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Hybrid Working & the Progressive Employer

Speakers



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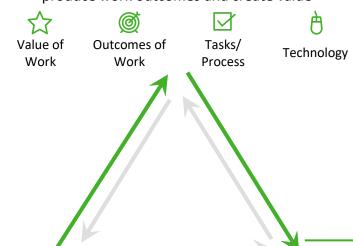


What do we mean by Hybrid Working?

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

WORK

The activities performed and technology applied to produce work outcomes and create value



WORKFORCE

The combination of skills, talent options (such as FTEs, contractors, gig workers, crowd sourcing), jobs and teams to perform the work



Skills





Human

Capabilities







Talent Options



Jobs

WORKPLACE

The context and environment in which work is done including physical design and technologies, collaboration, culture, and workforce preferences











Geographic Location

Physical Design

 \blacksquare

Culture

Virtual Collaboration

The pandemic has accelerated focus on 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

Guardian¹

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

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

Rueinaee

Deutsche Bank Unveils Hybrid Model for Post-Pandemic Work Return

Bloomberg³

Microsoft is letting more employees work from home permanently

Microsoft employees will also be able to relocate

The Verge

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

The Guardian⁷

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

ne Guardian ′

What do we mean by hybrid?

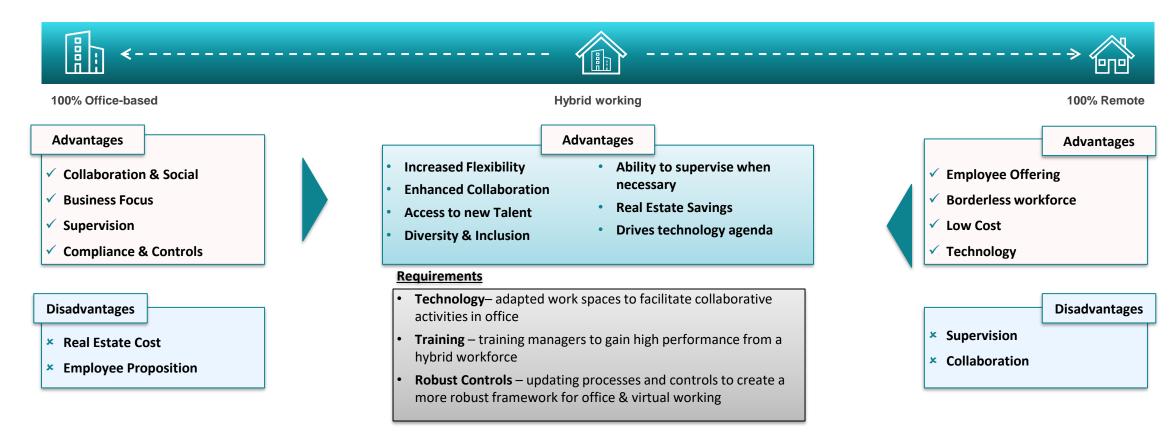
Let's align on what we mean when we say hybrid

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

Work Workforce Workplace

In all instances, the hybrid working arrangements must be compliant with local labour legislation with a focus on health and safety regulations.

What



Type of work completed i.e. task-based or project based. The modularity of the work completed will impact the ability to job share or augment using technology/bots

How



Level of collaboration required to do the work and current ways of working norms e.g. is there the flexibility to vary how work is done based on lifephase or an existing culture of trust and accountability between employees and managers when working remotely

Who



Options for who is ultimately responsible for completing the work within the talent ecosystem e.g. traditional office workforce, site contractors. An attractive EVP will be key to attract & retain top quality talent

When



What are the hours & timings during which work is done e.g. how much discretion is there to change & openness to experiment with the 'nontraditional' working hours or asynchronous working? Are there any time zone or workspace limitations?

Where



Location of where the work is completed in the most productive way i.e. alternative locations like coffee shops, home, corporate offices etc. Is a particular workplace more appropriate in promoting HSE and IT set-up? Is proximity to the customer a consideration?



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?



Articlo

2021 Global Human Capital Trends: Special report The worker-employer relationship disrupted: If we're not a family, what are we?



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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