TOOLKIT 1

NEW WAYS OF WORKING

HYBRID WORK: WHAT FORMS OF HYBRIDITY BETWEEN 'OFFICE-BASED WORK' (WORKING IN THE OFFICE, SATELLITE OFFICES, ETC.) AND 'REMOTE WORKING' (AT HOME, IN OTHER NON-OFFICE LOCATIONS...) CAN BEST CONTRIBUTE TO A POSITIVE ENVIRONMENTAL IMPACT, AND UNDER WHICH CONDITIONS?

NWoW4Net-Zero Project

TOOLKIT 1

New Ways of Working (NWoW)

Hybrid work: what forms of hybridity between 'office-based work' (working in the office, satellite offices, etc.) and 'remote working' (at home, in other non-office locations...) can best contribute to a positive environmental impact, and under which conditions?

About the Project

The NWoW4Net-Zero project aims to position HR Directors as key players in contributing to EU's ambition of carbon neutrality by 2050. NWoW4Net-Zero aims to support them with concrete levers of action to drive the transition in HR field of intervention and to take advantage of the new ways of working (NWoW), work-places and organisation, emerging from the increased use of digital solutions. The aim of the project is to develop a series of toolkits for action, a training pathway, and a knowledge sharing platform. This 24-month Erasmus+ supported project brings together 5 partners:

- CKM - **Centre for Knowledge Management** (coordinator, Northern Macedonia)
- Htag by **Références** (partner, Belgium)
- **Tal Tech** - Tallinn University of Technology (partner, Estonia)
- C&R - **Conseil & Recherche** (partner, France)
- PLS - **Pour la Solidarité** (partner, Belgium)

The EU's ambition is to be the first continent to achieve climate neutrality. Launched in 2019, the Green Deal for Europe commits states to reducing net greenhouse gas (GHG) emissions. The ambition is to fundamentally transform the economic system so that by 2050 the Member States will be carbon neutral, with an intermediate target of reducing the EU's GHG emissions by 55% compared to their 1990 level by 2030. The new ways of work organisation (in the wake of the Covid-19 pandemic) and the new digital solutions contribute to this ambition.

Through the NWoW4Net-Zero, three avenues are explored which can describe HRM contribution to the achievement of carbon neutrality ambitions:

- **NWoWs**: what modes of organisation and hybridisation of work can be introduced to support the objectives of reducing environmental impacts?
- **Work-related mobility**: what solutions can be implemented to reduce the carbon footprint of travel to and from work?
- **Digital**: how to reduce the carbon footprint through responsible use of digital technologies at work and in teleworking?

Expected results of the project

- A training pathway presented as three toolkits: on NWoW, work-related mobility and digital.
- A methodology and training pathway for a personalised learning experience according to the needs of each learner and their organisation.
- An impact methodology and user guide.
- A knowledge platform, an interactive environment in which users can easily learn and receive information and knowledge about new ways of working and how they can be introduced into organisations via HRM.

Foreword

New Ways of Working (NWoW) cover spatio-temporal flexibility practices – remote working, workspace planning, flexible working hours, etc. -, management practices - autonomy, trust, participation, etc. -, as well as work organisation practices - (semi-) autonomous teams, etc.

It is rather in flex-work that one will find such levers to contribute to the reduction of CO_2 emissions, by working on the working environments.

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Learning Objectives

The aim of the toolkit is to empower HR professionals to lead the way in creating a hybrid work environment that not only supports organisational goals, but also contributes positively to environmental sustainability.

Hybrid Work Leadership and Strategy Competence:

Develop the ability to lead and strategize effectively in a hybrid work environment, focusing on the integration of sustainability principles. This includes acquiring skills to collaborate with leadership and cross-functional teams to embed sustainable practices in both remote and office settings.

Learn to create a strategic vision that aligns hybrid work models with the organisation's sustainability goals.

Enhance competencies in designing hybrid work policies and practices that reduce the organisation's carbon footprint, such as optimizing remote work schedules to minimize travel, and energy consumption.

Gain insights into evaluating and selecting office locations based on accessibility to sustainable transport and potential for reducing commuting emissions.

Sustainable HR Management in Hybrid Environments:

Cultivate skills in managing human resources in a way that supports and enhances the effectiveness of hybrid work models, while also promoting sustainability. This includes developing and implementing HR policies that encourage environmentally friendly work practices in both remote and office settings.

Learn to integrate sustainability into recruitment, training, and performance management, ensuring that staff are equipped and motivated to engage in sustainable practices irrespective of their work location.

Enhance abilities in using digital tools and communication strategies to effectively engage and support employees in a hybrid work setup.

Chapter 1 - Stakeholders

While in charge of Human Resources Management and Work Organisation, the Human Resources Director/Manager is only partly responsible for matters relating to New Ways of Working.

In order to contribute to the reduction of company's carbon emissions, the Human Resources Director/Manager has to work closely with different key stakeholders in the organisation, identified as:

1.1　CEO / Top Management

Define a Vision

CEOs must recognize the leadership role they personally need to play to embed sustainability deep and wide in their organisations. The CEO and the Executive Committee of the organisation have to define a vision, establish a clear line of ethics and values in terms of sustainability, and articulate ambitious goals for sustainability and carbon reduction. They provide an answer to the question on what is the commitment, the direction the company is taking.

This will help managers and employees connect sustainability to company's mission, and after, to their own daily work.

Exemplarity / Walk the Talk

Research shows that exemplarity is highly critical and has a strong influence on employees' change acceptance. It is essential to walk the talk and to provide employees with clear examples of what is expected and valued. Exemplarity can be practiced at different levels of the organisation.

1.2　Facilities (Maintenance)

Combination of Responsibilities

It is no coincidence that we are now seeing more and more HR Directors, who are also in charge of facilities and maintenance, with the aim of integrating a reflection on occupancy rates, the dimensioning, and optimisation of spaces, the adaptation of heating technologies, etc.

Close Cooperation

If Human Resources and Facilities remain two separate departments, then it is important to establish close cooperation. Facilities can help to reduce energy consumption through investments in high-efficiency installations, low-polluting alternative energies such as photovoltaic panels and etc.

They can manage the heating of the premises according to the people on-site and/or explore with HR the regrouping of people on the site, or floor/close site, or floor with few people.

Prospective

Study future real estate needs, both from the perspective of employees and from the perspective of companies: the latter may be encouraged to bring together distributed local sites into a more central location, which naturally implies a longer commute for employees.

Coupled with the potential for urban drift, these practices will need to be analysed for their impact on air quality, actual mobility variations, and leisure mobility. It is important to analyse trends in the use of third places (which could maintain residual travel and multiply real estate needs) and housing extensions: remote work could lead to the acquisition of larger dwellings for the employees to have a dedicated place for telework.

1.3   Communication

Communication Strategy

To really change behaviours related to work organisation, it is important that companies set up a communication strategy and that the effort is deployed on a regular basis. The message must be hammered continuously.

1.4   Sustainability Manager/Team

The Sustainability manager, or team, is a key actor to involve in NWoW Projects which aim towards carbon emission reduction.

Sharing of the experience is crucial and the company can initiate or participate in a network of Sustainability managers in a sector, industrial park, or geographic area to share knowledge and good practices.

1.5   Trade Unions

If you introduce NWoW, or Hybrid Work project, using a top-down approach, without involving trade unions, without making sure you have ambassadors, and without testing things on the ground, it won't work. You also have to be prepared to go back when you make a mistake and accept to review your plans.

Chapter 2 - Creating a Culture of Sustainability

2.1   Culture is Key

Acting in favour of a reduction in carbon emissions necessarily involves the cultural variable. It is actually through the work on the organisational and managerial culture, as well as on the more rational use of travel and IT tools (for example), that we can achieve changes in behaviour and consumption that will make the balance more positive for the environment.

Check the consistency of company's environmental policy with its overall culture. How can this be done? By examining the practices, habits, and incentives already in place to check whether they are consistent, or contradictory, with the environmental strategy.

2.2   Focus on the Right Thing

Remote work is not intrinsically "better" for the environment. There is just as much Remote work is not intrinsically "better" for the environment. There is just as much research showing that this would be the case, as there is research demonstrating the opposite. The company, for example, is not going to stop heating and lighting the workspaces because some employees are working elsewhere, at home, or in another space.

The company's energy consumption might therefore remain the same. But the energy consumption at workers' homes will consequently be higher. There is, of course, a seasonal effect here, which can vary from one country to another – even though heating can be replaced by air conditioning.

In addition, several studies show that travel is not eliminated and that there is even a tendency to travel more, such as running a small errand, continuing to drop/pick up the children from the nursery or school, going out for lunch, etc. There would thus be additional travel, but shorter trips. As a result, in the end, we are talking about an "uncertain" eco-balance.

2.3   Raise Awareness

Awareness raising and education on workplace behaviours based on scientific evidence are one of the main levers available to HRDs. Informing employees about the environmental cost of their work behaviour is always interesting. It is even better when this awareness-raising, information, or training is driven by a strategy, in line with the activities, and/or with the ambitions of the company to achieve carbon neutrality.

This triggers a multiplication of initiatives.

Usually, the focus on remote/hybrid work is mainly placed on well-being/work organisation, and less on sustainability. Inform and train employees on the stakes of climate change and on the impact their work behaviour can have on carbon emission reduction. Awareness is facilitated by constant interaction and dialogue.

2.4   Initiate a Participatory Approach

Develop a participatory approach involving employees, who are sensitive to, or active in the field of sustainability in order to make them ambassadors to get other employees on board.

> collecting ideas,

> sharing best practices

> making proposals

> ... etc.

Several studies conducted in Western countries in 2022 have shown that most employees see the value in hybrid work and that flexibility is one of the most important factors in deciding whether to accept a job offer. The norm that is gradually emerging in large companies is working three days in the office per week.

2.5   Pay Attention to Tensions

You need to identify the tensions that will emerge when it comes to pursuing both economic performance and social and environmental performance objectives, in both short-term logic - which characterises organisations today - and longer-term logic - in which the notion of sustainability is anchored.

Chapter 3 - Adapting HR processes to help reduce carbon emissions

3.1   HR POLICIES

Develop a HR policy to raise awareness of sustainable development issues and the organization's actions in this area at several stages: onboarding, ongoing training.

> Conduct a cross-sectional study that involves NWoW and well-being and sustainable development issues

> Ensure coherence of all HR policies to the objectives of carbon emission reduction
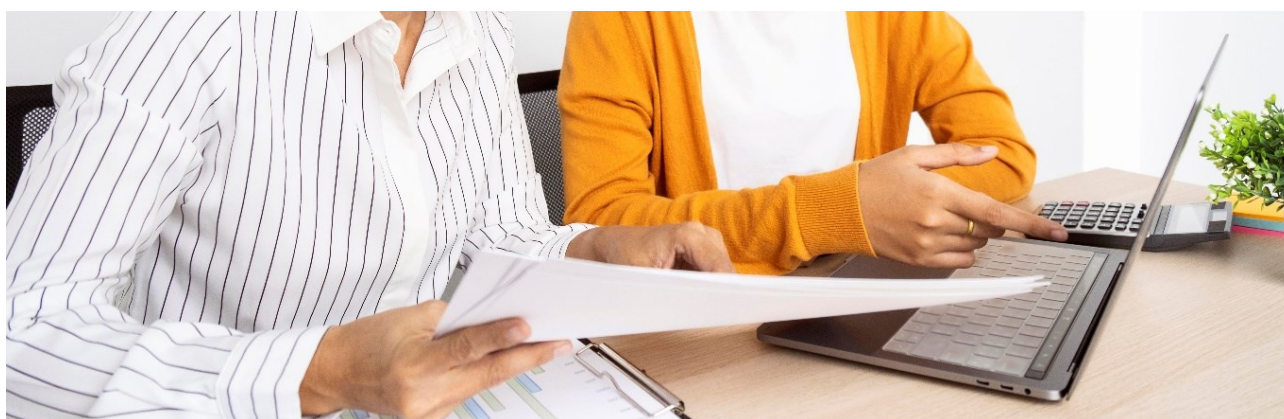
3.2   RECRUITMENT

Evaluate candidates' awareness and values related to sustainable development and their compatibility with the ambitions and objectives of the organisation

When hiring, for example, will we look at the candidates' carbon footprint!? Will we check whether their behaviour is aligned with the organisation's ambitions!?

The challenges linked to the climate constitute a formidable lever of attractiveness for candidates in search of meaning and motivation for employees who are already committed to the issue.

That said, it is increasingly the candidates and workers who come up with these questions: what is the company's mobility offer, is there a remote working policy, what initiatives are in place to promote sustainable development, etc.? If the company does not have a clear policy, it will be

condemned to improvisation and to case-by-case responses, which may fail to attract promising candidates.

3.3   TRAINING

Explain why sustainable transformation is an issue for companies and Employees.

The first challenge is about understanding what is at stake, starting with science: what scientists are saying about climate change, natural resources, biodiversity and the impact on our lives - communities, businesses, individuals.

The second challenge is about action: sustainable transformation affects all professions. Job by job, you have to understand how, then draw up your roadmap for action thanks to specific courses depending on whether you work in purchasing, IT, legal, finance, marketing, HR, etc."

Train the manager to manage the commitment of employees: how do you react when, for example, the best salesperson, when coming to a seminar with the team, reminds them that they no longer fly?

Introduce in libraries of competences ecological dimensions

Anticipate tomorrow's skill requirements: what will be the skills of the new accountant, the new IT specialist, the new buyer, the new HR, etc. in the context of sustainable transformation?

Integrate the environmental criterion into the choice of service providers, particularly for training. It is always possible to inform and challenge service providers on this criterion of choice, in order to encourage them to take action.

3.4   PERFORMANCE MANAGEMENT & EVALUATION

Companies are increasingly setting sustainable development objectives for themselves, which must be implemented in the departments and teams to be achieved. It is therefore important to evaluate what managers do, with their teams, to achieve those objectives.

Integrate sustainable development topics in the annual objectives of employees and in their skills development plan.

Very few companies to date translate these sustainability objectives into performance indicators. When they do, they generally refer to the 17 United Nations Sustainable Development Goals, but it needs to be much more concrete than that.

Take it as far as daily behaviour: take the sustainability aspect into consideration when organising a meeting, when organising a company party, when deciding on a training offer, when making choices about travel, etc.

3.5   REMUNERATION

Incentivize and appreciate green behaviours.

Whether in the choice of benefits that make up the salary package, or in the integration of criteria linked to sustainable development in the remuneration of directors, managers, and even of all employees. If employees achieve their results, but at the expense of the environment, will the bonus be questioned!?

3.6   WORKING FLEXIBILITY

Offer alternative workplaces as close as possible to where employees live (third places, coworking spaces, etc.).

3.7   COMMUNICATION

Communicate on a regular basis rather than on an ad hoc basis. Annual communication on the subject will not, for example, be enough if you want to get your employees on board and involved.

Be authentic and transparent, especially about the progress that remains to be made. Your discourse must be aligned with the reality of the company's climate trajectory, or it will not be well received by your employees.

Target your communications to specific topics. For example: "toolkit to act on a business level for the ecological transition"; "how to invest your employee savings in funds serving the environment"; etc.

Diversify the formats (memo, video, podcast, presentation, etc.) and **channels used** (email, intranet, corporate social network, road show, etc.) **in order to maximise the reach of your messages.**

Chapter 4 - Tools to support emissions reduction

4.1   Establish a Sustainability Initiative Task Force or Green Team/Ambassadors

Not much can be done without motivated people behind it. Identify the likely change agents in the organisation, and if possible try to locate them at several levels and departments. Try to solicit them for the idea by exploring possibilities and benefits of hybrid work for the reduction of carbon emissions.The attitude is there, the motivation too, the position although purely voluntarily will provide them with a means/title for action within the organisation working well with their intrinsic motivation for taking care of the environment.

4.2   Audit Office-Related Consumption

Some examples of actions:

Eliminate Single-Use Cups: Single-use cups are harmful to the environment. Plastic and Styrofoam cups are not biodegradable can spend years in landfills or make their way into our oceans and rivers. Try carrying around a reusable bottle or thermos for your water or coffee. If quitting single-use cups altogether is too jarring, then consider using environmentally friendly cups instead.

Institute a BYORB policy (Bring Your Own Reusable Bottle)

Use Recycled Printing Paper: Putting recycled paper in your printers is an easy-go-green idea. With today's technology, you and your colleagues won't even notice the difference.

Print Double-sided: Make sure your computer and printer are automatically set to print double-sided. According to the research, printing double-sided can reduce your paper waste by 10-40%.

Go Paperless

Try Recycled and Biodegradable pens, rather than throwing away plastic pens.

Decrease the Brightness on Your Computer Monitor. According to a Harvard University professor, reducing your computer monitor's brightness from 100% to 70% can save up to 20% of the monitor's energy. Most people will not notice the difference from making this adjustment, so it is a quick and easy-go-green idea.

Turn Off Your Computer Monitor at Night to save energy.

Implement Waste Walks. A Waste Walk is when employees take a step back, walk the floor and identify wasteful activities. It is a fun way to get everyone involved in creating ideas to decrease your office's impact on the environment. Waste Walks don't require additional funds, resources, or third parties. They take advantage of everyone's brainpower to identify low hanging fruit and make improvements.

Get Rid of Individual Trash Cans: Some offices have trash cans at every individual's desk. You will increase your recycling rates and reduce waste after removing individual trash cans and utilizing central trash cans instead.

Buy Eco-friendly and Responsibly Sourced Coffee.

Optimize the Use of Natural Light. If your office has windows, then be sure to optimize natural light. Avoid turning on light bulbs during the day by keeping curtains, shades, and blinds open.

Invest in Energy-Efficient Lighting: Using energy-efficient lights saves electricity and money. Energy-efficient lights come in all shapes and sizes. There is something for every need and every budget!

Invest in Smart Plugs: Offices can automatically save energy by using smart plugs. Smart plugs turn off lights, fans, and appliances automatically. Most smart plugs allow you to control your devices from anywhere using an app on your phone.

Adjust Your Thermostat 2 degrees up in the summer and 2 degrees down in the winter. Alternatively, you could use an energy-efficient thermostat that conserves energy by itself.

Encourage Water Saving with Tips and Instructions in Bathrooms. Try to swap the signs out and use creative designs to keep the message fresh.

Choose repairing over replacing.

Organize green competition events with your team.

Tip: Taking baby steps instead of drastic changes is the best way to achieve your environmental goals. Rather than incorporating big shifts that may overwhelm some of your staff, focus on making one little transformation in each area of your workplace.

source: www.sustainablebusinesstoolkit.com

4.3.   Carbon Footprint Assessment on Remote Work Policy and Practices

A survey by Reuters of 20 major corporations that embrace remote work found that only half had attempted to estimate the emissions associated with remote workers, and even fewer had attempted to mitigate or offset the impact. Even Microsoft—which has an extraordinarily robust corporate sustainability program and started estimating remote worker emissions in 2020—is still trying to get a handle on the carbon impact of its off-site workers.

"Remote-work carbon calculations require relying on assumptions about home electricity [and other factors], which are not data sources we access. But we are looking into this as we embrace hybrid work, including the potential impact of device usage, cloud computing, and video calls such as Teams."

Michelle Lancaster, Microsoft's Chief of Staff for Sustainability, tellsStaffing.com.

Source: Staffing.com

4.4   Energy Consumption Indicators

There are measurement tools, but they encounter several difficulties. The first is that the measurement is based on what a site consumes and, often, companies have several sites in very different geographical areas and with very different histories. The second is the need to factor in an entire ecosystem, including workers and suppliers. Bringing them into the equation and having an impact on them is much more complicated.

4.5   Hybrid-Manager Scheduling

Adopt a policy that takes into account the overall impacts on travel and the environment (e.g. avoid remote working on Mondays and Fridays, which is used by most companies).

The model proposed by David Autissier could be interesting in this respect. It invites us to question the work methods to be considered in terms of face-to-face and remote work through the notions of 'Build' and 'Run' borrowed from agile methods. Remote working works well in the Run - i.e. in known, recurring activities - but is less adapted for the Build - i.e. all activities that involve investment in the future, such as new projects, for example. In other words, we know how to remotely manage the current activity, for which we are processed, but less so the one that requires interactions, exchanges, trust and collective intelligence to get started. In this case, face-to-face will probably be preferable.

On this basis, the HR Director can stimulate managers to think with their teams about the times, or tasks, when it is important for everyone to be there, together, and for what purpose; and about the times and tasks that can be gained by conducting certain activities online. For example, an operational project monitoring meeting will be more effective if conducted online. As for welcoming a new staff member to the team, it is better to do it in person. A carbon impact criterion can then be added to this reflection. This can lead to tasks being grouped together to make a remote work cluster and others to make a face-to-face work cluster, taking into account all the parameters: the number of people involved, the distances they will have to travel, and modes of transportation, office occupancy rates, the impact in terms of digital use, etc.

The idea is not to have a mathematical approach, but rather an opportunistic one: if a group meeting can have a better result than what would be achieved remotely, despite a higher environmental cost, it is probably still relevant to conduct it face-to-face. It will be a question of choice. The interest will be in being able to equip oneself with the means to decide by constantly weighing up the different parameters of work organisation.

4.6   App to Allow Office Space Optimisation Related to Remote/Hybrid Working

Various apps exist on the market in helping to minimize effort on workspace arrangement and better manage office layout as well as employee attendance. Please check our selection of tools for impact assessment.

4.7   Organise Regular Workshop / Lunches & Learn on Sustainability@theoffice

Sustainability Workshop is intended to make it easy and accessible for all to learn the broader context of how to use sustainability at the office, and enable them to develop strategies to incorporate sustainability considerations into their daily work.

4.8   Climate Fresk

In just 3 hours, the collaborative Climate Fresk workshop teaches the fundamental science behind climate change and empowers to take action. By using and activating the group's collective intelligence, Climate Fresk enables participants to take ownership of the subject matter. The methodology doesn't use a hierarchical learning structure, allowing everyone to take part and find their place in the exercise. As participants link the cause and effects of climate change, they are able to take a step back and understand the systemic nature of the challenges for the first time.

More information: https://climatefresk.org/

Chapter 5 - Inspiring initiatives

5.1   Integrate the individual carbon footprint (remote workers) in the calculation of company's carbon footprint.

Although individual carbon footprint is not taken into account in measurement of organisation's carbon footprint, it needs to be considered in remote working, because the work activities are shifted to the household of the worker. Remote workers will likely increase their individual carbon footprint because they use more electricity and heating, and in some cases these emissions increase more because of adding additional space for work in the household.

5.2.   Reduce the number of square meters associated with relocation projects and new technologies in heating and cooling the building.

Introducing New Ways of Working actually means reducing the workforce in offices. Existing offices can be remodelled and office space can be reduced in terms of square metres. This is also a good opportunity to invest in more energy efficient heating and cooling technologies.

5.3   Close the headquarters one day per week.

Offer alternative solutions for those not interested in homeworking so they can work in commercial agencies spread throughout the territory, which remain open.

Example: Since May 2022, the Belgian insurance company Ethias has closed its national offices (Liege and Hasselt) one day per week and invites its employees to work from home. It also allows homeworking for up to 3 days a week, i.e., 60% of working time. This measure, which is innovative in the Belgian market, enables Ethias to reduce its dependence on the fossil fuels. It comes on top of the numerous initiatives deployed over the past few years, which have enabled Ethias to reduce its carbon footprint by a third, four years ahead of schedule.

Although the move towards more teleworking is in line with the wishes of the vast majority of employees, those who do not wish to do so, still have the option of working in some of the other buildings. "Before streamlining access to its buildings, Ethias took a long view and evaluated several scenarios to ensure that they were beneficial to both employees and the environment. According to CO2Logic's data, the ecological gain of teleworking is positive as soon as the work-home journey is greater than 2 km, which is the case for more than 90% of our employees".

5.4 Development of an app for employees to select the office they will occupy before coming to work.

For hybrid work to be efficient, the organisation needs to provide tools to facilitate the use of office space in days when workers come to the office. Developing an application for workers to select the office they will occupy before coming to work is a good solution. There are applications available on the Internet that can easily be personalised for the space the organisation occupies.

5.5 Proposal: possibility for an employer to invest, with de-taxable remuneration, in solutions that reduce the carbon footprint at the employee's place.

One could imagine converting part of the remuneration, which today is taxable, to pay the bill for the installation of a geothermic installation, a solar panel, a water collector, or a similar type of investment at an employee's home.

5.6 Use gamification

Introduce the 'Power ranger' game to mobilise employees on reduction of energy consumption.

5.7 Offer personalized counselling

Provide help to each person as each has a different situation – from helping to change transport mode, to help change their own place (home) – with a little bit of financial incentive.

Chapter 6 - Recommendation to implement the HR contribution to Net-zero

6.1 Reorganise Workspaces so That They Consume Less Energy

This can be done in several ways, such as the conditions in which equipment is manufactured, the choice of energy supply and lighting regulation, the type of materials used for glazing, the use of thermal insulation, the implementation of heating systems that allow for more targeted use, etc.

6.2 Adapt These Systems According to Activities and Uses

This means thinking ahead about how to organise the work and the types of activities to be carried out. Ensure predictability of remote-work practices to be able to anticipate when people are there or not.

6.3 Avoid 'One Size Fits All'

What might be beneficial in a company may be much less so at the level of an urban centre - for example, if the latter declines or empties out due to the desertion of its workers... Similarly, not all

remote workers are equal: some have a dedicated workspace and some not, for example. The cost of energy proves to be an important variable in the choice of working from home or the office, depending on the mode and duration of travel, for example.

6.4   Good Ideas Often Come from Operational Staff because they are closest to the real work

And that's where you can really have an impact. However, the challenge is to maintain consistency. If the participatory approach is isolated or appears to be an isolated initiative, without being part of a broader strategy; or if the corporate message is that the environment is important, but that there are only financial performance KPIs, the approach will not be credible. Beware of greenwashing!

6.5   Close Offices on Certain Days of the Week to Save Energy

If many workers tend to work from home on certain days, organisations may consider closing the office on that day. It is recommended to select consecutive days of closure as it saves more energy. For example, closing the Monday after the weekend reduces the energy used in switching on and off the energy consuming systems in the office (i.e. heating and cooling and etc).

6.6   Combine Remote Work, Flex-Office and Office Space Reduction

A study by ADEME (France) shows that when the reductions in real estate that telework brings about when coupled with flex office (the practice of not having a dedicated office in the workplace) are taken into account, the overall environmental balance of telework improves significantly by +52% per day of telework per week (i.e. -234kg eqCO2/year for each additional day of telework per week), thus consolidating its environmental benefits. The environmental benefits of the flex office could exceed the mobility benefits.

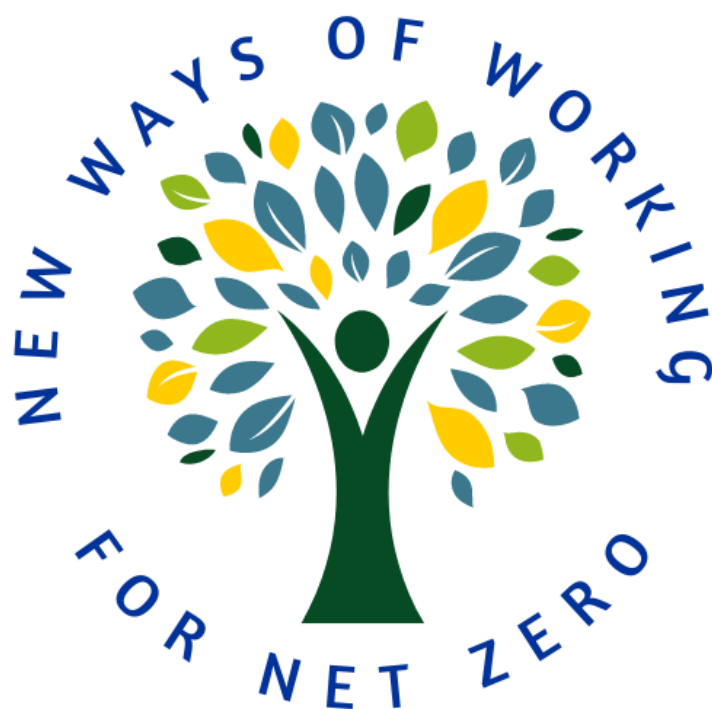## 6.7   Discourage Part-Day Homeworking

Remote working both at home and in third place leads to a significantly negative environmental balance.

6.9   Remote Work: Be Careful!

A study by ADEME (France) shows that remote work reduces "office" consumption (paper, ink, supplies, cups, decoration, video projectors, etc.) and the company's energy consumption. However, some of these reductions are passed on to the remote worker. In particular, energy consumption at home is increasing. The study estimates that energy consumption at home during the telework day would increase mechanically: +20.7 kg eqCO2/year for one day of telework per week for the teleworker.

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