Summaries of different qualitative factors:

|  |  |  |
| --- | --- | --- |
| **Qualitative Factor** | **% of respondents** | **Description** |
| Desire for greater flexibility than HWP allows | 19% | * Majority are suggestions for 2 days in office, 3 at home * Less rigid system, e.g. office time counted in days per month, or weeks per month * Flexibility of schedule (hours) as well as location is crucial * Possibility of working remote (inc. abroad) for extended periods * Suggestion of no office mandate at all; let individuals choose their own schedule |
| More autonomy needed than HWP allows to decide WA | 7% | * Blanket 2/3 days split is arbitrary given differences in individual, team and project needs * Should be up to individuals and teams on a case-by-case basis, e.g. only as project needs require (early or late in project development) * More empathy for those with different flexibility needs, notably parents and those with health concerns |
| Flexible work boosts work-life balance | 2% | * Work-life balance greatly improved by not needing to commute; including stress reductions * Work quantity *and* quality is better * Major wellbeing gains from spending more time with family |
| Better guidelines needed for WFH | 3% | * Need guidelines and clear expectations regarding work hours; higher work pressures * Inability to switch off after work; expectations to be on call even before or after work hours * Lack of clarity over how early or late meetings can be held given expanded work day |
| WFH boosts effectiveness | 1% | * WFH ease of conferencing tools, especially with colleagues from different locations * Lack of distractions in home environment |
| Better resources needed for WFH | 6% | * Need for more cost or equipment support for creating a better home working environment, mentioning desks, chairs, WIFI, screens, cameras, supplies and accessories, computers |
| Stronger commitment and buy-in needed for HWP | 3% | * Line managers should respect WFH allowance, and should treat it as a default rather than a request * Fear of ‘presenteeism’ * Working charter to which all levels are accountable, and in which inputs from all levels are included * Guidance and support from the top for middle managers in implementing policy |
| Clear and consistent communication needed re HWP | 4% | * Ensure HWP is clearly communicated across the firm (not only via managers), with regular updates on what is and isn’t working * Consistency across teams, so that all in the org are treated with the same opportunities * Ensure expectations are continually clarified about who is coming in and when, and about work hours |
| Client requirement pressures influence WA | 1% | * Clients may pressure employees not to work from home; support from team leads required * Employees should be flexible when it comes to client requirements at certain times |
| Lack of flexibility compared to competitors | 1% | * Failure to allow flexible working, or even fully remote, will impact hiring and retention * Offering less flexibility than some competitors |
| Safety concerns of returning to office | 7% | * Feel safer at home given the rise in COVID cases due to Omicron * Less comfortable visiting the office and attending socials * Anxiety commuting on public transport |
| Need to improve office environment | 4% | * Open plan office is not well set up for conducting meetings easily and often (lack of privacy, dearth of meeting rooms) * For some regions, office equipment can be improved, they can offer better lunch and other facilities to encourage people to come in * Office space is impersonal and less pleasant / comfortable to work in than at home |
| Remote working reduces social connectivity | 4% | * Missing social interactions in the company both within and beyond one’s team * Missing collaborative teamwork sessions * Hard to feel connected or a sense of belonging without interpersonal connection |
| Generate and maintain trust in employees | 3% | * Trust employees to work as they know best, regarding their location and schedule * Trust and responsibility were earned during the pandemic when employees showed they can work from home effectively * Imposing and enforcing HWP, rather than using it as a guide, undermines faith in the company |
| Positive and satisfied with the HWP | 14% | * Strong sense of gratitude for the ability to work hybrid * Appreciation of in-person benefits, e.g. coaching and mentoring, networking * HWP is good though continued refining of it to ensure it works properly is needed * Encouragement needed to get more buy in for policy |
| Coordination challenges in implementing HWP | 11% | * Coordination issues making HWP implementation more difficult, notably ensuring teams are in office together and that meeting rooms are available for hybrid meetings * Need for better office use management system, to track availability and coordinate teams in office * Need creative ways of building team spirit and making meetings interesting when held online * Some teams are not following HWP and should be encouraged to do so |
| Anxiety from WFH | 1% | * Feeling under constant anxiety and pressure * Remote working can feel isolating |
| Can't answer yet | 1% | * Some regions haven’t implemented HWP yet |

# PROS – Home

***Pro\_home*** *What are the main things you appreciate about work from home?*

|  |  |  |
| --- | --- | --- |
| **Category** | **Description** | **% of responses mentioning** |
| **1** | Flexibility of schedule | 54% |
| **2** | Work-life balance | 48% |
| **3** | Commute: time | 62% |
| **4** | Commute: cost | 9% |
| **5** | Productivity | 34% |
| **6** | Setup and environment | 12% |
| **7** | Safety | 5% |
| **8** | Autonomy | 7% |
| **9** | Interpersonal relationships | 3% |
| **10** | Relationship to organisation | 1% |
| **12** | Other | 1% |

*Multiple responses allowed; i.e. % won’t add up to 100%*

**Themes:**

* Fitting work into life rather than the other way around
* Not only more time but also better quality of time (given mental and physical benefits)
* “Arrange work around family commitments”
* Sleep more, travel less, get more AND better work done

[Cat 1] Flexibility of schedule

* Manage time and schedule to suit one’s needs
* Work at own pace; more control over breaks
* Ability to do other things on quiet days but more easily ramp up work hours when very busy, working overtime or there’s a crisis situation (+ working overtime far more relaxed)
* Being able to incorporate non-work tasks and errands into the schedule; complete household and general admin during the day (e.g. during breaks, without taking time off, leaving weekends free) including
  + Laundry, housework, post office, collect deliveries, doctor’s appointments, household repairs, other private commitments, pop out to shops, bank
  + Completing professional qualifications alongside one’s job
* Easily respond to personal issues if they arise
* Work earlier in the morning or later in the evening without hassle (including both travel and grooming)
* More easily able to connect and collaborate with colleagues across different time zones
* Ability to work from different locations / jurisdictions (which can help to visit family)
* Flexibility and more hours to allocate leads to more effective and efficient work patterns

[Cat 2] Work-life balance

* Large work-life balance improvements; feeling more balanced
* Large increases in wellbeing and mental health: increase in happiness and fulfilment; better mental health; more time for personal focus; better manage personal responsibilities; more relaxed; reduced stress
* Improved physical health:
  + Exercise: more time, more convenience for going to gym, work out or other exercise; go for more walks
  + Food: healthier eating; homecooked lunches
* Time with family and partners
  + More present and participatory at home; more time to spend time with partner, kids, pets; participate in morning and afternoon school prep and runs; eat breakfast or dinner with family; manage childcare responsibilities, esp. with babies; better able to support working spouses; provide support at home for kids (e.g. homework); care for relatives; see partner / family during busy projects; lunch and coffee breaks with partner, kids
* More time for hobbies, reading, personal development

[Cat 3] Commute: time

* Reduced time travel (often by several hours a day); huge time savings
* Travel at times when safer or less crowded
* No need for time spent grooming or getting
* No need to waste time travelling between clients during the day
* Sense of much more efficient use of time; ‘taking time back’; feeling less rushed; less hectic; less ‘dead time’
* Much more time available, means
  + More and better rest; longer lie in
  + Much more time for work; large productivity gains
  + Better work satisfaction, given more time spent on work
  + Better work life balance (as detailed above)
  + More (mental and physical) energy to complete tasks; feel less tired

[Cat 4] Commute: cost

* Large monetary savings on travel costs
* Reduced pollution, greener alternatives
* Drain on wellbeing commuting everyday
* Busy, hot, stressful commute; traffic stress

[Cat 5] Productivity

* Workspace that is quieter and with fewer interruptions; higher concentration and more focused work environment; not disturbed by people ‘popping by’
* Able to ‘put one’s head down’ and ‘get to work’, especially when there’s a big or complex piece to do
* Able to get much more work done; days in office experience are far less productive (“write off as a billable day”)
* Work is also better quality, given ability to focus
* Able to have back-to-back meetings; MS Teams meetings are more efficient than in office meetings (no need to find a meeting room; no need to set up)

[less commuting; fewer interruptions; higher concentration; less noise; focus time];

*Pro\_office*

*What are the main things you appreciate about work at the office or workplace (e.g. client site)?*