

Hybrid work evolution

Balancing flexibility, productivity, and engagement

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INTRODUCTION



Introduction

- Master's degree in education
(physics, computer science, psychology)

- Synergie Recruitment

- Eurotel / Telefónica / O₂

- Carlsbad Mineral Waters / Mattoni 1873

- Albert / Ahold Delhaize





9

countries

5

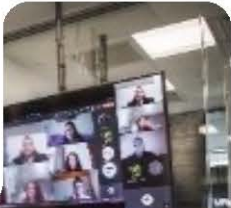
generations



~9400
local stores



who we are



52%
women



140+
nationalities

393,000
associates

17
brands

13-95
age range

150+
years of innovation



EXTERNAL CONTEXT



Remote working has evolved a bit over last 10 years...

2015



2020

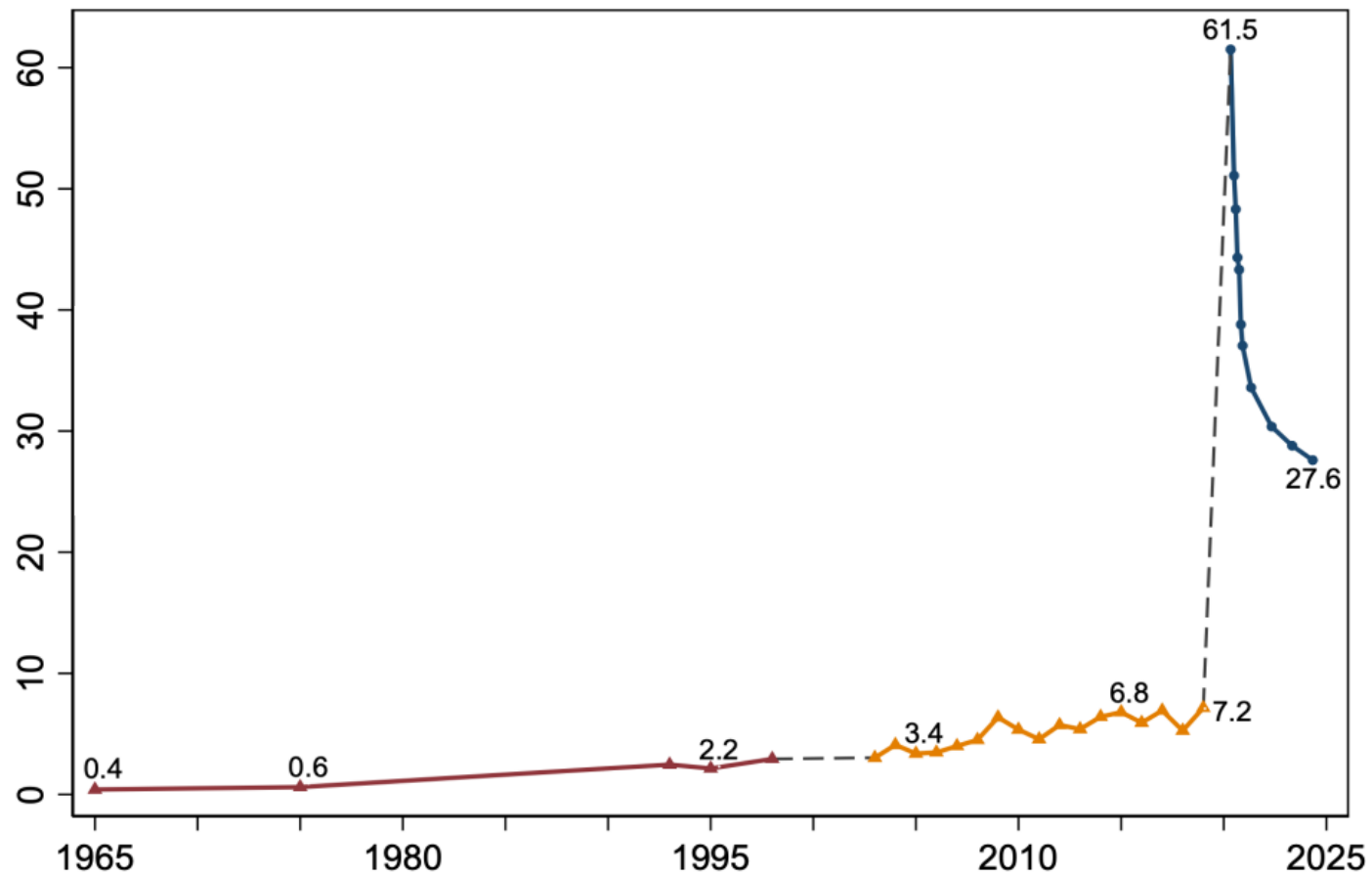


2025

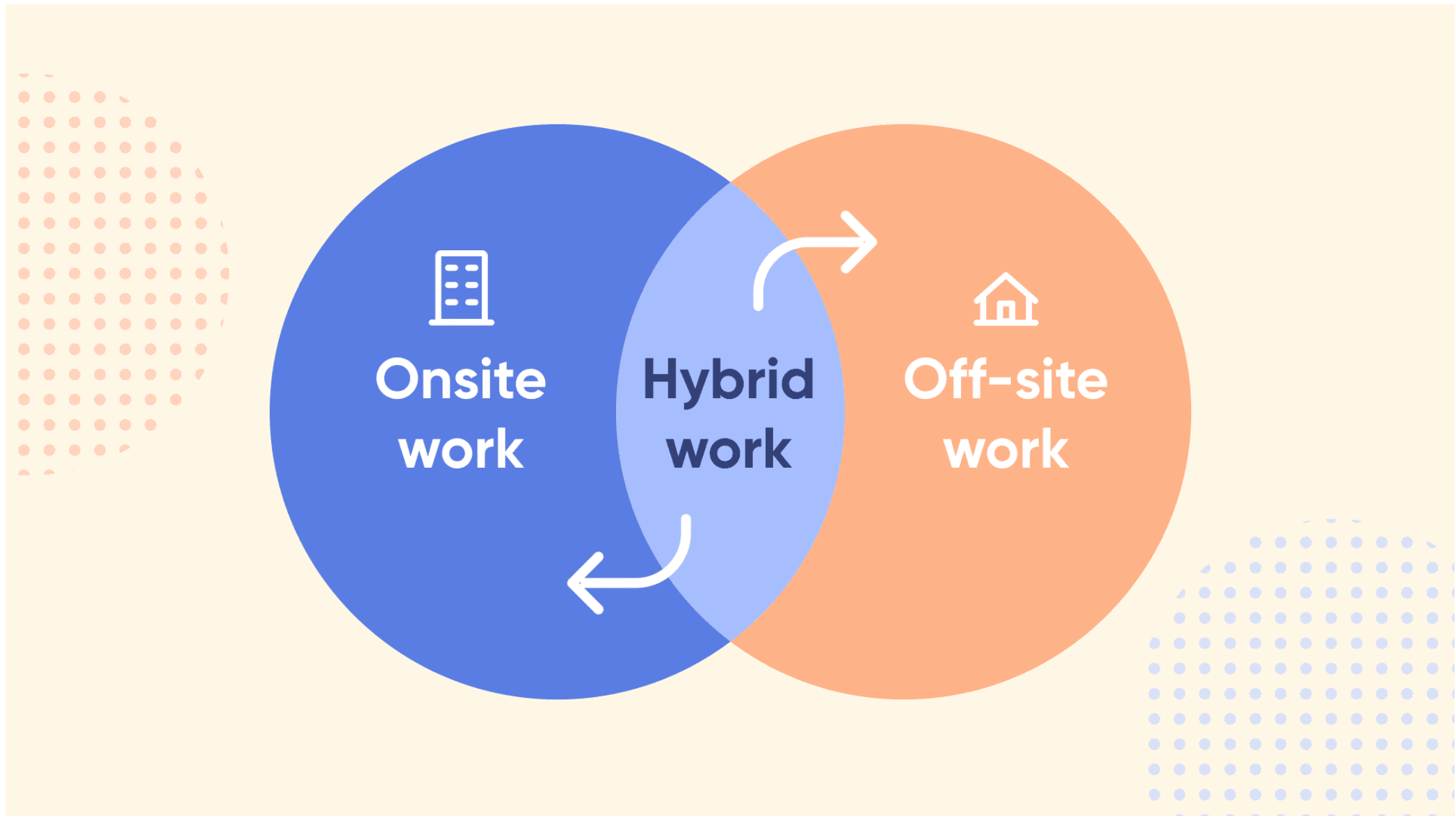


What do the statistics show?

Full Days Worked at Home (Percent of Paid Workdays) – US residents 20-64

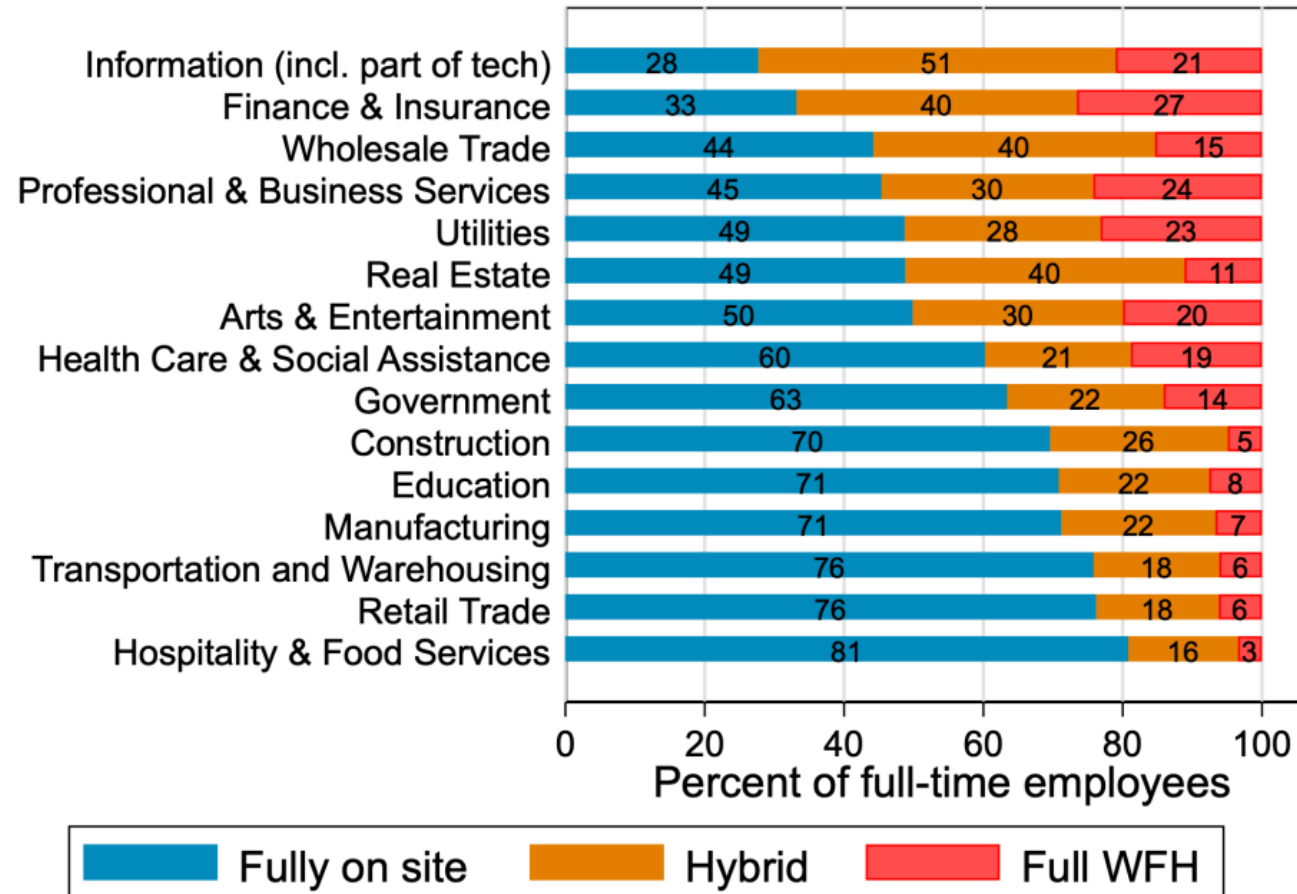


Thousands of companies – same challenge



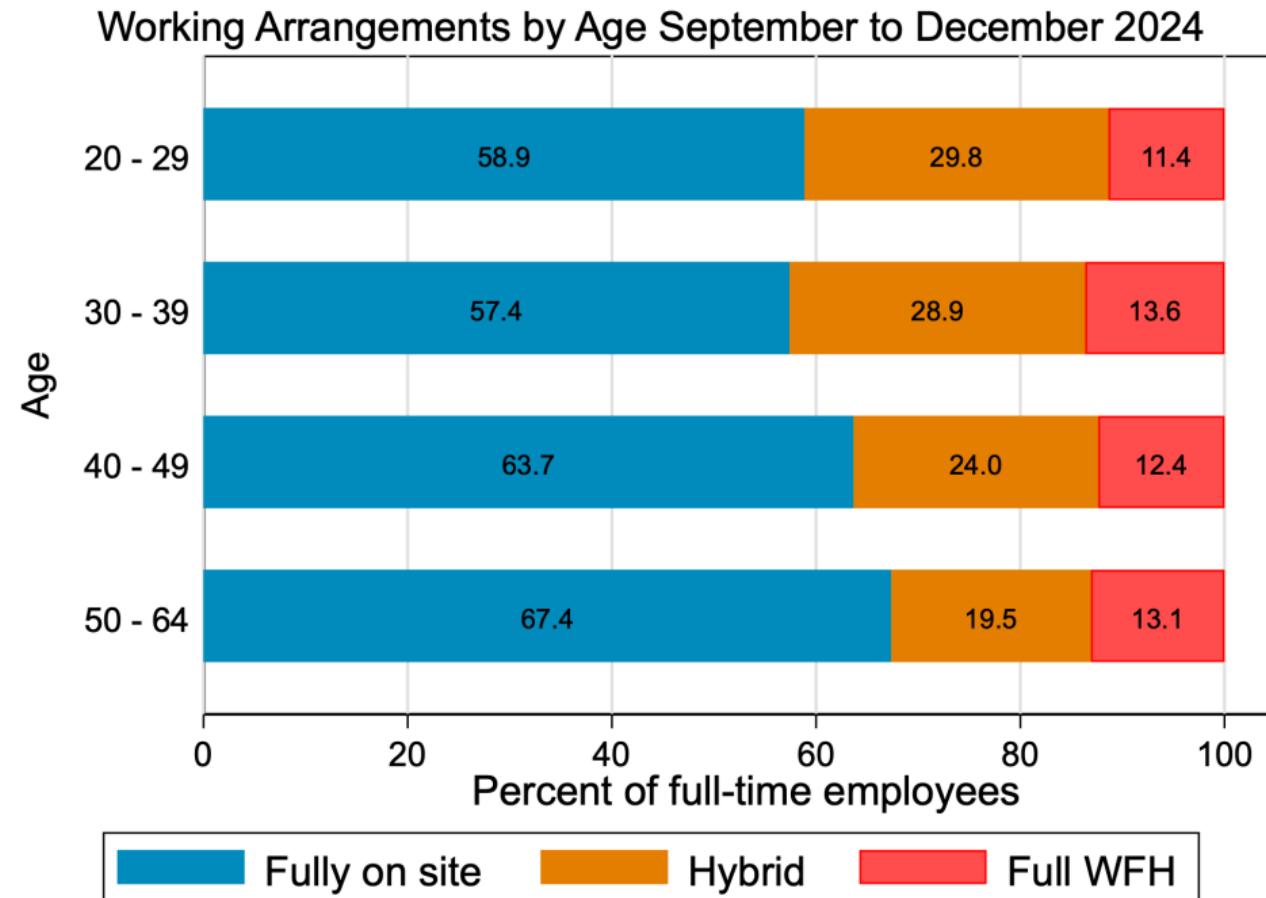
What do the statistics show?

Working Arrangements by Industry – US residents 20-64



What do the statistics show?

Working Arrangements by Age – US residents 20-64

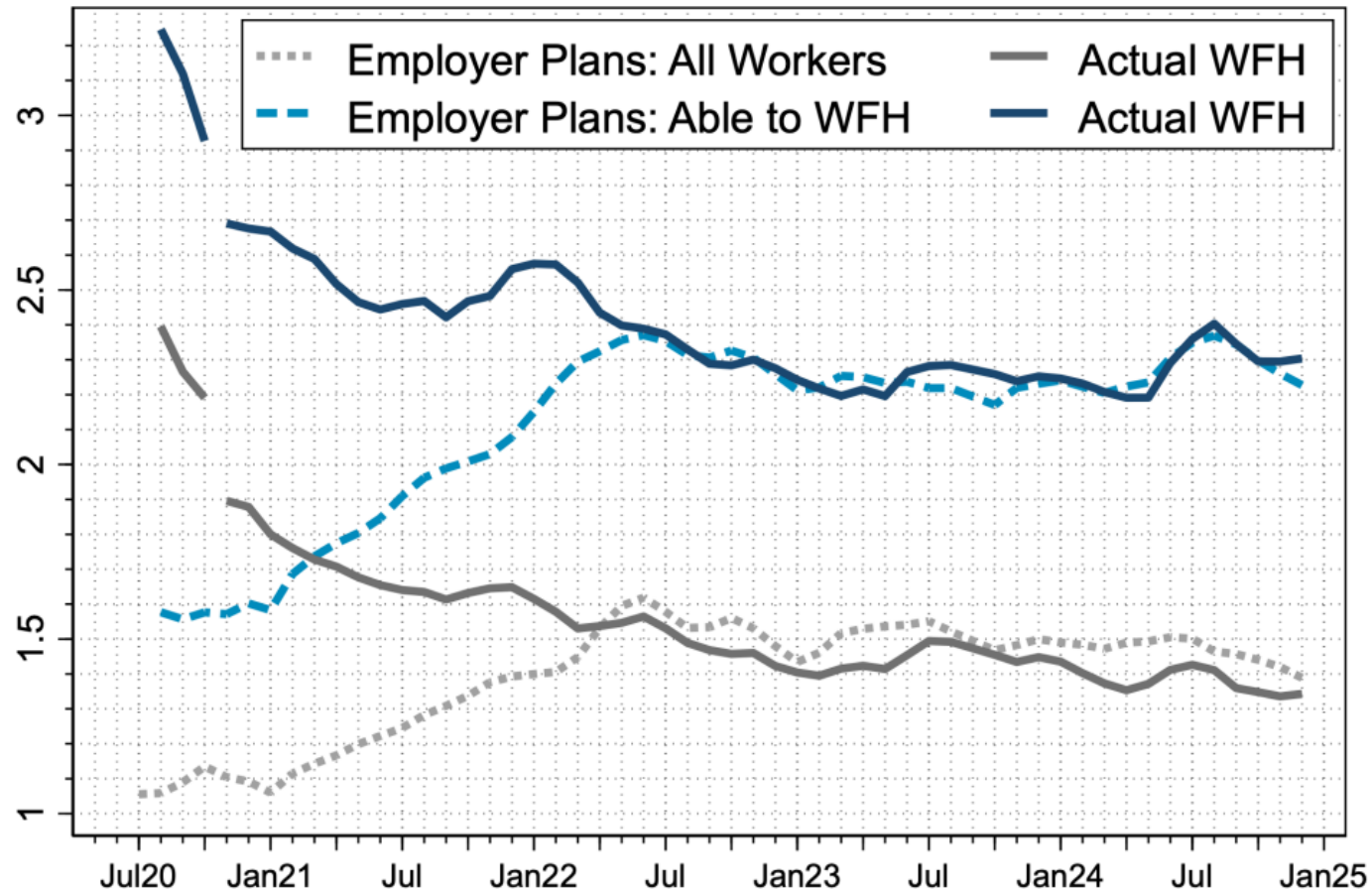


A million-dollar question: „How many days a week???”



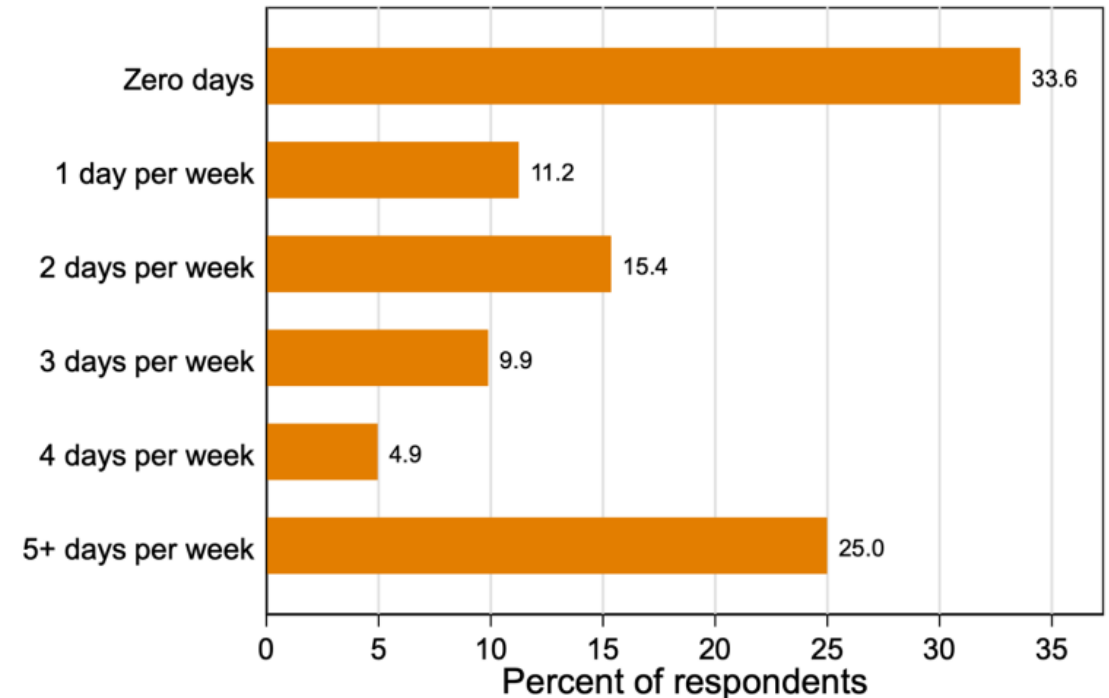
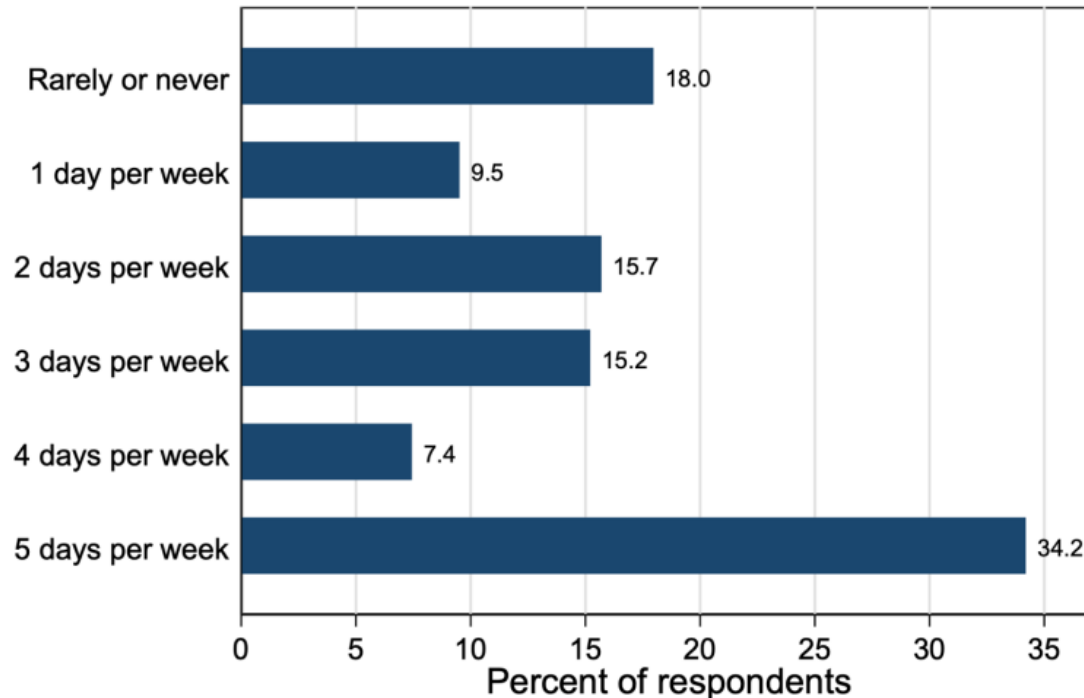
What do the statistics show?

Average Days Per Week Working From Home – US residents 20-64



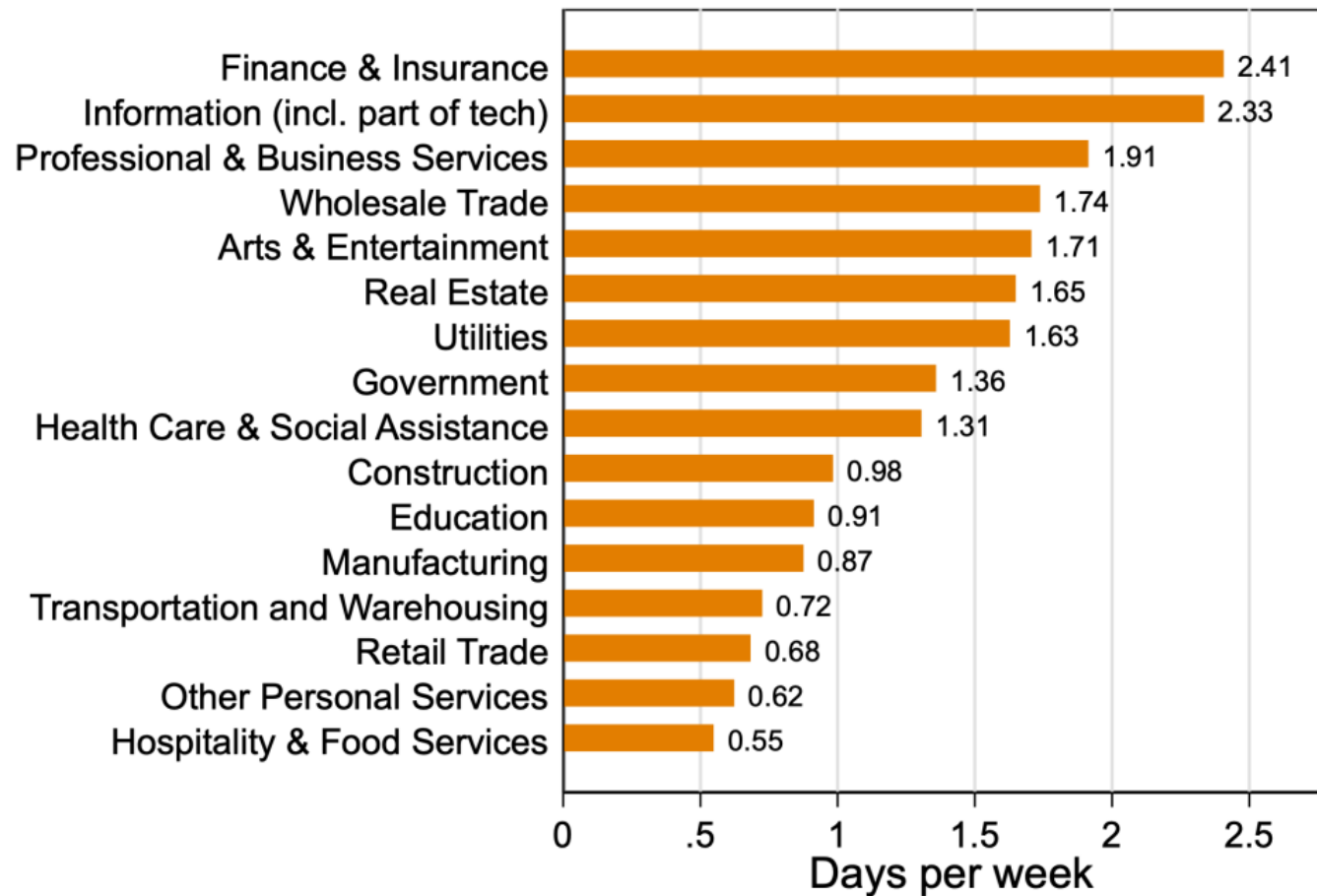
What do the statistics show?

Worker Desired Amount of WFH Days vs. Current Amount of WFH Days – US residents 20-64



What do the statistics show?

Current Working From Home Per Sector – US residents 20-64



Phenomenon of “RTO”



How big companies approach the hybrid working and RTO

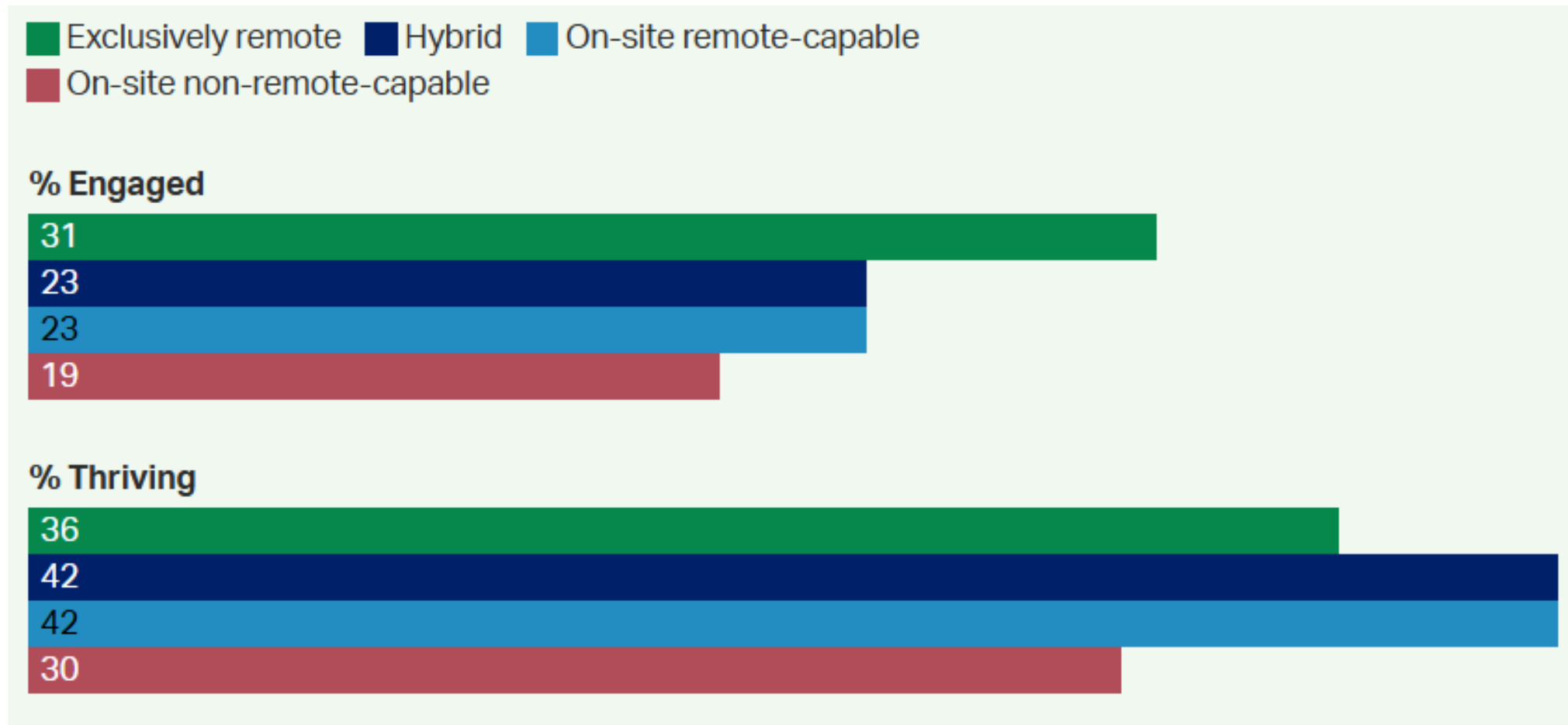


So, who is the “winner”?



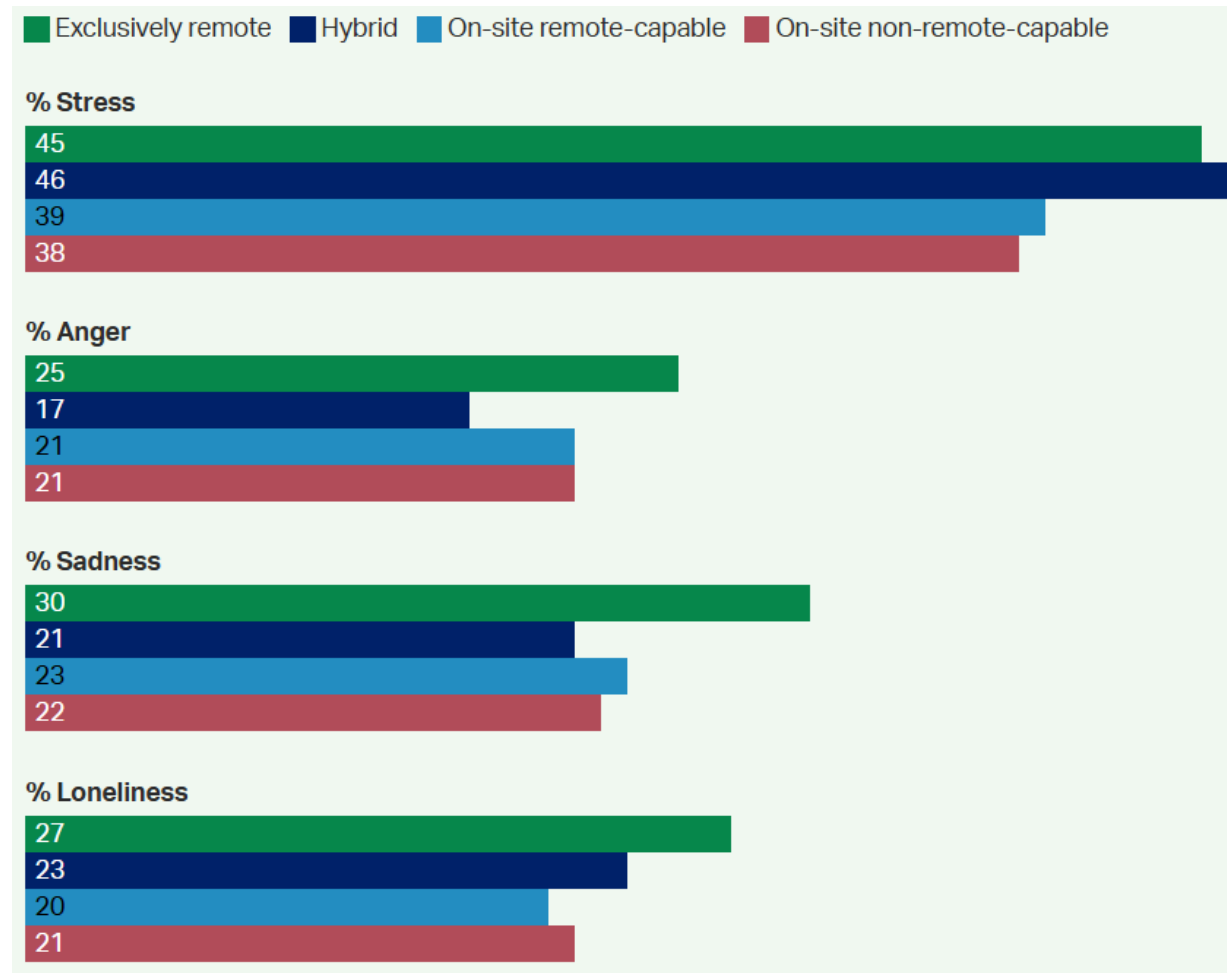
What do the statistics show?

Remote Workers Are More Engaged, Less Likely to Be Thriving (global population)



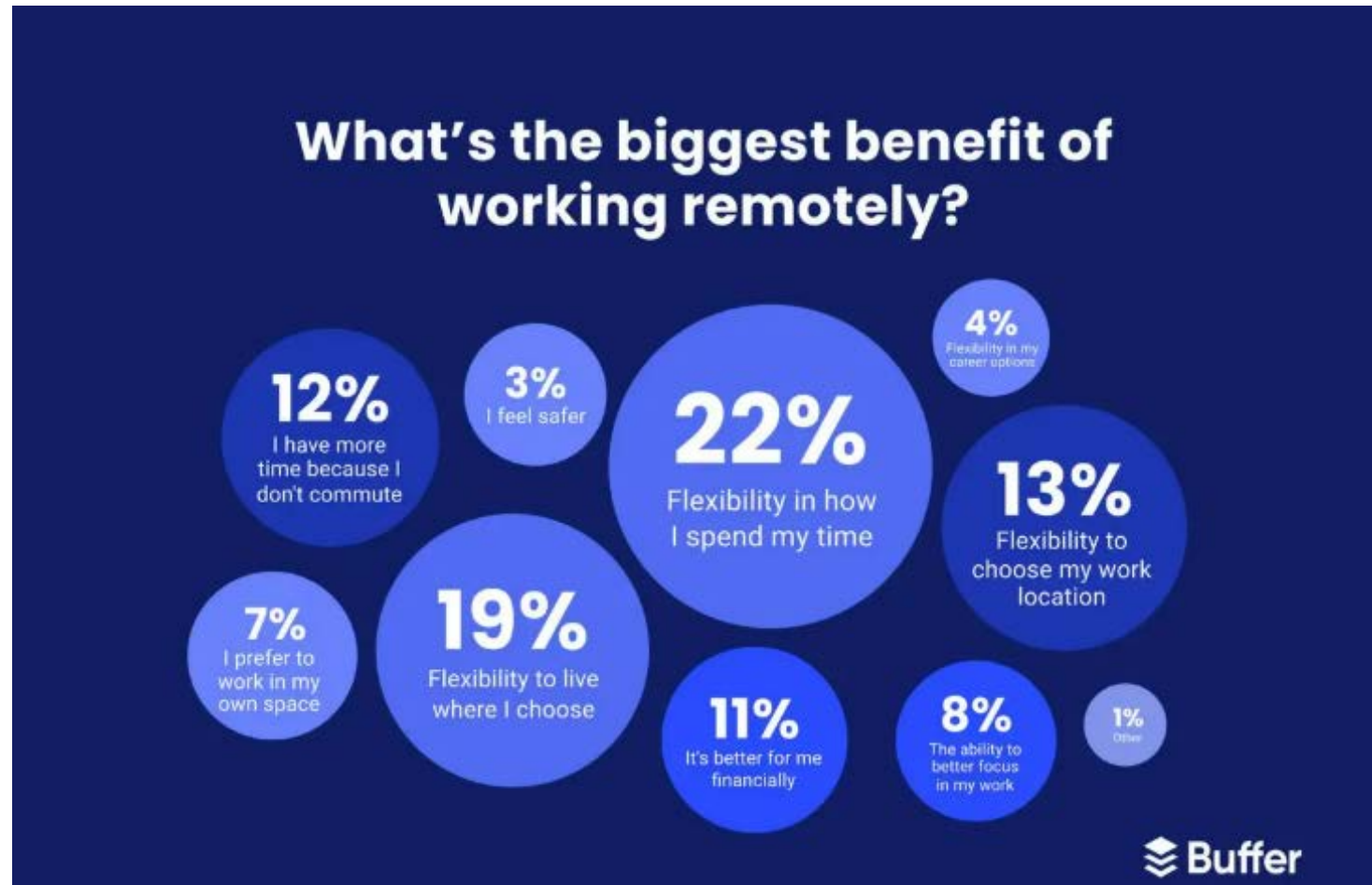
What do the statistics show?

Remote Employees More Likely to Experience Negative Emotions (global population)



What do the statistics show?

What's the biggest benefit of working remotely (global population)



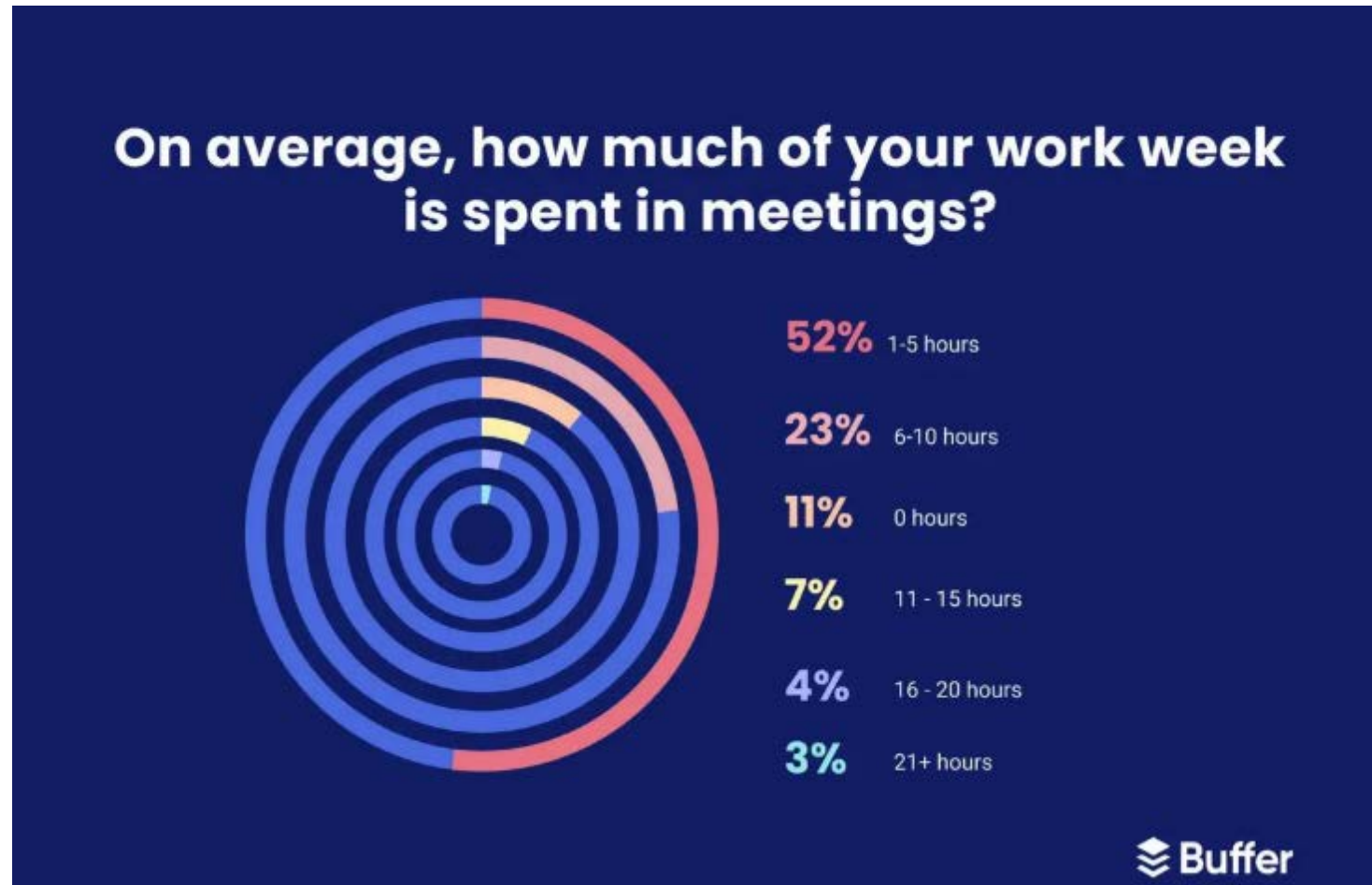
What do the statistics show?

What's your biggest struggle with working remotely (global population)



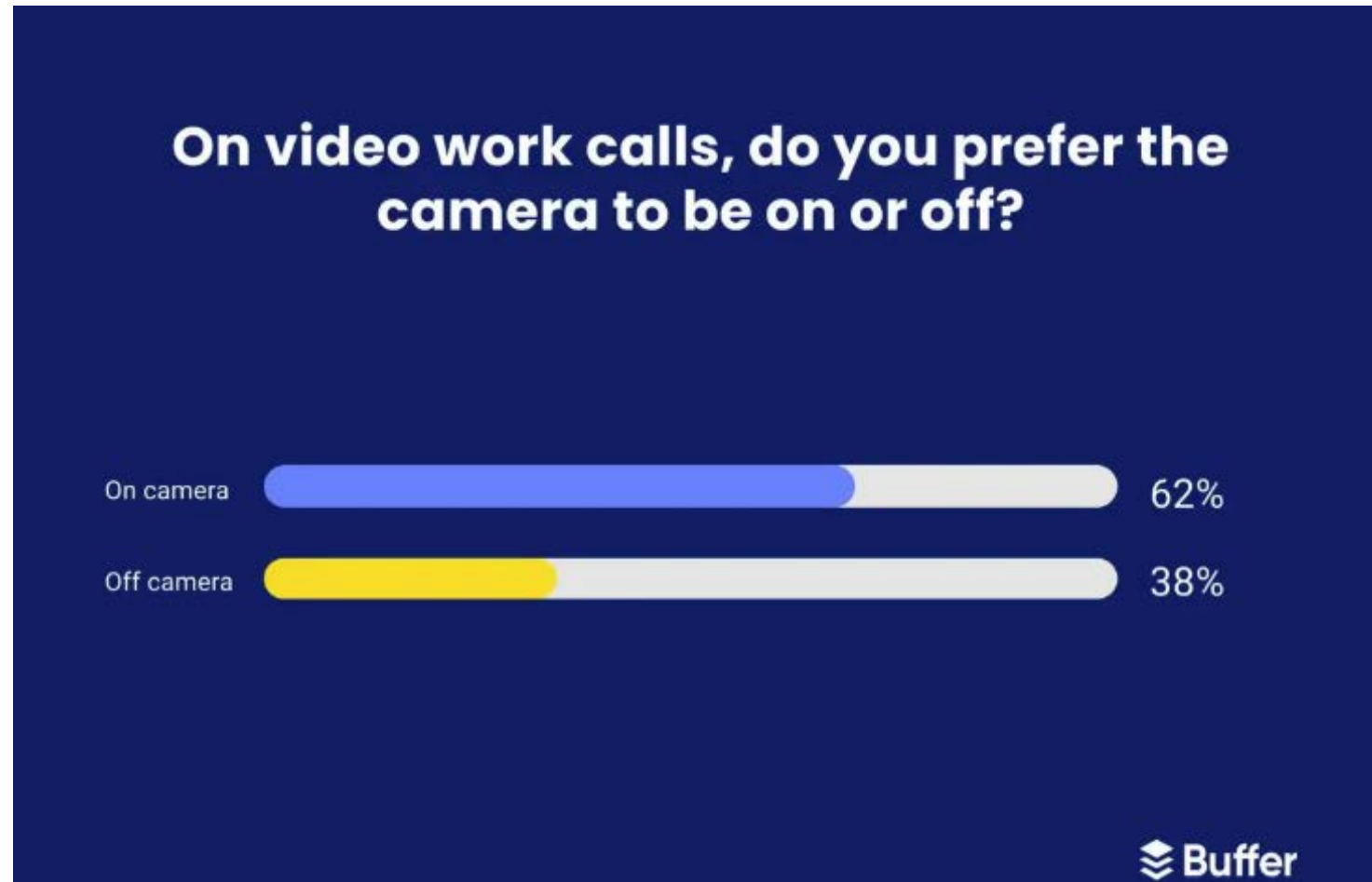
What do the statistics show?

On average, how much of your work week is spent in meetings (global population)



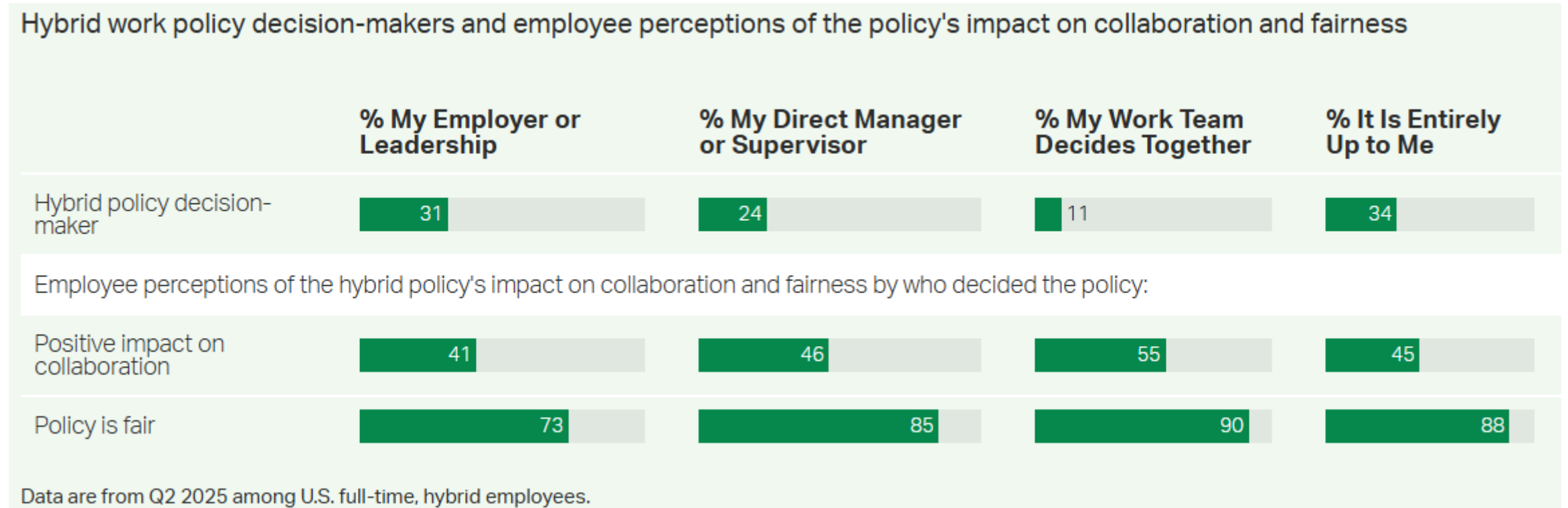
What do the statistics show?

On video work calls, do you prefer the camera to be on or off? (global population)



What do the statistics show?

Who determines the hybrid work policy? (global population)



INTERNAL EXPERIENCE AND LESSONS LEARNED

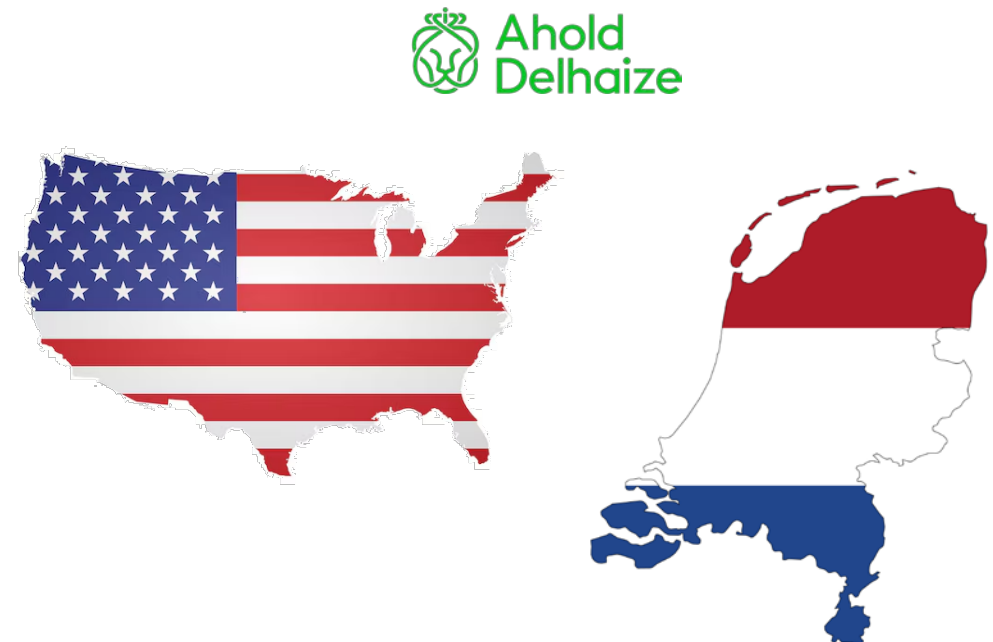


2 real-life examples of approaching the flexible working in the post pandemic era in Ahold Delhaize

Albert Czech Republic Support Office



Ahold Delhaize Global Support Office





Albert Czech Republic – Support Office

HC	± 600 FTEs
Functions included	Commercial, Marketing, Finance, HR, IT, Operation Logistics Support, Legal, Sustainability
Geographical complexity	95% of associates concentrated in one location (Prague)
Labor relations complexity	Minimum, not much focus of trade unions on blue collar roles, no impact of flex work on stores and DCs
Pre-pandemic approach to flexible working	2 days home-office per month
Post-pandemic approach to flexible working	full flexibility, line managers empowered to define the scheme for their respective departments
Pros	Higher overall engagement Better perception of flexibility of work
Cons	Less experienced line managers exposed too much in front of their teams Luck of fairness and transparency

Ahold Delhaize – Global Support Office



HC	± 600 FTEs
Functions included	Finance, HR, IT, Legal, Sustainability
Geographical complexity	90% of associates concentrated in NE and US, rest in smaller teams in other European countries (BE, CZ, GR, RO, RS)
Labor relations complexity	High, workers council directly involved in setting the rules for flex working at HQ and highly opinionated
Pre-pandemic approach to flexible working	4 days home-office per month
Post-pandemic approach to flexible working	3 days a week in the office
Pros	Clear rules
Cons	Non-uniform approach to associates abroad Pushback from people with long commute Pushback from gen Z associates

CONCLUSION



Who is “THE GOOD” and who is “THE BAD”?



Luckily, we know who is always “THE UGLY”...

Human Resources



What my friends think I do



What my mom thinks I do



What my wife thinks I do



What society thinks I do



What I think I do



What I actually do

Will the best hybrid work formula be ever found?

Company culture

*Work-life
balance*

*Type of
industry*

*Generations in
the workforce*

*Leadership
accountability*

*Technial
infrastructure*



Engagement

*Employer brand
EVP*

Performance

Sustainability

*Political
pressure*

Costs

*Real estate
strategy*

Compliance

But let's take it easy!



thank you

FOOD  LION

 STOP & SHOP



 The
GIANT
Company

 Giant

 Albert Heijn

 DELHAIZE

 profi
zlinic pripravi mci

 Etos

 albert

bol.

 MAXI



 Βασιλόπουλος
...και του πουλιού το γάλα!



 ENA FOOD
CASH & CARRY

Gall & Gall
SINCE 1884

proud companies of  Ahold
Delhaize