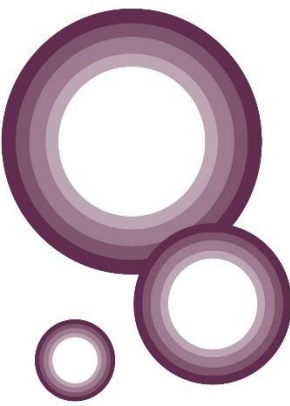


Flexible working: What's happening with hybrid and how can you create a flex offer for all your teams?

13th November 2024

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Workplace
Innovation &
Job Design

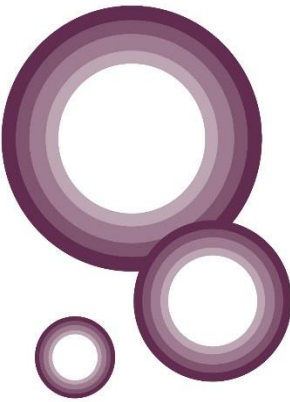
Pioneering
Workplace
Research &
Campaigns

About us

- We're a social business setting the agenda on flexible and inclusive working practices
- We have worked with over 500 private and public sector organisations with over 1.7 million employees
- Our clients are gamechangers, who:
 - pioneer better ways of working
 - want to drive real change for the better in the workplace
 - are committed to building an inclusive and empowering work culture
- Our approach is evidence-based practice combined with challenge, support and vision

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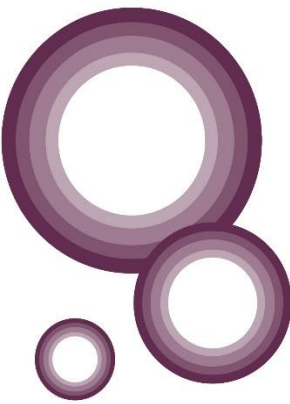
Flexible working now

'Going backwards' | Employees & HR pros react as Amazon enforces five-day-per-week office mandate

Office for National Statistics staff vote to strike over return to office

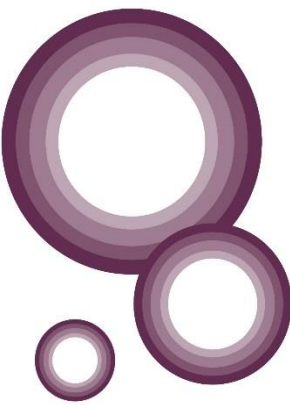
Asda is making a u-turn on four-day working week trials following staff opposition

Largest UK public sector trial of four-day week sees huge benefits, research finds



Changing legislation

- **Day one right** to request flexibility for all employees came in 1st April 2024
- Employment Bill (October 24) included the commitments to:
 - Make flexible working as a **'default right'**
 - Improve **predictability of hours** and tackling poor **zero hours** practices
 - And in the longer term, consider the **right to disconnect**
- Strong Government desire to support older workers, those with health conditions, parents/carers to be able to access and stay in work to reduce unemployment



Why it matters



Talent attraction



Retention & progression



Employee well-being



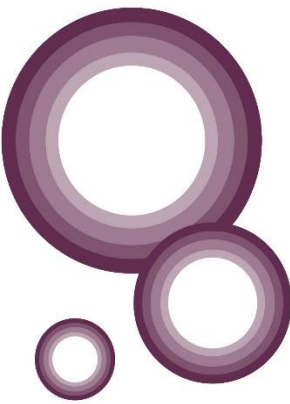
Gender pay gap



Inclusion & diversity



Productivity



How important is flexible working?

93% of non-workers who want a job would prefer to work either part-time, or flexibly in a full-time role.

Timewise Talent Imperative, 2017

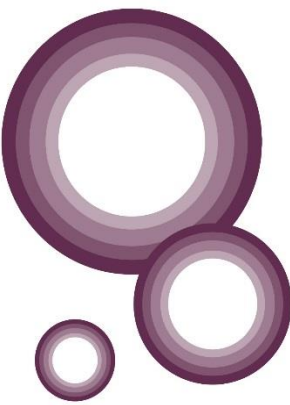
Majority of employees ready to walk if companies do not embrace hybrid working, report reveals

Data shows hybrid work remains the most popular option for staff and jobseekers, alongside increased salary transparency in job ads

People Management June 2023

More than 7 in 10 (72%) adults say flexible working is a priority when thinking about their next job (31% say they'll be looking to move in the next 12 months)

YouGov Survey, commissioned by Amazon Aug 2024



What do we mean by flexibility?



WHERE?

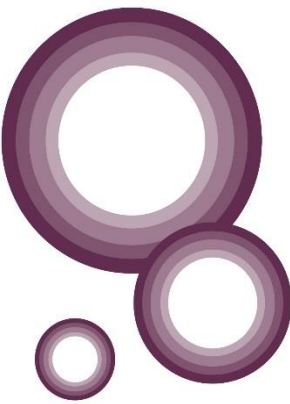
- **REMOTE WORKING**
- Occasional/informal; home; mobile; other offices

WHEN?

- **FULL-TIME FLEXIBLE**
- Occasional/informal; flexible start/finish times; annualised; project-based

HOW MUCH?

- **PART-TIME**
- Job-sharing; job-splitting; project-based; unpaid leave

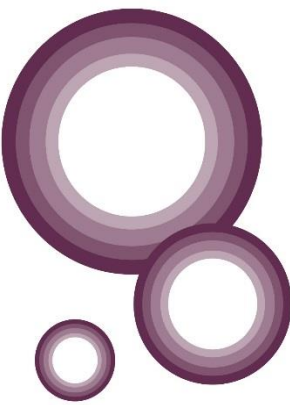


Is the office better?

- Return to offices (RTOs) have no impact on *future* profits
- RTOs are more likely after poor *historic* profits and stock returns
- RTOs are more likely in companies with older, male CEOs
- RTOs are more likely for companies in large cities with cheap office space
- RTOs lead to the exit of employees, particularly more tenured employees
- RTOs lead to reductions in employee sentiment (e.g. on Glassdoor)

Nick Bloom, summarising Source papers:

- "Determinants and Consequences of Return to Office Policies" by [Sean F.](#), [Andra Ghent](#) and [Vasudha Nair](#), 2024 Cornell and Utah research paper
- "Return to Office Mandates" by [Mark Ma](#), 2024, Pittsburgh research paper
- "Return to office and tenure distribution" by [David Van Dijcke](#), Florian Gunsilius and [Austin L. Wright](#) 2024 Chicago, Emory and Michigan research paper

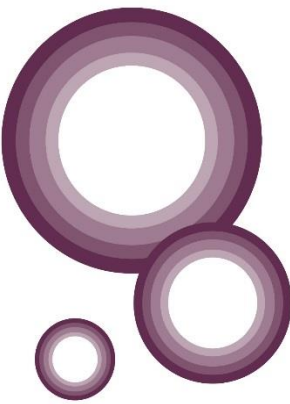


Making hybrid working a success

Depends upon:

- Individual employee preferences and needs
- Manager style and preferences
- Maturity of the team
- Working with other teams or stakeholders and their needs/arrangements
- Access to data or specific tech
- Access to desks and car park spaces

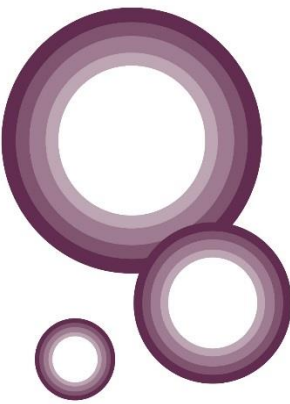
So it works well *within teams to discuss and try out what works*



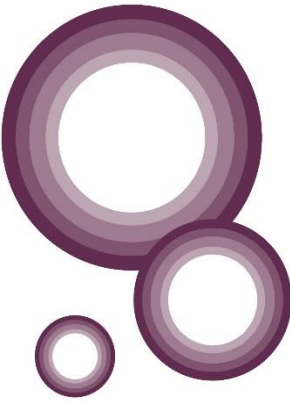
Offering flex for all roles



- 60% of the UK workforce in sectors that are traditionally 'harder to flex'
- **3.8m shift workers** employed in UK
- 54-67% of UK workforce in roles that **can't be worked remotely**
- Risk of **two-tier flexibility**
- Skills and talent shortages



Benefits of flexible working in frontline roles



Labour turnover is down on the sites that implemented flexible working

“There has definitely been a positive impact on productivity. Morale is much better and the guys are working harder”

83% of beneficiaries agreed that their new working arrangement helped them to work in a more productive way

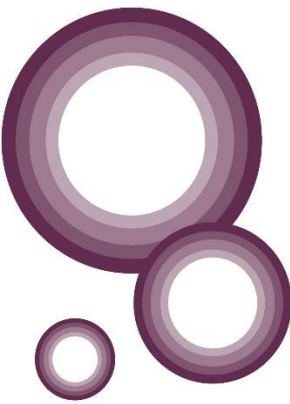
76% of beneficiaries agreed that their new working arrangement made them want to stay with their employer for longer



FLEXIBLE WORKING FOR ALL

Achieving greater equity for frontline and site-based workers

Timewise Maturity Curve





Ambition: All staff will have fair and consistent access to good flexible work, and no one looking to work for Camden feels disadvantaged or excluded by the need for flexibility

Working with front line services to explore flexible working

Working with Camden's front-line services

Working directly with individual front line services areas to explore perceptions/barriers to flexible working appreciating that this will look different for different services.

Trialling different flexible working with front line services

- **Repairs staff.** A flexible working pilot started in July '24 with a small group of repairs staff.
- **Adult Social Care (ASC)** –a working group has been established to co-create a localised set of flexible working principles for all ASC staff whilst aligning to our organisations flexible working commitment.

ASC staff insights (April '24)

“There's a divide between the experiences of frontline and operational staff and the perceptions held by senior leadership. This necessitates a more nuanced approach to flexibility and recognition of diverse working needs and contributions”

Repairs staff insights (summer '23)

“I think compressed hours would be great for the Camden work force. It will also be good for tenants as they will be able to get trades to attend after the tenants gets home from work or before they start work”



How can you deliver on ‘flex by default’?

- 1. Drive leadership action:** Share the business case. Walk the talk. Find role models.
- 2. Upskill line managers:** To design good flexible jobs and regularly check in with their teams
- 3. Pilot new approaches:** Test out what will work and share best practice with other teams.
- 4. Open to flexibility?** Talk about it from the point of hire.
- 5. Measure and monitor:** Use your staff survey, exit data and HR information to pinpoint and address any issues in access.



Want more information?

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