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Evolving Leadership, Business Development, and Culture in a Multigenerational Workplace

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Questions?



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Outline

1. Introduction & Background - Vivian
2. Survey Data Review - Josh
3. Four Workplace Pillars
4. Questions and Open Discussion - Panel
5. Closure and Take Aways

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Introduction & Background

Vivian Bond

FROM PLACE TO PURPOSE

What does it really mean to come into work today?

The place?

The technology?

The people?

The values?

→

The experience

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Common tensions across organizations

01 How do we build culture when people are scattered across locations?

02 Why do our best people leave despite good pay?

03 How do we onboard new staff and teach our way of doing things when they’re not in the office?

04 Why does technology make us feel more connected in theory, but more isolated in practice?

05 How do we lead across generations with completely different expectations of work?

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The four workplaces

1

The Emotional Workplace

Culture, wellbeing, social capital, trust

2

The Physical Workplace

Offices, their roles and purpose, and whether we need them

3

The Technological Workplace

New business models, ways ways to work and employee employee experiences

4

The Purposeful Workplace

Leadership, organizational organizational models, values and engagement

Framework: Kjaer Global & Unily, Future of the Workplace 2030+.

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Core questions

How do we attract and keep good people?

How do we build a culture that works across generations and work styles?

How do we lead with intention, not just habit?

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Today’s intention

New perspectives

How the four workplaces interconnect

Practical questions

To take back to your organization

Healthy discomfort

Does the workplace experience we’re we’re creating match the experience people need?

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What is the future of work?

What kind of workplace are we choosing to create, and what does that choice make possible for our people, our customers and our organizations?

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Survey Data Review

Josh Dias

REMTECH 2026 PANEL

WORKPLACE, CULTURE & LEADERSHIP

Oct 14, 2026

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20 TRACE YRS

evotek

WHO WE HEARD FROM

183 voices across our industry

Organization



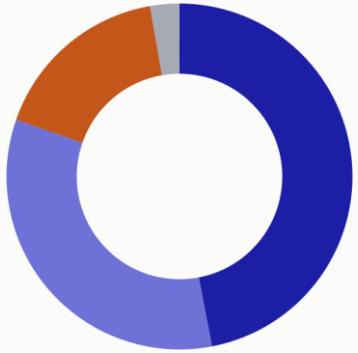
Environmental consultant	43%
Environmental lab	23%
Industry with environmental role	17%
Not environmental	17%

Role



Individual contributor	53%
Manager	28%
Executive / senior leader	19%

Generation



Millennials	47%
Gen X	33%
Gen Z	17%
Boomers	3%

Source: Remtech 2026 Leadership in a Modern Workplace survey (n=183).

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What our REMTECH survey told us

THE SAME EVERYWHERE

59%

would leave over toxic culture

even if well paid; poor leadership close behind at 42%

62%

expect better tools

the top tech expectation in every group

Source: Remtech 2026 Leadership in a Modern Workplace survey (n=183). Most questions allowed two answers; % = share who chose each. each.

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THE ONE BIG SPLIT: WHY THEY STAY

39%

Pay

Gen Z and Millennials

41%

Purpose

Gen X and Boomers

Source: Remtech 2026 Leadership in a Modern Workplace survey (n=183). Most questions allowed two answers; % = share who chose each. each.

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ENVIRONMENTAL VS EVERYONE ELSE

Same pressures, different reasons to stay

	Environmental Consultants, labs, industry (n=152)	Not environmental Legal, finance, tech and others (n=31)
THE SAME		
Would leave over	Toxic culture 59%	Toxic culture 58%
Tech expectation	Better tools 62%	Better tools 61%
Biggest pressure	Cost of living 61%	Cost of living 48%
Communication gap	Younger people 53%	Younger people 61%
WHERE WE DIFFER		
Stays for	Pay 34%	Purpose 48%
Daily impact	Quality of leadership 34%	Collaboration 45%
“I made it” means	Freedom or impact 20% (tied)	Financial security 29%

Source: Remtech 2026 Leadership survey (n=183). Top answer per group; respondents picked their top 2. Non-environmental group is small (n=31).

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WHAT SHAPES THE DAY

People shape the day more than anything

TOP DAILY IMPACTS, ALL 183



WHERE IT DIFFERS

Gen Z	Relationships and belonging	35%
Millennials	Collaboration	35%
Gen X	Leadership and collaboration (tied)	36%
Frontline	Quality of leadership	32%
Managers	Collaboration	38%
Executives	Collaboration	41%

79% **People shape work more than anything else.**

Source: Remtech 2026 Leadership survey (n=183). Top-2 answers; % = share who chose each.

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THE VIEW FROM THE TOP

Leaders stay for different reasons than their people

EXECUTIVES

53%

stay for purpose

41%

feel purpose and legacy as their top pressure

FRONTLINE AND MANAGERS

38%

stay for pay

66%

feel cost of living as their top pressure (frontline)

Leaders build retention around what keeps them. That isn’t always what keeps their people.

Source: Remtech 2026 Leadership survey (n=183). Respondents picked their top 2.

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THE SQUEEZED MIDDLE

Managers are holding up both ends

62%

feel cost of living pressure

50%

feel relationship and family pressure, the highest of any group

35%

feel health and wellbeing pressure

The people we ask to lead change are carrying the most.

Source: Remtech 2026 Leadership survey (n=183). Respondents picked their top 2.

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A NATURAL MATCH

The mentors and the mentees are in the same building

READY TO MENTOR

24%

of executives define “I made it” as developing and mentoring mentoring others

READY TO LEARN

35%

of Gen Z say relationships and belonging shape their day most

19%

of Millennials define success as continuously learning

One group wants to pass it on. The other wants to belong and learn. Connect them.

Source: Remtech 2026 Leadership survey (n=183). Respondents picked their top 2.

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Our survey matches the global research

	183 Our survey, Remtech 2026	22,595 Deloitte 2026, 44 countries	27,062 Randstad 2026, 35 markets
Pay comes before purpose	✓	✓	✓
Money is the top pressure	✓	✓	✓
Leadership makes or breaks it	✓	✓	✓
Better tools, less admin	✓	✓	✓
Flexibility and balance	✓	✓	✓

Sources: Remtech 2026 Leadership survey (n=183); Deloitte 2026 Gen Z and Millennial Survey (n=22,595); Randstad Workmonitor 2026 (n=27,062 workers, (n=27,062 workers, incl. Canada).

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A Calgary home now costs twice as many years of income

2000

Average home
$170K

Household income
$59K



= 3 years of income

TODAY

Average home
$573K

Household income
$98K



= 6 years of income

To buy like a family in 2000, you'd need to earn **$198,000**. The median household earns **$98,000**.

Sources: CREA (May 2026); 2000 average price approximate (CREB era data); Statistics Canada, 2001 and 2021 Census. Before-tax median household income.

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THE HOUSING THEORY OF EVERYTHING

When housing costs too much, everything else waits

~30
First home, 2000

~36
First home, today



Family

Marriage and kids get pushed back

Career

Pay comes first, and the first management role lands at the most stretched time

Mobility

Housing decides where people can work. Many can’t afford to move for a better job

Retirement

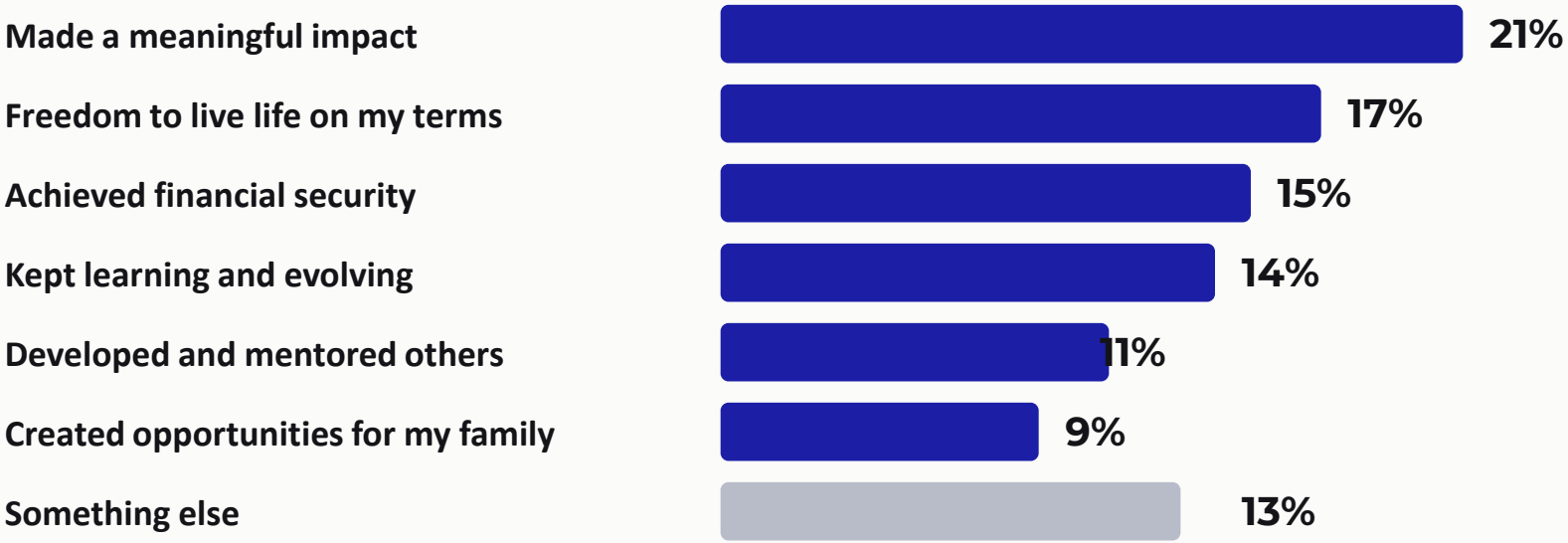
A mortgage at 36 runs to about 61, so careers run longer

Idea: Bowman, Myers & Southwood, “The Housing Theory of Everything,” *Works in Progress* (2021). First-home ages approximate: ~30 around 2000 ~30 around 2000 (Statistics Canada trend); ~36 Canadian average today.

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"I MADE IT" MEANS…

Success means something different to everyone



1 of 183

said "reaching a leadership position"

Gen Z

Freedom on my terms

Millennials

Freedom, then learning

Gen X

A meaningful impact

Source: Remtech 2026 Leadership in a Modern Workplace survey (n=183), one answer each. "Something else": enjoyed the journey, built something lasting, made the world better, reached leadership.

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Every generation sees the gap on the other side

Gen Z



71%

say older colleagues

Millennials



58%

say younger colleagues

Gen X



66%

say younger colleagues

Source: Remtech 2026 Leadership survey (n=183): “Where do you experience the biggest communication gap at work?” Boomers (n=5) not shown.
(n=5) not shown.

EVERY GENERATION SAYS IT

“The children now love luxury; they have bad manners, contempt for authority; they show disrespect for elders and love chatter in place of exercise. Children are now tyrants, not the servants of their households. They no longer rise when elders enter the room. They contradict their parents, chatter before company, gobble up dainties at the table, cross their legs, and tyrannize their teachers.”

Socrates, 400 BC

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THE 4 WORKPLACES

WHAT WE HEARD

Toxic culture is a top reason to leave, in every role and generation generation

Cost of living is the biggest pressure people carry into work

1
The Emotional Workplace

Culture, wellbeing, trust

WHAT WE HEARD

Flexibility in when and where they work keeps Gen Z

Work-life balance pushes Gen Z and Millennials out

2
The Physical Workplace

Where and how we work

WHAT WE HEARD

Better tools is the top tech expectation across every group

Less admin so time goes to the real work

3
The Technological Workplace

AI and the tools we use

WHAT WE HEARD

Poor leadership is the other top reason to leave

Quality of leadership shapes the frontline's day more than anything

4
The Purposeful Workplace

Leadership and engagement

Framework: Kjaer Global & Unily, Future of the Workplace 2030+. Findings: Remtech 2026 Leadership survey (n=183).

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The Four Workplaces

The Emotional Workplace

- Aspects of the Emotional Workplace:
  - Culture
  - Wellbeing
  - Social capital
  - Trust

1

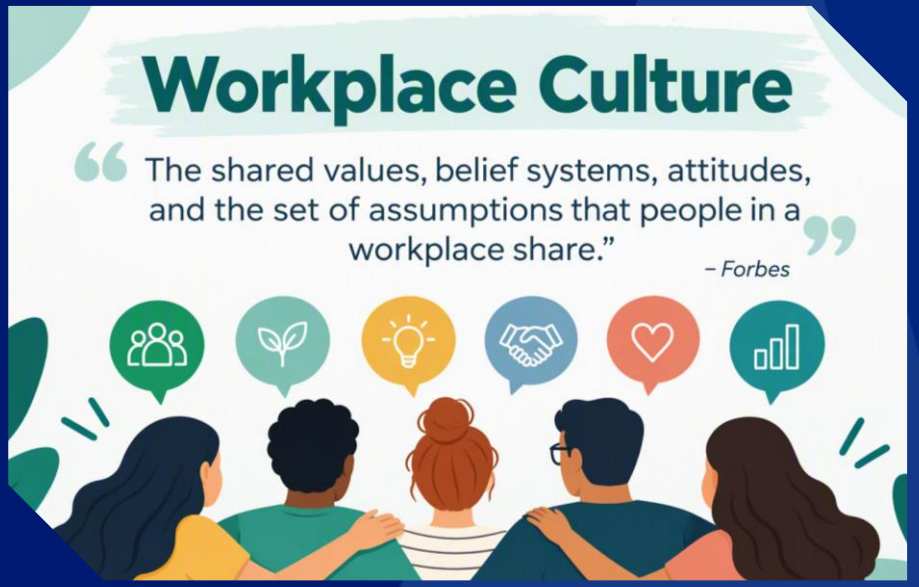
The Emotional Workplace

The emotional aspects of work: culture, wellbeing, social capital, & trust.



Culture

- What is workplace culture?
- What is “healthy culture”?
- How to create healthy culture?
- What has changed in 2026 and will change?



59%

would leave over toxic culture

even if well paid; poor leadership close behind at 42%

Wellbeing & Social Capital

- Employee Happiness
  - Cake vs. Icing
- Conundrum of Balance
- Mental Health
- Engagement with society?
- Social Justice
- Charitable Initiatives





Trust

- Trust – Built One Marble at a Time



From place to purpose

Reimagining the physical workplace

86% **of employees surveyed in the past two years work in more than one than one location**

2

The Physical Workplace

The future of physical offices: evolving roles and purpose, and and whether we will even need offices in the future.

THE QUESTION HAS CHANGED

Why should anyone come to the office?

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The office is not dead. The old office is.



Attendance. Desks. Supervision.



Connection. Collaboration. Culture. Community.

Source: Gensler Research Institute, Global Workplace Survey 2025.

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Design for activities, not attendance

A workplace should support four types of work

Focus

Quiet, uninterrupted work
work

Collaboration

Solving problems together
together

Connection

Building relationships

Learning

Growing skills from others

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The office must earn the commute

Would you choose to come here if you didn’t have to?

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Flexibility must include choice

Where I work

Office, home, site or on the road

When I work

Schedules that fit real lives

How I collaborate

In person, online, or both

What I need

Quiet, tools, support or space

Flexibility is more than location. It includes setting, schedule, collaboration mode and individual needs.

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Human connection is a design requirement

Belonging does not happen by accident

belonging *noun*

The feeling of being comfortable and happy happy in a group, and being treated as a full a full member of it.

3 of 5 top reasons to come in are meeting, socializing or collaborating

3 in 4 feel respected, valued and encouraged to share ideas

82% report a high sense of belonging and community

Source: Gensler Research Institute, Global Workplace Survey 2025.

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Communication is part of the workplace

When we’re not together, communication becomes the workplace

Design for clarity, not just speed

Intentional tone and structure prevent misunderstanding.

Create psychological safety in writing

Check assumptions. Invite questions. Assume good intent.

Build connection into how we communicate

Don’t just transmit. Make space for dialogue.

Communicate with awareness

Notice the stress or fatigue you bring to the conversation.

Lead with presence

People need to feel seen and valued, especially when remote.



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Measure experience, not just occupancy

Don’t only ask how full the office is



How full is it?



How well does it work for people?

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The practical challenge

STOP ASKING

How do we get people back?

START ASKING

What should happen when they're together?

01	What activities benefit from being together?
02	What relationships need to be strengthened?
03	Where do new employees learn the culture?
04	What work is frustrated by the environment?
05	What would make the office worth the journey?

The answer should shape the space, not the other way around.

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AN INVITATION TO RETHINK THE WORKPLACE

The best workplace isn’t the one people are required to use. It’s the one they choose because it helps them do something better.

“While an outstanding workplace may not necessarily make people be there more often, it enables them to have a much better have a much better experience when they are there.”

Leesman, What’s the value of an outstanding workplace for a hybrid workforce

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THE TECHNOLOGICAL WORKPLACE

From tools to teammates

People and technology, working together

3

The Technological Workplace

New business models, ways to work and experiences.

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We’re no longer competing only in the environmental space

Expectations are set by the best experiences in life:

SET BY NETFLIX
Personal

SET BY UBER
Instant

SET BY AMAZON
Effortless

AI

Now delivers all three at once

Ask anything. Get an answer. Instantly.

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WHY IT MATTERS NOW

Wall Street has already bet on AI

75%

of stock market gains since 2022 came came from AI

~0%

market growth without AI this year

$725B

Big Tech’s AI spend in 2026

Sources: Scott Galloway (2025); Yahoo Finance (May 2026); Financial Times (2026). Market estimates change daily.

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Tool or agent? The bet is on agents

	AI AS A TOOL	AI AS AN AGENT
How you use it	You ask, it answers	**You set a goal, it acts**
Who drives	You drive every step	**It does the steps; you review**
What it changes	Saves minutes	**Changes the workflow**
In the field	“Summarize my site notes”	**Compiles the data, flags issues, drafts the report**

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WHAT THE MONEY TELLS US

AI is no longer a tech trend. It’s the environment every business operates in.

Nobody spends $725 billion on a better spell-checker.

+1,587%

job postings for AI-agent skills

Sources: Financial Times (2026); Randstad Workmonitor 2026.

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HOW WORK IS CHANGING

The road to a human–tech partnership

THEN

Technology as a utility

Tools at a desk, nine to five.

NOW

AI in everyday work

AI arrives before the organization is ready.

NEXT

A human–tech partnership

AI takes the routine. People lead.

The question isn’t if work changes. It’s whether we redesign it.

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What the 2030 workplace looks like

01

Bots take the busywork

Admin is automated. People focus on judgment and ideas.

02

Everyone is an innovator

Anyone can pitch an idea and test it fast.

03

Learning never stops

AI coaches the next skill.

Learning to learn is the core skill.

04

Careers go circular

People leave, grow and come back.

Source: Kjaer Global & Unily, *Future of the Workplace 2030+*.

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2026 REALITY CHECK

People are moving faster than their organizations

3 in 4

young workers use AI at work

84%

of companies haven’t redesigned jobs for AI

1 in 3

say they aren’t trained enough

Employees are adapting on their own. Organizations haven’t caught up.

Source: Deloitte 2026 Gen Z and Millennial Survey (n=22,595).

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CASE STUDY: BUSINESS DEVELOPMENT

The next generation isn’t just our workforce.

They’re our clients.

That’s who we’re selling to now.

Source: Remtech 2026 Leadership survey (n=183), most common respondent profile.

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HOW THE NEXT GENERATION BUYS

How they want to be sold to

01 They research first

67% would rather skip the sales rep.

02 They protect their time

Evenings aren’t for courting vendors.

03 They want expertise, not entertainment

Useful insight beats a sales pitch.

04 They still want a person

69% want a human to confirm AI.

Sources: Gartner 2026; Randstad 2026.

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THE REAL ESTATE CASE STUDY

Technology found the house. People closed the deal.

8% → 52%

found their home online (2001 vs 2025)

88%

still used an agent

85%

trust their agent most

People sell. Technology amplifies. Search didn’t replace the agent. It changed the job.

Source: National Association of Realtors (2016, 2025).

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TECHNOLOGY EARNS ATTENTION. PEOPLE EARN TRUST.

Human connection is a skill. Practice it.

The more technology does, the more connection sets us apart.

Listen

The problem behind the request

Explain

Data into decisions

Show up

In person, when it counts

Follow through

Every time

41% of Gen Z want to build public speaking

69% want a person to confirm AI

Sources: Deloitte 2026; Gartner 2026.

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AI AS A BUSINESS DEVELOPMENT COACH

A coaching cycle that never stops



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What it asks of leaders

01	**Redesign the work**	Not a software rollout
02	**Equip managers to lead it**	They make it real, day to day
03	**Make learning part of the job**	In the week, not after hours
04	**Cut the noise**	Fewer tools, more focus time

Sources: Kjaer Global & Unily, *Future of the Workplace 2030+*; Deloitte 2026 Gen Z and Millennial Survey.

WHAT AI REALLY CHANGES

From displacement to augmentation

	DISPLACEMENT	AUGMENTATION
The question	Which jobs will AI replace?	**Which tasks can AI take?**
What changes	Jobs disappear	**Tasks shift**
How people feel	Threatened	**Freed up**
The leader’s job	Cut headcount	**Redesign and retrain**

Framing: Randstad Workmonitor 2026.

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THE TECHNOLOGICAL WORKPLACE

AI won’t take the job.

It takes tasks, and changes what the job is.

The **HUMAN** that does this best, will take your job.

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The Purposeful Workplace

- Leadership for the future
- Agency and anticipation of tomorrows needs
- People Matter
- Walk the Talk
- Lead people manage tasks

4

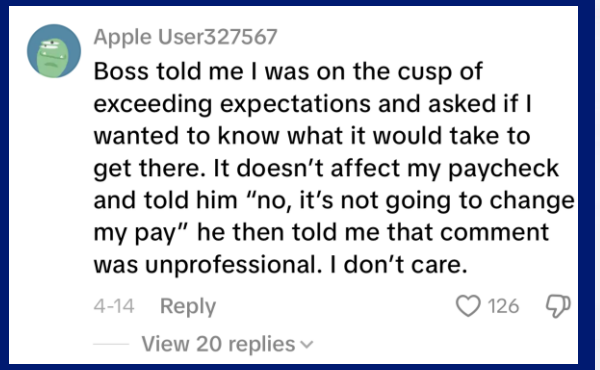
The Purposeful Workplace

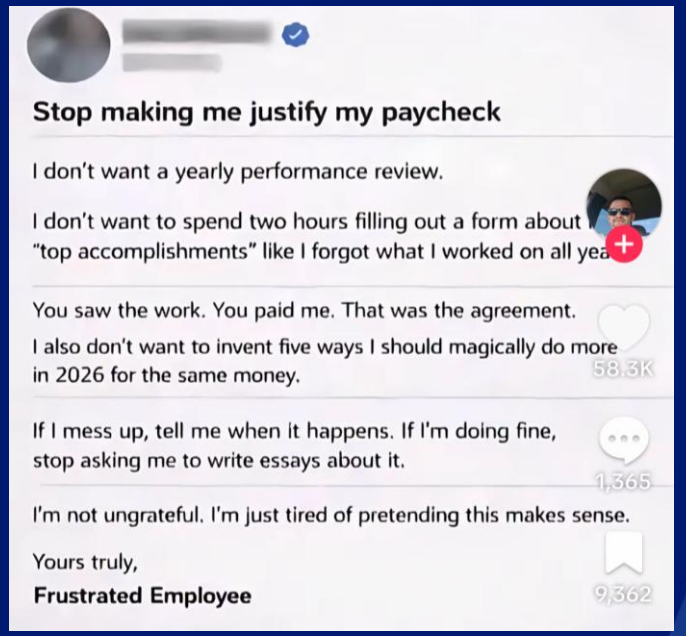
Evolving ideas of leadership, organisational models, value(s) and employee engagement.

Open Discussion & Questions



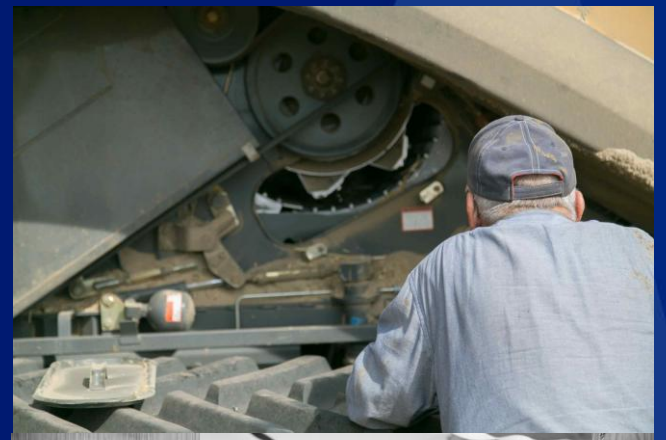
Performance Reviews





Take aways

- Think about the four workplaces when making leadership decisions.
- Look under the hood for indicators of a toxic workplace eroding culture and fix it early.
- Future focus – don’t just rely on what has worked in the past.
- Lead and live your values don’t just dictate.
- Be intentional. Be flexible. People first.





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We exist to help you have a great life.