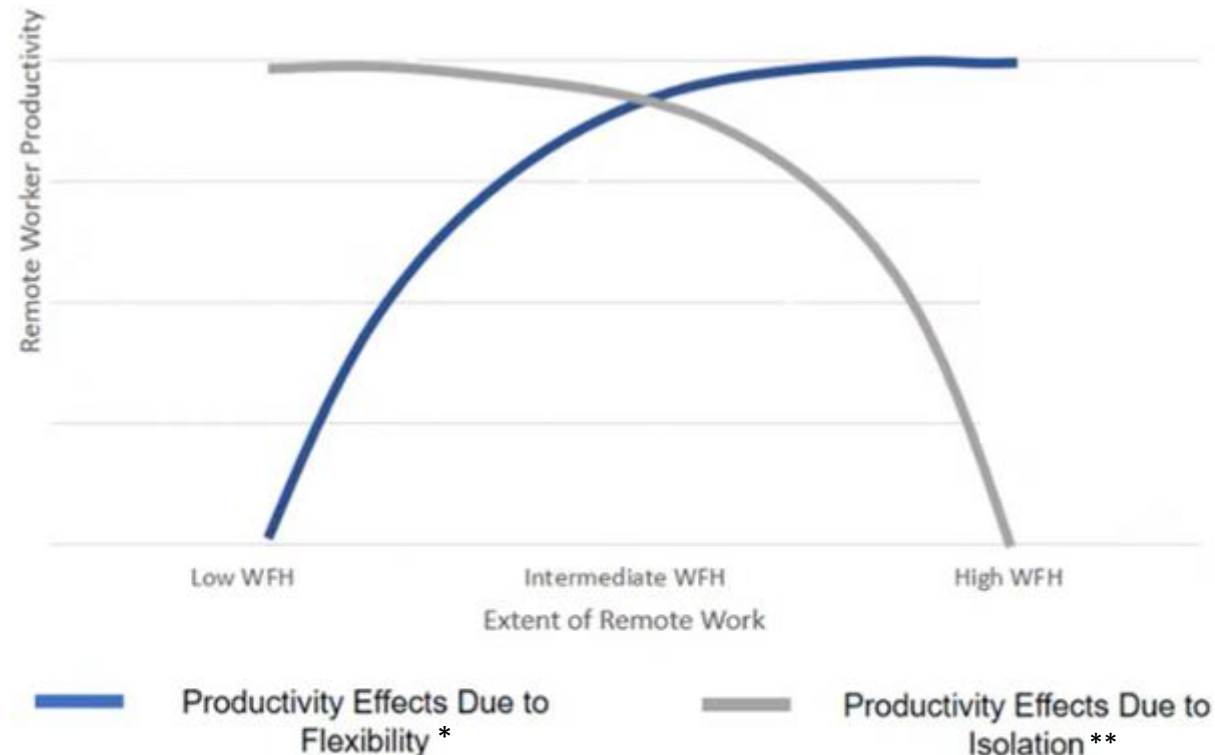
Value for commute

Worse tech in the office

Tends to penalise carers, ethnic minorities, & disabled

Ability to build stronger connections (the Allen Curve\*\*\*)

Encourages presenteeism



## High WFH – 5 days @ home

Savings on time and money

Increased autonomy – positive impact on stress

Ability to control environment

Penalises people with less home space/ bad connectivity

Increased isolation

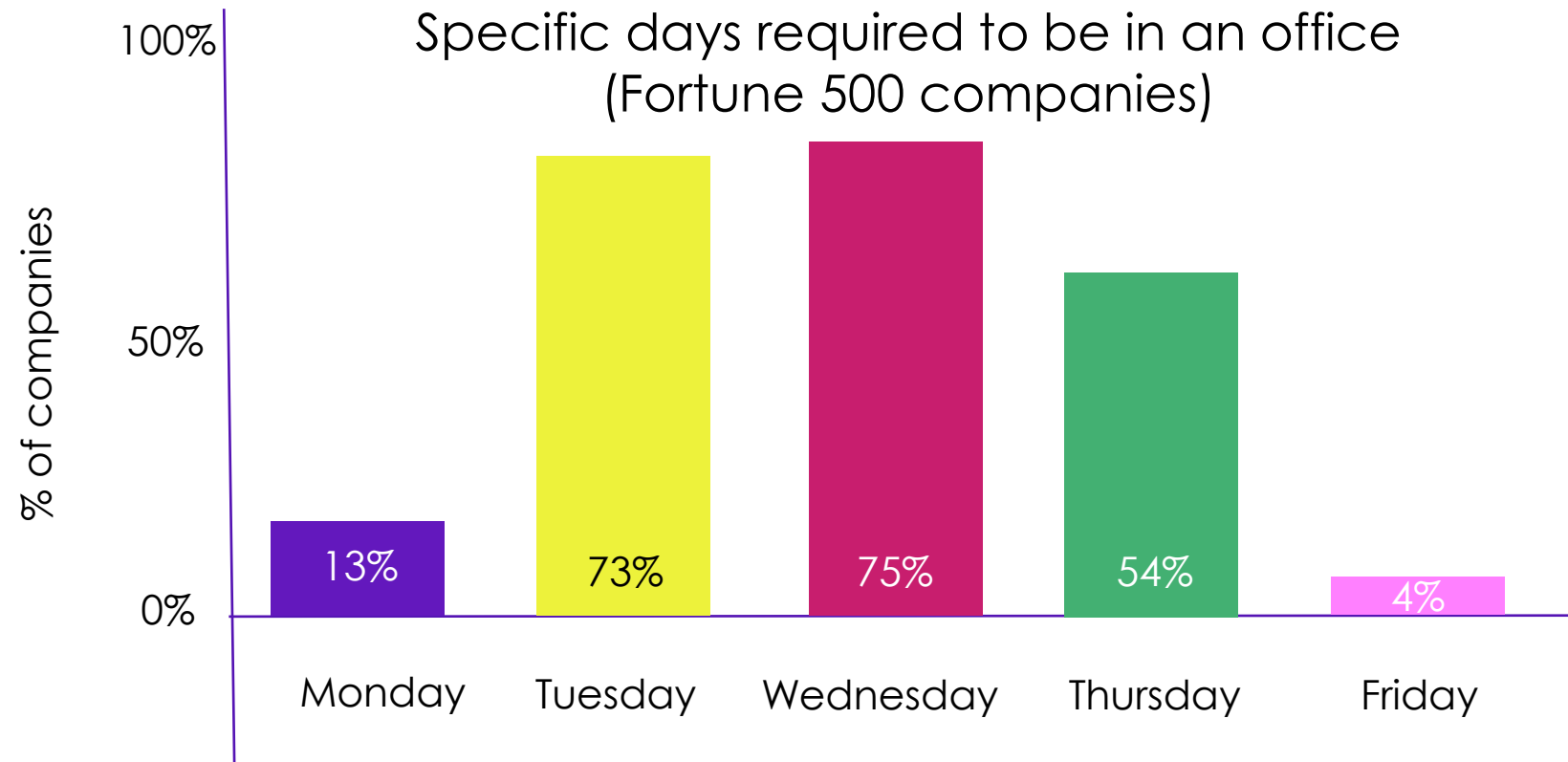
No work/home boundaries – longer hours

\* Bailey & Kurland (2002); Apgar(1998); Elsbach & Hargadon (2006); Gajendran & Harrison (2007); Bloom et al (2014)

\*\* Bartel et al (2012); Golden, Veiga & Dino (2008); Wiesenfeld, Raghuram & Garud (1999)

\*\*\* Allen & Henn (2007)

# Have you got that Friday feeling?



Source: Flex Index ([flex.scoopforwork.com](https://flex.scoopforwork.com)) via Professor Nick Bloom, Stanford University

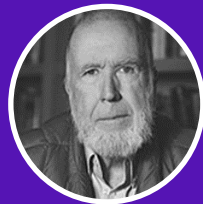


## People: the working week, wellbeing, boundaries and the problem of switching off\*

- **Techno-overload** (“too much”): information overload and multi-tasking.
- **Techno-uncertainty** (“too fast”): work and technology changes are too fast to keep up with.
- **Techno-complexity** (“too difficult”): people are finding their technology too complex and intimidating to use.
- **Techno-invasion** (“always-on”): Pressure to be constantly available. Beware the M&M&Ms.
- **Techno-insecurity** (“paranoia”): people feel insecure in their job.

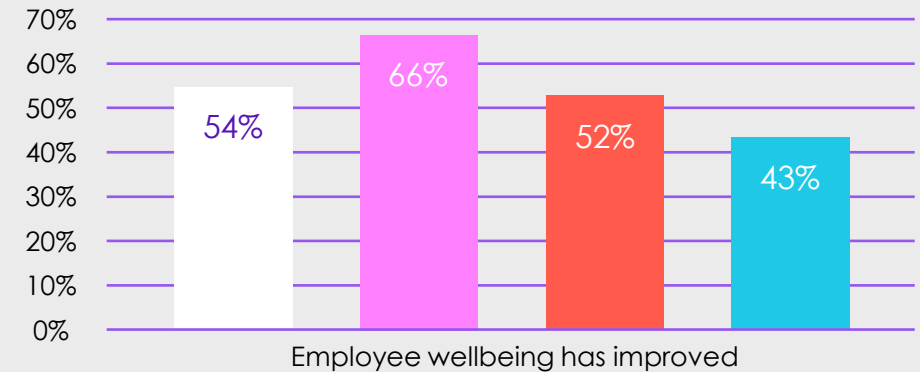
“The problem of the future will not be that we cannot connect – it will be that we cannot disconnect”

Kevin Kelly, Editor of Wired.



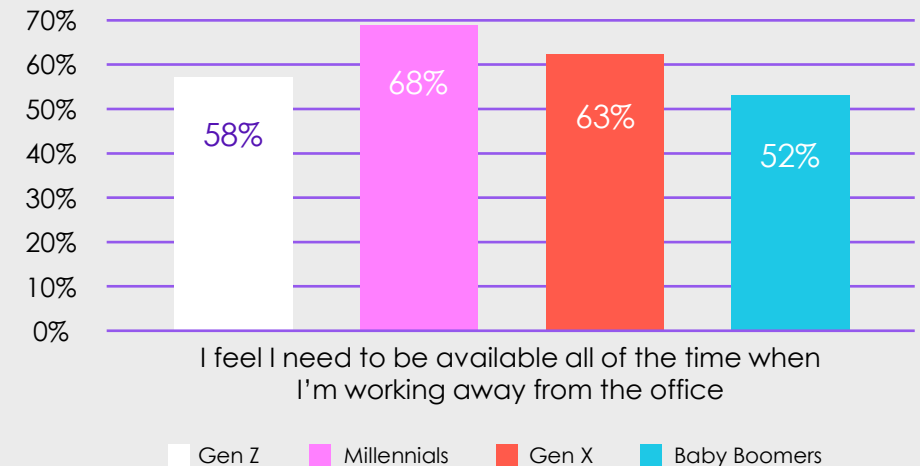
### Wellbeing improves for Millennials in particular\*

What has been the impact on colleagues using collaboration tools / apps when working from home?



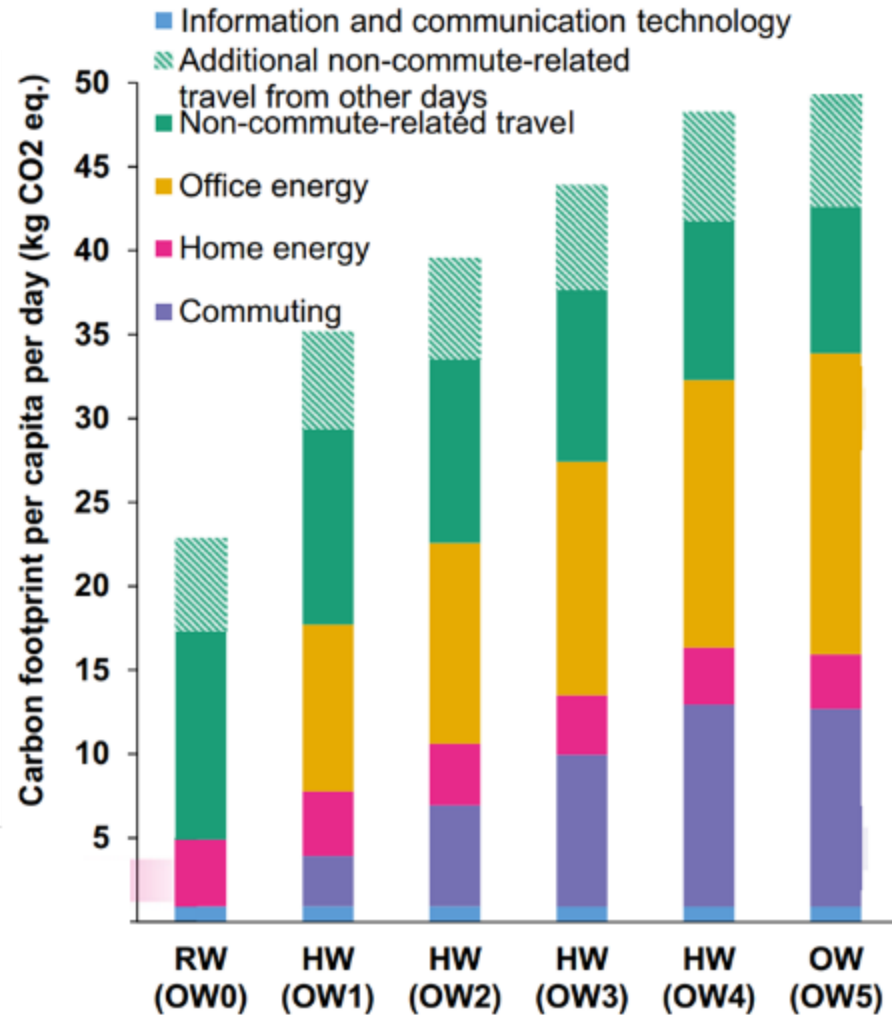
### Executives feel pressure to be available for work

What has been the impact on colleagues using collaboration tools / apps when working from home?



\* Source: Tarafdar, M. Tu, Q. Ragu-Nathan, T.S. & Ragu-Nathan, B.S. (2011), Technostress: Crossing Over to the Dark Side, Communications of the ACM, Vol. 54 No. 9, Pages 113-120; Beyond the Office, BT/Cisco/Davies/Hickman, November 2020

# Planet: what are the implications for carbon footprint?



- Employees in the US who worked from home 5 days a week reduced their carbon emissions by 54%, compared with workers in an office 5 days a week.
- 1 day of remote work a week reduced emissions by just 2%.
- Working remotely 2 or 4 days a week reduced emissions by up to 29% compared with 5 days a week office workers\*.

\*Tao et al (2023), Climate mitigation potentials of teleworking are sensitive to changes in lifestyle and workplace rather than ICT usage, PNAS Brief Report, <https://www.pnas.org/doi/epdf/10.1073/pnas.2304099120>

# The 6 business challenges facing workplace change

Organisations need to reconcile new employee expectations with legacy working practices

1\_

The workforce talent dilemma

**83%** say they will have to work hard to retain their best employees\*

**64%** of CEO's are expecting a full return to pre-pandemic working arrangements within 3 years\*\*

**82%** of US workers would turn down a job that didn't offer flexibility\*\*\*

2\_

The sustainability agenda

**82%** want to improve the sustainability of work sites\*

3\_

Office transformation

**3 in 4** likely to create new meeting spaces or consolidate offices\*

4\_

Culture vs. wellbeing

**69%** say the culture of organisations will be less strong as more employees work at home\*

5\_

Collaboration ease

**95%** feel their organisation could improve the way it collaborates either internally or externally\*

6\_

Building data security

**86%** of IT Execs say data security has become a more important priority in the last 2 years\*

• Source: BT/Cisco/Davis-Hickman Partners (2022) – 1500 Global business executives, large enterprises, July 22

\*\* KPMG 2023 Global CEO outlook (<https://kpmg.com/xx/en/home/insights/2023/09/kpmg-global-ceo-outlook-survey.html#talent>)

\*\*\* OWL Labs State of Hybrid Work 2023 (<https://owllabs.com/state-of-hybrid-work/2023>)



# Productivity: we don't talk about meetings

## video growth, chat culture and the synchronicity challenge



How often do you have a video call for work purposes?\*

■ At least five a day    
 ■ At least once a day    
 ■ Once every 2 to 3 days  
■ Once a week    
 ■ Once a month    
 ■ Don't use video calls



**72%** Execs agree video calls are great, I can't imagine a work world without them  
(65%, 2020)

**66%** Execs say video calls ensure people don't do other work when on a conference call  
(58%, 2020)

**76%** agree their colleagues...are beginning to use IM or chat more than e-mail for work purposes  
(68%, 2020)

\* Source: BT/Cisco/Davis-Hickman Partners (2022) – 1500 Global business executives, large enterprises in 10 countries (Australia, China, France, Germany, Hong Kong, India, Netherlands, Singapore, UK, USA), July 22



Copyright: British Telecommunications PLC, 2024

# Place: has work left the building?



Energy

Focus

Co-ordination

Collaboration

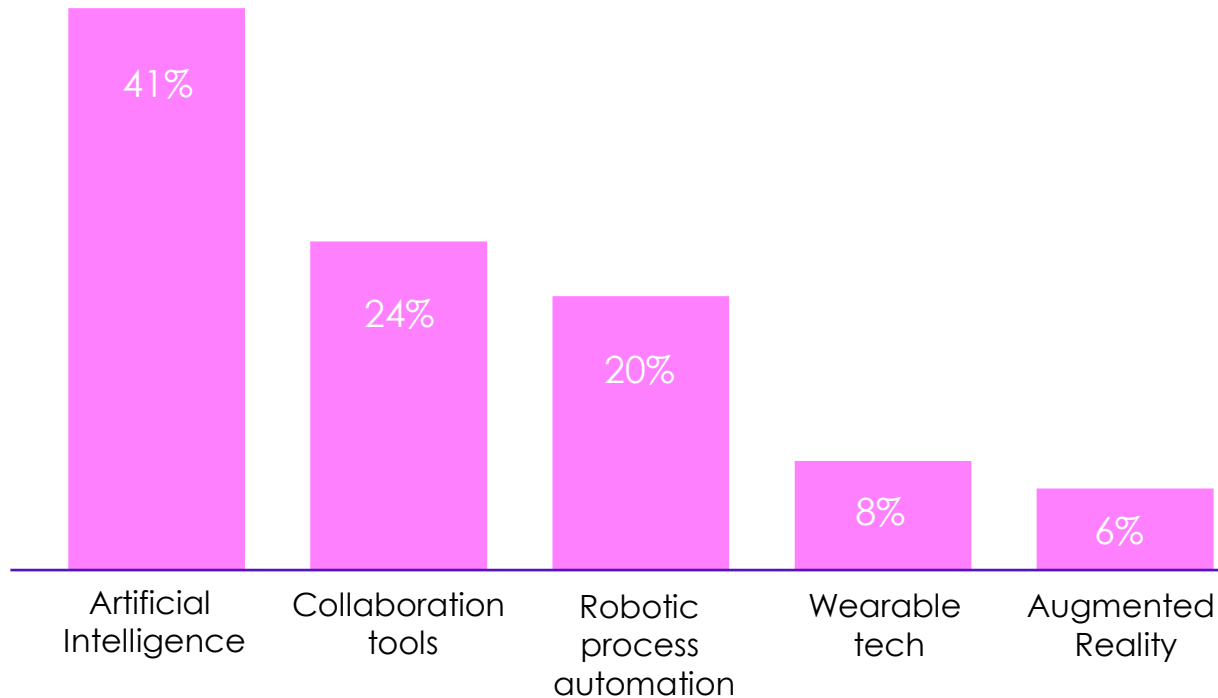
Community



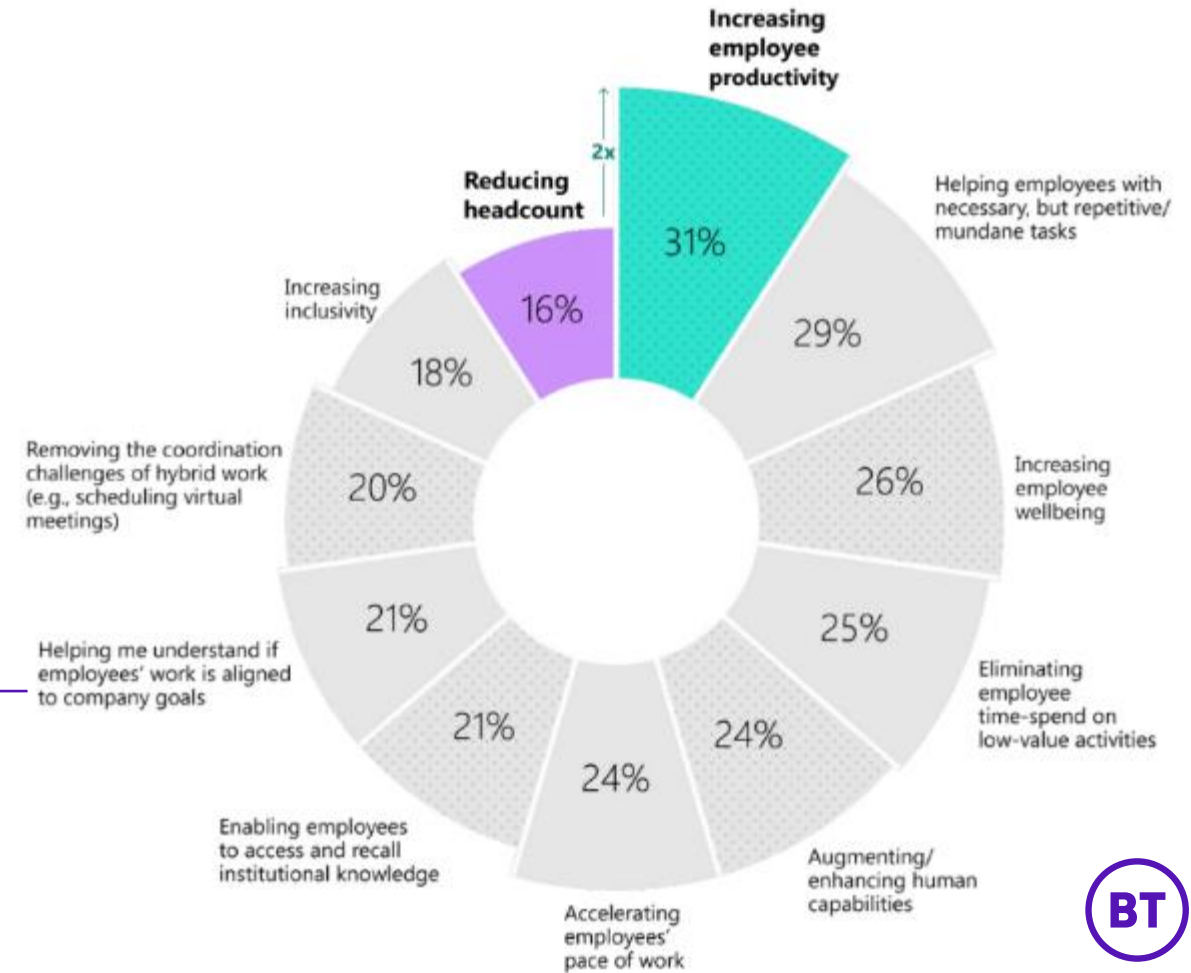
# What's next: the rise of AI and automation



Which technologies will change the workplace in the future?\*



If the growth of AI in the workplace could lead to the following benefits, which would add the most value to your workplace? \*\*



Sources: \*COVID-19 Cross-Sector Impact, GlobalData, March 2021;

\*\* Will AI Fix Work, Microsoft Work Trend Index Annual Report, 2023

# AI & productivity

NI How is AI likely to revolutionise the ways we work in the future?



Artificial Intelligence (AI) is already starting to change the ways that we work, and is likely to have an even greater impact on the workplace in the future. Here are some ways in which AI is likely to change the ways that we work:

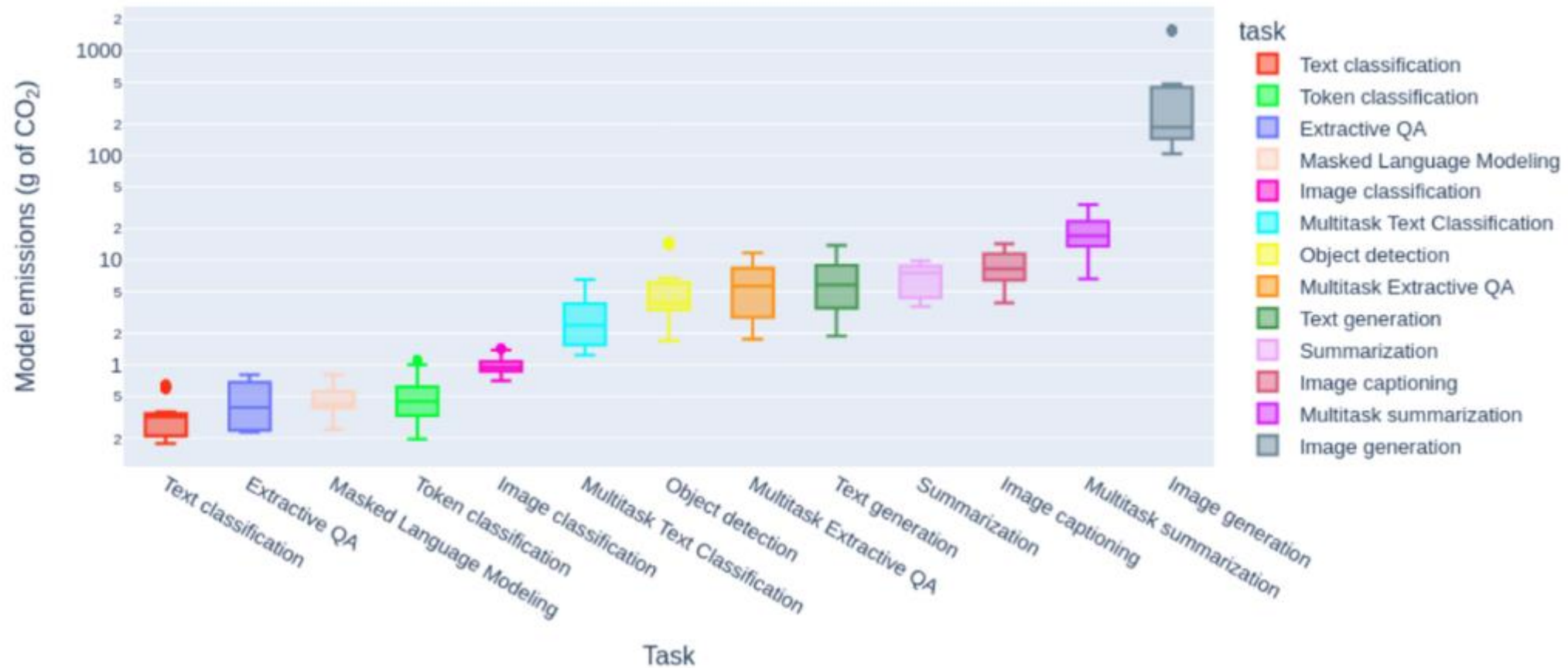
- 1. Automation of routine tasks:** AI is likely to automate many routine and repetitive tasks, freeing up workers to focus on more complex and creative tasks. This could include automating administrative tasks, data entry, and customer service.
- 2. Personalized learning and development:** AI can be used to provide personalized learning and development opportunities for workers. This could include recommending training courses based on an individual's skills and interests, or providing customized feedback on performance.
- 3. Collaboration with robots and intelligent machines:** In some industries, workers are already collaborating with robots and intelligent machines. In the future, this is likely to become more common, with workers and machines working together to achieve common goals.
- 4. Data analysis and decision-making:** AI can be used to analyse vast amounts of data, providing insights and recommendations that would be difficult or impossible to identify through manual analysis. This could help workers to make better decisions and improve business outcomes.
- 5. New job opportunities:** While AI is likely to automate some jobs, it is also likely to create new job opportunities, particularly in areas such as data analysis, machine learning, and AI development.

Overall, AI is likely to change the ways that we work in significant ways, creating new opportunities and transforming the nature of work. However, it is also likely to raise new challenges, such as ensuring that workers have the skills needed to thrive in an AI-enabled workplace, and addressing ethical and privacy concerns associated with the use of AI in the workplace.

“ChatGPT is very good for coming up with new things that don't follow a predefined script. It's great for being creative... but you can never count on the answer”

Professor Ajay Agarwal, University of Toronto

# AI & the planet: the implications for carbon footprint



Luccioni, A.C. and Strubell, E. Jernite, Y. E., (2023), Power Hungry Processing: Watts Driving the Cost of AI Deployment? <https://arxiv.org/pdf/2311.16863.pdf>

# AI & people: it's not human vs. machine...

...it's human + machine  
(symbiotic AI)

“Computers are incredibly fast, accurate and stupid; humans are incredibly slow, inaccurate and brilliant. Together they are powerful beyond imagination”

**Albert Einstein (allegedly)**





**Dr Nicola J. Millard**

Principal Innovation Partner at  
BT

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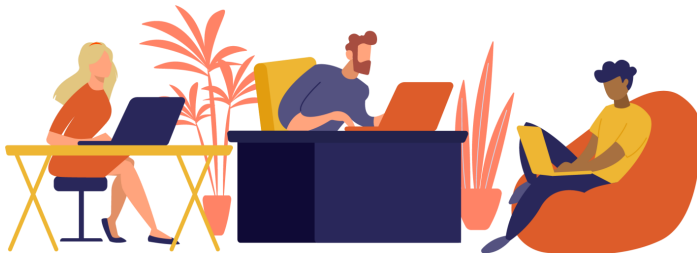
[@docnicola@mastodon.ie](#)



# What Next?

**Don Leeson**  
**Chief Executive, LRA**

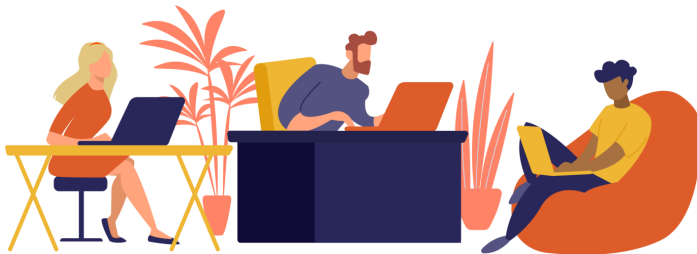
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# Thank you for coming

## Please complete the Survey live on Slido

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