

# HR report of multinationals shows different approaches to hybrid working

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**A new report from HR Policy Association (HRPA) finds 'guidelines' around hybrid working are more common in Asia Pacific and Latin America, rather than 'policies or collective agreements' - a preference less marked in Europe.**

The HRPA survey of over 100 MNCs found a preference for the use 'guidelines' in governing hybrid working arrangements: 70% of employers in Asia Pacific and 57% of employers in Latin America use guidelines, while 16% of employers in Asia Pacific and 43% of employers in Latin America use 'policies or collective agreements' delineating office/remote days.

In Europe, 39% of the multinational employers use guidelines and 36% use policies or collective agreements.

In Latin America (78%) and Asia Pacific (60%) there is a stronger preference for a ratio of 3 days in office, 2 days remote. In Europe, 42% of multinational employers use 3 days in office, 2 days remote (23% of employers use 3 days remote, 2 days in office).

While a majority of employer respondents indicated there is compliance with return to office mandates, in Europe and Latin America this rate is 54% suggesting employers are still facing challenges in getting their workforce back to the office.

## **POLICY POLICE**

The feedback from global HR leads to the survey revealed that the return to office "has become the most divisive policy pitting senior management against the rest."

"It is damaging the role of HR as the senior leadership team want to see HR as the police for the policy which they see as crucial and yet is widely rejected by the broader employee population", one respondent noted.

Another respondent noted that employees "expect a reason or event to be in the office." Workers are willing to come to the office "and expect flexibility in hybrid so that they are not required to come three days every week and can come as needed [...] maybe two days in a certain week and four days in the next week."