

Hybrid Working Policy

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At a Glance

Title Hybrid Working Policy

Overview The purpose of this policy is to provide clear instruction for colleagues whose roles allow hybrid working so there is a consistent approach across the organisation.

Key Points

- Does not result in a change to employment contract
- Reliant on a number of conditions including the provision of an appropriate and secure working remote/home environment
- An arrangement agreed by a line manager
- A minimum of 40% of time spent in the office and 60% of time working remotely (the flexibility around which days are to be spent in the office can be agreed between the employee and their manager)
- Weighting of split of time spent in the office to be increased to meet business needs when required.

Responsibilities

All employees whose roles allow hybrid working are responsible for complying with this policy.

Exceptions

Those whose role requires colleagues to be in the workplace for their full contracted hours i.e. operational 'front-line' worker.

Policy owner

HR & Employee Communication

Next review date

May 2025

References

[DSE e-learning and assessment](#)

[DSE quick guide](#)

[Working Abroad](#)

Hybrid Working Policy

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1. Introduction

Hybrid working is a benefit some roles in National Highways qualify for. This policy ensures hybrid working is carried out safely and consistently in accordance with National Highways' policies and current legislation. It includes the terms and conditions that apply to hybrid working, and employees whose role qualifies for hybrid and choose to work in a hybrid way must adhere to this policy.

This policy is non-contractual and National Highways reserves the right to change it from time to time. Any changes will be discussed with the trade unions in line with the Employee Relations Framework Agreement.

A National Highways location is specified in the contract of employment (base location). Colleagues who can work in a hybrid way are required to spend a minimum of 40% of their time at their base location. Other locations may also need to be attended as required by role and business needs.

2. Who does this policy apply to?

This policy applies to all employees of National Highways regardless of their pay band or grade, whether full or part-time, employed on a fixed-term or permanent basis, and who are employed in a role which does not require them to be in a National Highways location all the time. As such, not all employees of National Highways will be able to work in a hybrid way.

Roles which require colleagues to be in the workplace for their full contracted hours are described as non-hybrid. Most operational colleagues will fall into this category, either because they are an operational front-line worker, or because they directly line manage front-line workers.

3. Hybrid working arrangements

Hybrid working is a benefit available to some roles within National Highways where a role can be done productively in the office and remotely.

Hybrid working patterns and locations are agreed with managers in accordance with business requirements and their contract of employment.

A minimum of 40% of time must be spent in the office and up to 60% of time working at a non-office workstation, usually home. There is flexibility in the days employees attend the workplace, and exactly how time is structured will be based on discussions with managers. A manager may require the weighting of split of time spent in the office to be increased to meet business need with reasonable notice.

Hybrid working arrangements are agreed on the basis that the employee will attend their designated base location (the workplace specified in their contract of employment) at their own cost. They may also be required to attend another location if this is a requirement of the role. In this case, the [travel and expenses policy](#) will apply.

4. Conditions necessary for hybrid working

There are certain conditions a colleague must commit to, to be able to work in a hybrid way:

- (a) have an appropriate and secure working environment at their non-office workstation that enables them to carry out their role effectively and confidentially. The mandatory [DSE e-learning and assessment](#) on THRIVE must be carried out to confirm this.
- (b) comply with the IT acceptable use policy (which can be found in [NH-Cyber Security Policy Standards and Guidance](#)) maintain the contact arrangements agreed with their manager and colleagues.
- d) continue to work the total hours as set out in their contract of employment and during business operational hours (traditionally between 8am and 6pm for non-operational colleagues).
- (c) work independently, manage their time effectively and keep to agreed deadlines.
- (d) Where necessary, it is recommended to have a [Wellness Action Plan](#) in place and discuss any concerns they may have about their overall health, and mental and physical wellbeing.

- (e) flexibility for reasonable requests to make changes to the hybrid working arrangement, including the days, times, and locations from which they work, to meet both the needs of the organisation and the employee.
- (f) ensure children or other dependants are suitably cared for by others when they are working from a non-office workstation, so they can focus their attention on work activities.

All National Highway's policies, procedures, performance measures and objectives continue to apply, regardless of where an employee is working from.

5. Hybrid working locations

The employee's primary non-office workstation will normally be their home. If this is not the case, prior approval should be obtained from the manager for it to be another location.

If National Highways agrees to an employee working from a different non-office workstation for a limited time, this is on the understanding this may change, with reasonable notice.

All National Highways contracts have a base location. Colleagues who can work in a hybrid way must attend the workplace or other reasonable locations for in-person meetings, conferences, team events, manager one-to-ones, training courses or other events.

Commuting expenses to the base location cannot be claimed as expenses, however where there is an additional cost to travel to another location as required by work, this can be claimed.

If an employee chooses to attend a more convenient location as opposed to their base location this will not count as business travel. HMRC rules are clear that if an employee chooses to visit another location without a business need for doing so, it is "ordinary commuting".

Due to the implications surrounding tax and national insurance, payroll, health and safety and data protection, permanent remote working from any location abroad is not permitted by National Highways.

Requests to work from a location abroad for up to one month will only be allowed in limited circumstances, for compassionate or business reasons.

Employees must always comply with the [Visits and Working in non-National Highways locations](#) guidance.

Permission to work from abroad is granted in specific, exceptional circumstances for work-related or compassionate reasons only, and for a maximum of 30 days. A request should be submitted on an HR [query](#), attaching manager approval. Firstly, HR will check the location for security reasons and if it is a 'safe country', approval will then be sought from the HR Business Partner and Divisional Director. Only once all checks and approvals are in place should a request be made to Digital Services to take an NH device abroad (the approvals must be attached).

6. Health, safety and wellbeing

National Highways is committed to the health, safety and wellbeing of colleagues, and these duties apply, within reason, to wherever the colleague is working. All colleagues also have a responsibility for their own health safety and wellbeing and to colleagues across the organisation, and it is therefore important individuals ensure they have a comfortable and productive workstation.

New starters will be asked to complete a mandatory [DSE e-learning and assessment](#) when they join, which is repeated routinely thereafter. It is important colleagues review this individual assessment if anything changes, and also speak to their manager to raise any changes or concerns. If issues are noted during the [DSE e-learning and assessment](#) then additional assessments by a qualified Occupational Health Professional may be needed. [A DSE quick guide](#) is available which provides additional information and guidance.

Colleagues will be provided a standard set of equipment in order to fulfil their role and to work in a hybrid manner, should they choose to do so. Employees are responsible for raising any issues to their line managers as described in the process noted above. In a very small number of cases, it may be safer and healthier to ask colleagues to work from an office where specific individual requirements cannot be met, and those colleagues therefore would not qualify for hybrid working.

Where reasonable adjustments are needed in one or more locations, it is important to follow the [Reasonable Adjustments](#) process.

Further help and advice is available on the [Home Safe and Well](#) pages on the intranet.

7. Equipment and suitable workspace

National Highways will provide the following basic kit to all employees:

- Laptop
- Standard wired keyboard
- Standard wired mouse
- Laptop riser – to bring laptops to eye level

A keyboard, mouse and laptop riser can all be ordered via the [Digital Assist](#) services catalogue.

Other kit including standard desks, adjustable chairs and monitors will not be provided for non-office workstations, unless it is necessary equipment for a colleague to perform their role (as defined by their role profile) or as a reasonable adjustment.

There is also a process in place for [Reasonable Adjustments](#).

For colleagues who choose to work in a hybrid way, it is their responsibility to ensure they have anything else they need at the non-office workstation (for example a suitable desk and chair), and that they are working in a safe manner.

National Highways is not responsible for the provision, maintenance, replacement, or repair in the event of loss or damage to any personal equipment used when working remotely.

Stationery can be collected from a National Highways office and should not be claimed for on expenses. Printing facilities are also available in offices as are larger / second screens. Additional screens are not provided for home use in standard kit allocation.

National Highways is not responsible for additional costs associated with hybrid working, such as but not limited to, the costs of heating, lighting, electricity and broadband internet access, and any work calls not made using a National Highways device.

When travelling between home, a non-office workstation and the workplace, colleagues should always keep work equipment secure.

All equipment provided remains the property of National Highways and when employment ends, it must be returned as requested by National Highways.

8. Insurance requirements

National Highways is not liable for any loss, injury or damage that may be caused from any equipment used at a non-office workstation, that has not been provided by the organisation.

If the non-office workstation is a colleague's home address, they are responsible for ensuring that working from home will not affect the terms of their home insurance. Colleagues should check their policy and inform their home and contents insurance provider of their working arrangements as required.

They should also check the terms of their mortgage, lease, or rental agreement before starting hybrid working to ensure it does not breach any of the terms. It is also the employee's responsibility to inform their mortgage provider or landlord if they are working from their home address and obtain any necessary approvals.

9. Data and confidentiality

Any personal data collected will be processed in accordance with our data protection policies: [Personal Data Privacy Notice](#) and [Data Protection Policy](#).

FAQ

Hybrid Working Policy

Q What is hybrid working?

A Hybrid working involves splitting work time between the office (National Highways location, including supplier sites or scheme offices) and a remote workspace, usually home.

Q Why does National Highways offer hybrid working?

A Hybrid working optimises remote and in-person collaboration, balancing individual, team, and business needs for enhanced connection, flexibility, and productivity from any location.

Q Can I work from home all the time?

A Permanent homeworking contracts are not issued by National Highways. There are processes and policies in place which ensure colleagues who have specific needs are supported for example Flexible Working and/or Reasonable Adjustments.

Q What if my home working set-up does not meet the standards set out in the mandatory DSE online e-learning assessment?

A Colleagues who are unable to provide an appropriate and secure home working location are unable to work in a hybrid way and must work at their base location / a National Highways location, where a suitable working environment is available.

Q The policy refers to a 40% / 60% split. What if I prefer to work from home for more than 60% of my time?

A The requirement to spend at least 40% of working time in the office is a reasonable and fair request which applies to all who can work in a hybrid way. Where the minimum level of attendance is not being met, the reasons for this will be explored in 1-2-1 meetings with a plan put in place to achieve it.

Q Why is a level of 40% set for the time spent in the National Highways location?

A The 40% minimum office requirement strikes a balance between the benefits of in-person collaboration and remote work flexibility and is deemed the correct blend for face-to-face interaction for collaboration, innovation, and maintaining organisational culture. It also considers employee wellbeing and operational efficiency, making it a

strategic compromise for promoting teamwork and innovation while supporting work-life balance.

Q. What happens if I don't meet the minimum workplace attendance requirements?

A We're asking colleagues to spend a minimum of 40% of their time in a workplace location. We appreciate this may differ week by week according to work requirements or team collaboration, with one week requiring more attendance in the office than another week. Managers will regularly check in with team members to ensure the right balance is being met. Where the minimum level of attendance is not being consistently met, the reasons for this will be explored in 1-2-1 meetings with a plan put in place to achieve it. In the unlikely event that minimum attendance continues despite a plan to achieve this, the member of staff and line manager should work with HR and using existing tools and processes to deliver the right outcome for the business and the individual.

Q Can I request all my meetings, training etc to be carried out virtually if I can work in a hybrid way?

A No. All National Highway's policies, procedures, performance measures and objectives continue to apply, regardless of where an employee is working from. This includes a requirement to attend the workplace regularly for activities including meetings and training, the format of which could be in-person.

Q Over what period is the 40 / 60 split assessed?

A Managers are empowered and relied on to take a common-sense approach and to agree working schedules with colleagues which consider business and individual needs.

Working schedules should be regularly reviewed. If the 40 / 60 split is not being consistently achieved, then this could be considered as a failure to meet required standards and performance management action may apply.

For awareness, resources are available in [Manager Zone](#) which cite examples to help managers navigate this area.

Q How will hybrid working be monitored to ensure consistency amongst all managers?

A In terms of monitoring, as is currently the case, managers are relied upon to ensure their team members are working to their agreed schedules. In terms of consistency, the Hybrid Working Policy is clear on the requirements, which are fair and reasonable. Hybrid working is a benefit which is offered by National Highways. It does not result in a contractual change, and everyone has a base location specified in their contract of employment.

Q What if I already have an existing working arrangement in place. Will it be impacted by the Hybrid Working Policy?

A Some colleagues have working arrangements reflected in their contract as a result of following the Flexible Working Arrangements process or as a result of an additional governance process agreed in exceptional circumstances. The Hybrid Working Policy does not impact these contractual arrangements.

Where there are non-contractual arrangements in place, perhaps agreed verbally and not supported by any documentation, it is highly likely the working patterns required are achievable through the flexibility offered by Hybrid Working Policy requirements (i.e. managers can agree with their teams the working patterns which meet team, individual and business needs).