



HR Network

Beyond the hybrid
Exploring the potential for a broader
approach to flexible working

Astrid Allen

Event will start at 2pm
This event will be recorded

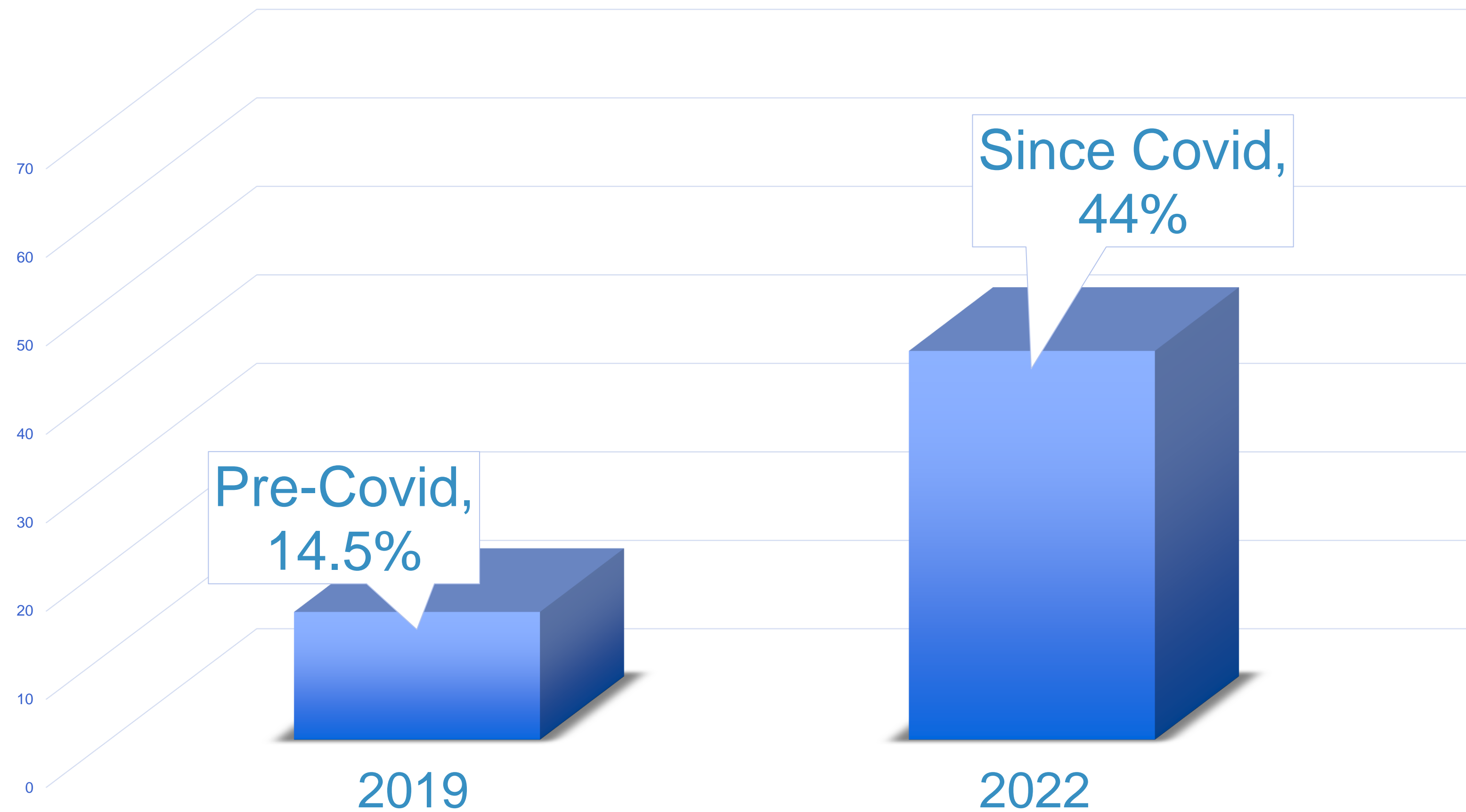
Hybrid working

Since the Covid-19 pandemic, hybrid working has dominated the debate on flexible working



Home working

Change in homeworking since Covid-19 pandemic



Home working

Variation in home working between high earners and low earners

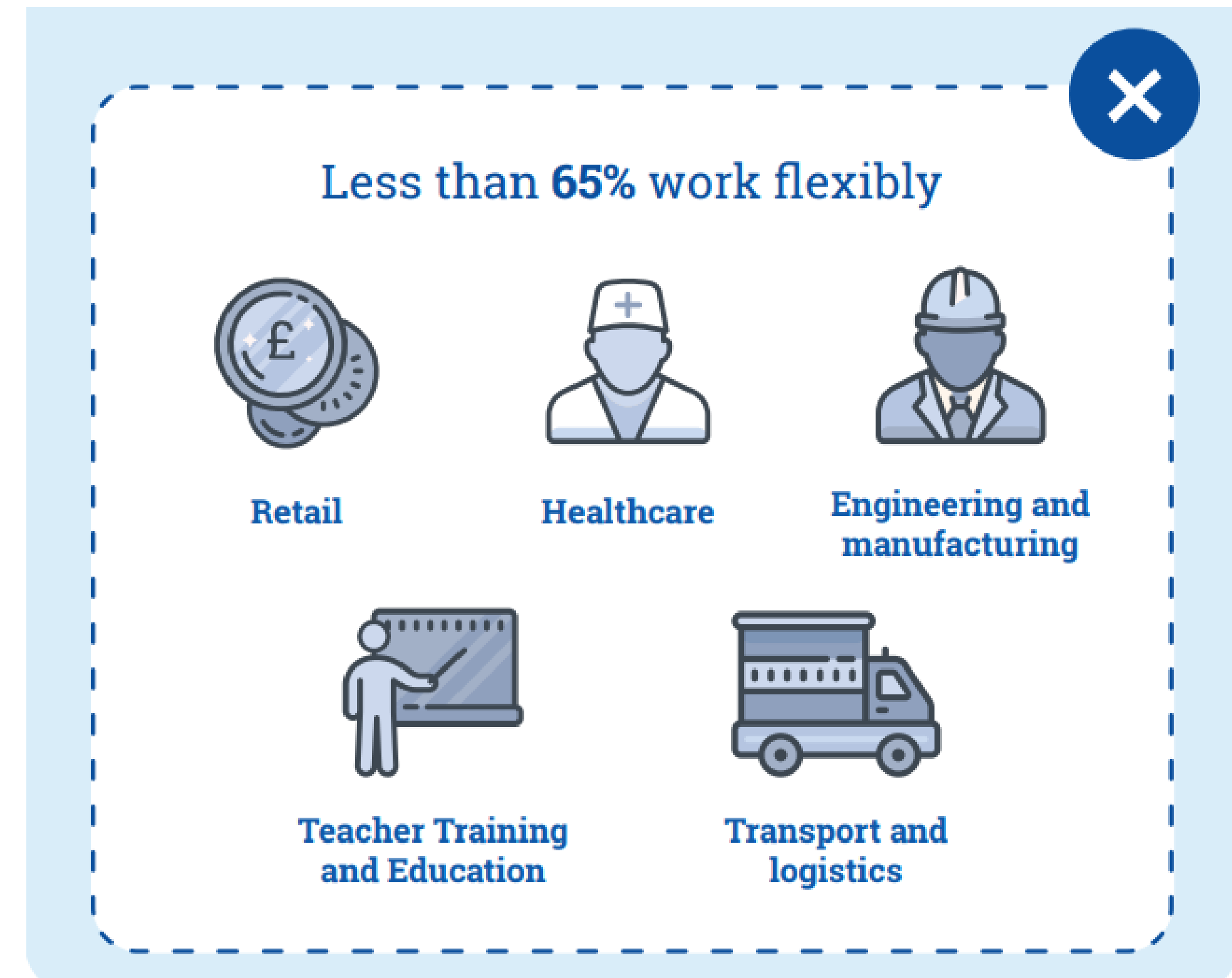
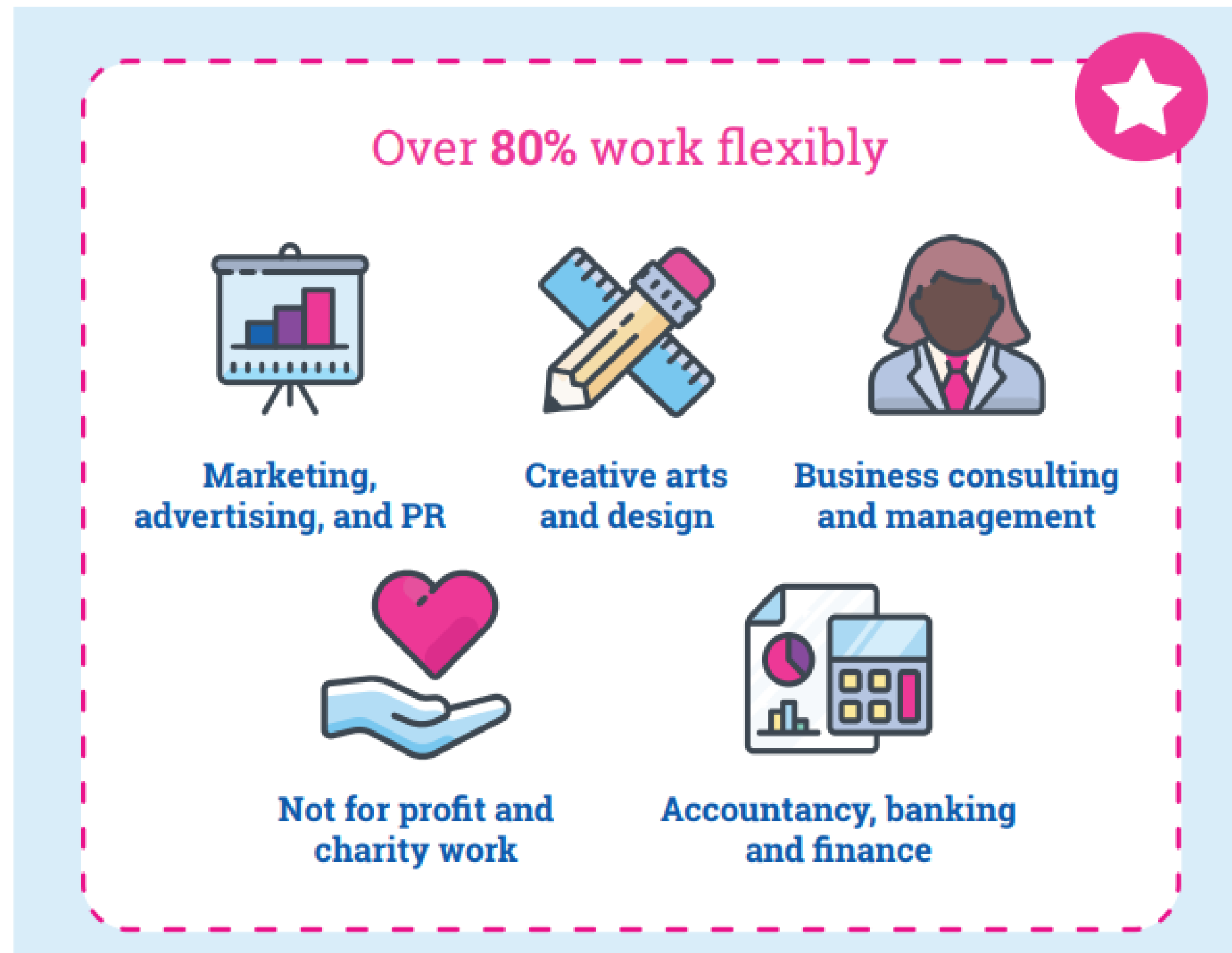




“It’s well worth reminding senior executives, as well as policymakers, that a significant share of the global workforce can’t work remotely. This group – 45 per cent of the respondents in our survey – report less satisfaction with their job than those working in hybrid or fully remote work settings (50% versus 63%).”

Flexible working

Levels of flexible working vary by sector



Benefits of flexible working

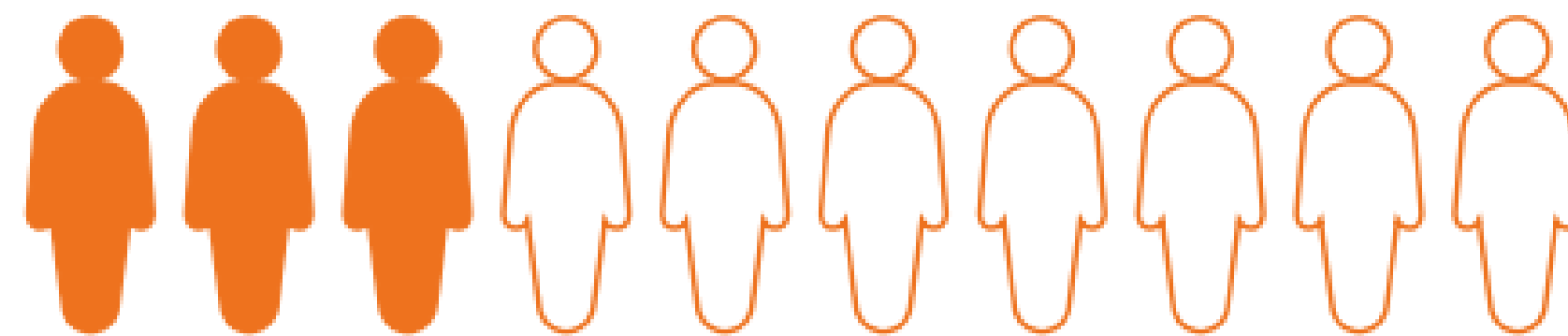
Recruitment and retention



9 IN 10 PEOPLE
WANT FLEX



5 IN 10 PEOPLE
WORK FLEX



3 IN 10 JOBS
OFFER FLEX

Benefits of flexible working

Equality, diversity and inclusion

‘We found that when companies had universal policies for family leave time, flexible scheduling, and help with childcare, the percentages of Black, Hispanic, and Asian American male and female managers increased significantly. So did the percentage of white female managers.’

Benefits of flexible working

Health and wellbeing



Benefits of flexible working

Productivity

‘Shifting schedules towards greater stability sharply increased median sales. The increase in sales due to our intervention was high – 7% – in an industry in which companies often work hard to achieve increases of 1–2%.’

All forms of flexible working

Government definition

- job sharing
- working from home
- part-time
- compressed hours
- Flexitime
- annualised hours
- staggered hours
- phased retirement

Fair flex for all project

IES project with Timewise, funded by the participating employers, Urban Health and Barclays Life Skills

**Sir Robert
MCALPINE**

Gemma Smith - HR Business Partner



Drivers for Change

- Employee feedback on benefits package – wellbeing, family and time
- Wellbeing and addressing the long hours culture
- Retaining employees
- Commitment to drive inclusion
- Aligning the leadership team's aspirations with reality on site



Activity to Date

- Engaged Timewise to carry out a diagnostic
- Included Employee Network and Affinity Networks in preparing proposal to present to the Board
- Reviewed Flexible and Agile Working policy
- Carried out trials on two sites



Fair Flex for All Project

- Agreed focus of fair flexible principle and organisational objectives
- Initially four teams identified to take part – Increased to six
- Interviews with senior leaders to gather insights
- Surveys, workshops and check ins
- Evaluation of success



Group discussion

Principles not policies

- Ask recruiting managers to make the case for any vacancies which are going to be advertised as full-time only (including internal promotion opportunities)
- Suggest that all job advertisements state that flexible working is available and give examples of what could work.
- Encourage managers to proactively seek flexible working arrangements for existing, as well as new members of staff.
- Encourage teams to take control of the flexibility that individuals can have, giving due consideration to impacts on the wider organisation and customers.
- Ensure that senior staff role model all forms of flexible working, beyond just hybrid working.
- Measure the success of flexible working arrangements using key indicators agreed with the senior management team eg recruitment, EDI (equality, diversity and inclusion), retention and sickness absence.
- Produce case study examples to tell the human story of how flexible working improves people's lives.
- Ensure arrangements are kept under regular review and adapt as required.

Any Questions?

Group discussion

Two questions for your consideration...

What flexible working principles are you already implementing within your organisation?

What flexible working principles would you like to implement?

Before you start: Please choose a scribe who will report back!



HR Network

To learn more about the Network, contact
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