

# Looking Forward... to 2023

We've reached out to some of the most thoughtful and influential experts across our global network and asked them to think about the year ahead, then answer one question: **What's one priority organizations should adopt to improve workplace experiences in 2023?**

"Diversity and inclusion—in terms of embracing human-centric hybrid experiences—will remain front and center. If working from home provides us with certainty in our lives, then the equally important human need for variety can be fulfilled by our workplaces. For proactive organizations, these can double as sources of inspiration that provide authentic experiences that draw people back."



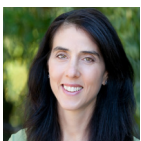
**Anoma Bāste**  
Director, Global Studio + International Client Solutions  
Space Matrix (Singapore)

"Not every office will serve the same purpose or provide identical experiences—even within the same company. And they shouldn't. The office isn't and never has been a one-size-fits-all solution. My hope is that companies really prioritize the unique needs of their distributed teams to create a workplace experience that their people actually want to keep coming back to."



**Eric Kerr**  
Workplace Strategy Manager  
DoorDash (Los Angeles)

"Covid enabled us to rethink work, but for office workers, the world has focused too narrowly on hybrid work. In 2023, I hope organizations expand their definition of better work to explore flexibility in hours, roles, leadership styles, and collaboration modes to create real agency, flexibility, trust, and accountability for all employees."



**Debbie Lovich**  
Managing Director and Senior Partner,  
Global Lead for People Strategy  
BCG (Boston)

"Organizations need to become even more sensitive to employee needs to secure their health and well-being as well as their efficiency and the quality of their work. This may require a complete rethinking of the organization, work, and related experiences. Changes to the workplace and the way people are facilitated seem inevitable."



**Mark Mobach**  
Professor of Facility Management  
Hanze University of Applied Sciences  
(Groningen, The Netherlands)

“Flexibility. Workplaces that can adapt, flex, and reset will be just as appealing for employees who use the office for two weeks straight as they are for those who drop in just for the day. It’s not about tired, old rituals. It’s not about perks or amenities. It’s about a physical environment that supports the purpose of someone’s work as well as the business.”



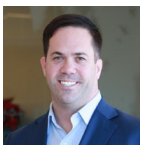
**Kim Powers**  
Senior Director, Global Real Estate and Facilities  
IDEO (San Francisco)

“Human potential is remarkable when people are working at their optimal capability, but that’s only possible when their mental health and well-being are addressed. The pandemic exposed several fragilities in tending to both. Hence, social support at work, a reliable network of colleagues, and creating a safe place to navigate the work will be absolutely pivotal in 2023.”



**Pallavi Shrivastava**  
Head of Workplace Consulting, India  
JLL (Mumbai)

“Being riveted on a more equitable and inclusive experience will lead to increased employee engagement and help achieve business outcomes. Better understanding the diversity of our employees at CBRE has led us to introduce more neurodivergent space types and layouts. And investing in new collaboration technology promotes an equitable workplace experience for both in-person and remote participants.”



**Peter Van Emburgh**  
Senior Vice President and Global Head of Real Estate  
CBRE (Washington, DC)

“Asking questions should be at the heart of workplace decision-making in 2023: What matters most to your daily work life? Why? Ask questions and act on the answers by trying new products, ideas, technologies, and settings. I hope that ‘set it and forget it’ workplaces go by the wayside in the coming year.”



**Lindsay Wilson**  
President and Interiors Market Sector Leader  
Corgan (Dallas)

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## We’re here to help

From planning for flexibility to creating more inclusive environments, we can help you deliver a better workplace experience for your people.

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