

HAWORTH

Return to Work(place): Our Point of View

April 2020



We Are Entering a New Normal

We closed the office and turned our homes into our workplace. This has impacted everything about daily life. Our family members and roommates have become our coworkers. Saturdays feel like Wednesdays. Boundaries have disappeared. Our colleagues call around the clock. We work at our dining room table, in bed, on sofas, at card tables and—if lucky—in a home office.

Physical distancing norms, health, and safety concerns are at an elevated state. Going forward, finding the balance of how to create personal interaction and virtual collaboration will be critical for our well-being.

Like most of you we all left our workplace in March, uncertain when we could return. Every organization is seeking to understand what short- and long-term workplace changes to implement—from facility needs, to work rotation and the sequenced return of the workforce. They are challenged with sustaining their cultures while keeping people safe, confident, and effective.

Haworth has identified three critical areas of focus to help you navigate return to the workplace in a COVID-19 environment:



Employee Well-Being

Supporting people's physical and psychological health to build confidence and enhance performance



Organizational Culture

Understanding and preserving your culture to empower your workforce and leverage your space in new ways



Transforming the Floorplate

Addressing facility requirements, density, and exposure while mitigating risk

Haworth's Unique Approach: Organic Workspace

Organic Workspace is our perspective and process for understanding the work environment and how people use it. Leveraging our global knowledge, unique design point of view, and product and space expertise, we have developed best practices to help you balance the needs of your people and space as we navigate returning to the workplace. When you engage with Haworth, we will help you through this transition.



Before

Assigned Workspaces - 18

Retreat Spaces - 8

Enclosed Collaborative Capacity - 65

Unassigned Member - 10

Open Collaborative Capacity - 59

Full-Time Remote Members - 0



After

- Assigned Workspaces - 18
- Retreat Spaces - 8
- Enclosed Collaborative Capacity - 20
- Full-Time Remote Members - 5
- Unassigned Member - 10
- Open Collaborative Capacity - 27
- Relocated Assigned Members - 8

An Integrated View— from Floorplate to Workpoint

With Organic Workspace, Haworth will help you create a solution that ensures people perform their best, supports your culture, and leverages existing products, enabling you to reconfigure with ease and reduced cost. We start by looking at the entire floorplate—where interaction and collaboration take place—right down to the individual workpoint.

The digital age has allowed many organizations to embrace remote work and the pandemic forced it upon all of us. At Haworth, we believe remote work guidelines should balance personal interaction and collaboration—both virtually and physically. To find balance, it is important to understand the work being done, your current workspace utilization, and how it will change in the new normal.

Design Implications



Remote Work

- Identifying total occupancy by floorplate
- Defining the quantity of specific positions needed on site
- Determining which roles are optimal to perform remote work
- Assessing your floorplate density level to meet physical distancing guidelines
- Determining the ratio of individual workpoints and the maximum space occupancy
- If space doesn't allow, determine sequencing and work rotation for remote workers



Cleanliness

- Provide legible cues for cleaning and disinfection
- Publish and communicate guidelines for cleaning and use of spaces
- Assess material cleanability on all surfaces and switch out when needed



Safety

- Convey clear understanding of new safety protocols in lobbies, receptions areas, security checkpoints, food and beverage areas, etc.
- Shift unassigned spaces to assigned spaces for individuals
- Adjust workpoint configurations to allow appropriate boundaries between workers



Density

- Address facility flow and circulation areas to achieve appropriate distancing
- Repurpose collaboration areas for individual work as needed
- Modify individual workpoints to comply with physical distancing norms



Interaction/Collaboration

- Assign specific group spaces to teams
- Offer physical and virtual solutions for personal interaction and team collaboration
- Integrate technology to connect on-site and off-site team members



User Control

- Provide individuals a variety of spaces to safely accomplish their work
- Offer options to increase mobility and flexibility in dense areas
- Allow for people to define and personalize their space
- Provide supplies for occupants to clean their own space



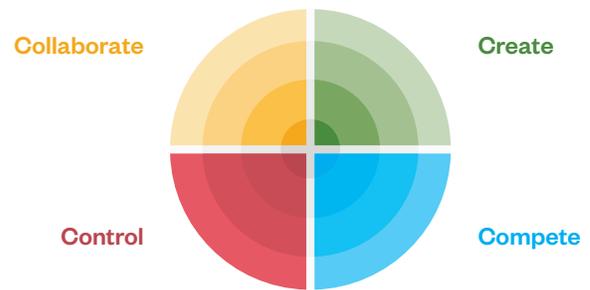
Technology

- Identify and publish supported platforms for communicating internally and externally
- Create protocols for communicating between on-site and off-site teams
- Provide cleaning procedures for personal and group touch-screens
- Utilize floorplate public display for messaging/communications

Implications by Culture Type

Preserving your unique culture to empower your workforce and leverage your space is essential in this time of uncertainty. Culture serves as a guidepost for people’s needs and organizational goals. Through the culture lens, we understand that each customer will approach this challenge differently to create an effective workplace. With knowledge and expertise, Haworth meets you where you are—listening to your needs so, together, we can leverage your space more efficiently based on your culture in the COVID-19 environment.

In order to enhance the performance of your people, organization, and facility, it’s important to understand cultural implications—what people value and how it affects space. Leveraging the Competing Values Framework, we looked at organizational and individual needs by culture type: Collaborate, Create, Control, and Compete.



Collaborate Culture
Do things that last

This culture emphasizes community, cooperation, and the development of knowledge, while operating like a small family.

- Physical distancing will be difficult.
- New norms will be essential as they transition into the physical workplace.
- People may grieve that they no longer have the physical closeness.
- Their unified behavior produces a strong organizational image in the marketplace and the idea of community extends to customers.

Considerations:

Employee well-being:

- Addressing workplace change and finding ways to encourage people to talk about their reactions and feelings.
- Sensitivity to psychological impacts from extended periods of remote work.

Organizational culture:

- Involving people who will be affected by change in the planning and implementation of a new workplace.
- Allowing people to share their opinions and emotions over changes to the workplace will help with transition.

Transforming the floorplate:

- Maintaining appropriate distance to enable conversation among occupants.
- Finding the balance between remote work and physical presence.

 **Create Culture**
Do new things

This culture pursues breakthrough innovation with a wide array of experiments—and the new workplace could provide opportunity to create.

- Least impacted by the COVID-19 changes implemented in the workplace.
- They will embrace new ways of working.
- Too many rules and protocols may stifle their creativity.
- Flexibility and adaptability should be emphasized.
- Embracing new technologies and processes can lead to breakthrough products and services.

Considerations:

Employee well-being:

- Offering new spaces that stimulate and inspire people to think creatively and provide a sense of belonging while enabling workplace distancing.

Organizational culture:

- Finding ways to hold idea-sharing events and speculating about emerging opportunities based on new ways of working.

Transforming the floorplate:

- Re-establishing a flexible and open workspace that empowers new product development in smaller groups.
- Finding the balance between remote work and physical presence.

 **Control Culture**
Do things right

This culture thrives on a sense and security and performance metrics.

- Clear guidelines for appropriate physical distancing are important.
- People need a systematic approach to move seamlessly between different work settings.

- A remote work policy will be essential to foster a sense of security and performance while the organization balances remote work and physical presence.
- Potential for employee burnout is a concern if management is not clear about remote work expectations.

Considerations:

Employee well-being:

- Having clear policies and obtainable work standards can reduce work stress.

Organizational culture:

- Understanding how to engage with team members on- and off-site using appropriate technologies.

Transforming the floorplate:

- Change in density to allow for more space between coworkers and more separation between groups in shared spaces.

 **Compete Culture**
Do things now

This culture will adapt the fastest to the new world of work, as they are competitive and results-oriented.

- Need to emphasize the importance of cleaning and physical distancing.
- People need clear guidelines for shared spaces—their usage and need for cleaning.
- They are quick to learn and embrace new technologies, processes, and ideas.
- Require easy and fast access to information and their network.

Considerations:

Employee well-being:

- Providing for quick face-to-face or virtual interactions while adhering to physical distancing guidelines.

Organizational culture:

- Providing easy access to company, team, and project information to maintain a competitive edge.

Transforming the floorplate:

- Finding the balance between remote work and physical presence.

Affordances Framework for Human Performance

Affordances are the elements in the workspace that influences the physical, cognitive, and emotional needs of people. Our studies identified 10 Affordances vital to human performance. During this unique time, the Affordances that relieve stress and provide security will take precedence when people are challenged with new ways of working.

The 10 Affordances

Cognitive

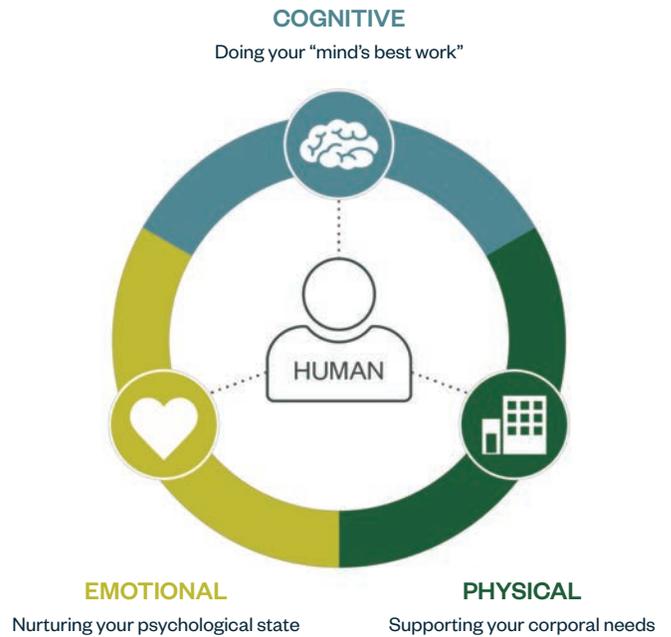
-  **Embedding** – Opportunities to place and retain appropriate mnemonic artifacts
-  **Externalization** – Options for creating, recording, and expressing thoughts within the physical environment
-  **Access** – The means to gather, organize, store, and retrieve information
-  **Insulation** – The means to manage both irrelevant and meaningful stimuli

Emotional

-  **Authenticity** – Familiar, meaningful, and engaging surrounding
-  **Well-being** – A sense of personal control and safety
-  **Affinity** – A feeling of connectedness with coworkers and others

Physical

-  **Anthropometrics** – Furniture, fixtures, and spaces suitable to the worker’s physical characteristics
-  **Ambient(s)** – Healthy and supportive (appropriate) environmental conditions.
-  **Movement** – Various opportunities to change posture, position, and location



When adjusting the workspace for physical distancing, five key Affordances should be taken into consideration and prioritized:

- **Insulation** – The ability to focus will be affected by stress levels due to technology, distractions, extra noise
- **Well-Being** - Personal control and safety need additional emphasis and will be defined in different ways in new normal
- **Affinity** – Because of physical distancing and lack of ability to collaborate in person, creating a sense of connectedness will be more important
- **Access** – With a combination of remote worker and people on site, access to coworkers and physical materials will be restricted
- **Movement** – The push for isolation needs to be balanced with the physical need to change posture, position, and location

Workpoint

Integrated Palette™ is a family of adaptable product platforms developed from our insights on human, organizational, and facility performance. It allows you to easily adjust and reconfigure workpoint applications quickly and cost-effectively. Short-term or long-term, Integrated Palette lets you tailor spaces, from the floorplate to the workpoint, and adapts to today's changing business concerns.

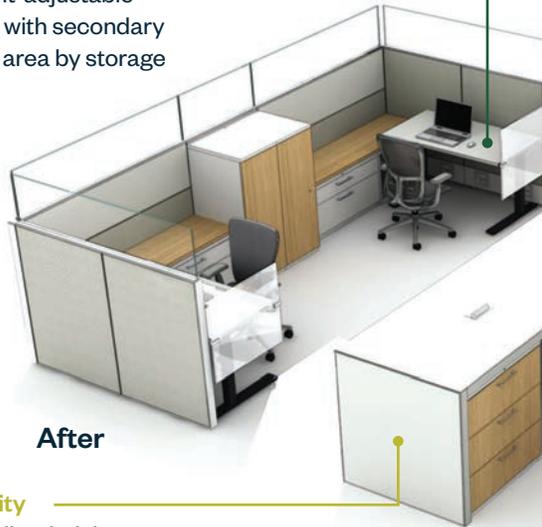


Before



Movement

Height-adjustable table with secondary work area by storage



After



Affinity

Standing-height work area provides grounding element for team



Access

Maintain storage with additional spacing on center bank



Insulation

16" frameless glass for safety and light transmission

Haworth Expertise

We know you are anxious to get back to the workplace—so are we. In this new normal, we all seek balance between working remotely and seeing our real coworkers. Through our understanding of employee well-being, organizational culture, and floorplate transformation, Haworth is here to assist with knowledge-based solutions. From floorplate to workpoint, our unique frameworks around culture and affordances will help you prioritize the needs of your people.

Our ideation, sales, and dealer teams are resources to help your organization return to its workplace. Haworth is your trusted advisor to help you with employee well-being, culture preservation, and floorplate transformation in changing times.

For more specific information, reference our one-pagers:

- Cleaning & Disinfection
- Product Solutions
- Connecting with Technology
- Lighting
- Acoustics