

Case Study**Case Study Highlights or Headline Statement****Agile/Flexible Working Good Practice****Case Study Theme(s) Covered****Core Themes**

Cultural & Behavioral Change

Flexible Working**Underlying Good Practice Themes**

Business Imperative/Business Benefits

Job Design/Headhunter Briefs

Role Models & Change Champions

Sharing Good Practice

Challenging Bias/Unconscious Bias

Inclusive Management initiatives

Flexible Working

Case Study Message

Flexible working is much more than just a policy – to make it work it needs to be embedded within an organisation’s culture and supported from the Leadership Team down.

Review of Flexible Working & Work-Life Balance Practices

At M&G Real Estate we see enabling flexible working practices as a core tool for us to support employees to manage conflicts or pressures arising from home and work commitments. This includes allowing staff the ability to purchase additional annual leave each year and to take paid time off for personal, domestic and caring responsibilities. Additionally we have a broad range of established HR practices that support our employees throughout the employee life cycle.

We offer a variety of flexible working arrangements and options for employees, including part-time working, informal home working, variations in start and/or finish times, extended lunch breaks or breaks taken at different times of the day.

Other Good Practices Around Agile/Flexible Work Policy

At M&G Real Estate we want to ensure that working flexibly is just part of ‘the way we do things’ and below are some of the steps we take to support this:

- We regularly engage with our employees to on how we can better support agile/flexible working through working groups and communities.
 - We include the following flexible working statement in all of our job adverts: “*We welcome applications from individuals who have taken an extended career break, and we are willing to consider flexible working arrangements for all of our roles*”
 - We promote flexible working through regular communications ensuring we promote these opportunities to men and women equally, so it is not seen as just a tool for women managing family commitments. Approximately 20% of our flexible working requests are from male employees – including formal home working and part time arrangements.
 - We endeavor to showcase senior role models (of both genders) to highlight that staff can hold a senior position and still work flexibly.
 - We adopt the use of trial periods for changes to working practices – this gives the individual and the business the opportunity to test that it will work for both parties.
 - We look to provide challenge to our managers to encourage them to focus on ways of making flexible patterns work.
 - We ensure that agile/flexible working forms part of our People strategy – to ensure we can attract, develop and retain the best people in the business.
 - We focus on outputs, not inputs and encourage a healthy work life balance.
 - We have complimentary policies and strategies – for example a well communicated well-being strategy and programme.
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