



New demands on employers when the fight for talent intensifies

– a report about the needs and motivational factors of employees in the new work life

What makes talent thrive or want to switch employers? What creates motivation at work and what is the risk of a wave of resignation among employees in Sweden? This report is based on the third part of a quarterly survey on the attitudes of Swedish white-collar workers towards work life, conducted by Novus on behalf of Sodexo, as well as a supplementary survey conducted among managers on the employer's perspective.

Authors:
Johanna Langer, Head of Marketing, Sodexo
Henrik Järleskog, Head of Strategy Continental Europe, Sodexo

June 9, 2022

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Executive summary

In the spring of 2022, hybrid work is still widespread among both employees and managers. Less than a quarter of Swedish employees and managers will work full-time from a physical workplace. The proportion of organizations that have decided on the scope of remote work since our last survey has increased (October 2021).

- The biggest challenges and disadvantages of working remotely according to Swedish employees and managers are the social interactions. The social exchange between colleagues and with managers, is what most people believe suffers when working remotely and is the biggest benefit of working from a shared workplace. The social interactions and physical meetings between colleagues and with managers becomes more important, but the solution is not to force employees back into the office full-time.
- The job market is now in constant motion and in the spring of 2022, one in three employees is considering changing jobs. A wave of resignations, or the "The Great Resignation" as it is called, will soon be a reality in Sweden as well as the US if employers do not act soon. Furthermore, companies that demand 100 percent workplace attendance also risk losing one in three employees who would consider switching employers. This means that about one in ten would resign.
- Flexibility and other soft values are highly sought after and to win the war for talent, employers must adapt to the demands and needs of the talent. The main reasons why employees want to change jobs are: to increase their salaries, due to a lack of motivation and interesting work tasks, or because they are unhappy with the leadership. Our interviews with experts highlight that questions about the company's values, purpose and policies for remote work have become increasingly common in job interviews.
- In the new work life, the role of the physical workplace is primarily to promote social interaction. The office can be seen as a meeting place for employees and for physical meetings, social interactions and joint activities. This is compared to satellite offices in the form of home offices, hub offices and co-working places that should be seen as alternative workplaces for focused work. The activities of the common workplace should therefore be managed according to the social needs of both managers and employees.
- Motivation is one of the most important keys to keeping and attracting talent. How motivation is created is highly individual. But other than external factors such as a higher salary, it is satisfactory and interesting work tasks together with workplace learning and development that motivates most employees.
- Sodexo presents four recommendations to employers to win the war for talent and become resilient in the new work life:
 1. Offer solutions for autonomy and flexibility
 2. Facilitate social exchange - let the office become a mothership for employees
 3. Create space for competence sharing and inspiration for employees
 4. Work with adaptable solutions, both for the physical workplace but also for other types of contracts.

Current situation – dissolution of the structures and norms of work life in the wake of the pandemic

Introduction

In several reports, Sodexo has investigated issues related to changes in work life and people's associated preferences. In autumn of 2020, 700 HR managers responded to a survey conducted by Kantar Sifo, on behalf of Sodexo, highlighting that an average of 16 percent of their employees would continue to work either fully or partially remotely after the pandemic. Around 30 percent of HR managers stated that their employees have the opportunity to work fully or partially remotely. Now we are (more or less) on the other side of the pandemic and the prophecy seems to have come to fruition. In Sodexo's Novus survey from August 2021, almost half of the surveyed white-collar workers who worked remotely during the pandemic stated that they were not pleased with the idea of having to return to the workplace full-time. When a similar survey was carried out in October of the same year, it showed that more than half of those same individuals planned to work from home at least one day a week even after restrictions had been lifted. Companies are now facing new decision-making issues as the past two years of remote working have highlighted both challenges and opportunities. A need for new business development strategies, including flexibility in work life, has been created.

A hybrid model, with a number of working days in the office and a number in any optional location, has become more common in many workplaces. Hybrid work can be the best of both worlds with many positive aspects and new opportunities. One of the benefits of a more flexible work life is time saved. In the October survey, nearly half of the respondents stated that they saved more than an hour a day not having to travel to the office. But hybrid work poses its own challenges, such as leadership problems, balance between individuals and the team, optimization of premises, services available in the office, exclusion of employees or maintaining corporate culture.

In this report, in addition to measuring the prevalence of remote working, we have chosen to delve into what creates well-being and motivation among employees, the inclination and motives of respondents to change jobs, as well as gaps between the respective views of managers and employees on the new work life concept.

Together with Novus, Sodexo has conducted two separate surveys, one of which was aimed at managers and employers, while the other was conducted among employees. Both include a randomized selection and a mix of industries and professions.

The report includes an interview with Christoffer Schönback, Senior Facility Manager for the Nordic region and EMEA at the world's largest med-tech, pharmaceutical and health company, Johnson & Johnson. An interview has also been conducted with head-hunter Monica Lagercrantz, to capture a top recruiter's perspective on the changes to work life.

Finally, recommendations for attracting and retaining talent are presented to employers, based on analyses and insights from the surveys and interviews. Additionally, we present Sodexo's approach toward the new, more flexible work life concept, as well as solutions and services that can facilitate and improve the work situation for both employees and employers.

Movements in the labor market and the importance of motivated employees

There has been a visible shift in power between employers and employees, to the benefit of the employee. In the USA, there is talk of The Great Resignation, pointing to an increased trend in resignations, where several million employees within recent months have left their jobs on their own initiative. The main reason for desiring a change in employment is that they do not feel sufficiently engaged in their work. This is according to a comprehensive [public opinion poll](#) conducted among US employees. According to the analysis from the same public opinion poll, a salary increase of at least 20 percent is required to attract a committed employee to a new job, while a marginal increase is sufficient for someone who is completely or partly uncommitted. It is therefore possible to put a price tag on commitment.

What makes people feel committed to and motivated in their job is crucial for retaining and attracting talent. **Daniel Pink's** theories about motivation, presented in the book *Drive — The Surprising Truth About What Motivates Us* (2009), are worth considering within the new context of work life brought about by the pandemic. The three pillars of motivation highlighted by Pink are autonomy, mastery and purpose. He distinguishes between intrinsic motivation and extrinsic motivation. Intrinsic motivation is linked to job satisfaction and gratification, the desire to develop and feeling ownership over the work. Extrinsic motivation, on the other hand, relates to external incentives influenced by someone else, such as rewards and reprimands.

Managers' and employees' attitudes towards work life – spring 2022

The hybrid model is still widespread and more accepted among managers

Sodexo recognized the paradigm shift brought on by the pandemic early on with the forced move from the shared workplace to the home office, and the obvious permanent changes to norms as a result. We are now approaching consensus on understanding the change as lasting, and that a return to the pre-pandemic work life seems unlikely. When asked in March, almost seven out of ten employees and just over eight out of ten managers at Novus, had worked remotely during the pandemic. Managers have, to a greater extent than employees, experienced a worse work life during the pandemic, while employees have experienced a better work life.

For many employees, as well as for many managers, remote work will continue. Only one in four employees say that a decision has

Nearly seven out of ten employees and a little over eight out of ten managers Novus asked in March had worked remotely during the pandemic

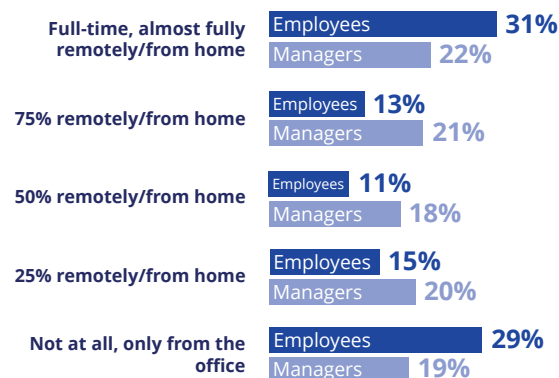


Figure 1: Answer to the question "Approximately how much have you worked from home/remotely during the Corona pandemic?". BASE: Employees (n=1011) Managers (n=300).

been made about returning to working in the office full-time, whereas only one in six managers state the same.

Almost a quarter of employees and the same number of managers state that it is up to the immediate supervisor to make decisions on remote working. One in seven employees believes that this is entirely up to each individual to decide, an answer only given by one in fifteen of managers.

When asked where they prefer employees to work, almost seven out of ten managers prefer employees to mainly work out of the shared workplace, and just over one tenth prefer employees to only work out of the workplace. Just over one in ten managers state that location does not matter.

After the recommendations that those who can should work from home were lifted, the decision on where employees should work from has been left up to the employer. Before the end of 2021, two out of ten employers stated that they had not yet made a decision regarding teleworking. More decisions have been made during the spring, as only one in ten now state that the workplace has not yet imposed any rules of conduct regarding the issue.

In March, only one in ten employees stated that the workplace did not yet have any rules of conduct about where the work is to be performed

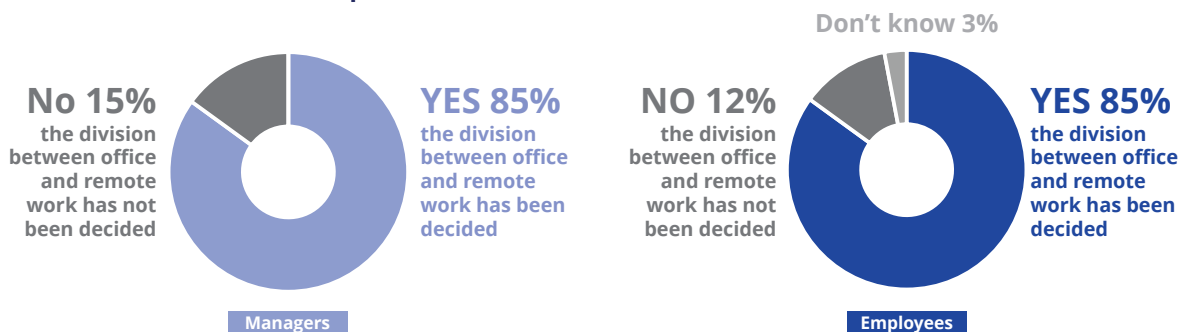


Figure 3: Answer to the question "Has your organization decided on the division between office work and remote work/working from home going forward?". BASE: Employees (n=1006) Managers (n=300).

One out of three employees and one out of five managers think that work life has been better during the pandemic



Figure 2: Answer to the question "Do you think that work life has been better or worse during the corona pandemic?". BASE: Employees (n=1011). Managers (n=300).

Advantages and disadvantages of working remotely and at a shared workplace

For employees, the top three advantages of teleworking are increased free time and more time for other things, less experienced stress and improved focus. One in three employees stated that they would consider resigning, and just over one in ten stated they would definitely do so, if the employer required 100 percent attendance at the workplace. The biggest disadvantages employees face when working remotely is the lack of social exchange with colleagues and managers. Just over seven out of ten managers also stated that "social exchange with employees" is the greatest challenge posed by remote work, both for themselves and for their employees.

The social aspect also emerges with regard to the greatest benefits of working full-time from a shared workplace. Nearly three out of four employees cite “social exchange” as the main benefit of working full-time from the workplace, followed by “easier to cooperate”. The same two responses are at the top for managers as well.

More leisure time, spare time and less stress are the main advantages for employees when working remotely/ hybrid

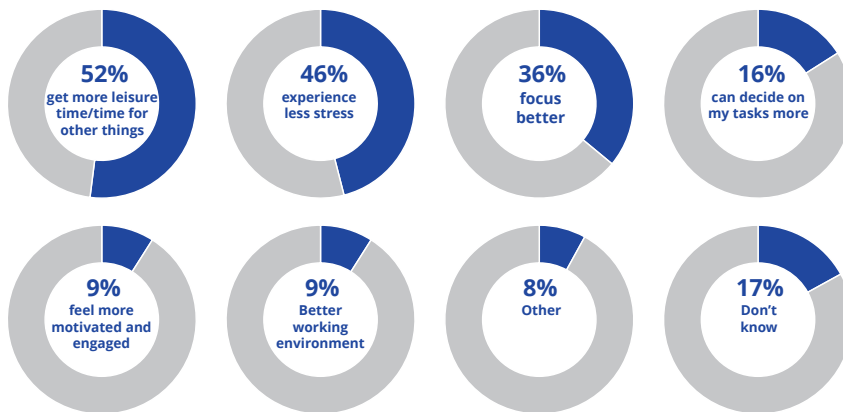


Figure 4: Answer to the question “What do you think are the main advantages of remote/hybrid work?” Three answers possible. BASE: Employees (n=1011).

The social aspect is the most important thing about a shared workplace

In previous employee surveys, we have examined what is considered to be the most important function of a shared workplace. The main benefits included “a social space for planned and unplanned meetings” and “an environment that promotes collaboration”. Our latest surveys, conducted within the first quarter, clearly show the importance of the social aspects of work. When asked which factors are most important for people’s well-being in the workplace, “good colleagues” is of high importance for both managers and employees.

Both employees and managers believe that the social exchange is the main advantage of working 100 percent at the workplace.

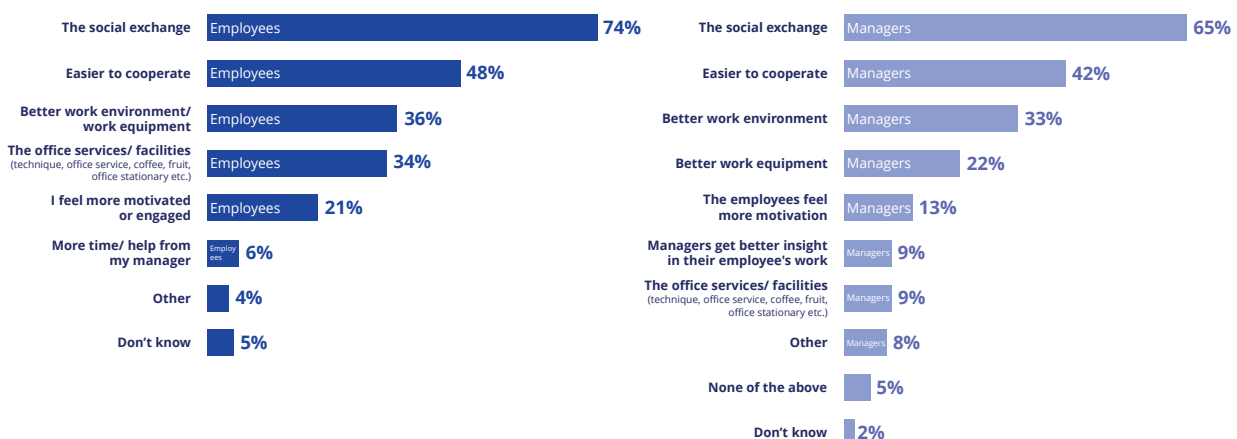


Figure 5, question to employees: “What do you think are the main advantages of working full time at the office?”. Three answers possible. BASE: Employees (n=1011).

Figure 6, question to managers: “What do you think are the main advantages of for your employees when they are working full time at the office?”. Three answers possible. BASE: Managers (n=300).

Leadership and the working environment are still remote challenges

According to managers, another challenge with remote work is the resulting difficulty in leading or helping employees. For both managers and employees, a “worse physical working environment” is stated as the second most challenging aspect or disadvantage of remote working. In order for remote and hybrid work to be more functional, most managers believe that they need to be better at managing from a distance, communicating with employees and being aware of employee well-being. At the same time, one third of employees say that the biggest disadvantage of working full-time from the office is that they find it more difficult to focus, and the same number say that they focus better when working remotely.

The social exchange is the managers’ main challenge when their employees work remotely.

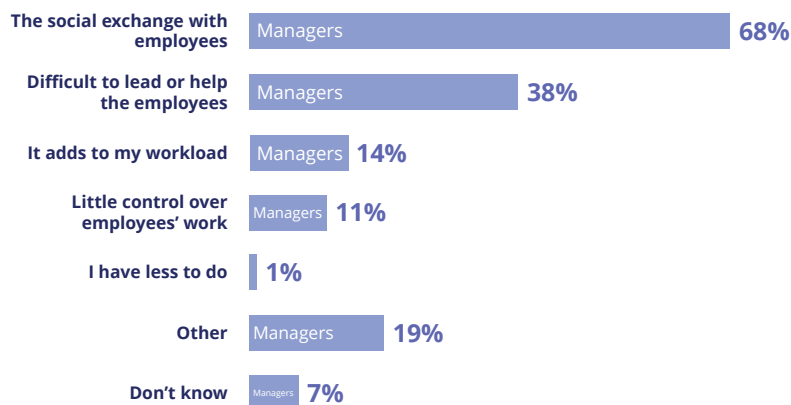


Figure 7: Answer to the question “What are the main challenges for you as a manager/the managers in your organization when employees work remotely?”. Three answers possible. BASE: Managers (n=300).

Nearly half of the managers believe that the way to lead or help the employees needs to be developed to make remote-and hybrid work function better.

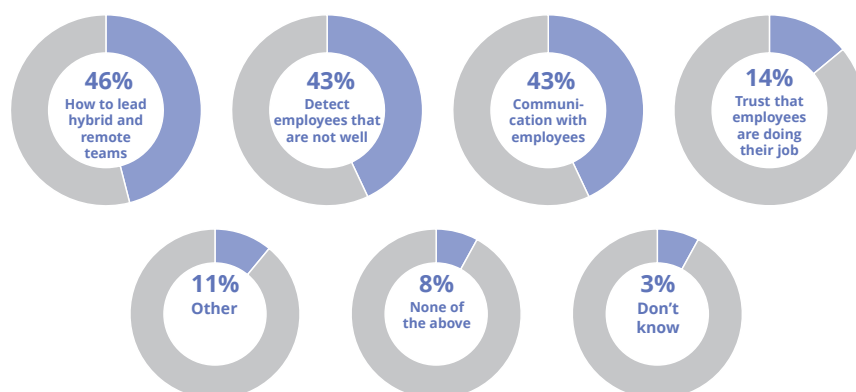


Figure 8: Answer to the question “What do you think that you/managers in your organization need to develop to improve remote/hybrid work?”. Three answers possible. BASE: Managers (n=300).



If the employer were to require 100 percent physical attendance, half would stay, while three out of ten would consider applying for a new job.

Things are moving in the labor market – a third are considering changing jobs

In addition to the impact of hybrid work, the new work life includes other tendencies and movements. We asked the employees if they are considering changing jobs and almost one in three answered yes. The top three most common reasons were higher salary, a lack of motivation or sufficiently interesting work tasks, and poor leadership or managers.

Nearly one out of three employees are considering to change job.

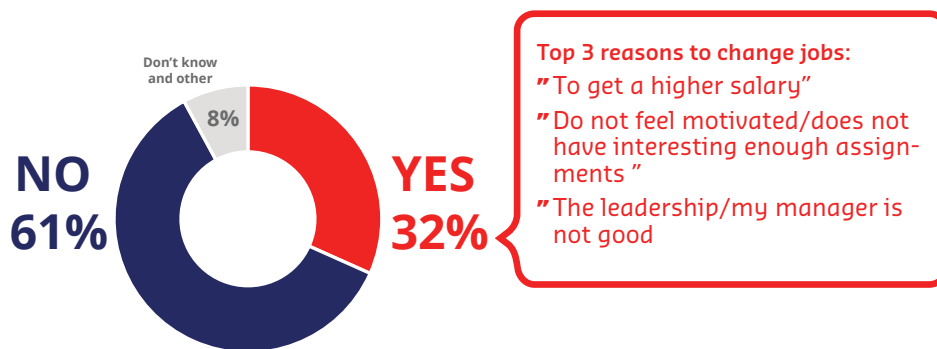


Figure 9: Answer to the question “Are you considering changing jobs?”. Multiple answers possible. BASE: Employees (n=1011).

The main factors that would encourage employees to choose another employer were also higher pay and better benefits, more motivating and interesting work tasks, as well as increased opportunity to do something they are passionate about. But flexibility is also highlighted as an important factor – almost four out of ten employees indicate greater flexibility to decide where and when they work as the main factor in why they would change jobs.

For employees, satisfactory and developing work assignments are the most important thing for long-term well-being at a workplace. For managers, good colleagues rank highest

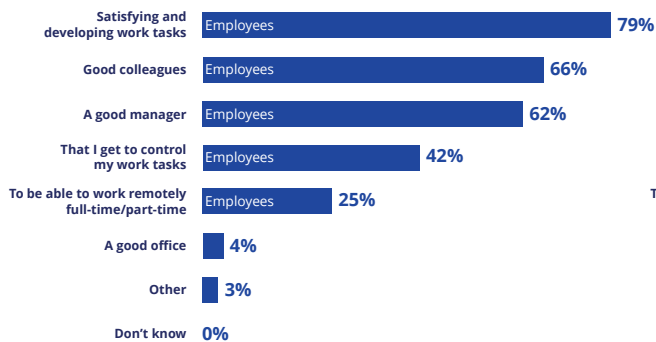


Figure 10, question to employees: “What factors do you think are the most important for you to feel comfortable at your workplace long-term?”. Three answers possible. BASE: Employees (n=1011).



Figure 11, question to managers: “What factors do you think are the most important for the employees to feel comfortable at the workplace long-term?”. Three answers possible. BASE: Managers (n=300).

Satisfying and stimulating work tasks and colleagues are of utmost importance for motivation and well-being

Interesting work tasks are an important factor in what makes employees motivated and happy at work and is thus also a parameter in retaining talent. As many as one in four employees state the ability to work remotely, either fully or partially, as the most important factor for job satisfaction with their current employer.

The top three answers to the question of what would entice greater motivation in one's work included higher salary and better benefits, opportunities for increased development and workplace learning, and better leadership. Of those who responded "a higher salary and better benefits", there is a significant difference when compared with the total among those with a monthly income of less than SEK 30,000 per month. Among those respondents who stated they are considering changing jobs, significantly more say they would be more motivated by better leadership.

Half of the employees would be more motivated by personal development and learning more at work



Figure 12: Answer to the question "Which of the following would make you more motivated in your work?". Three answers possible. BASE: Employees (n=1011).

On the edge of "The Great Resignation" – a shift in power from employer to employee

The perception that the labor market, now more than ever before, belongs to the employees and that there is fierce competition for talent, is confirmed in our study. In the survey, one in three respondents said they were considering changing jobs, and about the same number would consider leaving if the employer introduced full-time work in the office.

Monica Lagercrantz, headhunter and CEO of the recruitment agency Lagercrantz Associates and founder of SaaS's Board-Clic startup, highlights two important factors behind why the labor market currently looks the way it does.



Monica Lagercrantz

"I think there are two things that primarily form the basis for the increased movement in the labor market and the uptick in resignations. On one hand, there are post-covid effects. Many

have re-evaluated the role of work within their lives, how much time is spent on work and leisure respectively, and how work fits into how they want to live their lives. The improved quality and accessibility of tools and services for remote work during the pandemic is one influencing factor. Another one is that there are now so many more exciting, new jobs largely due to the ongoing technology shift and digitalization, which have also created many new roles and tasks," says Monica Lagercrantz.

The fight for talent becomes tougher as the number of interesting jobs in the labor market increases and the level of competition among employers for qualified individuals grows. The results of this spring's surveys and the interview with Monica Lagercrantz show that it is important for employers to meet the demands made by individuals in order to attract employees.

"Individuals are the most important resource an employer has for achieving results. If employees have more options in the market, the decision to leave the workplace is not so farfetched, they can choose to quit. The employer can therefore not demand the same things or make the same demands as in the past, without taking into account the individual's requirements," says Monica Lagercrantz.

Leadership is one of the most important things for employees – the manager's function has changed

Resigning due to poor leadership, seeking better leadership when hunting for a new job, and placing high value on having a good manager as a means of job satisfaction emphasizes the importance of leadership in attracting and retaining talent. According to managers themselves, leadership is also one of the biggest challenges of remote working. Maintaining communication with employees and being able to detect those who are not doing well are other challenges posed by working from home highlighted by managers. Most managers state that they prefer employees to mainly work from a shared workplace.

Simultaneously, many employees prefer to work at least partially remotely, with almost four out of ten saying that they experience less stress and a better focus as a result. Most individuals in managerial positions responded that what managers in their organizations now need to develop is how to lead teams, whether remotely or in hybrid form. Thus, we conclude that remote leadership skills among managers need improvement, and that meeting and spending time with one's manager is more important to the employee than the meeting's location. According to Monica Lagercrantz, the managerial role has changed since the pandemic and must continue to develop.

"Inspiration is important for attracting talent, and the role of the manager in this has changed. You are more of a coach who provides the conditions and inspiration for talent to develop and improve, helping individuals become more competent by inspiring them and providing the right tools to think for themselves, rather than just functioning as a controlling and determining body."

The values and purpose of work are becoming increasingly important for employees

The perception of employers and factors determining whether or not a workplace is attractive have become more value driven. A company's purpose and values have become increasingly important for employees, both in terms of how they value work in relation to the rest of their lives, as well as in regard to company values. During the development of

this report, Sodexo interviewed **Christoffer Schönbeck, Senior Facility Manager for the Nordic region and EMEA at Johnson & Johnson**. He believes that there has been a shift in priorities for job applicants and employees when applying for a role at a company.

"Values and the social and environmental responsibility we take as a company have increased in importance [for employees]. It is also mutual; we want employees who stand for what we stand for. That's why we clearly highlight our credo in our offer," says Christoffer Schönbeck.



Christoffer Schönbeck

A company's purpose and values are also what Monica Lagercrantz believes job seekers are increasingly interested in and are, therefore, the most important thing to highlight in order to attract employees.

"It is important for companies to highlight their purpose and values. Why does the company exist? Does the company represent what I believe in and want to stand for? Many young people, in fact most, are looking for value driven companies with a purpose that corresponds to their own values. Before, this was not as important to most people. Sustainability and responsibility are part of the values that many consider important and in certain industries, it is even viewed as a hygiene factor," says Monica Lagercrantz.

Motivation is driven by satisfying work tasks, self-development and inspiration

Our study clearly shows that soft values are high on employees' lists of what is important in their work. In addition to a higher salary and better benefits, more motivating and interesting work tasks are the most common factors in why employees consider changing employers. Satisfactory and interesting work tasks are also what most employees believe creates long-term job satisfaction. Half of employees believe that increased development and learning at work would make them more motivated. According to Daniel Pink's (2009) theories, motivation is based on people's desire to develop and devote themselves to things they find interesting. Employees who find work fun, satisfying and get to feel creative will be more motivated to work. It becomes clear that *Mastery*, as Pink calls it, i.e. professionalism – getting better and better at something – is also important within the new work life concept.

Monica Lagercrantz emphasizes development, inspiration and participation as key factors in the question of the best way for managers to create motivated and engaged employees.

"Be a leader who walks the walk. Give your employees development opportunities, so they can continue to learn and be inspired by others. Inspire them, and invite them to participate in the company, that is also important. Participation could be offering employees the opportunity to become part-owners, or other forms of participation such as allowing them to influence the company, their environment and their work tasks, so that they get to see that they are an important part of the business."

The new work life concept is flexible – but the social puzzle piece is still missing

More important than the office is being able to control your own work tasks and the opportunity to work flexibly. The fact that every third employee would consider resigning

if the employer required one hundred percent physical presence in the workplace speaks for itself – offering the opportunity to work remotely is key to retaining talents.

This is something Johnson & Johnson has embraced, and the company will continue with hybrid working, even after the pandemic. They have recently introduced a hybrid model for testing on the global level called *J&J Flex*. In the model, employees work three days a week at the shared workplace and can work remotely for up to two days. In the Nordic region, employees may come to an agreement with their managers on the days they will work remotely or in the office. The reason that the Nordic region of Johnson & Johnson has chosen to partly regulate which days apply for office work is the social aspect, as they recognize value in in-person meetings between colleagues. But the possibility of remote work has become part of the employer's offer and is an important part of retaining and attracting talent, which is why Christoffer Schönbeck believes J&J Flex will last.

"We are pushing our hybrid model throughout our recruitment. This is something we know many view as an advantage, if not a requirement. This is especially true of young talent. Today, the physical workplace is less prominent in our employee offer, although it will continue to be important."

It is not just the effects of the pandemic that have influenced the trend of working more flexibly. An additional note in his book, Pink (2009), highlights that more and more jobs and tasks are creative and solution-oriented. Furthermore, creative jobs require the ideal working conditions for the individual who is to perform, which is not necessarily in an office, but rather in inspiring and creative environments. Monica Lagercrantz also emphasizes this in relation to the power of employees vis-à-vis employers.

"More and more jobs require different kinds of thought processing and creativity that demands the right conditions for the individual to operate in, which is not necessarily being forced to sit in an office. It's probably a culture that's been influenced by innovative companies such as tech companies in Silicon Valley, for example," says Monica Lagercrantz.

According to both managers and employees, social exchange is the biggest challenge of teleworking. But forcing employees back to the office is not the solution. Returning to old norms, rules and work life culture is not the way forward. New methods for creating the conditions for social exchange between colleagues and between managers and colleagues, as well as for promoting collaboration in general, are necessary for companies to find the perfect balance in achieving a good corporate culture and healthy employees.

The new world of work requires adaptation for companies and suppliers

Changes to work life have a major impact on the relationship between business partners, suppliers and service clients. When workforce conditions, both for managers and employees, change, new needs are created. Something that clearly characterizes the new world of work is flexibility, which has also characterized Facility Management.

"The pandemic has required much greater flexibility even within the area of Facility Management, and now with hybrid work, it is even more important to be adaptable. It also affects our collaboration with partners, such as Sodexo. We need to be able to be more quick on our feet and needs-driven than before, and that requires partners who are too, with a holistic approach and review of needs and flexibility in frequency, according to those needs," says Christoffer Schönbeck.

Even the role of Facility Management for companies has changed as a result of the pandemic.

“The Facility Management department at Johnson & Johnson was responsible for secure and functional working environments both on-site, in offices and for remote working during the pandemic. But questions about how work life can be improved, regardless of whether it is at home or at a shared workplace, and how we can create the best conditions for employees, are still highly topical. Facility Management has been given a place at the leadership table and is there to stay,” says Christoffer Schönbeck.

Johnson & Johnson has three large workplaces in Sweden, with manufacturing plants, offices and headquarters in Solna just outside of Stockholm. Since the pandemic, the design of the office has changed, and there is now a greater mix of different types of workspaces, more meeting rooms, smaller isolated workspaces and fewer open office spaces. There are even small meeting rooms with cameras in place, fully adapted for video meetings. The design is being constantly developed and adapted to the needs of employees, and Johnson & Johnson is continuously analyzing data based on peoples' movement in order to be able to offer a more flexible office.

The way forward – four pieces of advice to employers for succeeding in the new world of work

1. Facilitate social exchange – let the office become a mother ship

As an employer, it is not recommended to demand the return of employees to the office, as it risks creating dissatisfaction or even resignations among employees who want a more flexible work life. The view of the office's function has fundamentally changed for many, and the new answer is social exchange. For hybrid workers, this means that certain days are office days, and it is on these days that you as a manager should ensure that the office is used for social interaction. Social contexts are easily linked to after-works, conferences or team-building exercises, which are important for well-being and culture, but the more everyday interaction has also been given less space with the advent of remote and hybrid working. It is, therefore, important to use any time with employees at the shared workplace wisely and schedule individual performance reviews, ongoing follow-ups and evaluations on office days.

As a manager, you can facilitate socializing in ways other than setting up shared days for employees to gather at the workplace. There are plenty of locations for co-working, and they can be used as satellite offices for employees who do not always want to work at the main workplace or from home. Decentralized solutions are useful in a decentralized work life. Offering employees the opportunity to choose where they work from and suggesting alternative workplaces outside of the home can be an attractive advantage. Sodexo works through its accelerator program, **Sparx**, with the **Flowpass** co-working solution, a service that connects a variety of co-working sites. Through Flowpass, employees have access to all premises linked to the service and can choose between several different workplaces. Flowpass is an example of how employers can facilitate for individual employees, depending on their work tasks and needs.

Facilitating and encouraging social community, even when indirectly linked to work tasks, can also be made easier via services. Meals are something that unites people every day,

and a work lunch is certainly not an exception. One example of what you can do is to open up and invite people to joint lunches at or outside of the office. Sodexo works with **Lunch.co**, a company that builds a food community by grouping employees who cook for each other and enables them to sell their food to colleagues. The lunch boxes are made available to be eaten together with others at the shared workplace, or to be picked up in advance by employees who work remotely. Work life services that extend beyond the shared workplace and into home offices or a third workplace will become increasingly relevant as more people work flexibly.

2. Provide conditions for autonomy and flexibility

Are your employees expressing a wish to work remotely? Is it possible considering their work tasks? Are your employees performing equally well, or even better, when they have greater flexibility in their workplaces? Then allow your employees to continue working remotely to the extent possible for the individual, the team and for you as a manager. See your shared workplace as a meeting place – primarily a place for collaborating, having social exchanges and having time with you as a manager. But allow employees to work flexibly if that's what they need to be happy. As a leader, it's important to understand what needs there are. Empowerment and greater freedom in choosing where you work are two things that many want. Autonomy and determining the best way to solve work tasks oneself give rise to creativity and motivation.

Greater autonomy does not mean that employees should be left to their own devices or act totally independently in all cases. Being an accessible, helpful manager is still equally important regardless of whether your employee works remotely or in your vicinity in a shared workplace. The key is to have regular checks and to provide guidance and tools for greater self-leadership by setting clear goals, expecting partial deliveries and having defined job descriptions. Your work will be facilitated by increasing your knowledge of and acquiring the skills needed to manage employees who work fully or partially remotely. There are also several remote leadership training courses available.

3. Give space to competence sharing and inspiration

Especially in creative and thought-intensive professions, the role of the manager has increasingly become to coach and support employees in their work. Inspiring employees and facilitating their work are vital to leadership, regardless of whether it is at a physical location or remote. Look after what your employees need to develop in their role and profession and to feel involved in the company. Neither you the manager nor your employees wish to stagnate. It is crucial to understand whether there are ways for employees to continue to develop and feel that they are making a journey in their professional skills with you as a manager. Not all employees will express this desire clearly, it is therefore up to you as a manager to investigate.

In order to build employee knowledge and development, especially in a hybrid or remote context, competence sharing and planned peer-to-peer learning is important. A vital part of development is learning from one another. As colleagues may not work together on a daily basis, there is a risk that such learning falls by the wayside. It can be beneficial to book joint work group meetings in which employees can describe the areas they want to develop or which skills they would like to master. Managers and other employees who possess these skills can then teach and contribute to their colleagues' skill development. Having less experienced employees try out tasks and challenge themselves is a good way to ensure they develop. Continuously developing your employees through skills training and onward learning will make your employees feel valuable and develop, which in turn builds motivation.

4. Work with customizable solutions

The changes to the world of working should be viewed holistically. Increased remote working and a growing desire to have more autonomy and flexibility are having a ripple effect in many businesses. This applies to both employment and other contract types. If, as an employer, you allow more flexibility and autonomy and perhaps apply ROWE (*Results Only Work Environment*), you also need greater flexibility from your employees. And if physical presence of the workforce in the office fluctuates, you will need flexible solutions for your company's optimization and planning. The solution to adapt to the changes in work life is not to get rid of your office or reduce its surface area, but to re-design it to meet current needs and the potential needs of the future. It is about being agile and creating the conditions for rapid change, not least when it comes to your own company's services and those you provide your customers.

It is difficult to predict exactly what the coming years will bring for companies whose employees work according to a hybrid model. It is only now that the hybrid model is being put to the test in earnest. We recommend continuously measuring and evaluating your workforce's movements to see what patterns emerge over time and what is working and what is not. We also recommend that you draft more flexible contracts with suppliers for premises, services relevant to work, and customers. This more ad hoc-led style of working will require adaptation and development of new models to win the battle for talent and customers.

Sodexo's model is to constantly develop together with its business partners, not only in delivering the services partners order, but also in constantly developing solutions and adaptations for managing change. We therefore recommend an increase in mutual partnership contracts and in seeing suppliers as strategic partners in shaping the work model of the future. ■