



## Hybrid Working & the Progressive Employer

# Speakers



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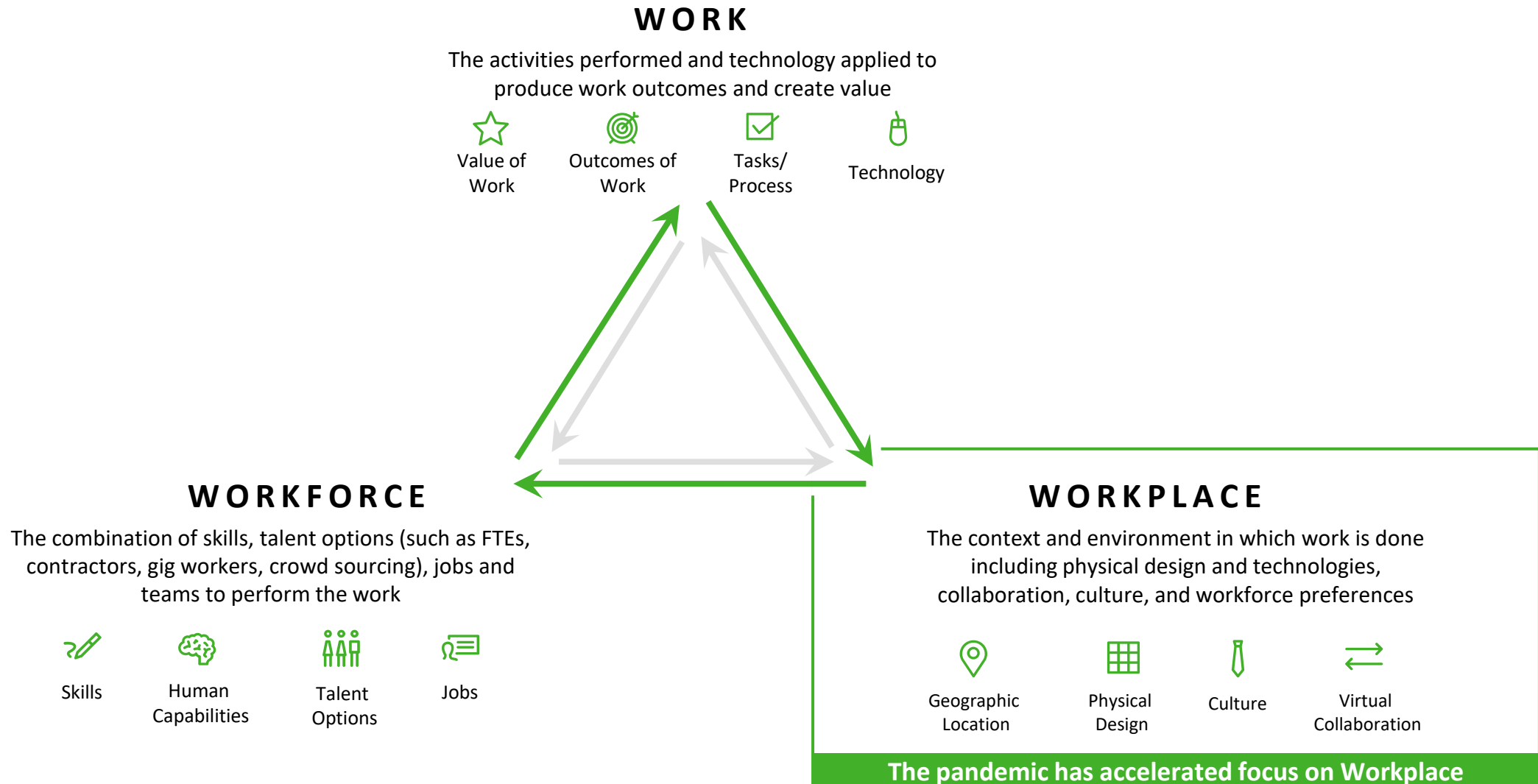


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# What do we mean by Hybrid Working?

# The current phase of the pandemic response has increased focus on the role of the Workplace



# The case for change

## Numbers talk...



**77%** of workers want more flexibility in how and where they work



**65%** of workers believe their productivity has increased since working remotely



**74%** of CFOs will move a portion of their workforce to permanently remote positions post C-19



A recent study found that **86%** of people believe that working remotely alleviates stress and improves general well-being and health



Upwards of **50%** of employees feel that they are equally or more productive when working from home, saving time from commuting and other in-office distractions



Flexible schedules can increase engagement by as much as **30%**, and reduce employee turnover as much as **12%**

(1) Zenefits, 2020, "The state of flexible work arrangements", retrieved from <https://www.zenefits.com> ; (2) Gartner, 2020, "Gartner CFO Survey Reveals 74% Intend to Shift Some Employees to Remote Work Permanently", retrieved from <https://www.gartner.com/en> ; (3) Zapier, 2020, "Half of America just started working from home. So how's it going?", retrieved from <https://zapier.com> ; (4) Deloitte, 2019, "2019 Deloitte Human Capital Trends: Leading the social enterprise", retrieved from <https://www2.deloitte.com> ; (5) Deloitte, 2020, "2020 Global Human Capital Trends: The social enterprise at work: Paradox as a path forward", retrieved from <https://www2.deloitte.com>

## ...and the market is responding

Unilever workers will never return to desks full-time, says boss

Guardian<sup>1</sup>

Google employees 'more productive working from home'

Google has told workers that they will not have to return to the office until June 2021

The Telegraph<sup>2</sup>

Barclays boss Jes Staley: working from home 'not sustainable' as collaboration and culture take a hit

CITYA.M<sup>3</sup>

Business

Deutsche Bank Unveils Hybrid Model for Post-Pandemic Work Return

Bloomberg<sup>3</sup>

Microsoft is letting more employees work from home permanently

Microsoft employees will also be able to relocate

The Verge<sup>6</sup>

BP to tell 25,000 office staff to work from home two days a week

The Guardian<sup>7</sup>

Deloitte's UK employees to decide 'when, where and how they work'

The Guardian<sup>7</sup>

# What do we mean by hybrid?

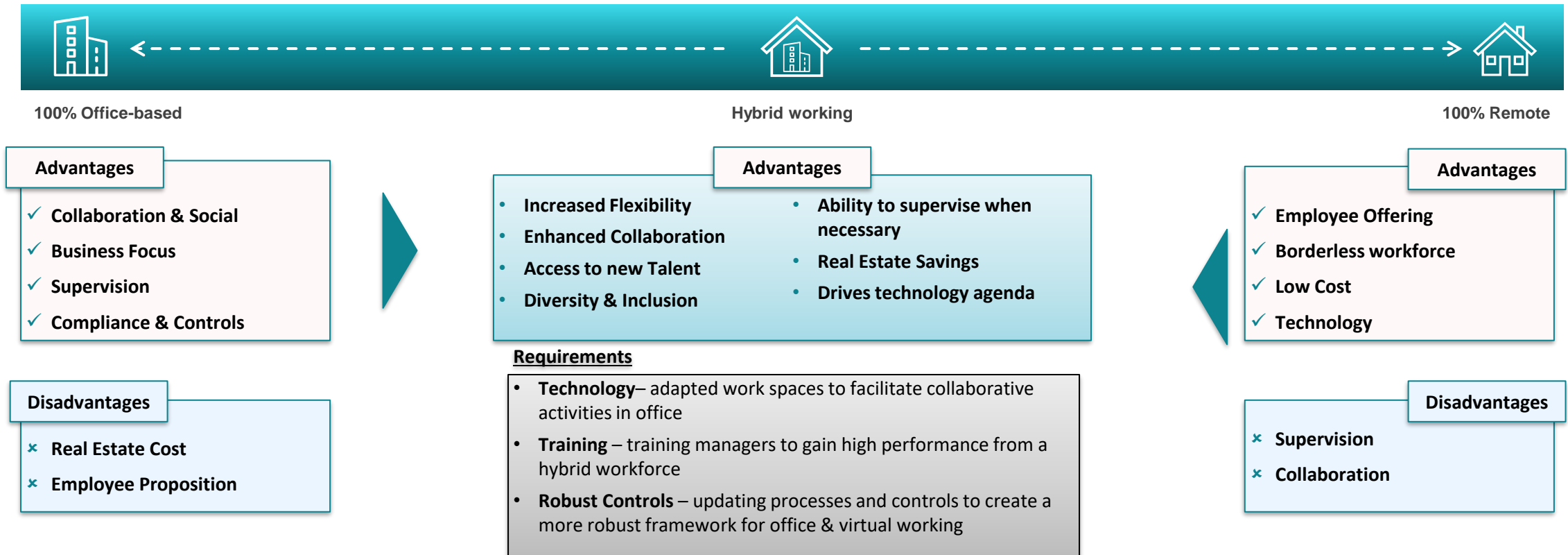
Let's align on what we mean when we say hybrid

## Hybrid Work Model

In a hybrid work model, an employee (or contractor) **works part-time from a specific company office and part-time remotely** (this could be from home or other locations). The range is generally between 20% and 80% . A hybrid work model is not just an increase in flexible working practices, but one that is built to accommodate a future where employees can be based anywhere and seamlessly communicate and collaborate.



A hybrid work model allows an organisation to select the **best elements of office based and remote working to maximise productivity, collaboration and efficiency.**



# Dimensions of Hybrid Working

Hybrid work considerations span across our work, workforce and workplace FoW dimensions





# What are the legal implications of Hybrid Working?



# What is the employment contract in a hybrid world?

## And what does it need to do?

Clarify both parties' expectations:

- What is the **deal**? What work are you contracting for?
- **Where** will (different types of) work be done, and why does this matter?
- **When** will it be delivered – and why does that matter?
- What is the **reward** (financial and non-financial) – and should it be linked to location?
- What **flexibility** does the employer need regarding any of the provisions?

## How to make it future proof?



Article

2021 Global Human Capital Trends: Special report

The worker-employer relationship disrupted: If we're not a family, what are we?

Contact us

Submit RFP

<https://www2.deloitte.com/us/en/insights/focus/human-capital-trends.html>

# What are the challenges and legal risks?

And how to mitigate them...

- **Trial periods or flexible working requests?**  
When and how do you make the change permanent? What happens if you don't?  
How to deal with individual cases?
- **Does the document reflect the reality?**  
Is ambiguity or clarity better?
- **The two-tier workforce**  
Discrimination risks  
Fair/equal pay?  
Can training and development needs be met?
- **Blurring of home and work life – permanently?**  
Duty of care, burn out risks  
Health and safety, and equipment  
Information security and confidentiality





Progressive Employer: Horizon Check

# What benefits are employers implementing?

- Work anywhere for a month
- Unlimited/flexible holiday/flexible working hours
- Health and wellbeing initiatives
- Financial support and training
- Future right to disconnect?
- Electric vehicles
- Cycle to work
- Sustainable travel/commuting

What about the tax consequences of such benefits?



# Family friendly and other initiatives

- Menopause
- IVF/Special Leave
- Diversity and Inclusion
- Horizon Checker
  - Bereavement Leave
  - Flexible working
  - Pregnancy and Maternity (Redundancy) Protection
  - Miscarriage leave and pay



- **Q & A**

- **Future sessions**

Please complete our short survey to let us know which topics you are most interested in.



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