

Canada's cultural shift towards flexible work

Canada's **mobile worker population** is growing

By 2016, there will be an estimated **13.3 million mobile workers** in Canada



73% of total workforce



Source: IDC Canada

In 2006, TELUS introduced **Work Styles®**, a flexible work program empowering team members with the **tools, resources** and **support** to work when and where they're most productive.



At the office



On the go



At home

TELUS **Work Styles** is proven to:

Support work-life balance

99% of at-home team members

&

98% of mobile team members

reported low to moderate impact of work duties on home and family life



Improve retention

Mobile and at-home team members are less likely to consider leaving TELUS



Deliver consistent productivity

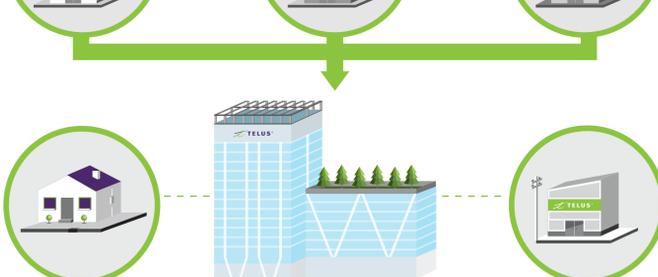
Leaders reported no difference in the performance of mobile, at-home and office team members

Source: TELUS-Ivey Work Styles Study, 2014

Since implementing Work Styles nine years ago, TELUS has realized **financial, social and environmental** benefits:

1. Return on investment

Real estate consolidation and optimization:



Better space, but less of it

\$166 million projected savings over 20 years

Reduction in travel-related expenses due to investment in collaborative technologies

\$63.5 million projected savings over 13 years



2. Team member return



Named one of Canada's **top 100 employers** in 2014

2007

2014

Team member engagement at TELUS

3. Return on environment

5,640 tonnes

CO²e avoided in 2014

16%

reduction in **greenhouse gas emissions** since 2010

22.7 million

kilometres in reduced commuting

1.3 million hours

in commuting saved in 2014



To create a **flexible work culture**, Canadian organizations need:



Strong leadership

Define a consistent policy and guidelines, promote authenticity, encourage effective collaboration and establish team norms for communicating and working together in a Work Styles environment.



A structured performance development framework

Focus on quality of deliverables and apply job performance ratings consistently across all mobile, at-home and in-office team members.



Top-down support from senior management

Secure support from key stakeholders in HR, IT, Finance and Real Estate.

TELUS can help you achieve a **flexible work culture** through our:



Expertise and experience

Having implemented Work Styles in 2006, we have several years of key learnings and accrued knowledge to share.



Best-in-class technology

Mobile devices and collaboration tools to enable productivity anytime, anywhere.

Cloud applications and storage.

Secure virtual private networks and more.



TELUS Transformation Office

A future-of-work consulting practice to guide you through the journey and ensure a successful transition to a flexible work environment.

Learn more at TELUS.com/WorkStyles



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