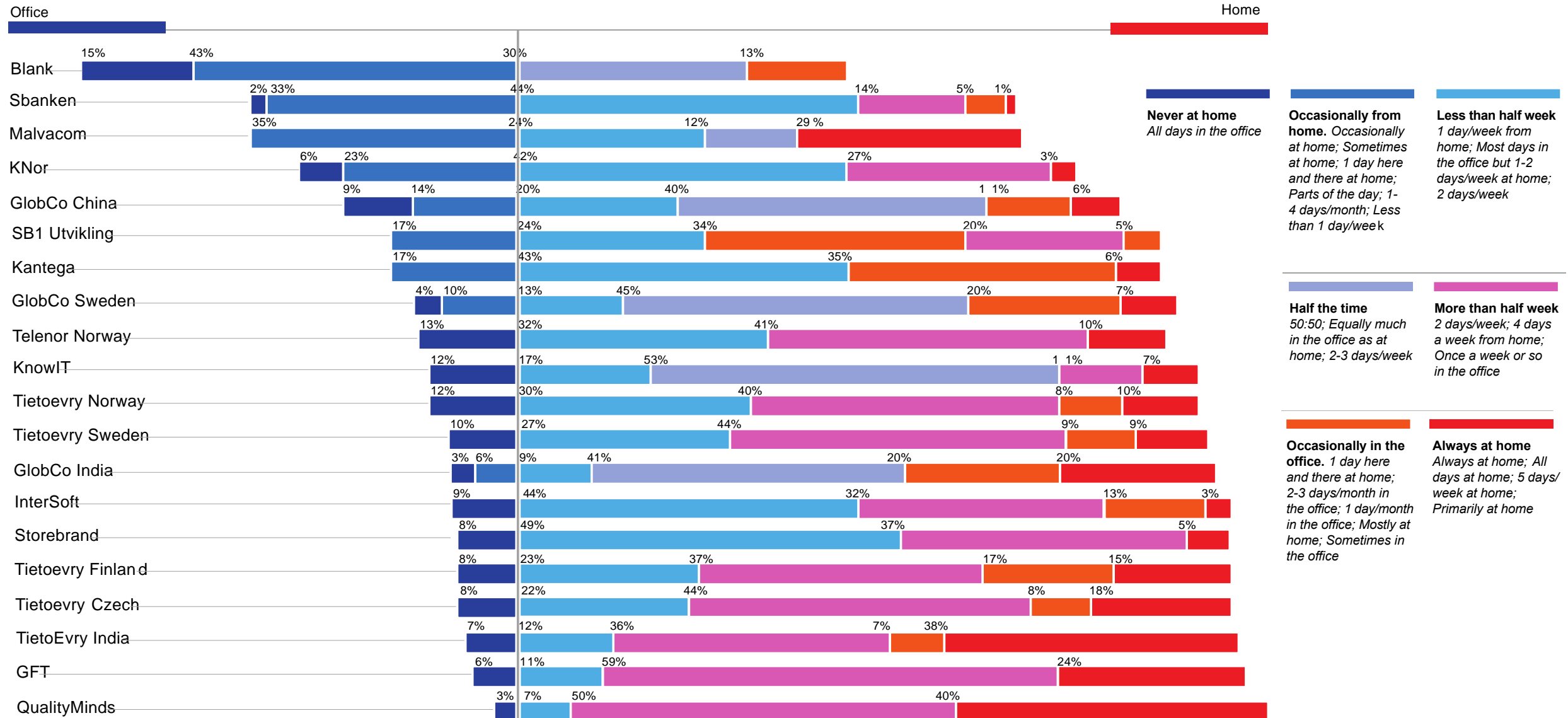# Recent changes in remote work policies

Darja Smite and Nils Brede Moe

BTH/SINTEF

2021: Many prefer hybrid work in the future

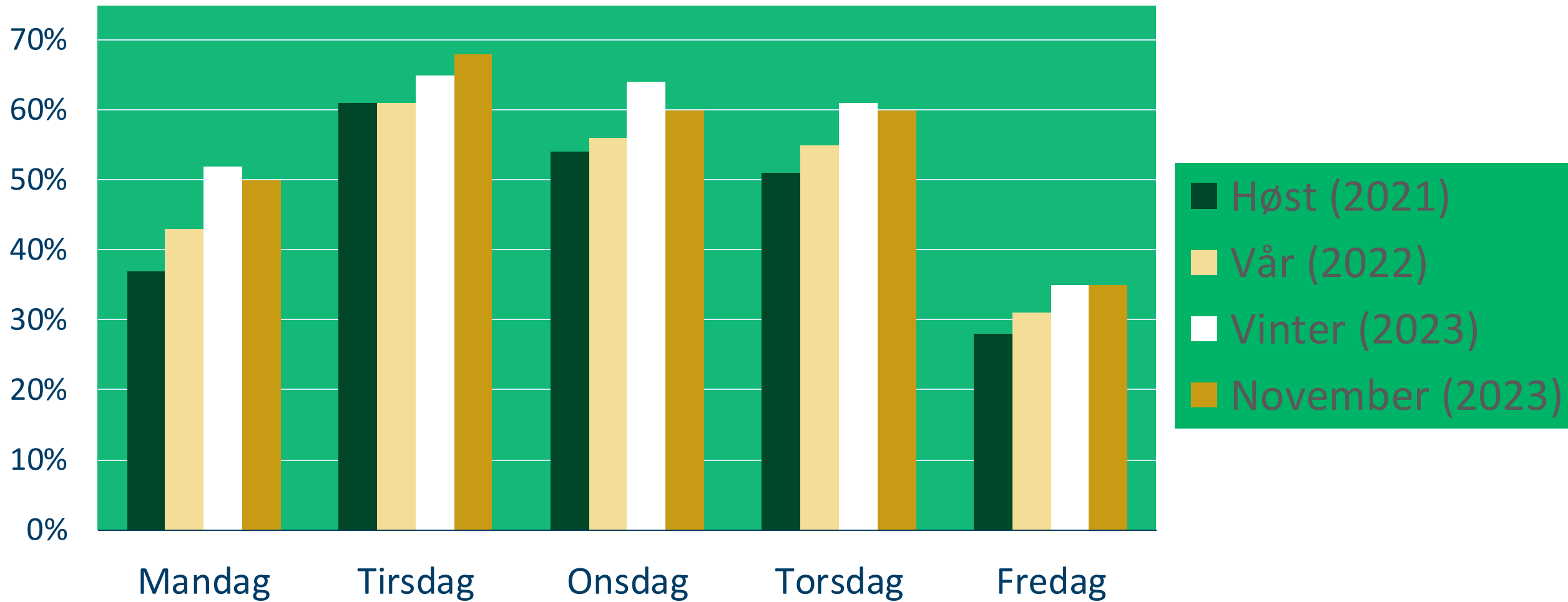**Employee preferences:** How often do employees want to work from home after the pandemic?

Office   Home

	Never at home	Occasionally from home	Less than half week	Half the time	More than half week	Occasionally in the office	Always at home
Blank	15%	43%	30%	13%			
Sbanken	2%	33%	44%	14%	5%	1%	
Malvacom	35%	24%	12%			29%	
KNor	6%	23%	42%	27%			3%
GlobCo China	9%	14%	20%	40%	1% 1%		6%
SB1 Utvikling		17%	24%	34%	20%		5%
Kantega		17%	43%	35%		6%	
GlobCo Sweden	4%	10%	13%	45%	20%	7%	
Telenor Norway	13%	32%	41%		10%		
KnowIT	12%	17%	53%	1% 1%		7%	
Tietoevry Norway	12%	30%	40%	8%	10%		
Tietoevry Sweden	10%	27%	44%	9%	9%		
GlobCo India	3%	6%	9%	41%	20%	20%	
InterSoft	9%	44%	32%	13%	3%		
Storebrand	8%	49%	37%	5%			
Tietoevry Finland	8%	23%	37%	17%	15%		
Tietoevry Czech	8%	22%	44%	8%	18%		
TietoEvry India	7%	12%	36%	7%	38%		
GFT	6%	11%	59%	24%			
QualityMinds	3%	7%	50%	40%			

Never at home
All days in the office

Occasionally from home. *Occasionally at home; Sometimes at home; 1 day here and there at home; Parts of the day; 1-4 days/month; Less than 1 day/week*

Less than half week
1 day/week from home; Most days in the office but 1-2 days/week at home; 2 days/week

Half the time
50:50; Equally much in the office as at home; 2-3 days/week

More than half week
2 days/week; 4 days a week from home; Once a week or so in the office

Occasionally in the office. *1 day here and there at home; 2-3 days/month in the office; 1 day/month in the office; Mostly at home; Sometimes in the office*

Always at home
Always at home; All days at home; 5 days/week at home; Primarily at home

Smite et al (2023): Work-from-home is here to stay: Call for flexibility in post-pandemic work policies☆

Work policies

Office-based	Office-first	Hybrid	Remote-first	All remote
Not remote, Office presence is demanded	Remote allowed, Office presence is encouraged	Remote friendly Office presence is flexible	Remote encouraged Office presence is upon request	Remote Office presence is not supported

Never at home
All days in the office

Occasionally from home
Occasionally at home; Sometimes at home; 1 day here and there at home; Parts of the day; 1-4 days/month; Less than 1 day/week

Less than half week
1 day/week from home; Most days in the office but 1-2 days/week at home; 2 days / week

Half the time
50:50; Equally much in the office as at home; 2-3 days/week

Occasionally in the office
1 day here and there at home; 2-3 days/month in the office; 1 day/month in the office; Almost always from home; Mostly at home, Sometimes in the office

Always at home
Always at home; All days at home; 5 days/week at home; Primarily at home

Office-based   Office-first   Hybrid   Remote-first   All-remote

Twitter
[2022] 40h/week in the office

Twitter

Many startups
Matt Bradburn, the co-founder of People Collective: Eight startups in London (size: 50 to 100 people) have closed offices.

Apple
[2021] From 1-2 days in February to mandatory office Mon, Tue, Thu
Made 67% of employees unhappy
56% were looking to leave the company
[2022] Mandatory office Tue, Thu + 1
+ up to 2 weeks of temporary remote work per year

Amazon
[2021] From full time office culture as the baseline to 3 mandatory office days with exception

Google
From 3 mandatory office days
60% work onsite a few days/week + 4 weeks of temporary remote work per year + 20% working from home (with a pay adjustment)

Meta
[2021] 50% of the time in the office is recommended + remote work options + 4 weeks of temporary relocation

Microsoft
[2021] Three categories:
– up to 50% WFH
– up to 100% WFH
– On-site only

Slack

Spotify
Has an option of fully remote work

Atlassian

Square

Pinterest

Shopify

Slack

Pinterest

Spotify
Plans to become a remote-first company in the future

Yelp

Yelp
4,400-person company stops the hybrid working ("worst of both worlds") will only keep the headquarters office with a 'hotelling' model where desks can be rented for the day
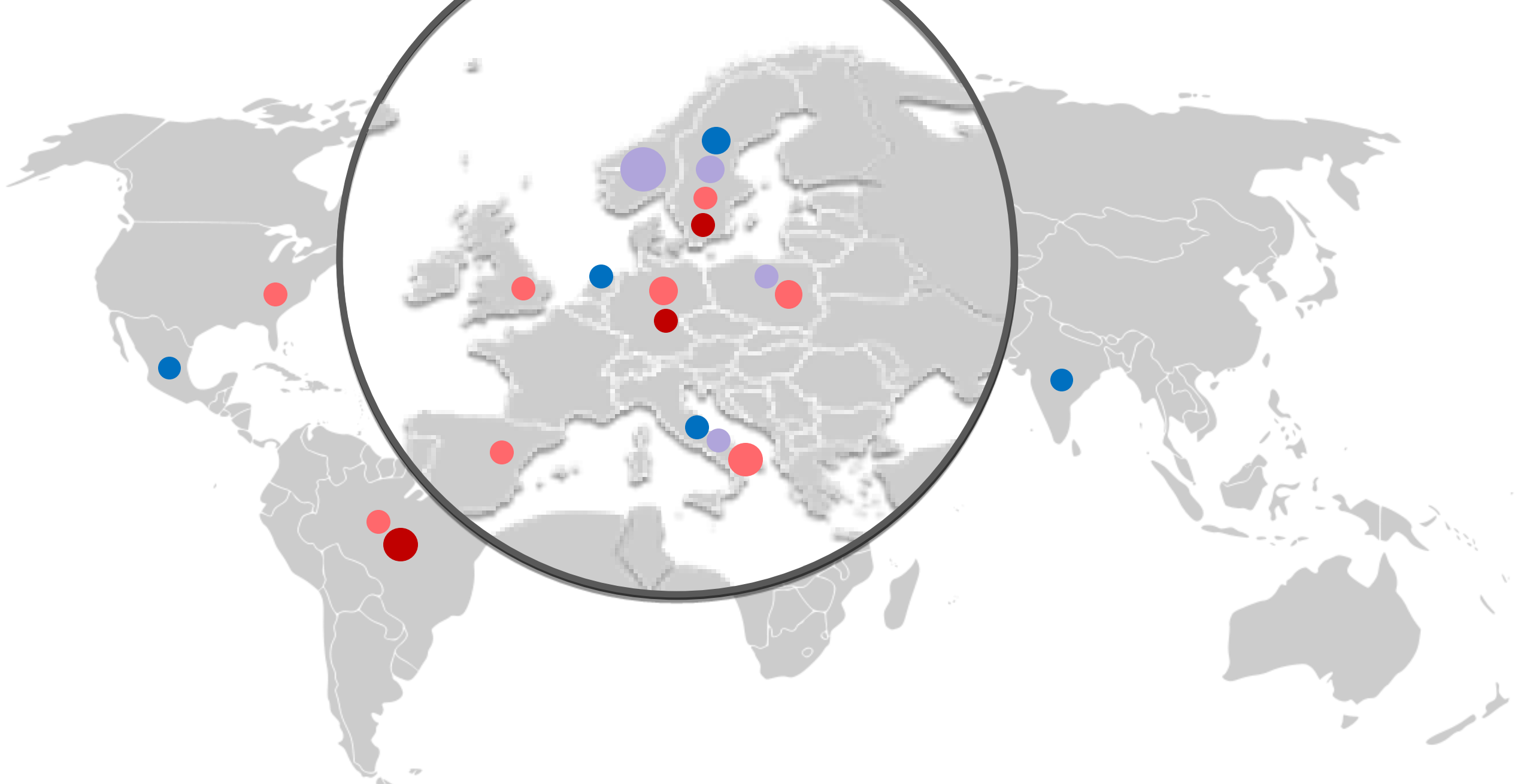
"Bank24"
[2022] 3 mandatory office days
Wed + 2 days of choice

"Bank24"
[2021] 3 office days recommended

Smite and Moe (2023): Defining a Remote Work Policy: Aligning Actions and Intentions

2021: Many prefer hybrid work in the future

Employee preferences: How often do employees want to work from home after the pandemic?
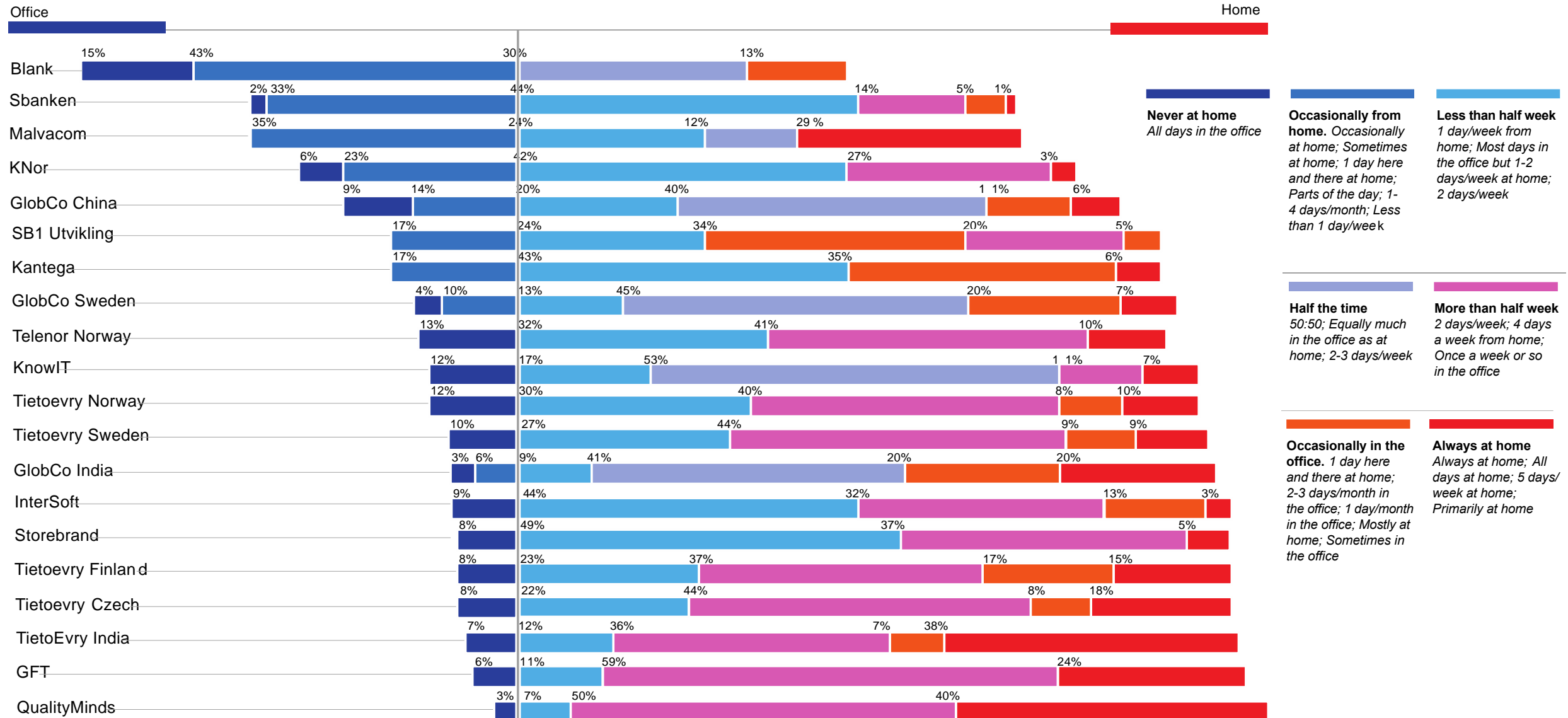
Smite et al (2023): Work-from-home is here to stay: Call for flexibility in post-pandemic work policies⭐

Onsite / remote	Company	Size	Location	Work policy
Office-first		XL	Mexico	Allowed to work remotely on Mondays and Fridays
		XL	Sweden, Netherlands	Majority of the time of working onsite
		M	Sweden, India	60:40% policy for onsite:remote work
		S	Italy	2 days/week of WFH and 3 days/week in the office
Hybrid		L	Sweden	Max 2-3 days/week of working remote
		L	Norway	At least 50% of time onsite, and 1 common day in a team
		M	Sweden	2-3 days/week recommended to work onsite
		XL	Norway	At least 2 days/week onsite
		XL	Norway	Fully remote is not an option
		L	Norway	TBD
		M	Norway	Fully remote is not an option
		M	Italy	4 days/week of remote work permitted
		S	Poland	1 day/week of onsite work is strongly encouraged
Remote-first		S	Germany	Work from anywhere, every second Friday onsite
		XL	Globally	Work from anywhere
		XL	Brazil	Employee choice
		XL	Poland	Employee choice
		M	Poland	Employee choice
		S	Italy	Employee choice
		S	Italy	Employee choice
Fully remote		S	Sweden	Fully remote, no office
		M	Germany	Fully remote, office for administration only
		L	Brazil	Fully remote
		S	Brazil	Fully remote
		L	Brazil	Teleworking

Office-first — Companies that have office as the core location, emphasize that the majority of time shall be spent working in the office

Hybrid — Companies that have office and regulate the proportion of time spent working in the office vs working remotely with a varying degree, but no more than half the time remote

Remote-first — Companies that have an office, but allow employees to choose where they want to work and have fully reomte positions for hiring

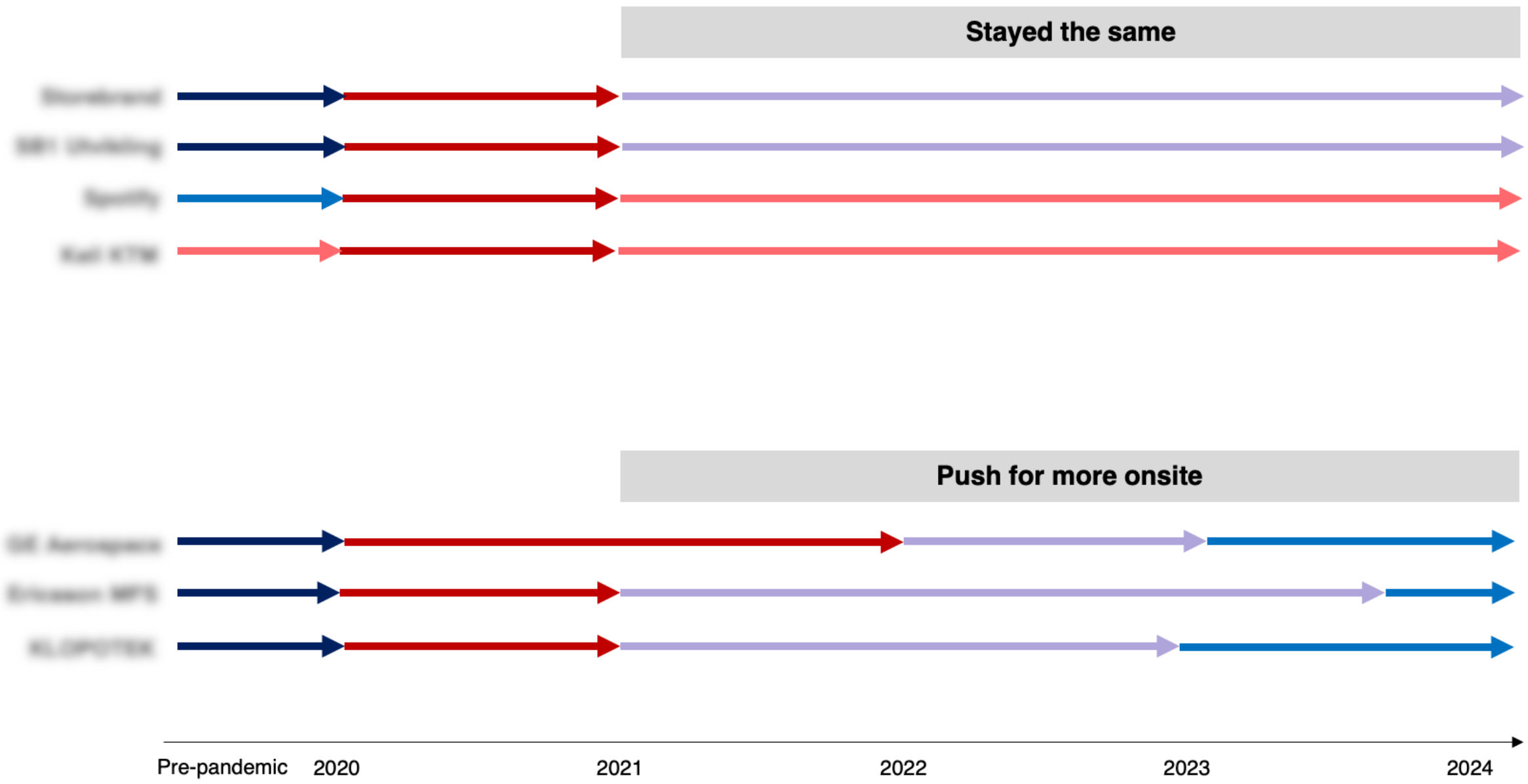**Fully remote** — Companies that might not have an office and hire employees on a distance

Office-first   Hybrid   Remote-first   All remote

Office capacity (desks per employee)

Weekly office presence (low to peak)

Office-first

| 100% |
| 60% |
| 40% |
| 100% |

Hybrid

| 80% |

46-65% — Half-occupied most of the time

18-37% — Less than half-occupied most of the time

18-33% — Well-occupied most of the time

20-40% — Less than half-occupied

40-70% — Well-occupied most of the time (Tue-Thu)

40-70% — Well-occupied most of the time (Tue-Thu)
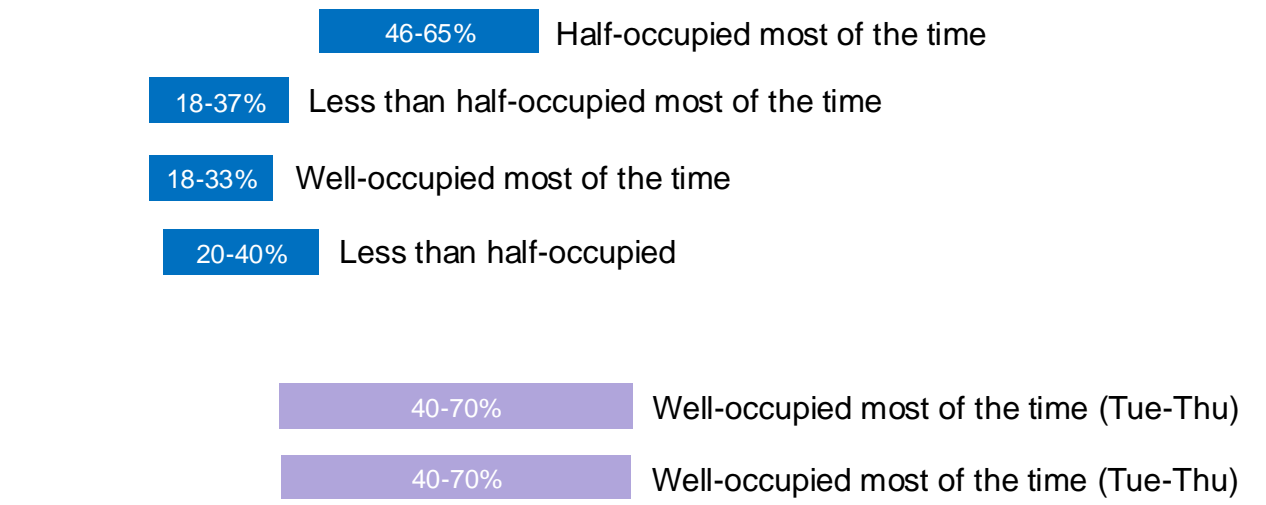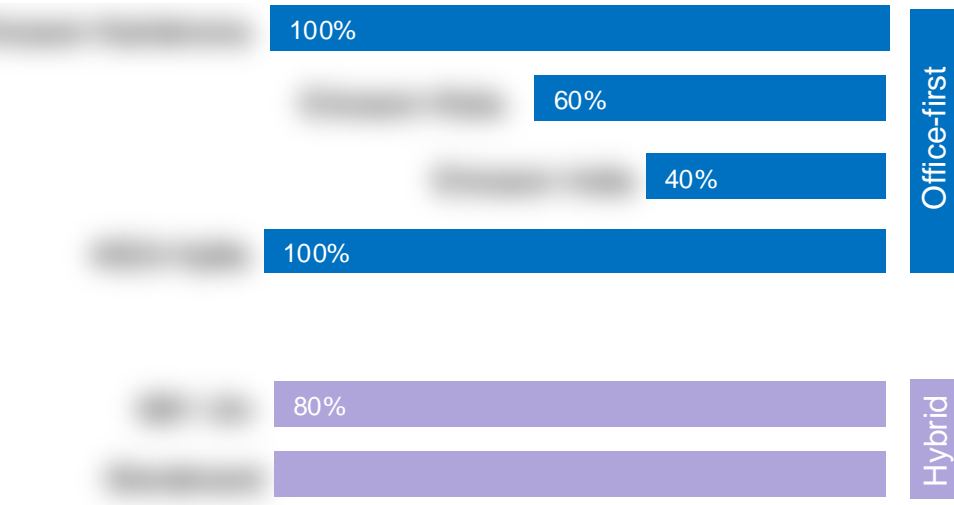
Large office (>100%) Traditional office (80-100%) Hotel office (20-80%) HQ office (<20%)

0%   25%   50%   75%   100%

Control-theory

Organizations may achieve alignment and ensure goal attainment through

- Formal control - managerial control control by documentation, written rules, and procedures
- Informal control (clan-control). Groups and individuals to monitor their own behaviour. The members agree upon a set of norms and values, which empowers the group members

NB! Informal control: the group and personal goals are largely compatible with the goals of the broader organization.

(Kirsch et al. 2010): Investigating the Antecedents of Team-Based Clan Control: Adding Social Capital as a Predictor

Team B1:

Team size ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨

Monday
Tuesday
Wednesday
Thursday
Friday

Team B2:

Team size ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬ ⑭ ⑮

Monday
Tuesday
Wednesday
Thursday
Friday

Team A1

Team size ① ② ③ ④ ⑤ ⑥ ⑦ ⑧

Monday
Tuesday
Wednesday
Thursday
Friday

Team A2

Team size ① ② ③ ④ ⑤ ⑥ ⑦ ⑧ ⑨ ⑩ ⑪ ⑫ ⑬

Monday
Tuesday
Wednesday
Thursday
Friday

Questions?

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