

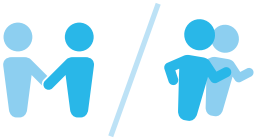


STRIDE TREGLOWN
AGILE AND FLEXIBLE WORKING

Rationale

Stride Treglown believes that the definitions of flexible and agile working have evolved over the past few years and have different meanings for different people, often encompassing changes to working patterns. We think it is helpful to refine our language to find a distinction between agile and flexible work. Traditionally the idea of flexible working was just about someone working fewer hours than was considered 'full time', and now as a company we offer many different ways for people to consider their working patterns for the purposes of;

Better work life balance



Flexible working hours



Less commuting



Greater job satisfaction



Meet caring responsibilities



This flexible working guidance is a way for you and Stride Treglown to find ways to help you meet your work life balance, and the needs of those of the company and of our clients. As an employee owned company we all come from a position of mutual respect and trust where we help each other to make our workplace a professional and inclusive environment. We all have a responsibility to our clients and each other to meet our work needs and deadlines.

All of this information is recorded, updated, and maintained within our Rapport3 system. It is important that your hours and periods of leave are recorded accurately in Rapport3 to allow your team and projects to be correctly resourced and the business to understand the success of our projects.

What is the difference between Agile and Flexible Working?

There are a variety of different ways for people to work agilely and flexibly at Stride Treglown.

We have many employees who have requested a variety of different contractual flexible working hours and even more who flex their day to meet their needs. Individuals will seek to change their hours for a variety of reasons and Office Managers and the HR team can help you consider your options.

Agile working is an informal change to working arrangements to allow us all to have a better work-life balance. These arrangements can vary depending on your personal situation and the needs of our teams. Agile working does not require a formal change to your working terms and conditions or pay. Agile working is discretionary based on your teams', clients', and the company's needs. Agile working could be discontinued if an individual isn't performing and is at the Board's discretion.

Flexible working is a formal contractual change (signed letter) where working hours and pay are agreed after a more formal request is discussed and submitted with your team leader and HR. Flexible working is open to all employees and the company will balance the needs of projects and work commitments when making its decision. We will make every effort to accommodate requests for flexible working, while ensuring that your duties can still be carried out effectively.



Agile working options

Core hours

As a business we ensure the office is open from 9am to 5:30pm during a normal working week. The majority of employees' contracts of employment are on the basis of having 'Core Hours' from 10am to 4pm. These hours can sometimes vary for some part time members of staff. Core hours allow us to understand when our colleagues are expected to be working in the office or contactable if working from home or travelling to and from site.

We do not expect individuals who are out of the office or on their lunch break to pick up a call immediately, but there is an expectation from colleagues and our clients that we respond to emails and phone calls in a timely manner during those core hours on days that we are working.



Flexi-time

We understand that sometimes our lives and commitments can make a strict 9am to 5:30pm working day a challenge. Our flexi time policy allows people to alter their start and finish times to meet personal commitments. You can start earlier or later each day but you will need to be present during our standard core hours from 10am until 4pm and work your contracted weekly hours (37.5 hours for full time member of employee). You do not need to formally request flexi-time but it is advisable that you keep your team and team leader informed if you change your normal working patterns.



Flexi-day

All full time and part time employees (except zero hours) can accrue a minimum of one working day of overtime (for full time employees that will equal 7.5 hours; for part time employees this can vary) over a calendar month which they can then take the following month. As part time hours can vary greatly please speak to your local office manager for details.

Requesting flexi-day leave for additional hours is optional and must be agreed in advance. Further details can found in our flexi-day policy on the intranet.



Flexible lunch times

Individuals across the company may flex their lunch time arrangements to accommodate physical activities (running, gym, yoga) or to meet other personal commitments. If you need to change the length of lunch breaks it is advisable to speak to your team leader to keep them informed. There will be an expectation that you make up the difference in time during the week. Individuals must take at least a 30min break each day if they work 6 hours or more. Lunch can flex from 30mins up to 1 hr 30mins.



Studio agility and working out & about

We work hard to make our systems as similar as possible so our employees can sit at any desk, allowing them to work when they visit other studios and allowing project teams to form and reform around the business. As an extension of this we also have pools of company laptops which can be borrowed to perform some aspects of work outside of the office. This will allow you to be prepared for meetings, stay in contact with your team, and respond to requests for information while away from your office. It is good practice to record on the office signing in/out book, on your Outlook calendar and Lync that you are working out of the office.



Home working

We have invested in a home working system to further enhance the agile working that we can offer to our staff. Home working is designed to be used in a planned, rather than an ad-hoc basis. The principle of home working is that it is mutually beneficial for both staff and the company, and that it is not intended to become a regular or permanent part of someone's working patterns.

Home working can also be useful if staff have the need to work out of hours and it's often more convenient to do this from home. It is not something that we guarantee as being available all the time.

In most circumstances you should not be working from home if you're ill. We would prefer you to rest and recover at home rather than working while unwell. We have found individuals who continue to work while ill have a slower recovery rate and do not produce their best work.

Also, we do not believe that individuals should spend more than 20% (or 1 day), whichever is the most, of their weekly hours working from home in any one week. Home working should not become a regular pattern or a means of work that you become reliant upon. The nature of our work means that is important that we interact with our teams on a regular basis.

Agile working examples

(Does not require contract change)

Flexi-time



Hayley takes it in turns with her partner to walk the family dog each morning. On alternate days Hayley travels in earlier or later to miss the traffic before or after work. Also, Hayley has to attend an early Thursday morning dental appointment. She can flexi her time to maximise her day. Though Hayley's hours vary they total 37.5 hours for the week.

	Monday	Tuesday	Wednesday	Thursday	Friday
Morning start	07:30	09:00	08:30	10:00	07:30
Evening Finish	16:30	17:30	17:00	17:30	16:00
Total daily hours	8 hours	7.5 hours	8 hours	6.5 hours	7.5 hours

Flexi-day



Kevin has a long weekend away with friends next month and has worked additional hours this month accruing more than 7.5 hours (Kevin's normal daily hours). Kevin can use the additional hours in the form of a flexiday to help supplement his holiday leave.

Flexible lunch



Kerrie enjoys spending her lunch times running with her colleagues in preparation for the local half marathon. On occasions Kerrie needs to go slightly earlier to help organise a local running group. Having flexible lunch time hours helps Kerrie go for a run, get back, and change. On her running days Kerrie leaves slightly later to make up for the additional 30 mins. Also, having an occasionally shorter lunch time allows Kerrie to get away to help run her community running group.

	Monday	Tuesday	Wednesday	Thursday	Friday
Lunch time	1 hr 30mins	30mins	1 hour	1 hr 30mins	1 hr 30mins
Activity	Running (leave 30mins later than normal)	Leave earlier (after 4pm) to start running club	CPD	Running (leave 30mins later than normal)	Running (leave 30mins later than normal)

Studio agility and working out & about



Pawel works across different sectors and offices on a variety of projects. Having the ability to work at any machine allows Pawel to work with colleagues across the office, work on a company laptop on the train on his way to site and visiting our other offices.

Monday	Tuesday	Wednesday	Thursday	Friday
Manchester Office	Bristol Ground Floor	Bristol Top Floor	Train journey to London used Laptop	London Office and site visit

Flexible working options

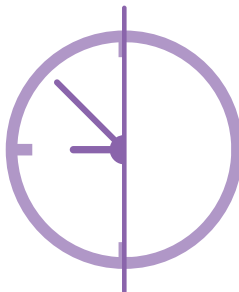
(usually requires change of employment contract)

Part time hours

These are some examples of where we have agreed flexible working arrangements including reduction in working hours;

- Studying at university (HND, Bachelors, Masters, and PhD study)
- Attend art based courses (Fine art, wood work)
- Start their own business (without being in competition with Stride Treglown)
- Caring responsibilities
- Preparing for future retirement
- To aid physical and mental recovery
- Achieve a better work life balance

As a business we have employees working a variety of part time hours arrangements. We use Part Time hours to describe any contractual arrangement where an individual works fewer than 37.5 hours per week.



Fewer days

Reduced number of working days



Jodie has decided she would like to spend more time building her own home. She has arranged for the next 6 months to take Wednesdays as her nonworking day as it has a reduced impact on her deadline schedule which usually falls towards the end of the working week.

Monday	Tuesday	Wednesday	Thursday	Friday
7.5	7.5	Non-working day	7.5	7.5



Michael has recently adopted with his partner and to help manage the childcare arrangements he has decided to take Wednesdays and Fridays as his non-working days. His partner has done the same with his employer to maximise child care arrangements. This also allows them to spend time together.

Monday	Tuesday	Wednesday	Thursday	Friday
7.5	7.5	Non-working day	7.5	Non-working day

Fewer hours, 5 days a week



Eve has enrolled on a master's programme that requires her to attend after work classes and seminars. To help manage her time she has chosen to continue working 5 days a week, but reduced her daily hours to come into the office a little bit later (after an evening at university) and arrives by 10am, but also the opportunity to leave earlier to attend classes.

Monday	Tuesday	Wednesday	Thursday	Friday
6	6	6	6	6

Fewer days

Fewer days, different hours on different days



Duncan has a variety of personal commitments that require varying his hours, as well as working a short working week. Duncan has arranged a flexible arrangement with his team leader and regional director in advance for a set number of hours to be worked each week.

Monday	Tuesday	Wednesday	Thursday	Friday
4	Non-working day	5	4	5

For purposes of calculating Duncan's holiday and flexi allowance we would take his average daily hours; in this example 4.5 hours per day and totalling 18 hours per week.

Compressed hours – Full time hours in 4 days per week



Cathy takes part in competitive zorbing and requires time to travel across the UK in preparation. She has chosen to work longer days to free up a non-working day at the end of the week to allow for travel. Cathy continues on a full time salary based on her 37.5 hours per week. Before moving to compressed hours Cathy discussed her options with the HR team to discuss the long term viability of working such long working days and agreed review periods to check it remained manageable for her.

Monday	Tuesday	Wednesday	Thursday	Friday
9 hours 20mins	9 hours 20mins	9 hours 20mins	9 hours 20mins	Non-working day



Zero hours

Zero hours contracts in recent years have received negative comments due to the way some organisations use them. We use zero hours and we do so with a clear understanding and discussion with individuals about the advantages and limitations of such contracts. We see zero hours contracts as a means to allow individuals to work for Stride Treglown when they have the time (e.g for example outside of university term time) and to remain a Stride Treglown employee. These contracts usually have a fixed term.

If individuals believe they can work a set number of days per week would recommend a part time contract rather than a zero hours contact. This will help them have a clear understanding of their financial income and guaranteed work.

Individuals on zero hour contracts do not have to make themselves available for work, but if they have stated they can work, there will be an expectation they attend work for their agreed hours / days. In a zero hour contract relationship we cannot guarantee work but will try and accommodate any requests from you to work.

When individuals move on to a zero hours contract they will retain access to healthshield but we will end their private medical insurance (should they have this benefit) and ask for the return of their company mobile phone and / or contract.

Holiday is calculated based on the number of hours an individual works on a zero hours contract. We can explain this in more detail while exploring the option of a change of contract. For those on zero hours we do not offer our flexi day system.

If you are existing member of staff who has been auto-enrolled on to our pension scheme we will continue to deduct payments when you move to zero hours unless you inform us otherwise.



Contact time

Individuals who have project running responsibilities and are working part time hours, may choose to have contact time added to their contract where they feel it is appropriate and helpful to manage their projects. Contact hours are usually a couple of hours a week which are added to the individual's time (and salary) to take phone calls and emails. These are used during their official non-working days.

If this is of interest to you please speak to your office manager or the HR team.

Summary of Flexible options

Type of flexible working	Potential Benefits	Considerations
Flexi-time	<p>Flexible start and end time around our core hours of 10am to 4pm.</p> <p>Reduced travel time if outside of normal commuting hours.</p>	<p>We are all individuals of habit, if you need to change the pattern of your hours you need to inform your team and other colleagues.</p>
Flexi-day	<p>Supplement holiday, weekends, or bank holidays with additional days, or a standalone day off.</p> <p>Able to plan additional hours to accumulate a flexiday.</p>	<p>Ensure that you have worked additional hours (7.5 hours of additional hours for full time employees) over a month.</p> <p>Speak to your team leader prior to booking your flexiday.</p> <p>Please remember that you could be asked in a busy period (project deadlines, etc.) to reschedule your flexiday to help with resourcing pressures.</p>
Part time hours	<p>Suit individuals who wish to lessen their hours for work / life and personal commitments</p>	<p>Consider the reduction in your pay, holidays, pension, and other pro-rata benefits.</p>
Zero hours	<p>Flexibility to meet temporary and changeable workload and personal commitments.</p> <p>Would suit individuals who want occasional earnings rather than guaranteed hours / salary, and can work flexibly as and when needed.</p>	<p>We do not seek exclusivity of your time. However, we do not have to offer work, nor do you have to accept if work is offered. Once you have committed to a phase of work you are contractually bound to complete it.</p>
Contact time	<p>To help part time workers maintain oversight and involvement with clients on non-working days.</p>	<p>How many hours could you manage and would need?</p> <p>Will this impact on the reason you choose to work part time?</p>

Other changes to hours or working patterns



Career breaks (sabbaticals)

Individuals across Stride Treglown have requested sabbaticals to allow them to have a break in their career, while maintaining employment continuity. During career breaks people usually use of a mixture of holiday and unpaid leave. Sabbaticals typically last anything between a month to a whole year.

If you're thinking of taking a sabbatical, bear in mind that we would require a longer period of notice to ensure that we can adequately resource your leave. Please do not make any commitments such as booking flights etc. until the break has been approved by the Board as we might not be able to meet your request.



Health Adjustments

When we return from prolonged absence due to medical needs we should take time to consider how we wish to work on our return, and into the future.

Phased returns:

If you have been away from work for a prolonged absence it may be advisable to return for a few hours a week over a two week period. It will allow you to acclimatise back into work and to pick up more project work during your return. Your local Office Manager and the HR team can advise you prior to your return.



Alternatively

As part of your recovery your doctor may suggest working part time hours for a temporary, prolonged or permanent basis. This is usually recorded on your "Fitness to Work" note. Should this be advised, or you wish to consider this please speak to your Office Manager or the HR team. Also, please see information in this document about Part Time hours.

Other changes to hours or working patterns



Retirement planning

There is no longer a statutory / fixed retirement age and individuals can decide when they wish to retire. Many individuals choose to reduce their hours as they approach retirement rather than just leaving work altogether. It is important to set goals prior to retirement;

- Potentially reduce hours (if you wish to do that)
- Identify a future finishing date working for Stride Treglown
- Continuing in a zero hours capacity for a period of time afterwards

Individuals also set themselves new goals outside of work which may include travel, voluntary work for charities or paid work with advisory groups or professional bodies.

If you are planning to retire in the next five years please do speak to your local Office Manager and the HR team to discuss your plans. We also suggest that you speak to your pension provider(s) regarding your planned retirement around 5 years prior to when you anticipate your retirement date.



Annual leave

It is important that you take time away from work to help you decompress, enjoy time away or on your hobbies and home life or spend time with family and friends. We ask that you book your holiday in advance to allow your teams the opportunity to resource appropriately while you are away.

We always endeavour to meet your requests for leave. There may be circumstances when your leave coincides with important deadlines and the team may ask you to reconsider your holidays dates, especially if these are booked at short notice. Therefore, we ask you to speak to your team and team leader prior to booking flights and accommodation.



Parental Leave

If you have advance notice of needing to take time off with your child, you may be entitled to take parental leave.

There are four types of parental leave;

- Paternity
- Maternity
- Shared Parental Leave
- Adoption Leave

There are further details on the intranet or please speak to your Office Manager or the HR team.

Resources

Build UK (2019) - Agile Working Tool Kit, A guide to best practice on implementing agile working arrangements.

<https://builduk.org/wp-content/uploads/2018/12/Agile-Working-Toolkit-1.pdf>

<https://www.moneyadvice.service.org.uk/en/articles/paternity-leave-and-pay>

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