



# Hybrid Working



# Objective of renewed Telework vision

Making remote working “work” in order to aim for the **most efficient way of working** (balancing task effectivity vs human needs) whilst driving increased **sustainability, engagement, cost efficiency and organizational flexibility**



# Principles as foundation of our vision

## **The team has the driver seat position.**

As a team, you can decide together which activities require your presence at the office and which activities can be completed at home. The guideline states that on a quarterly basis a team should work at least 40% together at the office. Hence, for the remaining 60% you can decide for yourself where you can work in the most efficient manner.

## **Teleworking from home or on location.**

You can work from home or from any private location within Europe. It is important that your location allows you to work as efficiently and effectively as if you are working in the office. Your location should therefore be suitable for teleworking. You must be able to connect with your team during office hours. In addition, you need approval from your line manager if you are unable to work in the office for a period of more than 14 consecutive days.

## **We provide an adjusted work environment.**

Both our digital tools and office spaces are adjusted to this new reality.

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**BASIC  
PRINCIPLES**

## **Teleworking can be either on a regular or occasional basis.**

If a number of your job activities allow you to do this from home in a qualitative way, then teleworking on a regular basis is possible for you. If your activities do not allow this (e.g. because your job involves mainly field work), only occasional teleworking is possible.

## **Trust and transparency are key.**










Both managers and their team members handle this freedom in an open and responsible manner. There is no control but there is transparent communication. Teleworking days are e.g. recorded (in DOTS, ...) and workplaces at the office can be booked via the COCO app.

## **Being able to work together in an efficient and healthy way is an absolute prerequisite.**

That is why clear agreements must be made within the teams. Agreements about the balance between office work and telework, about hygiene at meetings, respect for working hours...



# Back 2 the office

*assumption	NOW (PH-1)	LIMITED RETURN (PH0) June 9th	TRANSITION (PH1) September 1st	BACK2NORMAL (PH2)	
	<800/day				
	Teleworking mandatory	1st Ease of restrictions e.g. reopening shops/restaurants	More ease of restrictions Teleworking not mandatory anymore	Limited to no restrictions	
					
	As is. Return to the office not allowed	As is. Return to the office not allowed	Limited return is permitted <ul style="list-style-type: none"> <li>• Monitored, with registration in Coco app</li> <li>• Safety measures still apply</li> <li>• Limited catering</li> <li>• Not on a daily basis</li> </ul>	GO for structural return in 40/60 model <ul style="list-style-type: none"> <li>• Gradual start-up per team</li> <li>• Introduction day with workshop: how to organise a 40/60 hybrid way of working within your team</li> <li>• Less/No more safety measures</li> <li>• Catering full service</li> </ul>	Hybrid way of working
					



# Support in implementation

- **FAQ** with clear answers
- **Toolbox**
- **Back 2 the office** return day
- Start **doing** it, inspect and **adapt** through let's talk

**OCCASIONAL TELEWORKING**


**DEFINITION**  
Due to the amount of office work, you can only telework in very exceptional circumstances and for a maximum of 5 days per month.

**IN PRACTICE**  
Because some jobs require the physical presence of employees, it was decided which jobs can only be teleworking occasionally:

**LIST OF FUNCTIONS OCCASIONAL TELEWORKING**

Teleworking is possible up to a maximum of five times a month, with the agreement of your manager and if your working conditions are the same as in the office. The employment regulations and all other prevailing agreements also remain in force during teleworking.

**REGISTRATION OF TELEWORK**  
Telework must always be registered in DOTS.  
(DOTS: agenda > +new > presence > teleworking)  
In the case of teleworking at a location other than your home address, you must state the work location in the comment field (in order to avoid problems in the event of an accident at work).



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**STRUCTURAL TELEWORKING**

**DEFINITION**  
Your activities allow you to telework more than 5 days a month.

**IN PRACTICE**  
If you perform a job that allows frequent teleworking, you fall under this regulation. (Consequently, your generic job title does not appear on the list of occasional teleworking jobs).  
Because we want our offices to function as a meeting place, you must be present at the office for at least 40% per quarter. You may choose where you work the rest of the time as long as the working conditions are the same as at the office. For employees who work less than 100%, the frequency at the office will remain the same as for full-time employees.  
Example:

activity rate	at the office	at a location of your choice	inactivity
100%	40%	60%	n/a
80%	40%	40%	20%
50%	40%	10%	50%

Telework is agreed within the work planning and in function of the work organisation. This happens on a regular basis. Each department determines fixed times when all team members are present. If no agreement is reached, the manager may refuse telework on a specific weekday.



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The purpose of the toolbox is to help you as a team to get (frequent) teleworking workable in daily collaboration. What does the work context of each team member look like and what are everyone's preferences with regard to teleworking? For what purposes do you absolutely want to see each other 'live' and when does working in the office fits best within the team? The dual toolbox helps in this process.


**PART 1: capture each team member's personal preferences and input**

- STEP 1: Fill out the checklist and discover to which extent you are a Teleworker.
- STEP 2: List all the activities for which telework is possible within your role and context.
- STEP 3: Determine your preferred frequency of working from home and make a personal note.
- STEP 4: Keep this preparation close by during the Team View workshop.

**PART 2: arrive at team conclusions - DIY workshop**

- STEP 1: Share your individual preferences and discuss them together.
- STEP 2: Make an overview of the activities for which telework is an option in the team context.
- STEP 3: Determine which team/squad activities you would prefer to keep doing in the office.
- STEP 4: Make an overview of the activities where telework is not possible.
- STEP 5: Wrap-up together and summarize your teams' agreements and conclusions.

Would you like guidance from an external facilitator for the workshop?  
Then send an [HR Service Request](#) (choose: other training question).



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Thank  
You!



# Questions?

