

Best adaption to working through Covid

Winner

Hybrid 3:2 Working, Ogilvy UK



Covid-19 has blurred the boundaries between work and personal time. Winners in this category will demonstrate how they created a healthy workplace culture to protect their employees and leaders

In 2020 Thrive, Ogilvy's mental health and wellbeing strategy, was established. Activities were planned throughout 2020 to diversify and enhance its offering. Thrive Month in January saw 11 sessions, from nutrition and puppy therapy to managing anxiety, attended by more than 250 employees. With the onset of Covid-19, Thrive content and delivery needed to adapt quickly. Remote working had been rare in the organisation before the pandemic, so the move to home working was a huge shift for Ogilvy and its employees.

Along with the safety of its people, the company had to ensure they remained able to work productively and collaboratively. Moving into 2021, it was clear the company needed long-term robust tools to help maintain its staff wellbeing and business integrity while working flexibly. Ogilvy wanted to continue to uplift employees' spirits with fun and engaging events, so they felt connected regardless of location. Finally, the company wanted to ensure the return to the office was employee-led.

Ogilvy's strategy had nine components: (1) a shift to 3:2 Working involved ensuring all employees were physically set up to work safely from home while starting to come back to the office. (2) Digital Transformation aimed to ensure employees could access policies,

3:2
Hybrid Working

3:2 means that *at least* two days of the week should be worked at the office.

The other three can be worked remotely, where you choose.

These are guidelines, so if you'd like to work more than two days in the office, you may.

Thrive

It's a mistake to assume all your team are psychologically the same people as they were prior to lockdown. We have all experienced change to varying degrees and have been impacted in different ways. As managers, we need to understand the who, the what and the how; who are we integrating back to the office, what have our team been experiencing, and how are we going to do this practically.

Return Guide

As we return to the office and adopt the 3:2 hybrid working model, it's key you, our managers, have clear information, guidance and some practical tips to ensure our team member's return works for them, the business, and has belonging at the heart of everyone's experience.

The guide is split in to 5 key parts packed with content that will help you manage your teams brilliantly through this next phase of returning and to successfully embed the 3:2 model.

If you are unsure of anything or need further information please contact the people team. There are also lots of great resources signposted in the next part of the guide.

1.	2.	3.	4.	5.
Place	Time	Social Health	Belonging	Thrive

Ogilvy's guides helped employees manage the transition

learning and Thrive content remotely. (3) Team Contracting defined how and when different tools would be used to reduce the “always on” mentality and help employees work flexibly. (4) Team Connection ensured managers continued having regular check-ins with teams. (5) Thrive Support and Access looked at what the company could offer and how employees could access it regardless of working location. (6) Parent and Carers looked at support for home-schooling parents and carers. (7) Communication needed to be relevant, appropriate, frequent and transparent. (8) Culture aimed to help people feel connected and enjoy being at work. (9) The Return to the Office was to be employee-led.

Ogilvy created guides on how to work remotely. As the return to the office started, the team produced a podcast and a film on how to manage the transition from 100% home working to 3:2 working. Ogilvy increased comms across a range of channels to remind everyone of the mental health support available.

Achievements

Since the launch of 3:2 working, 80% of the team report feeling supported with flexible working, an increase of 4% year on year. The belonging score has risen 12% to a high of 84%. Teams proactively “contracted” with each other on how and when they work and why they communicate throughout the day, some teams even creating their own “remote working guides”. The feedback was overwhelming that this ensured all employees could successfully have a better work/life balance.

The Christmas party saw 400 people come back into the office, a comedy show drew 200 employees attending in person and over 300 online, and over 200 employees tuned in to a dog show along with their children while home schooling. The feedback from these events was that they truly lifted employees’ moods, putting much-deserved smiles on faces.

Ogilvy harnessed the positives from a very tough couple of years and took time to understand how remote working and hybrid working can revolutionise the staff experience. ■



+ Can see how wellbeing has been embedded in culture. Good results and impact and utilisation rates and examples of inclusion with testimonials.

+ Clearly thought-through strategy, giving employees flexibility and clarity around return to office and hybrid working.

+ Extensive strategy - phased and well thought out (flexible working, communication, support and even taking into account the impact for parents and carers)

+ Brilliant evidence of results and impact.

+ Loved the “people first” approach – that included not only work-related initiatives but also purely social events. Great feedback from employees and encouraged productivity.

Shortlisted

- **bms Anywhere**
BMS GROUP
- **ROYAL ACADEMY OF ENGINEERING**
- **Work Your Way at Fujitsu**
FUJITSU
- **You are not alone: We are here when you need us**
Interest: Lisa
MEDTRONIC INDIA

