

THE CHANGING WORKPLACE

A guide to succeeding as an SME in a world of
home, office and hybrid working

From Beaming and PurpleBeach



INTRODUCTION

The Covid-19 pandemic has brought the most sudden change ever to how and where many people work.

In April 2020, nearly half the UK workforce worked at home at least some of the time — a record high. 86 % of those said their new working arrangements were the result of Covid. The proportion of home or hybrid workers rose to more than half of 25-49 year-olds, 57 % of Londoners, and more than 60 % of managers, professionals and those in associate-professional and technical occupations.



Sonia Blizzard, Managing Director,
Beaming

Millions of UK businesses have been affected - a large proportion of them small and medium-sized enterprises (SMEs).

Working arrangements are in flux, with different organisations taking different approaches. Homeworking? Office-based? Or a hybrid?

That leaves the question of which way to go in the long term. Each mode brings challenges and benefits. And once a business has decided on a route, how can it get things right?

This guide is a collaboration between Beaming, a specialist provider of internet services, and PurpleBeach, a people and innovation consultancy.

It features expert insights from the best in the business to help leaders understand the impact of the pandemic on employees and how we can respond, as well as the day-to-day technological concerns that large-scale remote working brings with it.

Our aim has been to offer guidance in these tricky times. We hope you find it useful.

Sonia Blizzard, Beaming & Annemie Ress, PurpleBeach



Annemie Ress, Founder,
PurpleBeach

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PART 1

THE CHANGING WORKPLACE

THE WORKPLACE REVOLUTION OF 2020

It was an overnight revolution. On 23 March 2020, lockdown day, the UK workplace changed more in 24 hours than it had done in perhaps two decades.

By October, some firms were terminating office leases and announcing that they had no intention to go back to fully office-based working. But the picture is varied. Annemie Ress and Olivia Gribaudo, partners at PurpleBeach, a people and innovation consultancy, discovered this for their own business as well as for their clients: “there is no new normal because there is no normal, there is only new”.

Below, we pick out the various key facts and trends as they have emerged.

Phase 1: Keeping the show on the road

The first lockdown began on 23 March, 2020. In the previous year, only 5 % of the UK workforce (1.7m people) had worked mainly from home. A further 8.7m (ONS data) said they worked remotely at least one day a week.

Homeworking was not the norm, but when the call came from Matt Hancock it needed to be. Fast.

Kate McCarthy-Booth runs the Warrington-based McCarthy Recruitment - twice winner of the UK's Best Small Workplace. Like everyone, she began by trying to keep the show on the road. “The challenge for leaders was everything kept changing”, she says, “and that was one element of a huge amount of complexity that you had to navigate through very quickly. We focused on technology initially - enabling workers to communicate.”

Not every business managed this so quickly. Research by Asana, a provider of collaboration software, found that, a month into lockdown, 67 % of UK knowledge workers didn't have at least one of the following:

- a desk to work from
- a PC or laptop
- a reliable internet connection

Compared with workers in the US, Germany, Japan and Australia, UK workers were the least prepared for lockdown. Less than a third (31 %) were working from a desk.

But homeworking didn't just affect access to equipment. Providing the workforce with tools to be effective was just the first step.

“there is no new normal
because there is no normal,
there is only new”

Annemie Ress, Purple Beach

Phase 2: Adapting to a new landscape

London-based Opinium is a market-research agency — and holder of three Great Place to Work awards. Chief Executive James Endersby recalls the effect of being at home on team working.

“With our superpower of collaboration gone we had to quickly recreate that magic online,” he says. “To help, we held on to those teams that helped bind the agency together, like our social committee, mental wellbeing team and various other initiatives - trying to recreate the world of March and before.”

McCarthy Recruitment’s approach switched as lockdown set in properly. “After making sure everyone could communicate,” says Kate McCarthy-Booth, “our focus shifted to the mental-health impact and recognising that everyone was in a different situation.”

This chimes with research by another recruitment firm, Robert Walters. It found that almost half (47 %) of managers were worried that employees were at risk of burnout. And 87 % of employees working remotely felt under pressure to be more productive.

Kate McCarthy-Booth began with the individual. “We started talking to everyone individually to understand what their needs were,” she says. “I think those needs were more complex than even they knew. I spotted some levels of stress in people who were saying ‘I’m OK’, and using coping mechanisms. Because even if you admitted you weren’t OK, it felt like there weren’t any options.

“The only way to help with this was to stay in touch. We talked to everyone, we offered training to those on furlough to keep them engaged, and to stay feeling part of the team.”

Sonia Blizzard, Managing Director of Beaming, echoes that sentiment. “Covid has turned one office with 40 people into 40 distinct offices,” she says. “All of them have their own distractions, challenges and equipment. It’s important for business leaders to make sure the person in each office is secure and able to work.”

Annemie Ress, founder of PurpleBeach agrees. “Policies that were set up to address the needs of the ‘workforce’ now need to address the needs of the individual. Despite being connected online, the work environment and the needs that come with it vary so drastically from person to person that employers can no longer resort to a blanket approach.”

For many, staying in touch virtually was a completely new experience. For instance, Asana found that one in five employees (19 %) were now using web-based collaboration tools for the first time.

As lockdown wore on, businesses needed to improve their communication.

At Opinium, James Endersby realised quickly that clarity was vital. “We’ve all had to work hard as an agency to make sure we were changing our communication habits and being a lot more explicit. Particularly project leaders, who need to be clear about instructions, timelines and where things are going. We just need to keep working at it, like fitness.”

Phase 3: What next? Home, office, hybrid?

Sonia Blizzard's experience running Beaming is that there is great variety in how firms are working post-lockdown. "As the pandemic has progressed we've seen suppliers and customers react differently. Some are returning to the office. Some have taken up homeworking for the foreseeable future. Companies will have to be ready to deal with suppliers and customers who are in unique setups."

With cost savings of around £8,500 a year for each employee based at home (figures from technology company Merchant Savvy), and some organisations needing to save every penny, it looks like homeworking is not going away.

But even if an organisation makes that decision, it needs to stay alert, says James Endersby. "It's important to keep checking in constantly and not taking what you've done for granted. You need to be very careful if you're under the assumption that you've arrived, or converted to this new way of working. Things get old really quickly online."

So where will organisations be in a year's time? Kate McCarthy-Booth says it's still too soon to tell. "I think most businesses don't know where they'll be in a week. The key thing is to stay fluid and able to turn your hand to whatever needs be. In terms of hybrid working, as a leader you need to strike a balance between whatever the regulations may be and whatever your workers need".

The evolution of the workplace has been put into fast-forward by the pandemic. What we've seen so far is only the start.

"Companies will have to be ready to deal with suppliers and customers who are in unique setups"

Sonia Blizzard, Beaming



WHAT HAVE THE BEST WORKPLACES DONE?

We asked three leaders of award-winning SMEs how they adapted as offices went remote, how their plans changed, and where they think the business will go next.

McCarthy Recruitment

Headed by Kate McCarthy-Booth, McCarthy Recruitment is a staffing consultancy with offices across England. It has twice been ranked as the UK's best small workplace.

The company had always operated with some level of homeworking, but the lockdown brought about a fully remote workforce for the first time. Kate focused first on providing connectivity and office resources to all employees, allowing them to work and communicate effectively.

The other key part of her approach was understanding and addressing the mental-health challenges that came with homeworking, taking an individualised approach to address the different needs of each employee.

"Any solution needs to be fluid and work for everybody," says Kate. "Everyone's individual. You have to go back to that every now and then to say 'Is it working?'. Coming back to the office was an important step in re-evaluating if we were getting things right."

Kate says, "For me we've created a hybrid model that works for both the individual and the business culture. We've done this by recognising the needs of each employee but also acknowledging that, for most of us, we feel at our most creative and engaged around other people.

"Coming out of this, I hope people will be more comfortable about saying what they need. I don't like saying that, I'd like to think it was perfect, but this enforced new way of working has opened people's eyes to things they didn't know that they needed before."

BigChange

BigChange provides a range of mobile-workforce management technologies for mobile workers and back-office personnel. Employing 170 people, BigChange won a Queen's Award for Enterprise in 2020, and its workplace was recognised by Best Companies with a two-star rating.

As part of its ISO certification, guaranteeing consistent services, BigChange has experience operating the entire office virtually - including a drill just a week prior to lockdown. This meant the business was in a great position to retain productivity and customer relationships once lockdown hit.

BigChange has virtualised its workforce, with all 167 employees now able to work remotely. All processes are web-based, including a phone system that allows employees to stay as contactable as if they were in the office.



To help with employee engagement, existing motivational speaker events were moved online - which had the added benefit of broadening the audience to BigChange's customers, not just its employees. The business has also made an individualised effort for the mental wellbeing of its employees. It has started a daily catch-up call for each department, checking in with every team member each day to understand their needs.

BigChange has taken lockdown as an opportunity to establish remote working for the long term. Its founder and chief executive, Martin Port says: "We won't go back to face-to-face sales or onboarding. Cutting out travel lets us operate in a greener, safer way. It also means we can give a better service to our customers by being more readily available, as well as having the ability to record, analyse and refine our techniques."

Opinium

Founded by James Endersby, Opinium is an insight agency, helping organisations in the UK and US understand their audiences. It has twice placed highly in the list of the UK's best small workplaces.

As a small business in a creative industry, Opinium knew it worked best as a team. With that in mind, lockdown meant quickly mobilising to "recreate our creative magic online". Thanks to prior investment in Microsoft Teams, Virtual Private Network technology and a secure cloud environment - as well as a strong workplace culture of keeping employees engaged - Opinium did just that.

"We were trying to recreate those existing connections online, adapting initiatives we already had in place at the office," says Endersby. "Although the world we're operating in now is very different, we didn't commit to old ideas that didn't work and instead looked to create new ones that did."

Being a research agency, Opinium took the same approach to running the business remotely as it does in all aspects of work - tracking and monitoring views, and adapting. The company took the break between restrictions to re-open the office for employees who didn't feel they could work from home.

"We won't go back to face-to-face sales or onboarding. Cutting out travel lets us operate in a greener, safer way"

Martin Port, BigChange

PART 2

PEOPLE



UNDERSTANDING THE IMPACT OF LOCKDOWN

By Dr Heejung Chung, Reader in Sociology and Social Policy, The University of Kent

Building the best work environment starts with understanding the different challenges lockdown has brought in mental health, productivity and the boundaries between work and personal time.

For many workers there's a huge level of insecurity

You would expect that if people have more control over when and where they work that they'll slack off. Expand their leisure time. However, not just in my own research but in research across the world, when you have blurred boundaries between working and home lives people work more.

There are many reasons for this. A lot of people will have been working longer hours at the start of lockdown due to a lack of support and unpreparedness. Among mothers especially, work time was 'tainted' by childcare responsibilities, so they couldn't do their work unless it was late in the evening, or early in the morning.

For many workers there's also a huge level of insecurity about keeping their job. Overworking results from chasing that competitive edge in response to the anxiety of being laid off.

Workers' wellbeing is a crucial element in business success

As a good manager, you have to help people keep the boundaries between work and family life. Keep the message very clear - 'We don't want you to be working all the time'. Because in no way is that beneficial for anyone. Working long hours has been shown to decrease per-hour productivity, lower motivation and loyalty, and affect health which can cause sickness and absenteeism.

I know that there are managers out there who still think long hours are the only way to show commitment and achieve deadlines. Actually, if you have deadlines to meet and the company is in a tight situation you need to make sure the workers are in top shape, and can do their hours in a more efficient manner. Try to keep things manageable, protect the boundaries of workers, and even try to reinforce those boundaries.

By telling your employees that you don't want them to overwork, you explain that it's not beneficial to the company, and put the message out that the wellbeing of workers is a crucial element in the success of the business.

“...when you have blurred boundaries between working and home lives people work more”

Dr Heejung Chung, The University of Kent

Managers can understand and help their employees better than ever

There is some benefit to home and work coming together. The crossover has forced managers to come to terms with the fact their workers aren't just workers. They're parents, carers, family members and pet owners too. I think we were in a way stuck, expecting workers to just work and that that's all they are. In fact we're all very multi-dimensional people.

That understanding came about because we are quite literally in each other's houses in video calls. The benefit is that managers can understand and help their employees better than ever. The problem comes if due to the stress of work, personal insecurity, company insecurity about being able to ride this wave, you feel like you need to do more and more. It's up to managers to communicate to their group a more efficient way of working rather than just slaving away all day and night.

There needs to be trust, there needs to be trial and error, and there needs to be a continuous conversation about strategies. This can't just happen between managers and employees, but must also involve co-workers. People are missing out on that interaction, especially the informal chats.

There are ways of making remote working succeed, but there's not just one solution. Businesses have to include everyone in the process to find out what is most appropriate for them.

SUPPORTING EMPLOYEES IN UNCERTAINTY

By Andrea Derler, Director of Industry Research at the NeuroLeadership Institute

In May, the height of the Covid-19 crisis in Europe and the US, the NeuroLeadership Institute set out to understand more about how it was affecting people psychologically.

While around half of the people we spoke to reported that their anxiety levels were increasing week on week, affecting their ability to focus on work, our research uncovered significant differences in anxiety depending on how Covid-19 affected people personally.

People with childcare issues, confronted suddenly with the need to combine homeschooling and homeworking under the same roof, were among the most anxious at the time of our study.

High levels of anxiety were also experienced by people directly affected by Covid-19, those who had contracted the virus or had family members and close friends that were unwell, as well as people impacted by reduced workforces and furloughing.

Providing certainty in an uncertain world

One of the reasons that people become anxious is that they are uncertain about the future. Leaders can't provide that certainty because it's difficult to predict when the pandemic and after-effects will be over.

But we know from our research that people tend to have a higher degree of confidence in their organisation if they felt that there were clear rules and order at work.

Leaders can inspire greater certainty amongst a workforce by being clear about what the organisation is going to do and precisely what they expect of colleagues. It is incredibly helpful for leaders to make themselves available to answer employees' questions about company decisions.

Building a sense of team and belonging

Our study showed that people had lower anxiety levels if they felt part of a team, but it is harder for people to feel that way when isolated from colleagues at home.

This isolation also feeds our distance bias, our human tendency to favour people closer to us in time and space. Unchecked, distance bias impacts negatively on our perceptions of colleagues in other locations, they become less important and we feel less positively about their performance.

Leaders need to make an effort to intentionally connect with their people and create new opportunities for them to engage with colleagues to encourage that sense of teamwork and belonging. Encouraging a greater level of connection between colleagues will grow in importance the longer we have to work apart - for productivity and also for learning from each other.

Driving perceptions of fair play

Fairness is another factor affecting confidence. People with more confidence in their organisation felt as though they received frequent and reasonable explanations about the decisions made.

Lack of transparency around business decisions was the most significant gap we identified in our research. Leaders frequently think they communicate transparently on issues, but it is not often perceived that way by the rest of the organisation.

Leaders need to be open and transparent about decision-making processes. Rather than cascading information from the top, hoping it trickles down to everyone through layers of management, share it with the entire organisation at the same time instead.

Developing a growth mindset

We are experiencing massive change as a result of Covid-19, and this change is intertwined with other big societal shifts such as digitalisation and the growth of AI. However we feel about the prospects of a ‘new normal’, the world will certainly not be getting back to ‘normal’ as things were before.

Leaders must help their people to see this period of change as a learning opportunity, not a threat.

I’m talking here about developing a growth mindset, the belief that our skills and traits — and those of our colleagues — can grow and get better. We need cultures that consider everyone in an organisation to be capable of growth, not just the “top 10%” of people.

Leaders play a critical role here, both in embracing change and becoming role models for learning. They must be open to experimentation, including being at peace with, and learning from, failure, and — instead of always trying to be the expert in the room — willing to learn together, actively seeking knowledge from their teams.

Developing a business culture that embraces change and equips colleagues for new and different ways of working requires systematic change. Great planning and communication are important, but they are only part of the answer.

We need to pinpoint what we care about, identify the behaviour that is required to achieve that priority, and put systems in place that make it easy for people to behave in that way. That could be a prompt in virtual meetings to ensure that everyone on the call is individually invited to contribute their views to a problem — to help overcome distance bias — or creating new opportunities for even the most junior team members to educate their colleagues around new ways of working.

“Developing a business culture that embraces change and equips colleagues for new and different ways of working requires systematic change”

Andrea Derler, NeuroLeadership Institute

BOUNCING BACK BETTER

By Annemie Ress and Olivia Gribaudo, Partners at PurpleBeach

You can tell a lot about someone's character in a crisis. Did they lose their head or did they rally themselves and their business?

There's no doubt that leaders need to work harder, but adapting to the crisis will bring enormous value for their employees, their customers and their business. As for the 'new normal'? There is no new normal because there is no normal.

An opportunity to reset employee engagement

We don't believe that employee engagement is dead just because it's done remotely. A more authentic and personalised work experience has the potential to engage people like never before.

Remote working isn't something employers can address like a tick-box. It isn't just putting practices and technologies in place that solve the issue. There needs to be a lot of two-way communication and willingness to adapt when testing and trialling ideas.

For employees there's an opportunity to choose what we do. Another reset. A lot of work pre-Covid was process-driven, repetitive or non-value-added. Just a use of time.

For leaders, Covid has allowed a resetting of company objectives and a tightened focus on the work that needs to be done to get to those objectives.

After employers provide a strong understanding of what work must be done, employees should be trusted to work in ways that suit them.

This will go much smoother if bosses and employees learn together. Both parties should be asking for collaboration, showing vulnerability and being willing to test and learn from new ways of working.

Ultimately the employees will drive the change. How will collaboration continue? How will promotions work? How will mentoring work? How will a business continue if its fortunes don't allow a reward initiative?

These are the questions leaders need to work with their employees to address.

“Remote working isn't something employers can address like a tick-box”

Annemie Ress, Purple Beach

Level the work hierarchy

The burden of childcare, homeschooling and domestic drudgery during lockdown has fallen overwhelmingly on women. While a lot of doom and gloom claims this has set the gender agenda back 30 years, it can be addressed in time with proper policy.

The pandemic hit us all unawares and, as said before, there is no new normal. The situation at the moment isn't how things will settle.

Communicating online goes some way to levelling the work hierarchy. Male voices can no longer dominate boardrooms when people must speak one at a time online. Your physical presence doesn't let you take control of a meeting, a leader is given the same sized square on the screen as the lowest-ranked employee. Use this change for the better. A wider range of voices in your business will help find the best new solutions for employees.

We can already see the benefit in SMEs which were driving inclusion agendas pre-pandemic.



PART 3

TECHNOLOGY

GETTING THE TECHNICAL SIDE RIGHT

By Sonia Blizzard, Managing Director of Beaming

The coronavirus pandemic is one of the biggest surprises in the UK economy we've encountered in decades. Beaming's annual survey of business leaders, undertaken in January 2020, found that half (46 %) of businesses would encounter operational delays should members of staff be unable to operate from their original business premises.

Just 22 % of small and 28 % of medium-sized businesses said they could access mission-critical systems from other locations immediately. Most of the rest had to put in place solutions that would enable business to continue in just a matter of days.

It is now time to take stock of those decisions, and ensure that the technology in place is resilient, secure and fit for the future.

There are three levels of connectivity organisations should think about. Each may suit a particular firm, from those looking at remote working long-term, to those needing a more simple stopgap.

Level 1: The basics, for everyone needing a stopgap solution

- **Standardise your equipment.** With such a sudden lockdown many employees didn't have the equipment they needed to work from home effectively. Employers need to ensure that their people have everything required to work comfortably from home, from keyboards, headsets and laptops, to a desk and chair. Laptops for those working at home or adopting a hybrid approach will need remote connection to key workplace systems - ranging from email at the simplest end to highly complex programmes and networks at the other. This is a job for IT specialists - in-house or bought in.
- **Use VoIP to ensure privacy and professionalism.** Any business usually communicating via landlines should look to VoIP (Voice over Internet Protocol) telephony, which enables employees to make and take calls via their laptops or an app on their mobile phones. Rather than requiring employees to share their personal telephone numbers, VoIP allows organisations and their employees to be contactable via their usual business numbers and routed around the organisation in a professional manner. It allows customers to get the same professional experience whether an employee is working at home or in the office, making it very suitable for hybrid working.
- **Secure data in motion with VPNs.** All devices used by employees to access company systems or data should be equipped with VPN (Virtual Private Network) software which encrypts internet traffic and makes the flow of data more secure. It's also important that your company uses a VPN for the office too. That way your data is secure, wherever employees are working.



Level 2: More security and speed, for those not returning to the office in the near future

- **Remote desktops.** Remote-desktop software allows your people to take control of their office computer remotely. It will let them access the full processing power and data capacity of their work environment from home, while company data stays safely in the office. There are clear speed and security benefits. It also allows those adopting a hybrid approach to work with a minimum of friction in the office-to-home transition.
- **Keep your cloud secure.** Cloud computing will give your employees access to the software and services they need over the web, but it requires security. A cloud access security broker, or 'gatekeeper' software, which sits between a business and its cloud provider, ensures network traffic complies with your security policies. This lets businesses enforce different kinds of access control, such as encryption and two-factor authentication. A secure cloud solution makes remote and hybrid options simpler and more secure.

Level 3: Business-grade security and reliability at home, for long-term remote working

- **Business broadband to separate work from home.** All homeworkers need sufficient bandwidth to do their jobs remotely and securely. Many will be battling for control of broadband with spouses, housemates or family members. They will also be increasing the risk of a cyber-security breach by accessing business systems and data using home broadband. Firms committed to remote working for the long-term should consider providing dedicated business broadband services to employees at home. This ensures a robust and reliable connection that can be kept up-to-date and secure by your IT team.

TIPS TO BOOST HOMEWORKING PRODUCTIVITY

By Sonia Blizzard, Managing Director of Beaming

Separating work and life

Allowing home and office to interfere with each other equals distraction, frustration and an inability to enjoy either.

- **Help employees create a dedicated workspace.** Not everyone has a home office, or even a door to close. But it's important to help employees confine their work to just one area of the home. If that area can't be dedicated to work, for example the kitchen table, it's important to help employees 'shut down' that area as they finish work. Some storage for work materials and equipment may be important.
- **Where possible, measure employees by results and allow them the freedom to adapt their routine.** Some roles need an employee to be ready and available throughout standard working hours. But in many the key thing is simply that the job gets done well and in a timely way. 'Presentee-ism' can be a hindrance here. If possible, allow people the freedom to adapt their routine to fit in with domestic duties and home-life pinch points. That way they can work when they have a clear head and are productive.
- **Watch out for overworking.** Without clear boundaries, work will spill over into the beginning and end of the day. The tendency for many employees when removed from the structure of an office routine is to overwork especially so when many may feel insecure about their future. This can lead to inefficiency and burnout, so overwork needs to be addressed.
- **Help employees work well with their 'new workmates'.** If their home is the new office, then those working there are also new workmates. It's important to help employees talk openly about ways in which the needs of those at home interact with their own. There may be issues about privacy, bandwidth or communal space. Understanding what's going on for your employees at home is vital, and there may be practical ways you need to help - for instance providing business broadband or by helping them schedule key calls for times when they will be uninterrupted.

Keeping in touch

To stay productive, employees will need clear lines of communication and briefs that are clearer than ever. This goes for everything from boardroom-level discussions to routine work.

- **Communicate quickly.** Employees can no longer call out across the office to clarify or check something. But they can pick up the phone. They should be encouraged to do this to ask for help. It's quick and effective. Don't rely just on email or video meetings.
- **Be aware of 'Zoom Fatigue'.** People report exhaustion after a long day of video calls, which may well be down to having to focus very hard at a semi-conscious level. Without body language to guide your conversation, you have to pay constant and intense attention to words instead. Plus, a video call with someone you've never met is still quite intimate, and even feels invasive to some. Ask yourself, 'Does this need to be done on video?'. Suggest doing it over the phone. Maybe take a walk while you talk. The person on the other end might appreciate it even more than you do.



- **Encourage employees to block out time for concentrated work.** Employees will also need times of privacy to concentrate on work. It's no longer possible to glance over the office and see that someone is obviously working intensively on something. Allow employees to block out time where they can be undisturbed. They should let people know when these blocks are. Some collaboration platforms allow people to set their status to 'Do not Disturb'. An email will do too.
- **Remember that video meetings are still meetings.** Even without the meeting room, video conferences shouldn't be treated with less professionalism. Everyone should be prepared, turn up on time and pay attention. Many people report that video meetings can be more draining, so keep them as short as possible, and end at or before the agreed time. Some participants may need to go straight into another call, and a series of calls back to back equals fatigue.
- **Keep those casual chats.** If your only interaction with colleagues is in a corporate setting you're going to feel burnt out. Allow employees time during the week for quick, impromptu chats with workmates, as long as these are not excessive in number or length. Hearing about everyone's shared experiences is reassuring and motivating, and can prevent feelings of isolation.

Beaming

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PurpleBeach

Inspiring organisations – and the people within them



PurpleBeach partners with companies looking to address the challenge of how to innovate, scale and deliver sustainable growth, not just as one-off exercise but as part of an organisation's DNA.

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