

Position paper on workplace flexibility

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Demant

Demant Group position on workplace flexibility

The Demant culture is rooted in our values, a strong belief in the power of collaboration, networking and the value of generating innovative approaches to challenges together.

Culture requires continuous nurturing and a key part of this is to connect with each other frequently both within and across business areas and departments. Engaging both formally and informally with colleagues from your own and other parts of the organisation is a key ingredient in the glue that ties us together and strengthens our culture. So the physical meeting is important, but we have also seen that online meetings are often very effective and allow us to stay in touch with colleagues around the world.

Many positive dimensions

Learnings from the working from home period during the coronavirus pandemic have taught us a lot on workplace flexibility. Many tasks can be performed effectively from home using our virtual collaboration tools and, furthermore, working from home entails many positive dimensions to a balanced work-life. On the practical side, certain requirements in our private life can be handled, while we also handle our work from home giving us flexibility to better balance our work and private life. We have also seen that performing work from home can give us space to concentrate and work on tasks which require our full attention for many hours or even days. We also learned that the Group's activity level was kept high and we delivered all the way through periods where almost no one were allowed in the office.

Innovative approaches

At the same time, experiences from the coronavirus pandemic have confirmed that many tasks require face to face interactions in order to be completed in the most efficient and value adding manner. In particular, when it comes to creating new and innovative approaches to things the power and value of spending time together at our office premises around the world has been evident. Informal meetings at the coffee machine or over lunch are often important sources of valuable information sharing across the organisation that enables new and more creative perspectives on concrete challenges. They are also part of what helps foster strong and trustful relations with colleagues.

A flexible working environment

In Demant, we fully recognize that there are benefits of both virtual and face to face collaboration. We therefore support a flexible working environment, where the primary workplace is the local office site (e.g. Kongebakken for the majority of Danish employees), but where parts of a person's work can be performed from home. Naturally, we also realize that some jobs and tasks are impossible to carry out from home.

Accountability

We trust that our managers and employees are fully capable of mutually agreeing on flexible ways of working that cater to both company, team and individual needs and ensure that everybody delivers on individual expectations towards overall business goals. Hence, we place the accountability for making the specific arrangements with local managers in accordance with relevant country level policies governing working from home. These policies will be defined by country-level management teams as set out below.

Country level policies on workplace flexibility

The specific labor market approach to workplace flexibility is different country by country. Therefore, it is important that top management from each Demant business area present in a specific country come together and do their best to align their approach to workplace flexibility. This will enable local top management to provide clear employee communication on the reasoning behind potential differences in approaches to the topic.

If at all possible, it is highly recommended to create one policy for workplace flexibility that covers all business areas present in the country, e.g. one policy for all entities in Denmark.

Workplace flexibility not relevant for all

This workplace flexibility position is not relevant for everybody in Demant. For the large proportion of our colleagues, who need to perform their duties at our premises around the world, we fully recognise that this position on workplace flexibility has less or even no relevance.