

## **Future of (How We) Work Task Force Meeting #9: Post-Pandemic Planning 12/8 Notes**

### **With access to vaccines becoming increasingly realistic, how can we plan for a post-pandemic future?**

As all of us work to put 2020 in our rear view, we are starting to think big about the lessons that this year has taught us, and imagine what our offices and labs will look like in a post vaccine reality. To help us level set and prepare for this conversation we partnered with Amgen to craft a 10-question survey asking you about your current work from home policies, and what you thought your operating model might be in the future.

### **Highlights from Pre Meeting Survey**

- **Kendall companies embrace remote work and flexibility:** When asked about what they believe their future will be, more than three quarters of respondents indicated they believed that they will have a flexible operating model with large portions of their workforce working remotely at least some of the time.
- **Companies are developing their plans now:** When asked about where companies were in their post-vaccine planning process more than three quarters of respondents said that their post-pandemic planning is underway, but many haven't begun operationalizing that plan.
- **We face some common challenges in adapting to our post-vaccine reality:** When asked what is the most pressing question around post-pandemic planning, responses aligned around four core themes:
  - *Maintaining and building culture*
  - *Transportation and commuting*
  - *Safety*
  - *Space planning*

### **Amgen Presentations**

Thanks to our speakers:

- **Sam Taylor**, Director, HR Site Leader across both of Amgen's Massachusetts based sites – Amgen Massachusetts in Cambridge and Amgen Woburn Manufacturing
- **Lynne Feldstein**, Strategic Planning and Operations Senior Manager for Amgen Massachusetts
- Amgen, one of the largest independent biotech companies and operating in ~100 countries, has been in Massachusetts for 20 years. In pre-pandemic context they had already made the decision to reimagine the function of their Cambridge site to best leverage the incredible access to talent they have in Kendall.
- Like all Kendall companies, they are trying to learn from the lessons of operating during the pandemic especially as it relates to remote work.
- They are conducting an in-depth assessment about remote work understanding

the perspective of various stakeholders at their site, while also considering a function/role analysis.

- Amgen shared that they still have many more questions to ask, not the least of which was “what is everyone else thinking” as they hope to develop their model.

### **Small Group Discussion Highlights**

- Employee mental health and psychological safety continues to be a top concern for companies.
- Companies continue to experiment with methods of maintaining culture and promoting collaboration, especially across on site and remote cohorts.
- Companies are asking how they can learn from global companies more accustomed to virtual connectivity.
- Companies are investing more in people analytics to track the evolution of their cultures and identify early warning signs of issues.
- Maintaining equality between those on and off site is challenging - both sides have their own privileges.
- While many are excited to return to the office, those who are in the office have been perturbed that it is not “the same” anymore.
- Some companies which have historically considered themselves casual are being forced to implement mandatory policies while trying to avoid policing.
- There are evolving legal concerns around on site work and workplace safety requirements, especially as the vaccine becomes a reality.
- Whether or not companies will require the vaccine varies greatly, and methods of tracking this need to be developed.