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 |

Pathways:

From W1 🡪 W2 data: Decrease in Flexibility associated with Job Satisfaction

(other changes not so much) [make indicator or continuous?]

With home working it’s implicit that flexible work hours are part of the deal

Wellbeing pathways:

* Flexibility for work needs 🡪
  + Better and more suitable time management and allocation
  + Location allows for more focus
    - 🡪 work more effectively and efficiently (productivity)
* Flexibility for personal needs 🡪
  + Non-work tasks and commitments
  + Family time
  + Personal needs
    - 🡪 better work-life balance
* Flexibility 🡪 autonomy and intrinsic commitment
* Better work-life balance 🡪
  + Better wellbeing
    - 🡪 More happiness and job satisfaction
  + Better mindset for work
    - Better effectiveness and productivity
* Commute 🡪
  + Costs down, less financial pressure
    - 🡪 better wellbeing
  + More time and energy to commit to work
    - 🡪 productivity up
  + More time and energy to commit to personal

So have more time + energy : how that’s committed is NB (e.g. work vs family) – that’s the pathways

More time 🡪 both more work time (prod) and more fam time / free time (flex)

Wellbeing impacted by:

* More family time
* Better quality work
* Better work-life balance
* Reduced strain from commuting

Mastery of work coming in via more flex?

Or is it autonomy of flex that comes with setting work hours differently?

Can this be replicated at work? (i.e. doing at own pace?)

Time spent on work means ‘more satisfied with output at the end of the day’

More time on work from: reduced commute (commute); fewer interruptions (differences in environment)

Paths:

Changes are:

1. Flexible schedule / hours and being at home
2. No / reduced commute
3. Differences between home and work environments

Mediators:

Final impacts (ultimate pathways):

1. Work-life balance improvements
2. SWB factor impacts
3. Work productivity / efficiency

Themes:

* Better work-life balance while producing better quality work

Differential impacts at different levels? Management suffering too? Different levels of commitment? Different versions of hierarchy leading to different things?

How to retain the positives while mitigating the negatives

# PROS – Home

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

***Flexibility of schedule (often used in the sense of ‘being at home’):***

* **Manage time to suit one’s work needs and style**
  + Work when in the mood
  + Efficient use of time (e.g. on quiet days do less; commute time spent wisely; on busy days do more)
  + Work with external colleagues
  + Work mornings and night / alternative hours / across timezones
  + Autonomy to work when suits boosts effectiveness
  + Time to think + able to act non-linearly
* **Incorporate non-work tasks**
  + Via HH admin / domestic issues (more time on weekends, less of this; easier during weeks)
  + Via important appointments
  + Crisis situations
  + Convenience
  + Family and children
  + Complete qualifications alongside job
  + Personal responsibilities
* **Sense of autonomy**
  + Self-determination; sense of control; sense of independence; ‘own’ my own workload; freedom; work without being monitored; organise as I see fit; sense of being empowered / trusted by the company; trust in me too

***Work-life balance:***

* **Family**
  + More present with family, pets, spend time with children, childcare arrangements easier, lunch and coffee breaks with family, quality time with partner, arrange work around family commitments, kids’ home learning, help kids in morning and evening, school pick up and drop off, care for relatives better, home ‘already’
  + Look after family if ill
* **Personal needs**
  + Physical health
    - Exercise: gym, walks, work out over lunch,
    - Eating better (more cheaply, healthier, nicer food options)
  + Mental health
  + Hobbies
  + Social
  + More time to meet people after work
* **Work-life balance per se**

***Wellbeing improvements:***

* Lower stress
* Much happier
* Not permanently exhausted
* Sleeping better
* Improved mental health
* Better work satisfaction (from more time spent on work and being in a better work space)
* Feeling of balance

***Commute: reduced travel requirements***

* Time
  + Time saving
  + Tedious / boring
  + Sense time is not wasted
  + No need for grooming
  + Time for a lie in / sleep later
  + More free time (WLB 🡪 WB)
  + More time on work (prod) (also more energy)
* Monetary
  + Commute public transport
  + Fuel and wear and tear
  + Parking
* Environmental costs
  + Reduced pollution
* Wellbeing
  + Safety without travel
  + Less draining
  + Better rested

***Productivity:***

* **Improved focus**
  + More focused workspace, not bothered by others as much, fewer interruptions
  + Concentrate more, ‘put head down and work’
  + No / less noise
  + Useful especially when busy, or when need to work in isolation, or have a large chunk of work to do
* **More time spent on work** 
  + Getting more done / more time spent on work
  + Meaningless meetings and talks in person
  + All hours access to urgent work
* **Better time management / allocation / usage**
  + Improved work-load management
  + More time thinking
  + MS teams more efficient at running meetings
* **Improved work output quality**

"If I go into the office I have to write that day off in terms of billable productivity

***Setup and environment:***

* **Comfort**
  + More comfortable, clothing and chairs, home comforts, better coffee / tea
  + More personalised (‘my own environment’), better working atmosphere, more casual and less stressful environment
  + Not having to get dressed up, don’t have to ‘perform’ / wear formal clothes
  + Able to relax more comfortably during breaks, more relaxing environment, safe and relaxing
  + Ease of downtime when not busy, more convenient
  + Better because of health reasons, better ventilation,
  + More personal space
* **Better setup and equipment**
  + Dislike open plan
  + IT setup works easily and well
* **Ease / effectiveness of work** 
  + Better to make calls / hold meetings online (more privacy, no need to book meeting rooms etc.)
  + Easier to dial in / respond to colleagues not based in London
* **Avoid unwanted interpersonal interactions**
  + Avoid people you don’t like; avoid office politics; privacy; need own space; less social pressure; avoid some people in office; helps introverted staff avoid negative effects of open plan working; helps appreciate when in office

***Safety: (home safer than office, commute safety, managing risk, protecting vulnerable family members)***

***Grooming time:***

* Saves time
* Saves energy and cost / hassle

Negatives of home:

* Longer work hours
* Pressure up

**Original coding:**

***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];

# PROS – Office

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

Sense of **belonging** at work

Feeling **connected** to others at work

Sense of **purpose** at work

**Meaningfulness** of job

**Collaboration** within and across team

Changes / differences:

* Opportunities to socialise
* Face-to-face nature of the interaction
* Scope for informal / organic / unforced conversations
  + Informal connection with colleagues
  + Unplanned encounters, chance encounters
  + ‘Water cooler’ chat
* Differences in home and office environments

**Broader**

* **Sense of connection, culture**
  + Better sense of community; social nature of the workplace
  + Better sense of understanding morale
  + Deepening, maintaining, building work relationships
  + Energy from being with / seeing colleagues;
  + Feeling less isolated
* **Sense of belonging**
  + Sense of belonging
  + Feeling part of something, Feel I work somewhere, feeling like you work for a large company
  + Being surrounded by colleagues, comradery with co-workers, feeling of ‘we are in this together’
  + Motivation of working in a team that is difficult to replace virtually,
* **Meaning / purpose**
  + Feeling more connected to the work I’m doing and it gives me purpose
  + Feeling renewed purpose exists everyday
  + More meaningful interaction with colleagues
  + Feeling a sense of purpose
* **Motivation and engagement**
  + Feeling more engaged at work
  + More motivated to work in the office
  + Motivation increase from being in the office

***Social***

* **Within the team**
  + Improving team cohesion
  + Feeling part of a team, team spirit (difficult to replace)
  + Learning more about colleagues
  + Meet coworkers to establish rapport
  + Humour in times of stress, laughter
  + More connectivity in the team
  + Formal and informal interactions with team-mates
  + ‘Real’ interactions
  + Easier to connect with colleagues
  + Using informal conversations to build relationships
* **Non-team colleagues / company at large**
  + Interaction / meeting with colleagues, non-team mates as well
  + Connect with people from other practices
  + Fun and personal chats in between work, non-work related conversations
  + Interactions and convos with peers
  + Lunch and coffee with colleagues
  + Meeting / bonding with NEW (/old) colleagues
  + No constant MS teams calls; Zoom fatigue
  + Personal contact
  + **Social events**
    - In office social events
    - Office events (training, breakfast, launch, etc.)
    - After work, end of month drinks
    - Having meals with colleagues
    - Catching up with SMD and seeing colleagues
* **Clients / stakeholders**
  + Face to face client relationship building / management are more productive / effective in solving issues
  + Easier to build client relationships in person
  + Seeing clients brings joy
  + Easier to socialise with clients outside of work
  + Direct client engagement
  + Casual discussion with clients
  + Brief moments with stakeholders are invaluable, outside normal, formal engagement process
  + Easier to access information from client

***Work collaboration***

* **Team effectiveness and efficiency**
  + Better collaboration with colleagues
  + Team discussions
  + Better / good for brainstorming, ideas sharing, bouncing ideas
  + Have more fun
  + Creative sessions
  + Easier to work together as team members on a specific project
  + Better knowledge sharing
  + Ability to join impromptu meetings
  + Facilitates team discussions
  + Being able to draw solutions together on paper
  + Improved team-work
  + Inspiration from collaboration
  + Office is place where I go to catch up with people I need to see
  + Easier to work with more people if desired
  + Ask questions on work requirements whenever I want
  + Being more informed about what team mates are doing
  + Easier to discuss work with colleagues if working on the same project intensively
  + Quicker to resolve queries / get responses from people
  + Easier to ask for help
  + Better communication with colleagues
  + Chat quickly rather than over lengthy email
  + Easier to delegate or manage tasks in person
  + Getting quicker approval from colleagues
  + Some meetings are just better/easier f2f
  + Able to quickly liaise with members of team of SMD
  + Getting collaborative work done more quickly (e.g. proposals and pitches)
* **Business development**
  + Easier to exchange points of views and interact with others to create business opportunities
  + Business development is easier
  + Coffee breaks with productivity discussions
  + **Outside the team**
    - Collaboration to drive new opportunities across teams
    - Cross practice pollination
    - Ability to network across teams
    - Easier to collaborate with other teams
* **Feedback and problem resolution**
  + More open work-based feedback when f2f
  + Communicate more effectively about needs
  + Resolving problems quickly and directly
  + Ease of providing ad-hoc feedback
  + Creativity and efficiency of discussing issues in person
  + Easier to debrief after meetings and agree on next steps
  + Better environment to discuss and solve issues

**Support and guidance / mentoring and learning:**

* **Support and guidance**
  + Provide better/ genuine support to team which can’t do over a teams call
  + Easier to judge when to approach a person who needs support
  + Body language easier to read in person
  + Ability to address staff questions and mentor more informally
  + Ensure juniors’ wellbeing
  + Easier to have team building events
  + Providing support where needed
  + Different level of conversation with passive people
  + Much better to motivate people in person
  + Body lang
* **Mentoring and learning**
  + Learning how other people do things easier f2f
  + Learn from senior colleagues on the job
  + Cross-pollination learning from other / previous projects, easier to learn about lessons from previous work
  + Shadowing = better leaning opportunities
  + Learning / coaching, learning effects
  + Good for junior staff to have some visible leadership
  + Casual learning opportunities
  + More effectively train juniors
  + Connecting with junior staff to be a mentor / coach to them
  + On the job coaching of junior staff much easier
  + Better for learning technical skills
  + Better coaching
  + Unconscious training as a new hire
  + Better knowledge transfer
  + Privy to informal conversations on projects you’re working on
* **Networking**
  + Networking
  + More informal connection with seniors from other projects
  + Exposure to other accounts and work
  + Better awareness of other projects and events going on
  + Catch up with what’s going on
  + Ability to pick up on opportunities / easier to get new tasks (seniors more likely to request a piece of work in person than on teams)
  + Vector for growth
  + Meeting new people and creating useful networks
* **Presenteeism**
  + Reminding senior people you exist
  + Showing depth to personality
  + Show work presence and hours in office
  + Accountability
  + Visibility of work load
  + Having line managers see I am present

*So even if there isn’t a bias to favour those in office with promotion, they naturally have more learning opportunities (which then makes it less unfair that they are promoted…)*

**Work-life balance (separation between work and home AND more defined routine / structure AND add some variety; all lead to mental health improvements)**

* **Boundaries: separation between work and home**
  + Draw an invisible line between home and office, easier to draw a line
  + Separation between personal time/space and work time/space
  + Improved work-life separation
  + Being able to switch off after work
  + Freedom from working from home
  + Space from home environ / separate space from home to work in
  + Reduced expectations to work after standard hours
  + Better managed work hours
  + Getting out of the house is good for mental health
  + Being active in getting to work is a good thing
  + Go out for lunch rather than being at desk all day
  + Good not to eat, sleep AND work from home
  + Commute creates natural breaks / gives start and end to the working day
  + **Adds some variety / spice**
    - Change in environment can maintain engagement and productivity
    - Sense of normality in going back to the office
    - Break the monotony of WFH everyday
    - Less monotonous
    - Change of scenery, including going outside
    - Adding variety to the day
* **Dedicated workspace (focus)**
  + Formality of work setting designed for work
  + Dedicated space to get only work done
  + Being able to do dedicated work
  + Easier to concentrate and better productivity (no children around)
  + Get things done faster
  + Better performance of team members
  + Feel more motivated to work
  + Professional work environment
* **Structure and routine**
  + Structure to the day
  + Dedicated time to just work (e.g. children and housekeeping issues left at home)
  + Good to have some work structure
  + Discipline
  + Dedicated work environment can make one feel more productive
  + Work without other distractions
  + Ability to focus
  + Better work environment and productivity
  + Increased productivity / focus
  + Hybrid work makes us use office time more carefully
  + More defined routine, sense of routine
  + WFO sets structure to the week

**Office setup vs home**

* **Equipment and environment**
  + More/better/bigger screens
  + Better tech / IT services
  + High quality, faster, stable internet / IT connection; no connectivity issues
  + Ease of admin, access to printer /scanning (large scale printing too)
  + Better work equipment
  + Access to stationary
  + Large desks
  + Access to meeting rooms
  + Office warmer in winter
  + Better equipment and resources to execute job efficiently
* **Amenities**
  + Free coffee and snacks
  + Fruit basket
  + Diversity of lunch options, wider food choices
  + Good food in office canteen
  + Paid dinners when working late
  + Office location
  + Free brekkie Fridays

Communication

* Address problems in person
* Organic, informal, unforced conversations
* Informal comms

Informal, organic, unplanned interactions, encounters and communications:

🡪 better social interactions (fun, connection, belonging)

🡪 better work interactions (mentoring, solving issues)

🡪 pollination of ideas, within and across teams

🡪 better client engagement and relationship building

Face-to-face, in-person interaction:

🡪 better socialising

🡪 better problem solving

🡪 improved communication

🡪 improved mentoring

Connection:

🡪 in the team

🡪 beyond the team

In the team:

🡪 cohesive unit

🡪 better collaboration

Collaboration:

🡪 Within team, better **innovation**, creativity, **knowledge sharing,** ideas sharing, pollination

🡪

Clients f2f:

🡪 relationship building

🡪 business development

🡪 work effectiveness (access to info, problem solving)

Work-life balance is composed of:

🡪 time/energy allocation to each of these (flexibility)

🡪 separation of each of these (invisible line)

\*\*\* Change factors:

1. Interpersonal interaction:
   1. Builds community
      1. Team mates
      2. Non-team mates
   2. Networking / learning
2. Communication (face to face, physical, interpersonal)
   1. 🡪 better social interactions (fun, connection, belonging)
      1. Team mates
      2. Non-team mates
   2. 🡪 better work interactions
      1. Better mentoring (informal)
      2. Better issue solving (work effectiveness)
   3. Informal interaction (double pathway)
      1. Boosts networking / mentoring AND
      2. Boosts connection with others at work
3. Collaboration (work effectiveness, but only for certain things)

Super impacts:

* Social connection; sense of belonging
* Work effectiveness
* Personal development

Work effectiveness

🡪 in office collab better for team needs

🡪 at home for focus and concentration

🡪 at home have more time to dedicate to focused work