



Making Work, Work Guidelines



Introduction

In the post Covid world, we are delighted to confirm that we are now a remote-first, hybrid working business.

What does that mean?

BC (Before Covid) – we'd come into the office to share ideas and inspiration – and let's not forget the drinks and socials too, but that changed overnight and guess what? We made it work.

Then, having listened to you, we decided to continue. We realised how different work can be and now feel that we've found a balance that works for everyone.

So, if you want to work from home, that's great. If you prefer coming into an office, you can work there too, or a combination of both. Or if you want to add a short working vacation onto your holiday, we can make that work too.

We'll still plan to meet together a few times a year because we think it's really important to get together. But the rest of the time, how you work will be up to you.

Get-togethers with a purpose



We're still going to get together, but we don't need to do it anywhere near as often as we used to. Now we'll meet up a few times each year, including 'country-wide get-togethers' and 'team meetups'.

Every time we ask you to travel, we'll all agree on a clear purpose for the meetup and make sure everyone knows them before we get together.

Country-wide get-togethers – spring and autumn

Where possible, we'll continue to arrange an "all-company-in-country" get together twice a year. We're likely to hold these in March/April and again in September/October.

They'll be budgeted, arranged, and organised centrally by the People team, and we'll be asking for volunteers from all of our teams who can help us plan, organise and manage the event.

It's our chance to hear what you're up to, and to celebrate the work you've done. It's your chance to meet new colleagues, catch up with those you haven't seen for a while and continue making connections – without having to try and do it via the screen.

There may be certain times when it is decided that a face to face is not logistically possible, but we will still aim to have something collaborative and involving all – it might just take another format.

Team meet-ups

You'll meet up with your whole team a minimum of twice per year and a maximum of four times per year to do those things that are easier in person: planning out projects, hacking and testing, and setting team goals. Again, your manager will set out clear goals before you meet, so everyone knows what we're working towards. Some teams may want to tag on time to the big get togethers.

Team time

Some teams need a bit more face-to-face time for things like team check-ins and one-to-one sessions.

Let's be clear: we're not talking about 'business as usual', or 'everyone back to the office'. Instead, we're talking about maybe once a month if there aren't any team meetups or big get-togethers (though some teams may need less time than that). They'll be at times that your manager has agreed with you. Please remember that your manager has the right to ask you to come in. They will always give you as much notice as possible.

Other occasions

There are a few other reasons we may ask you to come in:

- Discussing things that are better dealt with face to face
- Where we can't work as well remotely
- There's a customer issue which is easier to deal with in the office or somewhere else
- If we can't access customer service channels remotely
- You're working on team tasks you can't do from home
- You're having training and learning sessions you can't do from home

Wherever you're meeting, you're important

Now we are remote first, there are a few more considerations in terms of how we conduct meetings, after all, there's no point joining a meeting if you're getting left out. Take a look at our [meeting guide](#) to find out what's changing.

Work where you like

The rest of the time, it's up to you. You might want a week at home, with just Fido and Buster for company. Or you might be missing the camaraderie and coffee-breaks of the office.

If you do choose to work from the office, before you travel, you'll need to:

- Book a desk using our booking app - [Cloudbooking](#)

Questions and Answers



Where's my base office?

This is the office you would tend to go to for meetings, to work or to catch up with colleagues. We mention it in your contract. It might be one of our three UK workspaces, or our Sweden office.

If you've moved during the pandemic, just let your manager and the people team know and we can keep your details up to date.

Can I work overseas?

It's very unusual for our permanent team members to work outside the UK, US or Sweden, because contrary to articles in the Press, it is tough to sort out work permits/visas and a number of other legal issues including your own tax issues, corporation tax, social security, benefits and data privacy. To help you understand our approach and how to make a request, you can find our [guidance to remote overseas working here](#).

Can you work overseas for a short period or take a working holiday?

Yes. You can spend up to four weeks overseas in total including holiday time. So, if you've booked a week to sun yourself on the beach or go hiking with your four-legged friend, you can add up to three weeks to work as normal from your holiday destination by just logging in with your laptop.

You'll need to be able to legally work wherever you're staying, and stick to their immigration rules. Please check with your manager first and apply via bob in the absence section – there is a drop down for working overseas. Please don't just disappear until you've had express agreement from your manager via bob.

What about travel and expenses?

You can find out the details in our [Expenses Guidelines](#).

Can I refuse to come to the office?

Sorry, but this one is a no. It is really important that we have face to face time with each other and we can ask you to come to one of the offices to meet up as previously discussed. We will always give you as much notice as possible, though.

Change Control

Name of policy	Making Work Work Guidelines
Version Number	2.0
Effective date	Nov 22
Next review due	Nov 2023
Notable changes from previous policy	Updated policy wording
Policy owner	Chief People Officer