LEADING INCLUSION IN A HYBRID AND REMOTE WORKPLACE

Rework Survey Results

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Executive summary

In the post-pandemic period, hybrid and remote work have become central to the transformation of workplace practices, leading to renewed interest in understanding their current status and long-term viability. As these models continue to evolve, key questions arise: To what extent have hybrid and remote work been adopted in Europe, and how do they align with employee preferences and expectations? What specific opportunities do these flexible work arrangements offer for both employees and organizations? What challenges do employees face in this context? And what strategies can be implemented to optimize the hybrid and remote models?

Rework project aims to enhance employees' efficiency and well-being, in remote work context, particularly among disadvantaged or underrepresented populations. As a first step, Rework project team conducted a questionnaire across four European countries: France, Greece, Germany, and Spain to collect data. This questionnaire was distributed to employees working in various sectors and holding diverse professional profiles.

The objective of this study focuses on offering a comprehensive overview of how hybrid work is implemented and experienced across four European countries, based on over 300 valid responses. The data reveal that hybrid work is now a standard mode of work, with 85.83% of respondents currently working in hybrid arrangements, most often two or three days per week. However, only 65.68% of respondents report that their organization has a structured policy to support hybrid work, while 17.82% operate under only partially structured frameworks, and 16.5% report no policy at all. This lack of formalization may lead to poor communication and inconsistencies in access to resources.

Access to appropriate tools and technologies is generally high, with more than 90% of respondents having access to IT equipment and 87% to videoconferencing platforms. However, access to learning tools (29.3%), project management platforms (22%), and professional social networks (31.3%) is more limited which can significantly affect development and collaboration in remote contexts.

The survey also reveals significant gaps in training and upskilling. Only 19.87% of respondents state that their organization offers structured training on managing motivation in hybrid environment. A further 21.19% report partial training provision, while the majority (58.94%) report no training at all. This lack of structured training on management motivation may negatively affect long-term performance and employee engagement.

When it comes to perceived challenges, respondents report strong concerns about social interaction. The rarefaction of informal relationships (mean = 3.12) and the general deterioration of social dynamics (2.99) suggest that hybrid models risk weakening workplace cohesion and collaboration, especially in terms of informal, and cross-functional communication.

Regarding individual well-being, moderate feelings of isolation (2.48) and exclusion (2.36) are reported. Though not predominant, these experiences raise concerns about psychological safety and inclusion.

Organizational challenges focus on the reduction of feedback and discussion opportunities (2.64) and unclear expectations (2.29). However, productivity-related concerns remain low where the decreased productivity (1.78) and conflict (1.89) are not widely reported.

Managerial issues are more visible. Respondents highlight less recognition (2.44), fewer development opportunities (2.40), and burnout (2.40) as persistent concerns. The quality of employee–manager relationships (2.31) is moderately impacted, although work–life balance (2.02) is largely maintained.

Based on these results, we can say that hybrid work is now an established practice, but its success depends on more than just flexibility. To ensure equity, motivation, and cohesion, organizations must invest in structured policies, formal training on managing remote teams, inclusive leadership, employee recognition, and professional development, all of which are critical to ensure performance and engagement in remote and hybrid work environments.

Description of the respondents

The data were collected between September 2023 and May 2024. In total, we received 368 responses. After processing the data and excluding individuals who had not experienced hybrid or remote work in the past three years, we obtained a final sample of 303 usable responses. The majority identified as female (67.74%), followed by male respondents (28.23%). A small proportion identified as third gender (0.40%). In terms of age, the largest share of respondents is between 26 and 35 years old (31.73%), followed by those aged 36 to 45 (28.11%) and 46 to 55 (24.90%). Younger individuals under 25 account for a small proportion (5.62%), while those aged 56 to 67 represent 9.64% of the sample. Regarding marital status, the majority of respondents reported being in a relationship (63.60%), while 29.20% identified as single. A small proportion (7.20%) chose not to disclose their marital status. Just over half of the respondents (53.01%) reported having children, while 46.99% indicated they do not. Among respondents with children, the majority have two (42.14%) or one child (26.43%). Smaller shares reported having three children (15.00%), four or more (9.29%), or none (5.71%), while a very small number (1.43%) have five children.

The educational level of respondents is generally high, with a majority holding a Master's degree (56.63%), followed by Bachelor's degree holders (26.91%). A smaller proportion have completed a PhD (12.45%), while only a few reported having a high school education (2.41%) or selected "other" or "prefer not to say" (0.80% each). Just under half of the respondents hold middle management positions (44.53%), while a little over one-fifth are in upper management (22.67%). About a quarter have no managerial responsibilities (23.48%), and roughly one in ten occupy junior management roles (9.31%). So overall, the data reflect a strong presence of

respondents in positions of responsibility. Nearly one-third of respondents have been with their organization for 2 to 5 years (29.84%), while one-quarter have less than two years of tenure (25.00%). Around 17% have between 6 and 10 years of experience (16.94%), and just under one-fifth have worked for 11 to 20 years (18.55%). A smaller group, representing less than 10%, have over 21 years of tenure (9.68%).

Finally, respondents come from a wide range of sectors, with the most represented being the public sector (17.81%) and education (14.98%). Information technology also accounts for a significant share (11.34%), however healthcare and pharmaceuticals (2.83%), and construction and real estate (3.24%) are less represented. In terms of country distribution, the largest share of respondents are from France (32.56%), followed by Spain (26.58%) and Greece (21.93%). Germany accounts for the remaining 18.94%. Thus, the sample is well distributed across the four participating European countries, with a slightly higher representation from France.

Current situation of remote and hybrid work in European context

Hybrid work has become a widely adopted model across European workplaces, as confirmed by the large majority of respondents (85.83%) who reported currently working in a hybrid format, while only 14.17% indicated that they do not.

When looking more closely at how hybrid work is organized, a variety of routines emerge. The most common pattern is two days per week of remote work (reported by 30.22%), followed by three days (23.56%) and one day (20.44%). A smaller share of employees work remotely four (10.22%) or five days per week (12.89%). Typically, two to three remote days per week is the most practiced in companies. This means that hybrid work is not only widely adopted but also increasingly standardized around a few key patterns that aim to balance flexibility with in-person presence.

Even though, the hybrid work is widely practiced, its implementation is not always guided by clear and structured policies. 65.68% of respondents report that their company has a formalized hybrid work policy. However, 17.82% indicate that their company only partially follows a structured approach, and 16.50% say that no structured policy exists at all.

Table 1: Company benefit from a structured policy related to a hybrid work

Structured Policy	Freq.	Percent	Cum.
Yes	199	65.68	65.68
No	50	16.50	82.18
Partially	54	17.82	100.00
Total	303	100.00	

These data highlight a key contrast in that hybrid work is widespread, but the policy frameworks are inconsistent. Many companies have embraced hybrid work in practice,

but a significant proportion still operate without clear rules or long-term strategies. This gap between practice and structure may impact the employee experience in remote and hybrid work. In practice, the presence (or absence) of structured policies plays an important role in shaping how hybrid work is experienced, particularly in terms of employees' access to resources and the clarity of expectations. This is confirmed by the results of a cross-tabulation between the presence of a structured policy and employees' perceptions of unclear expectations and priorities (Table 2).

Table 2: Cross-tabulation of structured policy and unclear expectation and priorities

Structured Policy	Unclear Expectation & Priorities					Total
	Strongly disagree	Disagree	Neutal	Agree	Strongly agree	
Yes	58	65	30	18	7	178
	32.58	36.52	16.85	10.11	3.93	100.00
No	9	13	7	11	6	46
	19.57	28.26	15.22	23.91	13.04	100.00
Partially	11	25	8	7	1	52
	21.15	48.08	15.38	13.46	1.92	100.00
Total	78	103	45	36	14	276
	28.26	37.32	16.30	13.04	5.07	100.00

The results suggest a strong link between having a structured hybrid work policy and greater clarity around what is expected from employees, highlighting the importance of formal frameworks in reducing confusion and supporting effective work in hybrid environments. Among those whose company has a formal and structure policy, nearly 69% (32.58% strongly disagree and 36.52% disagree) reject the idea that expectations are unclear. Only a small share (14.04%) expressed agreement or strong agreement. This distribution suggests that structured policies provide clarity and reduce ambiguity in hybrid context.

In contrast, employees in organizations with no structured policy report much higher levels of uncertainty: over 36% (23.91% agree and 13.04% strongly agree) feel that expectations and priorities are unclear. Only 47.83% disagreed or strongly disagreed with the statement, and nearly one-third of this group remained neutral or agreed, indicating significant inconsistency in communication or guidance.

However, those in organizations with partially structured policies fall somewhere in between. While 48.08% of them disagreed, a considerable portion (15.38% neutral and 15.38% agree) expressed ambiguity, and only 1.92% strongly agreed. This suggests that partial policies may offer some clarity, but not enough to ensure consistent expectations across teams.

Overall, the more structured the policy, the clearer the expectations. These findings reinforce the importance of not only implementing hybrid work practices but also ensuring that they are clearly formalized, and consistently applied within the company.

Employees' perceptions and preferences on remote and hybrid work

The overall perception of remote work is strongly positive. Nearly half of respondents reported a positive view (49.66%), and over a third expressed an extremely positive view (34.83%). In contrast, negative (2.76%) and extremely negative perceptions (0.69%) were marginal. These results indicate that remote work is widely accepted and appreciated by the vast majority of employees in the European context.

The data reveals also a clear preference for hybrid work models over both fully remote and fully on-site arrangements. The hybrid mode that leans more toward on-site presence is the most prevalent at 47.02%, followed by the hybrid mode that is mostly digital at 37.09%. In comparison, fully remote work accounts for only 13.25%, while full on-site work is the least common at 2.65%. Thus, flexibility is considered highly valuable by employees with a clear preference for hybrid work models but not full-time/remote work.

Table 3: Employees' perceptions of remote work

Employees' preference	Freq.	Percent	Cum.
Remote full-time	40	13.25	13.25
Full on-site	8	2.65	15.89
Hybrid mode 1 mostly digital	112	37.09	52.98
Hybrid mode 2 mostly on-site	142	47.02	100.00
Total	302	100.00	

If we look more closely, the data reveal notable differences in work model preferences across the four European countries studied, while still confirming a general trend toward hybrid arrangements. Germany shows the strongest preference for hybrid mode 2 (mostly on-site) at 71.93%, significantly higher than in any other country that could be explained by a strong cultural or structural emphasis on physical presence. In contrast, Greece stands out for its preference toward hybrid mode 1 (mostly digital), with 54.55% of respondents favoring this model, the highest among all countries, that indicate a greater openness to digital flexibility. France presents a more balanced distribution between the two hybrid modes, with 52.58% favoring hybrid mode 2 and 37.11% hybrid mode 1. Spain is the only one where remote full-time work has substantial support (31.25%). Full on-site work remains consistently low across all countries, never exceeding 3.75%. These results confirm that while hybrid work is broadly embraced, the preferred balance between digital and physical presence varies significantly depending on national context.

Table 4 : Employees' preferences of remote work by country

Employees' preference	Country				
	Greece	Spain	France	Germany	Total
Remote full-time	4	25	8	3	40
	6.06	31.25	8.25	5.26	13.33
Full on-site	1	3	2	2	8
	1.52	3.75	2.06	3.51	2.67
Hybrid mode 1 mostly digital	36	28	36	11	111
	54.55	35.00	37.11	19.30	37.00
Hybrid mode 2 mostly on-site	25	24	51	41	141
	37.88	30.00	52.58	71.93	47.00
Total	66	80	97	57	300
	100.00	100.00	100.00	100.00	100.00

Access to information, tools, and training

About the access to essential resources among remote employees there is generally a positive perception. A strong majority of respondents agreed or strongly agreed that they have access to the information needed for their work and career development (75.85%), and an even higher share (83.39%) affirmed access to the necessary data, software, and tools. Similarly, 71.19% of respondents agreed that they can upgrade their skills at the same level as their on-site colleagues. Access to training opportunities was slightly less favorable, though still very positive overall, with 65.19% expressing satisfaction. The weakest perception in this category of questions concerns access to the same information as on-site colleagues, only 63.39% agreed or strongly agreed, and over a third were neutral or disagreed. Even though remote employees generally feel well-supported in terms of tools and skill development, there may still be gaps in information parity and training access that could impact long-term employees' performance.

Table 5: Employees' access to necessary information, data and training

	Same Info		Access Info		Access Data		Acces Training		Competences & Skills	
	Freq.	Percent	Freq.	Percent	Freq.	Percent	Freq.	Percent	Freq.	Percent
Strongly disagree	9	3.05	6	2.04	5	1.69	15	5.12	15	5.10
Disagree	32	10.85	19	6.46	15	5.08	28	9.56	15	5.10
Neutral	67	22.71	46	15.65	29	9.83	59	20.14	55	18.71
Agree	96	32.54	104	35.37	93	31.53	76	25.94	89	30.27
Strongly agree	91	30.85	119	40.48	153	51.86	115	39.25	120	40.82
Total	295	100.00	294	100.00	295	100.00	293	100.00	294	100.00

Specific training program for hybrid work

In our survey we asked question to know if the company provides a training program to manage and maintain employee motivation in hybrid work environment, the majority of respondents (58.94%) reported that no such training is offered. About one in five (21.19%) indicated that some training is provided, though only partially, while just 19.87% confirmed the existence of a full training program.

As part of our survey, we asked whether companies provide a training program to manage and maintain employee motivation in a hybrid work environment. The majority of respondents (58.94%) reported that no such training is offered. About one in five (21.19%) indicated that a program exists but is only partially implemented, while just 19.87% confirmed the presence of a full training program.

Table 6: Training program to manage and maintain employee motivation in hybrid work

Training	Freq.	Percent	Cum.
Yes	60	19.87	19.87
No	178	58.94	78.81
Partially	64	21.19	100.00
Total	302	100.00	

These results vary significantly across countries, revealing notable differences in the availability of training programs to support employee motivation in hybrid work environments. Greece appears the least proactive, with 92.42% of respondents indicating that no such training is provided, and only 7.58% reporting the existence of a full program. In contrast, Spain and France show more balanced patterns. Indeed, in Spain, 23.75% of respondents reported full training and 21.25% partial training, while 55 % reported none; in France, 28.87% confirmed full training and 17.53% partial, although 53.61% still reported no access. Germany stands out with the highest share

of partial training (52.63%) and the lowest percentage of respondents reporting no training at all (33.33%), while 14.04% indicated access to a full program.

Table 7: Training program to manage and maintain employee motivation in hybrid work / by country

Training		Country				
		Greece	Spain	France	Germany	Total
Yes	Freq.	5	19	28	8	60
	Percent	7.58	23.75	28.87	14.04	20.00
No	Freq.	61	44	52	19	176
	Percent	92.42	55.00	53.61	33.33	58.67
Partially	Freq.	0	17	17	30	64
	Percent	0.00	21.25	17.53	52.63	21.33
Total		66	80	97	57	300
		100.00	100.00	100.00	100.00	100.00

Overall, these results suggest that most organizations have yet to implement formal training strategies to manage and maintain motivation in hybrid work environments. The limited availability of such programs may affect long-term employee engagement and productivity, especially as hybrid models become increasingly common in the workplace.

Specific tools provided to remote employees

The results show that while most employees have access to essential digital tools for remote work [such as IT equipment (91.67%), video conferencing tools (86.67%), and professional software platforms (78%)] access to more advanced or developmental tools remains limited. Just over half of respondents (55.33%) reported having access to a business phone, but only 20.67% benefit from an automatic call forwarding system. Similarly, while 67% have access to digital file management tools, only 22% can use project management platforms, and less than a third (29.33%) have access to distance learning resources. Access to professional social networks is also limited (31.33%). These results suggest that although the technical basics for remote work are widely in place, many organizations have yet to fully invest in tools that support collaboration and continuous learning.

Table 8: Access to tools in remote work

	Freq.	Percent	Cum.
Access to company IT tools (laptop, micro-camera, headset…)			
No	25	8.33	8.33
Yes	275	91.67	100.00
Access to professional platforms and software			
No	66	22.00	22.00
Yes	234	78.00	100.00
Access to video-conference platforms (e.g. Teams, Zoom, Skype, WebEX)			
No	40	13.33	13.33
Yes	260	86.67	100.00
Access to a business cellphone (or business line)			
No	134	44.67	44.67
Yes	166	55.33	100.00
Automatic forwarding call system			
No	238	79.33	79.33
Yes	62	20.67	100.00
Access to distance learning tools (i.e Coursera, LinkedIn Learning, FUN…)			
No	212	70.67	70.67
Yes	88	29.33	100.00
Access to digital file management (i.e. Google Drive, One Drive, iCloud…)			
No	99	33.00	33.00
Yes	201	67.00	100.00
Access to remote-working tools for organizing and managing projects (e.g., Trello, Airtable…)			
No	234	78.00	78.00
Yes	66	22.00	100.00
Access to professional social networks			
No	206	68.67	68.67
Yes	94	31.33	100.00

Management techniques and practices supporting remote work

The results indicate that the most widely implemented management practice is the organization of scheduled weekly manager–team meetings, reported by 72.65% of respondents. In contrast, only 41.22% reported regular manager–manager meetings, suggesting that vertical coordination is more common than horizontal coordination. About 48.16% of respondents noted the existence of online discussion and exchange groups, indicating a moderate effort to support continuous communication. However, less emphasis is placed on social and informal engagement: only 21.63% reported weekly team-building activities, and 31.84% said that virtual informal meetings (e.g., casual chats or virtual coffees) were implemented. Additionally, just 30.20% reported participation in virtual project group exchanges. These findings suggest that while formal communication structures are relatively well established, practices supporting peer collaboration and informal social interaction are much less consistently applied, potentially limiting team cohesion and engagement in remote settings.

Table 9: Management techniques and practices supporting remote work

Scheduled weekly manager-team meetings by phone, videoconference or on-site	
No	27.35 %
Yes	72.65 %
Scheduled weekly manager-manager meetings by phone, videoconference or on-site	
No	58.78 %
Yes	41.22 %
Online discussion and exchange groups	
No	51.84 %
Yes	48.16 %
Scheduled weekly on-line/off-line team-building events (virtual lunch,…)	
No	78.37 %
Yes	21.63 %
Setting up virtual project group exchanges via instant messages Other (please specify)	
No	69.80 %
Yes	30.20 %
Booking virtual informal meetings among colleagues	
No	68.16 %
Yes	31.84 %

Opportunities of remote work

One of the main advantages of remote and hybrid work is the flexibility it offers, allowing employees to manage their tasks, schedules, and workload in an optimal and

personalized way. These advantages can ultimately have a positive impact on employees' productivity and engagement.

To assess the various benefits of remote and hybrid work in the European context, we asked several questions related to efficiency, performance, communication, and sense of belonging. The results show that:

REMOTE WORKERS REPORT A STRONG SENSE OF EFFICIENCY AND PERFORMANCE:

In terms of performance, we focused on two complementary aspects: operational efficiency, which relates to achieving concrete work outcomes, and continuous skill development, reflecting employees' commitment to learning and personal growth.

On a 5-point Likert scale ranging from strongly disagree (1) to strongly agree (5), respondents reported consistently high average scores across all items. The highest scores were observed for time management (mean = 4.26) and the ability to complete tasks as quickly as on-site (mean = 4.25), followed closely by producing work of the same quality (mean = 4.18) and feeling efficient when working remotely (mean = 4.11). Respondents also expressed confidence in their ability to maintain or enhance their performance over time (mean = 4.09) and to continuously improve (mean = 3.98), suggesting that they not only feel productive, but also engaged in self-development. These high averages suggest that remote work does not compromise professional performance. In fact, many employees perceive it as enabling them to work just as well, if not better, than in traditional office settings.

REMOTE WORK DOES NOT APPEAR TO WEAKEN EMPLOYEES' SENSE OF CONNECTION AND COLLABORATION:

To assess connection, interaction, and belonging, we examined employees' ability to exchange ideas with colleagues, maintain social ties, and feel integrated into their team. The average score for exchanging ideas and communicating with colleagues was 3.82 on a 5-point Likert scale, suggesting that most employees feel capable of maintaining communication and effective collaboration in a remote context.

However, remote work presents more nuanced outcomes when it comes to social connection and a sense of belonging. The highest result in this area was the sense of being a member of the team (average score 3.81), which shows that many employees still feel included despite working remotely. However, maintaining social ties with colleagues scored slightly lower (3.35), indicating that some of the informal, everyday interactions typical of on-site work may be harder to recreate online. The weakest result came from employees' connection with top management, which received an average score of 3.05, suggesting that employees feel more distant from leadership in a remote context.

Overall, while team dynamics seem to remain relatively strong, building and maintaining broader connections, especially with leadership, may require more intentional effort. Things like informal check-ins, open communication channels, approachable management could help bridge that gap.

Work–life balance appears to be one of the strengths of the remote work experience for employees. On a 5-point Likert scale, the statement "I can balance efficiently my personal and professional life" received an average score of 4.14, indicating a generally high level of satisfaction in this area. This suggests that most employees feel they are able to manage their personal and professional responsibilities more effectively when working remotely. The relatively high score, combined with a standard deviation of around 1.09, shows that while individual experiences may vary, the overall perception is clearly positive. These results reinforce the idea that flexibility in remote work can support better work–life integration which is an important factor for employee well-being and long-term engagement.

Challenges of remote work

One of the main challenges of remote and hybrid work is the reduction in social interaction. To better understand this issue in the European context, we begin by examining in detail the perceived deterioration of social relationships in hybrid work environments.

SOCIAL INTERACTIONS AND COMMUNICATION

One of the main challenges associated with hybrid work is the deterioration of social interactions and communication dynamics among individuals within companies. The survey show that many employees perceive a decline in social interaction and communication quality as a significant challenge in hybrid work environments.

The strongest concern emerges around the rarefaction of opportunities to build and maintain personal relationships at work, with a mean score of 3.12. This reflects a widely shared feeling that hybrid work makes it harder to maintain the informal, everyday interactions that are key to workplace cohesion. Similarly, the overall deterioration of social interactions received a mean of 2.99, pointing to a noticeable decline in social dynamics for many employees.

The degradation of team cooperation and idea exchange (mean = 2.62) and reduced cross-functional communication and collaboration (mean = 2.65) reinforce this trend. Employees appear to experience not only reduced contact, but also a weakening of collaborative energy, particularly across teams and departments.

These results highlight the social fragmentation in hybrid work context. While not extreme in every area, the consistently moderate-to-high scores across all indicators suggest that social ties, informal collaboration are under pressure. To maintain a strong organizational culture and team cohesion, companies will need to invest in deliberate efforts to foster connection, especially outside formal meetings, such as during informal events like team-building activities.

INDIVIDUAL FEELINGS

Beyond organizational or relational issues, hybrid work can also affect employees on a more personal level. This category explores how remote or partially remote work may lead to feelings of exclusion, isolation, or vulnerability.

Among the three items, the sense of isolation received the highest mean score (2.48), followed by exclusion (2.36) and vulnerability (2.25). While none of these scores are extremely high, they do indicate that a significant portion of employees experience some degree of psychological discomfort or disconnection in hybrid environment.

The relatively lower scores compared to other challenge categories suggest that these issues are less widespread but still meaningful. In particular, feelings of being left out or unsupported may not affect all employees, but for those who do report them, the impact on engagement, motivation, and mental well-being could be significant.

ORGANIZATIONAL ISSUES

In addition to social and emotional challenges, hybrid work can bring about a range of organizational difficulties, particularly in the areas of communication, coordination, and task management. The data in this category reveal mixed perceptions, with some challenges emerging more clearly than others.

The most prominent issue appears to be the reduction in opportunities for discussion and feedback, which received a mean score of 2.64. This suggests that many employees feel hybrid work limit informal exchanges.

There is also a moderate perception of unclear expectations and priorities (mean = 2.29), which may arise from inconsistent communication or a lack of structured frameworks in hybrid contexts. This challenge is particularly relevant in companies where hybrid work policies are informal or only partially defined.

In contrast, difficulties related to coordination, such as managing schedules, tasks, and timelines, received a lower score (mean = 2.12). While this still signals some tension, it suggests that many teams have found ways to adapt their coordination mechanisms to hybrid formats.

Other organizational concerns, such as inefficient use of time (1.93), increased conflict at work (1.89), decreased productivity (1.78), and lesser performance (1.79), scored relatively low. This implies that employees do not generally perceive hybrid work as damaging to their output or efficiency, and that the practical functioning of hybrid teams may be more resilient than initially expected.

MANAGERIAL ISSUES

Hybrid work also introduces managerial challenges that affect both team dynamics and individual development. The data reveal a set of concerns related to recognition,

communication with managers, well-being, and career advancement, these areas are closely tied to the role and presence of leadership.

The most prominent issue in this category appears to be less recognition, with a mean score of 2.44. This indicate that many employees feel their contributions are less visible or valued in hybrid work settings, possibly due to fewer face-to-face interactions or unbalanced visibility across remote and on-site staff.

Closely linked to this, the perception of having fewer development opportunities (mean = 2.40) and more burnout or fatigue (mean = 2.40) also emerge as key concerns. These results indicate that for a considerable number of employees, hybrid work may limit access to growth pathways and increase mental stress, especially if managerial support is lacking or inconsistent.

The quality of employee–manager relationships shows moderate concern (mean = 2.31), which indicate that while some teams maintain strong connections, others may experience weakened communication, trust, or guidance under hybrid arrangements

Optimizing hybrid work: what employees need most

Employees were asked to identify the key organizational practices and cultural elements that would help optimize remote and hybrid work. Their responses provide a clear roadmap for what workers value most in this evolving work model.

Across 20+ dimensions, a strong consensus emerged about the following: hybrid work is not just about flexibility in location, it must be grounded in principles of equity, inclusion, communication, trust, and continuous development. To achieve this, employees believe that organizations must move beyond logistical fixes and actively cultivate a more intentional and inclusive work culture. This involves formalizing hybrid work policies to ensure fairness and clarity in expectations and resource distribution, while actively training managers to lead with empathy, flexibility, and inclusiveness. Employees also call for more equitable career development pathways through mentoring, feedback, and socialization opportunities that are accessible regardless of work location. In addition, companies should reinforce open and respectful communication and maintain safe channels for reporting inappropriate behavior. Finally, optimizing hybrid work also requires recognizing employees' diverse backgrounds and personal responsibilities, with targeted efforts to support those who are underrepresented or face structural disadvantages. By responding to these priorities, organizations can transform hybrid work into a model that promotes equity, engagement, motivation, well-being and long-term performance.

Conclusion

This survey was conducted during a period when hybrid work has shifted from an emergency response to a normalized, structured component of work in many organizations across Europe. The data gathered across four countries and diverse sectors reflects a significant evolution in both practices and expectations surrounding remote and hybrid work. Since the disruptions of the Covid-19 pandemic, hybrid work has matured, not only in terms of implementation but also in how employees perceive its potential and limitations.

Findings show that the adoption of hybrid work is widespread, with over 85% of respondents currently engaged in this mode. However, only two-thirds report the presence of a structured hybrid policy in their organizations, and a majority still lack adequate training programs to navigate this new environment. While this underlines substantial progress since the early phases of remote work, it also underscores several remaining challenges.

Social connection and collaboration emerge as the most affected dimensions. Respondents reported a decline in spontaneous exchanges, weakened cross-functional cooperation, and a gradual decline of informal networks, all of which are vital to collaboration and team cohesion. At the individual level, while productivity remains relatively stable, experiences of exclusion, isolation, and limited access to development opportunities raise questions about long-term well-being and equity. These concerns are especially pronounced in contexts where formal communication structures are underdeveloped or leadership remains inconsistently visible in remote environment.

However, the outlook is far from negative. When asked what would truly optimize hybrid work, employees widely shared a common vision, one that moves beyond flexibility to prioritize fairness, inclusion, trust, and purposeful leadership. The most valued organizational practices include equal access to information and career development, respectful communication, and targeted support for underrepresented groups

In light of these findings, this report does not just document a shift in work modalities, it reveals a broader cultural transformation underway. Hybrid work, as it continues to mature, offers a unique opportunity to rethink how organizations build trust, recognize talent, and support every individual's development, regardless of where they work. The success of this model now relies less on technology or scheduling, and more on companies' ability to foster an effective, collaborative, and formally inclusive remote work culture.