2023 Global Workplace Survey Part I:
## *Understanding the Hybrid Workplace in Asia Pacific*

For part 1 of our 2023 HR Policy Global workplace series, we gathered data from 35 members that have operations in the Asia Pacific around the landscape of hybrid work arrangements in Asia Pacific and India after COVID restrictions.

The survey will continue throughout the year to cover the rest of the world and HR Policy Global will release a final report to its members later in 2023.

HRPA HR POLICY ASSOCIATION   HR POLICY GLOBAL

- **94% of employers** in Asia Pacific **provide flexibility to some or all employees post Covid** compared to **36% prior to Covid**
- **Only 6% of employers require all employees work on site post Covid**, compared to **64% pre-Covid**
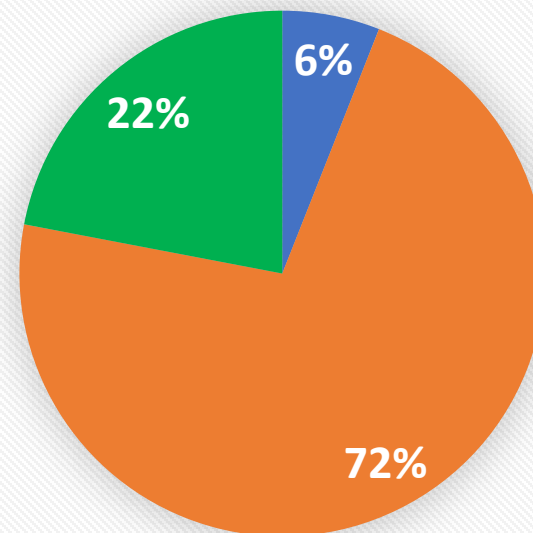
Companies Prior to Covid

- Required all employees work onsite
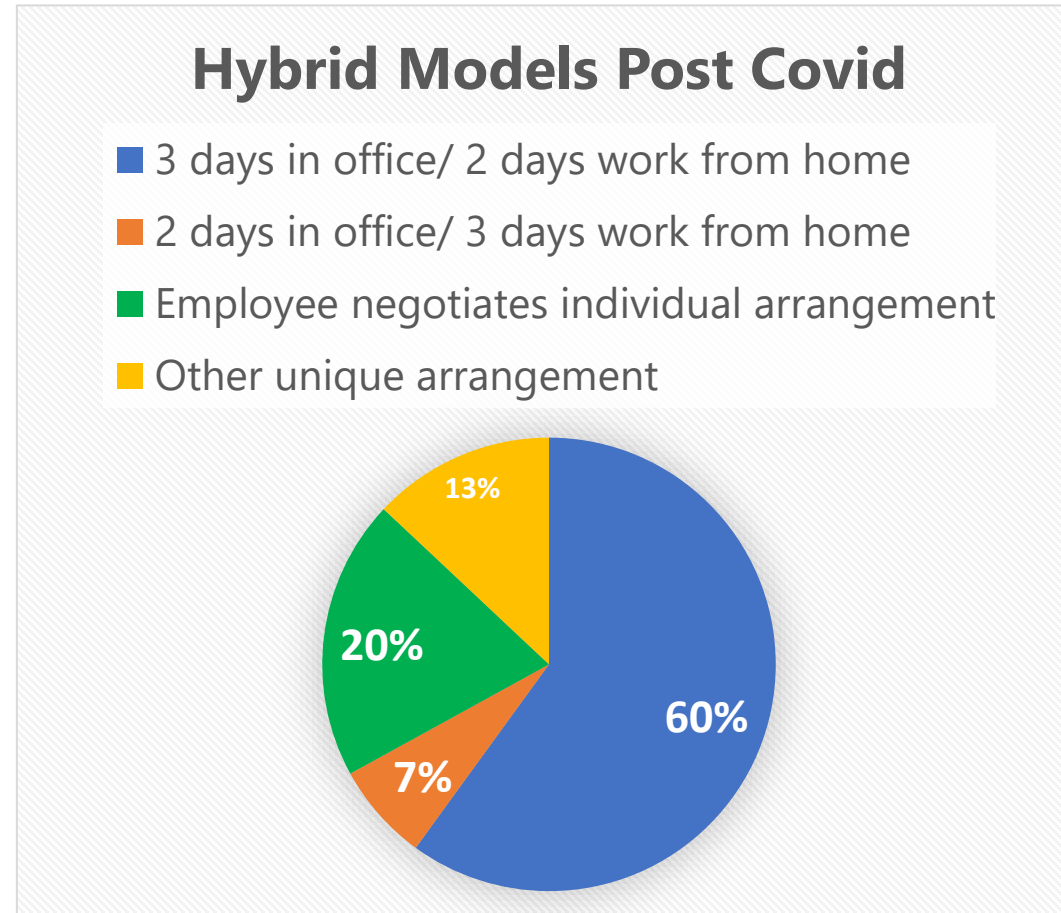- Offered flexibility to some employees
- Offered flexibility to all employees

3%
33%
64%
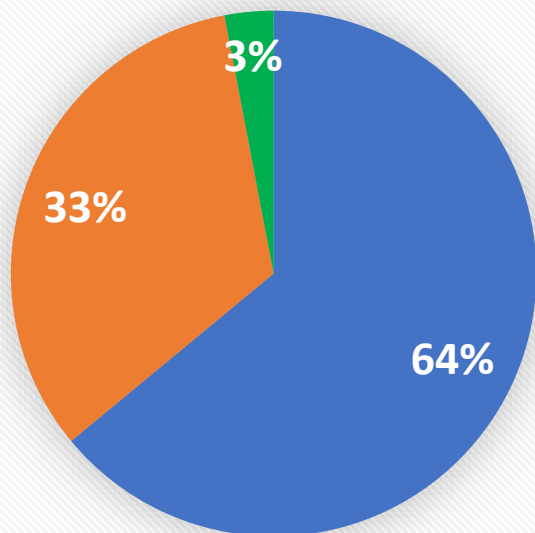
Companies Post Covid

- Require all employees work onsite
- Offer flexibility to some employees
- Offer flexibility to all employees

6%
22%
72%

HRPA HR POLICY ASSOCIATION **HR POLICY GLOBAL** SM

- **More than 60% of employers** have a **3-day in-office/2-day work from home** arrangement

Hybrid Models Post Covid

- 3 days in office/ 2 days work from home
- 2 days in office/ 3 days work from home
- Employee negotiates individual arrangement
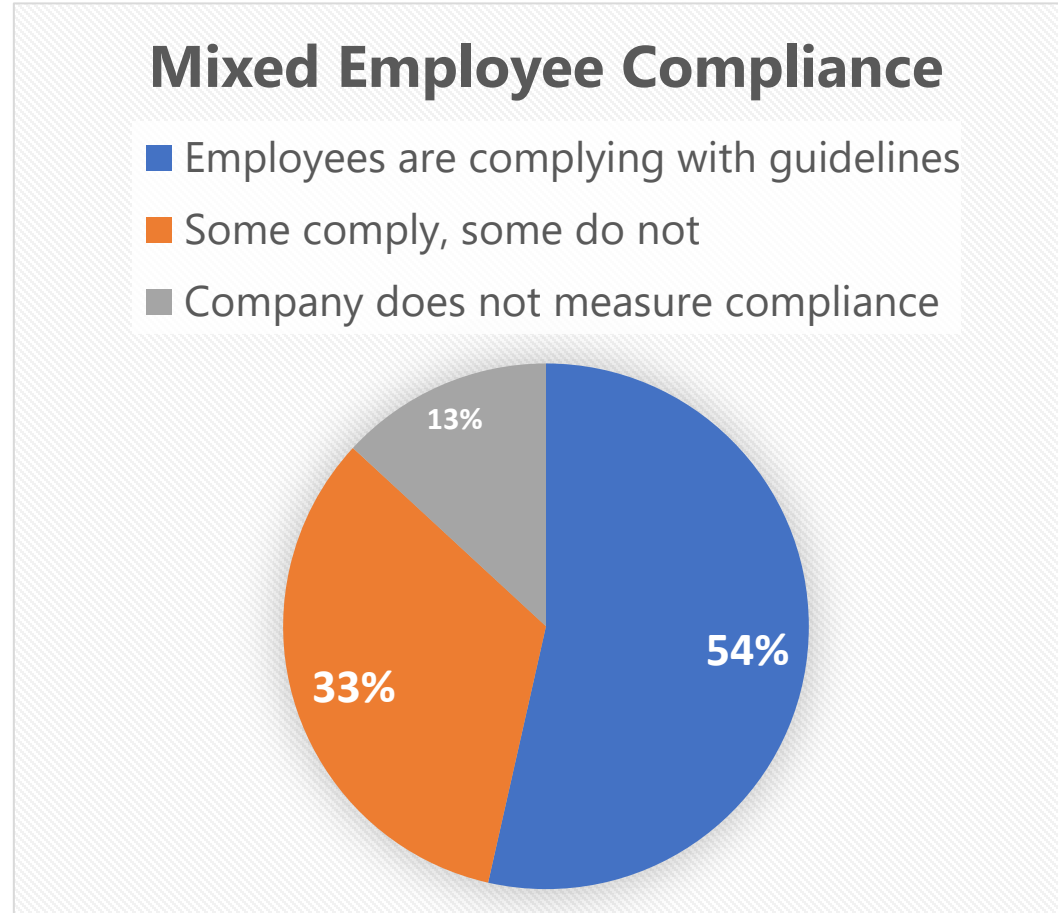- Other unique arrangement

60%
7%
20%
13%

Most Companies Provide Guidelines on Hybrid Workplace Arrangements

- Provide guidelines on hybrid workplace arrangements
- Have policies or collective agreements which specify hybrid workplace arrangements
- Have no policies or guidelines and leave the decision up to individual managers and their employees
- Other arrangement (including business unit or client-specific)
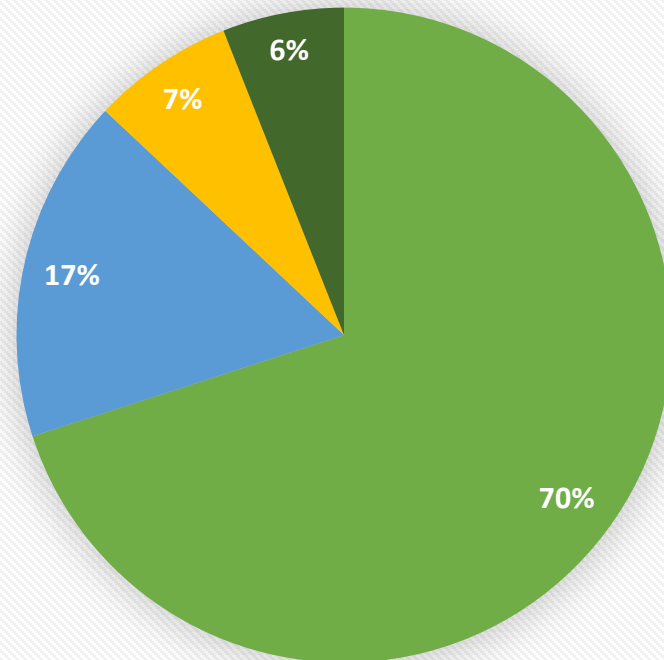
- Overall, **employees comply with company hybrid work models**. However, **a third of companies** indicated that their **experience is mixed**.


Mixed Employee Compliance

- ■ Employees are complying with guidelines
- ■ Some comply, some do not
- ■ Company does not measure compliance

13%

54%

33%

- Around **21% of companies have permanent work flexibility policies**
- Another **38% have no concerns about their guidelines becoming an implied benefit**
- Around **17% of companies** either **have concerns or will be taking steps to prevent new work flexibility expectations from becoming permanent**
- **24% haven't given thought to the issue**

Company's Stance on Implied Benefit

- 🟦 Have permanent work flexibility policies
- 🟧 Have no concerns about their guidelines becoming an implied benefit
- ⬜ Have concerns or will be taking steps to prevent
- 🟨 Haven't given thought to the issue

21%
38%
17%
24%
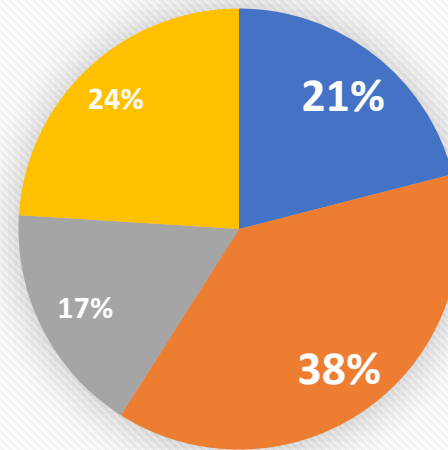
- While **the majority of employers have no plan to change their current model**, around **21% plan to decrease flexibility and/or increase time in the office**
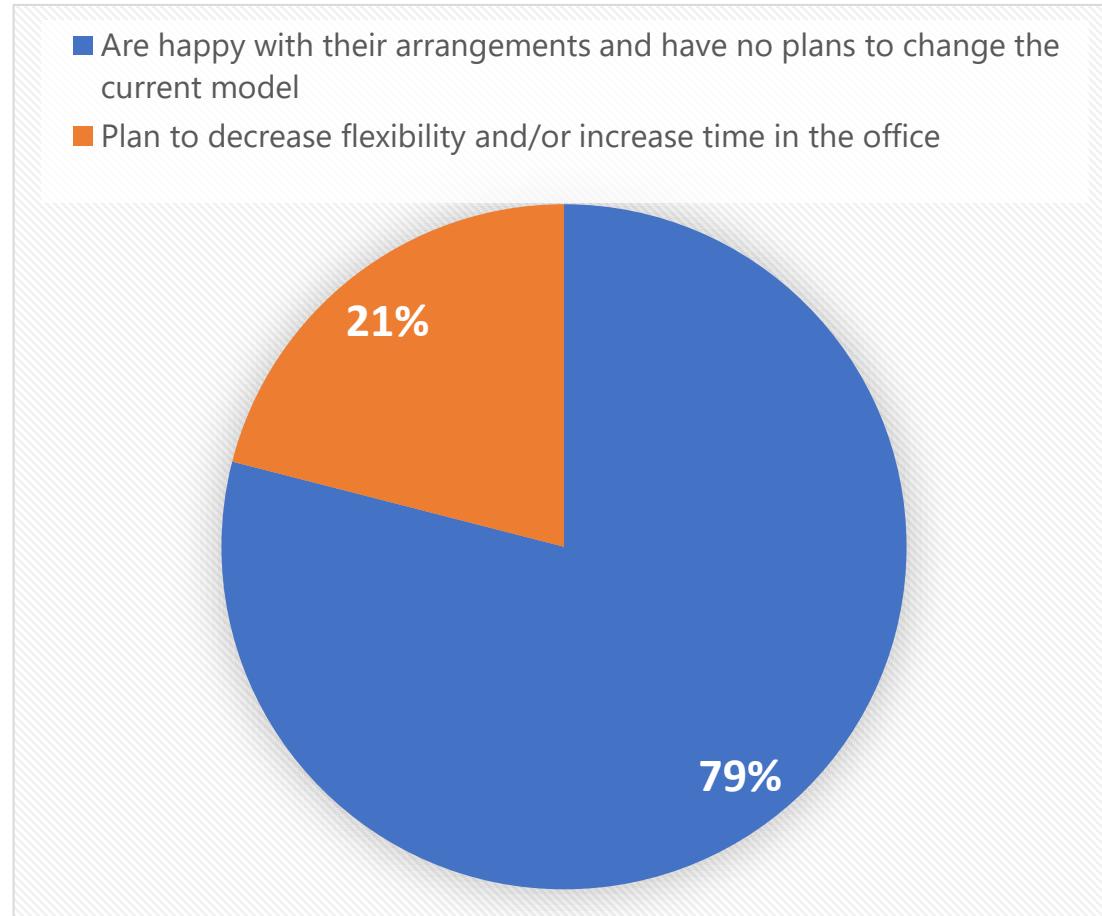
Quotes from HR Policy Global Members

"The one-size-fits all policy we have in place is being updated. We are letting business leaders set the standards for their own group and putting emphasis on flexible work fitting the business' needs."

"Hybrid/flexible work model has been well-received and expected by candidates and incumbent employees. We are currently operating a 2 days work from home/ 3 days work from office scheme, and many of our employees would like us to increase the work from home portion."

"We are introducing "hot desking" arrangements as we no longer need a desk for everyone at the same time due to the hybrid work from home/ work from office arrangements, three days a week."

"We will use a country-based, rather than regional, approach. In addition, global functions not tied to a country may be changed to remote roles. Finally, we will increase our days in office from 40% +/- to 60%."

"We have found that our employees in Asia-Pac are more likely to return to the office, particularly in areas where there is a large physical presence (e.g., manufacturing site). Areas that are resistant to returning to the office are known for intense congestion/traffic (e.g., Bangalore). In a few of these areas, we relaxed the global guidance to return to the office 3 days a week in order to remain competitive. Globally speaking, our employees in the U.S. are the most recalcitrant about returning to the office. We are currently revising our global Flexible Work policy so that the decision about how much time onsite is determined by business segment (vs solely at manager decision). Each business segment is very different from the others (e.g., hardware, software, services, etc.). Our business leaders have determined they would like to set the dictates for their business segment. They will either require more time onsite or offer more leniency."