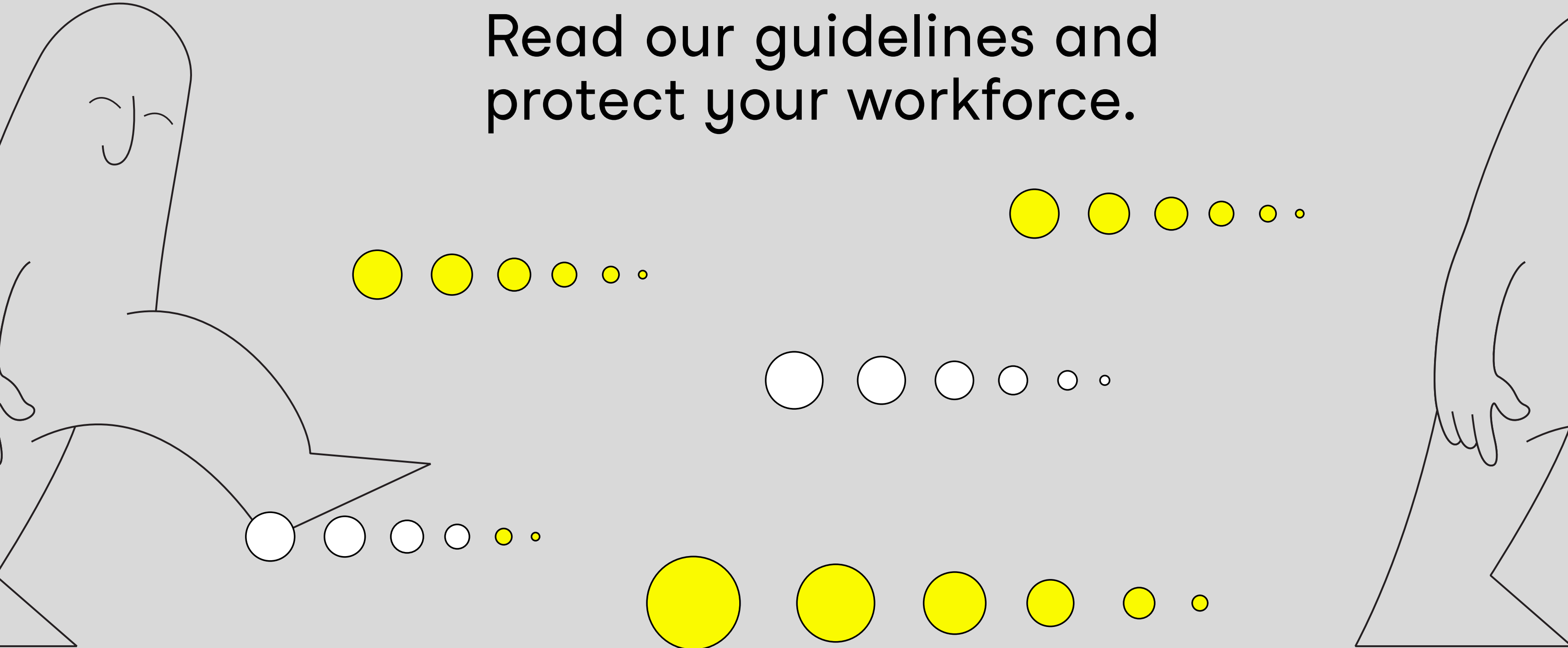


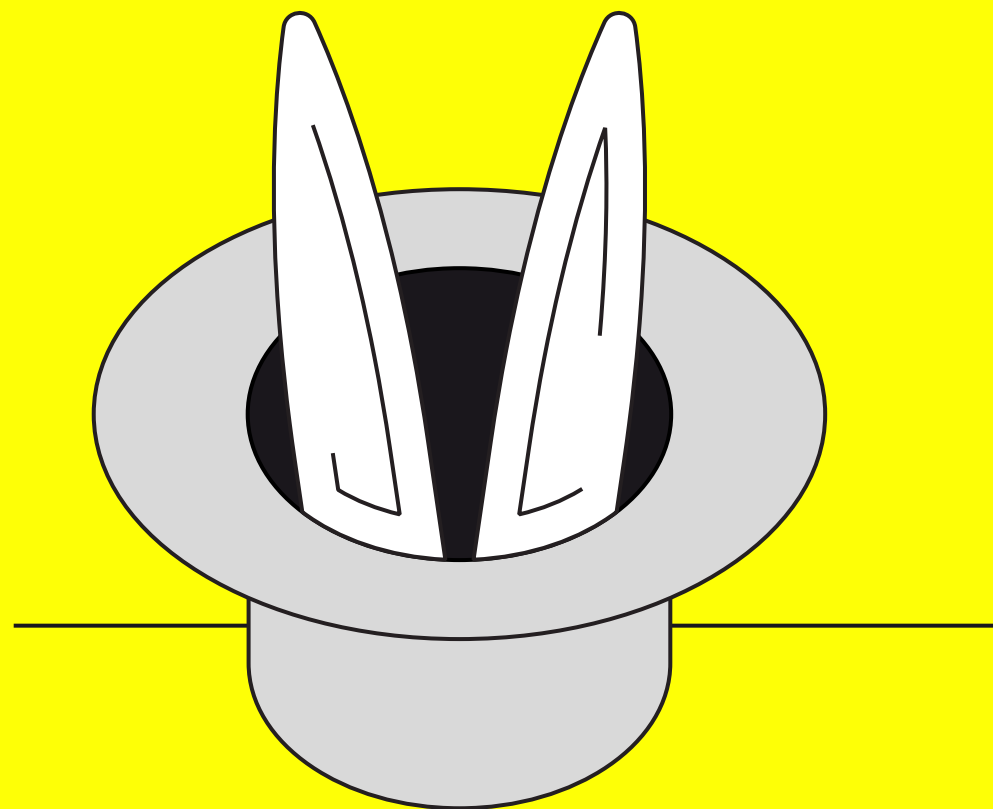
Hybrid/Fleksible

Read our guidelines and
protect your workforce.

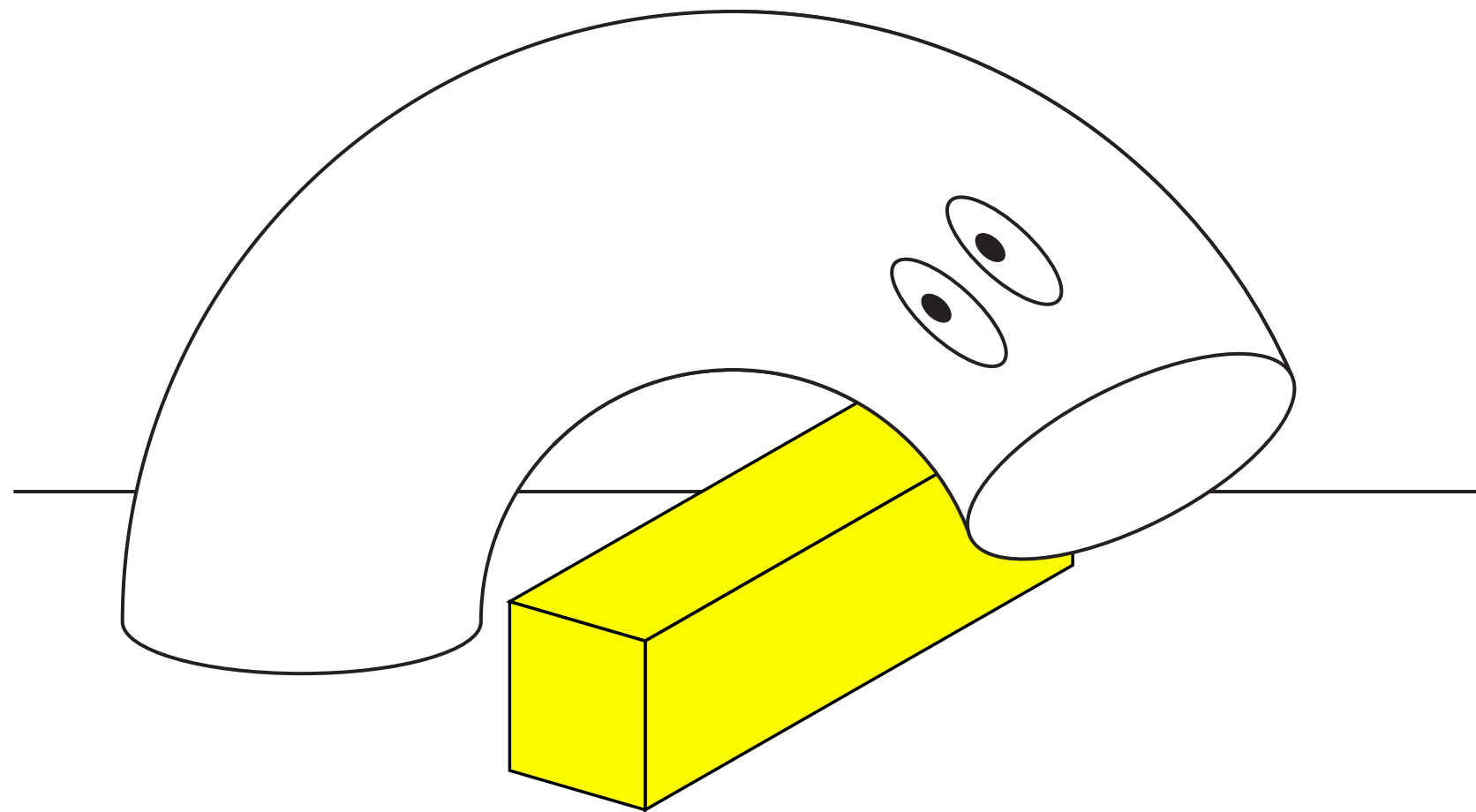


A few insights

- Flexible working is a way of working that suits employees and offers individual adjustments.
- Hybrid working combines working from different locations; office, home and third locations.
- There are a lot of myths about flexible work. Employers are worried about loss of control, culture, collaboration, contribution, and connection. But all of this can be avoided with careful consideration and understanding that one size does not fit all.
- Hybrid work is gaining on importance, 73 % of employees want to continue working from home with an option of working from office.



Flexible

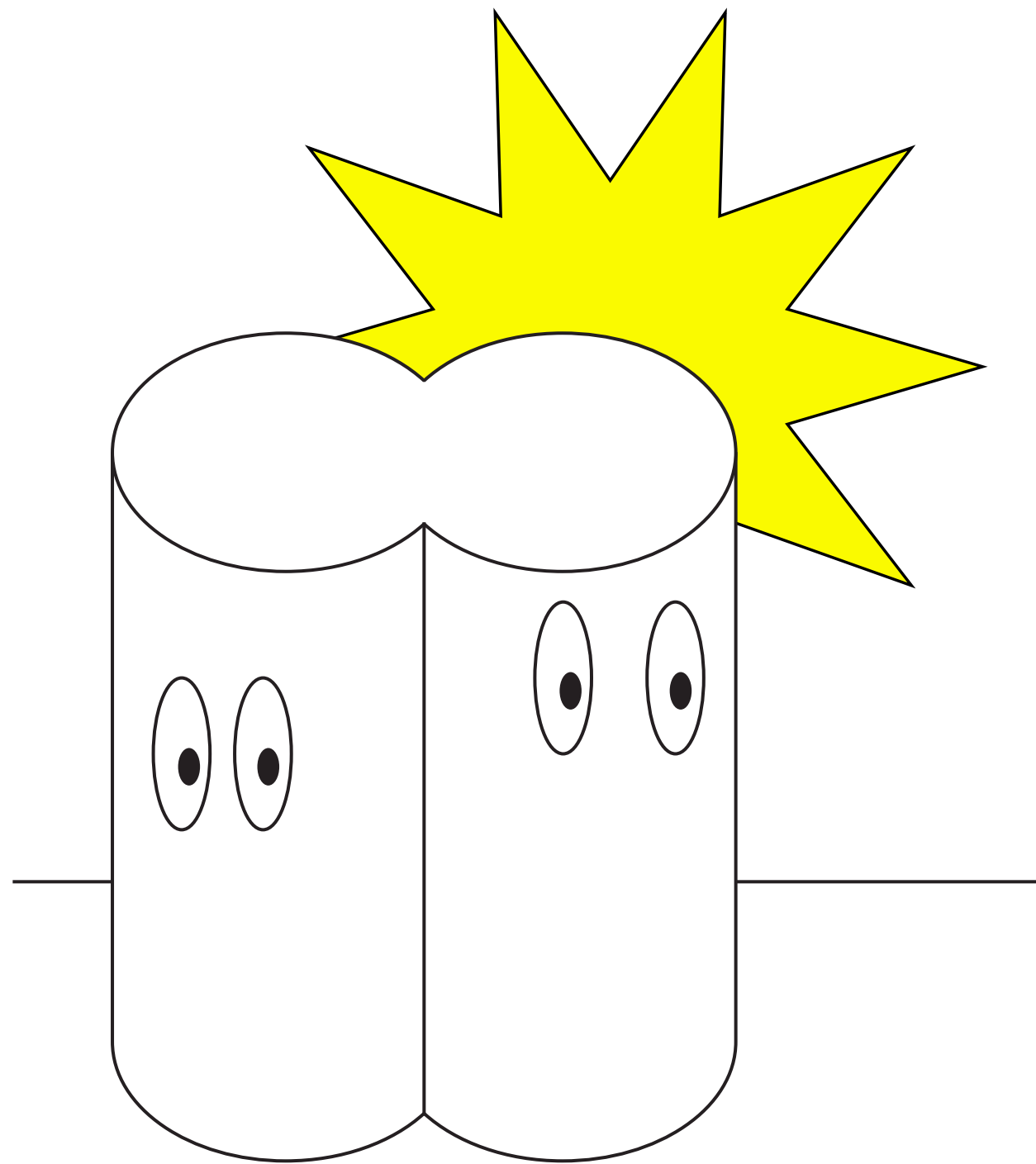


Flexible work model adjusts work for employees, for example with adjustable start and finish of work or working from home.

Companies must consider all requests accordingly by assessing advantages and disadvantages, having meetings with employees to discuss the requests and by offering the employee an appeal process.

A lot of time, we hear how employers like flexible work, but they just do not see it as plausible option for them. During COVID-19 pandemic we learned that this is not the truth. All surveys conducted on employees across various fields are showing the trend of moving from traditional office work towards more flexible, hybrid work model. However, companies must realise that one model does not fit all.

Hybrid

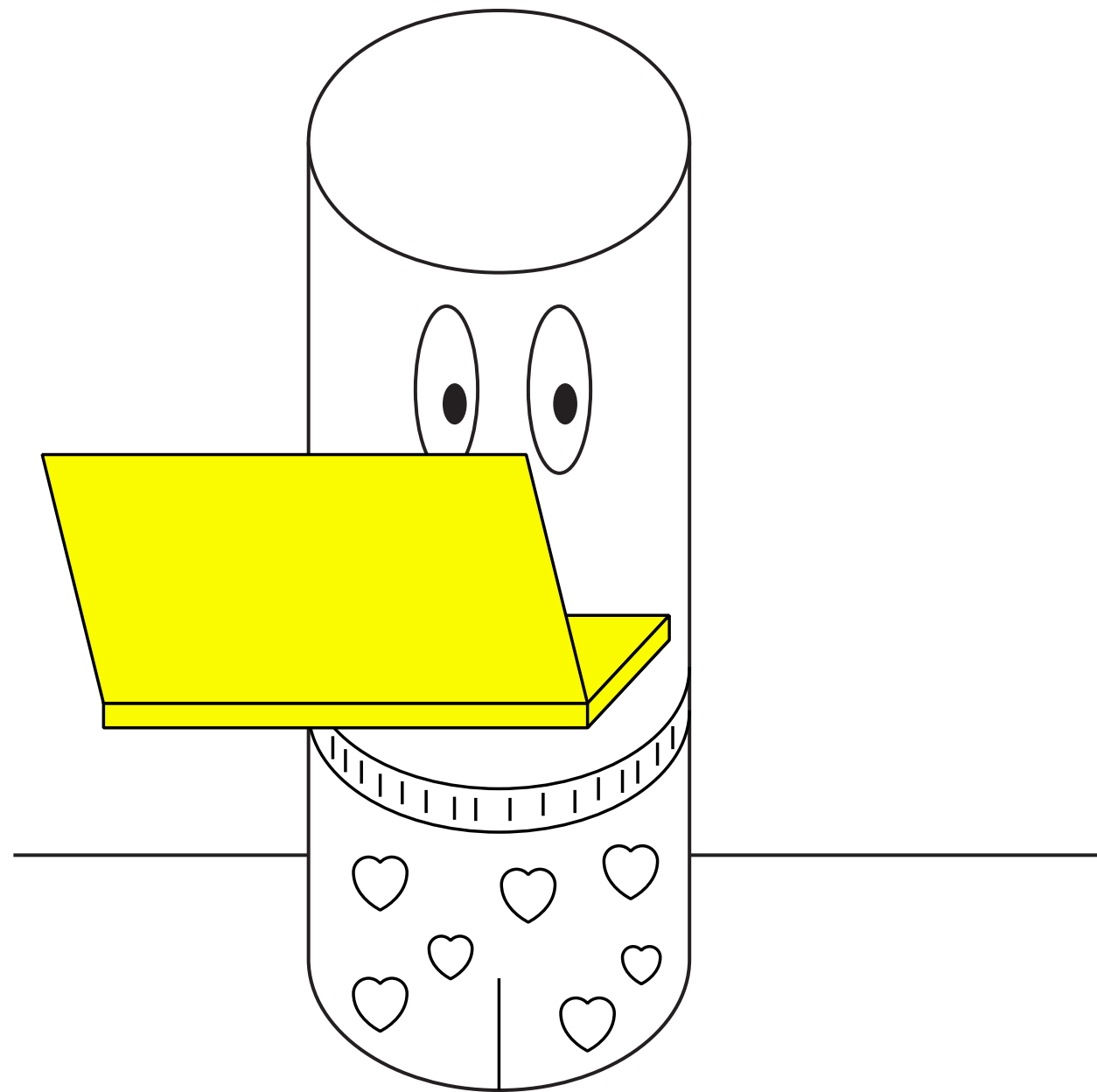


Hybrid work model is comprised of working from office, home and third location. Instead of focusing work solely on work behind desks in the office, it organizes work around employees' life.

Hybrid work aims to balance employee productivity with less work related stress and less commuting. Companies give their employees some degree of choice regarding where they want to work from. However, no matter which location employees choose, they must complete all their work tasks. With correct approach, hybrid model can enhance employees' productivity and encourage their engagement.

For some, hybrid work created new career opportunities, offered more family time, and provided options for whether, when and how to commute. This work model also brings challenges. Work teams have become more siloed, digital exhaustion is getting worse.

Myths about flexible work¹



Loss of control

For retaining control, it is important to provide structure and clarity. Organisations must provide clear guidelines on types of flexibility offered, such as working from secondary location, reduced work hours, asynchronous schedules, job sharing and compressed work week. It also must carefully consider equitable system that is clear for everybody. They can install calendar system for tracking when and where everybody works. It is also vital to educate all employees on standards they have to reach and how they will be measured.

Loss of culture

It is important for teams to regularly meet in-person or via video calls. We recommend companies first define what culture means to them and then how to maintain it in virtual or hybrid environment. For maintaining team spirit, you can for example organise virtual exercise classes, cooking classes, happy hours, and team building exercises. It is also essential to take advantage of days when everybody is present in the office.

Loss of collaboration

For collaborating teams, it is vital to have regular meetings and consistent communication when working flexible schedules. They must maintain contact, whatever medium they choose, whether it be via e-mail, calls or in-person. It also advisable to have regular meetings for teams when they work from different locations. Company must hold everybody to the same standard, no matter whether they work from home or from office. Technology can support collaboration, for example when on video call, you can create smaller break rooms that enable employees to collaborate and share their ideas.

Loss of contribution

Companies must clearly communicate what is expected from every individual employee and trust them to complete their work on time. Employees must be evaluated based on the quality of their work and how they fulfil objective criteria, rather than on time spent in the office.

Loss of connection

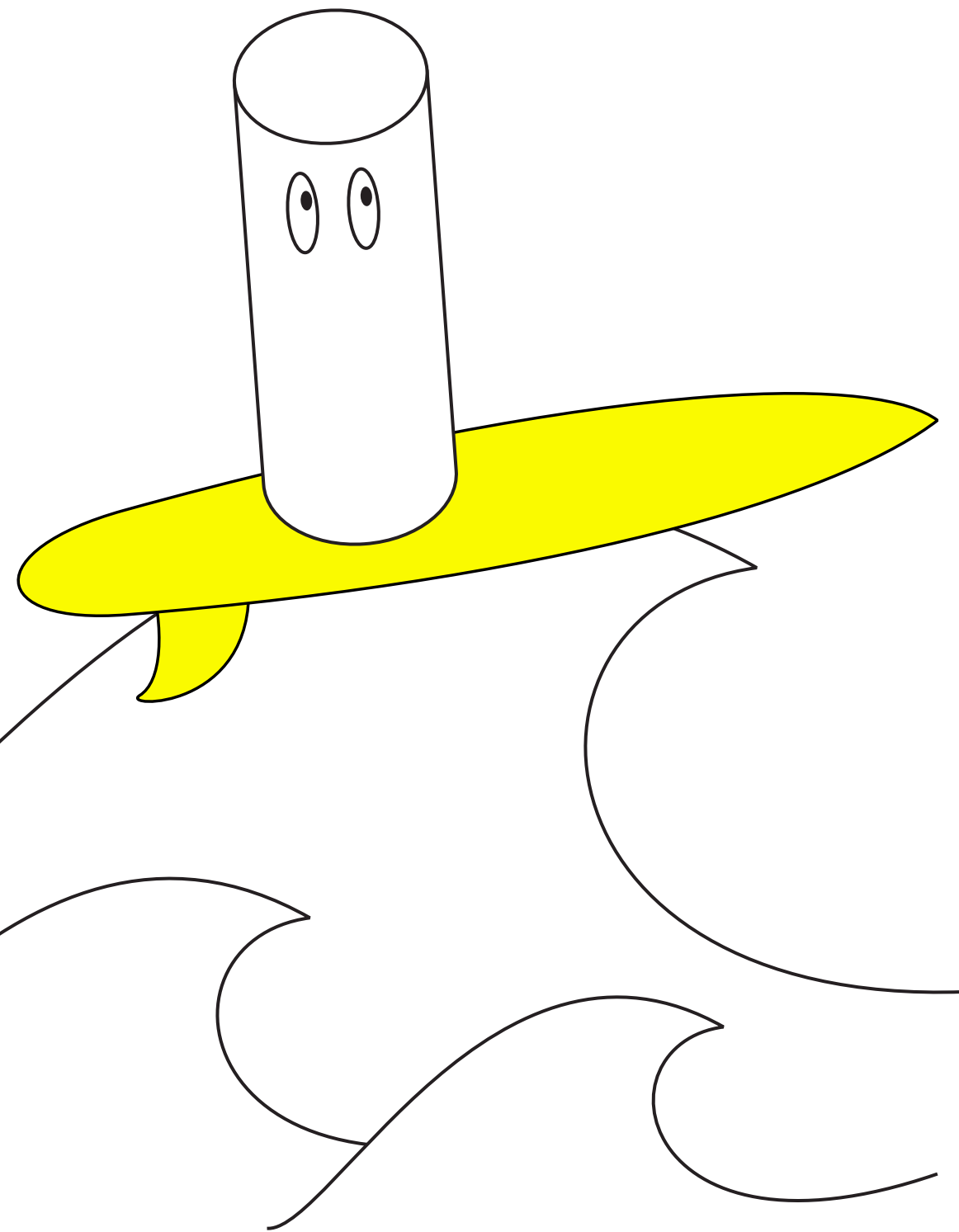
Technology enables all employees to connect at any time from any location. Meetings can be virtual, via myriad of video conferencing platforms. Additionally, calendar sharing apps allow you to easily track and coordinate schedules and always know who is available. Even networking events can be done virtually.

1. Morales, M. in Misner, I. (3. 6. 2021). 5 myths about flexible work. Harvard Business Review.

Why is hybrid work important?

Over 40 % of employees across fields considered changing career during COVID-19 pandemic, therefore a thoughtful approach to hybrid work can be one of deciding factors for attracting and

retaining diverse talent. 2021 Work Trend Index survey was conducted on more than 30,000 full-time employees across 31 markets.²



66%

of leaders say their company is considering redesigning office space to support hybrid work

73%

of employees want flexible remote work options to stay

67%

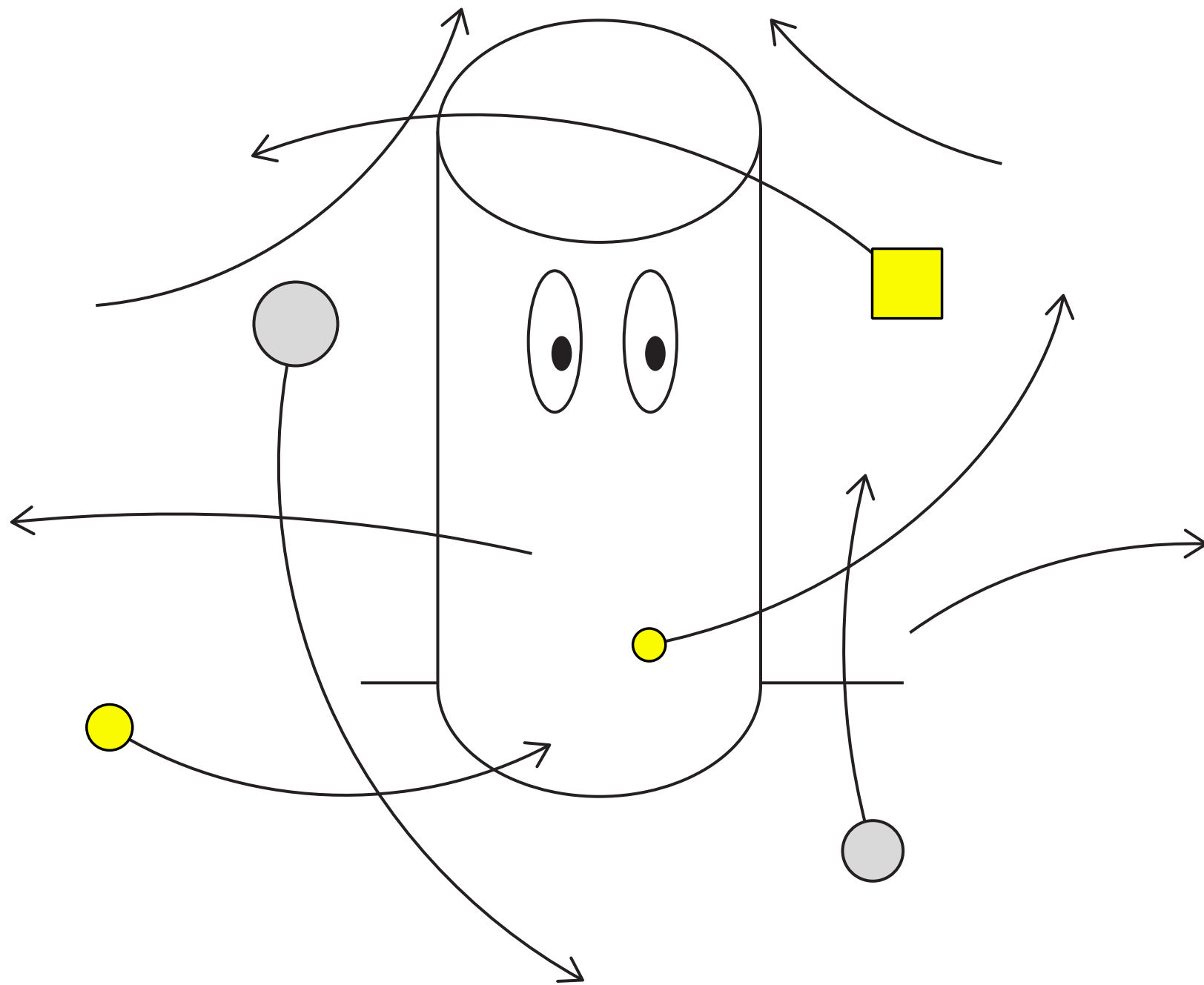
of employees want more in-person work or collaboration post-pandemic

Pandemic showed employees there are alternatives and that they can adjust space and time according to their needs and preferences. Because of that, a lot of employees does not want to return in office, where work is not as adjusted to individual needs.

A lot of companies are therefore applying hybrid work model, incorporating working from home, working from office and other remote locations. They are reorganising their workplace and strategies to put people first and ensure better workplace experience.

2. Edelman Data x Intelligence (2021). The Work Trend Index survey

How is work environment experience changing?



Traditional offices are changing³

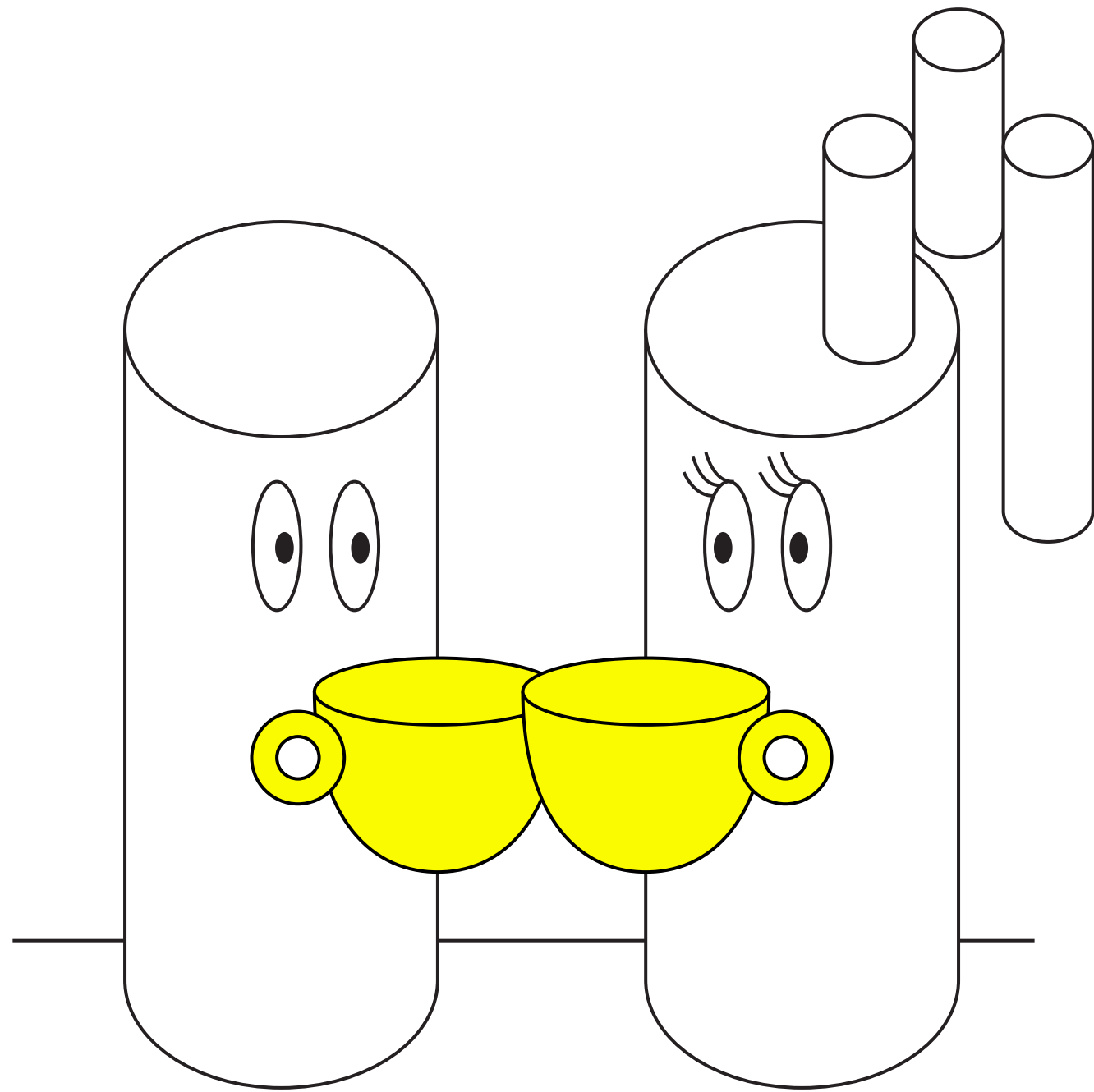
People can work from anywhere with all new technology. JLL survey found out that employees want to work remotely 2-4 days per workweek, which double the time considered the norm prior to pandemic. Employees see better work/life balance as more important than higher salary. Up to 71 % of employees are expecting more flexible workdays post pandemic. For organisation, this requires mind shift from traditional people management to alternative ways of maintaining productivity and employee engagement.

Enabling flexible workstyles³

Flexible work needs flexible space, which can mean desks in third party coworking facilities in between offsite client meetings or smaller satellite offices to minimise commute. Even inside offices, space is becoming more versatile. Typical workday includes various meetings, collaborative work, individual focused work, responding to urgent emails ... Therefore, traditional office often cannot accommodate everybody, so companies are remodelling workplace in different areas, such as areas for collaboration, individual work, relaxation, and are also appropriately furnished.

3. JLL. 5 ways employees now think differently about the workplace. <https://www.us.jll.com/en/trends-and-insights/workplace/five-ways-employees-now-think-differently-about-the-workplace>

How is work environment experience changing?



Social connections³

Many people like to go to the office to interact with their colleagues. In hybrid models, office is a space where people interact, whether in formal or informal meeting, and home or remote location is for focused individual work. Companies are increasingly choosing spaces and amenities to encourage interaction among employees, for example breakout coffee areas. Up to 49 % of employees are expecting social spaces to improve their work experience.

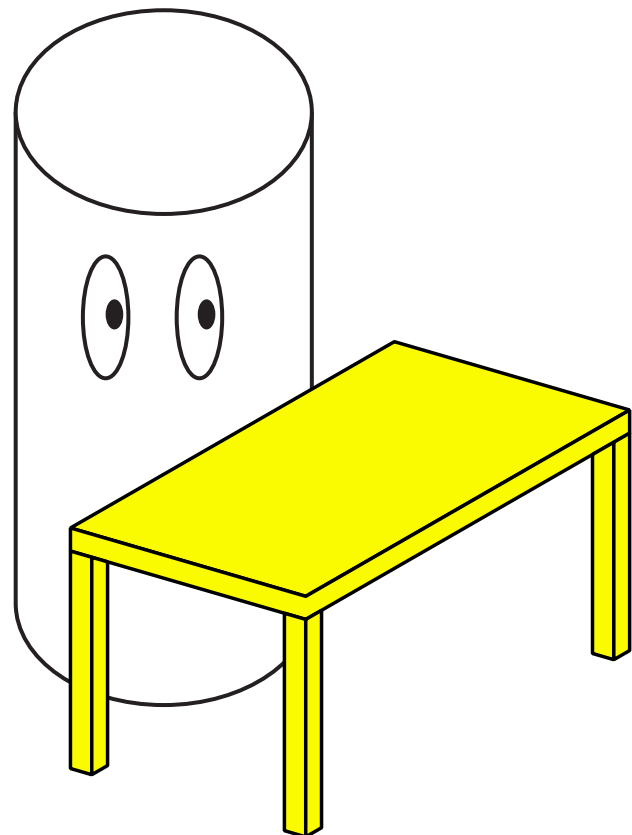
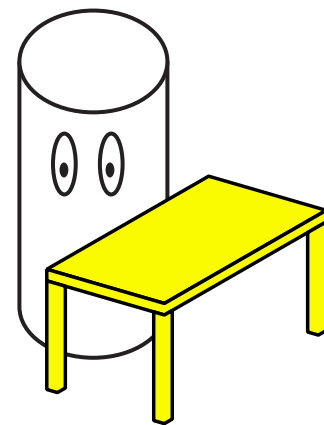
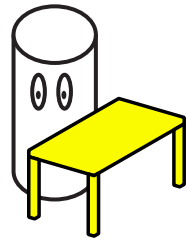
Inadequate internet connection³

Workplace is becoming increasingly digital, shared documents are stored and available on company cloud and more and more communication takes place on collaboration software. It is imperative that internet connection is good, stable and hardware is appropriate to support all employees. When working hybrid it is vital to consider hardware and internet connectivity at home for every employee. 75 % of employees are expecting their company to support their work from home.

How is work environment experience changing?

Health and wellbeing³

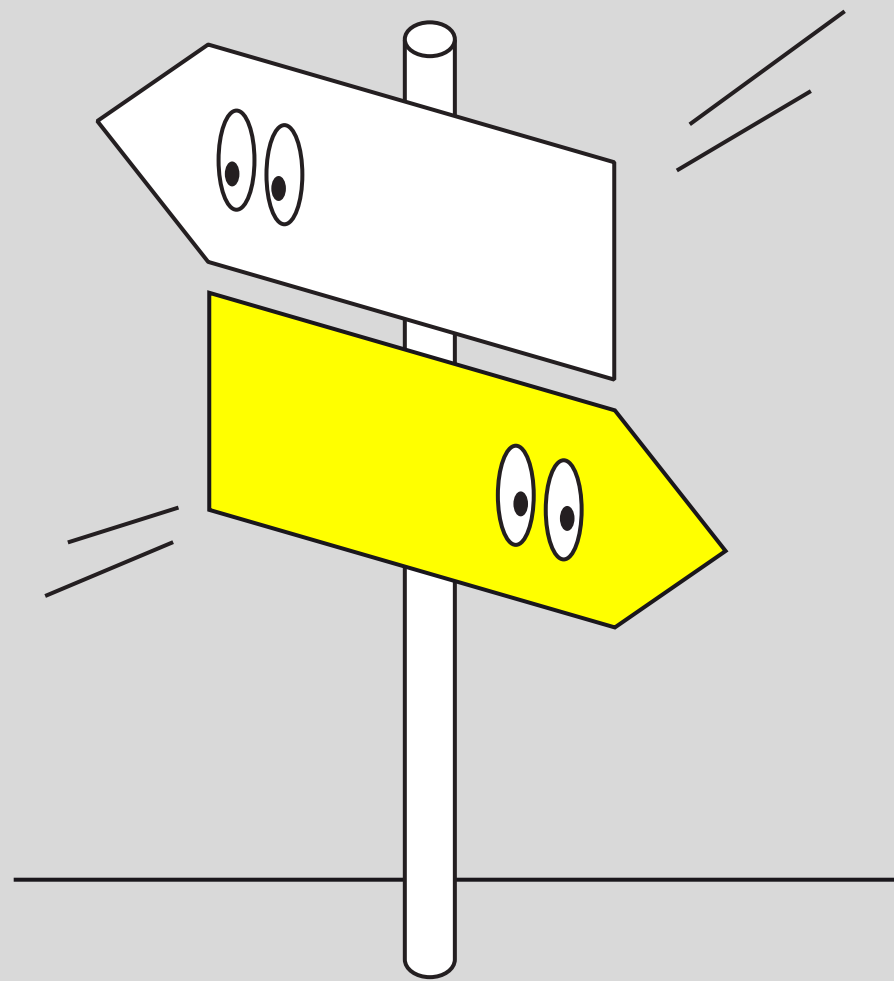
Workplace health is a priority – employees expect for offices to be safe both in terms of air quality and cleanliness but also social distancing. Every third employee wants less density and physical separation in the workplace. Companies must show their employees that they are heard, and company is ready to help them. They can offer free health check-ups, flexible work hours or relaxation rooms.



How can we help you?

In modern time, it is increasingly more important for companies to be agile. War for talent is always on, therefore it is vital for companies to be competitive.

If you would like to know more about hybrid work, you can read our brochure [How to design a post-pandemic workplace](#), published last October.





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