



Deloitte.

The workplace of the future
How digital technology
and the sharing economy
are changing the Swiss workforce

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About the study

This study investigates trends in the composition of the Swiss workforce and the effect they will have on the workplace of the future.

Face-to-face interviews were conducted between December 2015 and January 2016 with executives from the following companies and associations: AXA Winterthur, Basler Versicherungen, Coworking Switzerland, Die Schweizerische Post, economiesuisse, Microsoft Schweiz, PopupOffice, SBB, Swiss Re, Swisscom and Zürcher Kantonalbank.

In collaboration with the research institute Research Now, a representative survey of 1,000 Swiss residents was carried out, representative according to age, gender and region. In addition, in collaboration with Coworking Switzerland, a survey was conducted among 38 Swiss coworking spaces.

We should like to express our gratitude to all participants.

Key findings



The workforce of the future will be mobile and not bound by location

Due to the growing importance of the service sector, knowledge-intensive careers and digital technology, increasing numbers of people can work on a mobile basis, unrestricted by location. Possibly half of all Swiss employees would be able to perform their jobs on a mobile basis.



The workforce of the future will be independent

Freelancing is increasingly common. The sharing economy means that more individuals are establishing themselves as micro-enterprises. In Switzerland **25%** of people of working age are performing temporary, supplementary or project-based work. A third of the remaining **75%** expect to do the same in the next 12 months.



More and more people are working from home

The more mobile and independent people become, the less important it is to have a fixed workplace. **28%** of Swiss citizens of working age already work from home for at least one half day a week, and a third of the remaining **72%** would like to do so in the future.



Coworking as a promising alternative to working from home

There has also been an increase in 'coworking spaces' as a further alternative to the conventional employer's office. These are office communities in which people work, together or individually, but not for the same organisation. Workplaces are available on an hourly basis. There are already 50 coworking spaces in Switzerland. Over the next 24 months, **42%** of these would like to expand their offering. It is expected that more will be established.



Swiss companies capitalise on mobile workstyles

In 2015, 55 Swiss businesses agreed to promote mobile workstyles under a Work Smart Initiative. Many of them already make it possible for their employees to work from home or in coworking spaces.

The workforce of the future: Mobile

Structure of the economy in transition

The Swiss economy has changed enormously over the past 200 years. In 1800, 66 per cent of workers had jobs in agriculture and forestry. Today this figure is down to three per cent (see Figure 1); employment numbers in the primary sector of the economy have fallen over this time from 500,000 to 160,000 (including part-time workers). The relative size of the secondary sector of the economy has also fallen, from a peak of 46 per cent in the mid-20th century to just 22 per cent today.¹

The main drivers of these changes have been technological advances and the global division of labour. Hundreds of thousands of Swiss jobs have been lost in the primary and secondary sectors.



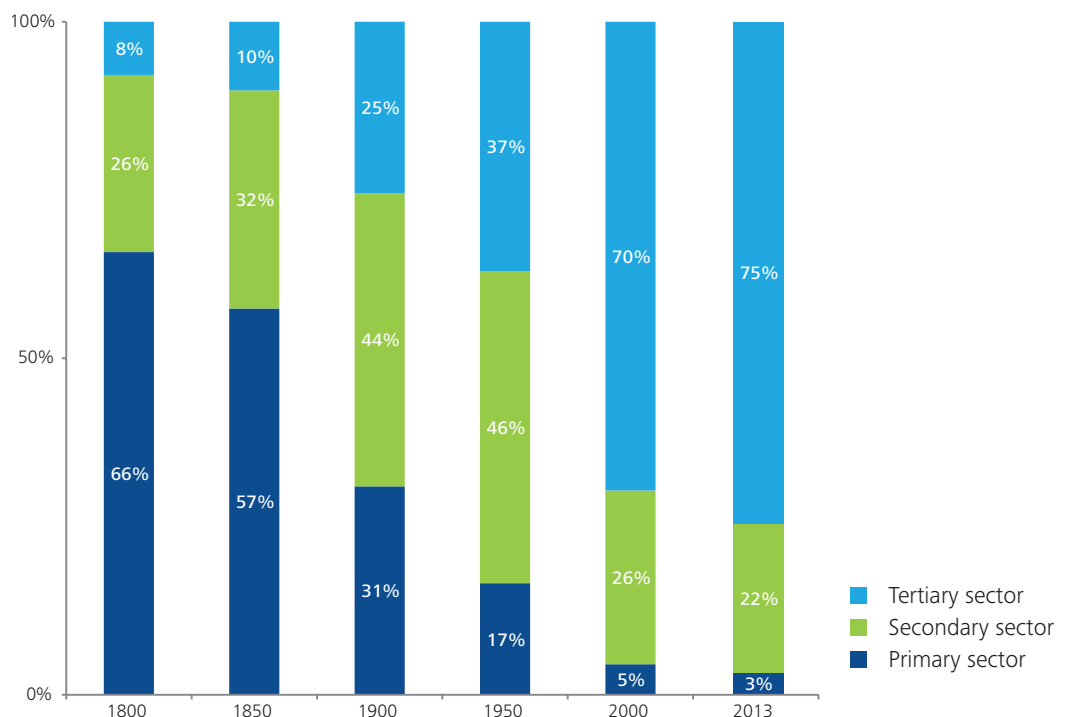
of Swiss employees now work in the service sector

Employment growth due to services

Over the same period, there has been substantial growth in the tertiary sector of the economy. In 1800 only eight per cent of Switzerland's workforce were in the service sector: the figure is now 75 per cent. Over this period, many more jobs have been created in the tertiary sector than have been lost in the other two sectors combined. In the past 25 years alone, the total number of jobs rose by around 800,000 (including part-time jobs).²

Technological progress may have eliminated entire professions, but it has also increased productivity at the same time, and new jobs have been created. This phenomenon, known as 'creative destruction', was identified by the famous economist Joseph Schumpeter as early as the mid-20th century.³

Figure 1. Swiss employees by sector, 1800-2013



Source: BFS, Historical Statistics of Switzerland

Increase in knowledge-intensive jobs

In the transition from agricultural and manufacturing industries to service industries, knowledge-intensive jobs have become increasingly important. These are jobs that predominantly require knowledge and mental ability, and that involve non-routine problem-solving through non-linear and creative thinking.⁴ In Switzerland the number of employees working in knowledge-intensive jobs has risen by 14 per cent since 2008, from about 1.7 million to about 1.9 million. The proportion of knowledge-intensive jobs among the total Swiss work force rose in this period from 40 per cent to 43 per cent, which is one of the highest rates in the world. In comparison the EU average was 36 per cent and in the USA it was 38 per cent.⁵

Digital technology on the rise

Digitisation, primarily mobile internet usage, is closely associated with the developments in services and the knowledge industries. Steve Jobs introduced the first iPhone in 2007, and in the space of just a few years smartphone usage expanded across the entire planet at a rate no other device had done before. One in every two adults in the world now owns a smartphone. This figure is expected to rise to 80 per cent by 2020.⁶

Mobile internet usage will become increasingly common in Switzerland. According to the Media Use Index 2015, 85 per cent of Swiss citizens are already mobile internet users.⁷ They use the internet everywhere and at all times. In comparison, in 2010 this figure was just 25 per cent.

Mobile employees not bound by location

The use of laptops, smartphones and modern software solutions, together with mobile internet use, means that many jobs need not be bound by location. This is especially true for jobs that are not tied to fixed production machinery, in other words services and knowledge-intensive jobs. Since services and knowledge-intensive jobs are on the increase, the number of people who are no longer bound to the physical office of their employer is also rising, and will continue to rise.



of Swiss citizens
are mobile
internet users



The workforce of the future: Independent



55%

of Swiss citizens indicated that they intend to use the sharing economy

The sharing economy: Main elements

Through digitisation and mobile internet use, goods and services have become available on demand around the globe; this has led to changes in the traditional business model. Instead of providing products and services themselves, companies such as Airbnb, Uber or Lending Club provide online exchange platforms where buyers and sellers can meet. They are part of the sharing economy, a feature of the modern market economy in which, via online platforms, people agree to rent or share goods and services, from cars and car rides to apartments and money.

This trend has also made its way to Switzerland. In a survey conducted in 2015, 55 per cent of Swiss citizens indicated that they intend to rent or lease goods or services using online platforms.⁸

The success of the sharing economy is no accident. Exchanging goods or services over online platforms is quick and uncomplicated. Resources are used more efficiently, and the search and transaction costs tend to be free, meaning that prices for goods and services are much lower. Ratings provided by buyers and sellers provide transparency for users of a platform, and this helps to maintain user confidence in the system.

Work on demand: From employee to freelancer

The provision of services is becoming ever more important in the sharing economy. All types of work are offered via online platforms to interested companies or individuals, at short notice and on a flexible basis. For example, the company Upwork has a pool of ten million freelancers across the globe, with over 2,500 skills on offer to over five million customers.⁹ This is just one of many online platforms. Another example is the company OnForce, which was bought in 2014 by Adecco, the largest global provider of personal services.

A wide range of services is offered, from administration, data research, design, product management and translation, to financial and legal consultation. This form of flexible, project-based work is also known as the 'gig economy' or 'on-demand economy'. People work when they want to and as much as they want to. They are independent and are not employed by the online platform operators.

For many people, this 'micro-entrepreneurship' means more flexibility and independence and it provides them with an additional source of income. On the other hand their work is not covered by employee protection regulations (such as protection against dismissal, and the requirement for social security contributions from an employer), since freelancers are mostly self-employed.

Higher flexibility, lower costs

For businesses, using freelancers means more flexibility and lower costs. This is particularly important for start-ups, which often require specialist or specific help for a short period of time. There is also an opportunity for small and medium-size enterprises (SMEs) to make use of additional know-how without increasing their fixed costs.

At the same time, there are potential problems. Anyone who has worked with freelancers will know that they can become an administrative burden. There is also the question of security: freelancers cannot always be trusted with confidential information. Finally, there are risks of regulators deeming freelancers to be full time and therefore entitled to normal benefits and protections from the employers which could undermine the model or at least make it more expensive. This is a major issue that Uber is facing with their freelancers in the US.

Earning potential as a micro-enterprise

Figure 2 shows an imaginary diary for a car-owning Swiss student living in a flat share in Zurich, illustrating the opportunities that the sharing economy offers freelancers. During the university holidays the student can earn around 5,000 CHF per month (at today's rates) if he works as an Uber driver for four weeks, rents out his parking space and room, and also provides other services to different customers.
















Who counts as a freelancer?

In the USA, the use of on-demand working is widespread. A current survey shows that 34 per cent of Americans work as freelancers.¹⁰ According to the Intuit 2020 Report, this number will increase to 40 per cent by 2020.¹¹ The definition of 'freelancer' includes not just full-time freelancers, but also employees pursuing extra work.

In Switzerland there is not yet an official definition of 'freelancer', and there are no official figures. The law distinguishes between self-employment and dependent employment. According to the Swiss Federal Statistical Office BfS, 16.7 per cent of all workers in 2014 were self-employed.¹² However, not all self-employed workers are freelancers, and employees can work as freelancers 'on the side', in addition to their full-time or part-time job.

Freelancers are commonly defined as independent workers who receive a fee instead of a wage or salary, and most have several different customers. They are found predominantly in knowledge-intensive activities such as consultancy, IT, graphics and translation.

Figure 2. Earning potential for a Swiss freelancer

	Monday	Tuesday	Wednesday	Thursday	Friday
All Day	Occasionally resell or rent possessions: 15 CHF 	Renting apartment: single room average Zurich: 70 CHF 	<i>couchsurfing</i>	Renting apartment: single room average Zurich: 100 CHF 	<i>couchsurfing</i>
8am - 10am	Service activity: => 8h at 25 CHF = 200 CHF 	4 rides => about 20 CHF each = 80 CHF 	Freelance web research: 8h at 30 CHF = 240 CHF 	Freelance web research: 8h at 25 CHF = 200 CHF 	Rent out skills Help out in event management 4h at 20 CHF = 80 CHF 
10am - 12pm		rent own parking space => 5h at 4 CHF = 20 CHF 			As Tuesday: => 100 CHF 
12pm - 2pm					
2pm - 4pm		Rent out skills: tutoring 4h at 30 CHF = 120 CHF 	A modern work week in the sharing economy for a student who lives in a shared flat in Zurich and drives a car Total 1,285 CHF		
4pm - 6pm					
6pm - 8pm					
8pm	 30 CHF				 30 CHF
Money earned	245	290	240	300	210

Source: Deloitte Research

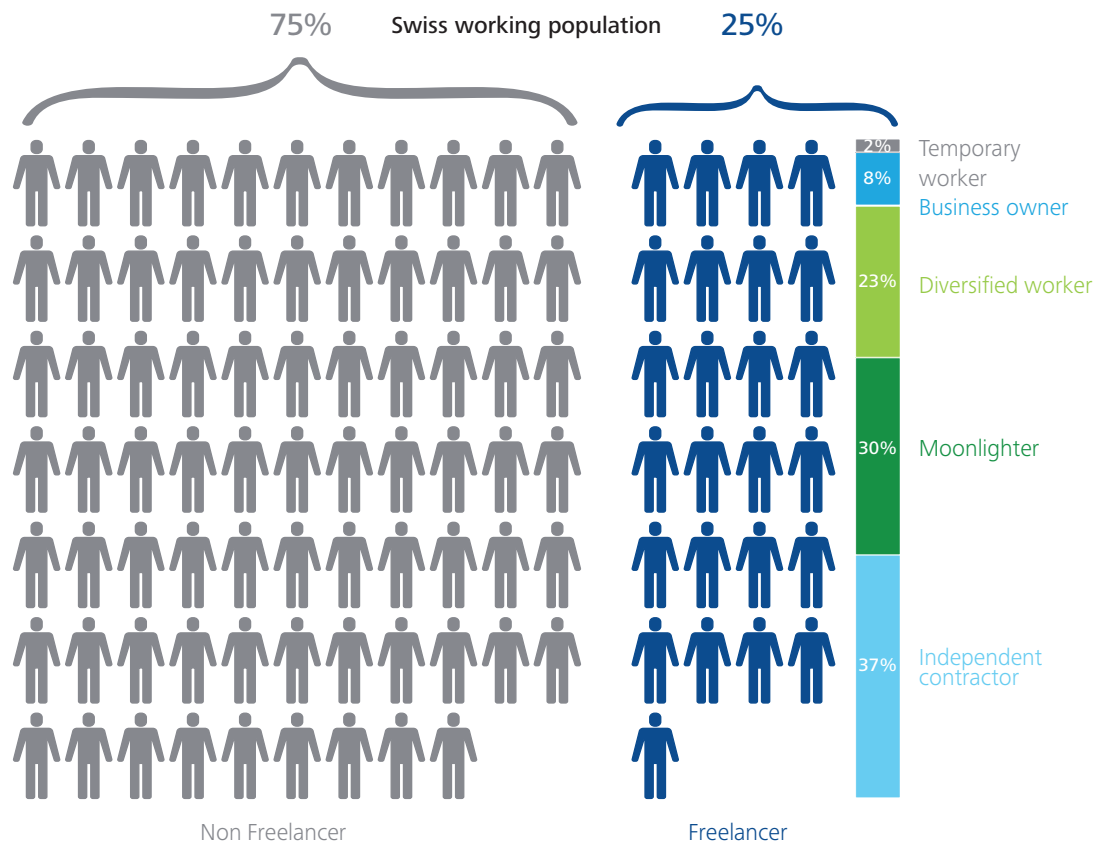
One in four Swiss citizens do freelance work

In collaboration with the professional research institute Research Now, Deloitte Switzerland conducted a survey of 1,000 Swiss residents of working age, representative of the population according to age, gender and region. The survey was based on the methodology of the above-mentioned US study¹³, and freelancers were defined as all workers who had pursued project-based, temporary or additional work on a full or part-time basis in the previous 12 months.

The survey found that one in four Swiss citizens are working as freelancers (see Figure 3). There were five identifiable categories of 'freelancer'¹⁴:

- **Independent contractor.** The 'classic' freelancer, who is not employed and works full-time on temporary and project-based tasks.
- **Moonlighter.** Freelancer with a job as employee of a company or other employer, but who does additional work 'on the side' (for example a web designer who is employed by a company, but also does jobs for other customers in the evenings).
- **Diversified worker.** Individual with an income from several different sources and types of work (for example a part-time receptionist who also works as both an Uber driver and an online English teacher).
- **Business owner.** A small entrepreneur with one to five employees, who works as a freelancer and entrepreneur.
- **Temporary worker.** A person who does work on a temporary basis.

Figure 3. Freelancers in Switzerland



Source: Deloitte Research

Freelancing will become more popular

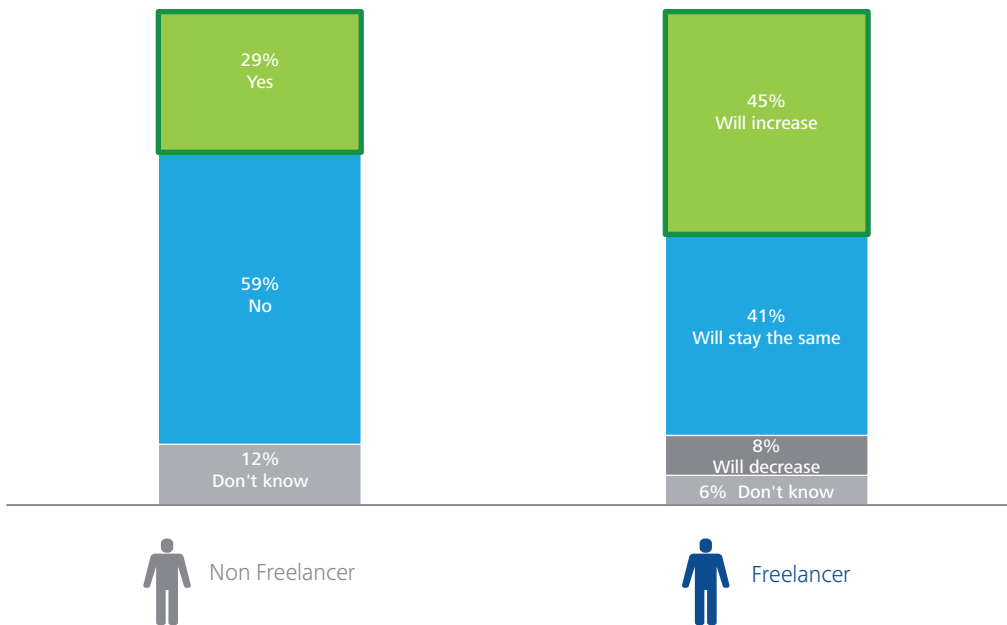
Although one in four Swiss citizens are already working as freelancers, the number will continue to rise in the coming years. As shown in Figure 4, almost a third of non-freelancers are planning to take on additional or project-based work in the next 12 months, on a full-time or part-time basis. Additionally, 45 per cent of freelancers think that demand for their work will increase; and only eight per cent anticipate a fall in demand. As a result, the total amount of freelancing in Switzerland should also increase.

When asked why they started to do freelance work, 50 per cent replied that they did so mainly to earn additional income. A further 30 per cent cited the flexibility of the work as their main reason.

Figure 4. The future of freelancing in Switzerland

Will you work as a freelancer (alongside your main job) in the next 12 months?

How will demand for your work as a freelancer change in the next 12 months?



Source: Deloitte Research

The workplace of the future: Flexible

“Technology makes it possible for knowledge-based work to be performed independently of time and place. To become more productive and creative at the same time, there needs to be some re-thinking. This requires both a willingness to share knowledge and also the skill to be flexible and adapt to changes.”

Daniel Boos
Co-Lead Future Work
Experience
Swisscom

“With the opening of the Swiss Re Next building in 2017 we are making further strides towards mobile working. The entire building will be furnished with flexible workspaces.”

Matthias Keller
Head Workplace
Management
Swiss Re

The demise of the classic office

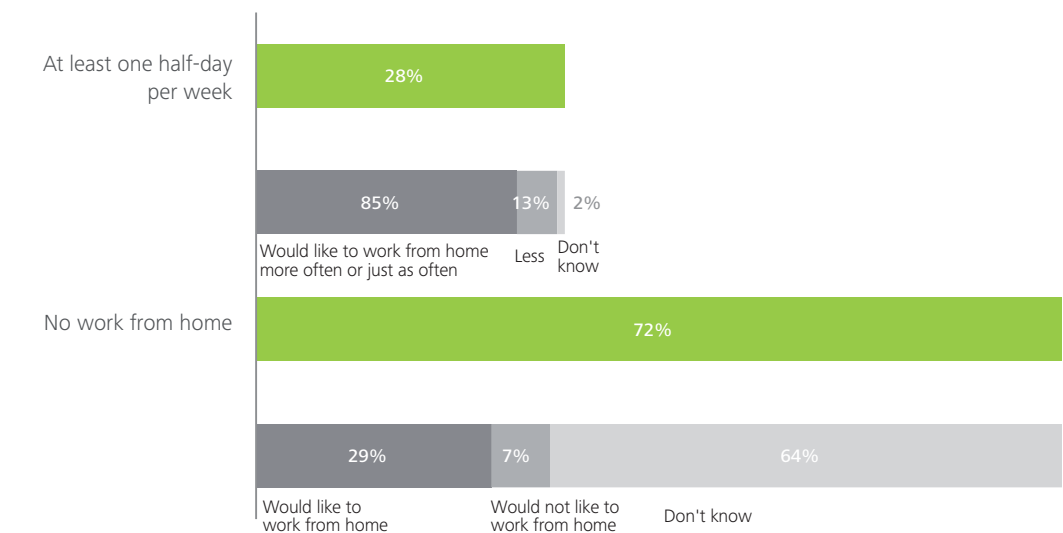
The increase in service and knowledge-based jobs, together with advancing digitisation and the growth of the sharing economy, is leading to a growth in the number of people who are able to work independently of time and place. The workforce of the future will be mobile and independent. The daily trek to the office and fixed workplaces are becoming less common.

Twenty-eight percent of Swiss employees work from home

The Deloitte survey of 1,000 Swiss residents of working age found that 28 per cent of the respondents were currently working from home on at least one half-day a week (see Figure 5).

This figure should grow in the coming years. In total, about half of the 4.9 million employees in Switzerland could be working on a mobile basis or from home.¹⁵ Furthermore, this is what employees hope for. Of the 72 per cent of respondents who did not yet work from home, 29 per cent would like to do so. Of the 28 per cent who work from home at least one half-day a week, 85 per cent would like to maintain this routine, or even work from home more often.

Figure 5. Home working in Switzerland



Source: Deloitte Research

Shared office space as a complement to working from home

Thanks to the sharing economy, another recent alternative to the conventional employer's office are so-called 'third places'. Online platforms bring together people all over the world who are seeking to rent and lease office, in a way that is very similar to the Airbnb model. You can find a workplace at the click of a mouse. The market for flexible renting and leasing of office space is growing rapidly. Operators of platforms include LiquidSpace and ShareDesk, two sharing economy start-ups from Silicon Valley.

Coworking: The office of the future?

This growth does not come as a surprise, as freelancers are driving the demand for flexible office space. Flexible workspaces may be so-called 'coworking spaces' or 'office communities', which provide offices and meeting rooms on an hourly basis. One of the market leaders is the US company WeWork, which takes on the leases of office space and then rents the space to freelancers and start-up companies in flexible arrangements. The company was founded in 2010 and is now valued at an estimated \$10 billion. Its recipe for success lies in the fact that it not only provides office space, but it also creates a sense of community among users of its space, bringing them into contact with a network of other entrepreneurs and like-minded people.

"Flexible ways of working can help compensate for the lack of specialists in Switzerland and help boost the potential workforce within Switzerland."

Marcus Hassler
Head of Infrastructure
economiesuisse

International companies capitalise on flexible workplace models

The move towards flexible ways of working is a worldwide trend. More and more companies are giving employees the opportunity to work on a mobile basis. According to a global survey by Citrix, one in four of 1,900 companies in 2012 made widespread use of mobile ways of working.¹⁶ By 2020 this figure is expected to rise to 89 per cent.

Most of the companies in the survey eliminated fixed desks and are now using hot desking, which further reduces the number of desks required. By 2020 the number of fixed desks for every ten knowledge-intensive workers is expected to decrease from eight to seven. The overall office space in companies will therefore fall.

Many companies allow employees to work not only from home, but also in coworking spaces. Companies such as Google or Pixar even offer their own flexible workplaces to external users. In this way they open their doors to young and innovative minds, and at the same time can generate income from their unused office space.



The number of fixed desks for every ten knowledge-intensive workers will decrease from eight to seven in 2020

“Many highly-qualified employees now want to be able to work independently of time and place. Whoever is reliant on skilled workers must have flexible workplace models. Easier access to the rapidly growing number of coworking spaces is part of this.”

Mathis Hasler
CEO
PopupOffice

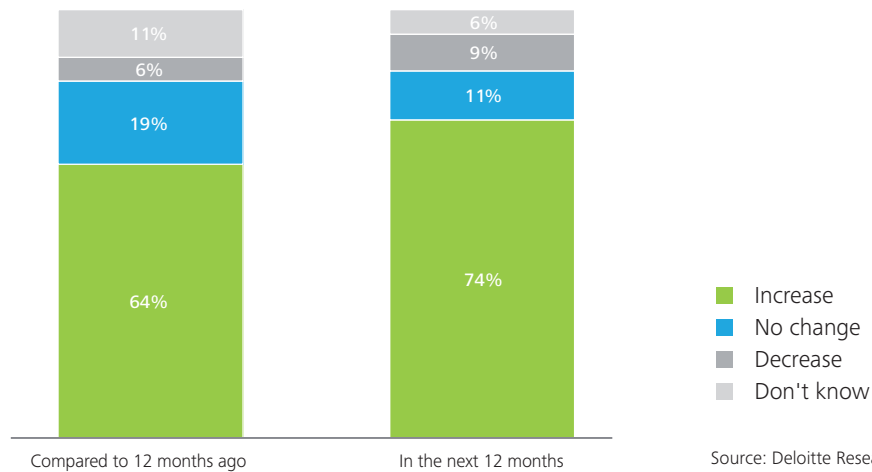
Switzerland's coworking landscape

The flexible rental of workplaces is also becoming more common in Switzerland, although not as much as in the USA. In 2014 there were 30 coworking spaces; now there are 50 which together offer just over 1,000 workplaces. There are also some large companies, such as SBB and Swisscom, that provide work space to external users.

A survey of coworking spaces, carried out by Deloitte in collaboration with the association Coworking Switzerland, found that among the 38 that took part, the demand for flexible workplaces had significantly increased over the past 12 months (see Figure 6). Demand had increased for 64 per cent of them and only decreased for six per cent.

Figure 6. Demand for flexible office space

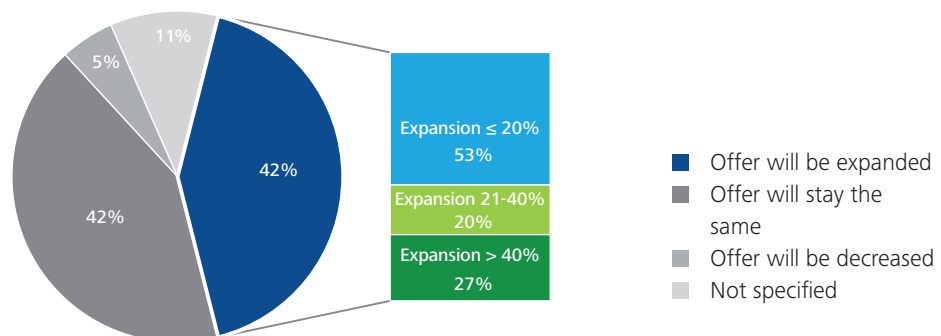
How has/will demand for flexible office spaces at your coworking space change/d?



Rising demand

74 per cent of respondents in the survey assume that demand will increase further in future. Almost half are therefore planning to expand their capacity in the next 24 months, and among these, about one-quarter expect to increase their number of workplaces by more than 40 per cent (see Figure 7).

Figure 7. Expected change in Swiss coworking capacity in next 24 months

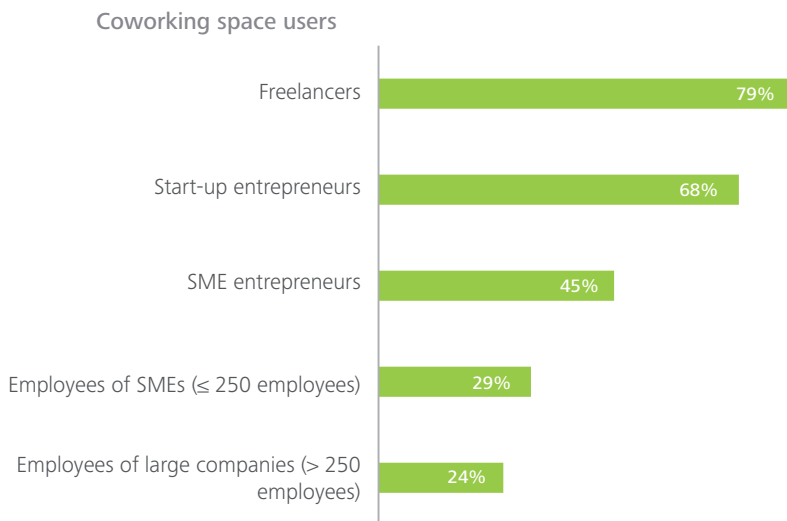


Users of coworking spaces

In Switzerland, freelancers are the main driving force behind the growing demand for coworking space. In our Deloitte survey, 79 per cent of coworking space providers had freelancers amongst their customers (see Figure 8). Entrepreneurial businesses are also major users, and company employees are customers of about one in four providers. This shows that there are Swiss companies, both SMEs and larger corporations, whose employees are already making use of this facility.

61 per cent of coworking providers in the survey believe that in the medium term growth in customer demand will come mainly from freelancers. But there is also growth potential among employees of companies. A substantial proportion of providers expect that their biggest growth in customer demand will come from employees of SMEs (32 per cent) or larger companies (26 per cent).

Figure 8. Customers seeking a workplace in coworking spaces



(Multiple answers could be selected for this question.)
Source: Deloitte Research

“Coworking is becoming increasingly popular, especially with employees who desire a shorter commute, an alternative to working from home and the opportunity to be part of a community where they can take part in social exchange and develop their networking.”

Jenny Schäpper-Uster
President
Coworking Switzerland



Where do Swiss companies stand?

“The Work Smart Initiative is about promoting flexible work in our own companies, but also supporting other Swiss companies in achieving motivating and performance-enhancing framework conditions.”

Barbara Josef
Head Work Smart Initiative
Microsoft Switzerland

“More than one in ten AXA Winterthur employees now work from home. We are also now offering employees temporary workplaces in coworking spaces at 50 different locations in Switzerland.”

Gaetano Mecenero
Head CC Social &
Community Management
AXA Winterthur

Work Smart Initiative

In Switzerland, flexible workplace models are not just a theoretical concept. The trend towards location-independent work is being actively promoted by many companies. In June 2015 Microsoft Switzerland, Mobiliar, Schweizerische Post, SBB, Swisscom, Witzig The Office Company and SRG SSR established the Work Smart Initiative whose charter requires its signatories to promote flexible and location-independent working. So far, 55 companies have signed the charter.

Applications of flexible working

Almost every company has the potential to allow employees to work on a mobile basis. However the implementation of mobile workstyle methods differs for each company. A relatively advanced example is Microsoft Switzerland, which no longer has any fixed workplaces. All its employees are allowed to work from home, and at the company's offices there are only six desks for every ten employees.

At the government-operated companies SBB, Swisscom and Post there is a rule that each employee is entitled to work from home for a certain number of days, subject to approval by their supervisor. The same rule applies at Basler Versicherungen. These companies have an average of eight desks for every ten employees.

In contrast to Microsoft, Post or SBB have many employees who are tied to working at a specific location due to the nature of their jobs, so that there is lower potential for a flexible workplace model.

Companies' growing interest in 'third places'

AXA Winterthur allows its employees to work not only from home, but also in coworking spaces. They have entered into a partnership with PopupOffice, a Swiss start-up that offers its members workplaces at 50 different locations, which can be rented on a flexible basis. Other companies are likely to follow this example.

Individual companies are already renting their own flexible workplaces to external users. An example of this is ZKB's Büro Züri on Bahnhofstrasse, which offers external workplaces free of charge. SBB is applying a similar idea with its Business Points, although it charges a fee for using its work space. This trend should develop further in future, with more large corporations offering flexible workplaces to start-up companies, freelancers and employees of other companies.

Factors in location strategy

Companies that do not yet have a flexible workplace model will need to consider at some point in the future whether to adopt this strategy, at the latest during their next change of location or move to a new building, when the time comes to decide how much space is needed and the maximum cost they can afford. Mobile working can save on both space and costs.

According to the Deloitte CFO survey Q4 2015, 47 per cent of Swiss companies consider flexible ways of working in deciding the location strategy for their business.¹⁷ An example is the new Swiss Re Next building in Zurich, which will be opened in 2017. Although most Swiss Re buildings in Switzerland have fixed workplaces, there will be only flexible workplaces at Swiss Re Next.

 47%

of Swiss CFOs consider flexible ways of working in their location strategies



“Büro Züri's success has exceeded all our expectations. The demand is extraordinarily high; the majority of flexible workplaces have been booked out for months.”

Peter Schliephake
Project Manager,
Büro Züri, Zürcher
Kantonalbank

What are the benefits of flexible workplace models?

“From the background of increasing cost pressure, flexible workplace models will become more and more important. They make optimal use of the infrastructure and offer more flexibility for employees at the same time.”

Christof Keller
Head of Construction Management
Swiss Re

“As a co-founder of the Work Smart Initiative, SBB not only wishes to increase their appeal as an employer, but also to contribute to decreasing daily road traffic.”

Stephan Osterwald
Head of Transport Economics, SBB

Cost savings and more productive employees

Flexible workplace models have many advantages. The opportunity to work outside the office benefits employees primarily, as they have more flexibility, a better work/family life balance and a shorter commute.¹⁸ But flexible workplace models also offer advantages to employers. If a company decides to change from fixed to flexible desks (hot desking) and to give employees the opportunity to work from home or in external office spaces (for example, coworking), the benefits can be:

- more efficient use of office space
- a reduction in costs (fewer workspaces, tables, office materials, etc.)
- greater appeal as an employer
- contented and so more productive employees.

By offering flexible workplaces to external users, companies can expand their external networks, profit from the knowledge of others (particularly the ideas of entrepreneurial start-ups) and promote the image of being an innovative and collaborative company. Income can also be generated from unused work space, due mainly to the fact that demand from freelancers for flexible office space is expected to grow significantly.

Reduction in traffic load

The flexible workplace model should also benefit society as a whole. In Switzerland, there has been a large increase in the number of commuters using public transport or cars, rising from 2.4 million in 2000 to 3.2 million in 2013. The length of the journey to work and the time required are also increasing. In 2000 the average commuter took 23 minutes to get to work (outward journey); by 2013 this had increased to 30 minutes.¹⁹ These developments mean that roads and the rail infrastructure are chronically over-burdened at peak times, resulting in a high economic and ecological cost.

Various studies show that increased flexibility of working can contribute substantially to reducing the amount of traffic at peak times of the day.²⁰ According to a current study by Ecoplan, CHF 140 million in Swiss public transport costs (excluding infrastructure costs) could be saved annually if flexible workplace models were used more extensively.²¹

What should companies consider?

Challenges for implementation

Although there are many advantages for employers with mobile workplace models, there are challenges with implementation that must be addressed. Unless precautionary measures are taken, and framework conditions established, there can be negative side-effects, such as the employer losing its identity and cohesiveness as a business organisation. It is also possible for social exchange between employees to be lost.

Therefore creating framework conditions for flexible working is crucially important. It is inappropriate to allow employees to work from home at any time, because this could result in the negative consequences described above. A suitable balance should be achieved between presence in the office and flexible working. In practice, there might be a decision by the team to agree who works from where and when, and also when everyone must be present in the office. It may also be advantageous to establish flexible workplaces for certain teams or departments within the company, in order to strengthen their sense of community.

Handling confidential information

Another concern is the security issue regarding confidential information, when employees work at external locations. Employees need to be aware of the risks. For example, confidential phone calls should only take place in separate rooms for example, and confidential documents should not be left lying around unattended. Rules should also be established for public Wifi connections (for example, using a VPN connection).

The office as a 'feel-good space'

The number of desk spaces per employee is decreasing with the transition from fixed to flexible workplace models. As part of this change, a clean desk policy is essential, so that a different employee can use the space the next day. At the same time the organisation should try to upgrade the facility and create a work place where employees feel comfortable, for example by providing quiet zones, lounge areas or cafeterias. Just as important is partitioning an open-plan office into separate small units, so that employees can find the quiet they need for concentrated working.

“Rules and good team communication are needed for flexible working models to function at their best.”

Nicole Passavant
Work Smart Initiative
Representative
Die Schweizerische Post

“If you choose desk sharing instead of fixed desks, you should at the same time upgrade your facilities and be more creative in your design of office space, for example with meeting points and quiet zones, lounges, plants or a large cafeteria.”

Stephan Walliser
Head of HR Switzerland
Basler Versicherungen

Endnotes

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- ¹⁸ Stiftung Produktive Schweiz (2011): Work anywhere; SBB AG and Swisscom AG (2013): WorkAnywhere.
- ¹⁹ BfS (2015): Pendlermobilität in der Schweiz 2013.
- ²⁰ Ecoplan (2015): Verkehrsinfrastrukturen smarter nutzen dank flexibler Arbeitsformen; SBB AG and Swisscom AG (ed.) (2013): WorkAnywhere.
- ²¹ The results are based on the extrapolation of a pilot test, whereby 264 employees of SBB AG and Swisscom AG organised their work so that they increased the time spent working from home or on the move from 24% to 33% over two months. See also: Ecoplan (2015): Verkehrsinfrastrukturen smarter nutzen dank flexibler Arbeitsformen.

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