



International SOS
Foundation

**MANAGING DUTY OF CARE
FOR WELLBEING WITHIN
A HYBRID WORKFORCE**



Acknowledgements

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This is the third in a series of research studies that the International SOS Foundation has undertaken in partnership with Affinity Health at Work. The first paper in 2019 focused on the psychological implications of business travel and the second in 2021 explored the psychological implications of remote rotational work.

Affinity Health at Work is a specialist consultancy offering research and consultancy solutions to improve workplace health, wellbeing and engagement. Affinity Health at Work was contracted by the WHO Steering Group to perform the supporting evidence work for WHO guidelines on mental health at work, published on September 2022. For further details about the research project or Affinity Health at Work, please contact Rachel Lewis, rachel@affinityhealthatwork.com or visit www.affinityhealthatwork.com

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FOREWORD

The trend towards remote working has been accelerated by the pandemic, location-flexible working has become a valuable means to better combine personal and professional aspirations for many.

Location flexibility is now one of the decisive factors in the choice of the employer and a competitive advantage in attracting scarce talent. While employees' expectations of the level of flexibility afforded to them are rising, organisations' duty of care responsibilities are also increasing in complexity. It's no longer just about working from home for a few days, but also across borders, from vacation spots or from friends' or family's homes around the world. As such, organisations actively embracing the new ways of working stand to gain a competitive advantage in attracting and retaining talent.

For all its advantages, implementing flexible working does not come without certain challenges. There is no one-size-fits-all or best-practice strategy which could be easily replicated across all workplaces.

On the one hand, any remote working policies or frameworks need to align with the organisation's culture, its business model, and its strategic goals. On the other hand, they are most effective when tailored to the employees' specific needs and their individual circumstances, ranging from single parents and caregivers to dual-career couples, whilst acknowledging differing needs across generations and cultures.

Once developed, another challenge lies in the implementation of the remote working frameworks and management of a dispersed workforce. This requires careful planning and design of measures that ensure health and well-being needs of staff continue to be met, allowing the employer to exercise their duty of care in a remote working environment.

This study contributes to the wider understanding of the expectations and support needs of employees in different contexts and seeks to provide valuable insights for employers to develop the duty of care aspects of a hybrid working strategy. However, with the working patterns continuing to evolve at a rapid pace, it remains equally important for organisations to continue to learn from their workforce through regular stakeholder feedback and expect to adapt their remote work strategy once introduced.

Marc Burrows

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The COVID-19 pandemic has accelerated the shift towards organisations' adoption of hybrid working and brought a change in employee expectations over the last three years. Employees are prioritising mental health and expect wellbeing support from their organisations, now more than ever. Critical to this new way of working, is understanding the factors that may make or break a successful workplace model.

Previous research has provided little guidance and clarity to support organisations in decision making around the duty of care and wellbeing requirements of employees. Adding to the complexity are variables such as different working patterns, organisational needs and global or generational differences. Affinity and the International SOS Foundation undertook this ground-breaking research so that organisations may provide employees with evidence-based interventions that improve their mental health and wellbeing, whatever their work pattern.

Our study reveals that 40% of workers report experiencing burnout and over 60% have lower levels of wellbeing than expected in a population, which highlights this as a key concern for organisations to monitor. While hybrid working itself does not necessarily provide a positive effect on its own, different working patterns were shown to have different effects. Those workers who are able to choose where they work demonstrated higher job satisfaction in general. While greater levels of remote working help individuals save money and are associated with greater autonomy, workers who spend some time in the workplace, are more likely to receive greater psychological support and be more likely to talk about wellbeing. For all workers regardless of their working pattern, providing job clarity, prioritising health and safety, ensuring fair and equitable treatment, and encouraging both colleague and manager support are key to enabling positive outcomes.

We are at a junction where mental health and wellbeing has ceased to be an employee benefit and is now recognised as a business enabler. We are witnessing a larger number of organisations begin to work with us to structure well thought out, evidence-based and effective mental health and wellbeing programmes that actually measure the impact of their efforts rather than deploy one-off initiatives or "random acts of wellness". We hope this paper will help employers better support and protect the mental health and wellbeing of employees, and effectively and equitably manage duty of care for all.

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1

INTRODUCTION TO THE RESEARCH

Changes in working patterns and employee expectations

The last three years have seen a huge proliferation in the number of employees working, some or all of the time, away from a traditional workplace. According to LinkedIn (2022), whereas in 2020 1 in 67 jobs in the United States offered a remote work option, now it is about 1 in 7; and data from OECD (2021) found that global job adverts that mentioned remote work nearly tripled between January 2020 and September 2021. The shift to more hybrid ways of working is also predicted to remain, with a Microsoft Work Trend Index (2022) (data from 31,000 people in 31 countries), finding that hybrid work is up seven points year on year to 38% of all workers, with over half (53%) of those polled stating they would be likely to consider transitioning to hybrid work in the year ahead.

The last three years have also seen a change in employee expectations. As stated in a paper by Deloitte and Swinburne (2022), there has been 'a turning point in the employee value proposition. More pay and leave will not be sufficient to attract and retain. Traditional levers and incentives of work and performance (pay, leave, TOIL) are diminishing in relative importance'. This report found that 93% of workers said that their physical, emotional, and mental wellbeing was just as important as their pay. This shift was also seen in the Microsoft Work Trend Index (2022), where 53% of employees were more likely to prioritise health and wellbeing over work than before the pandemic; stating the most important aspects of work were a positive culture (46%), mental health and wellbeing benefits (42%), a sense of wellbeing and purpose (40%), flexible working hours (38%) and more than two weeks paid vacation a year (36%). Deloitte and Swinburne (2022) highlighted just how key flexibility was in finding that nearly 2 in 3 workers would be prepared to forgo a pay rise for more flexibility, with one in 5 being prepared to reduce their salary by up to 10% to achieve this.

A growing disconnect

A number of employers (examples include KPMG and PwC) have responded to the increased demand for flexibility with proactive moves to redesign office space for hybrid working and implement initiatives such as 'work from anywhere' and programmes such as PwC's My+ programme which enables all employees to design their own preferred work style and arrangement. For other organisations though, there remains a desire to return to more traditional working practices, and the issue of flexibility has resulted in a growing disconnect between employees and employers. This is evidenced within the Microsoft Work Trend Index (2022) where whilst 50% of leaders stated that their organisation was currently or planning to require employees to return full time to in-person work, 52% of employees wanted to go remote or work in a hybrid way in the next year.

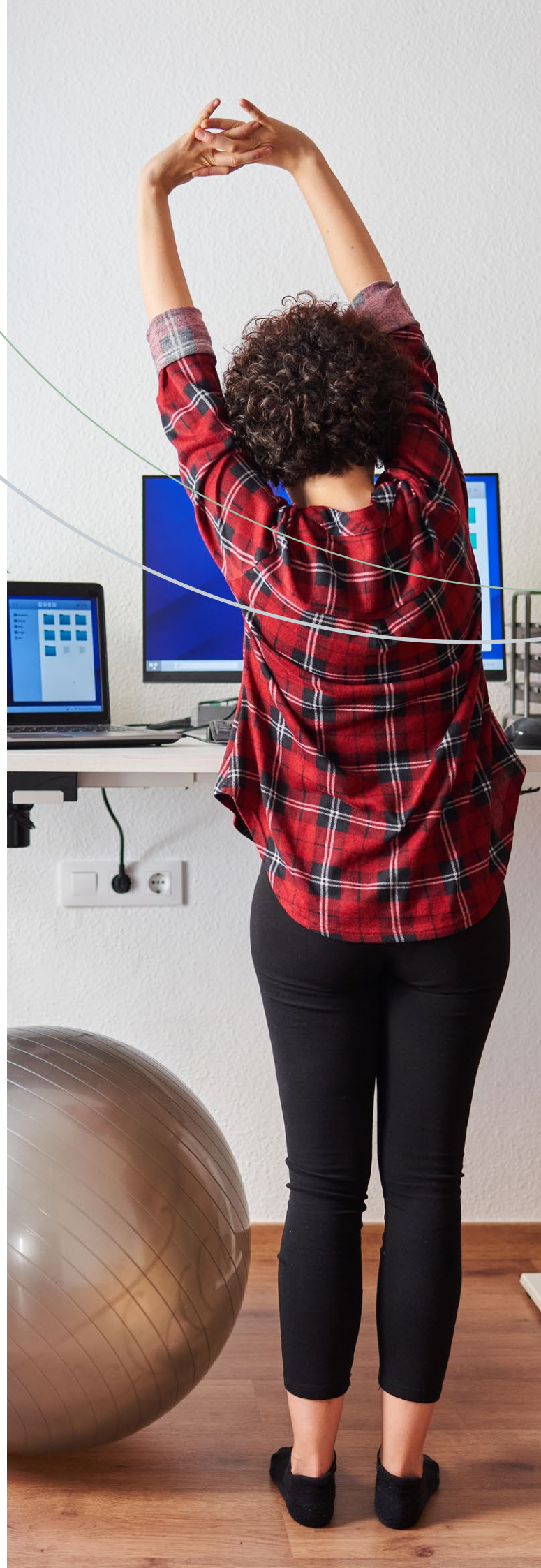
Poor mental health has been identified by the World Economic Forum (2022) as one of the key growing global risks. The pandemic has seen already common conditions such as depression and anxiety rise by over 25% in recent years (World Health Organisation, 2022), and this rise in poor wellbeing has also been experienced in the workplace. Nearly 4/5ths of employees have reported some form of stress related absence in the last year (CIPD, 2021) and 1 in 2 workers felt burnt out at the end of 2021 (Deloitte and Swinburne, 2022).

Although evidence suggests that employees and leaders are increasingly prioritising employee wellbeing, still only a minority have actually increased their budget for mental health in the last year, or have a strategy in place to tackle wellbeing (BITC, 2021). Whilst there may be a disconnect between employee lived experience and expectations around wellbeing support, and what is offered by organisations to support health and wellbeing, the picture is more complex. Firstly, as

pointed out by KPMG (2021), whereas conventional in-person workforces provide relatively controlled and manageable environments to manage wellbeing risks for their employees, workers that are not visible, and are working in a range of different environments (from those at home to those working overseas or nomadically), present a far greater challenge for those seeking to manage and protect wellbeing. Secondly, there is evidence to suggest that the flexibility of hybrid working that employees are increasingly requesting, in part to protect their wellbeing, may in fact be deleterious to wellbeing for some. As one example, work demands for hybrid workers are found to exceed those for non-hybrid workers, being associated with a 28% increase in after-hours work and a 14% increase in weekend work (Microsoft, 2022).

The need to bridge the disconnect

In a more flexible workplace, the range of working patterns that fall under 'hybrid' or 'remote' working are many and varied, from working the odd day out of the workplace, to working the majority of the time either at home, or in a range of environments and across a range of time zones, and it is likely that the needs and experiences of each will differ. Unfortunately, much research and rhetoric consider employees who embrace 'new ways of working' as a homogenous group, thereby reducing our ability to consider individual needs and nuances and to develop any clear guidance or understanding about how best to support and protect wellbeing for hybrid workers. In a period where there is still much uncertainty about organisational flexibility offerings, and much movement in employee working patterns, it is both timely and necessary to bring together our understanding of the link between working patterns and wellbeing; and to begin to provide a bridge between the increasing disconnect between employer and employee.



2

METHODOLOGY

An evidence-based-practice approach was taken to the research, meaning that evidence is taken from a number of sources – academic literature, practitioner literature, the local context, experts and those affected (in this case employees working a range of working patterns). Evidence from these three stages was then combined to develop the most accurate picture on which to base recommendations. Figure 1 lays out the stages of the research.



Stage One | Evidence Review

A systematic review of the academic literature was undertaken across three search engines (Business Source Premier, PsychInfo and MedLine) to search papers published from 2011 (the date from which video conferencing began to expand significantly as the Blue Jeans Network made this commercially available more broadly and Zoom video conferencing was founded), using three sets of search terms to capture i) interest area (stress, wellbeing and mental health outcomes), ii) context (occupational, organisational and business settings) and iii) type of work (hybrid, remote, work from home, telecommuting). The search resulted in 18,148 articles. Duplicates were removed and all papers subjected to two screening processes by two researchers. Following this, 147 papers remained. As a result of the number of articles published on this area, it was chosen to focus upon a review of reviews. Six final reviews emerged which were then narratively synthesised to enable the key themes to be identified. An additional hand search of practitioner literature was conducted, focusing on the websites of key organisations with an interest in the field. An additional 12 research reports were identified, which were also summarised and compared to themes identified from the academic literature to provide an overall synthesis.

Stage Two | Interviews with key stakeholders

Six interviews were conducted with key stakeholders from six organisations (who were existing clients of International SOS). All stakeholders worked within roles which held responsibility for the wellbeing of their employees. Interviews gathered data on organisational support for hybrid workers, and challenges, expectations and needs of hybrid workers. Interviews were transcribed and subjected to a thematic analysis to develop key themes.

Stage Three | Survey of employee working patterns

A model was developed from the data collected in Stages One and Two setting out the wellbeing outcomes of hybrid workers, factors affecting those outcomes and perceptions and expectations of organisational support. This was developed into a survey and distributed as widely and globally as possible through existing clients, colleagues, networks, and social media, as well as through a paid-for survey platform. 1,069 responses were received, and results were analysed in order to gain further insights into the experience, needs and expectations of hybrid workers in terms of management of wellbeing. Multiple regressions were carried out to establish which factors acted as barriers and facilitators to different outcomes. ANOVAs, MANOVAs and simple t-tests were used to find effects and differences between demographics such as type of working pattern, location, gender and age. The sample consisted of employees from 62 countries and 33 different industries/sectors, with an equal split between hybrid workers and non-hybrid workers.

Stage Four | Synthesis and development of full white paper

Data from the preceding three stages was combined and a full white paper was developed, incorporating recommendations for organisations, managers and employees around hybrid working patterns.

FIGURE 1: METHODOLOGY FLOW CHART

3

FINDINGS FROM STAGE ONE AND TWO



3.1. OUTCOMES OF HYBRID WORKING

3.1.1 The impact of hybrid working on wellbeing outcomes for employees

From the systematic review of the literature, it is clear that there has been a proliferation of literature exploring the impact of hybrid working on wellbeing outcomes for employees in recent years. 117 studies were identified across 6 reviews that related to this area. Papers represented global perspectives on the issue with data taken from 15 countries, 8 different industry sectors plus 7 studies covering the general working population. The studies covered remote working, hybrid working and, in some cases, broader definitions of “new ways of working” that were different to full-time work in an office. A full list of the academic papers included within the evidence review has been included in Appendix 1. 12 practitioner research studies were also reviewed, all of which are included in the reference list in Appendix 1.

The findings in terms of wellbeing outcomes fall into four categories: i) emotional outcomes; ii) family, social and work-life outcomes; iii) psychosocial/psychosomatic outcomes; and iv) job related attitudinal outcomes and are summarised in the diagram below. Results found in both the academic and practitioner literature are highlighted.

Emotional Outcomes: Positive: higher affective wellbeing; enhanced general wellbeing Negative: burnout; isolation; exclusion; loss of recovery space at home Both positive and negative: symptoms of depression; stress levels; exhaustion; happiness	Family/social/work-life outcomes: Positive: higher leisure satisfaction; partners happier; increased family time; improved quality of life Negative: difficulties in coordinating efforts in teams; impaired communication; diminished leisure time; invasion of family space; transfer of costs to individual Both positive and negative: work-family conflict; hours worked per week
Psychosocial/Psychosomatic outcomes: Positive: Less risk of developing bad health; fewer distractions and interruptions; increased concentration; improved self-image; healthier eating Negative: Addiction risk and alcohol misuse; poor posture, work-related discomfort; inability to disengage from work; increased technostress Both positive and negative: levels of pain; tiredness; energy levels	Job related outcomes: Positive: increase in absorption, work enjoyment; reduced absenteeism; lower turnover rates; greater commitment; increased performance; increased autonomy; professional development; greater diversity and increased accessibility of employment; improved safety Negative: Decrease in knowledge sharing; decrease in social cohesion; reduced visibility and career development; lower quality feedback; loss of support; resentment Both positive and negative: Work engagement; motivation; productivity; job satisfaction

FIGURE 2: SUMMARY OF OUTCOMES OF HYBRID WORKING

The key messages in terms of outcomes of hybrid working are:

- **The vast majority of data in this area was conducted during the pandemic.** This means that findings must be applied with care given the unique working environment, the lack of choice about flexible working for many, and the additional barriers and challenges experienced by all employees.
- **There is no overall definition of hybrid working.** Whilst in reality there are a vast number of different working patterns and contexts that can be defined as hybrid working, literature and research tends to conflate all working patterns and therefore different types of hybrid working into one.
- **Research has not been globally focused.** Although change in working patterns has been global, both geographically and by sector/function, research has tended to focus on the outcomes of hybrid working within Europe and North America, with little attention to non-western workers and organisations, or to sectoral differences.
- **Perhaps most frequently cited outcomes of hybrid working are a sense of isolation or a loss of social connection outside of a physical workplace, and changes in levels of stress,** although the latter includes increases and decreases in different studies. The most consistent impact on ways of working is a reported increase in **autonomy**.
- **Much of the data is equivocal.** As can be seen from Figure 2, many outcomes being found to be experienced as positive for some hybrid employees and experienced

as negative for others (for instance reduced work-family conflict for some and increased for others). Equally, whilst outcomes such as motivation, productivity and engagement are increased by hybrid working for some, they are reduced for others.

- **Individual differences are key.** Examples from the literature included difference by gender and family status, for example men in general report lower levels of pain while hybrid working, while fathers report increased levels of pain; and specific effects are reported for women with children, including increased fatigue, diminished leisure time and reduced career development. Organisational stakeholders also recognised the importance of individual differences, for instance in highlighting those who were particularly at risk such as employees who were living alone or who had recently transferred from another country.
- **Most outcomes explored are individually focused.** Whilst clearly key to understanding individual experiences, the context in which employees work, and the organisational role in impacting upon those outcomes has been neglected.

The aim of this research is not just to understand what the outcomes of hybrid working may be for employees, but rather to understand why and in what contexts these outcomes might occur. The following sections seek to synthesise the findings from both the literature review and the interviews relating to this: firstly, by looking at the factors found to hinder psychological health in hybrid workers (barriers to wellbeing); and secondly, looking at the factors that can support wellbeing and/or protect the employee from the potentially negative implications of hybrid working.

3.2. FACTORS IMPACTING UPON WELLBEING OF HYBRID WORKERS

These factors are those identified by both interviews with organisational stakeholders and the evidence review as impacting upon the wellbeing of hybrid workers:

Type of factor	Factors that hinder psychological health	Factors that support and facilitate psychological health
Individual	<ul style="list-style-type: none">• Addictive behaviour• Early career stage• Home space issues• Presenteeism• Rumination• Work/non-work conflict	<ul style="list-style-type: none">• Boundary management
Social	<ul style="list-style-type: none">• Isolation / loss of social cohesion	<ul style="list-style-type: none">• Communication• Feedback• Social support and interaction• Trust
Job / Organisational	<ul style="list-style-type: none">• Lack of equity / 'them and us' culture• Presenteeism• Role ambiguity /conflict• Time pressure• Technology problems	<ul style="list-style-type: none">• Autonomy• Flexibility• Management / leadership style• Manager support• Organisational support• Role clarity• Voluntariness

FIGURE 3: SUMMARY OF BARRIERS AND FACILITATORS TO WELLBEING OF HYBRID WORKERS



3.2.1. Individual factors impacting on wellbeing of hybrid workers (factors to do with the individual themselves)

Our review identified that the wellbeing impacts of hybrid working have been shown to be highly dependent on individual circumstances.

- **Boundary management:** Based on previous academic research, the key protective factor recommended to hybrid workers is to establish clear boundaries between working time and non-working time. As hybrid work generally involves working in physical spaces that overlap with home life, having strategies to create separation in either space or time between work and home is recommended to avoid damaging factors, such as excessive rumination and longer working hours. Based on CIPD (2021) research, establishing clear routines, planning breaks in the working day and either separating spaces or putting work equipment away are all simple ways to establish boundaries.
- **Protected space and time:** An individual's working situation at home is particularly relevant, with both academic literature and interviews with stakeholders highlighting the difficulties faced by those with inappropriate space at home to support work. This was of particular concern to stakeholders around younger people, but also impacts on those with other commitments or caring responsibilities at home.
- **Recovery time strategy:** For some hybrid workers, home may have previously been a recovery space, which is lost through the adoption of a hybrid working pattern, therefore it is important to create a similar separation for recovery time and/or space, particularly recognising that the pace of work may be more intense when working remotely. Practical examples include building time into the day for exercise or spending time outside.
- **Career stage:** A particular concern for organisational stakeholders was the impact of hybrid working on those in their early careers. It was felt that these workers were disproportionately impacted by the loss of social learning created by a hybrid working environment. **International SOS** highlights this point: "The lack of social interaction, of course, which is probably one of the most important things for them. That's when a lot of them learn how to do their job, or how to become a professional, or how to become a manager, they learned by seeing others, you can't really get that from hybrid". This left organisations with a potential conflict between workers in a later career stage (more experienced workers) preferring to work remotely more often; whilst recognising that this would reduce the development opportunities (and therefore engagement and motivation) of those in earlier stages.
- **Personality:** Although some personality data was equivocal, employees with a tendency for rumination (or worry) were found to be particularly at risk for the negative outcomes of hybrid working. In general, the impact of blurring boundaries between home and work can create ongoing cognitive demands on workers, but this is particularly the case for those whose thinking patterns are more likely to lead them to spend more time thinking about work.
- **Addiction issues:** While evidence shows that alcohol and drug consumption increased in general during the pandemic, this was a greater risk for those with dependency issues and something organisations have been vigilant for based on the interviews conducted.



3.2.2. Social factors (factors to do with the impact of others such as peers, family and friends on the hybrid worker themselves)

- **Communication:** This applies to various different relationships, covering maintaining good communication between colleagues and ensuring regular communication from managers to their teams. Active management of communication ensures that information is flowing effectively between team members and maintains a sense of cohesion within teams to support both individual and group performance.
- **Trust:** Working effectively and happily in a hybrid way requires a level of trust from organisations and managers, but this is challenging for many when employees are not visible. Moving to a more output based model and demonstrating trust has been found to support social cohesion, support and collaboration while working remotely. Social support in particular is effective in preventing exhaustion for hybrid workers and increasing wellbeing overall.
- **Level of social interaction at work:** Research has consistently shown the detrimental effects of the sense of isolation that can be created by more remote working patterns, but also the loss of social cohesion in teams, which may mean that previously supportive relationships become less effective over time. Based on interviews with organisational stakeholders, this has been a particular focus during the pandemic as organisations, teams and line managers have worked hard to foster a greater sense of social cohesion, using new methods to increase contact between peers, as well as enhancing connection with line managers. **CapGemini** describes the importance placed on social interaction for them: “It is important that we have an environment where people can come together, people can learn together, people collaborate, people socialise with their colleagues. As human beings, we have to connect, we are a social animal. So our direction is, yes, there is a hybrid model. But it is also critical for

one to come to the office and we create that environment and create a ritual that people come together.”

- **Level of social support at home:** The level of social support available to individuals from friends and family has also played an important part in differentiating between those who have successfully adjusted to hybrid working versus those whose wellbeing has suffered. At the extreme end, for some this has led to an increased risk of harm through domestic violence. Stakeholders discussed how this had posed an additional challenge for organisations to monitor the signs and identify individuals requiring additional support.

3.2.3. Organisational/ job related factors (factors to do with the organisation/role in which the hybrid worker works)

- **Manager support:** All stakeholders recognised that there was variability within organisations in the quality of support individuals received from line managers and that this largely determined the quality of experience for hybrid workers. It was found that line managers needed to balance increased task management (for instance an increased need for expectation setting, scheduling and planning), people management (an importance on openness around wellbeing and an understanding of and consideration for individual circumstances and differences) with co-creation (a collaboration in decision making at an individual and team level). **Suncorp** described this: “The work was there to figure out what the right mix is and the right balance is and to provide some guardrails to help leaders in navigating that. First and foremost, what is the right environment to be able to provide the best service for our customers. Secondly, what’s the best environment to support each other and to work with each other and to collaborate as a team. And thirdly, what is the best for the individual, so for that particular individual, where works best for them as far as their work

location. So that's sort of a tiered principle approach that teams are working on and starting to think through". Many organisational stakeholders had proactively engaged with line managers to equip them to deliver better quality for support, and some had gathered evidence to show the impact of more regular contact with line managers to help build an internal business case for increasing line management consistency.

- **Design of work:** A number of factors are important with regards to the design of work. Perhaps the most researched is that of autonomy. Enabling individuals to manage their workloads and working patterns is key. Many papers have recommended establishing a more voluntary approach to hybrid working, giving workers flexibility to choose or adapt their working pattern (where practical and in line with organisational objectives) to best suit their circumstances. Providing role clarity is also particularly important for this group. This will also include organisations tackling the issue of work intensification by encouraging positive boundary management.
- **Organisational support and resource:** Providing adequate equipment and technology, as well as training on technology to ensure workers are able to work efficiently while working remotely, has also been highlighted as beneficial to reduce stress. Practical organisational support is also effective in influencing individual outcomes, including the provision of clear policies, support frameworks such as employee assistance programmes and access to counselling, along with clear and regular communication covering important issues such as presenteeism and boundary management.

“It is important that we have an environment where people can come together, people can learn together, people collaborate, people socialise with their colleagues. - **CapGemini**”

- **Organisational expectations/mandate:** A common concern highlighted by stakeholders was an ongoing tension between organisational encouragement to return to working from a shared workspace, and employees resisting this and wanting to remain working from home. The level to which individuals were being encouraged to return to the office for a greater proportion of their working hours was highly dependent on the context of the organisation and individual roles, however this tension was consistently reported across the organisations involved in this research. Organisations were remaining flexible and engaging with employees to find the best ways forward, but this additional source of tension in the workplace was of concern to many, particularly with a view to the potential impact on work engagement and possible turnover as a result.
- **'Them and Us' culture:** For those organisations who had some workers who were able to work remotely (for at least some of the time), while others did not have access to this flexibility, concerns about a perceived lack of equity were a considerable worry, with some organisations already seeing a fall in engagement for workers who could not work in a hybrid way. Managing this tension and proactively working across the organisation to ensure all roles all had access to appropriate flexibility was an ongoing process to address this in many organisations.

“The work was there to figure out what the right mix is and the right balance is and to provide some guardrails to help leaders in navigating that. First and foremost, what is the right environment to be able to provide the best service for our customers. Secondly, what's the best environment to support each other and to work with each other and to collaborate as a team. - **Suncorp**”

3.3. ORGANISATIONAL SUPPORT TO PROTECT AND PROMOTE HYBRID WORKER WELLBEING

3.3.1. Insights from the literature review

The review of the academic research showed that, overall, previous research has focused on the outcomes of hybrid or remote working patterns rather than practical measures that can be taken to ensure positive wellbeing for employees, albeit with recognition that much of the evidence is low-quality and further work is needed to measure effects and working patterns more consistently. Kniffin et al. (2021) reviewed previous literature to identify recommendations for organisations during the pandemic, however while some of these recommendations are relevant in the long-term to organisations, some were more specific to the context of a global health crisis and enforced remote working. The main recommendations from these studies, which reinforce those described in section 3.2, are to provide structure to support successful hybrid working, ensure equity across workers and ensure consistent and supportive management practices are in place.

Looking at practitioner research, a greater emphasis has been placed on the subject of organisational support, particularly with reference to how hybrid work is organised (CIPD 2020 & 2021). This highlights the need for flexibility in organisational support, with working practices that will suit employees with different working patterns. However, as research and recommendations have looked across sectors and across workforces, specific recommendations for different working patterns, sectors and locations has yet to be identified. Recognising the individual nature of hybrid working, this means that organisations who are reviewing the support they have in place for hybrid workers still need to translate high-level research findings to their own context.



3.3.2. Insights from organisational stakeholders

Across the six organisations interviewed for this research, approaches to wellbeing for hybrid workers were diverse, with different organisations having taken different approaches depending on their individual circumstances and context. During the pandemic, some organisations had been focused on organisational challenges and survival, while others had focussed on wellbeing to maintain productivity. Similarly, looking at working patterns overall, those who were more focussed on working in physical locations had reduced their level of remote working over time, as workers were required to return to sites, while others had formally adopted a largely hybrid way of working. Despite the diversity of approach, insights from organisational stakeholders have been analysed into a number of key themes and experiences:

- **Differences in Duty of Care perceptions:**

Perceptions of organisations' duty of care for the mental health and wellbeing of their hybrid workers was an area of disparity. For some organisations there was a recognition that the duty of care had been enhanced, either by being owned more proactively at the local level or being widened to support the employee's family unit (particularly during Covid). For others, duty of care was either unchanged (although relevant issues for workers had changed) or remained as something that wasn't recognised widely by stakeholders in the organisation. Most encouragingly, organisational stakeholders cited evidence that employee mental health did improve when it was felt that the organisation was taking its duty of care seriously and cared about the wellbeing of individuals.

- **Diversity of organisational support offerings:**

For those organisations who have increased their offering to hybrid workers, the organisational support offered was similarly diverse. At **HSBC**, their wellbeing offering covers mental, physical, financial and social health. The scope of this offering has developed over time based on feedback from employees and responding to the support that is most widely valued. Requests from employees have included stress management support, tools and technology to connect with colleagues and flexibility on times of working, while the general offering has been made more accessible to remote workers through digital delivery of support and harmonisation of support around the world with more consistent suppliers. For **Mott MacDonald**, the most important support was provided at a local level from line managers, whether this was provided through daily check-ins with managers, targeted support for those who were more at-risk or the

discussion of wellbeing in regular team meetings. **Capgemini's** support was tailored to local context but included support for the wider family of employees including the provision of food and locations to self-isolate when members of the family were infected with COVID-19. While these specific support mechanisms may not always be relevant, the organisation sees this broader duty of care as continuing to inform their approach to organisational support.

- **The value of a data driven approach:** Looking at broad themes across organisations, a common approach was the use of data to inform the development of the organisational support offer, as described by **HSBC**; "We conduct regular surveys and analyses on our employees' wellbeing. And we identify what are the kinds of common challenges that people are facing? And what are the common issues? What are the kinds of common solutions that we think would help; it's a very democratised approach to wellbeing. Whatever is a globally consistent ask, our aim is to deliver it." **Sasol** described how the collection of data could also be used to take a more proactive approach; "What I would like to see is intelligent surveys to decipher certain mental health challenges and then have interventions available, and reach out to make sure that the people who are in risk categories, that they are not shifting into a higher risk category".

- **The need for tailoring to context and individual differences:** For larger organisations, the adaptation to global context and managing a multi-generation workforce was seen to be key in providing relevant wellbeing support to hybrid workers. There was a consistent theme between organisations that there were generational differences in expectations, both in terms of preferred

working patterns and desired support; and the importance of taking this into account in decision making. Interestingly, some global organisations reported that younger employees have more consistent expectations, which may lead to more global consistency in offer in the long term. This relates to the assertion that organisational flexibility will be key in keeping workers in future (e.g. Deloitte, 2021), as well as the previously highlighted concerns around equity and the danger of creating a “them and us” culture.

- **The need to respond to the tension between employee wants and organisational drivers:** Stakeholders described investing in workplace safety, and using a more activity-based approach to deciding location, as opposed to relying on previously enforced patterns of work. A collaboration with Occupational Health was also highlighted as a way of ensuring employees get appropriate support and any additional challenges individuals may face are recognised and accommodated.
- **There is still much to learn about how to best facilitate hybrid working:** Overall, organisations retained an open approach to hybrid working, recognising that this is still a developing area of practice, that will also be influenced by the development of legislation around the world. For some this related to the applicability of “work anywhere” policies in their particular context, as well as the possible impact of “right to switch off” approaches. Organisations had generally applied a test and learn approach during the pandemic and reported an intention to continue to do so.

“We conduct regular surveys and analyses on our employees’ wellbeing. And we identify what are the kinds of common challenges that people are facing? And what are the common issues? What are the kinds of common solutions that we think would help; it’s a very democratised approach to wellbeing. Whatever is a globally consistent ask, our aim is to deliver it. - **HSBC**”







4

SUMMARY AND IMPORTANCE OF THIS RESEARCH

Responses from organisations to this new phase of working have been varied as a result of a number of competing priorities, expectations, and beliefs. For some, a return to more traditional ways of working is being encouraged to support team working, creativity and innovation; for others, flexibility is seen as a differentiator in the talent market and a necessity for the retention and wellbeing of staff. For most organisations, however, including those who are the most mature in their offering, there remains a level of uncertainty as to where on the spectrum their offering will land as they weigh up employee expectations, wellbeing concerns, performance, cost, risk and a wide range of other factors.

Currently, our extensive review has identified that there is little guidance and clarity for organisations to support them in decision making around the duty of care and support requirements of employees; and with a lack of attention to different working patterns, to organisational considerations and to global or generational differences, the issue is compounded.

There is a clear need for research to better understand the expectations and support requirements of employees by location, context and working pattern. By taking this approach, organisations will be provided with evidence from which to tailor their offering more effectively to employees, whatever their working pattern and location. The research conducted for this white paper seeks to address this need.

5

EMPLOYEE SURVEY

5.1. DEMOGRAPHICS

The survey was completed by over 1,000 employees from around the world, representing a wide range of industries and sectors, the largest of which were healthcare (17%) and education (10%). Through the use of a paid-for survey platform, participants were recruited from around the world to ensure different continents were well represented.



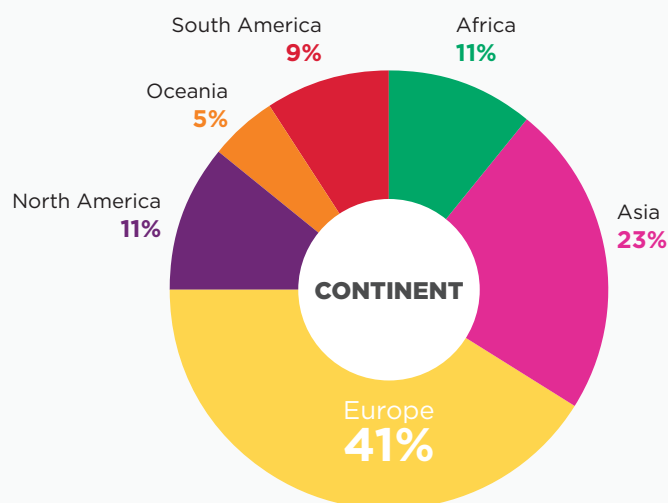


FIGURE 4: CONTINENT WHERE WORKERS WERE BASED

5.1.1. Working arrangements

While overall responses were balanced between hybrid workers (49%) and non-hybrid workers (51%), this differed significantly between global regions:

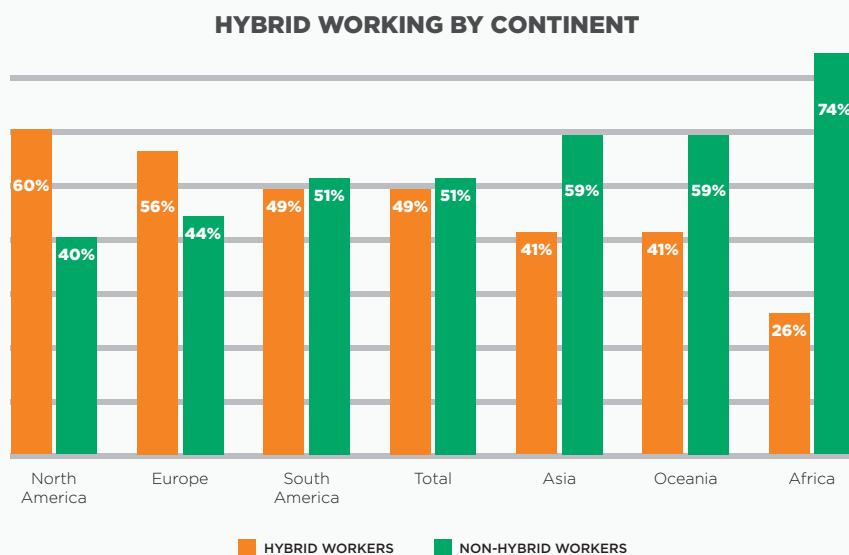


FIGURE 5: BREAKDOWN OF HYBRID WORKER STATUS BY CONTINENT WHERE WORKERS WERE BASED

North America (60%) and Europe (56%) had a larger proportion of hybrid workers overall, while Africa (26%) had the lowest proportion of hybrid workers, showing that the extent of hybrid working is significantly different in various parts of the world.

Looking at specific working patterns, a variety of working arrangements were represented, with participants having worked in this way for over two years (29 months) on average:

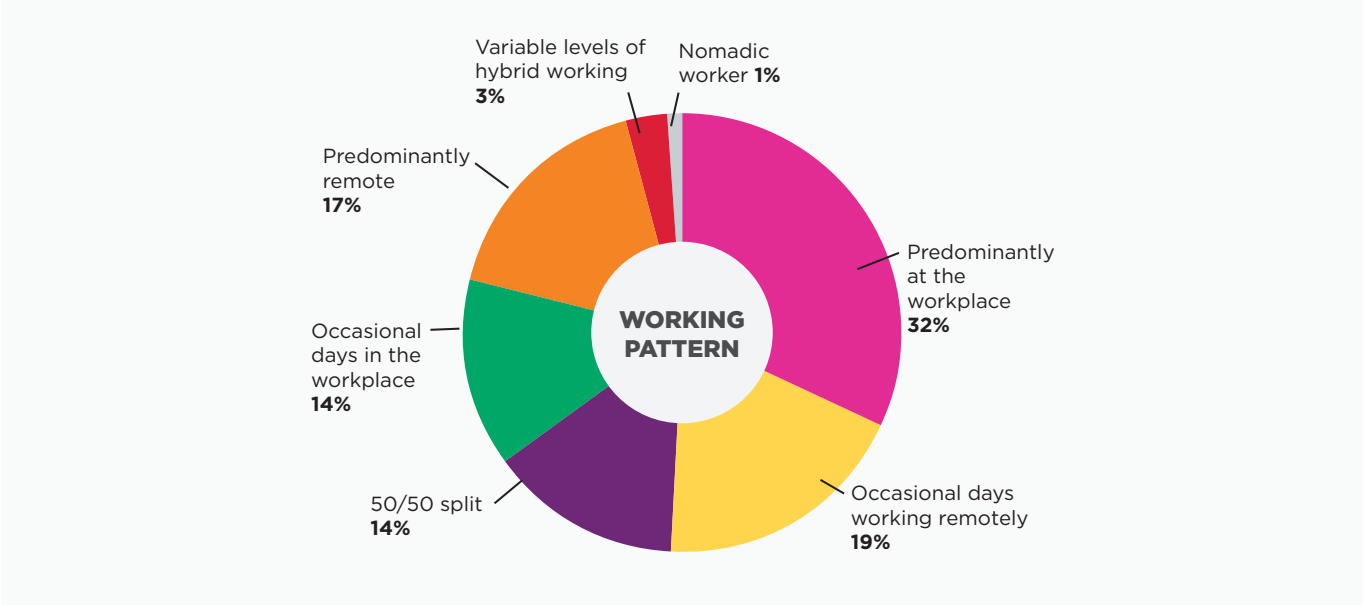


FIGURE 6: BREAKDOWN OF WORKING PATTERNS

Employees also had access to a range of levels of flexibility with regards to their working location:

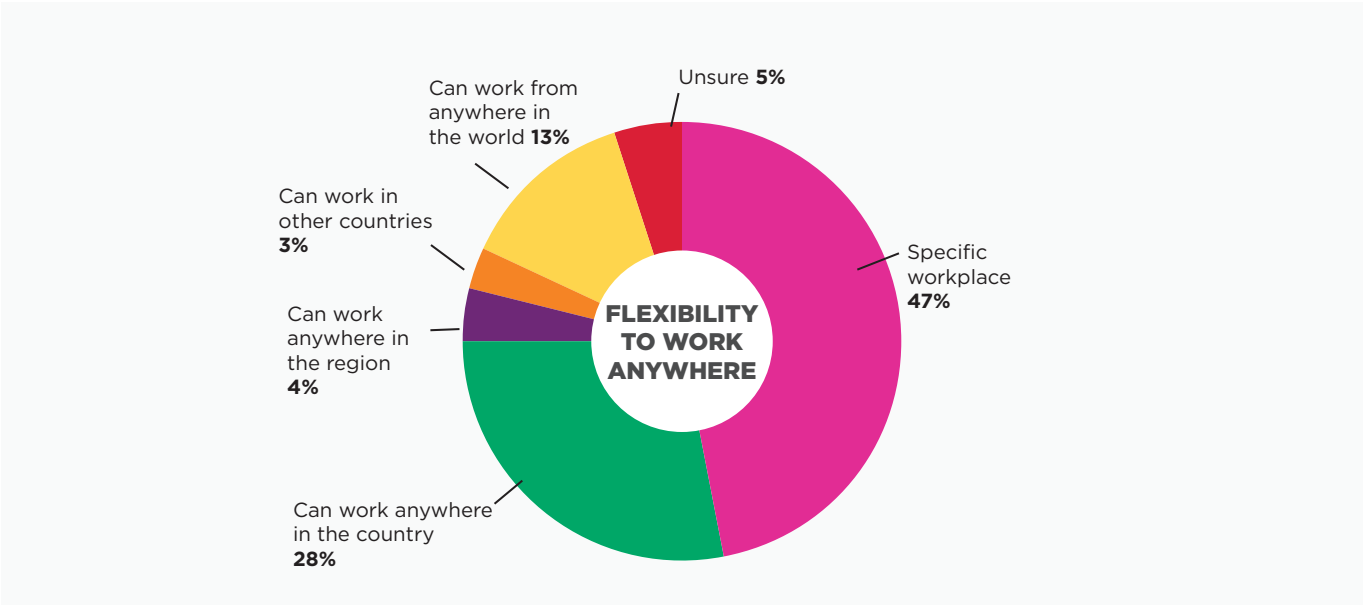


FIGURE 7: LEVELS OF FLEXIBILITY ON WORKING LOCATION

In summary, almost half (48%) had the flexibility to work away from their main workplaces, with one in five people (20%) able to work in a different country to their employer’s main base. For those who were able to work in other countries, 48% were able to do this for as long as they wish. Only 7% of respondents were international assignees for their current employers.

The location of colleagues also corresponded to this overall split between those with a specific workplace compared to those with different arrangements:

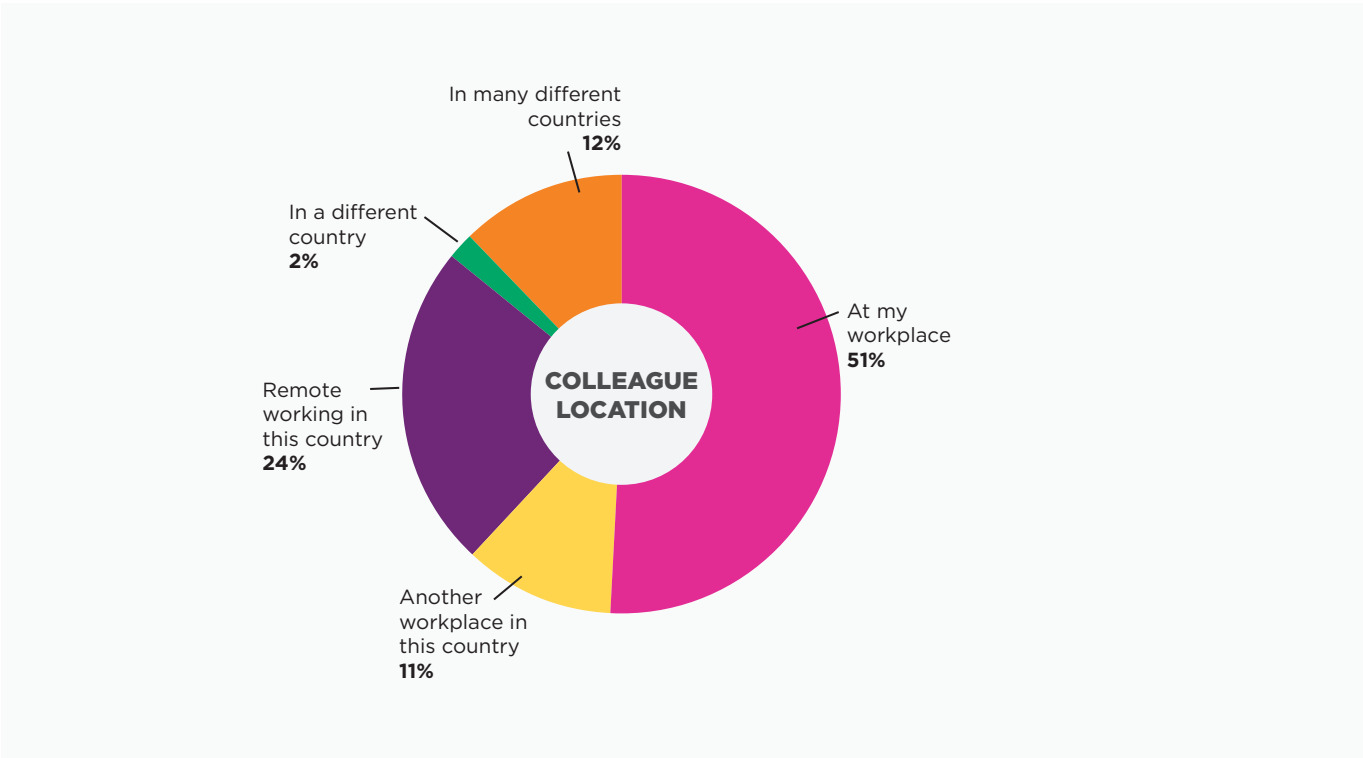


FIGURE 8: COLLEAGUE LOCATION

While participants worked for a range of organisations in terms of size, the largest number worked in organisations with over 1,000 employees (42%). A range of job roles were also represented, with 11% operating as senior leaders and 33% as managers.

On average, participants reported working 41 hours a week, which was higher than the 38 hours they were expected to work a week on average. While there was a high level of variation in the data, on average employees reported working 20% more than their contracted hours.

5.1.2. Personal characteristics and circumstances

Respondents came from a range of age groups, representing a cross-section of the working population:

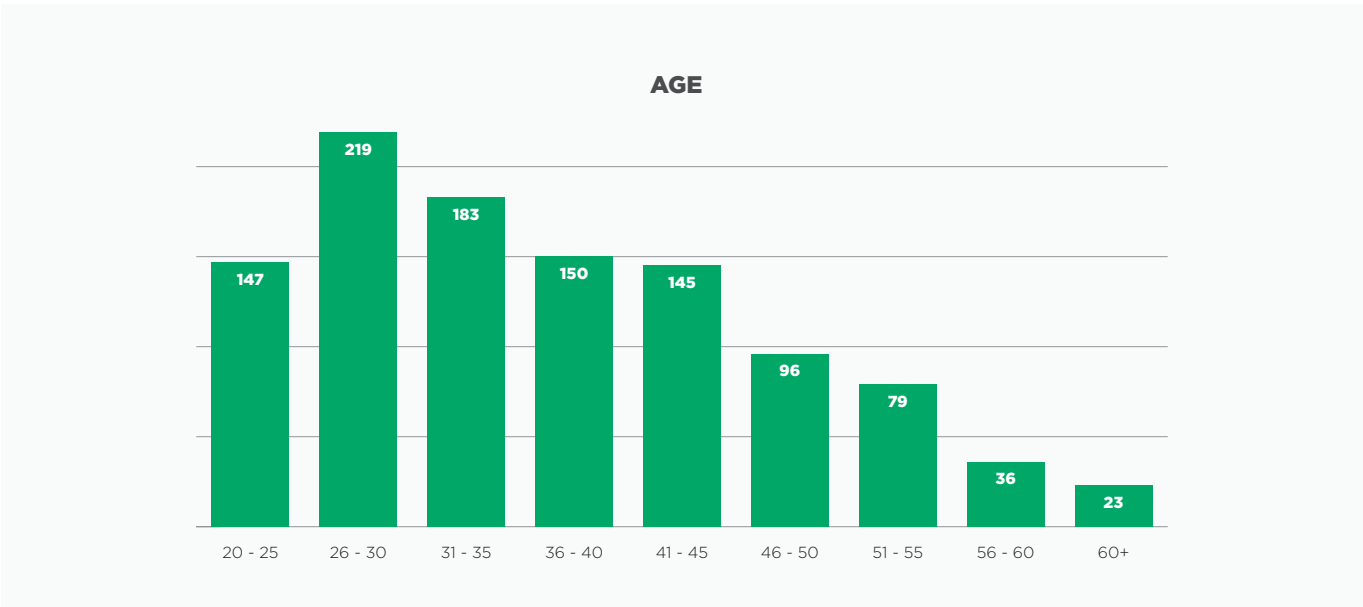


FIGURE 9: AGE OF PARTICIPANTS

54% of respondents identified as female, 44% as male and 1% non-binary. 43% were married or in a civil partnership, 23% in a significant relationship and 30% single. 46% had caring responsibilities, while 38% had children living at home. 20% reported that the majority of their support network (friends and family) were located in a different country to where they lived.

5.2. OUTCOMES OF HYBRID WORKING

5.2.1. Experiences of hybrid working

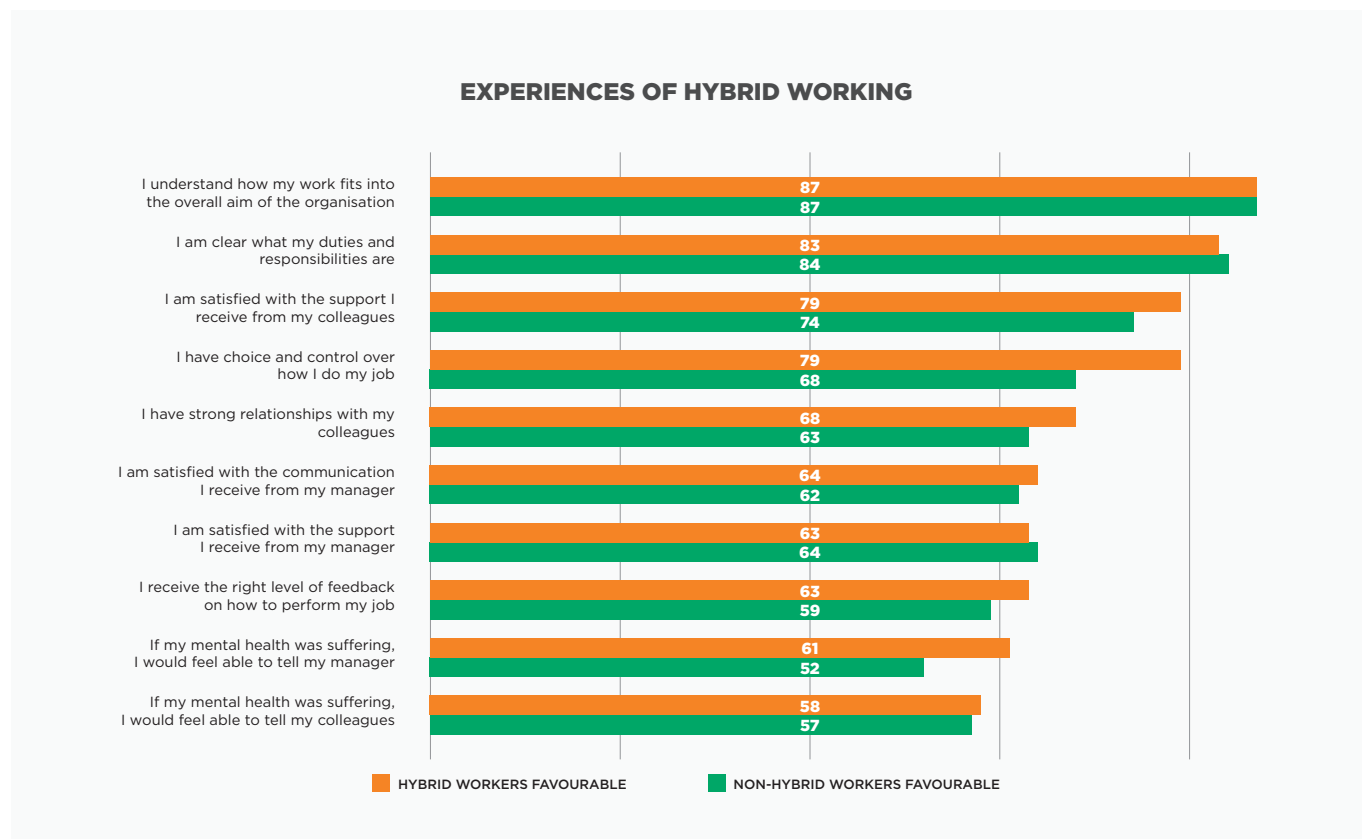


FIGURE 10: RATINGS OF WORKERS' EXPERIENCES

The majority of hybrid workers rated their experience of work positively across the range of practices important to wellbeing that were identified. The highest scoring questions related to job clarity, with 87% positive responses on how their work fits into the overall aim of their organisation and 83% clear on their duties and responsibilities. The lowest scoring items related to receiving feedback on job performance (21% unfavourable, choosing disagree or strongly disagree) and feeling able to tell colleagues and managers about mental health concerns (both 20% unfavourable).

Comparing specific working patterns, all types of hybrid worker reported a greater sense of autonomy (having choice and control over how to do my job), with workers who work predominantly remotely (including those who spend occasional days in the workplace) twice as likely to report high autonomy as those who work predominantly in the workplace.

Those who worked predominantly remotely were less than half as likely to disclose mental health issues to a colleague than those who work at least half of the time from the workplace.

In terms of global differences, workers in North America were more satisfied with the feedback they received, support and communication from their line manager, relationships with their colleagues and be clear on their responsibilities, while workers in Europe reported higher autonomy. Further comparisons between continents are broken down in Appendix 2.

Looking at job roles, managers are more likely to be satisfied with the support they receive from their own managers and colleagues while hybrid working, where leaders are more likely to be satisfied with the support they receive from their own manager when not hybrid working.

Hybrid workers who had children living at home were more satisfied with the support they received from colleagues than non-hybrid workers in the same situation and were also more likely to feel able to tell colleagues about any mental health concerns.

Marked differences in experience were seen depending on the level of flexibility workers had over the location they could work from. Dividing respondents into those who had to work from a specific location, those who could work anywhere within the country where their organisation was based and those who had the flexibility to work in other countries, the following effects were observed:

LOCATION FLEXIBILITY	CAN WORK ANYWHERE IN THE SAME COUNTRY	CAN WORK IN OTHER COUNTRIES
Autonomy	↑ Higher than those who work in a specific location	↑ Higher than those who work in a specific location
Clear responsibilities		↑ Higher than those who work in a specific location
Manager communication		↑ Higher than those who work in a specific location
Colleague relationships		↑ Higher than those who work in a specific location
Would disclose mental health issues to manager	↑ Higher than those who work in a specific location	↑ Higher than those who work in a specific location
Would disclose mental health issues to colleagues		↑ Higher than those who can work elsewhere in the same country

FIGURE 11: IMPACT OF LOCATION FLEXIBILITY ON EXPERIENCE

5.2.2. Wellbeing outcomes for hybrid workers

5.2.2.1. Emotional outcomes

To measure mental wellbeing, we used the WHO-5 Well-Being Index, a scale that has been validated across the world. The WHO-5 provides a score for individuals from between 0 (worst imaginable wellbeing) to 100 (best imaginable wellbeing). In the general population, we would expect an average score to be 63, with a score of 13 or less being a marker for clinical depression.

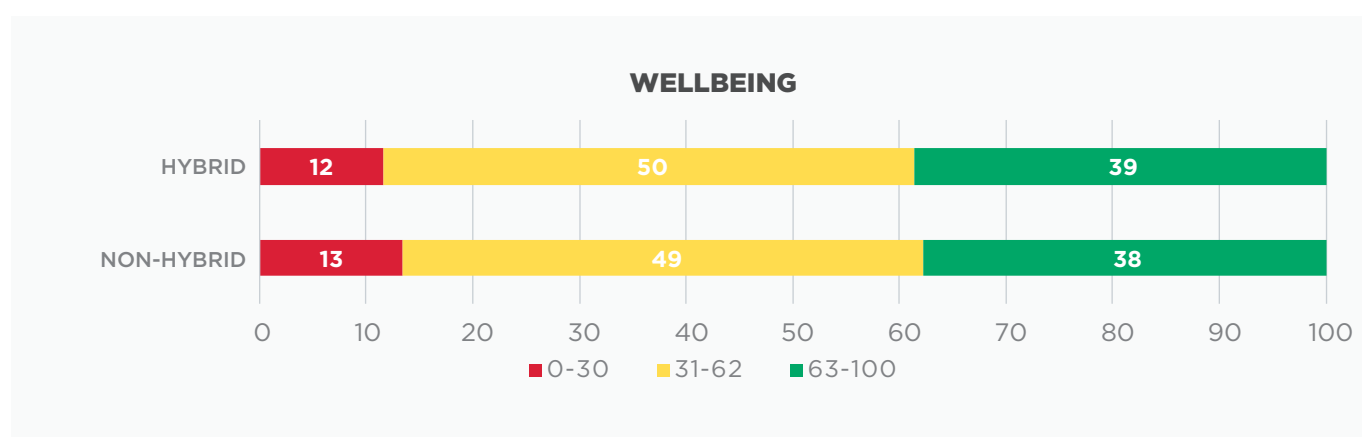


FIGURE 12: WORKER WELLBEING

Amongst the hybrid workers surveyed, 39% exceed the expected average score for wellbeing, while 61% fall below the average score expected in the population (in other words have lower wellbeing that we would expect). However, this was not significantly different between hybrid and non-hybrid workers or between working patterns, showing a low level of wellbeing across everyone who completed the survey.

Further emotional outcomes were also examined, specifically job stress, burnout and loneliness:

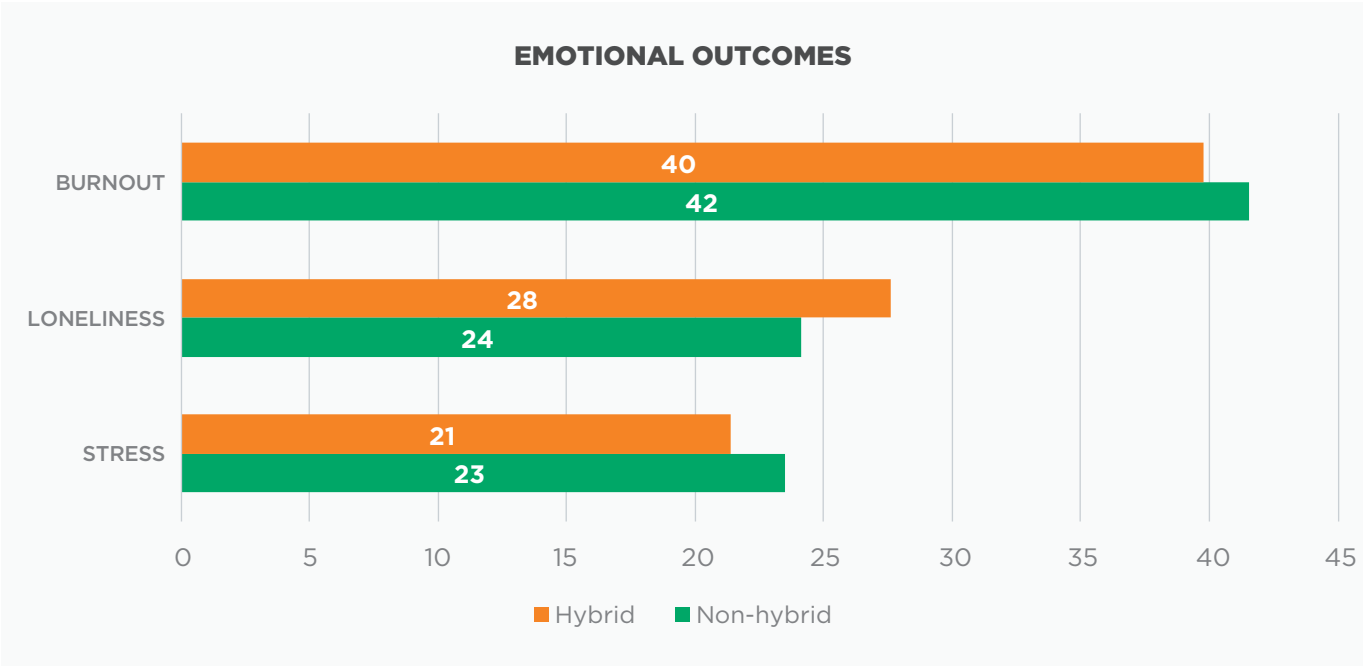


FIGURE 13: EMOTIONAL OUTCOMES

Across these outcomes, the highest scores were submitted for burnout (40% in the highest two categories), indicating workers had experienced high levels of exhaustion. This is higher than general population estimates that around 20% of people experience high levels of burnout. The most positive scores were related to loneliness, with 42% of workers in the lowest two categories.

For all of these outcomes, hybrid workers did not differ significantly from non-hybrid workers or between working patterns. However, hybrid workers with caring responsibilities specifically were significantly less lonely. Workers in Africa reported higher levels of job stress and loneliness in comparison to others.

5.2.2.2. Social outcomes

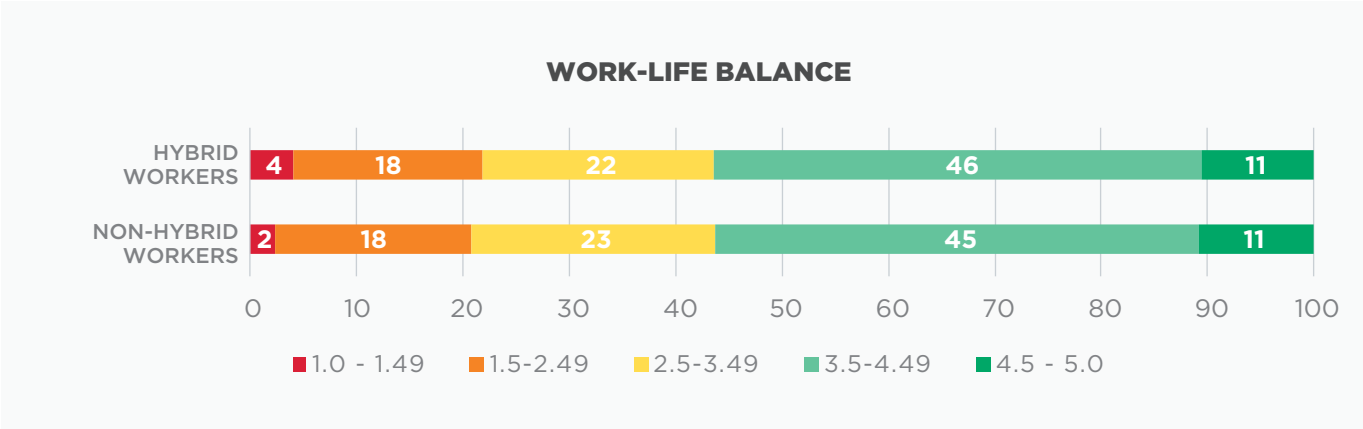


FIGURE 14: WORK-LIFE BALANCE

57% of hybrid workers reported positive work-life balance overall, indicating a feeling that they were able to successfully balance work and non-work activities. Hybrid workers did not differ significantly in this respect from non-hybrid workers, or between working patterns. Workers in North America reported higher levels of work-life balance overall, with 70% scoring positively.

5.2.2.3. Physiological outcomes

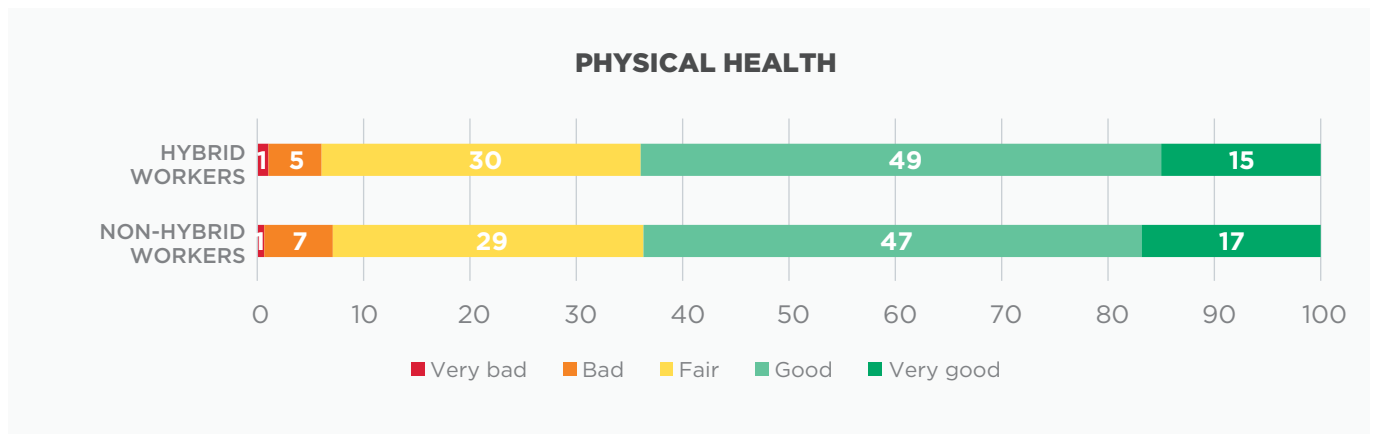


FIGURE 15: PHYSICAL HEALTH

64% of hybrid workers reported good health in general, which was not different to the scores of non-hybrid workers or between working patterns. However, gender influenced these scores. Male non-hybrid workers report higher levels of physical health than hybrid workers, while female hybrid workers report slightly better physical health than non-hybrid workers. Workers in Europe reported higher levels of physical health than workers in Asia.

5.2.2.4. Job-related outcomes

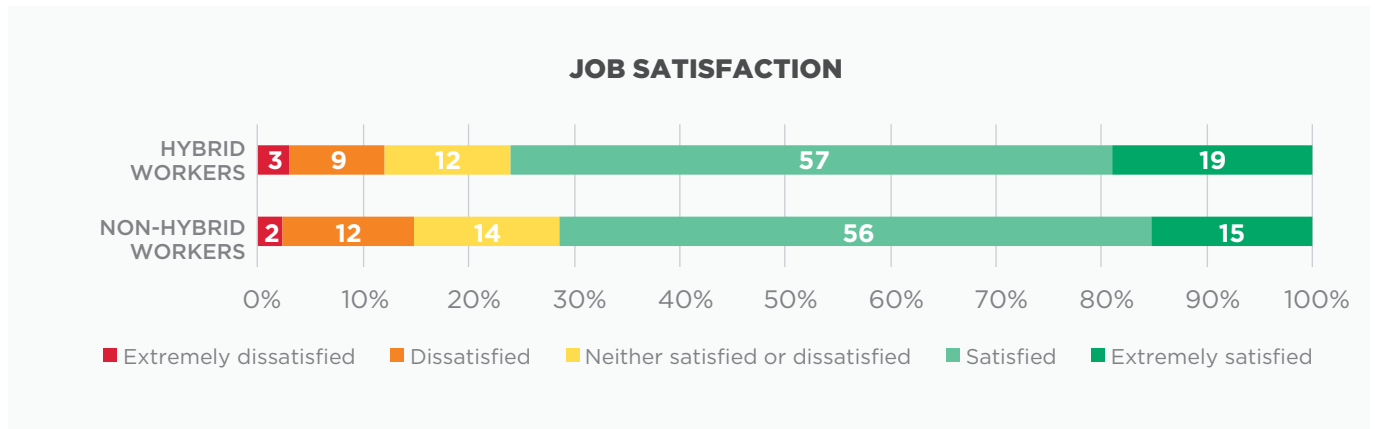


FIGURE 16: JOB SATISFACTION

76% of hybrid workers reported high levels of job satisfaction in general, which was similar to the scores of non-hybrid workers and consistent across working patterns and continents. Senior leaders were an exception to the overall pattern, whereby for hybrid workers job role did not influence job satisfaction, but for non-hybrid workers senior leaders had significantly higher satisfaction than managers or employees.

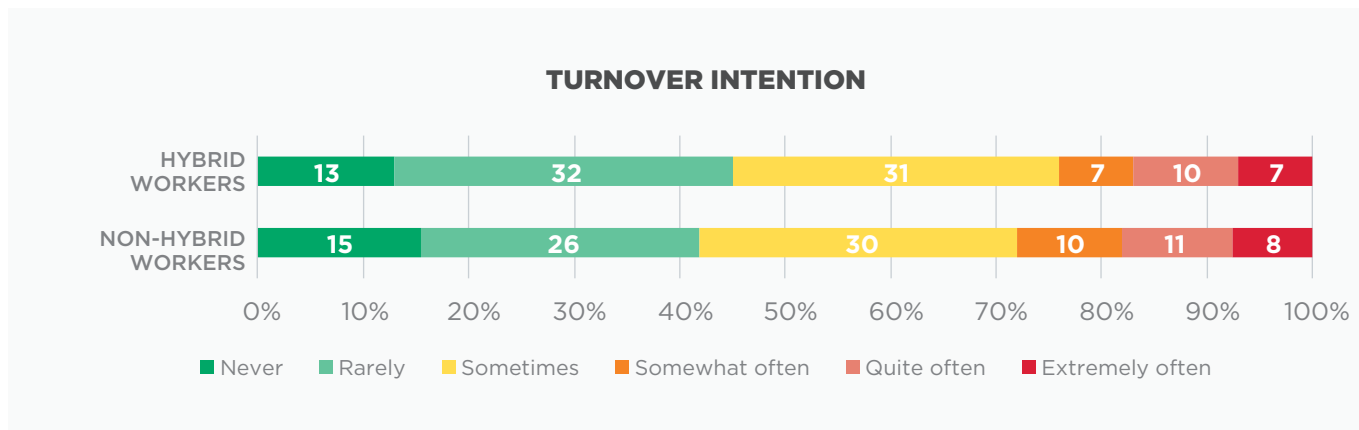


FIGURE 17: TURNOVER INTENTIONS

45% of hybrid workers reported low levels of turnover intention, which was not significantly different from non-hybrid workers or between working patterns. Workers in North America had significantly lower levels of turnover intentions than most other continents.

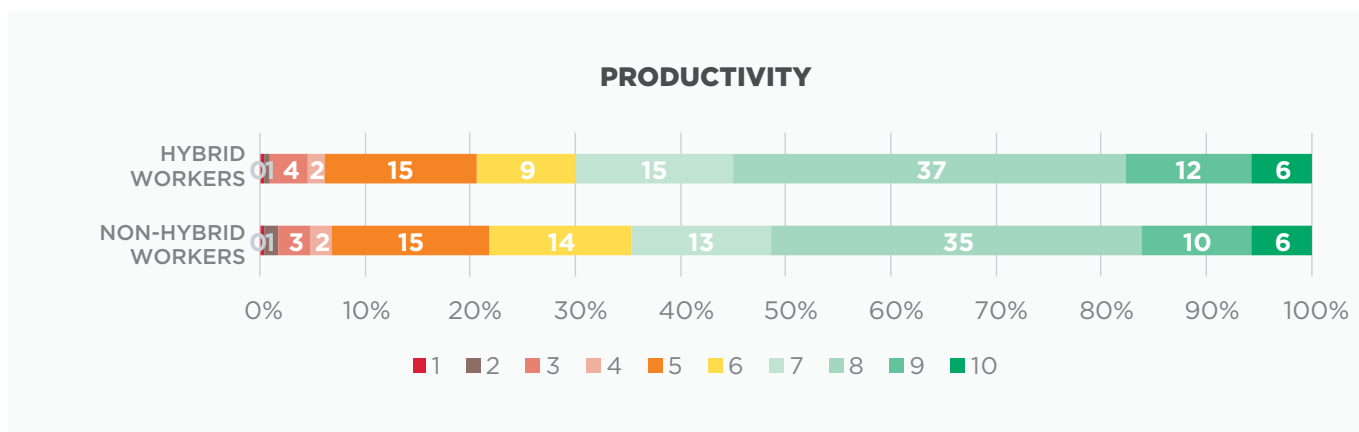


FIGURE 18: PRODUCTIVITY OF HYBRID WORKERS

When asked to rate how often they achieve the important work goals they set for themselves, 70% scored this at 7 out of 10 or above. This score was not significantly different to that of non-hybrid workers or across working patterns. Workers in Africa reported higher levels of productivity.

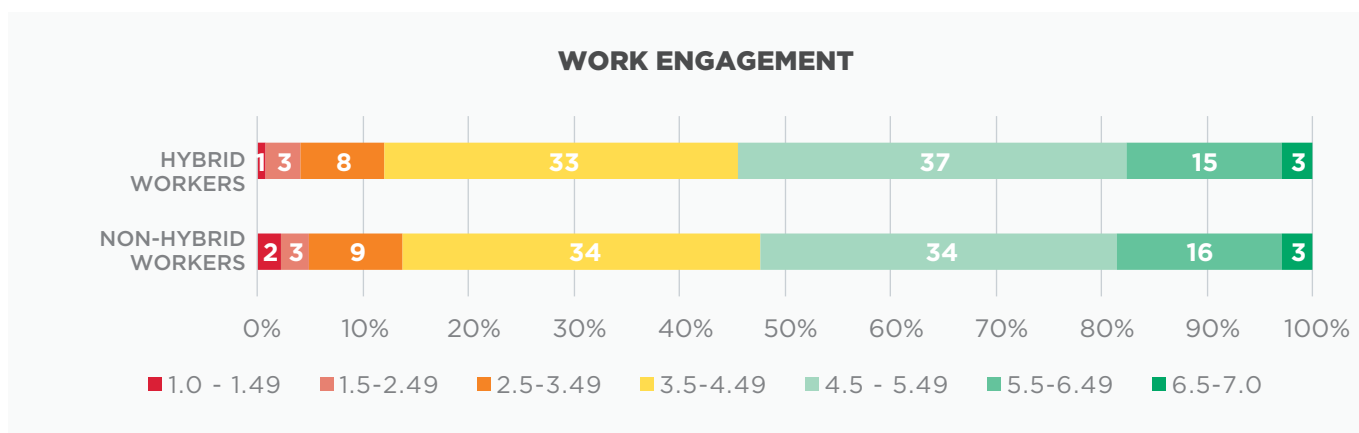


FIGURE 19: WORK ENGAGEMENT OF HYBRID WORKERS

Workers in general reported high levels of work engagement. Levels of work engagement did not differ for non-hybrid workers or by working pattern or continents.

Looking across all job-related outcomes, those workers with greater levels of flexibility in location demonstrated improved scores across multiple outcomes:

LOCATION FLEXIBILITY	CAN WORK ANYWHERE IN THE SAME COUNTRY	CAN WORK IN OTHER COUNTRIES
Job satisfaction	↑ Higher than those who work in a specific location	↑ Higher than those who work in a specific location
Turnover intentions		↓ Lower than those who work in a specific location
Productivity		↑ Higher than those who work in a specific location
Work engagement		↑ Higher than those who work in a specific location

FIGURE 20: IMPACT OF LOCATION FLEXIBILITY ON JOB-RELATED OUTCOMES

5.3. FACTORS IMPACTING ON THE WELLBEING OF HYBRID WORKERS

5.3.1. Factors hindering the wellbeing of hybrid workers

The main factors impacting outcomes for hybrid workers were longer working hours, which was related to work-life balance and having to work more hours than your employer expects, or you are contracted for, which is related to job stress. In turn, increased job stress was related to burnout for hybrid workers. As previous research has highlighted that increases in productivity related to remote working are often associated with working longer hours, this highlights a potential pattern of negative outcomes for employers to be mindful of.



5.3.2. Factors supporting/protecting the wellbeing of hybrid workers

Across the outcomes measured, a range of factors positively impacted both the wellbeing and job-related outcomes of workers, which are summarised below. Those factors in blue are those which affected both hybrid and non-hybrid workers, and those in black are those affecting only hybrid workers, and the strongest factor in each section is underlined:

OUTCOME	INFLUENCING FACTORS
JOB SATISFACTION	<u>Manager support</u> , health and safety prioritised by the organisation, development opportunities, adequate resources
TURNOVER INTENTION	Autonomy, <u>fair approach taken to all employees</u>
JOB STRESS	<u>Manager support</u> , adequate resources
WORK ENGAGEMENT	Colleague relationships, knowing how to access wellbeing support, <u>having a fair level of flexibility for your role</u>
WORK-LIFE BALANCE	Having a fair level of flexibility for your role
WELLBEING	<u>Health and safety prioritised by the organisation</u> , policies on flexible working implemented consistently
BURNOUT	Satisfaction with location flexibility
LONELINESS	<u>Clarity of responsibilities</u> , colleague relationships, <u>colleague support</u> , <u>being able to disclose mental health concerns to a manager</u>

FIGURE 21: FACTORS THAT FACILITATE THE WELLBEING OF HYBRID WORKERS

The results show that the flexibility and autonomy provided to hybrid workers are related to their work engagement, work-life balance, intention to stay with their employer and lower levels of burnout. The importance of colleague relationships, manager support and a sense of fairness are also highlighted, across wellbeing and job-related outcomes.

For additional detail on all barriers and facilitators to wellbeing and how the different outcomes are related to each other, please see the tables in Appendix 2.

5.4. ORGANISATIONAL SUPPORT PROVISIONS

5.4.1 Perceptions of organisational support offered

5.4.1.1. Perceptions of the duty of care for wellbeing

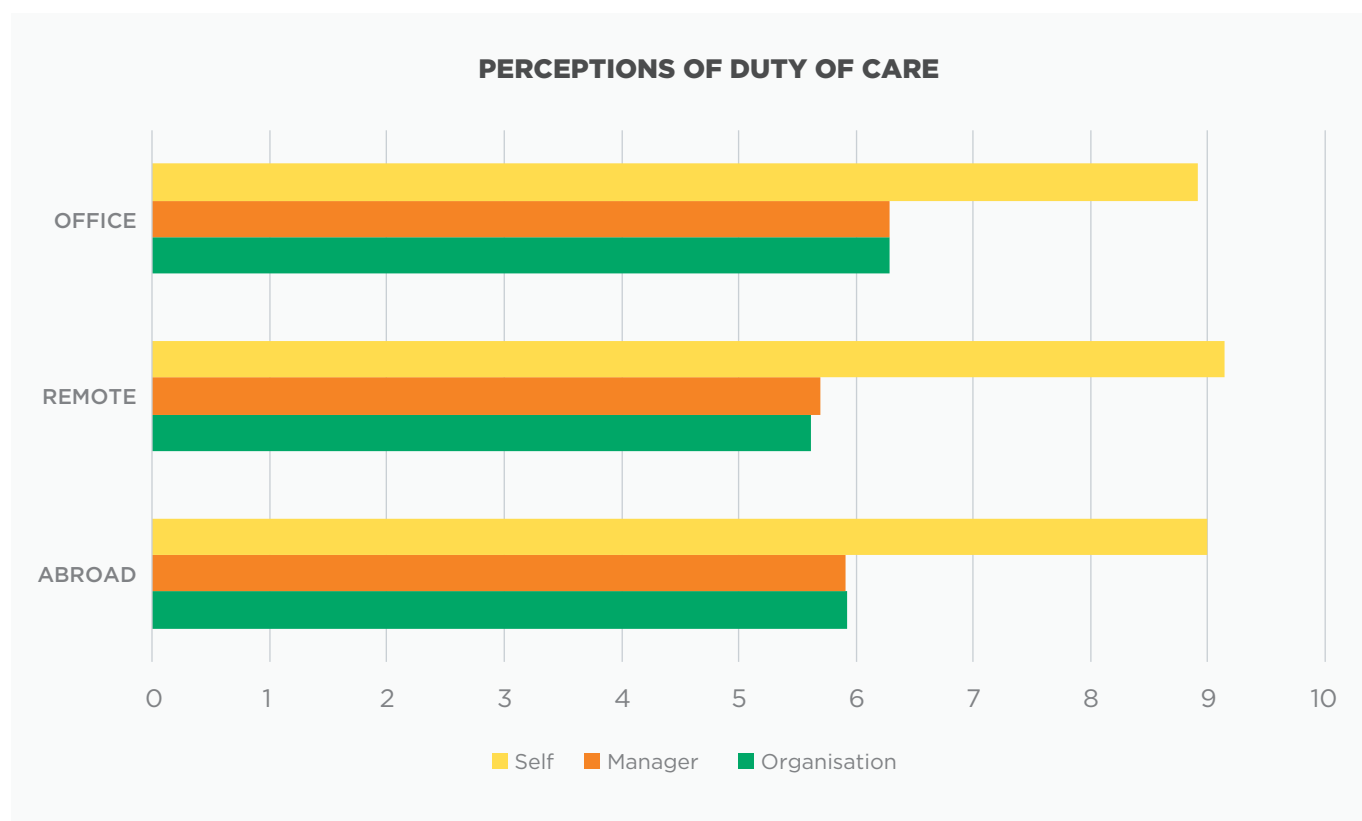


FIGURE 22: PERCEPTIONS OF DUTY OF CARE IN DIFFERENT WORKING ENVIRONMENTS

Across all working environments, workers consistently rated their wellbeing as primarily their own responsibility, with managers and organisations scoring consistently lower. 10% of respondents did not provide ratings for working abroad at your own choice, which may indicate that many have not considered this situation as it is not a working arrangement that is open to them. While there were no differences in responses across working patterns, there were a number of significant differences in how different groups scored their perception of the duty of care:



	GENDER	JOB ROLE	CONTINENT
Office working – Self			Workers in Africa rated their own responsibility when office based highly than workers in Asia
Office working – Manager		Hybrid workers who are employees and managers rated their managers responsibility when working in the office more highly than non-hybrid workers, hybrid workers who are senior leaders rated the manager responsibility lower than non-hybrid workers	Workers in Asia and Europe rated manager responsibility when office based more highly than workers in the Americas
Office working – Organisation		Managers rated organisational responsibility when office working more highly than employees	
Remote working – Self	Women rated their own responsibility when remote working higher than men		Workers in Europe and North America rated their own responsibility when remote working more highly than workers in Asia
Remote working – Manager		Managers rated manager responsibility when remote working more highly than employees	Workers in Asia and Europe rated managers responsibility when remote working more highly than workers in Africa and North America
Remote working – Organisation		Managers rated the organisational responsibility more highly than employees when remote working	Workers in Asia and Europe rated the organisational responsibility more highly than workers in Africa and North America

FIGURE 23: GROUP DIFFERENCES IN PERCEPTIONS OF DUTY OF CARE IN DIFFERENT WORKING ENVIRONMENTS

To compare responses from different parts of the world, results were analysed using the cultural framework created by Project GLOBE. Using these dimensions suggests that cultures that are high in collectivism, for example in Southern Asia, tended to score manager and organisational responsibility more highly, across all working environments. This was particularly in comparison to more individualistic cultures, which include Australia, Ireland, New Zealand, North America, South Africa and the UK, where the analysis by continent shows more emphasis is placed on individual responsibility.

5.4.1.2. Perceptions of organisational practices

The responses of hybrid workers on various organisational practices related to wellbeing and hybrid working are summarised below. On all of the questions, hybrid workers rated practices more highly than non-hybrid workers, indicating higher levels of satisfaction with the support on offer to them. This applied across working patterns in most instances, relating to the level of flexibility on offer as even those workers who only worked remotely occasionally scored higher than those who worked predominantly in the workplace. Two main patterns observed are that greater levels of remote working are associated with financial savings for workers, while having a more blended working pattern, for example a 50/50 split, is associated with feeling that the organisation takes health and safety more seriously and having adequate resources to fulfil your role. A full breakdown of effects is presented in Appendix 2.

These results were also significantly influenced by gender. Female hybrid workers scored more highly on knowing how to access wellbeing support, having flexible working arrangements, having a fair level of flexibility and saving money through their working pattern. Female non-hybrid workers also scored lowest compared to all other groups in the areas previously mentioned but also in having a choice in their pattern of work, being satisfied with the flexibility of their location of work and being satisfied with the communication they receive from their organisation, which are areas where hybrid workers are more closely matched in terms of gender.

Looking at job role, senior leaders who work in a hybrid way were less satisfied with their technology and internet connection, whereas managers and employees showed the opposite pattern, with the effect most pronounced for employees. Hybrid-working managers show the most increase in scores relating to feeling they had access to a fair level of flexibility for their role, while employees saw the biggest increase in choice over their pattern of work. With regards to development opportunities, senior leaders who worked hybrid scored lower than their non-hybrid counterparts, while managers saw the opposite pattern.

Looking at age, for non-hybrid workers, those who were aged over 45 were more likely to feel they had a choice over their pattern of work, whereas for hybrid workers, all age groups scored consistently highly.



Results also varied by culture, with more collectivist cultures like those in Southern Asia scoring the priority given by the organisation to health and safety higher, as well as having a culture of openness around mental health and having access to psychological support. All differences are presented in Appendix 2.

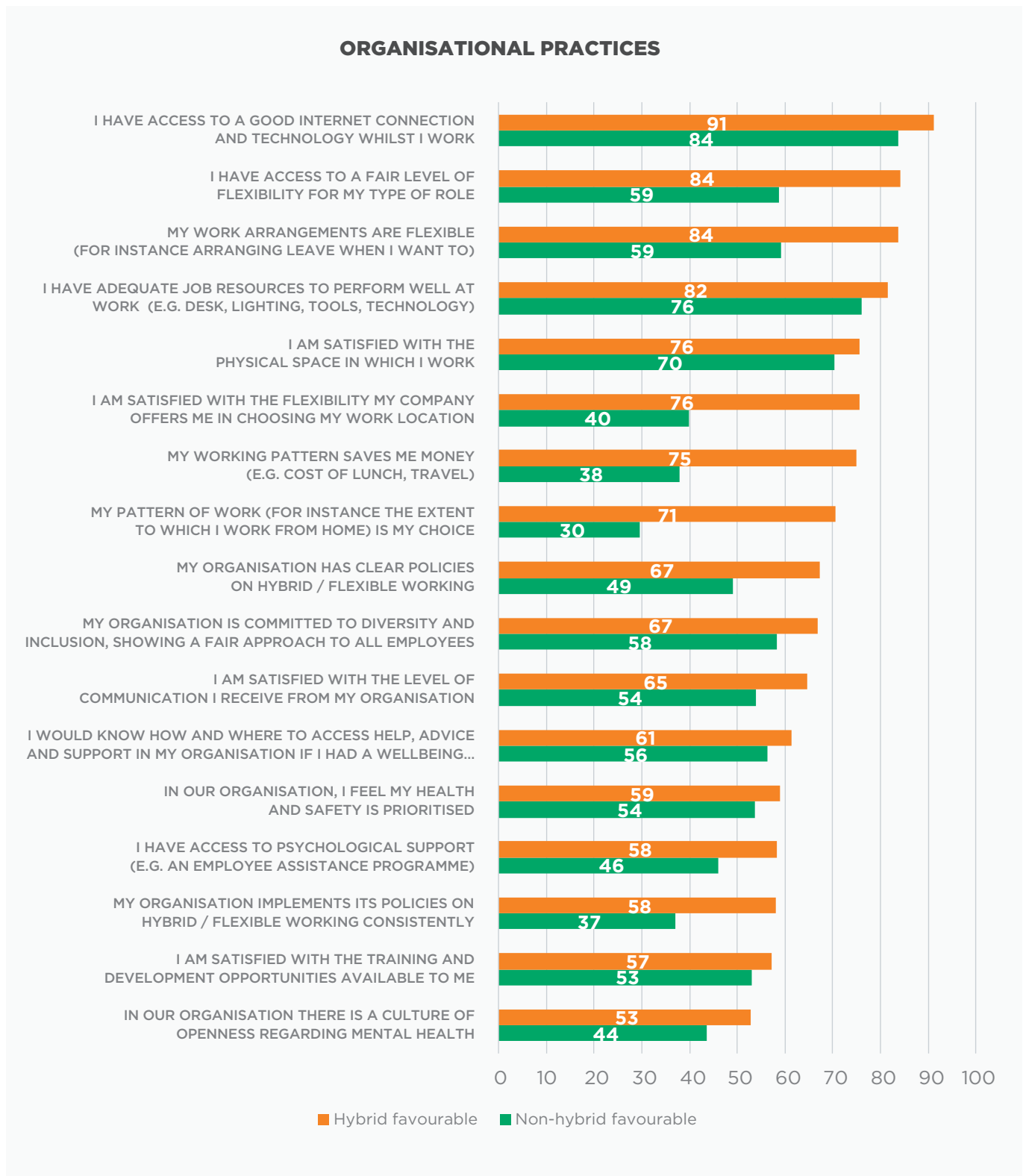


FIGURE 24: HYBRID WORKER RATINGS OF ORGANISATIONAL PRACTICES

5.4.2. Utility of provision of wellbeing support

5.4.2.1. Important sources of wellbeing support

Respondents were asked to rate which sources of support were most important in protecting their wellbeing. The average scores for all workers are summarised below:

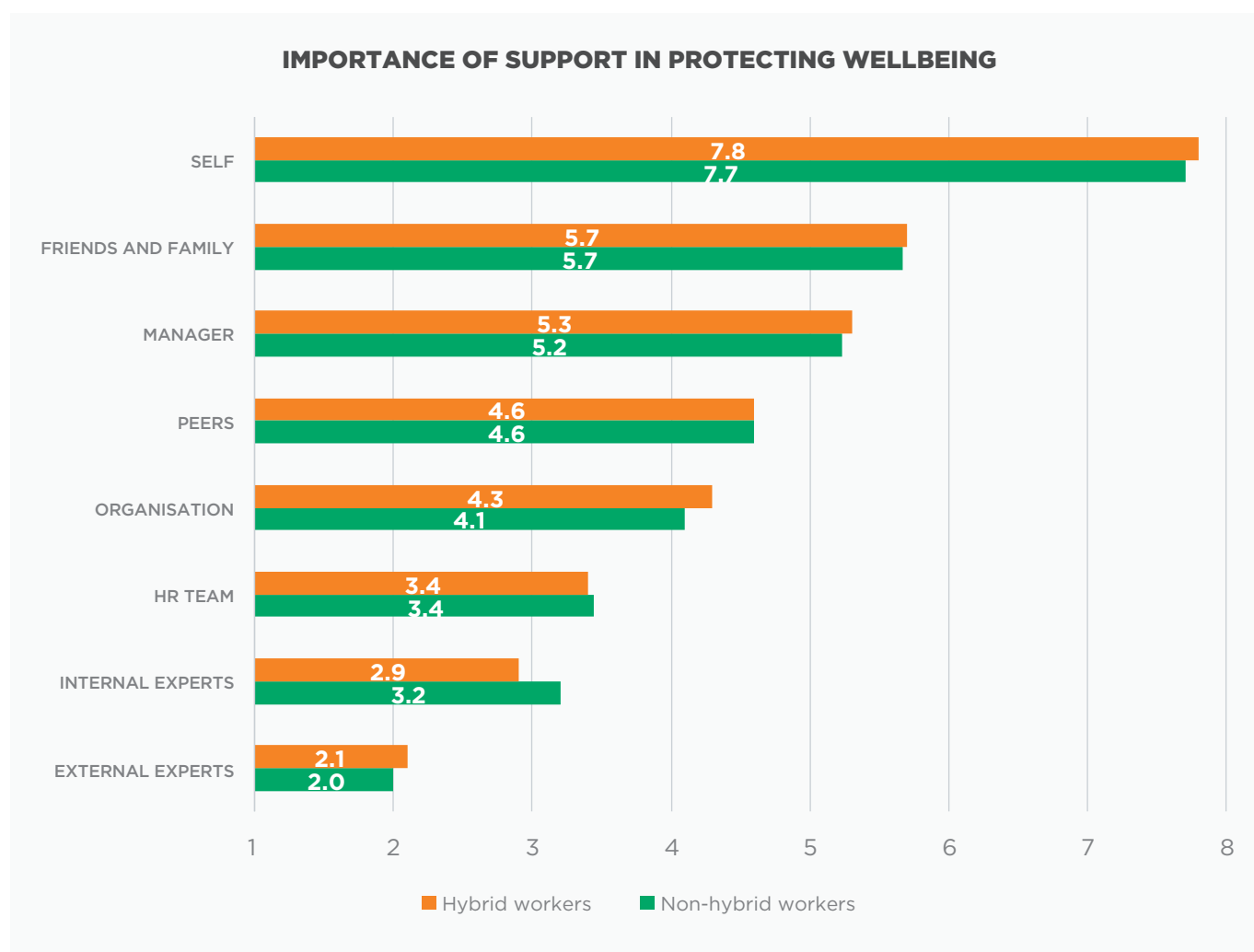


FIGURE 25: IMPORTANT SOURCES OF WELLBEING SUPPORT FOR EMPLOYEES

Comparing hybrid workers and non-hybrid workers, the only significant difference was that hybrid workers scored internal experts lower on average, which was particularly the case for those with a 50/50 split pattern of working or who were predominantly remote. The following differences were found between workers in different continents:

SOURCE OF SUPPORT	RATED HIGHER	RATED LOWER
Manager	↑ Europe ↑ Oceania	↓ South America
Peers	↑ Asia ↑ Europe ↑ Oceania	↓ Africa ↓ North America
Internal experts	↑ Africa ↑ North America ↑ South America	↓ Europe ↓ Oceania
External experts	↑ Africa ↑ North America	↓ Asia ↓ Europe ↓ South America

FIGURE 26: GROUP DIFFERENCES IN IMPORTANCE OF SOURCES OF WELLBEING SUPPORT

5.4.2.2. Useful sources of support

When asked to rate how useful they would find various activities and resources if they needed support with their wellbeing, workers responded as follows:

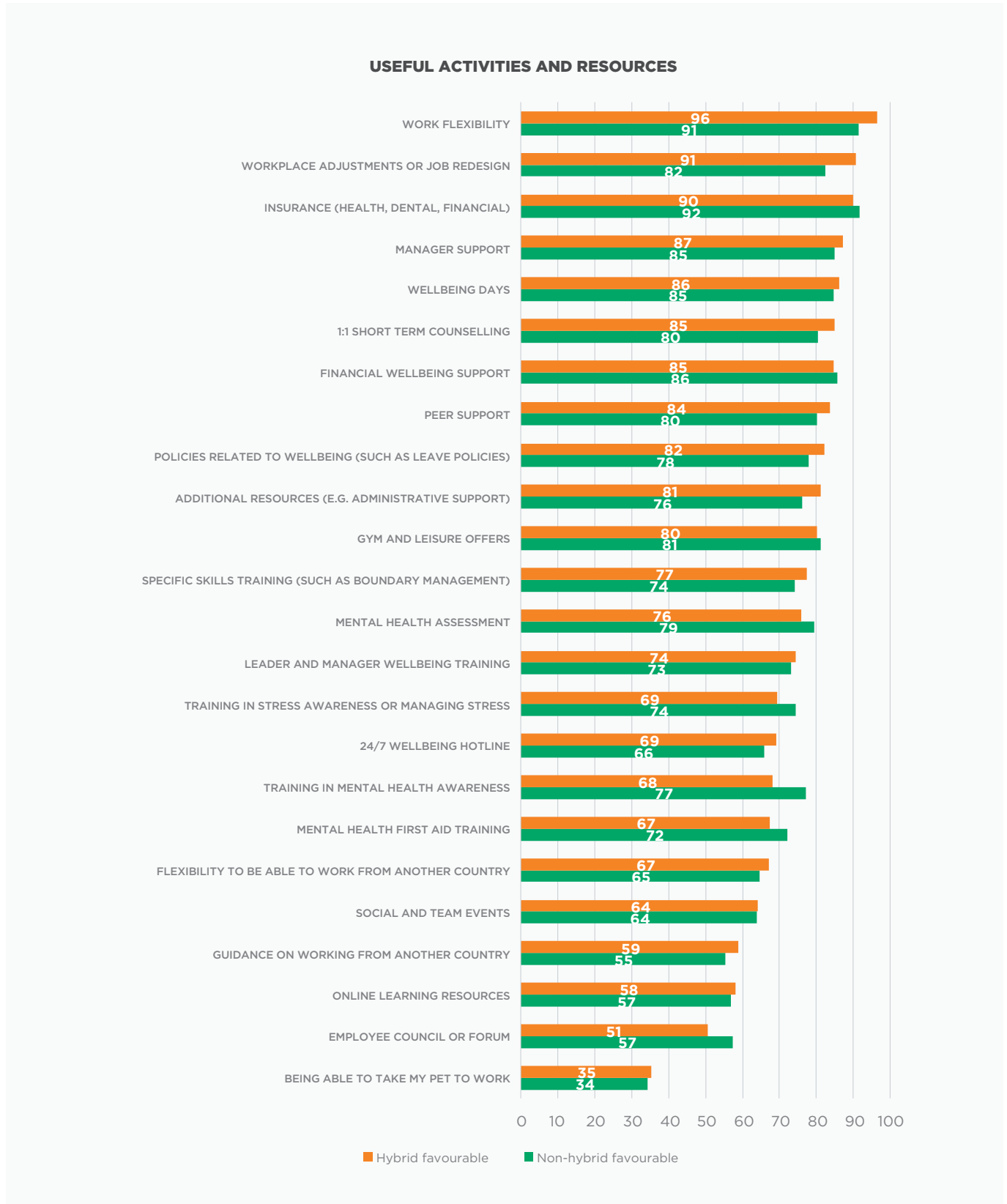


FIGURE 27: RATINGS OF USEFUL ACTIVITIES AND RESOURCES

Comparing the results of hybrid and non-hybrid workers, hybrid workers rated 121 short term counselling, work flexibility, workplace adjustments, additional resources and the flexibility to work abroad more highly. Stress awareness training, mental health awareness training, employee councils and mental health first aider training were all rated lower by hybrid workers. There were also global differences in how useful different activities were perceived to be. The differences between specific working patterns and continents are summarised below:

In the following tables, ↑ indicates a higher score and ↑↑ are higher than those with a higher score.

ACTIVITY	HYBRID WORKERS	NON-HYBRID WORKERS	CONTINENT
Online learning resources			↑ Africa ↑ North America ↓ Asia ↓ Europe ↓ Oceania ↓ South America
Stress awareness training	↓ Predominantly remote	↑ Predominantly workplace	↑ Africa ↓ Asia ↓ Europe ↓ North America ↓ Oceania
Mental health awareness training	↓ Predominantly remote	↑ Predominantly workplace ↑ Occasional days remotely	↑ Africa ↓ Europe ↓ North America
Social and team events			↑ Africa ↑ Asia ↓ Europe ↓ North America ↓ Oceania ↓ South America
Peer support			↑ Asia ↑ Europe ↓ North America
Manager support			↑ Asia ↑ Europe ↓ North America ↓ South America
Wellbeing days			↑ South America ↓ Europe
Employee council	↓ Predominantly remote	↑ Predominantly workplace	↑ Africa ↓ Asia ↓ Europe ↓ North America ↓ Oceania ↓ South America
Mental Health First Aid training	↓ Predominantly remote	↑ Predominantly workplace ↑ Occasional days remotely	↑↑ Africa ↑ Asia ↓ Europe ↓ North America ↓ Oceania ↓ South America
Manager training			↑↑ Africa ↑ Asia ↑ Europe ↓ North America ↓ Oceania

ACTIVITY	HYBRID WORKERS	NON-HYBRID WORKERS	CONTINENT
Mental health assessment			↑ Africa ↑ Asia ↑ South America ↓ Europe ↓ North America ↓ Oceania
24/7 hotline			↑ Africa ↓ Europe ↓ South America
Specific skills training			↑ Africa ↓ Europe ↓ North America
Work flexibility	↑ Predominantly remote ↑ 50/50 split	↓ Predominantly workplace	
Workplace adjustments	↑ Predominantly remote ↑ 50/50 split	↓ Predominantly workplace	↑ Europe ↓ North America
Additional resources			↑ Asia ↓ North America
Financial wellbeing resources			↑ Africa ↓ Europe
Insurance			↑ Africa ↑ Asia ↑ North America ↑ South America ↓ Europe ↓ Oceania
Gym and leisure offers			↑ Asia ↓ Europe
Being able to take your pet to work			↑ Asia ↓ Africa
Guidance on working abroad			↑ Africa ↑ Asia ↓ Europe ↓ North America ↓ Oceania
Flexibility to work abroad	↑ 50/50 split	↓ Predominantly workplace	↑↑ Africa ↑↑ Asia ↑ North America ↓ Europe ↓ Oceania

FIGURE 28: GROUP DIFFERENCES IN RATINGS OF USEFUL ACTIVITIES AND RESOURCES

6

KEY MESSAGES AND CONCLUSIONS



Based on the overall results of the survey in relation to previous research evidence and the input of stakeholders, the following main themes have been identified:

- **Wellbeing continues to present a significant issue globally**, with 40% of the population showing burnout and over 60% with lower levels of wellbeing than expected in a population; but this data suggests that the reason for this is not explained by working pattern. In fact even loneliness, an outcome particularly associated with hybrid working, is not experienced significantly more by any particular working pattern.
- **Working hours remain the biggest wellbeing concern for workers**, as these have the most impact on outcomes, specifically job stress. Given the high levels of burnout and low levels of wellbeing seen in the survey data in general, this is a key concern for organisations to monitor.
- **Wellbeing related effects of hybrid working have dissipated over time** – While research generated during the pandemic indicated positive and negative effects on wellbeing for those who had been forced to take on a more remote working pattern, the survey data indicates these effects have reduced to the point where there was no significant difference between the wellbeing of hybrid and non-hybrid workers. This may be related to the fact that on average the workers surveyed had been working in their current working pattern for over two-years, suggesting that new ways of working adopted due to the pandemic have now normalised and individuals have become accustomed to them. While this does not mean that particular working patterns will not have positive or negative effects for certain individuals, it does mean that there is not a wellbeing advantage to any specific working pattern overall. This is in line with previous research, which highlights that the impacts of different working patterns are highly individual.
- **Flexibility in location of work has a consistently positive effect** – While hybrid working itself does not have universally positive effects, those workers who are able to choose where they work demonstrated higher job satisfaction in general, while those able to choose a location in other countries also had higher work engagement and productivity, as well as being half as likely to have high turnover intention. Note that this is not about actually working in other countries (in fact only 1% of our sample were nomadic workers) but about being given the choice to do so. These workers were also clearer on their responsibilities, more satisfied with communication from their manager and more likely to disclose mental health difficulties, as well as having higher autonomy. While these factors are likely to have a cyclical relationship, i.e. working remotely both creates and requires a greater sense of autonomy, this does show that the recent move by some organisations to increase levels of geographical flexibility for workers is likely to have a positive effect and aid employee retention. This also links to the finding that workers with a support network in the country where they are working see improved wellbeing, which could be facilitated through more geographical flexibility. Overall, as previous research has found that voluntariness, meaning the ability to choose one's own pattern of work, has a positive impact for employees, this finding further emphasises the importance of choice and control as protective factors for wellbeing.
- **For all workers regardless of their working pattern, providing job clarity, prioritising health and safety, ensuring fair and equitable treatment, and encouraging both colleague and manager support is a key factor in enabling positive outcomes** (such as job satisfaction, wellbeing and reduced stress). The line manager relationship both for instrumental (such as providing resources and job clarity) and emotional support (such as being able to talk about wellbeing), is particularly important for realising success of hybrid working. The survey data concurs with evidence from stakeholders around the importance of both taking a more nuanced and local approach; and being aware of the need to avoid a 'them and us' culture. Overall, providing support, adequate resources, training and development to line managers will be vital for both wellbeing and productivity outcomes.
- **There are considerable differences between how senior leaders experience hybrid working and how their colleagues experience it** – The survey responses suggest that key differences in job satisfaction, the quality of technology available in the physical workplace, development opportunities and satisfaction with manager support are likely to explain

why senior leaders may be more keen to return to a non-hybrid pattern of work, while managers and employees in their organisation are more likely to see hybrid working as better in the same ways. As highlighted in our interviews with stakeholders, acknowledging this difference will be key to making informed decisions that suit workers in different roles within an organisation.

- **Different working pattern have different effects** – In comparing results between workers, it is clear that different levels of remote working have different advantages. While greater levels of remote working help individuals to save money and are associated with greater autonomy, workers who spend some time in the workplace, particularly at a 50/50 split are more likely to receive greater psychosocial support, be more likely to talk about wellbeing and therefore have additional resources both to fulfil their role and to protect their wellbeing. These factors should be considered carefully by organisations, managers and individuals in deciding the best working pattern based on individual circumstances. Given that many outcomes are more influenced by other factors such as having caring responsibilities or children at home, a tailored approach is likely to be most effective in weighing these different factors. The profiles of different working patterns have been visualised in the form of people profiles and working pattern profiles in Appendix sections 8.1 and 8.2.
- **Hybrid working has a considerable impact on perceived fairness** – Those working in various hybrid working patterns are more likely to perceive organisational practices as fair and to feel organisations treat people consistently. This suggest that organisations that have implemented hybrid working already have done so consistently, though it should be noted that this varies between continents.
- **Women working in a non-hybrid way are the least satisfied with organisational practices** – Where stakeholders highlighted the danger of hybrid working creating a them and us culture, the survey results suggest that this may be a particular concern when looking at the gendered impact of hybrid working. In comparing results for men and women across hybrid and non-hybrid working patterns, those women who do not have access to hybrid working were more likely to say that their working pattern cost them more money, that they did not have a choice in this and did not perceive this as fair. This pattern may support the identification of inequity issues within organisations and allow for more focussed tracking of engagement.
- While all workers fundamentally see their wellbeing as their own responsibility, **in some cultures organisations and managers are seen as having a greater responsibility**, even when employees are working remotely. For organisations that work across different cultures, being mindful of differences between more collectivist and more individualistic cultures will be important to ensure organisations are seen to fulfil the expectations of employees.
- Hybrid workers place more importance on **work adjustments and flexibility** to support their wellbeing, followed closely by management support, suggesting that positive work practices are seen as more important than other interventions in this circumstance. Hybrid workers are also notably less interested in training, which may mean that the targeting of existing interventions to new working practices may be required to ensure they are equally valuable to employees with different working patterns.
- **Age did not have a significant effect on the expectations of employees**, which is contrary to the opinion of many stakeholders. This may suggest that while different age groups may express their needs in the workplace differently, fundamental perceptions of organisational responsibility and the perceived value of different interventions are more common across age groups than is assumed. As recommended by the stakeholders interviewed, a data-led approach will be important for organisations to examine the needs and expectations of their own workforce rather than being led by generalised or stereotypical views.
- There are **considerable differences between global areas** on which wellbeing interventions are perceived as useful by workers, therefore organisations should consider the needs and priorities of their workforce and international organisations may want to consider taking a tailored approach to ensure all geographical regions have access to support they would find beneficial. The differences between global areas have been summarised and visualised in country profiles in Appendix 8.3.

7

RECOMMENDATIONS

The recommendations in this section are drawn directly from the evidence gathered in all three stages of this research and are designed to enable organisations and employers; managers; and hybrid workers themselves, together with their colleagues, friends and families, to better support and protect the mental health of employees and effectively and equitably manage duty of care for all.



7.1. RECOMMENDATIONS FOR ORGANISATIONS AND EMPLOYERS

- **Continue to view supporting the health and wellbeing of all employees as a strategic priority.** Whilst a strong wellbeing programme is likely to involve providing a range of resources to build awareness and management of stress, and offerings to support those who are struggling, this research shows that, in addition, focusing on preventative approaches to build a healthy work environment is key for effectiveness. Particularly important will be addressing workload and working hours, enabling autonomy and flexibility; facilitating support from managers and peers and ensuring equity of treatment across employees.
- **Aim to address working hours and workload.** This was found to be an issue for employees globally. It may be useful to set up a strategic working group to focus on solutions as well as cascading to working groups at a more local level. Solutions that have been shown to be beneficial include the instigation of 'recovery breaks' where the whole organisation closes for a period of time (this could be an annual or bi-annual event for a month, or a decision about meeting-free afternoons each week), streamlining of processes to remove unnecessary repetition, greater autonomy within teams to allocate workload and prioritise actions.
- **Take time to understand your employee needs and expectations before actioning practices and processes.** This research shows that different workers (by working pattern, individual differences and by continent) are likely to prioritise different practices and support offerings. Whilst it might be unrealistic to create bespoke arrangements for all individuals, taking time to look at the profile of your workers, and rolling out a range of options that are likely to cater to the majority of employees will help acknowledge individual differences and increase the level of perceived fairness.
- **Invest in line managers,** providing with the skills, resources, support and development necessary to effectively support the health and wellbeing of workers with different working patterns.
- Wherever possible, organisations should **allow employees the opportunity to choose a working pattern** that best suits the role they perform and their personal circumstances – taking account of what works for the organisation, what works for the team and what works for the individual. Through offering flexibility in this negotiation, organisations are likely to benefit from increased engagement and satisfaction.
- **Offer geographical flexibility** in work location where possible, as this has the most wide-ranging positive effects for employees – it is the choice that makes an impact, rather than a change in location. Where this also allows employees to locate themselves where they have the strongest support network around them, it is also likely to have a positive impact on their wellbeing.
- **Monitor the satisfaction of employees who are unable to choose hybrid working closely,** particularly for women, as a difference in experience and perceived inequity has been highlighted by this research.
- **Take direct feedback from employees into account in decision making on working patterns** to counter the possible effects of the disconnect between senior leaders and other employees when considering hybrid working and to take account of relevant geographical differences in experiences.
- **Make use of relevant data** in making decisions on wellbeing support and working patterns, regularly monitoring how things are changing as trends and factors may continue to change.
- **Be mindful of cultural differences when discussing responsibility for wellbeing** in international organisations as some workers, particularly in more collectivist cultures, are likely to expect more input from managers and their organisation when working remotely.

7.2. RECOMMENDATIONS FOR MANAGERS

- **Communicate regularly with your direct reports**, keeping everyone in touch with what is going on and maintaining their sense of connection to the team and the organisation. Being clear on expectations and priorities will be particularly key for those managing hybrid or distributed team.
- **Create a safe environment** where people can express any mental health concerns as scores were low across the board, and this was a particular issue for remote workers. A step towards this is prioritising social interaction and informal communication. Think for instance having 5 minutes at the start of every meeting to check in to see how employees are; and enable time in everyone's working hours for spontaneous social interaction.
- **Regularly discuss working hours and workload** with hybrid workers, as this is the main barrier to wellbeing identified. Based on previous research, encouraging workers to manage boundaries in time and space effectively when working remotely may also be helpful to minimise work intensification when away from a physical workplace.
- **Foster relationships between colleagues**, as this will have positive effects for work engagement, wellbeing and reduced loneliness. Holding regular team meetings, creating time where teams can be together, creating social events, and signposting to organisational network groups and committees will be important.
- **Facilitate social learning opportunities** between colleagues, particularly to support those early in their careers. Consider the use of buddy systems or mentoring to compensate for reduced levels of workplace contact; or arrange workplace working days where experienced and inexperienced team members work together and learn from each other.

7.3. RECOMMENDATIONS FOR HYBRID WORKERS AND THEIR SUPPORT NETWORKS

- **Take time to consider what it is that facilitates your wellbeing at work.** How can you increase this? Conversely, what do you need to do less of?
- **Manage your working hours carefully**, building in time for recovery and ensuring that flexibility in your working arrangements does not lead to excessive working hours.
- **Ensure that you know what is available to support your wellbeing at work.** Our research shows that employees are not always aware of the range of offerings, from social events, to training and development, to counselling that is available.
- **Connect regularly with your colleagues on a non-work as a well as work basis** to build strong social relationships and provide opportunities for peer support. Think about those in your team that might be more in need of support or informal learning opportunities; research shows that helping and supporting others can also be beneficial for your own wellbeing.
- **Regularly discuss your role expectations with your line manager** to allow you to take greater autonomy and ensure you are clear on what you are responsible for.
- **Set clear boundaries between work and non-work**, both in terms of time and space.

8

APPENDICES

8.1. PEOPLE PROFILES

Based on this research, some typical patterns of attitudes and outcomes are shown below to help summarise the overall results:

James

Senior Leader
Based in Australia
Works predominantly in the workplace
Age: 50

James has returned to working from the office following the pandemic and is relieved to have done so. He feels he gets on better with his line manager now that they are both in the same place and he gets more effective support now that things are back to normal, which is important as he sees his wellbeing as his manager's responsibility more when he is in the office.

Now that he is back, he has also gone back to the gym, so his physical health has improved compared to when he was at home, as he never seemed to have time to exercise. He is also glad to have access to better technology in the office, as he never quite managed to get his home set up working as well.

He has also started meeting up with his mentor again as both of them are regularly in the city and able to meet face to face, meaning he feels his development is also progressing again.

As a result of all of this, his job satisfaction has improved, and he really thinks other people should be returning to the office too so they will feel the same benefits

Farhana

Manager
Based in Malaysia
50/50 Remote/
workplace split
Age: 40

Farhana splits her time evenly between the office and working from home, though she is unusual in her circle of friends for doing so, as more of them have returned to the office for the majority of their working time. However, this suits her better in supporting her family and taking care of her children. Some of her colleagues wanted to return to the office to reduce their loneliness, but with her family at home, this is not something Farhana worries about.

Farhana has struggled with her mental health over the past six months but found this easier to talk to her colleagues about when they reconnected in office, compared to when she was always working remotely. Having a split in her working time made it easier to deal with this and use colleague support to get her through, and she has also created strong bonds with other colleagues who have children at home and relate to balancing these responsibilities.

She has also found she gets better support from her own line manager due to her hybrid working, as they are more deliberate in scheduling in time together and making sure they have a proper catchup on a regular basis. As a manager herself, she is keen to make sure that the people in her team who are working remotely get all the support they need from her and from the wider organisation, as she sees this as an important way to keep everyone connected and ensure they still have a sense of pride in being part of the organisation.

In terms of her own development, Farhana has been able to make good use of online learning resources while she is working from home, so feels that she has been able to dedicate a lot more time to developing her own skills due to her hybrid working pattern.

Overall, she is grateful that she has been able to choose her own working pattern, which has saved her money and she believes is a fair level of flexibility for her role, as she can balance getting her team together face to face when required and working remotely when needed.

<p>Noah Employee Based in USA Predominantly remote Age: 28</p>	<p>Noah works remotely, mostly from home but also working from co-working spaces and public spaces occasionally to mix things up. He also works at different times of the day, making the most of the flexibility on offer to fit in other activities around his work. He is able to work in this way as he has a large amount of autonomy to manage his workload as he wishes, as long as he produces the desired outputs. He feels he gets great feedback from his manager, so is confident in his ability to meet their expectations through his way of working.</p> <p>He regularly messages his colleagues on Slack and within his team there is a very supportive atmosphere – he doesn't feel this is any different to previous roles where he worked at a physical workplace. He knows that some of his friends in the same situation do get lonely though, particularly those who live alone. He tries to socialise with them as much as he can but can get quite tired from burning the candle at both ends!</p> <p>As Noah likes technology, he has a much better set up at home than he had in the office, and is relieved he no longer has to work at an ancient workstation or put up with the patchy internet connection in the office – he is much more efficient at home.</p>
<p>Annika Employee Based in South Africa Predominantly in the workplace Age: 42</p>	<p>Annika works for a manufacturing company and the organisation has brought everybody back to work on site. She is struggling with this, as during the pandemic she found remote working very helpful to deal with her caring responsibilities for her parents. She feels she also has less opportunity to talk to her manager about these issues, as they are always rushing between meetings, and they have less time to talk so she also hears much less about what is going on in the company.</p> <p>As a result of the company imperative to return to the office, Annika feels she has no choice over her pattern of work, and this isn't fair or necessary for her role. Travelling to the office is also costing her money she is struggling to afford at the moment. As a result, she is looking for another job that better suits her circumstances.</p>
<p>Jens Employee Travelling in Europe Nomadic worker Age: 33</p>	<p>Jens has decided to take full advantage of the flexibility available from his employer, so has based himself from a series of European countries over the last 18 months, living in various cities and combining work with travel.</p> <p>Jens has found this way of working has a number of advantages compared to his previous roles, as he is always very clear on what is expected of him, but also left to get on with it. He is in more regular contact with his manager, and even is more deliberate in communicating with the rest of his team, little and often. They have been great in supporting him as he has settled into places, where he has been able to share when he is not doing so well and get their advice.</p> <p>While he sees his wellbeing as his own responsibility while he is working abroad at his own choice, he is grateful for the support he gets from his manager and employer and sees these as important.</p> <p>Jens regularly achieves all of his work goals, feeling he get a lot more done in this way of working. He feels more engaged and enthusiastic about his work, more satisfied and as a result is committed to staying with his current employer, despite having had offers from other companies.</p>

FIGURE 29: PEOPLE PROFILES OF WORKERS BASED ON SURVEY DATA

8.2. WORKING PATTERN PROFILES

WORKING PATTERN	PREDOMINANTLY REMOTE WORKER
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • These workers feel a greater sense of autonomy than those based predominantly in the workplace • They feel less able to disclose their mental health concerns to colleagues compared to those who split their time between remote working and the workplace • They rated having suitable technology and good internet connection, having flexible working arrangements, a fair level of flexibility, having choice over their pattern of work, being satisfied with the flexibility they have over their working location, the organisation having clear flexible working policies, flexible working policies being implemented consistently and organisations taking a fair approach to all employees higher than those predominantly in the workplace or occasionally remote • They rated having a working pattern that saves them money higher than workers in all other working patterns • They are less likely to feel that internal experts within their organisation are important to supporting and protecting their wellbeing • They believe stress awareness training, mental health awareness training, Employee Councils, Mental Health First Aid training are less useful for their wellbeing • They believe work flexibility and workplace adjustments are more useful for their wellbeing
AREAS TO NOTE	<ul style="list-style-type: none"> • This working pattern was most common in North America, where 56% of respondents were remote workers, followed by Oceania and South America at 36%. It was least common in Africa and Asia (26%).
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Create safe environments where remote workers can be encouraged to disclose any mental health concerns and encourage senior leaders to role model this behaviour • Where internal experts on wellbeing are available, consider how best to promote these services to remote workers and proactively engage them • Ensure any wellbeing training interventions that are offered to remote workers are tailored appropriately to the context they work in • Encourage managers of remote workers to consider appropriate adjustments and flexibility as the best protection for their wellbeing
WORKING PATTERN	PREDOMINANTLY REMOTE WORKING, WITH OCCASIONAL DAYS IN THE WORKPLACE
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • These workers feel a greater sense of autonomy than those based predominantly in the workplace • They rated having access to psychological support, having suitable technology and good internet connection, having flexible working arrangements, a fair level of flexibility, having choice over their pattern of work, being satisfied with the flexibility they have over their working location, having adequate resources, the organisation having clear flexible working policies and flexible working policies being implemented consistently higher than those predominantly in the workplace or occasionally remote • They rated having a working pattern that saves them money higher than those workers predominantly in the workplace, occasionally remote and with a 50/50 split
AREAS TO NOTE	<ul style="list-style-type: none"> • This working pattern was most common in Europe, where 26% of respondents had this working pattern, followed by Oceania at 18%. It was least common in Asia (8%).
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Encourage managers to maintain their sense of autonomy, continuing to give them the freedom to manage the demands of their role in the way that suits them best

WORKING PATTERN	50/50 SPLIT BETWEEN REMOTE WORK AND WORKPLACE
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • These workers feel a greater sense of autonomy than those based predominantly in the workplace • They rated health and safety being a priority in their organisation, having a culture of openness regarding mental health, having access to psychological support, having suitable technology and good internet connection, having flexible working arrangements, a fair level of flexibility, having choice over their pattern of work, being satisfied with the flexibility they have over their working location, having adequate resources, having a working pattern that saves them money, the organisation having clear flexible working policies, flexible working policies being implemented consistently and organisations taking a fair approach to all employees higher than those predominantly in the workplace or occasionally remote • They are less likely to feel that internal experts within their organisation are important to supporting and protecting their wellbeing • They believe work flexibility, workplace adjustments and the flexibility to work abroad are more useful for their wellbeing
AREAS TO NOTE	<ul style="list-style-type: none"> • This working pattern was most common in Asia, where 22% of respondents had this working pattern, followed by South America at 21%. It was least common in North America (10%).
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Encourage managers of remote workers to consider appropriate adjustments and flexibility as the best protection for their wellbeing • Where possible, consider whether you can offer more geographical flexibility to these workers, even for fixed periods, to give them more freedom to manage their own working pattern

WORKING PATTERN	PREDOMINANTLY IN THE WORKPLACE, WITH OCCASIONAL DAYS SPENT REMOTELY
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • They are more likely to believe that mental health awareness training, Mental Health First Aid training and work flexibility is helpful to their wellbeing • They rated having suitable technology and good internet connection, having flexible working arrangements, a fair level of flexibility, having choice over their pattern of work, being satisfied with the flexibility they have over their working location, the organisation having clear flexible working policies and flexible working policies being implemented consistently higher than those predominantly in the workplace • They rated having a working pattern that saves them money lower than workers with a 50/50 split, those who occasionally come to the workplace and those who are predominantly remote
AREAS TO NOTE	<ul style="list-style-type: none"> • This working pattern was most common in Africa, where 21% of respondents had this working pattern, followed by Asia at 18%. It was least common in North America (7%) and Oceania (9%).
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Encourage these workers to take up relevant training opportunities • Encourage managers of these workers to offer appropriate flexibility to these workers to manage their wellbeing effectively

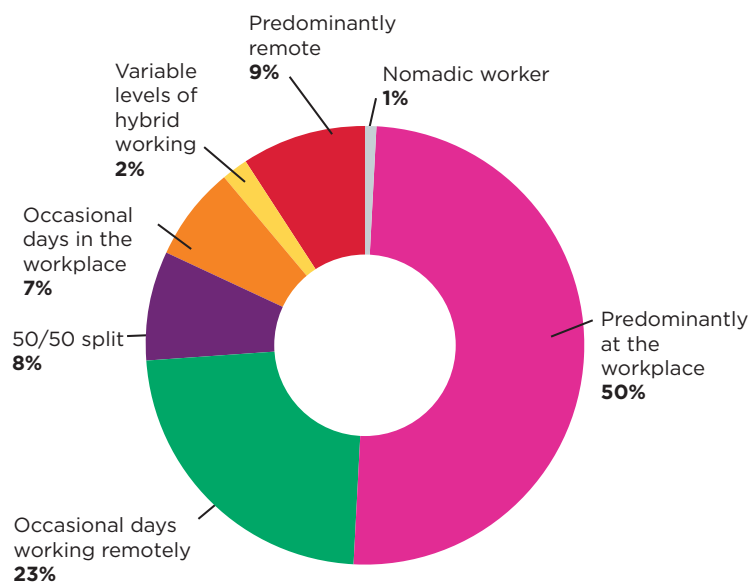
WORKING PATTERN	PREDOMINANTLY IN THE WORKPLACE
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • These workers feel a lower level of autonomy compared to those with other working patterns • They rated health and safety being a priority in their organisation, having a culture of openness regarding mental health, having access to psychological support, having suitable technology and good internet connection, having flexible working arrangements, a fair level of flexibility, having choice over their pattern of work, being satisfied with the flexibility they have over their working location, having adequate resources, having a working pattern that saves them money, the organisation having clear flexible working policies, flexible working policies being implemented consistently and organisations taking a fair approach to all employees lower than those in other working patterns • These workers are more likely to feel internal experts in their organisation are important in protecting their wellbeing • They are more likely to believe that stress awareness training, mental health awareness training, Employee Councils, Mental Health First Aid training is helpful to their wellbeing • They are less likely to believe work flexibility, workplace adjustments or the flexibility to work abroad are helpful to their wellbeing
AREAS TO NOTE	<ul style="list-style-type: none"> • This working pattern was most common in Africa, where 23% of respondents had this working pattern, followed by Oceania at 18%. It was least common in Europe (7%) and North America (8%).
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Ensure that stress management and awareness training is available to all • Encourage these workers to take part in collaborative exercises like Employee Councils that will support the wider wellbeing of their colleagues • Consider how to enable more autonomy and flexibility to be offered to provide a greater sense of control over their work

8.3. CONTINENT PROFILES

CONTINENT	AFRICA
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • Scored lower on autonomy than workers in Europe • Scored their relationships with colleagues higher than workers in South America • Higher levels of turnover intention, job stress and loneliness than workers in North America • Reported higher levels of productivity than workers in Europe and Asia • Scored their own responsibility for their wellbeing when in the workplace more highly than workers in Asia • Scored their manager's and organisation's responsibility for their wellbeing when working remotely lower than workers in Asia • Rated the priority given to health and safety by their organisation, having access to psychological support, knowing how to access support higher than workers in other continents • Rated having a fair level of flexibility, choice over their working pattern, being satisfied with flexibility of work location, having a working pattern that saves you money, policy being implemented consistently and organisations taking a fair approach to all employees lower than workers in other continents • Rated internal and external experts as more important, and their peers as less important, to supporting and protecting their wellbeing than workers in other continents • Rated online learning resources, stress awareness training, mental health awareness training, social and team events, Employee Councils, Mental Health First Aid training, Manager training in wellbeing, mental health assessment, access to a 24/7 hotline, specific skills training, financial wellbeing resources, insurance, guidance on working abroad and the flexibility to work abroad as more useful than workers on other continents • Rated being able to take your pet to work as less useful than workers in Asia

AREAS TO NOTE

- The most common working pattern for respondents in Africa was working predominantly from the workplace (50%) followed by occasional days spent remotely (23%).



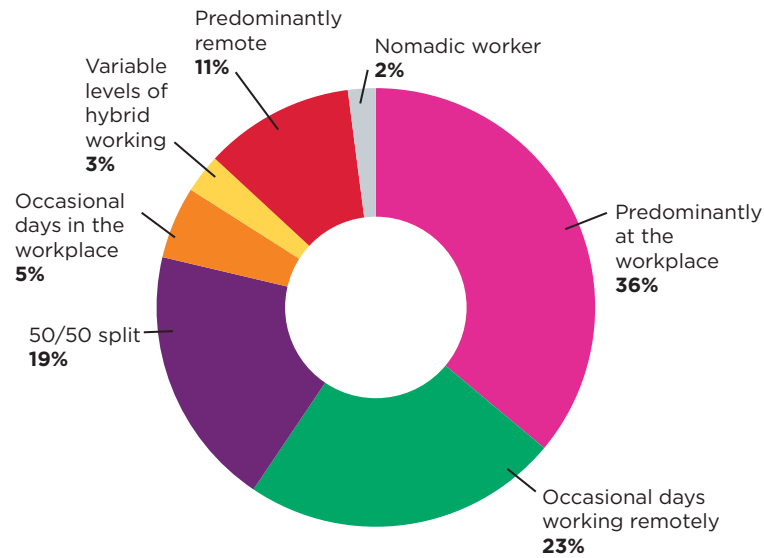
CONSIDERATIONS FOR THEIR WELLBEING

- As colleague relationships seem to be strong, consider encouraging workers to use these connections to alleviate any issues with loneliness, enabling employee councils and social and team events
- Focus on provision of learning and training resources to workers
- Consider how to increase provision of autonomy
- Encourage managers to discuss workload regularly with employees to ensure that gains in productivity are not paid for with increased job stress

CONTINENT	ASIA
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • Report lower clarity on their responsibilities than workers in North America • Report greater satisfaction with support from their manager and relationships with their colleagues than workers in South America • Higher levels of turnover intention and lower levels of work-life balance than workers in North America • Reported lower levels of physical health than workers in Europe • Reported lower levels of productivity than workers in Africa • Scored their own responsibility for their wellbeing when in the workplace lower than workers in Africa • Scored their manager's and organisation's responsibility for their wellbeing when working in the workplace higher than workers in the Americas and more highly when working remotely than workers in Africa and North America • Scored their own responsibility for their wellbeing when working remotely lower than workers in Europe and North America • Rated the priority given to health and safety by their organisation, having an open culture regarding mental health, having access to psychological support, knowing how to access support and choice over their working pattern higher than workers in other continents • Rated having suitable technology and a good internet connection, having a working pattern that saves you money, and organisations taking a fair approach to all employees lower than workers in other continents • Rated their peers as more important, and external experts as less important, to supporting and protecting their wellbeing than workers in other continents • Rated social and team events, peer support, manager support, Mental Health First Aid training, manager training, mental health assessment, additional resources (such as admin support), insurance, gym and leisure offers, being able to take your pet to work, guidance on working abroad and the flexibility to work abroad as more useful than workers in other continents • Rated online learning resources, stress awareness training and Employee Councils as less useful than workers in other continents

AREAS TO NOTE

- The most common working pattern for respondents in Asia was working predominantly in the workplace (36%), followed occasional days spent remotely (23%).



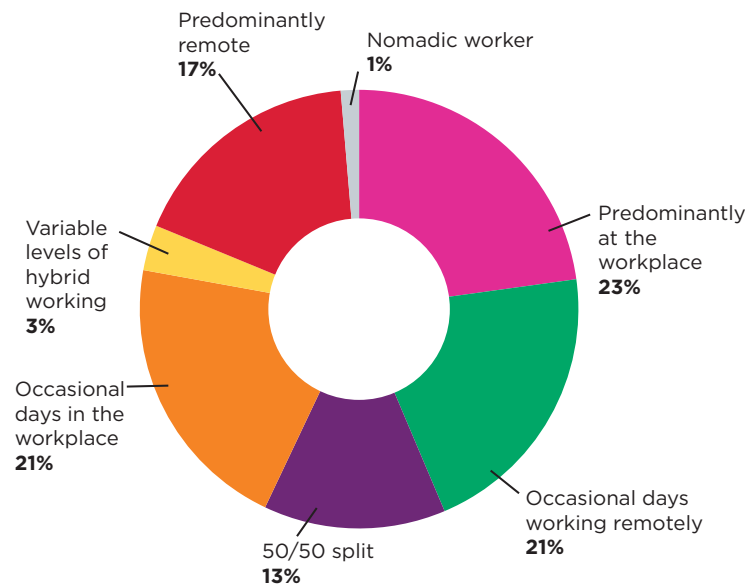
CONSIDERATIONS FOR THEIR WELLBEING

- Encourage managers to discuss setting realistic goals with workers to encourage a greater sense of personal productivity, job clarity and address any work-life balance concerns
- In international organisations or cross-cultural partnerships, encourage conversations about responsibilities for wellbeing to ensure expectations are mutually agreed and to increase levels of personal responsibility for wellbeing
- Consider how to ensure that all workers are treated equally
- Enable opportunities to increase support from peers, managers and through social events

CONTINENT	EUROPE
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • Less satisfied with the feedback they receive and communications from their manager and reported less clarity on their responsibilities than workers in North America • Reported higher levels of autonomy than workers in Africa and Oceania • More satisfied with their relationships with their colleagues than workers in South America • Reported higher levels of turnover intention than workers in North America • Reported lower levels of productivity than workers in Africa • Reported lower work-life balance than worker in North America • Higher reported levels of physical health than workers in Asia • Lower levels of loneliness reported than workers in Africa • Rated their manager's responsibility for their wellbeing when working in the workplace or remotely more highly than workers in North America • Rated their organisation's responsibility for their wellbeing when working remotely higher than workers in North America • Rated their own responsibility for their wellbeing when working remotely more highly than workers in Asia • Rated the priority given to health and safety by their organisation, having an open culture regarding mental health, having access to psychological support, having suitable technology and a good internet connection, having a fair level of flexibility, choice over their working pattern and being satisfied with the flexibility in the working location higher than workers in other continents • Rated organisations taking a fair approach to all employees and being satisfied with communication from their organisation lower than workers in other continents • Rated their manager and peers as more important, and internal and external experts as less important, to supporting and protecting their wellbeing than workers in other continents • Rated peer support, manager support, manager training and workplace adjustments as more useful than workers in other continents • Rated online learning resources, stress awareness training, mental health awareness training, social and team events, wellbeing days, Employee Councils, Mental Health First Aid training, mental health assessment, 24/7 hotlines, specific skills training, financial wellbeing resources, insurance, gym and leisure offers, guidance on working abroad and the flexibility to work abroad as less useful than workers in other continents

AREAS TO NOTE

- The most common working pattern for respondents in Europe was working predominantly at the workplace (23%), followed by occasional days remotely (21%) or occasional days in the workplace (21%).



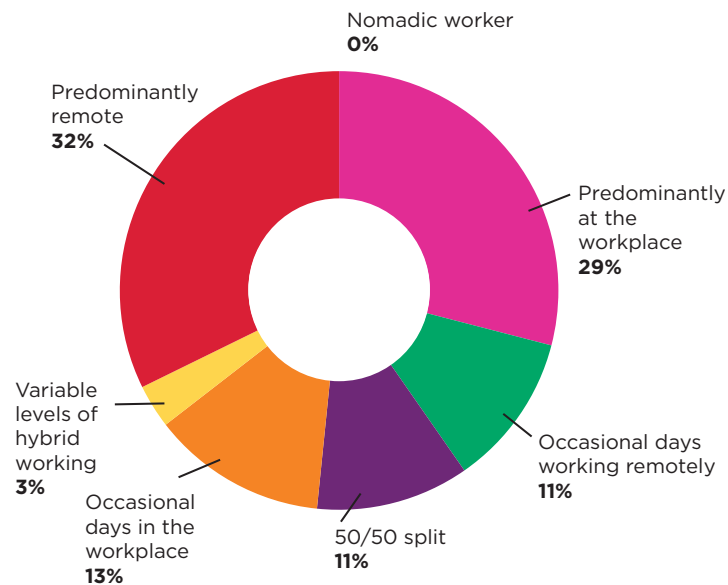
CONSIDERATIONS FOR THEIR WELLBEING

- Encourage line managers to make regular contact with their teams and provide regular formal and informal feedback on their performance
- Encourage managers to discuss setting realistic goals with workers to encourage a greater sense of personal productivity and address any work-life balance concerns
- Provide and champion opportunities for peer support and development to continue to develop an open culture around wellbeing
- Consider ways to increase work life balance

CONTINENT	NORTH AMERICA
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • More satisfied with the feedback they receive and communication from their manager than workers in Europe • Have greater clarity on their responsibilities than workers in Asia and Europe • More satisfied with the support they receive from their manager and colleague relationships than workers in South America • Lower levels of turnover intentions than workers in Africa, Asia, Europe and Oceania • Lower levels of job stress and loneliness than workers in Africa • Higher levels of work-life balance than workers in Asia, Europe and South America • Rated their manager's responsibility for their wellbeing when working in the workplace and their manager's and organisation's responsibility for their wellbeing when working remotely lower than workers in Asia and Europe • Rated their own responsibility for their wellbeing when working remotely more highly than workers in Asia • Rated the priority given to health and safety by their organisation, having an open culture regarding mental health, having access to psychological support, knowing how to access support, having a fair level of flexibility, choice over their working pattern, being satisfied with the flexibility in the working location, having adequate resources, having a working pattern that saves you money, flexible working policies being implemented consistently, organisations taking a fair approach to all employees and being satisfied with communication from their organisation higher than workers in other continents • Rated internal and external experts as more important, and their peers as less important, to supporting and protecting their wellbeing than workers in other continents • Rated online learning resources, insurance and flexibility to work abroad as more useful than workers in other continents • Rated stress awareness training, mental health awareness training, social and team events, peer support, manager support, Employee Councils, Mental Health First Aid training, manager training in wellbeing, mental health assessment, specific skills training, workplace adjustments and guidance on working abroad as less useful than workers in other continents

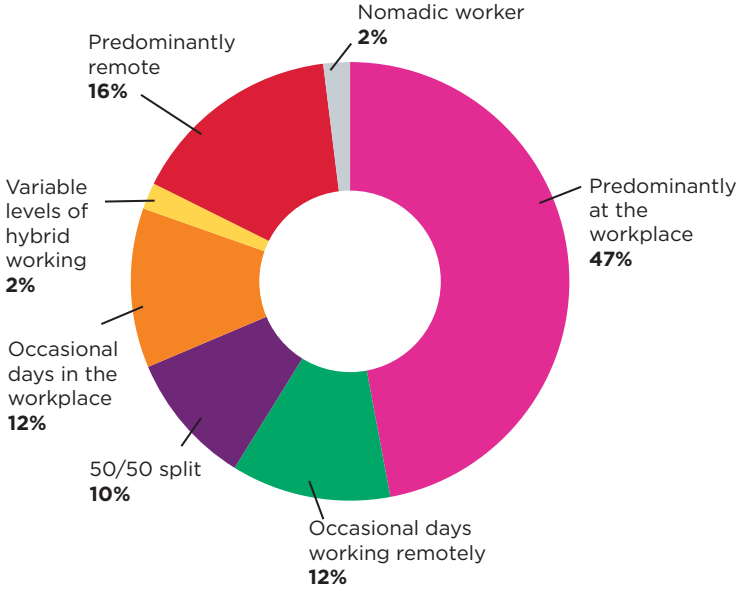
AREAS TO NOTE

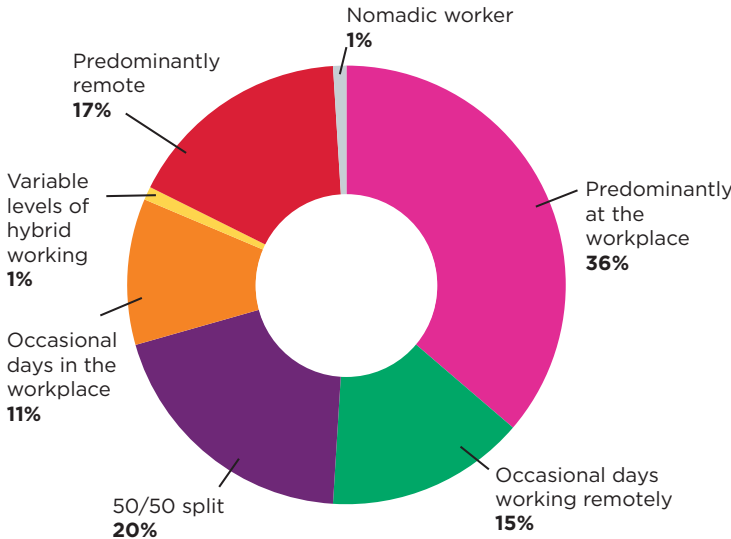
- The most common working pattern for respondents in North America was working predominantly remotely (32%), followed by predominantly in the workplace (29%).



CONSIDERATIONS FOR THEIR WELLBEING

- In international organisations or cross-cultural partnerships, encourage conversations about responsibilities for wellbeing to ensure expectations are mutually agreed
- Ensure online training and resources are provided which are tailored to their particular context and working pattern
- To support decision making around wellbeing in international organisations, ensure a broad range of voices are heard to compensate for a potential greater level of positivity and different shape of working patterns in North America

CONTINENT	OCEANIA																
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • Lower levels of autonomy than workers in Europe • Higher levels of turnover intention than workers in North America • Rated having an open culture regarding mental health and having access to psychological support higher than workers in other continents • Rated their managers and peers as more important, and internal experts as less important, to supporting and protecting their wellbeing than workers in other continents • Rated online learning resources, stress awareness training, social and team events, Employee Councils, Mental Health First Aid training, manager training in wellbeing, mental health assessment, insurance, guidance on working abroad and flexibility to work abroad as less useful than workers in other continents 																
AREAS TO NOTE	<ul style="list-style-type: none"> • The most common working pattern for respondents in Oceania was working predominantly in the workplace (47%).  <table border="1"> <caption>Working Patterns in Oceania</caption> <thead> <tr> <th>Working Pattern</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Predominantly at the workplace</td> <td>47%</td> </tr> <tr> <td>Predominantly remote</td> <td>16%</td> </tr> <tr> <td>Occasional days in the workplace</td> <td>12%</td> </tr> <tr> <td>Occasional days working remotely</td> <td>12%</td> </tr> <tr> <td>50/50 split</td> <td>10%</td> </tr> <tr> <td>Variable levels of hybrid working</td> <td>2%</td> </tr> <tr> <td>Nomadic worker</td> <td>2%</td> </tr> </tbody> </table>	Working Pattern	Percentage	Predominantly at the workplace	47%	Predominantly remote	16%	Occasional days in the workplace	12%	Occasional days working remotely	12%	50/50 split	10%	Variable levels of hybrid working	2%	Nomadic worker	2%
Working Pattern	Percentage																
Predominantly at the workplace	47%																
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Occasional days in the workplace	12%																
Occasional days working remotely	12%																
50/50 split	10%																
Variable levels of hybrid working	2%																
Nomadic worker	2%																
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Encourage managers of these workers to explore where more autonomy can be offered to provide a greater sense of control over their work • Have regular conversations on motivations and personal goals to identify individual strategies for retention • Enable access to psychological support, particularly whilst working remotely • Consider ways in which to build a more open culture, considering cascading the approach from the organisational level down. 																

CONTINENT	SOUTH AMERICA																
DISTINGUISHING FEATURES	<ul style="list-style-type: none"> • Lower satisfaction with manager support than workers in Asia and North America • Lower satisfaction with colleague relationships than workers in Africa, Asia, Europe and North America • Lower levels of work-life balance than workers in North America • Rate their manager's responsibility for their wellbeing when working in the workplace lower than workers in Asia • Rated having choice over their working pattern higher than workers in other continents • Rated the priority given to health and safety by their organisation, having an open culture regarding mental health, having access to psychological support, knowing how to access support, having suitable technology and a good internet connection, having adequate resources, flexible working policies being implemented consistently, organisations taking a fair approach to all employees and being satisfied with communication from their organisation lower than workers in other continents • Rated internal experts as more important, and their manager and external experts as less important, to supporting and protecting their wellbeing than workers in other continents • Rated wellbeing days, mental health assessment and insurance as more useful than workers in other continents • Rated online learning resources, social and team events, manager support, Employee Council, Mental Health First Aid training and 24/7 hotlines as less useful than workers in other continents 																
AREAS TO NOTE	<ul style="list-style-type: none"> • The most common working pattern for respondents in South America was working predominantly in the workplace (36%), followed by a 50/50 split (20%).  <table border="1"> <caption>Working Patterns in South America</caption> <thead> <tr> <th>Working Pattern</th> <th>Percentage</th> </tr> </thead> <tbody> <tr> <td>Predominantly at the workplace</td> <td>36%</td> </tr> <tr> <td>50/50 split</td> <td>20%</td> </tr> <tr> <td>Occasional days working remotely</td> <td>15%</td> </tr> <tr> <td>Predominantly remote</td> <td>17%</td> </tr> <tr> <td>Occasional days in the workplace</td> <td>11%</td> </tr> <tr> <td>Variable levels of hybrid working</td> <td>1%</td> </tr> <tr> <td>Nomadic worker</td> <td>1%</td> </tr> </tbody> </table>	Working Pattern	Percentage	Predominantly at the workplace	36%	50/50 split	20%	Occasional days working remotely	15%	Predominantly remote	17%	Occasional days in the workplace	11%	Variable levels of hybrid working	1%	Nomadic worker	1%
Working Pattern	Percentage																
Predominantly at the workplace	36%																
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Occasional days working remotely	15%																
Predominantly remote	17%																
Occasional days in the workplace	11%																
Variable levels of hybrid working	1%																
Nomadic worker	1%																
CONSIDERATIONS FOR THEIR WELLBEING	<ul style="list-style-type: none"> • Encourage managers to connect regularly with their teams and take feedback on the support that would be most welcome from their direct reports • Ensure that workers are given choice where possible over their working patterns • Support colleagues to connect regularly, including informally, to build relationships as a source of support 																

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8.6. SUMMARY OF ALL RELATIONSHIPS FOUND IN SURVEY DATA

8.6.1. Barriers and facilitators for wellbeing

In the tables below, barriers and facilitators that influence the wellbeing of hybrid workers only are marked with an H, those that apply only to non-hybrid workers are marked with an N and those that apply to both are marked with a B.

BARRIERS	JOB SATISFACTION	TURNOVER INTENTION	JOB STRESS	PRODUCTIVITY	WORK ENGAGEMENT	WORK-LIFE BALANCE	PHYSICAL HEALTH	WELLBEING	BURNOUT	LONELINESS
Working more hours than expected			H							
Working longer hours			N			H				
Turnover intention	B		B						H	
Burnout		H	N				N	B		H
Job stress		N				B			B	
Loneliness		N			N			H	B	

FIGURE 30: BARRIERS TO WELLBEING FOR HYBRID AND NON-HYBRID WORKERS

FACILITATORS	JOB SATISFACTION	TURNOVER INTENTION	JOB STRESS	PRODUCTIVITY	WORK ENGAGEMENT	WORK-LIFE BALANCE	PHYSICAL HEALTH	WELLBEING	BURNOUT	LONELINESS
Autonomy	N	H	N	N						
Feedback		N								
Job clarity - responsibilities										B
Job clarity - organisational fit					N					
Physical health			H			H		B	N	
Colleague relationships					H			N		H
Colleague support	N									B
Manager support	B		H					N		
Able to disclose to manager										H
Health and safety prioritised	B							H		
Development opportunities	H	N								
Adequate resources	H		H							
Technology and good connection							N			

FACILITATORS	JOB SATISFACTION	TURNOVER INTENTION	JOB STRESS	PRODUCTIVITY	WORK ENGAGEMENT	WORK-LIFE BALANCE	PHYSICAL HEALTH	WELLBEING	BURNOUT	LONELINESS
Knowing how to access support					H					
Having a fair level of flexibility					H	H				
Communication from organisation										N
Choice of pattern of work	N									
Satisfied with location flexibility									H	
Fair approach to all employees		B								
Flexible working policy implemented consistently						N		H	N	
Satisfied with physical workspace				N		N				
Job satisfaction		B		H	B	H				
Productivity					B		N	N		
Work engagement	B	N		B		N		B		N
Wellbeing	H			N	B	B	B		B	B
Work-life balance			B				H	B		

FIGURE 31: FACILITATORS TO WELLBEING FOR HYBRID AND NON-HYBRID WORKERS

8.6.2. Experiences of work

In the following tables, ↑ indicates a higher score, ↑↑ are higher than those with a higher score and ↑↑↑ are highest overall. ↓ indicates a lower score and ↓↓ as the lowest overall.

	WORKING PATTERN	GENDER	JOB ROLE	CONTINENT	FLEXIBLE LOCATION	CARING RESPONSIBILITIES	RELATIONSHIP STATUS	AGE
Feedback		↑ Men ↓ Women		↑ North America ↓ Europe		↑ Children at home ↓ No children at home		
Autonomy	↑ 50/50 remote/workplace blend ↑ Working remotely ↑ Occasional time at the workplace ↓ Working from the workplace		↑ Senior Leaders ↑ Managers ↓ Employees	↑ Europe ↓ Africa ↓ Oceania	↑ Other countries ↑ Same country ↓ Specific location		↑ Married ↓ Single	
Job clarity – responsibilities			↑ Senior Leaders	↑ North America ↓ Asia ↓ Europe	↑ Other countries ↓ Specific location	↑ Children at home ↓ No children at home		
Job clarity – organisational fit						↑ Children at home ↓ No children at home		
Manager support			↑ Non-hybrid Senior Leaders ↓ Hybrid Senior Leaders ↑ Hybrid Managers ↓ Non-hybrid Managers	↑ Asia ↑ North America ↓ South America		↑ Children at home ↓ No children at home		
Colleague support			↑ Hybrid Managers ↓ Non-hybrid Managers					↑ <25s ↓ 26-45
Manager communications				↑ North America ↓ Europe	↑ Other countries ↓ Specific location	↑ Children at home ↓ No children at home		
Colleague relationships			↑ Senior Leaders ↑ Managers ↓ Employees	↑ Africa ↑ Asia ↑ Europe ↑ North America ↓ South America	↑ Other countries ↓ Specific location	↑ Caring responsibilities ↓ No caring responsibilities ↑ Children at home ↓ No children at home	↑ Married ↓ Single	↑ >45s ↓ <25s
Manager disclosure					↑ Other countries ↑ Same country ↓ Specific location	↑ Children at home ↓ No children at home	↑ Married ↓ Single	
Colleague disclosure	↑ 50/50 remote/workplace blend ↓ Working remotely				↑ Other countries ↓ Same country	↑ Hybrid workers with children at home ↓ Non-hybrid workers with children at home		

FIGURE 32: WORKPLACE EXPERIENCES OF HYBRID AND NON-HYBRID WORKERS

8.6.3. Wellbeing outcomes

	GENDER	JOB ROLE	CONTINENT	FLEXIBLE LOCATION	CARING RESPONSIBILITIES	RELATIONSHIP STATUS	AGE	OTHER
Job satisfaction	↑ Men ↓ Women	↑ Non-hybrid Senior Leaders ↓ Non-hybrid Managers ↓ Non-hybrid Employees		↑ Other countries ↑ Same country ↓ Specific location	↑ Children at home ↓ No children at home			
Turnover intentions	↑ Women ↓ Men		↑ Africa ↑ Asia ↑ Europe ↑ Oceania ↓ North America	↑ Other countries ↓ Specific location				
Job stress	↑ Women ↓ Men	↑ Senior Leaders ↑ Managers ↓ Employees	↑ Africa ↓ North America		↑ Caring responsibilities ↓ No caring responsibilities		↓ <25s ↑ 26-45 ↑ >45s	
Productivity		↑ Senior Leaders ↓ Employees	↑ Africa ↓ Asia ↓ Europe	↑ Other countries ↓ Specific location	↑ Caring responsibilities ↓ No caring responsibilities ↑ Children at home ↓ No children at home	↑ Married ↓ Single	↑ Increases with age	↑ Colleagues in many different countries ↓ Colleagues at same workplace
Work Engagement		↑ Senior Leaders ↑ Managers ↓ Employees		↑ Other countries ↓ Specific location	↑ Caring responsibilities ↓ No caring responsibilities ↑ Children at home ↓ No children at home	↑ Married ↑ In a significant relationship ↓ Single	↑ >45s ↓ 26-45 ↓ <25s	
Work-life balance	↑ Men ↓ Women	↑ Employees ↓ Managers	↑ North America ↓ Asia ↓ Europe ↓ South America					↑ Support network in the same country ↓ Support network in another country
Physical health	↑ Non-hybrid men ↓ Hybrid men ↑ Hybrid women ↓ Non-hybrid women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ Europe ↓ Asia					
Wellbeing	↑ Men ↓ Women	↑ Senior Leaders ↓ Managers ↓ Employees			↑ Caring responsibilities ↓ No caring responsibilities ↑ Children at home ↓ No children at home	↑ Married ↓ Single	↑ >45s ↓ 26-45 ↓ <25s	
Exhaustion	↑ Women ↓ Men	↓ Senior Leaders ↑ Managers ↑ Employees				↓ Married ↑ Single	↓ >45s ↑ 26-45 ↑ <25s	
Loneliness	↑ Women ↓ Men	↓ Senior Leaders ↑ Managers ↑ Employees	↓ Europe ↓ North America ↑ Africa		↓ Hybrid workers with caring responsibilities ↑ Hybrid workers with no caring responsibilities ↓ Children at home ↑ No children at home	↓ Married ↓ In a significant relationship ↑ Single	↓ >45s ↑ <25s	↓ Support network in the same country ↑ Support network in another country

FIGURE 33: GROUP DIFFERENCES IN WELLBEING OUTCOMES

8.6.4. Perceptions of organisational practices

	GENDER	JOB ROLE	CONTINENT	AGE	WORKING PATTERN
Health and safety is a priority	↑ Men ↓ Women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ Africa ↑ Asia ↑ Europe ↑ North America ↓ South America		↑ 50/50 remote/ workplace blend ↓ Predominantly workplace
Culture of openness about mental health		↑ Senior Leaders ↓ Employees	↑ Asia ↑ Europe ↑ North America ↑ Oceania ↓ South America		↑ 50/50 remote/ workplace blend ↓ Predominantly workplace
Access to psychological support		↑ Senior Leaders ↑ Managers ↓ Employees	↑ Africa ↑ Asia ↑ Europe ↑ North America ↑ Oceania ↓ South America	↓ <25s ↓ 26-45 ↑ >45s	↑ 50/50 remote/ workplace blend ↑ Occasional time at the workplace ↓ Predominantly workplace
Know how to access support	↑↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑ Senior Leaders ↓ Employees	↑ Africa ↑ Asia ↑ North America ↓ South America	↓ <25s ↓ 26-45 ↑ >45s	
Technology and good internet connection		↑ Non-hybrid Senior Leaders ↓ Hybrid Senior Leaders ↑ Hybrid Managers and Employees ↓ Non-hybrid Managers and Employees	↑ Europe ↓ Asia ↓ South America		↑ Predominantly remote ↑ Occasionally remote ↑ 50/50 remote/ workplace blend ↑ Occasional time at the workplace ↓ Predominantly workplace
Access to flexible arrangements	↑↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑ Senior Leaders ↓ Managers ↓ Employees			↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace
Fair level of flexibility for role	↑↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ Europe ↑ North America ↓ Africa		↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace
Pattern of work is my choice	↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑↑ Hybrid employees ↑ Hybrid Managers and Senior Leaders ↑ Senior Leaders ↓ Managers ↓ Employees	↑ Asia ↑ Europe ↑ North America ↑ South America ↓ Africa	↑ Hybrid workers of all ages ↑ Non-hybrid >45s ↓ Non-hybrid 26-45s ↓ Non-hybrid <25s	↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace
Satisfied with flexibility in location of work	↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ Europe ↑ North America ↓ Africa	↑ >45s ↓ 26-45	↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace

	GENDER	JOB ROLE	CONTINENT	AGE	WORKING PATTERN
Adequate resources			↑ North America ↓ South America		↑ 50/50 remote/ workplace blend ↑ Occasional time at the workplace ↓ Predominantly workplace
Satisfied with physical space I work in		↑ Senior Leaders ↓ Managers ↓ Employees			
Working pattern saves me money	↑↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women		↑ Europe ↑ North America ↓ Africa ↓ Asia		↑↑↑ Predominantly remote ↑↑ Occasional time at the workplace ↑ 50/50 remote/ workplace blend ↓ Occasionally remote ↓ Predominantly workplace
Clear policies for flexible working	↑ Men ↓ Women				↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace
Flexible working policy implemented consistently	↑ Men ↓ Women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ North America ↓ Africa ↓ South America		↑↑↑ Predominantly remote ↑↑ 50/50 remote/ workplace blend ↑↑ Occasional time at the workplace ↑ Occasionally remote ↓ Predominantly workplace
A fair approach is taken to all employees		↑ Senior Leaders ↓ Managers ↓ Employees	↑ North America ↓ Africa ↓ Asia ↓ Europe ↓ South America		↑ 50/50 remote/ workplace blend ↑ Predominantly remote ↓ Predominantly workplace
Satisfied with available development opportunities		↑ Non-hybrid Senior Leaders ↓ Hybrid Senior Leaders ↑ Hybrid Managers ↓ Non-hybrid Managers ↓ Employees			
Communication from organisation	↑ Hybrid women ↑ Hybrid men ↓ Non-hybrid men ↓↓ Non-hybrid women	↑ Senior Leaders ↓ Managers ↓ Employees	↑ North America ↓ Europe ↓ South America		

FIGURE 34: GROUP DIFFERENCES IN PERCEPTIONS OF ORGANISATIONAL PRACTICES

9

ABOUT AFFINITY HEALTH AT WORK

Affinity Health at Work is a workplace health and wellbeing consultancy and research group. We aim to improve organisational performance by enhancing workplace engagement, health, and wellbeing. Everything we do is driven by research and sound evidence. We are actively involved in both research and practice to ensure that we are at the cutting edge in our field. This way, our consultancy and advisory work is directly informed by the latest research and an awareness of policy and practice trends. Our research is designed to be directly applied in the workplace and our consultancy clients receive services that are informed and underpinned by approaches, methodologies and content that are both up-to-date and proven to work. We have worked with organisations to embed their wellbeing strategies; we have run employee engagement surveys and risk assessments for a wealth of client; we have designed, delivered and evaluated training on a national scale; and created guidance and toolkits for organisations, charities and policy and professional partners.

Affinity Health at Work is led by Dr Jo Yarker and Dr Rachel Lewis. Together, their work aims to improve work, engagement, health and wellbeing. They also hold posts as Readers at Birkbeck, University of London, leading a thriving professional doctorate programme. Their research and practice have been multi-award winning and has been funded by policymakers and government alongside public sector and corporate clients.



International SOS **Foundation**

About International SOS Foundation

Launched in October 2011, the International SOS Foundation drives and promotes best practice in protecting employee safety, security, health and wellbeing. Through a range of groundbreaking thought-leadership, CPD and IOSH accredited training and expert led events, the Foundation helps to share vital insight, understanding, and practical risk mitigation measures. All employees need to be protected, at home or away, and the COVID-19 pandemic has created an evolving and complex Duty of Care landscape for organisations to navigate.

For more information, please visit
www.internationalsosfoundation.org or email us at
info@internationalsosfoundation.org