

AGILE WORKING

What works
for you and
our business?



CONTENTS

03	Message from our Chief Executive
05	Core working hours Compressed working hours
06	Staggered hours Flexible working hours Flexible locations and working from home Planned family leave
07	Sabbaticals Return to work programmes
08	Phased retirement Job sharing Dress code
09	Implementing agile working Tips for employees
10	Implementing agile working Tips for managers

Key:

Use this key to establish how you can organise the agile working arrangements seen in this booklet.



Local agreement
with line manager.



Completion of Flexible Working
Application on Galileo.



Arrangement with
line manager and HR.

MESSAGE FROM OUR CHIEF EXECUTIVE

Our industry is all about creating talented teams that excel in their areas of expertise. As an employer, we know we you are most motivated to give your best when you feel valued and engaged.

Our Agile Working programme empowers you with flexibility in when, where and how you work. It allows you to take advantage of arrangements such as remote working, job shares, compressed hours, sabbaticals and return to work programmes to suit both your needs and those of the business.

We know this will deliver better results all round. It drives you to do a better job, knowing you can balance work around your personal life, preferences and circumstances, and our business benefits from a more engaged, committed and productive workforce.

Adopting this flexibility also helps us to create a more inclusive culture and improves our ability to attract and retain the best people from more diverse talent pools. It reinforces that we value difference and support those with commitments outside of work. It also rightly puts the focus on outputs and what is being delivered.

I encourage you to use this booklet and the guidance on Galileo to review the options available to you, and work with your manager to find arrangements that work for us all.

Bill Hocking,
Chief Executive.



MAKING 'AGILE' WORK

Agile working gives you and us flexibility in when, where and how you work. Where appropriate, site and office staff can take advantage of a wide variety of practices, offering different amounts of structure, regularity and flexibility to suit your needs as well as those of your wider team.

The aim is to give you choices, within prescribed guidelines, for the hours or the days you choose to work, or where you work from to afford you an improved work-life balance.

You and your manager may start off with a trial period where there is a contractual change to ensure the arrangement works for both you and the business.



Did you know:

According to CIPD (Chartered Institute of Personnel and Development), 65% of flexible workers are satisfied or very satisfied with their work-life balance compared with 47% of those who don't work flexibly.

1. Core working hours for full-time employees

Through this option, full-time employees can choose when to start and end their working day but must work certain 'core hours'. This is a designated period of the day when you must be working, for example 9:30am to 3:30pm. You would then need to make up the difference in your contractual hours.

This type of arrangement may be particularly beneficial for people who wish to avoid rush hour commutes, or those with other commitments outside of work such as doing the school run or membership of community groups.

As this is an informal agreement, there is no initial change to your contract but, for business continuity, it is important to agree what hours you will work with your line manager. A formal agreement may be needed over prolonged periods.



2. Compressed working hours

Working compressed hours give you the option to work your normal contractual hours over a shorter period rather than working the traditional five-day pattern.

For example, you could work full-time over extended hours on four days of the week and have one non-working day. Other arrangements such as two half non-working days per week could also be considered. The most common options cover a four-day week or a nine-day fortnight.

To enable you and your site/office team to better manage your workload, this type of arrangement would normally be fixed as it permits better predictability.



Site staff

Agile working is intended to be run, wherever possible, on our sites as well as offices. Although this may seem like a big change, construction is by its nature a mobile industry where staff aren't desk-based and are used to travelling from site to site. We therefore have teams that are inherently good at managing change. Allowing more flexibility in how we work can also have benefits in terms of sustainability for us and our clients. Such arrangements can also give us greater flexibility to cover the breadth of the project and enables greater work-life balance too.

Agile Working Guidance

You can find out more about agile working and the various options available by reading our Agile Working Guidance Note.

Visit: [Galileo > Group Services > HR > Agile Working](#).

3. Staggered hours

Operating staggered hours gives you the option to benefit from different start, finish and break times from others in your team. It means, as an individual, you can suit your out-of-work commitments or, again, avoid rush hour, while your wider team and the business could benefit from offering a service over extended hours, in an early/late shift pattern.



4. Flexible working hours

You could opt to make a more permanent change to your working hours. To make an application to work this way, follow the Flexible Working Policy on Galileo.



5. Flexible locations and working from home

Work doesn't have to be a place. Through our 'Smart Working' programme, we encourage the use of technology to save on time and travel costs while reducing our impact on the environment. You may wish to work from home either on occasion or on a more regular basis with agreement from your manager if you have the resources to do so. You may also look into working from a site or office that is more conveniently located to your home, provided there are hot-desks available.



6. Planned family leave eg leave for parents or carers

Making sure you can balance your career with family life is important to us. We, therefore, provide a number of options for employees who qualify for maternity, paternity, parental, shared parental and carer leave to suit your requirements.



7. Sabbaticals

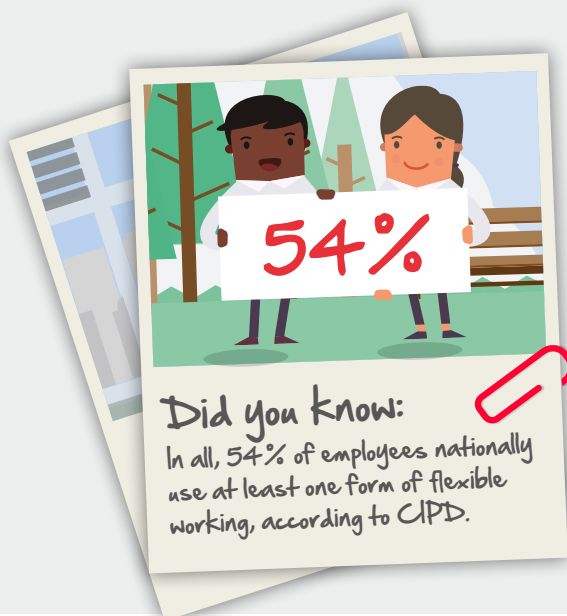
Some people may wish to take a sabbatical - a period of time over and above normal annual leave - away from work. This could be to study, travel, carry out volunteer work, to meet family-related obligations or to support another organisation. Sabbaticals are usually unpaid and can last between 3-12 months.

Requests are reviewed on a case by case basis and take into account how your work and responsibilities will be covered while you are away.



8. Return to work programmes

On your return to work after maternity/paternity leave, long-term sickness or a career break, we will support you to use the most appropriate route to return to work depending on your individual circumstances. We will look to ensure that you receive appropriate and timely support to return to work at the earliest opportunity.





9. Phased retirement

Since the default retirement age was phased out, you can choose when you want to retire. If you no longer wish to work your regular hours, you can request to reduce your working hours or days as part of your transition towards retirement.



10. Job sharing

Job sharing allows two employees to share the responsibilities and duties of one full-time job. This might mean one person works mornings and the other afternoons, or it can be split on a day basis where one individual takes the first two days of a week and the second takes the last three. Benefits include more diversity in the way projects are approached, and access to more experience and wider skills. It also allows for coaching and can help people to transition to full-time work or retirement.



11. Dress code

How you dress is an important factor in how you feel and where you're working, whether that's on site, in a breakout area, behind a desk or at home. We operate a business casual dress code that's intended to give a professional and business-like impression. Just remember to consider safety if you are on site, where you may be on the day and who you are likely to meet.



IMPLEMENTING AGILE WORKING

TIPS FOR EMPLOYEES

If you're ready to have a conversation with your manager about your working arrangement, read the Agile Working Guidance Note on Galileo and go to your discussion equipped with:

- 1 Why you think you could benefit from an agile working arrangement.
- 2 The benefits for you and the benefits for the business.
- 3 Insights from any conversations you've already had with your colleagues or others who could help facilitate the arrangement.
- 4 Thoughts on any concerns or questions your manager may have and how these could be addressed.
- 5 Suggestions on a trial period during which you and your manager can try out a new working arrangement to see if it works.



Find out more about how agile working can work for you

To learn more about how you can take advantage of agile working visit: [Galileo > Group Services > HR > Agile Working](#).



IMPLEMENTING AGILE WORKING

TIPS FOR MANAGERS

1

Start from a point of 'yes' to an agile working request wherever possible. While business needs must always be considered, try to be creative in coming up with an arrangement that works for both the employee and the business.

2

Be vocal about any reservations you may have and work to find a way around these.

3

Operate a trial period during which you and your staff member can try out a new working arrangement to see if it works.

4

Talk to other managers about how agile working arrangements have worked for them. Read case studies of managers in similar situations on Galileo.

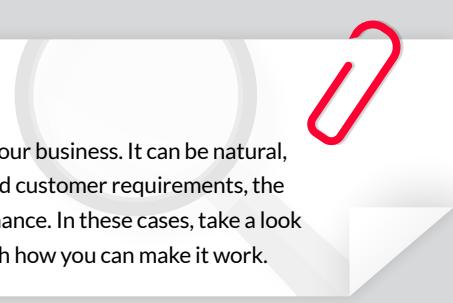
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Access the Agile Working page on Galileo to learn more.

6

Liaise with HR to help find a way forward.

Addressing concerns



Agile working is a behavioural change but it is already happening in our business. It can be natural, however, to have concerns about things like meeting operational and customer requirements, the impact of flexible working on the wider team, or measuring performance. In these cases, take a look at the examples on Galileo or liaise with your HR contact to establish how you can make it work.



BENEFITS FOR MANAGERS

When implemented effectively, agile working can bring you, as well as your team, many benefits.

Direct benefits include:

- ➔ Increased commitment to you, their manager, and our business in return for your flexibility, plus reduced employee turnover.
- ➔ Obtaining a better match between business resources and demand and scheduling work across longer portions of the day. For example, 8-6 rather than 9-5 through phased work.
- ➔ Being known to be a flexible, progressive and people-orientated company that people want to work for.
- ➔ More predictability of when staff will be around, for example, as a result of increased punctuality by staff missing rush hour traffic.

Indirect benefits include:

- ➔ Employee morale is increased when we empower our people to make their own choices.
- ➔ Your teams can work at the time of day when they are most productive.
- ➔ Our staff speak more highly of us as a business, demonstrating we are an employer of choice.
- ➔ You can also cut down on travel and site/office costs by adopting technology as outlined in the Smart Working booklet.

Read the guidance notes for managers

Take a look at the guidance for managers on Galileo. It provides tips on how to accommodate agile working, how to discuss proposals with your staff and frequently asked questions.

Case studies

To read working examples of agile working and how it has been put into practice by your colleagues, visit: [Galileo > Group Services > HR > Agile Working](#).



