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Hybrid Working in the Longer Term
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CSAIO, Brussels, 24 October 2023



European Bank
for Reconstruction and Development

- Pre-Covid – WFH 1-2 days per week at discretion of line manager
- Varied impact of remote working during Covid depending on whether staff:
 - Lived in shared housing or small spaces
 - Had caring responsibilities for children, elderly parents
 - Had enough room for dedicated office space
 - Had health problems
- SC Staff Survey 2022:
 - 91.8% of respondents prefer more dynamic and flexible working arrangements
 - 46% prefer flexible office attendance depending on needs of individual teams & roles
 - 35.4% prefer 2 office / 3 home days
 - 10.4 % prefer 3 office / 2 home days

EBRD's hybrid working approach

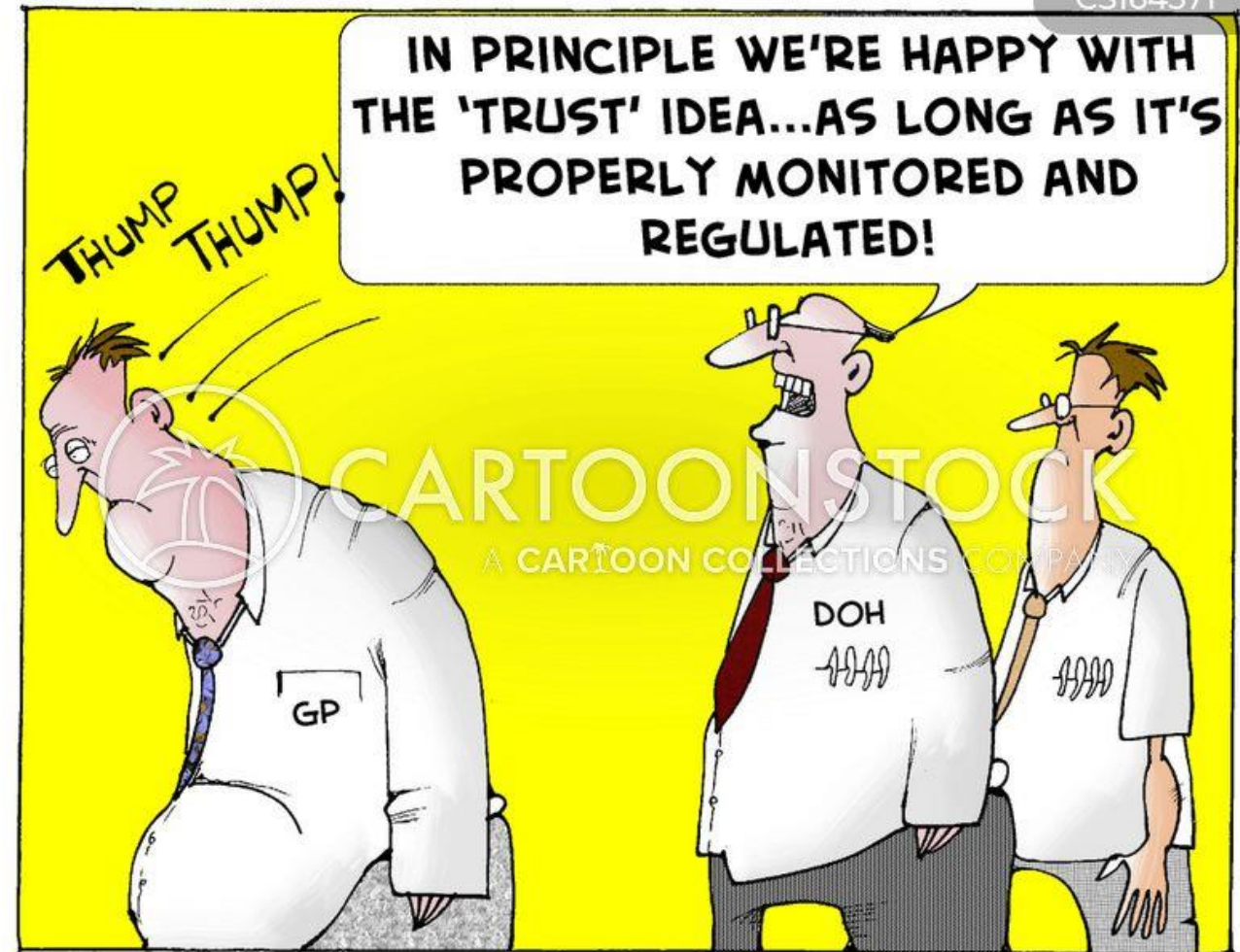


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EBRD President, July 2022:

"We have based our new approach on a set of principles that will guide our working time:

trust, flexibility and
connectedness."



EBRD's Hybrid Working Approach



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- Everyone works at least 50% of their time in the office or in person with clients and partners
- No formal agreement required
- Alternative working arrangements to be agreed with managers:
 - Working outside contractual location (next slide)
 - Changes in working hours
- Teams come together at regular weekly/monthly intervals
- **NO MONITORING!**



Working outside contractual location



Short-term remote working in shareholder country outside contractual location

Duration	Approval
Up to one month	Line manager
1-2 months	Director
Up to 3 months	Managing director
More than 3 months	Line manager, ExCom member, HROD

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- **May be used to extend home leave or holiday**
 - **Requests over one month considered exceptional and require a strong rationale**
 - **Requests over 3 months may affect expat benefits – to be assessed by Director, Reward**
 - **Set up necessary logistics: suitable space, equipment, wi-fi**
 - **Work office hours of contractual location**

Full impact felt following EBRD's move to new building in Canary Wharf in October 2022

- Longer commute for many
- Less attractive location
- *But*, modern, comfortable premises, better facilities
- Open-plan, bookable seating for different types of work



(Un)fairness of implementation

Resident Offices versus HQ

Line manager attitudes and confidence

Abuse of trust by staff

Decentralisation of roles to cheaper locations



Why does hybrid working matter?



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- Pandemic burnout
- Quiet quitting
- Staff morale
- Changing attitudes
- Flexible working – work-life balance
- Attract new staff / retain existing staff

- **Cost of living crisis**

- **GREEN:** A reduction in commuting to the office can play an important role in helping institutions achieve their emission reduction targets.

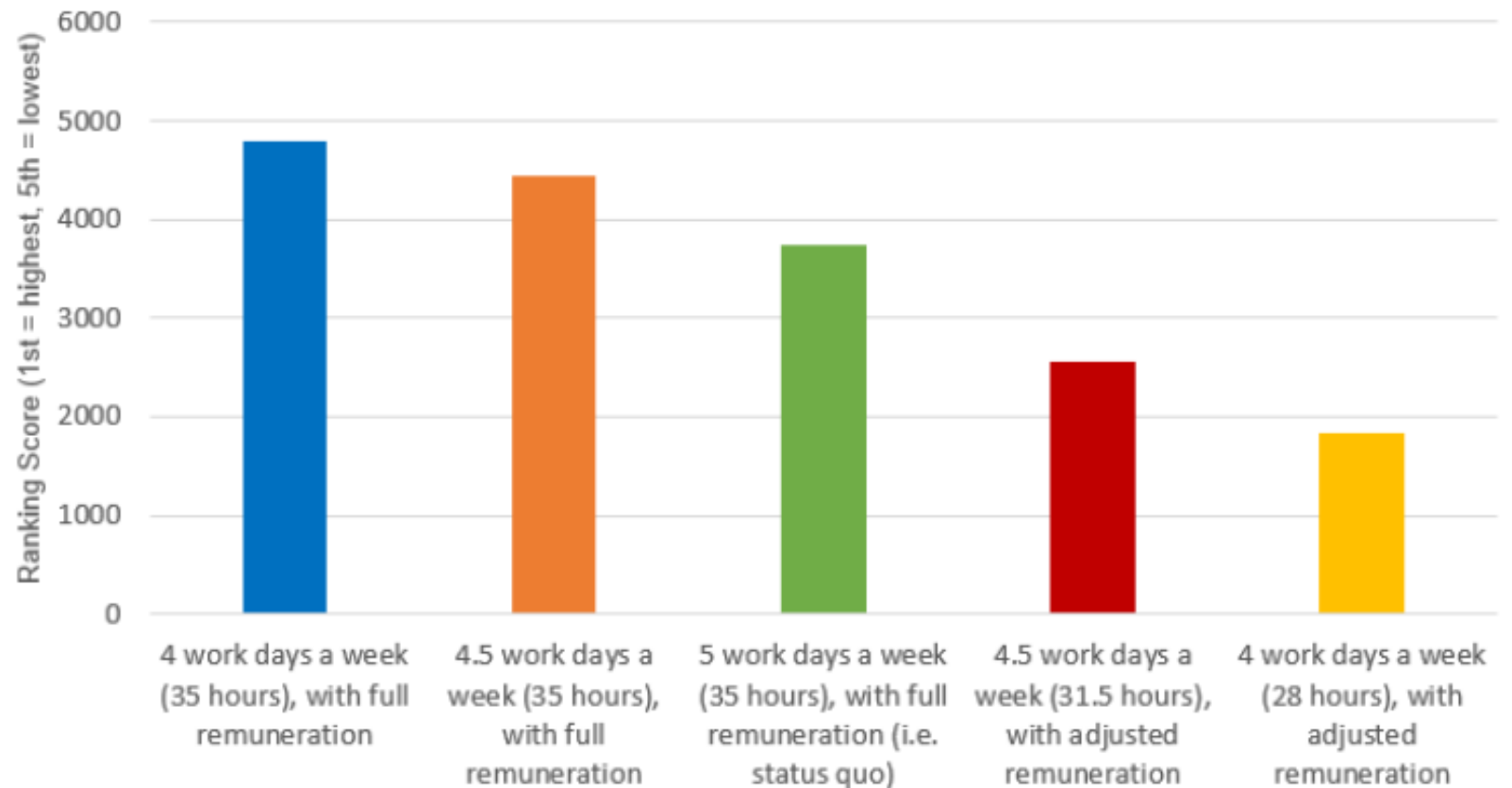


Four-day work week



- UK trial of four-day work week with 61 firms and 2,900 employees
- Results showed boost to productivity and staff's mental health and work-life balance
- In recent Staff Council survey:
 - 28% of EBRD staff favour 4 days with full pay
 - 26% 4.5 days with full pay
 - 25% a reduced week with adjusted pay.
 - 22% the status quo

If you could choose, which of the following working arrangements would you rather have? (Please rank preferences)



Thank you for your time!

Comments or Questions?

Contact Details

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