		HYBRID WORK POLICY	
QMS document number:	PL 04-00-02	QMS document version:	2.0 ext

1 Policy Statement

The global COVID-19 pandemic of 2020–2022 necessitated changes in the way that organizations work, including a shift to remote and hybrid working models. Using the experiences and lessons learnt during the pandemic, FIND has developed a hybrid work model, explained in this Hybrid Work Policy document.

FIND prioritizes an enabling and supportive work environment for its personnel and promotes the opportunity for remote work. Remote working is to be undertaken in a responsible manner and with the expectation that personnel engage in the same work effort whether working remotely or working from a FIND office.

This Policy is intended to safeguard the interests of our personnel and the organization and to clarify expectations. FIND aims to give each member of its personnel the opportunity to perform at their best, regardless of where they are located or spend their workday.

2 Purpose and Scope

2.1 Purpose

The FIND Hybrid Work Policy describes how all FIND personnel should engage when at the workplace and through remote work and sets out the organization’s expectations regarding work, security, IT and compliance when remote working.

2.2 Scope

This Policy applies to all FIND personnel, which includes employees, consultants and other contractors who might work for FIND.

This Policy is global and applies to all FIND offices. At the date of release, FIND has offices in Switzerland, India, Kenya, South Africa and Viet Nam.

3 Policy Rules


3.1 General remote work provisions

Personnel who have a home base in one of FIND’s offices globally are authorized to work remotely for between two and three days per week; the schedule is dependent on local laws, which must always be complied with. There is opportunity for some flexibility, as described below.

All personnel working remotely, wherever they are based, remain obligated to comply with all of FIND’s rules, standards, policies, practices and instructions that would apply if they were working at any FIND office.

All remote working days must be recorded and traceable.

In general, the authorized monthly amount of time for remote work is not transferable i.e. it cannot be accrued from week to week or month to month. Exceptions are allowed in instances

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when an individual has a busy travel schedule. Days spent on approved work travel are exempt from the authorized remote work limit; in other words, from a workplace perspective, travel days are equivalent to days spent in the office.

Personnel who work part-time will have their monthly authorized remote working days allocated on a pro rata basis.

Health concerns, non-work engagements or other personal circumstances are not appropriate reasons for remote work; sick leave or other leave mechanisms should be utilized in these circumstances.

Depending on a specific project or other identified need, teams or individuals may be requested to be present in their assigned office on a regular basis, or on fixed days, where their physical presence may be essential. Personnel are expected to adhere to these requests. Unit and/or team managers will be responsible for organizing rotations and the timing for members of teams to be present in the office.

There may also be specific occasions when remote work is not feasible or does not serve organizational interests. For example, during peak periods, “fly weeks”, budgeting and strategic planning periods or other periods with key meetings or deadlines. The same would apply in cases where remote work impedes individual or team performance and physical presence is essential. In such instances, a manager has the discretion to discuss options with the individual concerned, which may result in an arrangement that limits that person’s remote work to less than the authorized time. In such cases, personnel must be provided with a clear rationale and supporting justification, with as much notice as possible (a minimum of two weeks).

3.2 Remotely placed personnel with no office access

In countries where there is no FIND office, personnel are expected to work remotely by default, either from home or from another appropriate location with suitable telecommunications services. There is no limit on the number of days authorized to work remotely.

On some occasions, in-person travel to a FIND office might be necessary for specific meetings or for an extended period. As per an employee’s contract with FIND, travel costs will be covered according to the travel policy, and office workstations will be reserved for travellers. In exceptional circumstances, an office workstation may not be available, in which case IT and administrative staff will arrange for suitable alternatives at FIND’s expense.


Additional information about remote working is provided in the Annexes to this Policy:

Annex 1: Health and Safety Guidelines for Remote Work

Annex 2: Guidelines for an Inclusive Remote Work Culture

3.3 Remote Access

All personnel working remotely are expected to have reliable access to the FIND server environment through high-speed, secure internet, and to remain accessible via email, telephone and Microsoft Teams, Zoom and/or other teleconference software, as they would in the office.

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FIND, through the Human Resources and IT departments, will make every effort to ensure that personnel can work effectively during remote work. Human Resources and IT staff can provide guidance on the available support, equipment, tools and best practices for the use of the home or other location as a work environment. This will help to ensure that FIND personnel stay connected and supported and can continue to productively engage with co-workers.

3.4 Information and data security

Personnel working remotely are fully responsible for the security and integrity of FIND information and equipment and remain bound by IT policies, procedures and guidelines in force at the time.

3.5 Remote work and productivity

Productivity and the quality of work produced is expected to be the same whether personnel work remotely or at FIND offices. Managers, in turn, must communicate clearly with personnel about any issues related to remote work that may, in their view, have a negative impact on productivity, work quality or teamwork. Such communications should be clear, timely and part of an open discussion between personnel and managers, with the goal of reaching a joint understanding of the expectations of an individual's objectives and workplan, along with a shared understanding on the potential impact of remote work. Under no circumstances will a manager require attendance at the office outside of the limits set under this Policy; however, FIND does expect personnel to be aware of and accountable for the feedback they receive from their managers on this topic.

3.6 Benefits¹

There are no additional benefits associated with remote work.

4 Appendices

Number	Title
1	Health and Safety Guidelines for Remote Work
2	Guidelines for an Inclusive Remote Work Culture

5 Change History

Document version	Section reference	Change from	Change to
1.0	N/A	N/A	First issuance of document

¹ Benefits are defined as anything that is provided beyond standard compensation, such as salary or consulting fees, that is not mandatory by law.

Annex 1: Health and Safety Guidelines for Remote Work

This Annex provides best practices in remote work. It has been assembled by members of FIND’s Hybrid Work Model Task Force, who helped prepare FIND’s Hybrid Work Policy from publicly available material and the experience of FIND personnel. It is by no means exhaustive or definitive and is provided solely as a resource for personnel seeking guidance on how to manage a remote work environment and how to maintain their physical and mental health in a hybrid work model.

There are many resources available that provide support and guidance on balancing work and non-work life. For additional support, please contact Human Resources.

How do I stay healthy during home working?

1. Equipment

- Make sure your work equipment is in a safe condition. If you see a problem, tell your manager.
- Make sure you have an effective headset, headphones or speaker.

2. Work Area and Workstation

- Work in a well-lit room, and keep it free from clutter on the floor, such as trailing cables.
- Choose a desk at an appropriate height and use an adjustable chair if you have one.
- Position yourself and adjust window blinds and light sources to minimize glare or reflections on your screen.
- As far as is possible, adjust your chair and screen so that the top of the screen is just below eye level, so your arms rest comfortably on the table and so your feet rest comfortably on the floor in front of you.

3. Work Habits

- Try to work in a neutral and relaxed position. Pay attention to the position of your back, shoulders, elbows and wrists.
- At a minimum, take a 5-minute break every hour. Get up, move around and stretch your muscles. Rehydrate. Give your eyes a break from close-up work and rest your mind. Take a longer break for lunch. Try to get outside for at least 30 minutes, no matter the weather.
- When working at home, there may be fewer distractions and therefore fewer natural breaks. You may need to set a reminder or an alarm to prompt you to take regular breaks.

4. Wellbeing

- Maintain a regular daily rhythm, going to bed and getting up at the same time each day. This improves sleep quality.
- Make a distinction between work life and home life. Be careful to ensure that work does not encroach on your personal and family time.
- Make time for physical exercise and for mealtimes. Maintain a healthy, balanced diet.
- Keep in regular contact with your work colleagues. Maintain your social conversations and seek assistance whenever you need it. Use phone or video calls in preference to email or texts. Schedule “coffee” time with close colleagues via a teleconference, with no specific work agenda.

5. Feedback

- Provide your manager or team leader with regular feedback on how things are going and any challenges you are facing.
- Listen closely to your body. If you feel the early signs of muscle ache, eye strain or a headache, speak with your manager, and work together to come up with a solution.
- If you have an accident while working at home, tell your manager.

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Annex 2: Guidelines for an Inclusive Remote Work Culture

This Annex intends to highlight how remote work might impact organizational culture and promote or hinder diversity, equity and inclusion in the workplace. These guidelines are neither exhaustive nor definitive and are provided solely as guidance on how to address diversity, equity and inclusion in a remote work environment.

1. Remote Work Team Interactions

When working remotely, a lot of the informal ways in which individuals and teams share information disappear, such as the casual conversation over lunch, impromptu discussions over coffee or dropping by someone’s desk with a question. While we lose the work value associated with these interactions, the lack of such one-to-one social interactions can also cause many of us to feel isolated, especially when our daily work may not require much interaction with others.

Maintaining a sense of team spirit is important and requires intentional effort and active planning. All team members can contribute to ensuring that both formal and informal communications are maintained in the hybrid work environment and that a positive, team-oriented morale is fostered and maintained. This can be achieved, for example, by formalizing what are normally informal interactions across the new digital workspace. An example would be, in addition to work meetings, scheduling non-work-related interactions with colleagues while making it clear that, although scheduled, they are intended to be informal. For example, this could be a regular “digital coffee corner” for the entire team, where people can meet and chat. Some other points to remember are outlined below:

- Be deliberate in reaching out to and connecting with co-workers. Think about using chat messages on Teams or other applications as a “virtual watercooler” and make sure to regularly check in over chat with colleagues.
- Share news, stories and successes, both horizontally with colleagues and vertically with managers and via direct reports.
- Seek interactions with peers and other teams, including scheduled but informal group chats between teams.
- In the case of bad news, share it immediately – don’t sit with it in isolation.

2. How Managers Can Support Personnel Working Remotely

- **Establish structured, regular check-ins.**

During hybrid work, it is even more important that check-in calls be regular and predictable and that they are structured as a forum in which personnel know that they can consult with managers and that their concerns and questions will be heard. Do everything possible to keep these meetings as a priority on the calendar.

- **Provide several different communication technology options.**

Remote workers can benefit from “richer” technology, such as video conferencing tools, that when used correctly can provide participants with the same benefits they would have if meetings were face-to-face.

Video conferencing has various advantages, especially for smaller groups:

- Ask team members to keep cameras on during remote video conferences. Visual cues allow for increased “mutual knowledge” and help reduce the sense of isolation for remote workers. Video is also particularly useful for complex or sensitive conversations, as it feels more personal than written or audio-only communication.
- Have teams establish “rules of engagement” for video conferences. Remote work becomes more efficient and satisfying when managers set clear expectations for the frequency, means and ideal timing of communication for their teams, while engaging staff in the design of team meetings fosters inclusivity.
- **Provide opportunities for remote social interaction.**
 Monthly virtual events designed specifically and explicitly to help reduce isolation will promote a sense of belonging.
- **Offer encouragement and emotional support.**
 Listen to individuals’ concerns and anxieties and empathize with the struggles your teams may face. If a question is asked, be sure to listen carefully and attentively to the response, and briefly restate it back to the individual, to ensure that you understood correctly. Let the individual’s stress or concerns (rather than your own) be the focus of the conversation.