

Hybrid Working Policy

The Hybrid Working Policy sets out the amount of working time required to be from a Whitbread office to ensure a fair and consistent approach across all hybrid working team members. This arrangement does not change the terms of team members employment contract, which stipulates that all contractual working hours are based from a set location (Whitbread Court, Chiswell Court, Holborn). The policy has been formed based on feedback, ideas from our teams, learnings from other organisations and to support in achieving our strategic ambitions.

This policy does not form part of the contract of employment and may be amended or withdrawn (in whole or in part) at any time.

Who is this for?

This policy applies to:

- All hourly paid and salaried team members based at UK Support Centre with locations of Whitbread Court, Chiswell Court and Holborn.

This policy does **not** apply to the following **UK Support Centre** team members:

- Field or Nationwide based
- Where it remains a material condition of the role that the work carried out is from a fixed location e.g. call centre or helpdesk teams where specialised equipment and facilities are required.
- Where an existing formal flexible working arrangement is in place.
- Those on long-term absence (e.g. Sickness, Maternity, Parental leave).

Why is this important?

Truly effective teams need to be together. It is easier to learn, to model and strengthen our culture when we are together. It is especially true for new joiners, but equally true for people across all tenures. Our approach to hybrid working will create an environment for individuals, teams and the wider business that will foster and create:

- Greater collaboration and innovation
- Energy and pace in delivery tasks and requirements
- Building and retention of key relationships, especially for new starters and returners
- Building understanding of career progression opportunities within Support Centre
- Stronger connection between Operations and Support Centre

As hybrid working is a form of flexible working, that does not alter the contractual term or requirement to work all working days in the set location, this policy will be reviewed on an annual basis. This is to ensure that any arrangement remains relevant and effective for team members and the organisation as a whole and may mean that it is amended or withdrawn (in whole or in part) at any time.

Separately, there are other types of flexible working arrangements and policies (such as formal [flexible working](#) requests or amended hours) that may be relevant, and they are dealt with separately and do not form part of this policy.

When does it apply?

This policy applies when there is agreement between a line manager and team member (as outlined in the **Who is this for?** section above), that a hybrid working arrangement suits the requirements of team member's role and/or broader team.

Failure to follow this policy, including line managers not managing this within their teams and the arrangements agreed between team members and line managers, will be deemed as a serious breach and may result in disciplinary action. As referenced in the **What makes it work?** section there will be responsibilities for both line managers and team member to ensure it is being applied correctly.

The criteria and conditions for hybrid working are:

FULL TIME	PART TIME
<p>Three days in a Whitbread office and two flexible days.</p> <p>The two flexible days are for team members and line managers to agree where they need to be to fulfil their role that week. These could be at: a site, with a supplier, at the office, at home or a combination of all four.</p>	<p>60% of working days per week from a Whitbread office and 40% of working days per week flexible days. The flexible days are for team members and line managers to agree where they need to be to fulfil their role that week. These could be at: a site, with a supplier, at the office, at home or a combination of all four.</p> <p>This must be achieved over a four-week period using the following rounded formula:</p> <ul style="list-style-type: none"> • Contracted days of 1 day a week = expected in the office 2 days over a four-week period. • 2 days a week = expected 5 days over four-week period • 3 days a week = expected 7 days over four-week period • 4 days a week = expected 10 days over four-week period • 5 days a week = expected 12 days over four-week period
ALL	
<p>"Whitbread Office" is defined as: Holborn, Chiswell Court, Whitbread Court and our office in Germany. The majority of days worked in the office should be from the location as outlined in the team members employment contract.</p> <p>Working in the office is for the full normal hours of work per day i.e., full days unless the team member is part-time where it is the contracted shift pattern.</p> <p>There may be occasions, business requirements or roles that mean the minimum requirements do not apply and that more days in the office are required either on occasion or more regularly. This can be requested and enacted at any time without any specific notice provided.</p> <p>When working from the office, team members must ensure they obtain and use security passes to enter the buildings they are working in as this is one of the mechanisms used to</p>	

measure adherence to the policy. In addition, any other relevant procedures must be followed where applicable for example:

- Registering car details for use of car parks
- Safety and security procedures such as one-way systems, fire evacuation points, security of IT equipment etc.

In the event of a bank holiday, team members should still be in the office for at least three days* per week. Days working together in the office always take priority.

In the event of annual leave, team members should still be in the office for any remaining working days in the week, even if they are fewer than the three required. Days working together in the office always take priority.

In the event of sickness absence, team members should still be in the office for any remaining working days in the week if you are well enough to work, even if they are fewer than the three required. Days working together in the office always take priority.

In the event of training or study leave, team members should still be in the office for any remaining working days in the week, even if they are fewer than the three required. Days working together in the office always take priority.

*or equivalent formula for part-time team members as outlined above.

Offsite whole day meetings or events are not included in the minimum number of days worked in the office and form part of the two flexible days.

The **Applying Hybrid Working Policy** section below gives guidance on how to apply the policy through some worked examples.

Find out more about applying [Hybrid Working](#) arrangements. Refer to the [Flexible Working policy](#) for other types of working that can also be considered.

Applying Hybrid Working Policy

What makes it work?

The table below sets out the expectations of functional leadership, line manager and team member and includes the frequency of actions that need to be completed:

HEAD OF FUNCTION/DEPARTMENT

Accountable for:

- Proactively plan the week(s) ahead and regularly review working pattern compliance using the relevant documents.
- Monitoring overall use of the policy for their function/department and ensuring that line managers apply it fairly and consistently. This will be by reviewing the Hybrid Dashboard sent by facilities on a monthly basis that shows when team members have been present in the office through use of their security passes.
- Ensuring that opportunities for working collaboratively and together are fully utilised.

Responsible for:

- Working with line managers to understand, assess and resolve any areas of non-compliance to the policy and/or the accountabilities and responsibilities the line manager has to ensure it is being adhered to. This could be by instigating investigation/disciplinary proceedings for persistent breaches of the requirements as laid out in this policy for both the team member and line manager.

LINE MANAGER

Accountable for:

- Proactively plan the week(s) ahead and regularly review working pattern compliance using the relevant documents.
- Carefully assessing the requirements for the roles in their team against the principles outlined in this policy.
- Ensuring hybrid working is offered to relevant team members fairly and consistently.
- Ensuring the detail of this policy is followed by each team member it applies to.
- Acting upon any cases of non-compliance to the requirements as set out in the policy. This could be by instigating investigation/disciplinary proceedings for persistent breaches of the requirements as laid out in this policy.
- Supporting team members with circumstances or scenarios that may mean it is not possible to meet the minimum standard.
- Reviewing the Hybrid Dashboard sent by facilities on a monthly basis to review their teams' office attendance over the 4-week period. The 'People to Check' tab highlights anyone who has not been in the office consistently across the period.
- If a team member has flagged in the data, line managers are accountable for actioning follow-up conversations to understand if there are any known valid reasons for why they have not come in consistently across the 4-week period:
- If there are 'one-off' valid reasons that the team member has been prevented from coming in consistently across the 4-week period which have proactively been

discussed and agreed e.g., travel disruption, adverse weather, car broken down etc. then no further action is required

- If there are 'on-going' valid reasons e.g., of a medical nature, line managers should follow up with HRBP to progress a temporary or permanent formal flexible working agreement for approval from ExCo Member and Chief People Officer
- If there are 'no' valid reasons for non-compliance to the Hybrid policy, then line managers may need further support to ensure adherence to the policy such as an investigation which the HRBP can support with.

Responsible for:

- Ensuring that team members are aware of occasions when the hybrid working policy will not apply or there is a business requirement for them to be in more frequently than the policy.
- Ensuring that team members are aware of and adhere to their responsibilities and duties whilst working in the office and elsewhere. This includes but is not limited to use of the security pass to enter the office and attendance in the office in line with this policy.

TEAM MEMBER

Accountable for:

- Meeting the standards and following the procedures and processes as outlined in this policy.
- Obtaining and using the security pass to enter the office.
- Attending the office in line with the requirements as set out in this policy.
- Agree with your line manager the plan for the week(s) ahead. Discuss any areas that might require support to be able to meet the policy before it occurs. This is so the line manager can look at the scenario and establish if any support or changes are needed to help meet it or to acknowledge and record that it is an exemption to be aware of if the team member appears on any subsequent compliance reporting.

Responsible for:

- Following other related and associated policies such as the [Expenses policy](#), where required.

Approaches for full-time team members and part working weeks

When starting from a position that days working together in the office always take priority., in the event of a bank holiday, holiday or sickness absence, team members should still be in the office for at least three days*. Some examples:

Team member has two days of annual leave following a bank holiday and is back to work on the Thursday:

Day	Scenario	Policy
MON	Bank Holiday	Not at work
TUE	Annual Leave	

WED	Annual Leave	
THU	Normal working day	Day in the office
FRI	Normal working day	Day in the office

Because the policy is that days working together in the office is the priority, the team member would be expected to be in the office for the remaining days of that week even though there are only two days left in the week.

Team member has two days of sickness after having worked from the office on the Monday:

Day	Scenario	Minimum standard
MON	Normal working day	Day in the office
TUE	Sickness	Not at work
WED	Sickness	Not at work
THU	Normal working day	Day in the office
FRI	Normal working day	Day in the office

The team member would be expected to work the rest of the week from the office if they are well enough to work.

*or equivalent formula for part-time team members as outlined above.

Updates to this policy

Published September 2023

Last updated September 2023

- Policy updated to reflect changes in the criteria and conditions for hybrid working, in particular the required number of days in the office and the two flexible days and different scenarios that may arise.
- "Why is this important statement" updated to reflect the aims and objectives of working together more.
- "What makes it work" section updated to include new accountabilities for Head of function/department and line manager to proactively plan the week(s) ahead with team members. For team members, revisions include accountability for agreeing with line managers the plan for the weeks ahead.
- Scenarios updated in the "Approaches for full-time team members and part working weeks" section.

Previous update December 2022

- Approaches for full-time team members when in a part-working week
- Definitions for part-time team members on calculations of a 40% working week
- Approaches for on/off site team days
- Guidance for line managers on adherence to the policy
- The hybrid planner, which was introduced primarily as a way for team members to plan the best days to collaborate with each other as requested, will no longer be required to be updated and references to its use have been removed.

August 2022

- More detail added on what team members are required to do to adhere to the policy.
- Accountabilities and responsibilities of Head of Function/Department and Line Manager updated to include the tools available to measure effective use of the policy. Detail added about actions to take for persistent breaches of the requirements laid out in the policy.
- Further exception for those on long-term absence added.

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