 National Institute for Bioprocessing Research and Training	Policy and Procedure
	Hybrid Working Framework
Owner: Human Resources Dept Number of Policy	003

Revision History and Schedule

Version	Date	Revision Author	Summary of Changes
1	09.11.2022	G Grimes	Replaces HR 003 Working from Home Policy Implements trial policy plus lessons learned from Hybrid Working Pilot Launch Oct 2021 to May 2022
2	27.03.2023	K Conrad	Policy reviewed

Approval

Name	Position	Signature	Date



Hybrid Working Framework

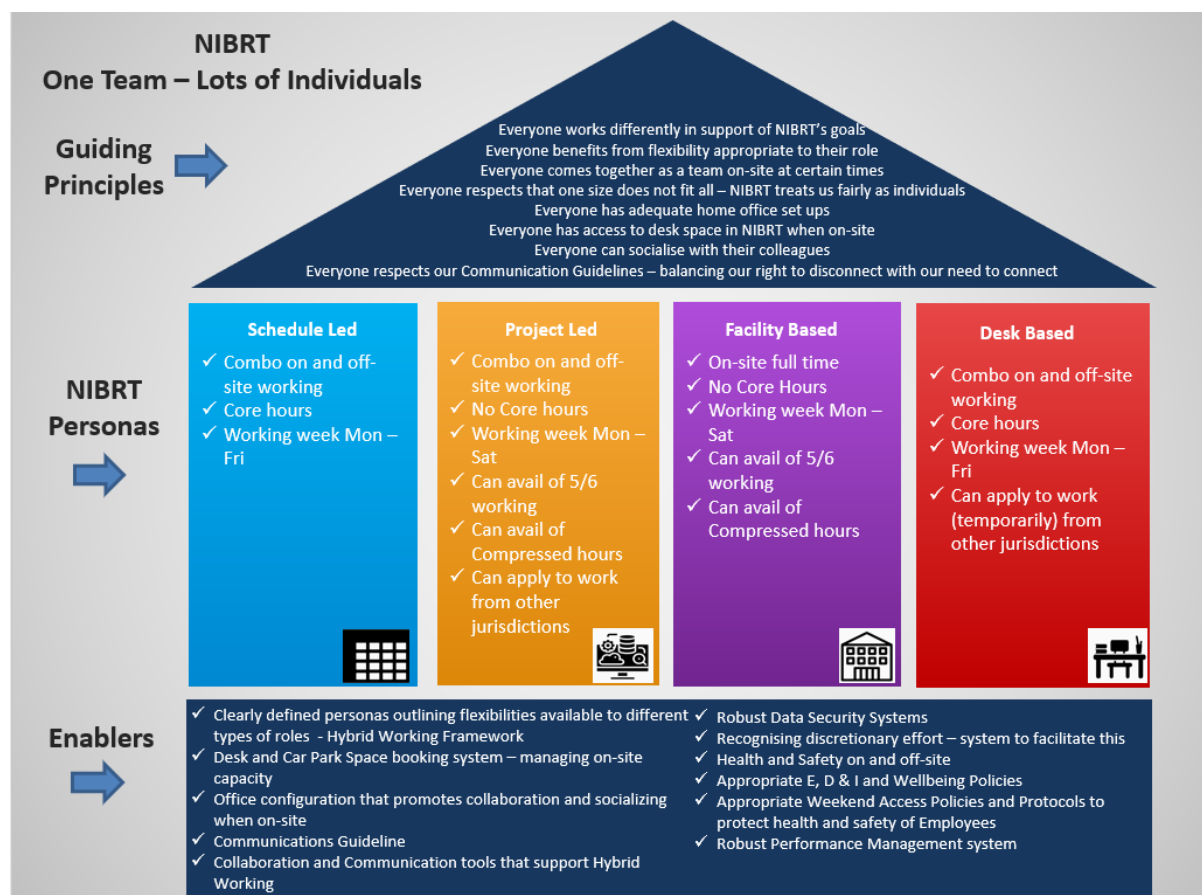
1. Definition

A hybrid workplace, or hybrid office, is a flexible workplace model that is designed to support a distributed workforce of both in-office/on-site and remote workers. The hybrid workplace model provides workers with the flexibility to work wherever they are most productive: in the office/on-site, from a remote location (most notably work from home), or a combination of the two.

The aim of NIBRT's Hybrid workplace is to provide our employees with the flexibility to work wherever (and for some, whenever) they are most productive. Employees are required to attend the facility only when the task at hand requires it. Flexibility on wherever and whenever for NIBRT employees is managed through 4 NIBRT Role Personas and through a set of Hybrid Working Guiding Principles (outlined below).

NIBRT strives to be an inclusive environment for everyone who works here. This Hybrid Working framework supports this goal of inclusivity offering employees with different needs as many flexibilities as we can without impacting our work. Please note that NIBRT encourage employees with specific requirements for their workspaces, whether at home or in the facility, to discuss these with their manager and / or HR who can arrange suitable accommodations to ensure you are able to perform and contribute to your full potential.

2. Summary





3. Hybrid Working Guiding Principles

The NIBRT Hybrid Working Framework is underpinned by a set of guiding principles that all NIBRT employees utilising the flexibilities available to them agree to adhere to in managing their working time and location. These guiding principles are:

- Every employee in NIBRT can work differently but always in furtherance and support of NIBRT's goals
- There are many different types of roles in NIBRT and we all work differently. Everyone benefits from some flexibility appropriate to the type of role they hold
- We are still one NIBRT team and at times we will all gather whether on-site or other venue. Managers reserve the right to request attendance on-site as they deem necessary but in keeping with the spirit of our Hybrid Working Framework
- Everyone acknowledges and respects that 'one size does not fit all' – NIBRT treats us fairly as individuals
- Every NIBRT employee is provided with a suitable home office set up
- Everyone has access to desk space while working from the facility
- All NIBRT employees will have the opportunity to socialise with their colleagues
- Everyone respects our Communication in Hybrid Working Guidelines – balancing our right to disconnect with our need to connect

4. Scope of this Framework

This framework covers all employees and students in NIBRT who:

- Have successfully completed probation and/or 6 months service (whichever is the longer). New employees / students will be required to spend up to 80% of their time on-site during their probation period to allow for a fully supported induction and relationship building period. Thereafter they can enjoy the full flexibilities of this framework as outlined in the Personas below.
- Agree to follow the Hybrid Working Guiding Principles outlined in section 3 above
- Understand that continued enjoyment of the NIBRT Hybrid Working Framework is conditional on the employee maintaining the criteria outlined in section 5 below

5. Criteria for utilising the full scope of this Framework

To continue to enjoy the full extent of the flexibilities available in this Framework, an employee must:

- Maintain a good attendance record
- Maintain a good performance record
- Make decisions on their working hours / week and time on and off-site in keeping with their respect of the Guiding Principles outlined in section 3 above and within the parameters of the Personas outlined below
- Be responsible for maintaining a healthy work life balance, understanding fully their obligation to take necessary rest breaks, manage working time and comply with all other health and safety measures in place in NIBRT
- Maintain open and regular communication with their manager and colleagues
- Remain motivated and self-disciplined, able to work independently with minimal supervision
- Be respectful of the Communications in Hybrid Working Guideline

If a manager feels any of these criteria outlined above are not being met and/or the team could benefit from a change in ways of working, it is at their discretion to request you to make some changes to how you are managing your working week.



6. Home Office Set up

As part of our standard on-boarding process, every employee will be offered the necessary equipment to ensure they have an appropriate home office set up. Specifically, NIBRT can provide:

- Desk
- Chair
- Laptop and laptop stand
- Keyboard and mouse
- Headset
- Footrest
- Screen
- Cables

All employees working from home will be required to undertake an ergonomic assessment with our appointed ergonomist. The ergonomist will assess your workstation and the surrounding areas. You will also receive training on a good ergonomic set up and optimal working from home advice. Corrective actions from the assessment will be reported back to you, your line manager and EHS.

7. Definitions

Term	Definition
Business Hours	NIBRT's business hours are primarily within Monday to Friday
Core Hours	10am and 3.30pm. This represents 4 ½ working hours per day (less lunch break of one hour) or 22.5 hours per week. Therefore, the balance of your 35 basic working hours need to be worked around and outside of Core Hours in line with the flexibilities of your Persona and the needs of your team
Standard communication hours	9 am to 5 pm (Irish standard time). This means that scheduling meetings during this time is considered standard. If meetings need to commence before or after standard communication hours, the meeting organiser should request (as opposed to assume) availability of attendees.
Standard lunch break time	1pm to 2pm (Irish standard time). Employees, when possible, do not need to take lunch at this prescribed time but is noted here to serve as a guide when scheduling meetings/calls.
Standard Working Hours	35 hours per week which all employees (other than those on part time contracts) are expected to work weekly.

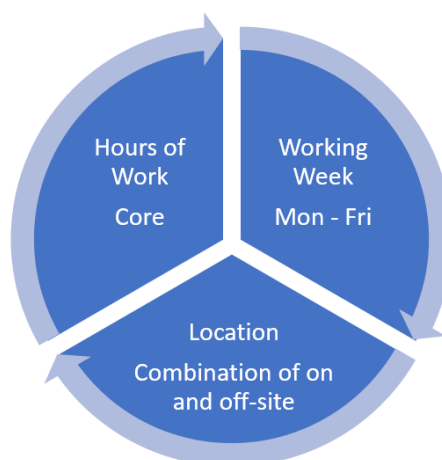
8. What flexibilities are available to me?

There are many different types of roles in NIBRT. A diverse workforce means we have many individual people who have different work to do and who do it in different ways. NIBRT aims to provide a framework that allows employees who hold similar types of jobs to individualise how they manage their working time within parameters that work for their teams, NIBRT, our clients and service offerings. These varying degrees of flexibilities are managed through a set of four NIBRT Personas; Schedule Led, Project Led, Facilities Based or Desk Based roles.



Schedule Led Persona

- ✓ Trainers & Senior Trainers
- ✓ Training Team Leads
- ✓ Training Resource Manager
- ✓ Training Academic Coordinator
- ✓ Training Technicians



Schedule Led Persona role holders spend a significant portion of their role serving clients nationally and internationally through a combination of on-site and off-site work. Their working time and location is guided by a schedule of work which changes weekly depending on the needs of the client/team.

Probation Period for Schedule Led persona employees last a minimum of six months and can be extended up to a maximum of 10 months. During this time, employees should expect to spend a minimum of 80% of their time on-site to allow for an effective on-boarding and training period.

Hours of Work are driven by the needs of the client they serve and the needs of the team. As per individual contracts of employment, employees in this persona must work 35 hours per week and these must include core hours (10am to 3.30pm Mon to Fri). By the nature of the clients they serve, working hours could include early mornings and/or evening work on occasion but tends to be within standard business hours (9am to 5pm Mon to Fri). Daily start and end times are dependent on the schedule.

Working Week is driven by the needs of the client and currently that is predominantly Monday to Friday.

Which location a Schedule Led role holder works from is decided by the schedule set to serve clients and the team. This changes weekly and will be a combination of on-site and off-site working. Schedule led role holders should expect to spend most of their time in the NIBRT facility.

If a Schedule led role holder is scheduled to be on-site to train (or be a backup trainer) with a client, it is expected they will complete their full working day on-site. A full day, in this context means, at a minimum their core hours of 10am to 3.30pm, but will often require a longer presence on site to assist with set-up, delivery, and tidy-up after practicals, as organised by the training group for that day. A backup trainer may clock out and leave NIBRT once the last session of the day has begun if they have checked with other trainers that their help is not needed, and their core hours are complete.

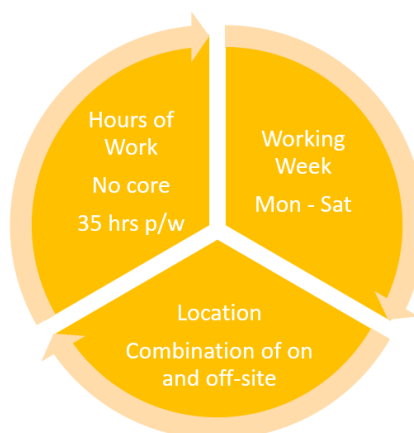
If a Schedule led role holder is not scheduled to be on-site, the option is there for the role holder to complete all of their work from home or if they do need to attend the facility to prep or set up or other activity, they have the option to do part days at home and part days on-site. In the event that an employee chooses to split their days between home and the facility, they should note that:

- (a) they are still required to be available for work during core hours and therefore
- (b) travel to/from home during the day should only take place if it is possible to make the commute in less than one hour and should take place on your lunch break which can be taken between the extended hours of 12 noon and 2pm.



Project Led Persona

- ✓ Research Assistants
- ✓ Research Post Docs
- ✓ Research Fellows
- ✓ Research Team Leads
- ✓ PhD Students
- ✓ Visiting Students



Project Led Persona role holders split their time between lab based and desk-based research and analysis on and off-site. They work in pursuit of the goals of the project and client they are assigned to six months and can be extended up to a maximum of 10 months. During this time, employees should expect to spend a minimum of 80% of their time on-site and predominately conduct their work during core hours to allow for an effective on-boarding and training period in NIBRT.

Hours of work are largely driven by the needs of the team and the preferences of the individual researcher. Project Led role holders are expected to complete on average 35 hours per week managed over a one-month reference period but can choose to do this availing of the following options:

- Work a standard 7-hour day (start and finish times as they believe best suits them and the work)
- Work longer days and complete their 35 weekly hours in fewer than 5 days (compressed hours)
- Work shorter days but spread the work out over 6 days (5/6 working)
- Or any combination above as agreed with their manager

There is no expectation for Project Led roles to work core hours. Within the same day, you can work part of your day on site, and travel home and work the rest of your working from home at a time that suits you.

Flexitime the accrual of Flexitime no longer applies to Project Led Persona roles as employees manage their own time through the option to work a standard day, shorter day, longer day, compressed week etc. Therefore, if an employee has worked a longer day/week they can balance that effort with a shorter day/week. However, as referred to above in Hours of Work paragraph, Project Led role holders must complete on average 35 hours per week managed over a one-month reference period. (What this means in practice is that whilst you can work much shorter day/weeks in the month you must increase your hours to ensure that you have worked min.140 hours in a month).

Working week is driven by the needs and stage of the project and the preferences of the role holder. As outlined above, a Project Led role holder can choose to work:

- A standard 5-day week, Mon to Fri
- A nonstandard 5-day week choosing 5 days out of Mon to Sat
- A shorter week (no less than 3 days) choosing to work longer hours daily but fewer days
- A longer week (no more than 6 days) choosing to work shorter hours daily but more days

Project Led role holders must comply with the Organization of Working Time Act in managing their working time being cognizant of the legal requirement to take daily and weekly rest breaks and not

work more than 48 hours weekly, averaged over a 4-month reference period. For example, this may mean that if you have worked long hours in a given week or weeks that you follow up with shorter days/weeks to ensure you have worked no more than 48 hours per week (averaged over 4 months).

For information on rest break requirements, please consult HR – 004 – Working Time Policy.

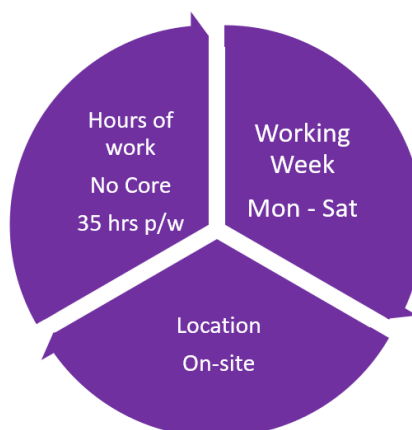
Which location a Project Led role holder chooses to work from should be based on the task at hand. If the work requires their attendance in the lab, they should be on-site. If the work can be done from either a remote or facility-based desk location, they can choose where to work from based on their preference and what is best for the team schedule. This can change daily and/or weekly.

Working from a non-Irish jurisdiction for a temporary period can be applied for by a Project Led persona employee. Full details on this option are available in the NIBRT Working from non-Irish jurisdictions Policy.



Facility Based Persona

- ✓ Associate Director of Facilities
- ✓ Maintenance Engineers
- ✓ Electrical Engineers
- ✓ Facilities interns



Facilities Based Persona are role holders who provide a facility-based support function that enables the efficient operation of the site, its equipment, security and maintenance. The role holders in this persona must work together to ensure staffing of the site during standard business hours and cover as required for nonstandard hours (evenings and/or weekends) as required.

Hours of work are driven by the needs of the facility and full cover of the facility is managed by the Associate Director of Facilities. Individual role holders are expected to work a 35-hour week as agreed with their manager. Facilities based role holders can

- Work a standard 7-hour day
- Work longer days and complete their 35 weekly hours in fewer than 5 days (compressed hours)
- Work shorter days but spread the work out over 6 days (5/6 working)
- Or any combination above as agreed with their manager

There is no expectation for Facilities based roles to work core hours if it is not necessary to do so.

Working week is driven by the work required to efficiently manage the facility in any given week. As outlined above, a Facilities Based role holder could be required to work

- A standard 5-day week, Mon to Fri
- A nonstandard 5-day week, 5 days between Mon to Sat
- A shorter week, working longer hours daily but fewer days e.g., 4 days

- A longer week, working shorter hours daily but more days e.g., 6 days

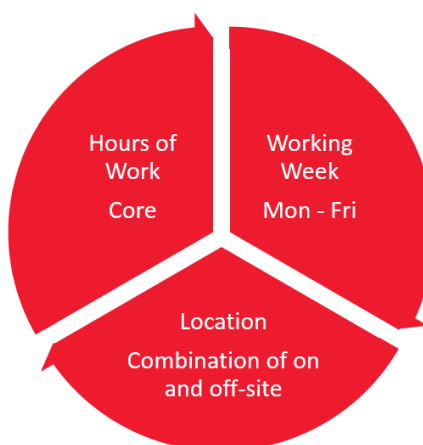
Facilities based role holders are expected to understand and comply with the Organisation of Working Time Act in managing their working time being cognisant of the legal requirement to take daily and weekly rest breaks and not work more than 48 hours in a given week managed over a four month reference period.

Which location is 99% of the time in the NIBRT facility save for exceptional circumstances where some desk-based work could be undertaken from a remote location.



Desk Based Persona

- ✓ CEO
- ✓ Directors/SLT Members
- ✓ Pls
- ✓ Associate Director Training
- ✓ NOA Specialists
- ✓ Business Development Manager
- ✓ Marketing & Comms Manager
- ✓ HR
- ✓ Finance
- ✓ Research Office
- ✓ Health & Safety
- ✓ Digitalisation Manager



Desk Based Persona are role holders whose work is predominantly a desk-based leadership and/or support function that enables the successful achievement of organisational goals and/or support of other teams. Attendance on-site is largely optional but can be required for in-person meetings with colleagues or clients, an essential element of these kinds of roles for NIBRT.

Hours of work are driven by the nature of work required in terms of support, management and/or leadership roles in that they are core to the running of the organisation. This persona must work their 35 hours per week (averaged over 1 month) and it must include core hours. By the nature of the role they hold, working hours could include early mornings and/or evening work on occasion but tends to be within standard business hours most of the time.

Working week is driven by core business hours which are currently Monday to Friday.

Which location a Desk Based role holder chooses to work from should be based on the task at hand. If the work requires their attendance on-site, they should be on-site. If the work can be done from either a remote or facility-based desk location, they can choose where to work from based on their preference and what is best for the team. This can change daily and/or weekly.

Working from a non-Irish jurisdiction for a temporary period can be applied for by a Project Led persona employee. Full details on this option are available in the NIBRT Working from non-Irish jurisdictions Policy.

9. Working on a Saturday = Lone Working

There are two Personas (Facilities Based and Project Led) that can avail of compressed hours and / or 5/6 working meaning that if required, they can complete some of their working hours on a Saturday. NIBRT's core business hours are Monday to Friday and therefore different securities and considerations are required for anyone considered attending the facility on a Saturday. This work is considered 'Lone Working'.



Working alone is not in itself against the law and it will often be safe to do so. However, the law requires employers and others to think about and deal with any health and safety risks before people should be allowed to work alone. Section 19 of the Safety, Health and Welfare at Work Act 2005 requires an employer to undertake a risk assessment and this risk assessment shall determine whether or not an employee may work alone. Therefore, in general, an employer must assess whether an employee is at significantly higher risk when working alone.

In order to avail of Lone Working in NIBRT, employees in the aforementioned Personas are requested to discuss in advance with their direct line manager and EHS the decision to undertake lone working to allow for a risk assessment and the relevant training to be organised.

Evaluating the risks associated with an individual working alone will be done on a case-by-case basis by both the individual working alone and their manager.

The following factors will be considered when assessing the risks involved with remote or isolated work:

- How long does the worker need to be alone to complete the job?
- Is there an increased risk at certain times of day?
- What forms of communication does the worker have access to? Are there procedures for regular contact with the worker? Will the emergency communication system work properly in all situations?
- What machinery, tools and equipment may be used?
- Can the 'Lone Worker' safely use any equipment that they are required to operate?
- Can substances or materials that the 'Lone Worker' is required to use in their work be handled safely?
- Can work which involves lifting or moving objects be safely done by one person?
- Are high risk activities involved? (e.g., Confined Spaces, work at heights, work with electricity/hazardous chemicals/ plant)
- Is fatigue likely to increase risk? (e.g., work with long hours operating equipment)
- Can environmental factors affect the safety of the worker? (e.g. exposure to extreme heat or cold environments)
- Does a 'Lone Worker' have a specific medical condition or are they taking medication that might place them and the people in that support at risk if they work alone?

Once the necessary risk assessments have been undertaken and it deemed safe for the employee to do so, the usual protocol to arrange this Saturday work should be followed by the employee. Full details on Lone Working can be accessed in our NIBRT Lone Working Policy.

10. Security and data protection

All NIBRT employees are required to comply with all IT and Data Security policies and protocols whether working on-site or from a remote location. There are some additional requirements for NIBRT employees when working away from the NIBRT facility, namely:

- Employees will not use a public area e.g. cafes etc. for use/for work; physical access to NIBRT and NSL equipment is to be limited to the employee only.
- Any confidential documents should not be printed remotely or if they are printed they must be shredded using a home/personal shredder before being put into an offsite rubbish bin.
- Confidentiality clause(s) which form part of terms and conditions of employment and relate to all aspects of employment, continue to apply and must be adhered to at all times.
- NIBRT employees are issued with NIBRT laptops and associated IT equipment. It is the responsibility of the employee to safeguard this equipment complying with all requests from IT



to update the laptops regularly, attend cyber security training, follow protocol when in receipt of suspicious emails, not sharing or documenting passwords anywhere etc.

11. Training of Participants

Participants will be trained in the use of their IT systems upon commencement of employment with NIBRT. Employees will also be given workstations set up training by NIBRT's nominated ergonomist and will be expected to comply with all advice given during this consultation. Employees will also be reminded that they are governed by all NIBRT employment policies and procedures while working from home (including but not limited to Health & Safety, IT security, Data Protection, Dignity at Work). Failure to comply with company policy while working remotely will be treated in the same manner as if the breach occurred while working from the facility.

12. Ongoing Evaluation

The success of this Hybrid Working Framework will be continually evaluated. This will involve assessment of feedback relating to the efficiency and effectiveness of the arrangements by:

- Employees
- Management
- Other key stakeholders

This information will be collated by the SLT and reviewed on an ongoing basis. The NIBRT SLT reserve the right to remove in full this Hybrid Working Framework and request all employees to return to working from the facility full time if it is deemed to be in the best interest of NIBRT. Appropriate notice will be provided to employees for any changes being made to this framework (not less than 1 months' notice).

13. Termination

In the event that an individual's use of this Hybrid Working Framework is considered unsatisfactory by or is proving difficult or in the event that there is a negative impact on client service or colleagues, then the arrangement will be terminated, and the employee concerned will be required to revert to full-time working in NIBRT and NSL office. NIBRT reserves the right to terminate any hybrid working arrangement, for any reason whatsoever, by giving at least 1 months written notice to the relevant employee of termination of the arrangement and the requirement to return to site and cease hybrid working. Termination decisions will be made by the relevant line manager with the relevant SLT member supporting that decision. There is no formal appeal route other than an employee always having the right to pursue a Grievance against the company. Notwithstanding taking a Grievance, the employee must return to the office after the initial notice of termination period (1 month) has expired.

14. The role of the participants Manager

The manager must, in conjunction, with the hybrid worker:

- Have established clear and measurable targets/outputs within a specified timeframe.
- Have in place mechanisms to allow for continuous review of performance and to facilitate two-way communication in relation to any aspect of the job.
- Be willing to "trust" the hybrid worker to deliver on work

15. Related Policy documents

This Framework document should be read in conjunction with the following NIBRT policies all available on the NIBRT Policies and Procedures folder in Microsoft Teams:

- NIBRT's Communication in Hybrid Working Guideline
- NIBRT's Temporarily Working from a non-Irish Jurisdiction Guideline



- HR 004 Working Time Policy
- HR 006 Dignity at Work Policy
- HR 027 Equality Diversity & Inclusion Policy
- NIBRT Safety Statement
- NIBRT Lone Working Policy