MOTT MACDONALD

Research into perceptions of modern working practices

Chwarae Teg

Agile Nation2

Cronfa Gymdeithasol Ewrop
European Social Fund

23 November 2016

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Contents

Executive summary 1

1.1 The research 1
1.2 Understanding and implementation of modern working practices 1
1.3 Value of modern working practices 2
1.4 Challenges to implementation 3
1.5 Overcoming challenges 4
1.6 Supporting wider implementation 4

2 Introduction 5

2.1 Chwarae Teg 5
2.2 About Agile Nation 2 5
2.3 Scope and objectives of this report 5
2.4 Structure of the report 6

3 Methodology 7

3.1 Desk based policy and evidence review 8
3.2 Demographic mapping and data analysis 8
3.3 Engagement 9

4 Modern working practices in Wales 13

4.1 Overview of modern working practices 13
4.2 Flexible working 13
4.3 Agile working 15
4.4 Results only working 16
4.5 Modern working practices and the law 17
4.6 Welsh labour market 17
4.7 The pay gap in the priority sectors 19

5 Understanding of modern working practices 20

5.1 Understanding of modern working practices 20
5.2 Implementing modern working practices 21
5.3 Appropriateness of modern working practices 23
5.4 Modern working practice strategies 24
5.5 Conclusions 24

6 The value of modern working practices 26
6.1 Positive impacts of modern working practices 26
6.2 Benefits to business 27
6.3 Benefits to employees 29
6.4 Wider impacts 30
6.5 Challenges of implementing modern working practices 31

7 Effective implementation 33
7.1 How to implement effective modern working practices 33
7.2 Supporting and enabling employers to implement modern working practices 34

8 Conclusion 36
8.1 Conclusion 36

9 Roadmap 39

Appendices 46

A. Bibliography 47

B. Online survey 50
B.1 Survey methodology 50
B.2 Copy of survey 50

Chwarae Teg

Foreword

Chwarae Teg's vision is a Wales where women achieve and prosper. We have been working in Wales for nearly 25 years to make this vision a reality by addressing the barriers that continue to prevent women from playing a full and equal role in our economy and society.

While progress has been made, gender inequality persists. Women continue to be more commonly found working in low paid, part-time roles, are notably absent from leadership positions throughout the labour market and wider society and are less likely to be working in certain sectors, such as engineering and manufacturing. Furthermore, women's tendency to be the primary carer in a household continues to drastically affect their career paths and earning potential, in part due to the difficulties that balancing work and home-life still pose.

The economic potential of addressing these disparities has been made clear with recent estimates suggesting that £150bn could be added to the UK's GDP in 2025 by advancing women's equality in the workplace.

A range of actions are needed to do this, but critical to success is a re-evaluation of how we organise our workplaces. While the nature of work has changed in many sectors, a Monday to Friday 9am-5pm working pattern has continued to be the norm, regardless of whether this delivers effectively for either employers or employees.

This report seeks to better understand what employers in key growth sectors in Wales understand modern working practices to be and the approaches taken to implement them. What is clear is that the wide ranging benefits that modern working practices offer to business, employees and the wider economy are broadly accepted.
There is an appetite in Wales to explore different ways of working. Employers recognise that enabling staff to work differently can help them harness the skills and abilities of a more diverse workforce, attract and retain the best talent and grow their business.

Going forward, the findings of this report will help business, government and organisations like Chwarae Teg to work together to change workplace cultures in Wales so that modern working practices are seen as business as usual. By doing so, we can take significant steps towards making our vision of a Wales where women achieve and prosper a reality.

H. Dunne

Hayley Dunne
Strategic Lead for Delivery, Chwarae Teg

Executive summary

Modern working practice (MWP) is an umbrella term used to describe ways of working which are different to the conventional full-time, nine-to-five, five-days-a-week working pattern.

Research has shown that modern working practices provide economic and societal benefits to businesses and employees, but how do businesses in Wales perceive and implement MWP? What exactly are the impacts of MWP? And what would enable greater uptake of modern working throughout Wales?

This research examines the key questions around modern working in Wales.

1.1 The research

Chwarae Teg commissioned Mott MacDonald as an independent consultant to undertake this study. The research comprised three key stages:

- Desk research and review of existing literature on MWP.
- Data analysis and demographic mapping of the Welsh labour market.
- Strategic interviews, an online survey and focus groups with businesses representing the nine priority sectors, as identified by the Welsh government.

This research will contribute to the development of MWP within Wales, supporting employers to realise the benefits of MWP and to create workplaces that allow everyone to contribute to the best of their ability.

1.2 Understanding and implementation of modern working practices

The research tell us that flexible working and working from home are the most common examples of modern working practices (MWP) whilst 'newer' MWP such as results only working (ROWE) are not widely understood or implemented by businesses.

Crucial to the approach to MWP is the size and sector of a business.

Small businesses are more likely to:

- Assess flexible working requests on a case-by-case basis.
- Have guidelines for MWP, rather than a formal policy.
- Have fewer options for varied working due to staff capacity.

In comparison, large businesses are more likely to:

- Have a formal policy on modern working in place.
- Have greater technological resources to facilitate agile working.
- Have greater options of MWP available to staff.

The sector a business belongs to is also an important variable. If a business belongs to a sector where site visits are commonplace, such as construction and energy and the environment, they are more likely to:

- View part time or remote working as inappropriate for their business.
- Have fewer examples of MWP working in practice.
- Consequently believe that MWP overall are not generally suited to their sector.

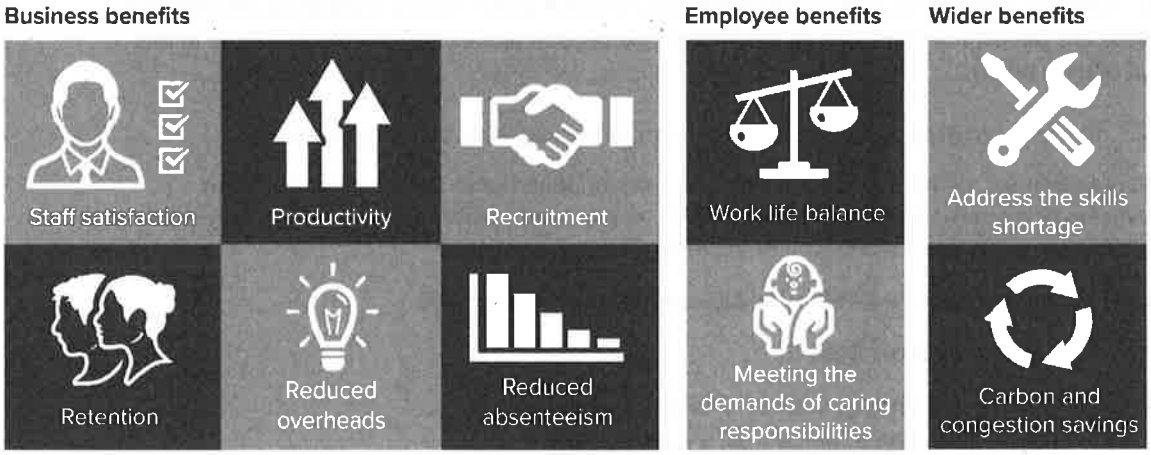
In comparison, if a business operates in a predominately office environment, such as information and communication technology (ICT) and financial and professional services sector, they are more likely to:

- Utilise remote working for their staff.
- Identify and recognise the benefits of MWP.
- State that cultural barriers, such as expectations of employers and clients with regards long working days in the office, are the main obstacles for MWP to be "business as usual".

The location of a business has little impact on how businesses approach or view MWP.

1.3 Value of modern working practices

The desk research and stakeholder engagement activities highlighted the value of MWP. The graphic below summarises those benefits according to businesses, employees and the wider economy.



These are further explored below:

Business benefits

- **Staff satisfaction**: With greater autonomy over their choice of hours, employees feel more trusted, respected and valued by employers, generating greater staff satisfaction.
- **Productivity**: When an employer's focus is on the work being done, rather than the hours at work, the employees can focus on meeting deadlines and producing good work.

- **Recruitment:** Flexible working arrangements help employers to attract the best talent and widens the pool of potential employees.
- **Retention:** As staff are happier and more productive, they are more likely to remain at a company offering MWP.
- **Reduced overheads:** The introduction of remote working reduces overhead spend on office space.
- **Reduced absenteeism:** Flexible working allows employees to manage their work and other responsibilities without having to take time off work.

Employee benefits

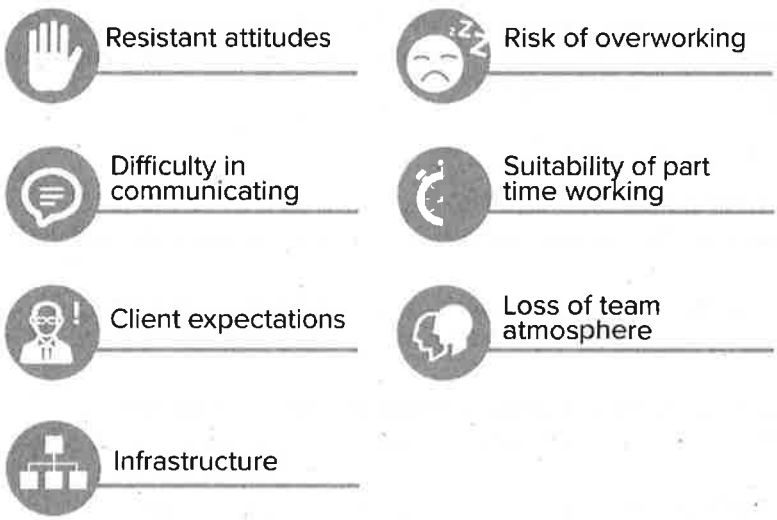
- **Work-life balance:** A more agile and flexible work environment enables a better home life, improved personal relationships and better health.
- **Meeting the demands of caring responsibilities:** Although MWP have a positive impact on the entire workforce, MWP are regarded by stakeholders as extremely valuable for those with caring responsibilities. They are particularly beneficial for women, who continue to play a disproportionate role in childcare and domestic labour responsibilities.

Wider benefits

- **Address the skills shortage:** Offering MWP can be a decisive factor in addressing the skills shortages in certain sectors, such as energy the environment and ICT, by removing certain barriers and encouraging more women to enter these sectors. There was broad consensus from the strategic interviews that MWP can help to address this issue.
- **Carbon and congestion savings:** Participants from the strategic interviews and focus groups felt that working from home and flexi-time offer carbon and congestion savings.

1.4 Challenges to implementation

Our research has identified challenges businesses face in implementing modern working practices. Seven key challenges were highlighted:



- **Resistent attitudes:** Some managers want to continue the traditional five day working week as negative attitudes and misconceptions still surround the idea of working from home.
- **Difficulty in communicating:** The hours and days that employees work can vary. Consequently, staff may be hard to contact. This can be detrimental not only to the individuals' ability to work but also to the wider team, who are reliant on communicating with them.
- **Client expectations**: Flexible hours outside of the traditional working week do not always align with the working hours of clients and that this can cause challenges with service delivery.
- **Infrastructure**: There are areas in Wales which currently experience limited mobile signal and slow internet speeds, making the implementation of agile working difficult.
- **Risk of overworking**: The increasing use of technology to facilitate MWP can place a greater expectation on employees to work outside of office hours.
- **Suitability of part time work:** Some businesses are uncomfortable with job-sharing and part-time work as they believe that successful project completion requires staff employed on a full five day working week.
- **Loss of team atmosphere:** When staff work remotely, they can miss out on the social interaction associated with the office environment.

1.5 Overcoming challenges

Although challenges exist in implementing MWP, businesses were also able to highlight how they could be mitigated. The key themes are:

- **Communication and clarity:** Communication between managers and staff about work load, expectations and progress of work is fundamental to ensuring that staff feel included in the business and can relay to managers when they may be over-worked or unable to complete a task in the allocated time.
- **Producing effective guidelines:** A form of guidelines or a MWP policy provides employees and employers with a framework. This helps to set employers and employees expectations about MWP.
- **Culture:**Challenging norms that surround working practices is an important way of ensuring that MWP becomes more widely implemented throughout Wales.
- **Leadership** Good management practices ensure that MWP is implemented successfully. For example, managing workloads, not sending work emails after hours and checking in regularly with staff are identified as important by businesses.

1.6 Supporting wider implementation

Actions to support wider implemention of MWP include:

- **Articulating the business case for change:** Organisations need to be sure of the business case for MWP.
- **Providing relevant case studies of good practice:** Positive case studies will enable managers to know the options available to staff and the benefits that MWP can bring to employers.
- **Providing opportunities for knowledge sharing and networking:** Business lobby organisations and trade bodies are potential enablers to facilitate knowledge sharing through networking events.
- **Providing tailored practical support:** Businesses felt that bespoke planning and management services are effective in helping them to implement MWP.

2 Introduction

2.1 Chwarae Teg

Chwarae Teg is a not for profit, pan-Wales organisation established to maximise the contribution of women to the Welsh economy. It works to create a better environment for women in Wales and enable them to achieve and prosper in the workplace. Its role is both strategic and practical, providing expert advice and guidance to help ensure parity of opportunity and economic reward for women in Wales.

2.2 About Agile Nation 2

Agile Nation 2 (AN2) is a project run by Chwarae Teg and funded by the European Social Fund and the Welsh Government. Its objectives are to promote gender equality, support career advancement of women and their economic progression and improve the position of women in the workforce. AN2 is focused on all nine priority sectors identified for Wales as part of the Economic Renewal programme, set out in the Welsh Government's policy paper 'Economic Renewal: a new growth'.[1]

The nine priority sectors are:

- Advanced materials and manufacturing
- Construction
- Creative industries
- Energy and the environment
- Financial and professional services
- Food and farming
- Information and communication technologies (ICT)
- Life sciences
- Tourism

2.3 Scope and objectives of this report

As part of AN2, Chwarae Teg commissioned Mott MacDonald to undertake independent research into business perceptions of modern working practices (MWP) in Wales.

This research will help AN2 in its stated objectives by supporting employers to create workplaces that allow everyone to contribute to the best of their ability and support women to achieve an improved labour market position.

[1] Welsh Assembly Government (2010): 'Economic Renewal: a new direction'. Originally six priority sectors were identified, and in 2013, construction, tourism and food and farming were added.

This purpose of this report is to:

- Identify perceptions and common approaches to modern working practices.
- Identify the value and impacts of modern working practices.
- Identify any new ways of working that could be utilised in the Welsh economy.
- Develop a roadmap of how the Welsh economy can move towards MWP being 'business as usual' and the benefits of MWP can be realised.

This report will be used by business, policy makers and government to understand how the Welsh economy of the future can incorporate MWP and ensure that the labour market is open to all.

2.4 Structure of the report

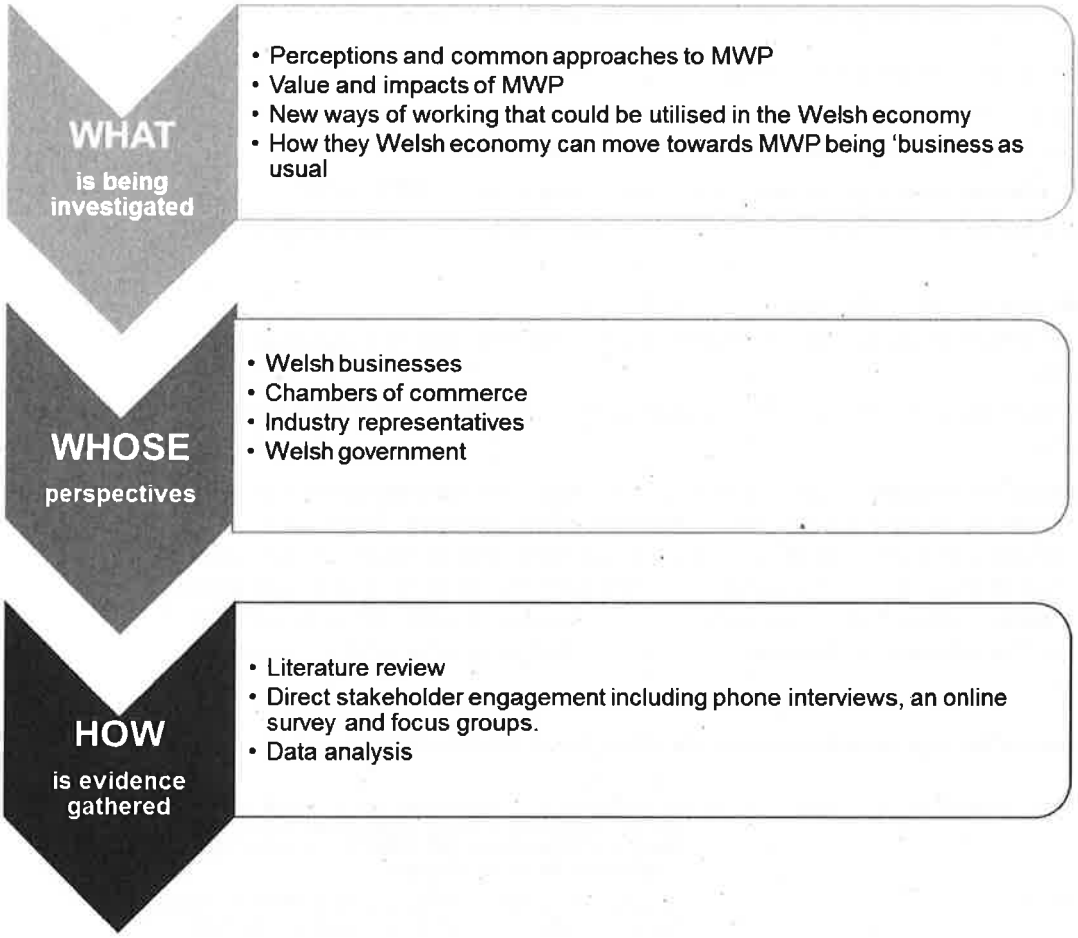
The remainder of this report is structured as follows:

- **Chapter 2** outlines our methodological approach and the activities undertaken within each stage of the research.
- **Chapter 3** provides an overview of MWP, including the legislative and policy framework and key statistics about the Welsh labour market.
- **Chapter 4** explores stakeholders' understanding of and familiarity with MWP, the effectiveness and appropriateness of MWP and various MWP strategies across sectors and businesses.
- **Chapter 5** focuses on the value of MWP, including the positive impacts and challenges of MWP
- **Chapter 6** examines the future of MWP in Wales, and contains suggested new ways of working and potential methods to enable these to be adopted.
- **Chapter 7** draws the findings of the research together, providing recommendations and conclusions of the research.
- **Chapter 8** provides a roadmap outlining how the use of MWP can be enhanced and extended in Wales. This roadmap provides recommendations on how businesses can adopt MWP, and the type of support required to enable these changes. The roadmap is derived from the desk research, stakeholder engagement activities with businesses and best practice examples of MWP.
- **Appendices** include the bibliography and the online survey.

3 Methodology

This chapter provides an overview of the methodological approach to the research, as detailed in the figure below.

Figure 1: Approach to the research



Source: Mott MacDonald

The key tasks are described in more detail overleaf.

3.1 Desk based policy and evidence review

To provide a contextual background to the project, the following topics were reviewed:

- The types of MWP
- The legislative and policy framework
- The benefits of MWP to both employers and employees

Existing reports produced by the private sector, the public sector and charitable organisations were examined. Please see Appendix A for a complete bibliography.

3.2 Demographic mapping and data analysis

Data on businesses within Wales was gathered and analysed. This included:

- The number of jobs by each priority sector
- The numbers of males and females employed in each sector
- Percentage change of active businesses in each of the priority sectors
- Proportion of females employed in each of the nine priority sectors (2005-2014)
- Percentage change of men and women employed in each of the nine priority sectors (2005-2014)
- Gender pay gap in each of the nine priority sectors
- The number of businesses by priority sector for each of the nine sectors within each local authority area
- The size of businesses by priority sector for each of the nine sectors within each local authority area

This data provided the baseline situation in Wales and enabled the identification of four of the nine priority sectors for in-depth examination in stage two of the research. These were construction, energy and the environment, financial and professional services and ICT. Sectors were also chosen to allow for effective comparison. The composition of the four chosen sectors allows for comparison across multiple variables including location of work (office vs site) and working culture. The rationale for the selection of each of the four priority sectors is outlined in the table below:

Table 1: Rationale for four priority sectors identified for in-depth research

Sector	Rationale for selection
Construction	Construction has traditionally been viewed as an industry that finds it difficult to adapt to MWP and has a small proportion of female employees.
Energy and the environment	Despite being a large employer overall in Wales, this sector has a low proportion of women and there is a significant pay gap.
Financial and professional services	The pay gap has narrowed and there has been an increase in the number of women entering the profession. However, the proportion of females in this sector overall has decreased and there remains a lack of women in senior roles.
ICT	ICT is a relatively new industry, which has experienced a decrease in the proportion of women working within it since 2005. Moreover it is recognised that there is a contrast between how MWP can / could be employed in this sector (particularly around agile working) compared to other more 'traditional' industries.

Source: Priority sector statistics 2015, 2015 statistical bulletin from the Welsh government.

3.3 Engagement

3.3.1 Strategic interviews

Strategic telephone interviews were undertaken with stakeholders from the four priority sectors to identify and understand the experiences and perspectives on MWP.[2] Issues explored with stakeholders included:

- An understanding of commonly adopted MWP in their sector.
- Possible strategies to improve MWP in their sector.
- The positive and negative impacts of MWP.
- Potential new ways of working in their sector.
- Opportunities to mitigate the potential negative impacts of MWP.
- Support required to develop MWP strategies.
- Any changes required in their sector for MWP to become the norm.

Stakeholders were identified in conjunction with Chwarae Teg and included Chambers of Commerce, industry bodies and businesses.[3] The interviews took place from July 2016 to September 2016 to give stakeholders ample opportunity to contribute to the research.

Table 2: Number of strategic telephone interviews according to sector

Sector	Number of interviews
Construction	4
Energy and the environment	4
Financial and professional services	3
ICT	0
Chambers of Commerce	3

Source: Mott MacDonald

3.3.2 Online survey

An online survey of Welsh businesses was undertaken from 19 August 2015 to 19 September 2016.

The online survey included questions on the following topics:

- Perceptions of the types of agile working currently available.
- Experiences of agile working practices.
- Effectiveness and appropriateness of agile working practices.
- The value of agile working for businesses and employees.

[2] Interviews were defined as strategic as interviewers were only invited to participate if they belonged to one of the four sectors identified for focussed examination.

[3] Businesses were selected based on their sector, size and location. Although businesses and industry bodies within the ICT sector declined to participate in this stage of the research, organisations from the sector did participate in both the online survey and the focus groups.

The online survey was designed for businesses from all nine priority sectors. This was to provide a broad overview of perceptions of MWP across all sectors. MWP can be perceived by stakeholders as a vague concept and therefore the survey was not designed to achieve a comprehensive understanding of MWP but to support the findings from the strategic interviews and focus groups. A copy of the survey can be found in appendix B.

The survey was distributed to Chambers of Commerce, participants in the strategic interviews and Chwarae Teg's business networks for wider dissemination. The survey was also advertised on Chwarae Teg's website[4], social media channels[5] and the Business Wales website.[6]

There were 139 respondents to the online survey, of which 76 respondents answered the full number of questions. Please see tables 2-4 overleaf for a breakdown of respondents..

Table 3: Respondents according to sector

Sector	Frequency
Advanced materials and manufacturing	0
Construction	19
Creative industries	7
Energy and the environment	11
Financial and professional services	15
Food and farming	2
ICT	8
Life sciences	3
Tourism	4
Other	7
Total	76

Source: Mott MacDonald

Table 4: Respondents according to business size

Size	Frequency
Micro (1-9 employees)	17
Small (10-49 employees)	13
Medium (50-249 employees)	13
Large (250+ employees)	33
Total	76

Source: Mott MacDonald

[4] Chwarae Teg 'take part in our survey on modern working practices' https://www.cteg.org.uk/survey-modern-working-practices/ [Accessed 08.11.16]

[5] @chwaraeteg twitter handle and @mottmac twitter handle. Mott MacDonald LinkedIn account.

[6] Business Wales 'take part in Chwarae Teg's survey on modern working practices' https://businesswales.gov.wales/blog/news/take-part-chwarae-teg%E2%80%99s-survey-modern-working-practices [Accessed 08.11.16]

Table 5: Respondents according to primary location

Location	Frequency
Bridgend	5
Caerphilly	2
Cardiff	28
Carmarthenshire	4
Ceredigion	3
Conwy	1
Denbighshire	1
Flintshire	2
Gwynedd	1
Isle of Anglesey	1
Merthyr Tydfil	2
Monmouthshire	2
Neath Port Talbot	1
Newport	6
Pembrokeshire	4
Powys	2
Rhondda Cyon Taf	4
Swansea	6
Wrexham	1
Total	76

Source: Mott MacDonald

Please note that areas where there were zero respondents have been excluded from the table above.

Cross tabulations have not been performed on the survey results; this is because any cross tabulations will represent too small a sample to effectively draw conclusions from the results. Moreover, in sectors or geographies where the response rate is particularly low, cross tabulations may compromise survey respondents' anonymity.

The number of respondents to the online survey represents a small sample of businesses in Wales. It is important to note that this report is not inferring that this sample size represents the majority held view of businesses in Wales, rather that it provides an indication of perceptions.

3.3.3 Focus groups

Two focus groups comprising of businesses from the four priority sectors (construction, energy and the environment, financial and professional services and ICT) were conducted. One focus group was held in North Wales (Colwyn Bay) and another in South Wales (Cardiff). In total, twenty businesses attended the focus groups, ten per group.

The groups comprised a mixture of small and large businesses from the highlighted sectors as well as representatives from the Welsh Government. This allowed for greater discussion between different organisations.

Businesses were identified through Chwarae Teg's business networks and through desk research into businesses matching the geographical and sector criteria.

The questions for the focus groups were based on information generated from the previous stakeholder engagement and desk research exercises. Each focus group lasted for an hour and a half in length. A topic guide was drafted prior to the commencement of the focus groups to provide structure to the discussion.

4 Modern working practices in Wales

This chapter provides definitions of MWP, outlines the relevant legislation and provides a baseline of the current situation in Wales.

4.1 Overview of modern working practices

MWP is an umbrella term used to describe ways of working which are different to the conventional full-time, nine-to-five, five-days-a-week working pattern. Businesses, government and third sector organisations recognise that MWP are becoming more desired by the workforce, who seek greater control and flexibility over their working environment. A large scale survey conducted by Pricewaterhouse Coopers in 2013 found that 64% of millennials and 66% of non-millennials would like the option to work more flexibly.[7] This finding is supported by evidence from our strategic interviews and focus groups, where businesses across all sectors, sizes and regions recognised that staff are increasingly valuing MWP. In response to this agenda, MWP are being embraced by some employers, as they realise potential benefits including the retention of experienced and skilled employees and the broadening of their talent pool.

There are different types of MWP. This study focuses on the common types of MWP, such as flexible working and agile working, but also considers results only working environments (ROWE) which is a relatively new approach and one that is less known in Wales.

4.2 Flexible working

The term flexible working refers to any form of organisational arrangements relating to working time, patterns of work and working location(s).

Workplaces are becoming more understanding towards employees' work and family responsibilities, and it is currently estimated that 91% of employers in the UK offer at least one type of flexible working to their employees.[8] Common flexible working arrangements are outlined in the table overleaf.

[7] Pricewaterhouse Coopers (2013): 'PwC's Next Gen: A global generational study'. Available at: http://www.pwc.com/gx/en/hr-management-services/publications/assets/pwc-nextgen.pdf [Accessed 08.11.16] The term millennial refers to anyone reaching adulthood around the year 2000. Non-millennials are those who reached adulthood prior to 2000.

[8] Committee for Finance and Personnel (2014). 'Report on the Inquiry into Flexible Working in the Public Sector in Northern Ireland Volume 2'. Available at: http://www.niassembly.gov.uk/globalassets/documents/reports/finance/flex-working_volume2.pdf. [Accessed 08.11.16] To confirm, the figure quoted is UK wide and includes both public/private sector, but it is referenced in a report relating to Northern Ireland

Table 6: Types of flexible working

Type of flexible working	Explanation
Part-time	Employees are contracted to work less than full-time hours.
Flexitime	Employees have a standard core time that they work, but there can be variations on start, break and finish times each day that are agreed within limitations.
Compressed hours	The total number of contracted weekly hours is worked in fewer than the usual number of working days by longer hours being worked each day.
Annualised hours	Employees' contracted hours are calculated per year rather than per week. Normally, there are core hours which are worked each week and unallocated hours used for peaks in demand for work.
Term-time working	The employees' work follows that of school term patterns; they work normal hours during term-time, and in school holiday they do not go to work but are still employed.
Structured time off in lieu	Employees work longer hours throughout busy periods, then take off an equivalent amount of paid time at a less busy time. There are often limits to the amount of time that can be built up, and when they can take time off.
Career break	Career breaks, or sabbaticals, are extended periods of leave that can be up to five years or more. The leave is usually unpaid.
Job-sharing	Employees work part-time (part-day, part-week or part-year) and share their duties of a full-time position with another employee.
Varied hours working or time banking	Prospective employees advertise the hours which they are available to work for the day and employers employ them based on these hours for short periods of time to manage specific pieces of work. For example, an individual may be employed to cover a telephone line between 6pm and 9pm on a Tuesday evening.
Working from home	Employees regularly work all or some of, their time at home

Source: CIPD (2006): 'Flexible Working: The Implementation Challenge'

Figure 2: Example of flexible working: Tesco[9]

In 2010 Tesco, Britain's biggest private-sector employer, introduced a four-hour shift, otherwise known as 'slivers of time'. The four hour shift pattern is primarily aimed at workers with complicated home lives, such as carers, those with an illness, or those who cannot work the usual hours expected from average part-time employees. The flexible booking system also allows employees to find periods of time when they are free to do extra work, and sell their labour in small blocks of time.

Source: Equality Law (2011): 'Best Practice Case Studies in Flexible Working'. Available at: http://www.equality-law.co.uk/news/1029/66/Best-Practice-Case-Studies-in-Flexible-Working/ [Accessed 08.11.16]

[9] Case studies are used to demonstrate how some of the explored principles are applied in practice and are not a comment on whether this is best practice.

4.3 Agile working

Agile working defines work as an activity that people do, as opposed to a place that they go. With this type of working environment, organisations empower their employees to choose where and how they work. Agile working commonly utilises ICT to allow people to work in a way which best meets their personal needs, without the traditional constraints of a fixed office location.[10]

Agile working strives to establish an optimal workforce whilst delivering the benefits of increased productivity, improved talent attraction and retention, and better matching of resources with the demand for services. Agile working practices tend to span across four different dimensions, all of which have a number of resourcing possibilities. The dimensions are time, location, role and contract. Therefore, some agile working practices are also flexible working practices. The table below provides further information on each of the dimensions.

Table 7: Types of agile working[11]

Time	Location
• Regular part-time working • Flexitime (fixed hours but choice over where they are worked) • Self-rostering (employees choose their own shifts, possibly within a set shift pattern) • Varied working hours (irregular start/finish times) • Annualised hours • Working time accounts (total number of hours contracted over a longer period of time and working pattern varies) • Staged retirement (gradual reduction in working time prior to retirement) • Paid overtime • Compressed hours	• Own desk or office • Hot desks (a shared desk which enables staff to work within a fixed office but have mobility in that space) • Quiet area/zone: hot desks to support concentration • Touchdowns workbenches: drop-in areas with PCs or laptop connections but no telephones • Team table: Adaptable table to support team working or shared hot seating for team members • Renting work hub-desks: renting space via an external provider to provide space for mobile space • Mobile: staff have no base and work remotely • Home working: Staff are based at home for a large portion of their time • Multi-site: staff based at multiple locations, fixed of flexible • Mixed seating: different roles are seated together to gain efficiencies
Role	**Contract**
• Secondments (temporary role) • Self-selection (employees choose their own tasks) • Multi-skilling (staff trained to fulfil multiple roles) • Flexi-teams (no fixed teams, instead these are formed purely to meet specific needs) • Job rotation (staff move through roles to gain experience and meet changing demands) • Skills based training (staff assessed and assigned to projects by competencies not role	• Outsourcing (contracting third-party companies) • Sharing/partnering (having a joint labour pool with other companies) • Crowd-sourcing (using volunteers and other non-employees) • Fixed-term contracts • Freelance • Bidding on tasks (free market bidding on tasks by non-employees and organisations)

[10] Employers Network for Equality & Inclusion (Date unknown): 'Agile Working: A guide for Employers'. Available at: http://www.nhsemployers.org/~/media/Employers/Documents/SiteCollectionDocuments/Agile%20Working%20Guide.pdf [Accessed 08.11.16]

[11] Employers Network for Equality & Inclusion (Date unknown): 'Agile Working: A guide for Employers'. Available at: http://www.nhsemployers.org/~/media/Employers/Documents/SiteCollectionDocuments/Agile%20Working%20Guide.pdf [Accessed 08.11.16]

Figure 3: Example of agile working: Deloitte[12]

In June 2014, financial and professional services firm Deloitte, introduced The Work Agility programme to enable employees to take ownership of arranging their own working day, whilst still considering the needs of the company. It also introduced the idea of 'time out', which gave employees the right to request four weeks of unsalaried leave per year without needing to provide justification.

Source: Chartered Institute of Personnel and Development (2014). 'HR: Getting smart about agile working'.

4.4 Results only working

ROWE is a concept originally developed by Cali Ressler and Jody Thompson in "Why Work Sucks and How to Fix it".[13] It places greater emphasis on outputs rather than traditional measures of success, suggesting that long hours do not necessarily equate to productivity. [14] With ROWE, employees are able to decide where, when and for how long they work, as long as they demonstrate to their employer they are sufficiently productive.[15]

Employees are trusted to complete their work based upon their own judgement, and produce a sufficient outcome.[16] For example, if an employee decided to work five ten-hour days in one week to achieve deliverables and then take additional days off the following week, this would be regarded as acceptable. Currently ROWE is more prevalent in the US, particularly within the ICT sector. It appears to be less common within a Welsh or UK context. However, Chwarae Teg has recently adopted a modern working policy termed "Achieve" which is based on results only working. Achieve has been developed as a method of working compatible with the needs of a modern workplace and workforce and is founded on research from diverse study areas including neuro-science, psychology and workplace analysis. Its aim is to improve organisational impact by maximising performance through building autonomy and accountability into the employer/employee relationship.[17]

[12] Case studies are used to demonstrate how some of the explored principles are applied in practice and are not a comment on whether this is best practice.

[13] Ressler, C and Thompson, J (2008) 'Why Work Sucks and How to Fix it" New York, Penguin Books

[14] Executive Office of the President Council of Economic Advisors (2010): 'Work-Life Balance and the Economics of Workplace Flexibility' https://www.whitehouse.gov/sites/default/files/docs/updated_workplace_flex_report_final_0.pdf [Accessed 16.11.16]

[15] Executive Office of the President Council of Economic Advisors (2010): 'Work-Life Balance and the Economics of Workplace Flexibility' 'https://www.whitehouse.gov/sites/default/files/docs/updated_workplace_flex_report_final_0.pdf [Accessed 16.11.16]

[16] Andreson, M, (2015): 'A look into the future: Is working time freedom Apt to add value for different stakeholders?' in Andresen, M. & Nowak, C. (2015): 'Human Resource Management Practices: Assessing Added Value'

[17] Chwarae Teg (2016): ' Chwarae Teg Gameplane: Implementing our manifesto to build a Wales where women achieve and prosper' https://www.cteg.org.uk/wp-content/uploads/2016/01/chwarae-teg-manifesto-gameplan-1-1-DT-en.pdf [Accessed 16.11.16]

Figure 4: Example of ROWE: Spinweb

Spinweb, an American company, became a ROWE certified organisation in 2008 and since then ROWE has become a defining aspect of their company culture. They emphasise that as an organisation they are purely interested in managing results, not the lives of their employees. All meetings at Spinweb are optional, and there is an unlimited amount of holiday and sick pay available to all. In order for the best possible results to be produced deadlines, results and expectations are clearly defined to employees, and they go by the culture of 'no results, no job'

Source: Spinweb (Date Unknown) 'Our culture'. Available at: https://www.spinweb.net/our-culture/

4.5 Modern working practices and the law

The right to request flexible working was introduced in Section 47 of the Employment Act (2002); however, this right was only available to parents of young or disabled children. Since then successive governments have extended the right to a wider range of employees. In June 2014, the Children and Families Act was introduced giving the statutory right to all UK employees who have been employed continuously for 26 weeks or more the right to request a change in hours, times or location of work.[18] Employers may refuse the request on specific grounds defined in law, which can include the burden of additional costs or a detrimental effect on the ability to meet consumer demand.[19] Whilst the law now entitles everyone to have a 'right to request', this applies to flexible working only and does not extend to other types of MWP, such as ROWE. This is not currently on the legislative agenda.

Although the UK Government holds responsibility for macro-economic matters and all aspects of employment legislation, the Welsh Government can play an important role in creating the business environment in which MWP can become the norm.

4.6 Welsh labour market

Research suggests that offering opportunities for flexible working can significantly increase female employment rates, particularly for mothers and women with caring responsibilities.[20] According to research published by the Women's Business Council, opportunities can be impacted negatively when women pause paid employment to take up caring responsibilities - about one third of women who return to the workplace after having children face a decrease in job status.[21] However, by offering greater opportunities to work flexibly, women can balance these caring duties with paid work, broadening their opportunities for progression. What is more, by offering a wide range of work options, such as remote working and hot desking, women are not constricted to part-time work. Some organisations, such as Women Like Us and Business in

[18] House of Commons Library Briefing Paper Number 01086 (2015) 'Flexible working' http://researchbriefings.files.parliament.uk/documents/SN01086/SN01086.pdf [Accessed 16.11.16]

[19] House of Commons Library Briefing Paper Number 01086 (2015) 'Flexible working' accessed online at http://researchbriefings.files.parliament.uk/documents/SN01086/SN01086.pdf [Accessed 16.11.16]

[20] IPPR (2014) Women and flexible working: Improving female employment outcomes in Europe. http://www.ippr.org/publications/women-and-flexible-working-improving-female-employment-outcomes-in-europe [Accessed 16.11.16]

[21] Women's Business Council (2013) Maximising women's contribution to future economic growth http://womensbusinesscouncil.dcms.gov.uk/the-full-report/ [Accessed 16.11.16]

the Community, are lobbying for greater uptake of MWP to encourage more women into the workforce.

Wales has seen an improvement in the position of women in the workforce in recent decades. The proportion of women in paid employment in Wales has continued to increase and now stands at 69%, compared to 76% for men.[22] However there is some way to go to ensure parity and inclusivity is reached in the job market.

When the priority sectors are analysed on the basis of gender, there are significant differences between the sectors that employ the largest number of employees overall (men and women) and sectors that employ the highest number and proportion of women.

The table below shows that tourism is the only sector in which female employees outnumber male employees; 52% of those employed in tourism are women. As a sector it accounts for 34% of the total number of women employed in across all priority sectors (64,000 out of a total of 189,000). The financial and professional services sector also has a relatively high proportion of female staff compared to other sectors; 48% of employees in this sector are women.

However, there are several sectors in which women are underrepresented; notably advanced materials and manufacturing, construction, energy and the environment and ICT. Women comprise less than a quarter of the workforce in each of these sectors.

Table 8: Number of jobs by priority sectors in Wales

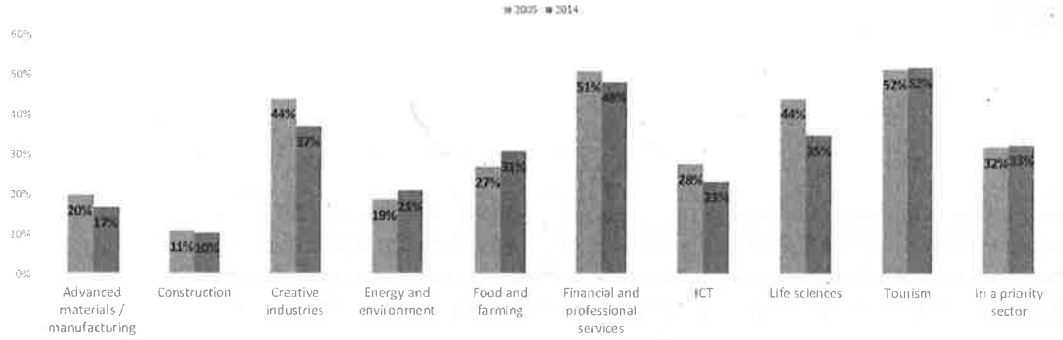
Sector	Male and female employees	Female employees	% of workforce that is female
Advanced materials/manufacturing	88,000	15,000	17%
Construction	111.000	12,000	10%
Creative industries	48,000	18,000	37%
Energy and the environment	149,000	31,000	21%
Food and farming	47,000	14,000	31%
Financial and professional services	116,000	56,000	48%
ICT	29,000	7,000	23%
Life sciences	13,000	4,000	35%
Tourism	124,000	64,000	52%
All nine priority sectors	580,000	189,000	33%

Source: Priority Sector Statistics, 2015 Statistical Bulletin from the Welsh Government.

The figure overleaf compares the proportion of women employed in a priority sector in 2005 to 2014. Whilst priority sectors as a whole have seen a marginal increase (1%) in the proportion of women over this period, the majority of sectors (advanced materials and manufacturing, construction, creative industries, financial and professional services, ICT and life sciences) show a decrease in the proportion of women compared to men employed over this period. Priority sector women comprise about one third of the total workforce. It is worth noting that tourism, in which over 50% of employees are women, has remained a strong sector for female representation over the last nine years.

[22] Statistics for Wales (2016): 'Key economic statistics – May 2016' Available at: http://gov.wales/docs/statistics/2016/160520-key-economic-may-2016-en.pdf [Accessed 16.11.16]

Figure 5: Proportion of females in the nine priority sectors 2005-2014



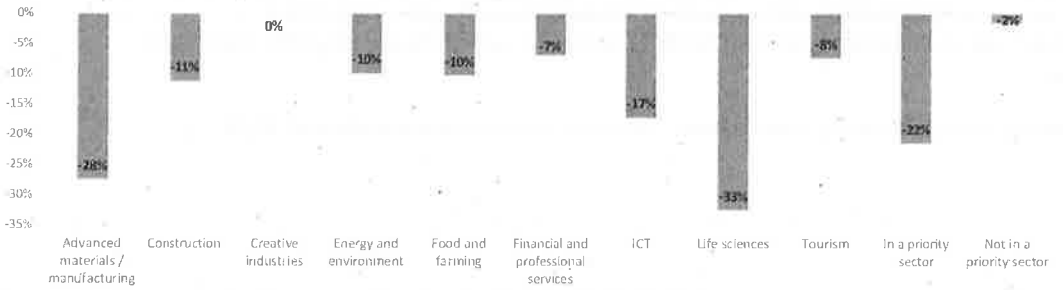
Source: Priority sector statistics, 2015 statistical bulletin from the Welsh Government

4.7 The pay gap in the priority sectors

The gender pay gap is the difference in average gross hourly wage between men and women. It is a much publicised issue, and reflects ongoing discrimination and inequalities in the labour market.

The gender gap persists in nearly every sector with an average of 22% across the nine sectors.[23] The three sectors with the largest pay gap are life sciences, advanced materials and manufacturing and ICT. In terms of representation and pay, significant change is still required in most of the priority sectors in order to achieve equality between men and women.

Figure 6: Gender pay gap in 2014



Source: Priority sector statistics, 2015 statistical bulletin from the Welsh Government

Wider adoption of MWP could play a role in redressing the inequalities outlined above. The next chapters will explore how MWP are currently understood by Welsh businesses and their value to employers and employees. The issue of women's representation in the workforce, with specific reference to the skills shortage, is returned to in chapter six.

[23] The pay gap has been calculated using median gross hourly earnings.

5 Understanding of modern working practices

This chapter provides a summary of business perceptions and understanding of MWP. In general businesses understand that MWP are about moving away from the constraints of 9am to 5pm working. They are comfortable and familiar with flexible working hours or agile working, but do not recognise the term 'modern working practices', which they perceive as jargon.

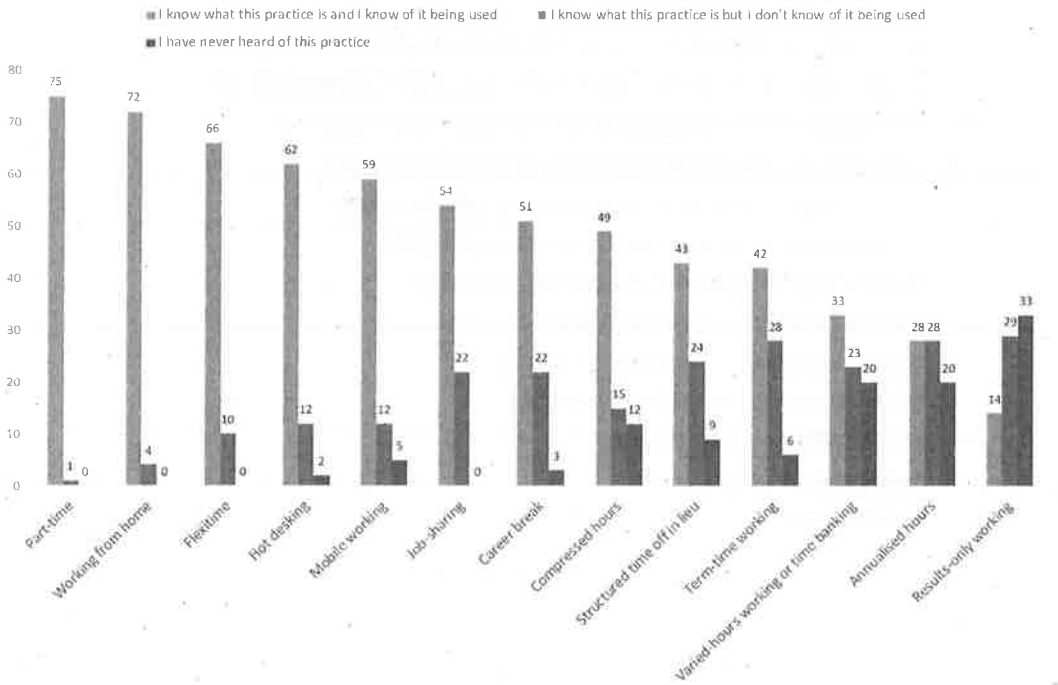
5.1 Understanding of modern working practices

Flexible working hours and working from home were the most commonly cited examples of MWP. All respondents had also heard of 'flexitime' as a form of MWP, with 66 out of 76 respondents (87%) understanding what the practice is, as well as being aware of instances where it is currently used. The remaining 10 respondents were aware of the practice, but were not familiar with an example of it being used. Similarly, out of the 76 respondents, 72 (95%) were aware of working from home being utilised. The results from the survey are also supported by the strategic interviews and focus groups, where all respondents identified flexible working hours and working from home as MWP.

Results only working and annualised hours were the least commonly recognised modern working practices. Only 43 out of the 76 respondents (56%) stated that they had heard of ROWE and only 14 (18%) cited that they knew of the practice being utilised. ROWE was not identified by stakeholders in the strategic interviews of the focus groups. Annualised hours was the second least commonly recognised modern working practice, though many more respondents had heard of this practice than ROWE. Of the 76 respondents, 56 (74%) had heard of the practice.

The chart overleaf identifies survey respondents' answers to their understanding of MWP.

Figure 7: Survey respondents understanding of modern working practices



Source: Mott MacDonald

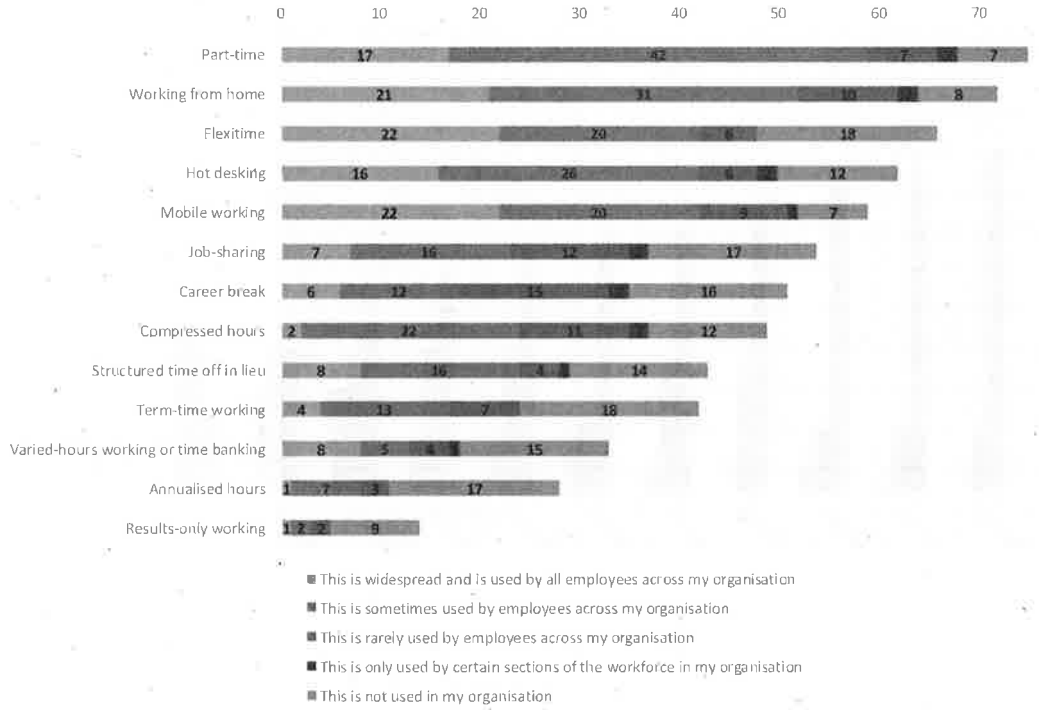
5.2 Implementing modern working practices

Evidence from this research suggests that stakeholders were able to identify examples of MWP operating within their own business, but were less familiar with those practices being used in other sectors or the wider Welsh economy.

Part time work and working from home were the most commonly implemented modern working practice. Nearly all respondents to the survey stated that these practices were used within their organisation. This is supported by evidence obtained from the strategic interviews and focus groups. The vast majority of participants provided working from home as an example of modern working within their organisation. The exception to the consensus was stakeholders from the construction and energy and environment sectors, who said that working from home was not commonly implemented.

In comparison, ROWE was not identified as a practice being implemented by any participants in the strategic interviews or focus groups. This is supported by the findings from the survey.

Figure 8: Usage of modern working practices



Source: Mott MacDonald

Owners of small businesses spoke of how they operated flexible working hours for staff, allowing staff to fit their work around school hours and other commitments. As small businesses, they felt they were able to grant staff greater flexibility, with hours decided on a case-by-case basis. In comparison, stakeholders from larger businesses were more likely to have a formal policy, rather than the case-by-case basis deployed by smaller businesses.

Two representatives from large energy companies described how a range of shift work, job shares, compressed hours and staggered hours are available to staff. This staggered pattern means that staff may begin and end earlier or later or work for longer hours one day and fewer hours another day.

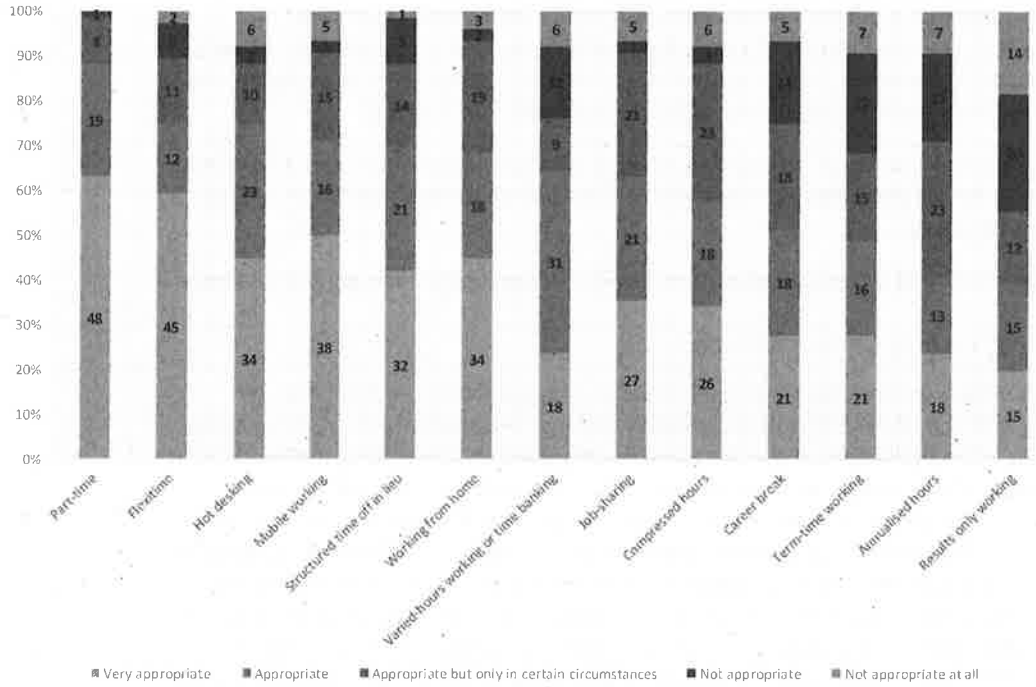
The research also identified areas where MWP are not implemented widely. Some participants were less familiar with MWP in their industries, suggesting that there is not a great deal of industry-wide discussion on the implementation of MWP.[24] For example, one participant outlined how, due to its size, his organisation was fairly traditional and preferred to operate office based working and shift patterns. According to another participant, also from a small business, *'flexibility is not that common across the sector'*. A small business owner argued that *'lots of employers want to offer flexible working, or think they offer it already, but in reality it's not really that flexible'*.

[24] This was not a sector specific finding, rather businesses across sectors had varying degrees of familiarity

5.3 Appropriateness of modern working practices

Overall, participants were largely in agreement that MWP are both effective and appropriate for the Welsh business economy. By adopting MWP, businesses in North Wales felt they were better able to compete with other businesses. One stakeholder from a large energy provider considered that *'any businesses that are not working in a modern way are not going to be maximizing business benefits.'* This was supported by the majority of stakeholders in the South Wales focus group and by the survey, where many flexible and agile working practices were identified as 'very appropriate' or 'appropriate' by businesses.

Figure 9: Appropriateness of modern working practices



Source: Mott MacDonald

Figure 10: Example of modern working practice

A stakeholder from a small business spoke of her own experiences with flexible working. Previously, she had worked core hours of 8.30am to 5.30pm each day, but recently had moved to working 8 to 9 hour days, with an additional day off each week. The ability to work during non-core hours allowed her to complete tasks without as many distractions. For her, *'every 5 hours spent this way equated to 10 hours in the normal office environment'*. Following her positive experiences with flexible working, another member of staff had adopted similar flexible hours.

Source: Mott MacDonald

However there are differences within sectors in their perception of how appropriate modern working practices are. Stakeholders from large construction and engineering sectors reported differing views on MWP. Some stakeholders felt that MWP were not applicable to members of staff working on site. They felt that the demands of working on site meant that staff had to be present and were not able to utilise flexible or agile working. One interviewee stated that '*MWP were not suitable for the construction industry*'. However others believe that it is attitudes rather than the work itself which hampers the implementation of MWP. Two interviewees from construction firms described the industry as a *'male-orientated world'* with a *'deeply entrenched, male-dominated workforce'*. They feel that this lack of diversity in the workforce translated into negative views of modern working practices.

Other sectors also report that attitudes and workplace cultures can place obstacles for MWP. Stakeholders indicated that in sectors where work is mostly office-based, there are expectations of employees and clients to spend long working days in the office. For example, one professional and financial services business stated that *'whilst flexi-time is available, the engrained culture of late nights make it very difficult to implement in practice'*.

As a result of these more traditional attitudes to working practices there was often a negative feeling towards alternative practices such as flexitime, as well as an expectation on staff to work full time regular hours.

This evidence demonstrates a complex picture of MWP with regards to their appropriateness..

5.4 Modern working practice strategies

Evidence from the focus groups and strategic interviews suggests that the sector an organisation falls into is a contributing factor towards whether they perceive modern working practice strategies to be applicable. One interviewee highlighted this by stating that working in the creative industry allows people to work remotely as the majority of the work can be completed anywhere as long as a computer or laptop is available. For this reason, flexible working had been written into policy since the business was established. Conversely, another respondent expressed that the linear approach within the construction industry means that certain MWP are not as applicable. For example, members of staff working on projects cannot alternate due to knowledge of the project as well as health and safety, which can require a consistent point of contact on site. As a result, policies and strategies of MWP are less likely to be implemented.

Furthermore, our research shows that MWP can often be assessed on a case-by-case basis, particularly in small businesses. The reasons for requesting MWP may vary considerably from employee to employee. For example, one employee could require flexibility due to child or elder care responsibilities, whilst another may wish to take off an elongated amount of time to go travelling. The divergent reasons for employees requesting modern working means established policies may be too rigid to accommodate some requests.

5.5 Conclusions

There are differences in how modern working practices are understood, implemented and appreciated according to the size and sector of the business.

Small businesses involved in this research tend to have a less formal approach to modern working than large businesses, which are more likely to have policies and strategies in place.

Businesses from construction and engineering generally find it harder to see the value of MWP due to the constraints outlined above, although there are some expectations to this overall

trend. In comparison, businesses from ICT and the financial and professional services are more likely to identify the positive impacts of MWP, but believe that engrained working cultures make their practical implementation difficult.

6 The value of modern working practices

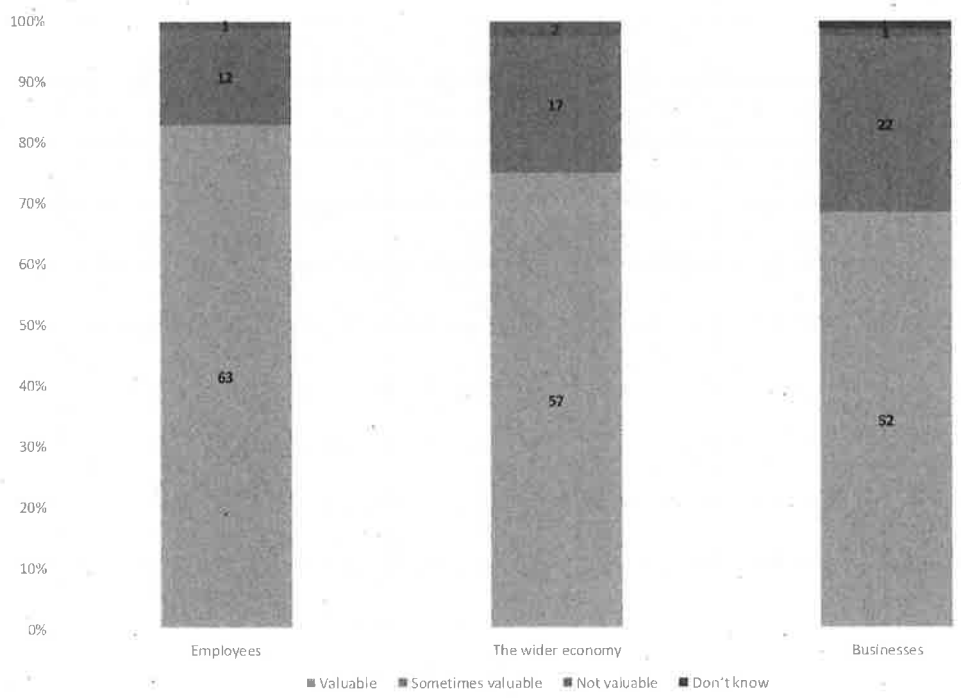
This chapter outlines the positive impacts of modern working practices. It also addresses the challenges of implementing modern working practices.

6.1 Positive impacts of modern working practices

The overwhelming majority of businesses regarded MWP as having positive impacts for both employers and employees, as well as possessing wider societal and economic benefits. These positive impacts were not considered by stakeholders to be specific to certain sectors, but common to all.

The responses to the survey show that businesses recognise the value of MWP to their organisation, their staff and the wider economy.

Figure 11: Value of modern working practices



Source: Mott MacDonald

This is supported by evidence collected from the literature review. For example, research conducted by Lloyds banking group in 2013 highlighted that over two thirds of UK small and medium sized enterprises (SMEs) offering MWP are seeing the benefits of doing so.[25] This is particularly relevant in Wales given that SMEs account for more than half of the total employment in the Welsh economy.

The remainder of this section considers these three types of benefits in turn.

6.2 Benefits to business

6.2.1 Staff satisfaction and productivity

Introducing MWP in the workplace is widely regarded as having a positive impact on employer-employee relations, which helps to create a positive working environment. This is endorsed by a 2012 CIPD report, which indicated that 72% of UK employers believed flexible working practices to have a positive impact on staff engagement, and 73% felt that this had a positive impact on employee motivation. [26]

With greater autonomy over their choice of hours, employees feel more trusted, respected and valued by employers, generating greater staff satisfaction. Stakeholders from the focus groups felt this improved staff satisfaction in turn leads to increased productivity. This is supported by research from the British Chambers of Commerce, in which 58% of SMEs reported improvements in productivity after offering employees flexible working patterns or leave arrangements. [27] In addition, a study conducted in 2016 on employees working in the Department of Transport and the Department for Business, Innovation and Skills found that 54% of respondents said that they were more productive as a result of flexible working arrangements. [28] Similarly, 49% of employers surveyed as part of the Fourth Work Life Balance survey noted a positive effect on productivity. An absence of policies that ensure a work-life balance leads to productivity losses due to long working hours, stress, fatigue or home to work spill over.[29]

When asked what the potential positive impacts of MWP on businesses would be, 32 out of 76 respondents (42%) mentioned staff productivity. As one respondent explained; *"Businesses benefit from the increased productivity and quality of work produced"*. This was furthered by another responded who stated *"flexibility allows people to work at times which are more productive for them"*. In addition, increase in staff engagement was mentioned by 17 of the 76 respondents (22%).

Increased staff productivity was the most commonly cited benefit of MWP by businesses in the online survey.

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[25] Business Matters (2013) Available at: http://www.bmmagazine.co.uk/in-business/smes-are-embracing-flexible-working-and-reaping-the-benefits/' [Accessed 16.11.16]

[26] CIPD (2012); 'Flexible working provision and uptake'. 1000 employers were surveyed. Available at: https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/provision-uptake-report [Accessed 16.11.16]

[27] British Chambers of Commerce (2007) Work and Life: How Business is striking the right balance

[28] Department for Transport and the Department for Business, Innovation and Skills (2016) 'Better ways of working' Available at https://www.vodafone.co.uk/cs/groups/public/documents/webcontent/pdf_bwow_dft_bis_final.pdf [Accessed 16.11.16]

[29] Yasbek, P. (2004): ' The business case for firm-level work-life balance policies: a review of the literature' Available at http://thehub.superu.govt.nz/publication/business-case-firm-level-work-life-balance-policies-review-literature-pdf [Accessed 16.11.16]

6.2.2 Recruitment

With regard to recruitment, offering opportunities for MWP enables employers to draw from a wider proportion of the workforce. A 2014 study conducted by Regus indicated that 72 % of senior workers surveyed believed that having a flexible working policy could help attract top talent.[30] Employers in the focus groups mentioned that new employees now had greater expectations around flexible working arrangements, and often measured employers' MWP opportunities against those offered by parallel companies. For example, one business spoke of how they had recently lost an employee to a competitor who was more willing to offer flexible hours. However, the survey provides a slightly confounding picture, as only 12 out of the 76 businesses (16%) thought that MWP had the capacity to attract a wider variety of staff. This suggests that either the impact of MWP on recruitment is not widely known or that businesses do think it has an impact. Given the evidence provided by the desk research and the focus groups, it is posited that it is the former.

6.2.3 Staff retention

Retaining good staff has a significant economic benefit given the high cost and disruption that staff leaving can cause. Analysis carried out by Oxford Economics found that on average, the cost to employers of replacing a single member of staff is more than £30,000. The two main factors making up this cost are:

- Logistical costs of recruiting and absorbing a new employee.
- The period of reduced productivity while new staff takes time to reach peak effectiveness.[31]

Stakeholders were also in agreement that enabling staff to work more flexibly led to the retention of valued employees. As a stakeholder from a Chamber of Commerce commented, *'the more flexibility you offer, the more likely you are to be able to retain your staff'*. In addition, stakeholders from small businesses stated it was financially unsustainable to provide large pay increases regularly but that offering greater flexibility was a way they were able to retain good staff. This is supported by research conducted by ACAS which suggested that offering MWP increased staff loyalty to the business.[32] Staff retention was also identified by businesses as a benefit in the online survey. 20 businesses (26%) highlighted staff retention as a positive outcome of MWP. This was the second most frequently citied benefit from survey respondents.

6.2.4 Reduction of overheads

MWP and agile working practices were considered to provide cost savings and reduce overheads. The Royal Society for the Encouragement of Arts, Manufactures and Commerce (RSA) estimates that the introduction of remote working could save up £650 per employee on an annual basis.[33] This was also identified as a benefit in the South Wales focus group in the strategic interviews but not in the survey. Only nine respondents (12%) identified reduction of overheads as a positive benefit. This also suggests that the impact of MWP on overheads needs to be more broadly advertised to the business community.

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[30] Regus (2013) 'Catch me if you can: Flexible working a key strategy in attracting and keeping top employees.' http://press.regus.com/united-states/staff-retention-report-2013 [Accessed 16.11.16]

[31] Oxford Economics (2014): 'The cost of Brain Drain. Understanding the Financial Impact of Staff Turnover February 2014' https://www.oxfordeconomics.com/my-oxford/projects/264283 [Accessed 16.11.16]

[32] ACAS (2015): 'Flexible working and work-life balance' http://www.acas.org.uk/media/pdf/j/m/Flexible-working-and-work-life-balance.pdf [Accessed 16.11.16]

[33] RSA (2013): 'The Flex Factor: realising the value of flexible working' https://www.thersa.org/discover/publications-and-articles/reports/the-flex-factor-realising-the-value-of-flexible-working [Accessed 16.11.16]

6.2.5 Absenteeism

Research indicates that MWP has a positive impact on reducing absenteeism. Given that the most common reasons cited for staff absence include stress induced illness and caring responsibilities, flexible working offers opportunities to circumvent these.[34] For example, BT, which operates one of the largest flexible working practices in Europe, has observed a 63% reduction in absenteeism amongst flexible workers.[35] This is supported by evidence from the focus groups, participants identified reduced absenteeism as a benefit of MWP, recognising that it permitted staff to maintain their caring responsibilities without having to take time off work.

6.3 Benefits to employees

6.3.1 Work-life balance

MWP have a positive impact on work-life balance. A number of research studies have indicated that a more agile and flexible work environment enables a better home life, improved personal relationships and better health. [36] In one study, 90% of employees noted the positive consequences of MWP in the workforce. [37] Work-life balance was the MWP employee benefit most commonly cited by survey respondents. 30 out of 76 respondents (39%) identified this as a benefit.

6.3.2 Meeting the demands of caring responsibilities

Although MWP have a positive impact on the entire workforce MWP are regarded by stakeholders as extremely valuable for those with caring responsibilities. Studies suggest that they are particularly beneficial for women, who continue to play a disproportionate role in childcare and domestic labour. [38] This was highlighted in both focus groups and by strategic interviewers as a positive benefit of MWP.

For example, one interviewee from a small business in the construction industry stated that their company offers a flexible 6 hour working day. This includes flexible start and finish times, enabling parents (and in particular women with children) to start from 9.15am and finish at 3pm. In their experience, this flexibility had proved to be extremely effective in attracting women to construction, resulting in 70% of females and 30% males engaging on site. The stakeholder concluded that enabling staff to work flexible hours opened up the pool of potential employees, and attracted the best talent to the construction industry. Moreover, they are currently placing 50% females and 50% males into apprenticeships, higher level roles and into the trade, and since launching, have up skilled over 4,500 young people and community members.

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[34] ACAS (2015): 'Managing absence. Available at: http://www.acas.org.uk/index.aspx?articleid=1566 [Accessed 16.11.16]

[35] Department for Business, Innovation and Skills (2012): The Fourth Work-Life Balance Employee Survey https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/32153/12-p151-fourth-work-life-balance-employee-survey.pdf [Accessed 16.11.16]

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6.4 Wider impacts

6.4.1 Address the skills shortage

A recent survey by CBI indicated that 39% of UK firms are currently experiencing difficulties in recruiting workers with advanced technical science, technology, engineering and maths (STEM) skills.[39] Research suggests that offering MWP can be a decisive factor in addressing the skills shortages in certain sectors, such as energy and the environment and ICT, by removing certain barriers and encouraging more women to enter these sectors.

Attracting more women into these sectors can have broader economic benefits: for example a 2013 survey by the European Commission suggested that if women held equal numbers of jobs in the ICT sector, then the European GDP could be boosted by € 9 billion annually.[40] In addition, a report in 2016 by the McKinsey Global Institute stated that 'the UK gender gap in work has the potential to create an extra £150 billion on top of business-as-usual GDP forecasts in 2025, and could translate into 840,000 additional female employees. In this scenario, every one of the United Kingdom's 12 regions has the potential to gain 5–8 percent in GDP'.[41]

However, there was a mixed view from stakeholders participating in this research as to how far MWP can go to address the skills shortage. Whilst the broad consensus from the strategic interviews was that MWP could help address this issue, the focus group participants were split. Generally speaking, participants felt that MWP could help address the skills shortage; however there were dissenters who felt MWP could not address the skills shortage because the implementation of MWP was ill-suited to the profession in the first place.

6.4.2 Carbon and congestion savings

Some participants from the strategic interviews and focus groups felt that working from home and flexi-time offers carbon and congestion savings. In addition, 10 respondents (13%) to the online survey made comments regarding the cost and time of commuting being reduced, or even eliminated, as a result of working from home or remote working. As one respondent highlighted, working from home "*reduces the stress often found by enforcing the typical 9 to 5 pattern, which often means the added stress of rush hour traffic*".

The carbon and congestion savings that can be derived from modern working practices aligns with the wider policy context in Wales where the Welsh Government has promoted the reduction of carbon emissions and taken steps to ensure that procurement delivers environment, social and economic benefits. This is evidenced through legislation such as The Environment (Wales) Act 2016 and the Wales Procurement Policy Statement.[42]

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6.5 Challenges of implementing modern working practices

Despite the growing prevalence of MWP in the workplace, it has generated some challenges for employers and employees.

6.5.1 Resistant attitudes

Although companies are often keen to articulate their MWP policies, stakeholders indicated a certain reticence amongst some managers to implement the practices. As one Chamber of Commerce representative commented, '*having a flexible working policy doesn't necessarily mean that individual bosses understand it in practice.*' Some managers want to continue the traditional five day working week, and there are discrepancies between different managers' approaches to MWP. In addition, some negative attitudes and misconceptions still surround the idea of working from home. This was articulated at both focus groups and during the strategic interviews, with one stakeholder from a large energy firm suggesting that there was still an impression that *'working from home equates to watching TV'*.

Interviewees from the energy and environment and financial and professional services sectors considered MWP to be a generational issue. They were of the opinion that more established businesses seemed less likely to adopt MWP as they may not have been so apparent when the business was first created. This thereby suggests an issue of organisations adapting to changing norms and values in society. As one interviewee from a medium sized energy firm suggested, *'organisations with a young work population and younger managers tend to be more agile'*. Start-ups in the ICT sector were regarded by some stakeholders as being more flexible than established businesses.

6.5.2 Difficulty in communicating

During the strategic interviews and the focus groups, businesses made reference to staff communication and how this can be jeopardised due to MWP. The hours and days that employees work can vary. Consequently, staff may be hard to contact. This issue is likely to be worse in the parts of Wales where there are poorer communication infrastructures (i.e. lack of Wi-Fi and mobile phone connections). They concluded that this can not only be detrimental to the individuals' ability to work, but also the wider team who are reliant on communicating with them.

6.5.3 Loss of team atmosphere

The working environment, social interaction and understanding the organisation's culture and ethos are all key elements of an individual's working day.

Stakeholders from all sectors were concerned that remote working could lead to staff isolation. For example, one small professional services business owner stated, *'if someone works remotely, they miss out on the interaction you get in an office environment. Lots of bonding in a team which can't be done when they're not there physically.*' Similarly, the lack of staff interaction and team support was the most commonly cited potential negative impact for staff; 14 out of 76 respondents (18%) mentioned this issue. One respondent made reference to the lack of conversations with employees, which could lead to employees feeling isolated as well as not up to speed with workplace matters.

Businesses from the focus groups also felt that loyalty to the employer could be affected because employees may not have strong personal ties to the business.

6.5.4 Risk of overworking

Concerns were also expressed that MWP and the ability to work remotely could lead to over-working and ultimately staff burnout. It was felt by some stakeholders that the increasing use of technology, such as smartphones or tablet computers, can place a greater onus on employees to work outside of office hours.

Working independently and balancing many different tasks can become more stressful for staff where there are no structures or limitations on working hours.

There were calls for restrictions to be put in place regarding excessive out-of-office working hours, as employers noted that employees required suitable downtime to ensure physical and mental wellbeing. These concerns were primarily voiced by those in the financial and professional services and the ICT sector.

6.5.5 Suitability of part time work

Some businesses engaged with the research were uncomfortable with job-sharing and part-time work. An industry representative felt that construction businesses were disinclined to employ part time workers, as there was a sense that successful project completion required staff employed on a full five day working week. One respondent from the construction sector stated "*site based / front line operations rely on long shifts and would need high number of staff to maintain the level of supervision needed*". This was the most frequently citied challenge in the survey, 17 respondents (22%) stated that issues with work patterns and requiring staff at certain times was a negative impact of MWP.

There was also a sentiment from some businesses that job-sharing and part-time working brought about additional costs for employers in terms of handover, inductions, and training.

6.5.6 Client expectations

Stakeholders raised the point that flexible hours outside of the traditional working week do not always align with the working hours of clients and that this can cause challenges with communication and service delivery. This was thought to be particularly prevalent in the ICT and professional services industries, where customers are increasingly demanding and have an expectation of an instant response. There was a sense from businesses in the focus groups that clients increasingly value personal interaction in business, which could be lost through remote working.

In addition, some stakeholders suggested that MWP can lead to the perception amongst clients that staff members are available for contact outside of regular office hours via email or website chat options (see section 6.5.4).

6.5.7 Infrastructure

Communication and infrastructure in Wales were also mentioned as challenges for remote working, since this form of working was more reliant on phone and broadband connection. Many parts of Wales currently experience limited mobile signal and slow internet speeds, and as one stakeholder noted, '*unless they can roll out [fast broadband] across Wales we're relying on a system that might not be there.*"

7 Effective implementation

This chapter sets out suggestions for effective implementation of MWP, as identified by businesses.

7.1 How to implement effective modern working practices

7.1.1 Communication and clarity

The majority of stakeholders identified effective communication between employers and employees as a way to mitigate some of the potential challenges around MWP and enable positive impacts to be realised. Communication between managers and staff about work load, expectations and progress of work are all considered crucial. As MWP can often mean that employees are not in the same space at the same time, communication is vital to ensure that deadlines are met and the work is done.

Businesses and Chambers of Commerce highlighted practical solutions to ensure that communication is effective. For example, if staff members are unable to meet together in a physical location, holding regular conference calls was a credible alternative. Other proposals were to offer opportunities for networking, having buddy systems to make sure staff members are connected and to insist on days when all staff are present in the office.

Stakeholders were of the opinion that employees need to become better informed about the choices available to them. For example, one stakeholder from the recruitment industry felt that if they were not particularly aware of flexible working practices, then it was doubtful that other workers would be informed. Greater information was required to ensure that MWP were not *'something people stumbled across'*. With regards to the survey results, results only working was the MWP that the fewest number of respondents were aware of; 33 out of 76 respondents (43%) had never heard of this practice. This implies that the less common forms of MWP need to be made more visible to organisations in Wales in order for them to be utilised to their full capacity and thereby benefit as many employees as possible.

7.1.2 Guidelines

Businesses did not believe that a formal policy was needed to implement MWP, this was especially true of smaller companies. However, there was a consensus that a set of guidelines should be in place to provide employees and employers with a framework. For example, one stakeholder remarked that *'if you're clear from the start about flexibility and that the work needs to be done then you shouldn't have any problems.'*

7.1.3 Culture

Challenging traditional perceptions that surround working practices was suggested as an important way of ensuring that MWP became more widely implemented throughout Wales. One participant in the research stated there was *'still a stigma'* surrounding MWP; another highlighted that *'education is key to getting people to understand it and get them out of the mind set of all staff need to work 9-5.'* Survey respondents were of the same opinion. Of the 76 respondents, 67 (88%) felt that changes to the working culture in Wales needed to occur in order for MWP to be perceived as the norm. This is supported by the strategic interviews and

focus groups. For example, one stakeholder suggested that currently there was *'a certain nervousness about the effectiveness of part time work; that the staff are not as committed.'* Another stakeholder felt that there was a perception amongst many organisations that, by working concentrated hours or a 4 day week, *'you're undermining your own opportunities for career development and wage increases.'* In the construction industry, one stakeholder argued that a predominance of large international firms in Wales had created a working environment where long hours were increasingly considered the norm. This style of working was considered to be detrimental to both staff wellbeing and business output, as *'working longer does not always equal working smarter'*.

7.1.4 Leadership

Stakeholders suggested that effective leadership and good management practices can ensure that MWP are implemented successfully. For example, managing workloads, not sending work emails after hours and checking in regularly with staff were all identified as important. Out of the 76 respondents, 12 (16%) thought that more efficient management was needed in order for MWP to be successfully implemented. As one respondent explained, organisations can feel as though they *"need better management, more training and new techniques for management"* in order for MWP to work. Another stakeholder from a medium energy company commented *'it's about managing work load rather than managing working practices.'*

Evidence from the focus groups concurs with the survey responses. Businesses at the focus groups felt that unless MWP was promoted and encouraged by senior leaders, it was unlikely to become more prevalent. In addition, focus groups reported that line managers and directors needed to fully understand the benefit of MWP in order for its benefits to be fully realised.

7.2 Supporting and enabling employers to implement modern working practices

7.2.1 Articulating the business case

Organisations need to be sure of the business case for MWP. This was a key finding from the engagement activities, with one stakeholder remarking *'if there is a business case, business will follow because their competitors will do so.'*

Businesses agreed that in today's highly competitive market, it was imperative to differentiate their organisation from others. Businesses disagreed as to whether the implementation of MWP can help to differentiate from the competition. For example, whilst one stakeholder commented that *'good practice is knowing your environment, innovating and developing your working culture'* another remarked that MWP will *'have little impact in helping me differentiate'*.

7.2.2 Case studies

Providing staff with examples of MWPs in other businesses and sharing good practice case studies was considered a way to encourage the uptake of MWP by businesses.

Stakeholders thought that providing positive case studies would enable managers to know the options available to staff and the benefits MWP would bring to employers. These case studies could be arranged by company size, with categories for small, medium and large enterprises, as well as by sector. One representative from a Chamber of Commerce suggested that for the case studies to be beneficial, businesses must regard the case studies as relevant to them: *'showing a manufacturer how an office benefits from flexible working won't work because they'll say 'well that won't work here'*. As one stakeholder from a utilities company commented, *'it's*

about making sure the audience perceives that MWP is something they could do, not something that happens 'elsewhere'".

7.2.3 Knowledge sharing and networking

Stakeholders identified business lobby organisations, trade bodies and third sector organisations as potential enablers to facilitate knowledge sharing through networking events. This is because businesses can discuss MWP in conjunction with other issues and use the time to network effectively. Such organisations can play an important role in encouraging the uptake of MWP.

Further to this, those stakeholders who had had previous interaction with Chwarae Teg considered it to be an extremely useful resource of information on MWP. For example, one stakeholder from a medium sized energy company commented '*I learnt a lot from [Chwarae Teg] networking about things like Agile Nation and things aimed at women*'.

7.2.4 Tailored practical support

Businesses felt that projects such as Agile Nation 2 should continue to tailor their support. Bespoke planning and management services are effective in helping businesses implement MWP.

In addition, there was a particular need highlighted for SMEs. Large organisations have the resources and capacity to implement MWP, but small businesses tend to find this much harder. One stakeholder from a small business cited that SMEs required greater support to develop their own guidelines on MWP, particularly since the legislation on MWP included '*complicated legal jargon which can make it hard to understand*'. Similarly, of the 19 (25%) survey respondents that did wish to receive such support, 15 were micro, small or medium in size.

8 Conclusion

The aims of this research were to:

- Identify perceptions and approaches to MWP.
- Identify the value and impacts of MWP.
- Identify new ways of working.
- Develop a roadmap for the future.

This section provides an overview of the key findings, segmented according to the aims above. The research will contribute to the growing body of literature of MWP, and be used by businesses, policy makers and Government to understand how the Welsh economy of the future can fully incorporate MWP.

8.1 Conclusion

8.1.1 Perceptions and approaches to modern working practices

Businesses tell us that flexible working and working from home are the most commonly cited examples of MWP whilst 'newer' MWP such as results only working (ROWE) are not widely understood or implemented by businesses.

Crucial to the approach to MWP is the size and sector of a business.

Small businesses are more likely to:

- Assess flexible working requests on a case-by-case basis.
- Have guidelines for MWP rather than a formal policy.
- Have fewer options for varied working due to staff capacity

In comparison, large businesses are more likely to:

- Have a formal policy on modern working in place.
- Have greater technological resources to facilitate agile working.
- Have greater options of MWP available to staff.

The sector a business belongs to is also an important variable. If a business belongs to a sector where site visits are commonplace, such as construction and energy and the environment, they are more likely to:

- View part time or remote working as inappropriate for their business.
- Have fewer examples of MWP being implemented.
- Consequently believe that MWPs overall are not generally suited to their sector.

In comparison, sectors where almost all of the work is conducted in an office environment, such as the ICT or financial and professional services industries, are more likely to:

- Utilise remote working for their staff.
- Identify and recognise the benefits of MWP.
- State that cultural barriers, such as expectations of employers and clients with regards long working days in the office, are the main obstacles for MWP to be "business as usual".

8.1.2 Value and impacts of modern working practices

The literature review identified a number of positive impacts on businesses, employees and the wider economy. In summary, these are:

Table 9: Benefits of modern working practices

Employer	Employee	Wider
• Staff satisfaction • Staff productivity • Recruitment • Staff retention • Reduction of overheads • Absenteeism	• Work-life balance • Meeting the demands of caring responsibilities	• Addressing the skills shortage • Carbon and congestion savings

Source: Mott MacDonald

The businesses engaged in the primary research of this study also recognised the value of MWP and the impact they can have on their organisation, their staff and the wider economy. Staff productivity and a greater work-life balance were the most commonly cited benefits of MWP by businesses. In comparison, the reduction of overheads and the benefits to employees in meeting the demands of caring responsibilities were less recognised.

Overall, the wider benefits of MWP were less likely to be recognised by businesses, perhaps as these benefits will not immediately or directly impact on them.

In order to increase the uptake of MWP, organisations need to further engage with businesses to:

a. increase understanding of MWP practices and how they can be beneficial
b. provide practical support to businesses in implementing MWP, and
c. focus on employer and employee benefits to persuade businesses of the benefits of MWP.

This support will be particularly important to SMEs that lack the staff capacity and resources of larger businesses.

This research sets out the baseline of understanding of MWP, amalgamating the evidence of impacts of MWP and setting out practical steps for further rollout of MWP. These next steps can help to ensure that MWP become the norm across Wales.

8.1.3 Identify new ways of working

Through the engagement activities, businesses did not identify any new ways of working not identified in the literature review. In fact, engagement demonstrated a lack of understanding of the full breadth of MWP. Familiarity with MWP is confined to a small selection of MWP such as flexitime, part time working and working from home. Going forward, education and engagement with businesses about the full range of MWP may help to increase uptake.

8.1.4 Develop a roadmap

The following chapter provides a roadmap to businesses seeking to implement and improve their modern working practices. The mitigations to the challenges of MWP outlined in chapter six has been supplemented with desk research of best practice. This has created five broad themes to enable businesses to move forward with MWP. These themes are:

- Clarity, communication and culture
- Leading by example
- Equality of access and opportunities
- Enabling infrastructure
- Continuous improvement

9 Roadmap

Clarity, communication and culture

A clear policy or set of guidelines for modern working practices will ensure the system is transparent, consistent and fair. This helps staff understand the options available to them and assists managers in dealing with requests for flexible working and helps set out the commitment towards changing the traditional workplace culture.

Ensure that:

- There is a written policy or set of guidelines to help guide staff and managers in implementing modern working practices.
- Policies and approaches are tailored appropriately to the sector in which you operate, the size of your workforce and your geographical location.
- Policies and approaches are communicated to all staff so that the system is perceived is open and fair.
- Managers understand how to adhere to the guidelines and are prepared to implement them in a consistent way.
- A culture of trust and respect is fostered within the team.
- Modern working practices are understood and accepted within the team.

Do this by:

- Undertaking consultation and engagement with staff to understand their needs.
- Undertaking consultation and engagement with managers and leaders to understand their requirements and client expectations.
- Reviewing geographical and sectoral limitations and opportunities and make sure guidelines are based on what is practical for your business circumstances.
- Providing training on implementing the policies.
- Ensuring the policies are widely communicated internally, with any exemptions (e.g. based on health and safety, client or industry requirements) clearly stated. Disseminate the policy to new starters and make available during the recruitment process.
- Communicating with the team about how they can request flexible working and what will be expected of them.

Consider:

- **Different modern working practices will be relevant for different businesses and organisations.** It is important to put in place guidelines which work for your business, managers and staff. Preparatory work is required to get this right.
- **Business and staff needs change.** As such it will be necessary to review modern working policy practice guidelines to maintain their relevance and applicability.
- **What modern working practices are suitable for your employees.** Multi-disciplinary organisations may need to include sector-specific policies.
- **Running a 'pilot' of modern working practices within one team or service is area.** This could help to iron out potential challenges and demonstrate a business case for wider rollout.
- **Culture and behavioural change doesn't happen overnight,** but even small changes can make a difference.
- **For small businesses:** There may be fewer opportunities for varied working patterns due to staff capacity. Where this is the case clear communications and transparent around decision criteria can help to avoid negative reactions.

Leading by example

Effective leadership is critical to ensuring a consistent and appropriate approach to modern working practices. Leadership is required to provide support to managers, raise awareness and ensue implementation challenges are overcome.

Ensure that:

- Leaders and managers understand the benefits of modern working practices.
- There is buy-in and support from senior leaders.
- Leaders demonstrate commitment to implementing modern working practices and apply policies consistently across the workforce.
- Managers are provided with the chance to share concerns openly, this will help to identify real challenges and possible solutions.

Do this by:

- Delivering presentations on the case for modern working practices highlighting the positive impacts. Provide signposting on resources available e.g. employer support through Chwarae Teg's Agile Nation 2 project and consider providing a virtual or actual depository for resources.
- Encouraging male and female leaders to speak positively about modern working practices, promote the benefits and act as case studies for how to work in a flexible way.
- Ensuring modern working practices are on the leadership agenda.

  Providing a named contact or 'champion' for modern working practices.
- Providing training and education on measuring staff by outputs and achieving agreed outcomes rather than on presenteeism or long hours.
- Having feedback sessions and being open to feedback from managers on MWP, addressing any concerns and offering opportunities to adjust and change working practices in response to identified challenges.
- Encouraging managers to address staff challenges and concerns promptly and directly to avert negative perceptions.
- Ensuring training includes the need to consider modern working practices at strategic and team level so that here are always sufficient resources to deliver and meet client demands.

Consider:

- There may initially negative perceptions of flexibility from senior leadership and management. It is important to think what approaches will work best for your organisation.
- Early planning can provide some opportunities to flex working patterns whilst retaining sufficient resources.

Equality of access and opportunities

All staff need to feel that they have an equal opportunity to work in a more flexible and agile way and this should be built into the modern working practices guidelines. Similarly staff need to feel valued and supported regardless of their working pattern or location, with performance managed on outcomes.

Ensure that:

- Staff are connected and engaged regardless of where they are working.
- Teams can collaborate and work together regardless of where they are working.
- Employees feel that modern working practices are applied fairly to all members of staff.
- Performance is assessed by looking at outcomes not hours worked.
- People are treated as individuals with individual needs.
- Staff who utilise modern working practices are not portrayed as less ambitious.

Do this by:

- Creating networking opportunities and buddy systems to ensure staff feel connected.
- Bringing together all team members for work and social functions.
- Maintaining regular communication with 'check ins' on remote workers.
- Having one regular day when everyone is in the office.
- Making sure meetings are organised to maximise participation by all and structured to get the most out of valuable team time.
- Using technology. Share calendars so everyone knows where team members are. Provide remote workers with a laptop with remote intranet access.
- Making modern working practices an option for every team member. Follow the policy to ensure consistency is applied in decision-making, explaining how and why decisions are made.
- Have regular, mandatory 1:1s with staff working in a flexible or agile fashion to discuss their progress and development. Feedback to staff about whether they are achieving their goals.
- Initiating team discussions around modern working practices. Encourage everyone to think how working flexibly could improve their productivity.

Consider:

- **Rewarding outcomes that were met because of modern working practices.** For example if a deadline is met because staff were willing to swap around their works and work longer one week in order to meet the required deadline. Showcase the successful case study to demonstrate how it works in your team.
- **Some may need more supervision than others.** This is not because they can be trusted less; they may be undertaking a new task or working on a new client necessitating more guidance. Or they may need advice on how to make action flexible working in practice.

Enabling infrastructure

Availability of supporting systems and technology are key enablers for flexible working.

Ensure that:

- All team members have access to relevant documents regardless of location.
- The use of technology is utilised to stay in contact with colleagues and potentially also clients.
- All staff are able to and comfortable with using new technology and software.
- Information security risks associated with remote working and cloud services are monitored and mitigated.
- Where possible staff are provided with a laptop and remote intranet access so they can access all their emails and files as if they were in the office.
- Efforts are undertaken within the office to introduce changes to enable staff to work in a more agile fashion.

Do this by:

- Utilising team shared drives and other online collaboration tools.
- Utilising teleconferencing and instant messaging software to connect with colleagues in other locations.
- Offering training and upskilling for workers less comfortable with using new technology.
- Undertaking information security audits to ensure that software and documents are secure. Use firewall software to improve internet security.
- Setting out clear guidelines on appropriate remote working for example ensuring that when staff are working remotely they only undertake confidential work in private spaces.

  Undertaking a review of the physical office environment to explore opportunities to work away from a set desk e.g. consider introducing hot desks alongside a clear hot desking policy for staff working away from their base location.

Consider:

- **Is your business located in remote areas or areas with limited broadband?** This may affect which modern working practices are suitable. For example if remote working is not currently possible, look at opportunities for staff to have flexibility in hours worked instead.
- **Remote equipment and more flexible working patterns could lead to an implicit expectation about working outside of office hours.** It is worth introducing or reinforcing existing guidelines around acceptable working hours and encouraging staff to 'switch off' work phones and laptops outside of working hours so that they are not overworking.
- **In some sectors customers are increasingly expecting instant responses from businesses.** The use of laptops and remote working has the potential to create a perception that staff are available for clients to contact outside of regular office hours via email or website chat options. Managing client expectations and clear guidelines around availability and working hours are likely to be an important consideration to prevent this potential issue.
- **For smaller businesses:** If budget for laptops is an issue team laptops can also be shared or prioritised based on need.
- **For smaller businesses:** where it is not feasible to keep the office/business facilities open for longer consider making greater use of working from home and remote working.

Continuous improvement

Monitoring and evaluating your efforts to implement modern working practices can help to demonstrate positive impacts and identify potential areas of improvement

Ensure that:

Your business considers undertaking an evaluation of the impacts of modern working practices through monitoring of recruitment, retention, staff wellbeing, and staff diversity.

Do this by:

Using the most appropriate indicators for your business to monitor impact:

- Track employee take-up of flexible work options
- Monitor leave usage – type of leave taken, leave patterns and level of unscheduled absences
- Turnover - the level of employee turnover, reasons for leaving as presented in exit survey and reduced costs – particularly for higher-level or more experience employees leaving
- Increased level of employee commitment, motivation and job satisfaction through employee feedback surveys
- Return rates from maternity or shared parental leave, duration of service after return from maternity or shared parental leave
- Greater workforce diversity monitored through the workforce profile
- Recognition as a preferred employer - attracting quality applicants for positions: the number of applicants for positions that met the level of knowledge and skills in the position description; number of enquiries for

Monitoring these indicators by sub groups such as age, gender, or seniority will more clearly identify any potential work-life balance issues and areas for future focus and improvement.

Consider:

Smaller businesses: If your business does not have the capacity to undertake a full evaluation or monitoring exercise consider administering a short 'pulse' survey to all staff on their views, experiences and opinions modern working practices to identify impacts and changes required in the future.

Note that some of the identified impacts associated with modern working practices might be longer term and realised over a long time frame. This should be considered when evaluating savings against investment over a short term period.

Appendices

A. Bibliography 47
B. Online survey 50

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Gatrell, C.J. et al. (2014): 'Parents, Perceptions and Belonging: Exploring Flexible working among UK Fathers and Mothers'

Government Equalities Office (GEO) (2013): 'Women and the Economy'

GEO (2013): 'Women and the Economy'

GEO (2014): 'Think, Act, Report - Mending the Gap'

GEO (2015): 'Closing the Gender Pay Gap Government Consultation'

GEO (2015): 'Mending the talent gap'

Griffiths, M. & Moor, K. (2010): 'Disappearing Women: A Study of Women Who Left the UK ICT Sector indicative'

HM Government (2011): 'Consultation on Modern Workplaces'

Institute of Leadership and Management (2011): 'Ambition and gender at work'

Institute of Public Policy Research (2014): 'Women and Flexible Working'

Jacobs, A.W. and Padavic, I. (2015): 'Hours, Scheduling and Flexibility for women in the US Low-Wage Labour Force'

Joseph Rowntree Foundation (2016): 'How flexible hiring could improve business performance and living standards'

Lyonette, C. et al. (2010): 'We both need to work'

Mitie (2013): 'Making Agile working Work For You'

McKinsey Global Initiative (2016) 'The power or parity, advancing women's equality in the United Kingdom.'

My Family care (2013): 'Work and Family: A comprehensive guide to becoming a family-friendly employer'

Plantenga, J. and Remery, C. (2010): 'Flexible working time arrangements and gender equality: A comparative review'

Royal Institute of Chartered Surveyors (2009): 'Property in the Economy – Agile working'

RSA (2013): ' The Flex Factor: realising the value of flexible working'

Smithson, J. & Stokoe, E.H (2005): 'Discourses of Work- Life Balance: Negotiating 'Genderblind' Terms in Organisations'

The Bevan Foundation (2012): 'Women, work and the recession in Wales'

UK Commission for Employment and Skills (UKES) (2011): 'Gender and skills in a changing economy'

Van Wanrooy et al. (2011): 'The 2011 Workplace Employment Relations Study First Findings'

Welsh Assembly Government: (2015): 'The Sectoral Approach Explanatory Note'

Women Adding Value to the Economy (2014): 'Woking Patterns in Wales: Gender, Occupation and Pay'

Working Families (2008): 'Flexible working and performance'

Working Families (2012): 'Happy Homes and Productive Workplaces'

Working Families (2012): 'Finding Flexibility: parents of disabled children and paid work'

B. Online survey

B.1 Survey methodology

The online survey of Welsh businesses was undertaken from 19 August 2015 to 19 September 2016.

The survey was initially coded so that respondents had to say they worked in one of the nine priority sectors to continue. However, this yielded a number of respondents who did not identify with one of the priority sectors and therefore did not answer the following questions. On 8 September the survey was adapted so that respondents who did not check one of the nine priority sectors were able to answer the rest of the survey. In total, the survey had 139 respondents. Of those 139 respondents, 76 respondents answered further than the first question on which sector they belonged to.

The survey was available in both English and Welsh.

B.2 Copy of survey

Chwarae Teg

Chwarae Teg: Online survey

Please select language/Dewiswch iaith:

- English
- Cymraeg

Thank you for participating in our survey. Your answers will provide us with valuable insight into today's workplace and opportunities for the future of modern working practices in Wales.

This survey will take around 10 minutes to complete.

How will my responses be protected?

Your responses to the questionnaire will be treated confidentially.

Responses and comments will be collected, aggregated and reported anonymously. No individuals will be identifiable or their comments attributable within published research outputs.

The information collected will help uncover the benefits of and barriers to the implementation of modern working practices (including flexible working) in Wales.

Where this icon ? appears, hover over this to see a definition to assist you in completing this survey.

To what sector does your business/organisation belong?
(*Please tick one box only*)

- Advanced materials and manufacturing
- Energy and the environment
- Food and farming
- Information and communication technologies (ICT)
- Creative industries
- Life sciences
- Tourism
- Construction
- Financial and professional services
- None of the above

You said that you worked within the {Q1} sector - If you would like to specify which part of this sector you work in, please do so in the text box below:
(*Please write in below*)

Which sector do you work in?
(*Please tick one box only*)

- ◯ Public sector
- ◯ Private sector
- ◯ Third/voluntary sector

What size is your business/organisation?
(*Please tick one box only*)

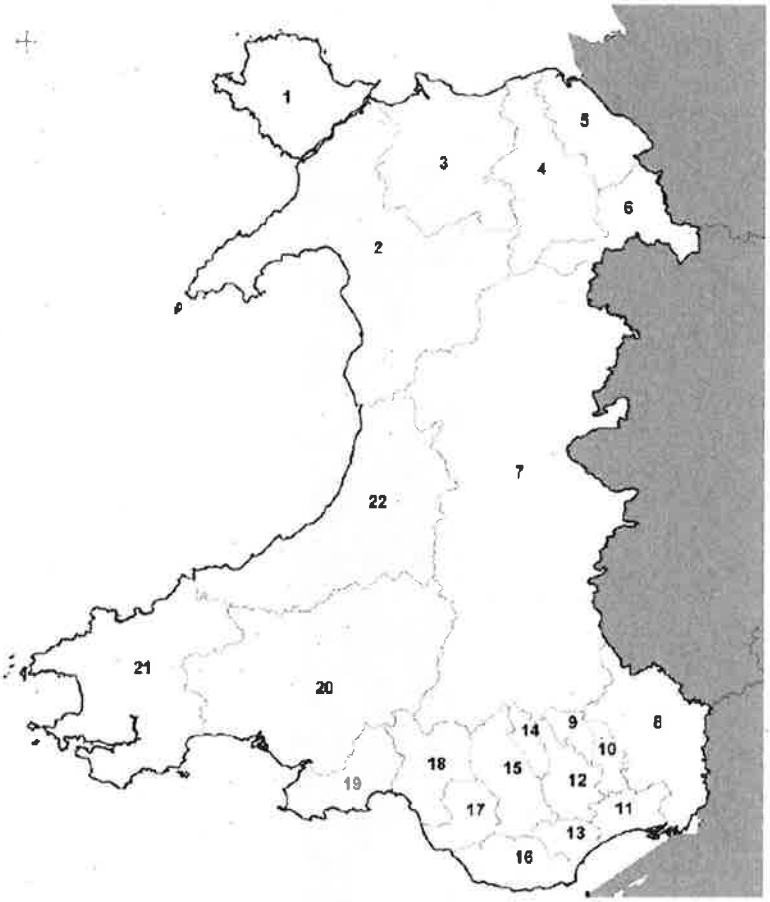
- ◯ Micro (1-9 employees)
- ◯ Small (10-49 employees)
- ◯ Medium (50-249 employees)
- ◯ Large (250+ employees)

What is your job role?
(*Please tick one box only*)

- ◯ Human resources
- ◯ Office manager
- ◯ Business owner
- ◯ Other (*please specify*)

Other (*please specify*)

Which area are you primarily based in?
(Please click and select your area on the map below)



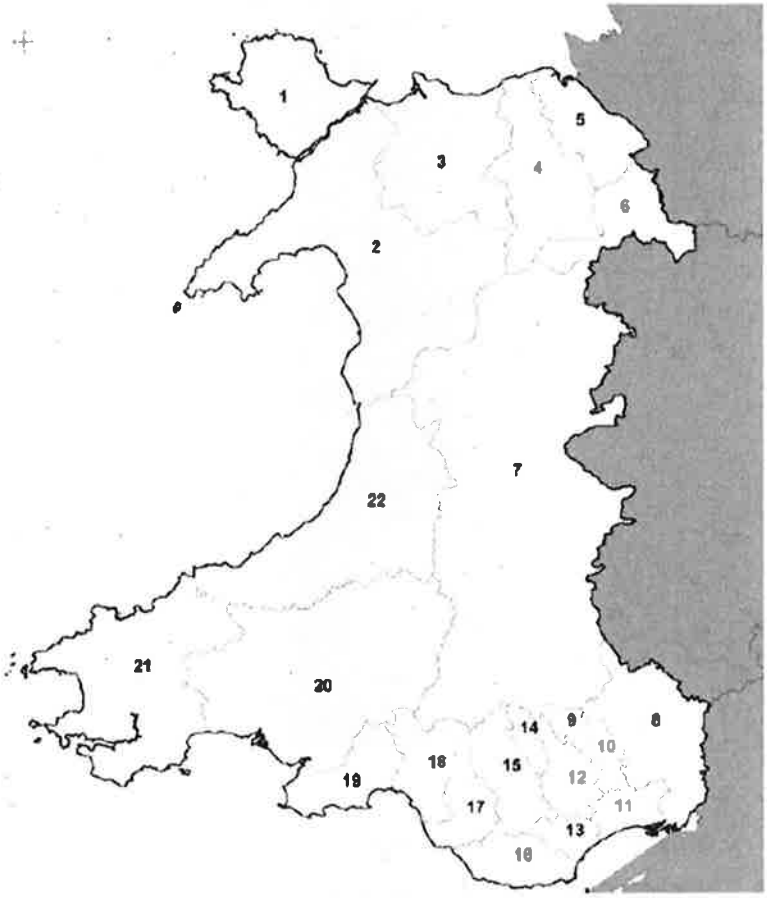
Key

1) Isle of Anglesey	7) Powys	13) Cardiff	19) Swansea
2) Gwynedd	8) Monmouthshire	14) Merthyl Tydfil	20) Camarthenshire
3) Conwy	9) Blaenau Gwent	15) Rhondda Cyon Taf	21) Pembrokeshire
4) Denbeighshire	10) Torfaen	16) Vale of Glamorgan	22) Ceredigion
5) Flintshire	11) Newport	17) Bridgend	
6) Wrexham	12) Caerphilly	18) Neath Port Talbot	

Does your business/organisation have other bases outside of this location?
(*Please tick one box only*)

- ◯ Yes
- ◯ No

Which area/s are these other bases located within?
(*Please click and select the areas on the map below, you may select more than one area*)



Key

1) Isle of Anglesey	7) Powys	13) Cardiff	19) Swansea
2) Gwynedd	8) Monmouthshire	14) Merthyl Tydfil	20) Camarthenshire
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6) Wrexham	12) Caerphilly	18) Neath Port Talbot	

Understanding of modern working practices

Modern working practices is an umbrella term used to describe ways of working which are different to the conventional full time nine-to-five, five days a week working pattern.

For each of the following types of modern working practices, please tick the relevant box to describe your awareness of these:
(*Please tick one box only per row*)

	I know what this practice is and I know of it being used	I know what this practice is but I don't know of it being used	I have never heard of this practice
Part-time ?	○	○	○
Flexitime ?	○	○	○
Compressed hours ?	○	○	○
Annualised hours ?	○	○	○
Term-time working ?	○	○	○
Structured time off in lieu ?	○	○	○
Career break ?	○	○	○
Job-sharing ?	○	○	○
Varied-hours working or time banking ?	○	○	○
Hot desking ?	○	○	○
Mobile working ?	○	○	○
Working from home ?	○	○	○
Results-only working ?	○	○	○

Experience of modern working practices

You indicated that you are familiar with the following types of modern working practices.

To what extent, if any, are these currently used within your organisation?
(Please tick one box only per row)

	This is widespread and is used by all employees across my organisation	This is sometimes used by employees across my organisation	This is rarely used by employees across my organisation	This is only used by certain sections of the workforce in my organisation	This is not used in my organisation
Part-time	○	○	○	○	○
Flexitime	○	○	○	○	○
Compressed hours	○	○	○	○	○
Annualised hours	○	○	○	○	○
Term-time working	○	○	○	○	○
Structured time off in lieu	○	○	○	○	○
Career break	○	○	○	○	○
Job-sharing	○	○	○	○	○
Varied-hours working or time banking	○	○	○	○	○
Hot desking	○	○	○	○	○
Mobile working	○	○	○	○	○
Working from home	○	○	○	○	○
Results-only working	○	○	○	○	○

Please provide further details on which sections of your workforce use Part-time working :
(Please write in below)

Please provide further details on which sections of your workforce use Flexitime working:
(Please write in below)

Please provide further details on which sections of your workforce use Compressed hours:
(Please write in below)

Please provide further details on which sections of your workforce use Annualised hours:
(Please write in below)

Please provide further details on which sections of your workforce use Term-time working:
(Please write in below)

Please provide further details on which sections of your workforce use Structured time off in lieu:
(Please write in below)

Please provide further details on which sections of your workforce use Career break:
(Please write in below)

Please provide further details on which sections of your workforce use Job-sharing:
(Please write in below)

Please provide further details on which sections of your workforce use Varied-hours working or time banking:
(Please write in below)

Please provide further details on which sections of your workforce use Hot desking:
(Please write in below)

Please provide further details on which sections of your workforce use Mobile working:
(Please write in below)

Please provide further details on which sections of your workforce use Working from home:
(Please write in below)

Please provide further details on which sections of your workforce use Results-only working:
(*Please write in below*)

Does your organisation have a strategy or company policy in place to implement modern working practices?
(*Please tick one box only*)

- ◯ Yes
- ◯ No
- ◯ Don't know

Have you received any support to improve your policies on modern working practices?
(*Please tick one box only*)

- ◯ Yes
- ◯ No, but I am interested in receiving support
- ◯ No, and I'm not interested in receiving any support

Please provide details of the support you have received:
(*Please write in below*)

Please provide details of any support you would be interested in receiving:
(*Please write in below*)

Effectiveness and appropriateness of modern working practices

How appropriate, or not, do you think the following types of practices are for your sector?
(*Please tick one box only*)

	Very appropriate	Appropriate	Appropriate but only in certain circumstances	Not appropriate	Not appropriate at all
Part-time ?	◯	◯	◯	◯	◯
Flexitime ?	◯	◯	◯	◯	◯
Compressed hours ?	◯	◯	◯	◯	◯
Annualised hours ?	◯	◯	◯	◯	◯

Term-time working	○	○	○	○	○
Structured time off in lieu	○	○	○	○	○
Career break	○	○	○	○	○
Job-sharing	○	○	○	○	○
Varied-hours working or time banking	○	○	○	○	○
Hot desking	○	○	○	○	○
Mobile working	○	○	○	○	○
Working from home	○	○	○	○	○
Results-only working	○	○	○	○	○

Please provide further details:
(*Please write in below*)

Value of modern working practices

Can you identify any potential positive impacts of modern working practices for businesses?
(*Please write in below*)

Can you identify any potential positive impacts of modern working practices for employees?
(*Please write in below*)

Can you identify any potential negative impacts of modern working practices for businesses?
(Please write in below)

Can you identify any potential negative impacts of modern working practices for employees?
(Please write in below)

Beyond your organisation, how widespread do you think modern working practices are in Wales?
(Please tick one box only)

- ◯ Modern working practices are commonplace in Wales
- ◯ Certain types of modern working practices are commonplace in Wales
- ◯ Modern working practices are not commonplace in Wales
- ◯ Don't know

Overall, do you think that modern working practices are valuable to the Welsh business environment?
(Please tick one box only per row)

	Valuable	Sometimes valuable	Not valuable	Don't know
Businesses	◯	◯	◯	◯
Employees	◯	◯	◯	◯
The wider economy	◯	◯	◯	◯

In your view, what changes would be required to enable MWP to become the norm in Wales and specifically the sector you work in?
(Please tick all that apply)

	In Wales	Specifically in my sector
Changes to working culture	☐	☐
Changes within businesses	☐	☐
Changes to employees expectations	☐	☐
None	☐	☐

Please provide further details:
(*Please write in below*)

Do you have any further comments on modern working practices in Wales?
(*Please write in below*)

Thank you for taking the time to participate in this survey, our research focuses only the sectors outlined in question one. If you have any comments or would like to speak to a member of the research team, please contact Frances Parrott at frances.parrott@mottmac.com.

To send your response, please click the 'Submit' button below.

We would be grateful for an opportunity to discuss with you your perceptions of modern working practices in more depth. We will be conducting focus groups with businesses from different sectors within the next month.

Would you be willing to be contacted to take part in a focus group to discuss issues covered in this questionnaire?
(*Please tick one box only*)

- ◯ Yes
- ◯ No

If Yes, please provide the following details:
(*These will only be used for the purpose of contacting you regarding participation in a focus group*)

Your Name:	
Name of the Organisation:	
Email Address:	
Phone Number:	

Thank you for participating in this survey. If you have any comments or would like to speak to a member of the research team, please contact Frances Parrott at frances.parrott@mottmac.com.

To send your response, please click the 'Submit' button below.