



A SMART Working Case Study



FLEXIBLE WORKING PRACTICES AT REDINGTON

June 2020

Since the outbreak what ‘new ways of working’ has Redington adapted and to what extent will the way you work transform in a post Covid-19 world?

Redington had 80% of staff provisioned with laptops before we moved to the entire firm to remote working on Thursday, 12th of March. Since then, we have provided the remaining 20% with laptops and ensured that all staff, regardless of level or function have the home set up that they need in order to be fully productive from home (to the extent this is possible!) This has included desks for some, chairs for others, additional screens, keyboards, external mice, and adjustments to allow some staff to stand while working rather than be seated throughout the workday. Prior to our abrupt move to all staff remotely working, we typically dissuaded new joiners from remote working in order to ensure that they received the training and exposure to our ways of working in order to come up to speed as quickly as possible. However, since we’ve been working remotely, we have learned how to on-board new staff, ensure a proper knowledge transfer from existing staff and managers and conduct ongoing reviews while providing ongoing support in a way we would not have thought possible. Finally, in addition to supporting all staff to, we’re considering whether to have the

whole office working remotely for a day each week or a week every quarter going forward.

What effect has the lockdown had on your organisational culture?

Ever since we began working remotely, we have run weekly pulse surveys to gauge how staff are feeling about their working from home that week. On top of this, we continue to conduct quarterly engagement surveys. The results of the 1Q2020 engagement survey showed an improvement in staff alignment and engagement over previous quarters and on par results in terms of our culture. This was an unexpected and pleasant surprise. In addition to gauging staff sentiment during this period, managers ensure they check in at least twice a week with their direct reports ‘in person’ (virtually) and management sends out a weekly Covid-19 newsletter to consolidate any and all communication into one message, which is posted on a dedicated Covid-19 Teams Channel. We regularly host Q&As with our CEO for different cohorts by division, title and seniority. All in all, we are relatively pleased with how we have been able to carry out our culture and values while working remotely, but this is an ongoing effort and one that we monitor very closely to ensure we continue to work to understand how our staff are feeling during this period of uncertainty.

To what extent do you think flexible working will support your diversity & inclusion agenda post lockdown?

We have been thinking very carefully about our return to work approach. We are not in any rush to return to the office given the success of the remote working efforts thus far. We are sending out a survey in the coming weeks to gauge staff numbers with respect to the numbers that fall into the vulnerable categories (or have someone in their household that does), have a key worker in their home, what alternatives they have available to them in terms of their commute to work and their general risk appetite for returning. We intend to use this data to inform our strategy, while bearing in mind that we want to ensure that our approach does not unintentionally advantage/disadvantage one staff demographic over any other. We are keenly aware of the increased burden of unpaid work that is falling on statistically higher on female workers and want to ensure that any return to work approach does not increase this burden unnecessarily nor disadvantage women or sole providers by inadvertently preventing them the same return to work alternatives as their other colleagues without these responsibilities.

In a broader sense, we were disappointed with the government's decision to relax the Gender Pay and Ethnicity Pay Gap reporting requirements as a result of the Covid-19 Pandemic, especially as women and minorities are statistically more likely to be disadvantaged by any furlough or redundancy exercises. We are under the mandatory threshold for reporting, however will be voluntarily reporting our numbers and would encourage our peer firms to do the same in order to keep these measurements front and center of the diversity agenda.

Lastly, we believe we will be able to confidently hire / integrate people who want to / have to work from home i.e. people with physical disabilities.

What are your top 3 biggest lessons learned since the lockdown?

1. Communication across every medium and from as many senior members of staff is absolutely critical, as is the consistency of their messaging.
2. Providing as much certainty as possible during periods of great uncertainty is key to keeping staff morale up and engagement on track
3. Holding regular check-ins specifically focused on mental health and well-being, and holding managers to account on these meetings, have been key to ensuring that no one slips through the cracks.



Lee Georgs
COO, Redington