Balancing Act

The New Equation in hybrid working

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Executive Summary

Hybrid working is here to stay - it's no longer a question of 'if' but 'how'.

The work-from-home arrangements prompted by the COVID-19 pandemic led to many benefits for knowledge workers, such as better work/life balance as well as time and money saved from commuting. Working away from the office doesn't appear to have harmed career progression either, according to a PwC Australia of more than 1,000 knowledge-based workers[1].

However, working remotely all the time has drawbacks too, leading to burn out and feelings of isolation for some people, as well as challenges in communicating with colleagues.

As a result, most workers want to return to the office - just not full time. Our study shows that 74% want to work from home at least three days a week.

It's clear that a hybrid approach is the preferred way forward.

Even business leaders who were previously sceptical about working from home now acknowledge that they need to offer flexible work arrangements as part of their employee value proposition (EVP) to attract and retain the best people.

At the same time, many organisations want people to come back to the office as a way of building a strong workplace culture and increasing productivity. Some are even grappling with the question of whether they should mandate a return to the office and if so, for whom and how much.

How do organisations strike the right balance of time in the office and working remotely (whether that's at home or somewhere else)? It's going to take a new equation for hybrid working.

In this report, we unpack the findings of PwC's employee study to help leaders better understand what workers are looking for in hybrid work arrangements, including guidance for how organisations can make changes that will enhance both productivity and employee wellbeing.

We also share our hybrid working framework - a practical approach that uses the 7 levers for success in the future of work, which organisations can use to bring out the best in their people, organisations and workplaces.

[1] Survey from February 2022 included 1,040 employees from around Australia of businesses with a minimum 20 employees. The survey included a representative sample across age, gender, and location. See Appendix for further detail.

Contents

The work-from-home experiment that became the new normal

While working from home and hybrid working isn't new, it was undisputedly accelerated as a result of the COVID-19 pandemic, dubbed the largest ever work-from-home experiment.

Many organisations thought of this from the outset as a temporary stopgap and, as a result, provided temporary support. Whether it was letting employees borrow office furniture or a one-off contribution towards utility bills, organisations did what was needed for the time.

As restrictions eased, the conversation shifted to the long awaited return to the office. Would people be flooding back? Would office utilisation return to pre-pandemic levels?

Initially, some senior executives were keen for teams to relocate back to the office permanently, suggesting it was necessary for career development and relationship building. On the other hand, many technology powerhouses pushed for a 'work from anywhere' agenda.

While many were talking about whether a new way of working was here to stay, the majority of people just got on with it and hybrid working settled as the new normal: that is, splitting the working week between the home, office, and third spaces such as cafes and co-working hubs.

The longer we have worked this way, the more we have embedded our everyday behaviours and expectations, and the less likely it seems that we'll ever return to our former full-time office reality.

So, with that being the case, the conversation has now shifted from whether hybrid will stay, to how we design and embed hybrid working to optimise performance and deliver on long-term strategy.

This means redefining how work gets done. To optimise our performance, we need to first focus on our ways of working and behaviours. And that starts by acknowledging that the location is an accessory to getting the work done - not the focus.
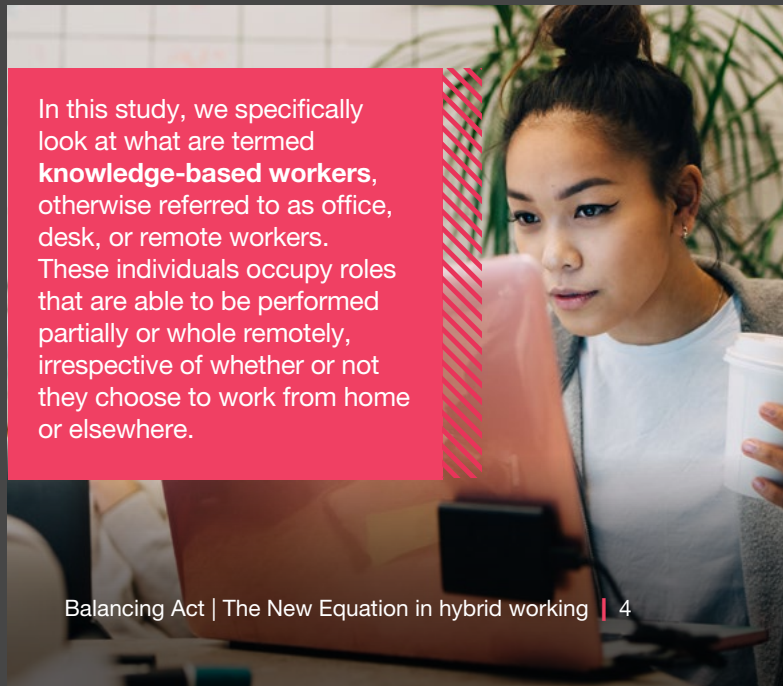
We need to acknowledge that certain tasks are better done from a home environment while the office has distinct advantages for others (though some roles and even organisations might be better suited to working entirely in the office or entirely remotely, depending on the nature of the work).

It's time to start redefining the view on where work gets done and subsequently make investments to drive performance in a hybrid environment.

This report, Balancing Act: The New Equation in hybrid working, is all about understanding the current state of hybrid working in Australia, with guidance around how organisations and their leaders can implement an approach to hybrid working that is grounded in the experience and point of view of Australian workers.

To help with this, we uncovered insights by surveying over 1,000 knowledge-based workers in medium and large businesses from around the country, getting a representative sample across age, gender, and location[2].

Through these insights and with the help of our hybrid working framework you can stop talking about hybrid - and just do it.

In this study, we specifically look at what are termed **knowledge-based workers**, otherwise referred to as office, desk, or remote workers. These individuals occupy roles that are able to be performed partially or whole remotely, irrespective of whether or not they choose to work from home or elsewhere.

[2] See Appendix for an overview of the sample group from the survey.

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Make hybrid working part of your Employee Value Proposition

"

The idea that everything's going to be exactly the same as it used to be except we'll go to the office two days a week instead of five days a week really misses out on two fronts.

From the employer side, you just won't have access to the broad base of talent that you have if you're more flexible.

From the other side, [let's say] you have two competing job offers, and they're similar in terms of the interest of the work, the compensation, the prestige, and your belief in the company's mission or any other factors. One role says you have to be in an office five days a week and the other one says you can be in the office as much as you want to or need to. Who wouldn't take the second option?"

Stewart Butterfield,
Slack CEO

Meet employee expectations
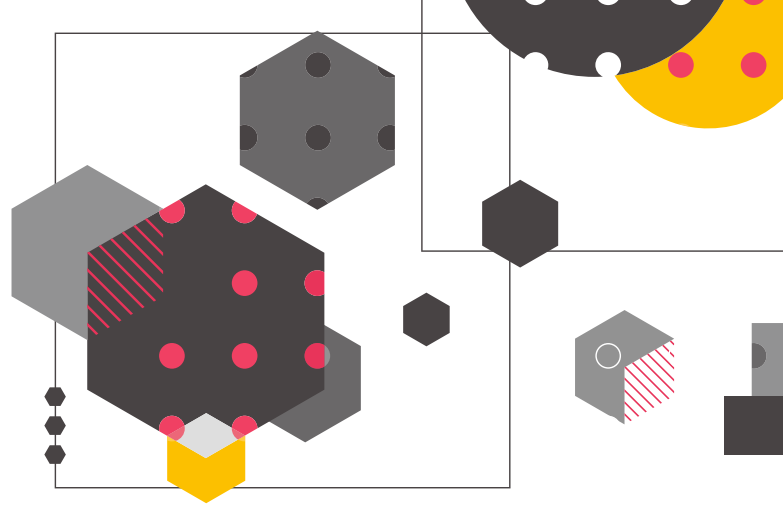
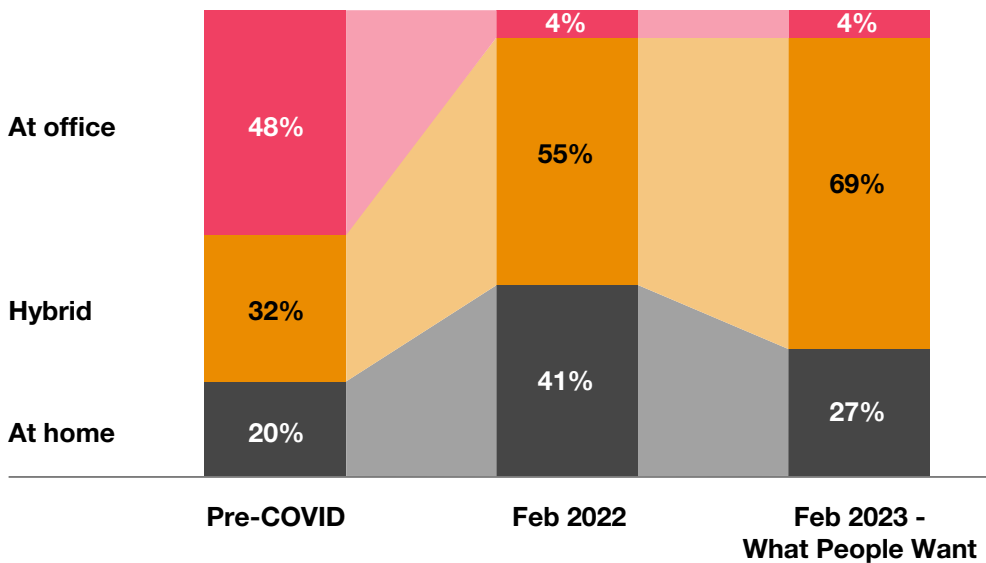Workers want - and expect - hybrid working from now on

The data clearly shows that workers not only want - but expect - hybrid working arrangements from employers.

Pre-pandemic, almost half (48%) of workers spent every working day in the office. Now, that figure is only 4%, with workers showing seemingly little desire to change moving forwards. This is significantly lower than in the United States[1], where 32% of Americans want to work full time in the office.

The impact on the Australian market has seen the proportion of total vacant office space in the Sydney CBD more than double (from 3.9% to 9.3%) since the onset of the pandemic, according to the Property Council of Australia[2].

We've come a long way. Only back in 2016, Australian census data suggested that just 5% of workers worked from home. Currently, 96% of Australian knowledge-based workers are either working fully remote or hybrid.

Moving forwards, when asked about settling into the ideal work week, this number doesn't change, but with more people wanting to move from entirely working from home to hybrid (55% working hybrid now up to 69% who expect to be in 12 months' time).

	Pre-COVID	Feb 2022	Feb 2023 - What People Want
At office	48%	4%	4%
Hybrid	32%	55%	69%
At home	20%	41%	27%

[1] The Atlantic, The five day workweek is dying, Derek Thompson

[2] Financial Review, Working from home is here to stay

Overall, the average number of days that Australian knowledge-based workers want to work from home over the next year is 3.2 days[3], leaving 1.4 days per person, per week, in the office.

For organisations, it can therefore be reasonably expected that the majority of workers (74%) will look to work a minimum of three days a week from home. Millennials and Gen-X show a comparative preference for less time in the office - likely due to this cohort having the majority of carers' commitments and therefore benefiting from the increased flexibility - while Gen-Z and Baby Boomers want more time in the office.

In the new world of work, the balance of power sits with employees seeking hybrid working. Given Australia's tight employment market and skills shortages, organisations will have to offer hybrid working as part of their EVP in order to attract and retain the best talent.

This will need to be more than a bullet point on their website. Hybrid working will need to be embedded in the workplace culture and in the way that organisations think about building relationships among colleagues, mentoring junior staff and fostering innovation.

We also need to remember that there will not be a one-size-fits-all solution. It varies depending on people's role, personal circumstances, living situation, and simply put, their preferences. Some people are also shut out from hybrid working.

And so providing flexibility is key: outlining boundaries from the top-down but then empowering teams to establish the most appropriate norms and practices will go a long way to making hybrid working, work.

[3] All Australian WFH/ hybrid office workers/ managers in E20+ businesses (excl. those who answered 'more than 5 days' in 'days you would like to be WFH over the next 12 months')

Overall, the average number of days that Australian knowledge-based workers want to work from home over the next year is 3.4 days, leaving 1.6 days per person, per week, in the office.
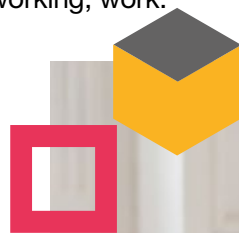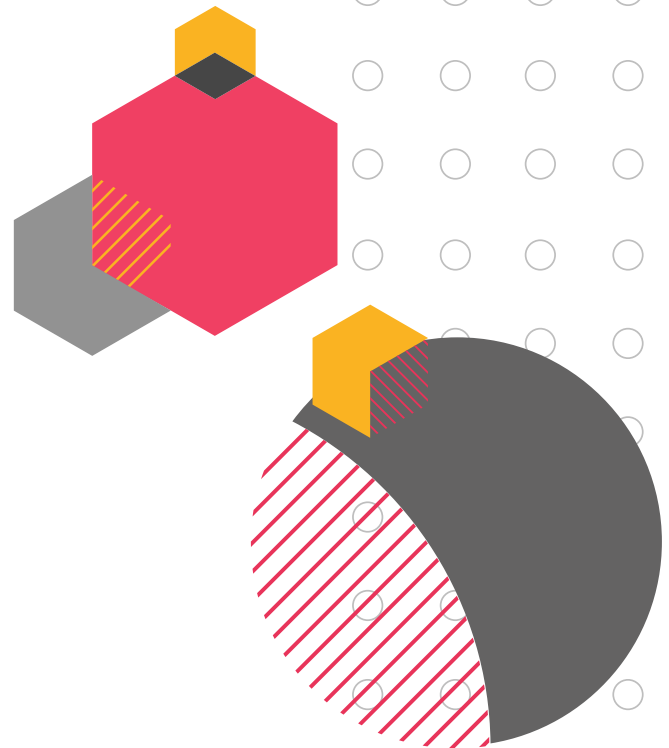
Listen and communicate

Workers want to know what their organisation's approach is.

A big question many leaders are asking is whether or not they should mandate a return to the office.

When looking at the current organisational agendas and support of hybrid working, 32% of respondents said that their organisation had made no mandates to come into the office. Conversely, 18% of those sampled had been told they must come into the office and on specific days, while the majority (48%) have been instructed to come into the office but have the flexibility to choose the days that work for them and their team.

Although many organisations are on board the hybrid working train, only half of Australian workers surveyed (55%) believe their organisation genuinely supports hybrid working. There could be many reasons as to why. It could be down to a lack of organisational commitment towards the hybrid working position; leaders not role modelling the desired behaviours; or a clear cultural undertone of some executives waiting to go back to the way things were.

Australian organisations must act now with a clear approach. Whether it is hybrid working with extensive rules or hybrid working with ultimate flexibility, employers need to be clear on their position and communicate it.

If their organisation mandated a forced return to the office, over a quarter

29% would quit their role

and another third

32% would consider leaving.

With 38% of workers in Australia considering leaving their employer in 2022[4] as part of 'The Great Resignation', and almost half of workers feeling like their organisation doesn't genuinely support hybrid working, a lack of clarity and flexibility may prove the difference between employees staying or packing up shop and going elsewhere.

In developing their hybrid position, organisations are encouraged not to force the flight to the office. Rather, set expectations or intentions and empower teams to establish what works for them based on business and customer requirements.

This may mean five days a week every week, or four times a year. But don't just get people back because that's what you were used to, or to ensure you're getting value for money from previously-committed office space.

[4] PwC Australia, What Workers Want, October 2021

Change the way people work in the office

Earn the commute

With so many benefits of working remotely, why come into the office?

Based on our survey responses, the average commute is 84 minutes for a return door-to-door trip. If we assume knowledge-based workers in Australia worked 1 day per week from home[5] pre-COVID, a move to 3.2 days from home would save the average worker approximately 3 hours per week that is, and could continue to be, redistributed towards carer commitments, wellbeing, or capacity for further work.

Having recouped so many hours per week in travel time, leaders cannot just simply force people to return and resume pre-pandemic utilisation patterns. Organisations must earn the commute.

Beyond the time saved on commuting, respondents identified a range of other benefits of working from home:

Saving money on travel was the highest order benefit as identified by workers, reflective of the decline in real wage growth with concerns around inflation and the impact of global markets, such as rising fuel costs.

This is a critical insight for leaders as they work through hybrid working approaches, particularly as decision makers tend to live closer to major cities and on higher salaries, with the impact of travel and associated costs less apparent. In light of these circumstances, there have been calls from some commentators to pull back on any forced return-to-work position or otherwise provide a travel allowance.

Not only do workers prefer hybrid working, but they are getting better at it. Having operated this way for the better half of two years, the data tells us that the initial shock of the transition to the kitchen table is wearing off. In a PwC Australia report, Thinking Beyond (published in October 2020), 61% of knowledge workers had reported that their workload increased. Now, only a quarter of Australians believe they have a heightened workload since working remotely compared to working in the office pre-COVID.
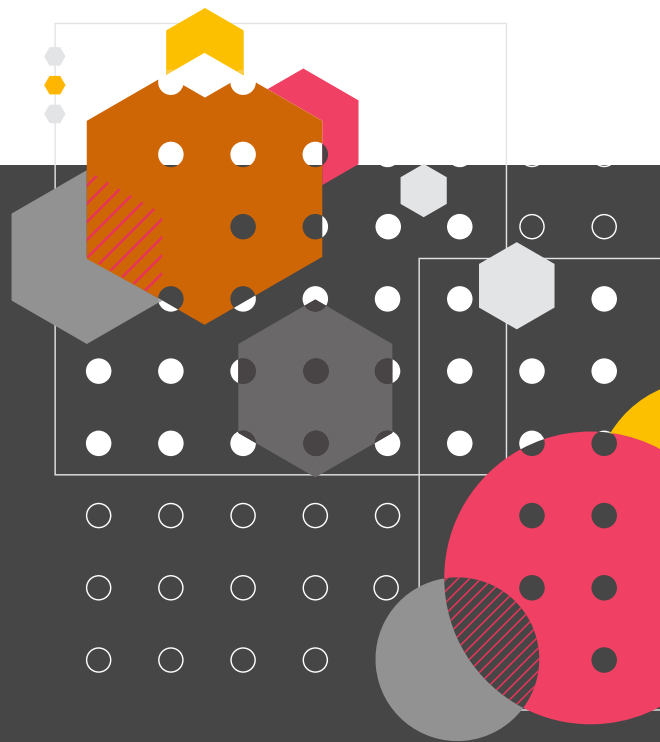
63%
Saving money on travel

51%
Better work-life balance

47%
More time for family and friends

38%
More time for exercise

37%
Reduced stress and burnout

[5] All Australian WFH/ hybrid office workers/ managers in E20+ businesses (excl. those who answered 'more than 5 days' in 'days you would like to be WFH over the next 12 months').

Similarly, while there have been concerns raised about the impact of remote working on career progression, due to not being visible in the office, our study shows that workers feel like organisational culture, career progression, and learning opportunities are no worse off (if not slightly better) working remotely than in the office. Respondents noted that they feel no difference in promotion potential or the quality and accessibility of leaders.

Ways of working are seen to have significantly improved alongside mental health and wellbeing (51% better compared to 13% worse).

Working from home not only benefits the individual employee, but the broader organisation, with 40% of Australians believing they perform better away from the office, particularly being felt by more women (43%) than men (38%). While one third of workers (33%) believe they perform better in virtual meetings. So, it's not surprising that a large number of knowledge workers are big advocates of hybrid or at least the opportunity to combine working at the office with working from home.

It's not all sunshine and rainbows though. While respondents from the study overwhelmingly felt that the advantages outweigh the disadvantages of working from home, there were still things that were felt to either be not working well or were otherwise barriers to performance in a hybrid environment. They were expressed as having difficulty communicating with colleagues (by 29% of workers), more distractions (26%), and an insufficient work from home setup (21%).

Workers also felt that their access to, and quality of leaders was 23% worse when working remotely compared to 20% better.
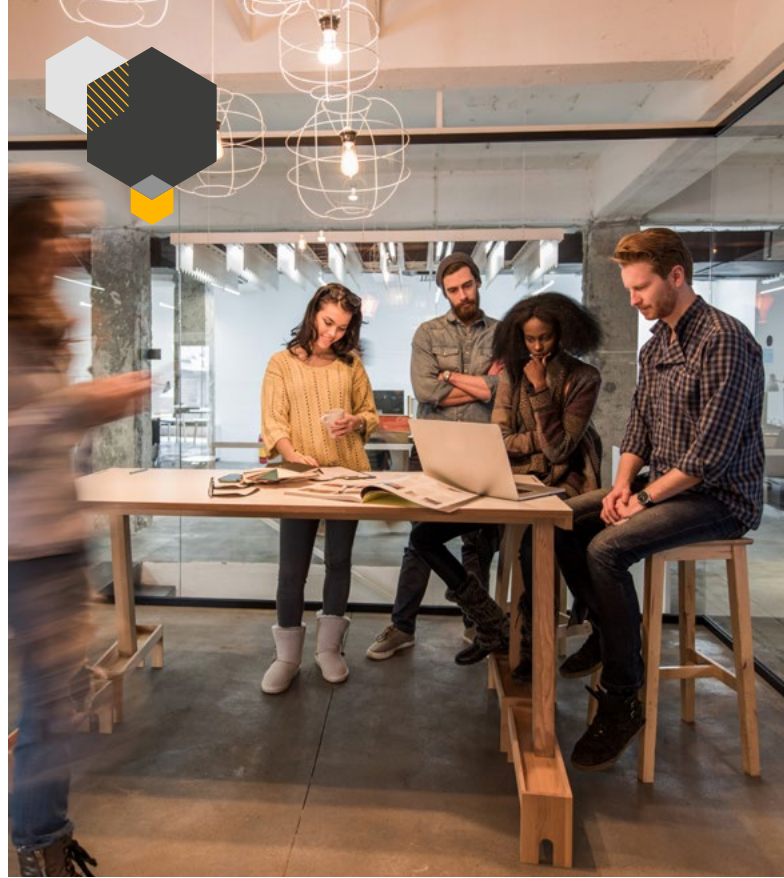
So why come into the office?

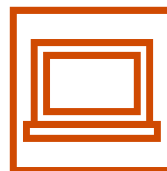The top three most compelling reasons for employees looking to come into the office are:

44% **The opportunity to co-locate with their team**

**42**% **Coming together for moments that matter, such as social events**

34% **Accessing better and more advanced technology than what is available at home**

We need to do things differently, as evidenced by only 36% of managers putting their hands up to say they have worked with their team to establish clear norms, team rituals and desired behaviours for a hybrid environment.

This reorientation requires us to reconsider ways of working and optimise tasks and processes for the right space - providing a clear and compelling benefit for workers to take the time, effort and cost of coming to the office.
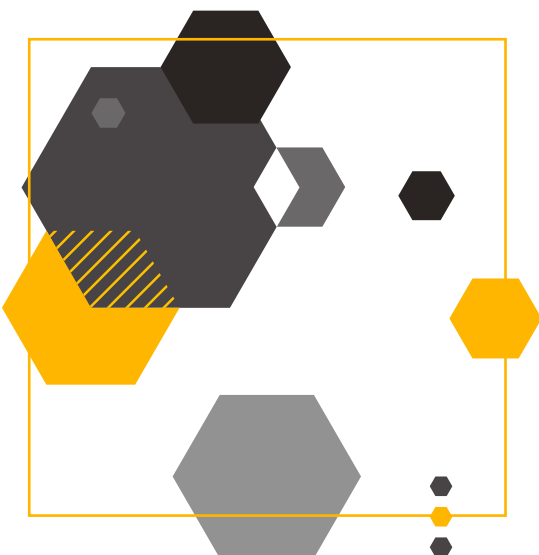
Designing high performing workplaces

Less cubicles, more collaboration spaces for office workers who prefer to do 'alone' tasks at home

We are a far cry from the former headlines at the outset of the pandemic that declared the office dead. It's an important place for connection, collaboration, brand identity, and employee and customer experience, particularly given that one quarter of respondents (26%) still want to spend the majority of their working week there, while others intend to still use it more sporadically.

But the role of the office has changed. Our research shows that Australian knowledge-based workers value the way in which the office brings together people for face-to-face collaboration opportunities and provides social spaces for connecting, while people prefer to do deep thinking, research, writing, administration and emails remotely. It's about bringing people together so they can then work effectively apart.

In order to optimise employee performance, organisations need to underline redesign their offices with greater intentionality. And it's important to remember that while it may seem significant, real estate is a relatively minor cost - even factoring in fitout and technology - compared to our people. So, we should be solving for our people first and our property second.

As far as the office goes, this means less cubicles and formal work stations, and more collaboration zones, social spaces, team hubs, and technology. Organisations will also need to consider increasing phone booths and single occupant meeting rooms for those private video calls, ensuring high standards of office cleanliness and hygiene are maintained, including appropriate air ventilation, and adopting property technology to advance the workplace experience and enhance utilisation.
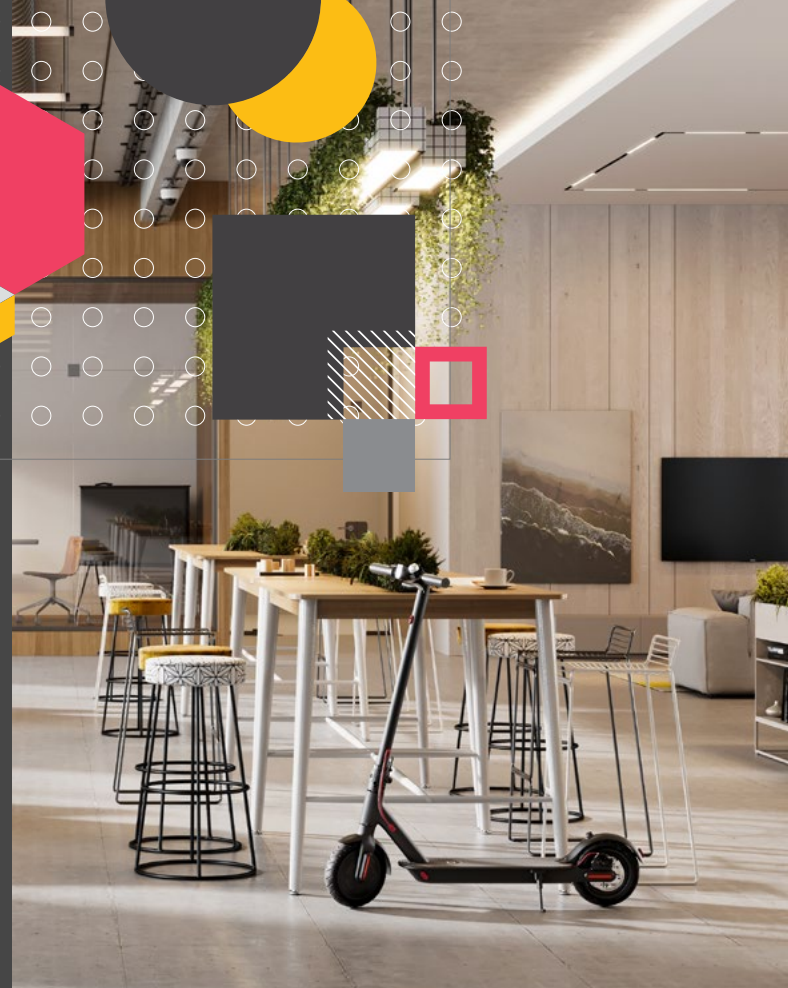
When thinking about the workplace, organisations need to go beyond the office and reframe their perspective to consider every single employee's home as a legitimate workplace as well.

A lot of the historical research on employee and team performance has been grounded in the assumption of work being performed in the office. But what enables people to perform at home? The top three things that employees reported as supporting them to perform while working remotely (in order of rank) are the right computer hardware (57%), having flexibility to balance between their work and their personal lives (56%), and using appropriate collaboration software (50%).

Given how much organisations invest in their formal offices and real estate, it's important that they look to redistribute part of this towards their employee home setups, particularly given it is where more than half of all knowledge-based work is likely to be done in the future.

Getting the balance right is also crucial to help organisations increase productivity by ensuring a high-performing workforce no matter where they work. This is particularly topical given the low wages growth in Australia, with businesses looking for productivity gains to enable pay rises that keep up with the rising cost of living.
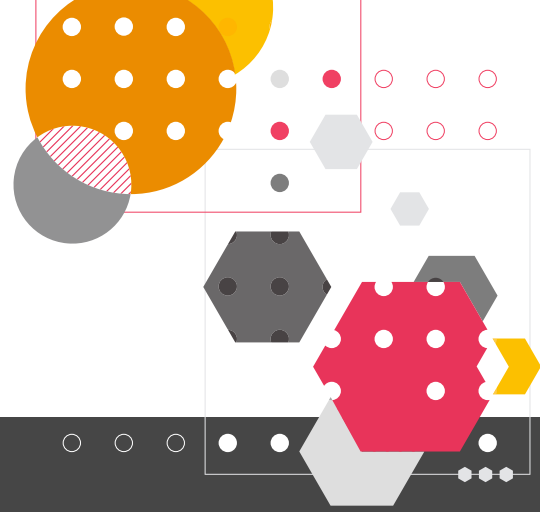
Design for the wellbeing levy

Prioritise mental health and wellbeing

Remote working can be both a help and a hindrance for workers who already feel stressed and isolated

The mental health and wellbeing challenge across workplaces, let alone the community at large, is worsening. The World Health Organisation refers to stress as the global health epidemic of the 21st century.

Poor mental health is costing the global economy US$1 trillion a year in lost productivity, while in Australia, a 2020 Productivity Commission report found that mental health-related absenteeism was costing workplaces an estimated $17 billion[6].

Hybrid working has significant implications on employee wellbeing, both positive and negative.

Overall, workers feel their mental health and wellbeing significantly benefits with hybrid working compared to solely working from the office.

Specifically, almost three quarters (**73%**) of respondents felt that their wellbeing had improved with hybrid working (**42%** strongly agree), with just **10%** saying it had gotten worse (disagreed).

But the data highlights that there are still significant challenges. While wellbeing has largely improved for many workers, **42%** of those sampled in the study reported that they regularly experience loneliness and isolation when working from home, **31%** feel more stressed and burnt out, and over one quarter of Australian knowledge workers (**28%**) have accessed formal mental health and wellbeing support since working remotely/hybrid. Private sector workers reported significantly higher negative mental health and wellbeing impacts than those in the public or not-for-profit sector.

42%
regularly experience loneliness and isolation

31%
feel more stressed and burnt out

28%
have accessed mental health and wellbeing support

[6] Australian Government Productivity Commission, Mental Health Inquiry Report November 2020

The cohorts most likely to experience significantly above the study's average of reported mental health and wellbeing challenges with working from home are those with carer commitments and people of Aboriginal and Torres Strait Islander background.

While there are profound mental health and wellbeing issues at play, the data tells us that hybrid and remote working provides the flexibility and autonomy to mitigate part of the impact, particularly when compared to working from the office and supported by a broader wellbeing agenda.

In PwC Australia's report, What Workers Want, Australians identified wellbeing as the second most important thing they sought from an employer as part of an EVP, with some rating it more so than pay.

While hybrid working significantly helps worker wellbeing, it needs to be underpinned by a broader and diversified means of supporting the health of workers. Organisations should therefore look to encourage ways to address isolation and facilitate connection by bringing people together for moments that matter.

For example, some companies have a policy whereby if one employee needs to dial in to a meeting, then everyone has to, so as to eliminate proximity bias and unintended discrimination.

Other examples include offering remote workers a co-working space stipend; scheduling regular team meetings to provide opportunities to connect; facilitating monthly or quarterly visits to co-locate at a common location; scheduling all-company events at least once yearly; and setting up meetings to make remote workers feel included.

Enable safe and suitable home offices

Organisations need to take a more active role in WHS for remote workers

While we all occupy the same piece of real estate on a computer screen during a video call, our remote work environments are vastly different. The data tells us that this has a significant impact on the work-from-home experience of Australians, their performance, and their wellbeing and in some cases can lead to a preference for more time in the office than at home.

One size doesn't fit all, and living circumstances can vastly differ people's experiences and preferences

Individuals who have a **dedicated workspace** **at home** say that their mental health and wellbeing has improved (79%).

They are also much more likely to report a **decline in mental health** (50%) and **feelings of being burnt out** (47%) while working remotely.

Those who live in **shared houses** **with shared workspaces**, albeit physically co-located with others, are more likely than most to report **feelings of loneliness and isolation** (60%).

Those with **carer commitments** have self-reported the **greatest increase in workload** since working remotely (32% compared to an average of 25%), exacerbated by **increased complexity** with **homeschooling** and **domestic duties.**
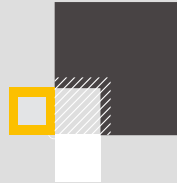
Those who **work from home alongside others** in their household report the **highest increase in hours** since remote working (40%), inferring that **potentially seeing other people working unconsciously fuels longer hours and habits.**

They are more likely to have sought some kind of **formal mental health support**, with 35% having done so in the last two years.

As hybrid working becomes permanent, organisations need to take an active role in enabling high performing workplaces and spaces across their employees' homes as well as the central office.

There is a fair way to go. Only 7% of workers surveyed said their organisation had provided them with financial support to help establish their work-from-home setup. On a more positive note, 52% have had their organisation provide them with basic computer hardware, and 38% with computer accessories such as webcams, microphones, and lighting.

There is also a clear need to upskill managers for Work Health and Safety (WHS) requirements and industrial considerations, with just two in five team leaders (40%) feeling comfortable in the relevant legislation and associated requirements that come with hybrid working.

An absent focus on WHS and industrial obligations is a major risk for organisations, with significant financial and reputation implications for employers. It's why 2022 may end up as the year of the workers' compensation claim.

Employers have an obligation to provide a safe place of work for their employees and this obligation is likely to extend beyond the office walls. And it's why employers need to quickly re-calibrate their focus on WHS. Each Australian state imposes on employers an obligation to ensure that the work environment is without risks to health and safety, so far as reasonably practicable. And, if an employees' injury arises out of or in the course of their employment or while performing any activity that is incidental to their employment, they may be eligible for workers' compensation.

Although that is the case, only one third of workers (32%) working from home have had their home workplace ergonomically assessed.

Beyond physical safety, an increased dependency on virtual communication and web-based working means we must also consider cyber security. One study found that 73% of Australian organisations were exposed to attacks specifically targeting remote workers in 2021. Investing in more robust cybersecurity frameworks may be a significant expense but it is necessary to maintain data security and reduce susceptibility to data breaches.

Harness your leaders to ensure hybrid teams thrive

Train managers to lead hybrid teams

In the new hybrid working world, many leaders lack confidence and employees don't always feel trusted

Finally, a lot of the organisational drive and implementation for hybrid working rests with team leaders in middle management. The complexity of their role has increased significantly – they're now responsible for the performance, wellbeing, and environment of their geographically dispersed team in an uncertain and ambiguous operating context.

These team leaders are critical for future success and essential in making hybrid working work, warranting an uplift in support from the organisation. But many have never been upskilled to develop the capability to fulfil these responsibilities effectively, the impact of which has exacerbated in recent times.

Less than one third (31%) of team leaders have received any formal training on leading and managing in a hybrid environment since the move to remote working. This underinvestment is resulting in 41% of those with team leader responsibilities feeling confident in their ability to lead teams in the new world of work, while only 36% of them felt that their organisation provided the right tools and support to enable them to effectively lead in the hybrid context.

This has profound implications when it comes to worker performance, productivity, and effectiveness. The lack of investment from many organisations is not just being felt by team leaders but is then trickling down to employees, with almost two in five workers (39%) saying they feel like they're not trusted by their manager to work remotely.

Organisations need to therefore increase their investment in this value group of team leaders who are the important glue in the middle, recognising the essential role they play in leading others in increasingly ambiguous operating environments. This will ensure that the policies, processes, and systems stick through supervisor-led behavioural change.

Finding the right balance for your organisation

A framework for making hybrid working, work

We have developed a hybrid working framework based on our extensive research, highlighting the areas of attention that are required to develop a thoughtful and holistic program of work.

Made up of seven (7) success pillars, the framework has been developed to help organisations design their hybrid working strategies and programs in a way that is systematic, evidence-based, and takes into consideration the unique organisational variables, culture and outcomes.

Framework pillars

Leadership

- Setting clear direction
- Consistent messaging
- Reward and recognition
- Goal alignment
- Impact
- Adaptability
- Hybrid awareness and obligations
- Performance monitoring and management
- Feedback/action loops

The level of capability and capacity of leaders at all levels to lead teams so they are clear on direction, expectations of performance and inspire and motivate them to be their best.

Leadership in a hybrid world is critical. Senior leaders will set the tone and example as role models, and team leaders will implement hybrid plans and guide teams at a local level.

Critical next steps:
- Align senior leaders on the hybrid strategy
- Invest in team leader training and support
  Empower team leaders to make decisions

Ways of working and team dynamics

- Work design
- Efficiency and effectiveness
- Collaboration
- Networking and connection
- Access and inclusion
- Routines and cadence

The rhythms, patterns and choices of work that influence 'how' work is done in the organisation and within teams. The tools, processes and knowledge provided to create consistency in outcomes.

Agreeing on ways of working is pivotal in shaping team dynamics in a hybrid working environment.

Critical next steps:
- Co-design with people a set of standards that will be owned and implemented in the team
- Establish regular cadences for capturing, reviewing and sharing lessons learned

Culture and experience

- Learning and development
- EVP
- Performance and career
- Engagement
- Onboarding
- Role design
- Culture
- Diversity and inclusion
- Purpose
- Innovation

The experience that each worker has as they interact with the organisation day to day in the performance of their role - what they feel, see and do.

Creating a culture for the organisation in a hybrid world is no small feat. It involves every layer of the organisation working in congruence.

Critical next steps:
- Identify the meaningful touchpoints with our workers and 'over-invest' in them to make them memorable
- Use personas to help shape and assess the makeup of our workforce

Wellbeing

- Mental and physical health
- Stress and burnout
- Psychological safety
- Mental health literacy
- Job demands and resources
- Safety and ergonomics

The way that work impacts people's mental and physical health, and the way that the organisation supports people's health and wellbeing. The ability for people to speak up at work and contribute as themselves, without fear.

Hybrid working has significant implications on employee wellbeing, whether positive or negative.

Critical next steps:
- Conduct a health and wellbeing audit
- Embed mental health and wellbeing literacy as core training for all workers
- Conduct an annual Thriving Workplace Index

Workplaces and spaces

- Workplace design
- Real estate footprint
- Third spaces
- Shared coworking
- Activity-based work
- WHS and hygiene
- Aesthetics, form and nature

The physical locations where work happens - including the office (or worksite), the home, and the third space (cafe, library, coworking space) and the broader strategy for how each of these come together strategically to support work.

In order to optimise employee performance, organisations need to design and execute a high performing hybrid work environment in their offices in addition to spaces outside of the office where work can occur.

Critical next steps:
- Develop personas to describe different workplace needs, preferences and patterns

Technology

- Digital collaboration tools
- Infrastructure (hardware)
- Digital maturity and upskilling
- Automation and AI
- Cyber security
- Inclusion and accessibility

The presence and access of digital tools to support work being done individually and as a team including the experience and impact of using these when compared with manual options.

Technology acts as a key enabler for a high performing hybrid working environment.

Critical next steps:
- Provide workers with upskilling programs
- Audit and update existing systems and processes
- Provide workers with access to appropriate software and hardware

Governance

- Hierarchy
- Regulation and red tape
- Process and policies
- Decision rights
- Employee relations
- Tax implications
- Risk appetite

The formal structure and processes for decision making, accountability, control and behaviour for the organisation.

Governance in a hybrid world is imperative to set the policies and systems which help to underpin the ways of working.

Critical next steps:
- Agree as a leadership team on how to embed hybrid working as the 'norm'
- Organisational analysis to determine optimum layers and spans of control

PwC's own hybrid journey

The Deal Reimagined

PwC recognises that people are at the heart of our success, and their voice has been key in shaping the firm's hybrid working strategy. That strategy recognises our people's needs, our team's needs, our businesses needs and our clients' needs.

We call it The Deal Reimagined and it covers four promises:

New Ways of Working - our flexible way of working empowers teams to co-create when, where and how we work together, to best deliver and solve for our clients. It includes our Together Anywhere program, which lets staff work up to 4 weeks remotely in Australia or, if they have working rights, to combine work and leave in eligible countries for up to eight weeks.
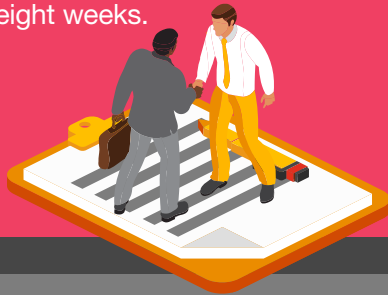
PwC Academy - brings together learning and development opportunities for all grades and career stages. This includes The Outside Event, part of our Signature Experience Program.
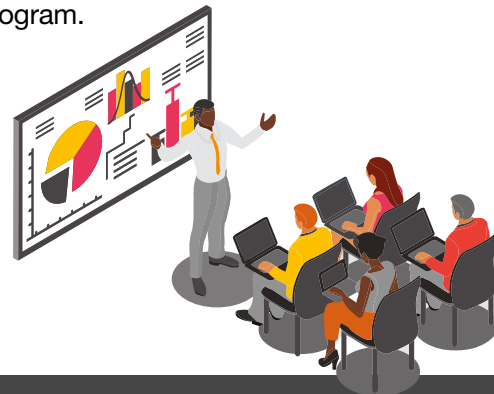
Total Reward - our full suite of financial and non-financial rewards to attract, retain and motivate our people and that form part of our People Experience. This includes our fixed and variable pay, as well as leave, wellness and lifestyle benefits.

Office Experience - energising and enabling our people with access to the right spaces and tools to best do our job and come together with your PwC colleagues and clients. We seek to enable a seamless transition between the home and the office, and ensure our people can maximise the spaces they work from that are best suited to their tasks on any given day.

Now is the time to redesign the way we work

Thinking beyond the number of days per week spent in the office

As organisations seek to implement permanent hybrid working arrangements, it's going to take more than deciding how many days per week are required in the office. Leaders will need to be more intentional about how they design work.

This includes re-designing the office and supporting the remote working setup of their employees to exploit the kinds of work that are best suited to the different environments, to drive productivity and business growth.

It includes thinking about new ways to support the connectedness and wellbeing of their people.

And it includes listening to your workforce, communicating clearly and empowering your teams.

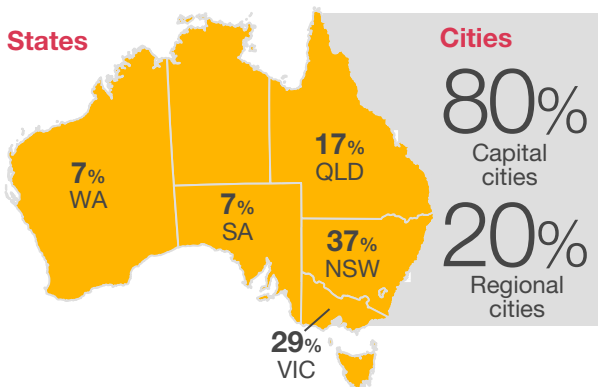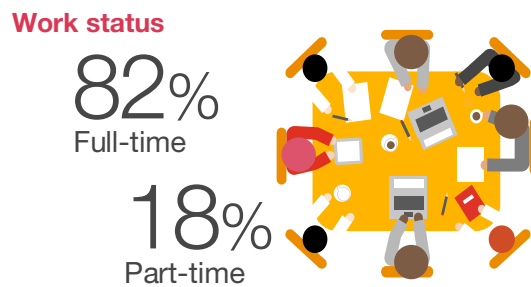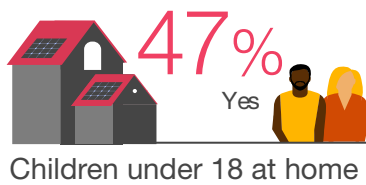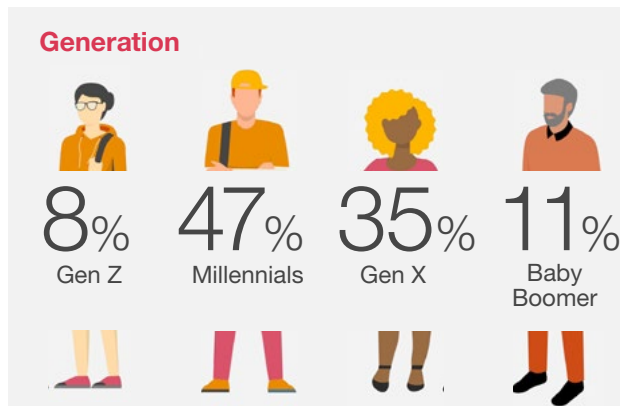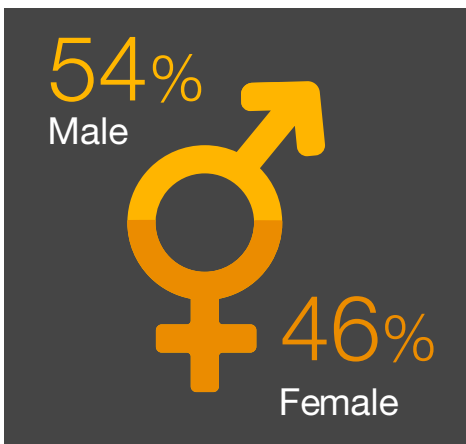It's The New Equation for the way we work.
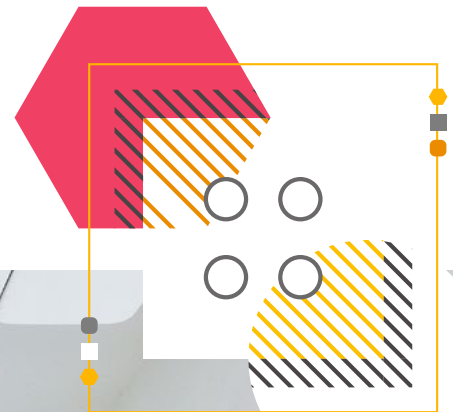
Appendix

All figures, unless otherwise stated, are from YouGov Plc. Total sample size was 1040 adults. Fieldwork was undertaken between 11th - 22nd February 2022. The survey was carried out online. The figures have been weighted and are representative of all Australian WFH/ hybrid knowledge-based workers / managers in E20+ businesses.
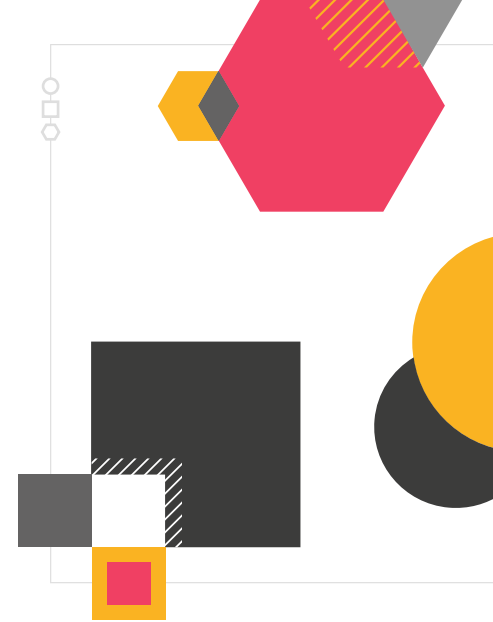
We surveyed over 1000 Australians to find the critical success factors to making it work

54% Male

46% Female

47% Yes
Children under 18 at home

Generation

8% Gen Z

47% Millennials

35% Gen X

11% Baby Boomer

Work status

82% Full-time

18% Part-time

States

7% WA

7% SA

17% QLD

37% NSW

29% VIC

Cities

80% Capital cities

20% Regional cities

Diversity

11% LGBTIQ

11% Aboriginal or Torres Strait Islander

Sector

71% Private sector

23% Public sector

6% Not-for-profit sector
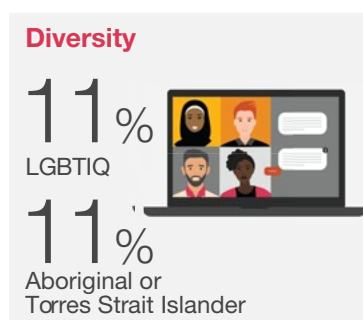
Take the next step

For more information about the topics in this paper, or to talk about how we can help you steer the future of work, contact us:

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