

**TELUS keeps the office  
connected to me – and not the  
other way around?**

Who knew.



**How embracing the changing  
nature of work can improve your  
business**

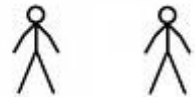
**Flexible Work Styles  
Vancouver Board of Trade  
December 9, 2009**

**MG LANG**  
AND ASSOCIATES

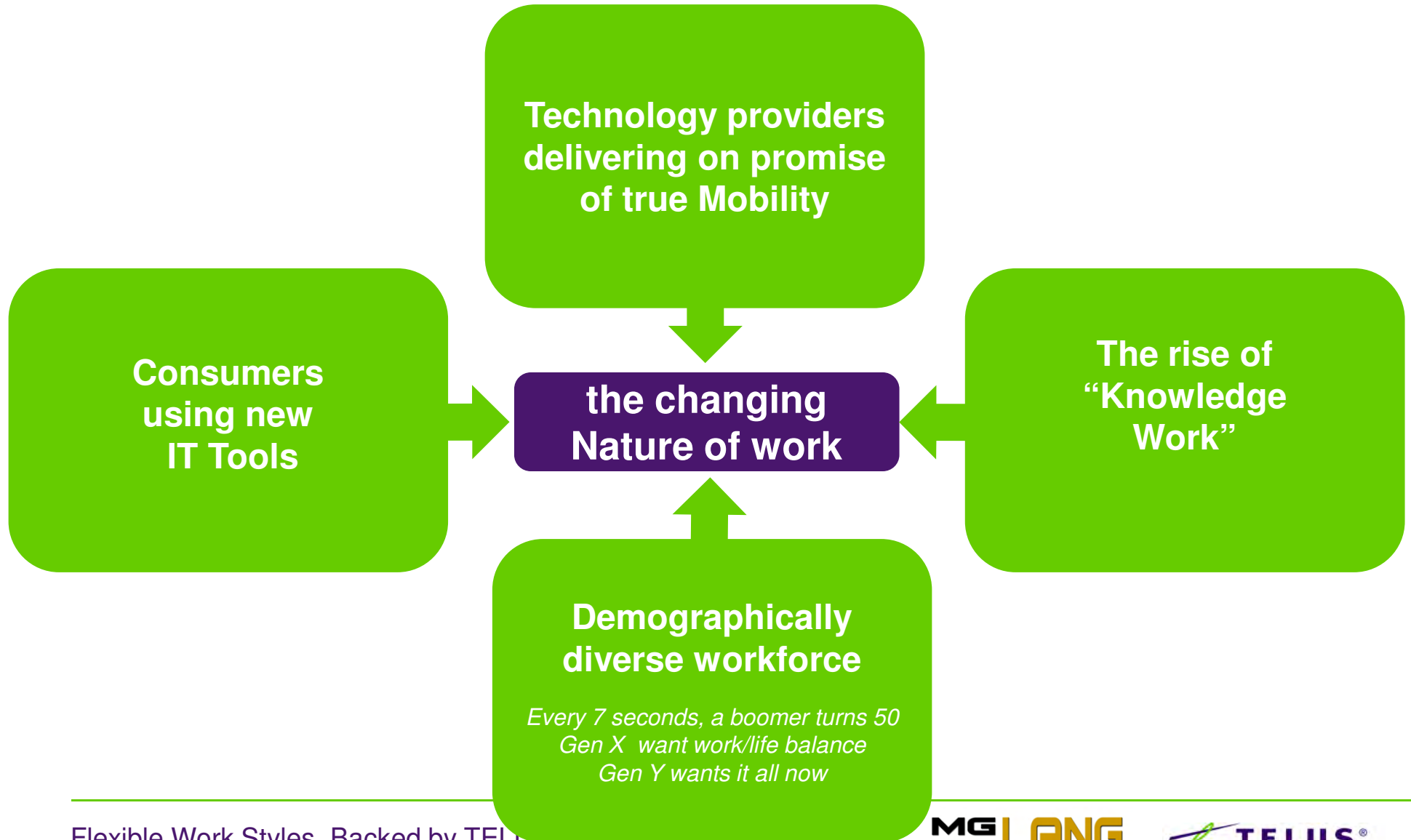
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# Challenges in 2009

- Drive cost out of the business without hurting results
- Fewer people to do the same or more work
- Get closer to your customers
- Maintain high system uptime



# The landscape is changing...



# Shift from the Traditional Work Style

## Traditional Work Style

- Monday through Friday work week
- 8 am to 5 pm work day
- attendance in a assigned physical location expected
- physical locations often determined to co-locate functional teams
- tool provision based on the above with exceptions managed “ad hoc”

### Resident 20%

- reside in single location
- use activity settings to complete their work

### Mobile 65%

- highly mobile within company space
- some time spent working in external sites (home, external vendor site, etc.)

### Tele-worker 15%

- work 60% + of their work schedule per week in a remote location.


## What is the Work Styles approach?

*Enable employees to work  
when and where it is most effective  
by bringing together of IT, HR & Real Estate*

# Work Styles within TELUS

>> **myHR**

where you are: [intranet home](#) : [myHR](#) : [lead my team](#) : [Workplace Programs](#) : [Work Styles](#)

	<a href="#">hr a-z</a> <a href="#">hr forms</a> <a href="#">hr e.tools</a> <a href="#">hr search</a> <a href="#">hr faq</a> <a href="#">français</a>
<a href="#">myHR home</a> <a href="#">my life</a> <a href="#">my career</a> <a href="#">my workplace</a> <a href="#">HR processes</a> <a href="#">about HR</a>	<h2>Work Styles</h2>  <h3>work styles</h3> <p>transforming the way we work</p> <div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> <h4>About Work Styles at TELUS</h4> <ul style="list-style-type: none"> <li><a href="#">what are work styles?</a></li> <li><a href="#">our approach</a></li> <li><a href="#">benefits of change</a></li> <li><a href="#">fast facts</a></li> <li><a href="#">TELUS work styles in the media</a></li> </ul> </div> <div style="width: 30%;"> <h4>Resources for Team Members</h4> <ul style="list-style-type: none"> <li><a href="#">telework guidelines</a></li> <li><a href="#">telework agreement</a></li> <li><a href="#">telework checklist</a></li> <li><a href="#">teletrips: track your impact on the environment</a></li> <li><a href="#">learning guide - working virtually</a></li> <li><a href="#">telecommuting security standards</a></li> <li><a href="#">virtual workspace risks and precautions</a> (corporate security)</li> <li>safety considerations for teleworkers (coming soon)</li> </ul> </div> <div style="width: 30%;"> <h4>Resources for Managers</h4> <ul style="list-style-type: none"> <li><a href="#">tips for managing teleworkers</a></li> <li><a href="#">learning guide - managing virtual teams</a></li> </ul> </div> </div>

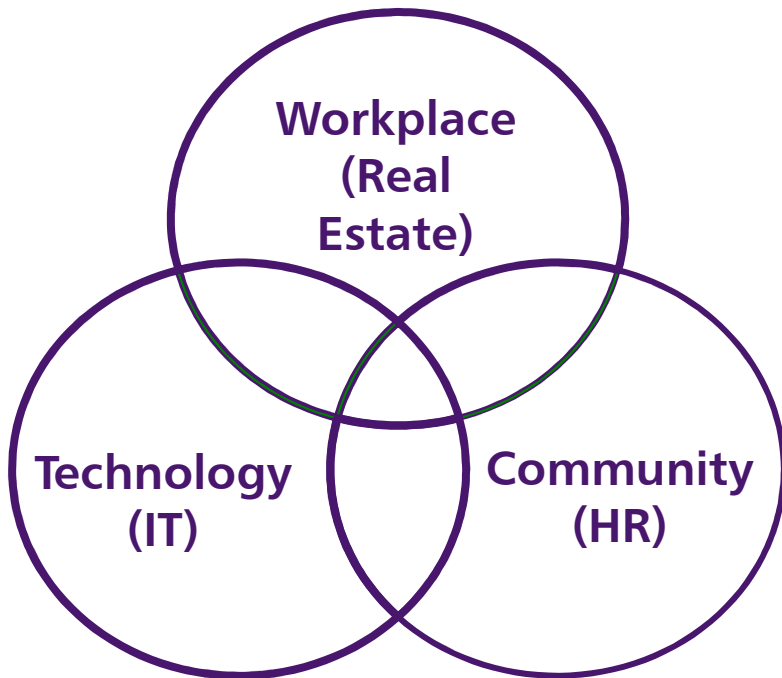
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# What is the Work Styles approach?

*“Enabling work when and where it is most effective”*



## Real Estate

Workplace that fosters innovation and collaboration, allowing work anyplace, anytime

- designated collaboration space
- quiet zones
- limited traditional office space

## IT

Proven tools and infrastructure, enabling greater mobility and portability

- increased wireless laptop and blackberry use
- voice and video - over Internet technology
- web and telesuite conferencing
- Wireless phone headsets

## HR

Encourage distributed work styles with new messaging and change programs

- web-enabled knowledge sharing
- project-based teams and “virtual” teams
- flexible work arrangements

# Primary Benefits

- **Real Estate costs** –TELUS has modelled a 30% reduction  
(TELUS HR)
- **Employee Engagement** – 9% improvement in engagement scores as flexibility to choose when and where to work increases  
(TELUS HR)
- **Headcount costs** – 5-10 teleworkers = 1 free extra worker  
(Ekos research)
- **Salary & Benefits** – 33% of Canadians would choose telework over a salary raise (Ekos research)

## TELUS' Findings

- Gone Mobile: Majority of workforce works remote >25% of the day.
  - Utilization was found to be 35% in a national, six site study
- Caused a rethink on real estate given low utilization – Work Styles launch
- Potential to reduce real estate footprint by 25%+. (\$2k/person/year Opex)

## General Findings from Peer Review

- 40% to 70% of 'occupied' space in peer organizations sits empty

## Benefits TELUS is Realizing

- Reduce RE portfolio by 31%
- 25% Capital build reduction
- 30% Opex reduction
- Reduce Opex per person by \$1,846/year
- Increase RE asset utilization from 35% to 75%
- Increase population density by 45%

**\$14M expected Opex savings over next 5 years  
for the Toronto, 25 York Building**

## Secondary Benefits

- **Retention** : 82% say tele-work has impacted their desire to stay at TELUS
- **Productivity** : increased TELUS Call Centre Agent productivity by 20%
- **Absenteeism** : tele-work has lowered absenteeism by 60%
- **Green** : each tele-worker avoids putting 795kg of emissions into the air



work styles  
enabling work when and where  
it is most effective

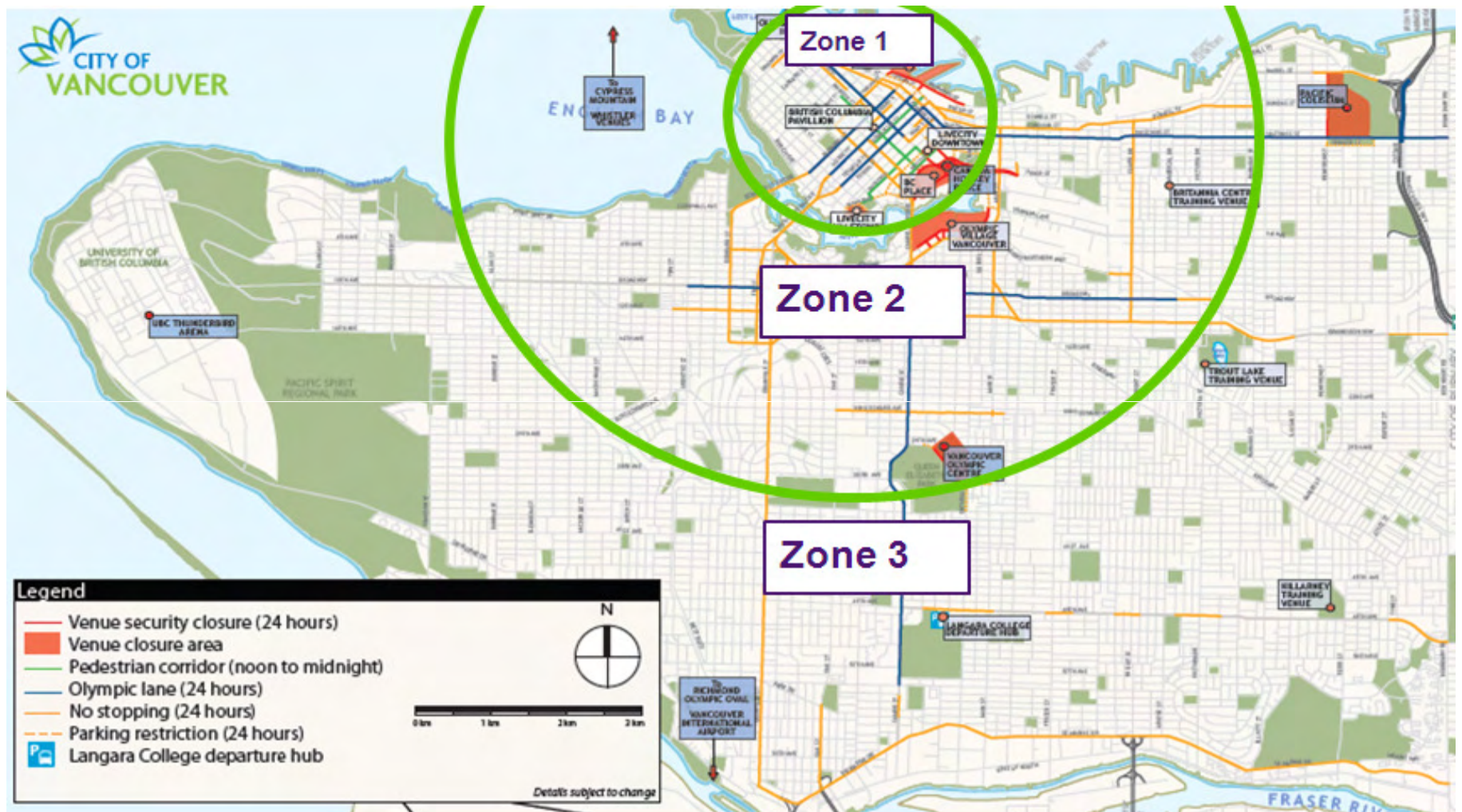
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# Strategy based on geographic location



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## Common Management Concerns

“I need to see my employees to know they are engaged”

- This is not about changing current work patterns
- 85% of employees will still be in your space almost every day!
- The other 15% will still be there two days per week!

“We’re a face to face culture”

- Today’s work settings: 80% individual / 20% team
- The new model: 35% individual / 65% team
- Effective collaboration is a competitive advantage
- The “cubes jungle” or worse yet offices, blocks collaboration

“Employees won’t have access to the technology they need”

- Strategic technology enablement is required
- Employees are likely using adhoc solutions
- Investment enables real estate savings

TELUS can help reduce  
real estate costs by 30%?

Who knew.



Thank you

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