WIA-EUROPE
WHITE PAPER

SMART WORKING

Challenges and Opportunities

WIA-EUROPE
Space Business Innovation Centre (SBIC)
Kapteynstraat 1
2201 BB Noordwijk
The Netherlands

CONTACT
info@wia-europe.org
www.wia-europe.org

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WOMEN IN AEROSPACE EUROPE
Empowering all Women, in Space and on Earth

CONTRIBUTORS

Sneha DESHPANDE
Maria Pia DI DONATO
Eva GEORGIOU
Rachel JENKINS

WITH THANKS TO

Sabrina MELCHIONNA

COORDINATOR

Rachel JENKINS

EDITORIAL TEAM

Diana PUEYO
Xenia PATTBERG

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WIA-EUROPE WORKING GROUPS & WHITE PAPERS

Looking into the future, in Europe seven million job openings are forecast for the entire STEM field by 2025 as well as an exponential growth for the aerospace industry in the decades to come. Despite the abundant career opportunities, the aerospace sector is currently facing a significant occupation shortage, which calls for a comprehensive set of actions on the part of the different actors involved.

As a strategic sector, to safeguard future economic and social wellbeing, our industry needs to invest in their human resources at all career levels: from expanding the potential talent pool and attracting new early career talent to retaining the existing workforce and increasing the number of highly skilled women in the C-Suite, not just as a diversity initiative, but as a strategic priority to improve business performance.

Since its foundation in 2009, Women in Aerospace Europe (WIA-Europe) has been committed to tackling these challenges by fostering inclusive representation for women across the European aerospace sector, giving visibility to outstanding women, motivating girls to get interested in science, and communicating the key role that space plays in our daily lives.

For more than a decade now we have been organising events, trainings, grants and awards, bringing together individuals and organisations from across our industry to network and share experiences through our local groups. WIA-Europe has gained high-level support from its corporate members and a growing individual membership base fully devoted to spreading such values as equality and inclusion, with no distinction of race, religion, gender, background or culture.

Adding to our range of initiatives, in 2021 we have launched the WIA-Europe Working Groups, consisting of individual members and representatives of corporate members and partners, in order to work on key topics related to the objectives of our association and to give recommendations on effective actions. Their findings are published as White Paper series available to WIA-Europe members and general audience.

The Working Groups have evaluated the current landscape and collected insights and strategies, based on the review of existing reports and research studies. This research was supplemented by personal experiences and recommendations of WIA-Europe members at all career levels, which have been recorded through surveys and personal interviews.

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surveys and personal interviews.

Following the publication of the White Papers, WIA-Europe reviews the recommendations and together with the Working Group assesses their implementation within the current scope of WIA-Europe activities. We would like to acknowledge the excellent work done by the members of each Working Group, and say a very big thank you to all the members of our network who have contributed their with time and expertise by participating in surveys and interviews.

Thanks to your contribution, we are able to share tools to progress on these acute challenges.

Luisella GIULICCHI
President WIA-Europe

Diana PUEYO
Director of Regional Development
Coordinator WIA-Europe Working Groups

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1. INTRODUCTION

The concept of smart working has been around for years, but the Covid-19 pandemic has been a trigger for us, as employers and employees, to think more sharply about future ways of working more smartly.

In this paper, we'll refer to smart working as a wide term - which includes remote working from a suitable location, at flexible hours and the introduction of new policies with the help of technology.

Companies and organisations, within and outside of the space sector, were already looking at alternatives to traditional, desk-based office working prior to the pandemic, hence smart working was in the pipeline of a lot of organisations already. New ways of working have seen an increase in centering employee needs and enabling more autonomy about how they work.

The World Economic Forum estimated that 5% of employees worked remotely before Covid-19, with some countries seeing as many as 1 in 4 workers working remotely after the start of Covid-19 [1]. In 2017, the law firm Norton Rose Fulbright [2] published a series of videos looking at the topic, considering different initiatives across Europe, including:

- introducing flexible working from home arrangements in the UK;
- teleworking / "on call" working in Italy;
- "duo jobs" or compressed hours in the Netherlands, where the working week

contains the same amount or fewer hours over a shorter amount of days (such as full-time over 4 days) or a job-share.

It was also noted that zero-hours contracts was beginning to be offered in the UK, Italy and the Netherlands, however such contracts were deemed to be invalid in German and French law, on the basis that the employer should provide work to the employee, showing that different interpretations of flexible working arrangements, what works in one country but not be appropriate for another.

Space companies tend to be international as the space sector is international by nature, so some organisations may find themselves needing to adhere to different national legislation depending on the host nation of their headquarters.

Our approach looks at some of the drivers for the introduction of smart working, assesses the current landscape, reviews reports and studies within Europe by public and private bodies and considers examples of laws, regulations and initiatives.

We consider how different groups of workers are affected and how smart working can work in the space sector. Finally, we make some recommendations based on data and discussions from open publications combined with a survey to gather insights and opinions on smart working in the space sector.

2. WHAT ARE THE DRIVERS?

2.1 COVID-19

The pandemic has given an incredible boost to smart working and this has been a good thing, because it has allowed some sectors, in particular that of services, or within the business units of companies, not to stop their production activities with risks. These risks could include adverse impacts of certain groups of people which will be discussed in section 5 of this paper. Smart working has helped navigate the emergency situation, helping global economies avoid potentially worse economic depression than what did occur.

Obviously, companies with strong digital traction were able to adapt and put their workers in the conditions to provide service from home in total safety, maintaining a good level of governance of processes and activities, without excessively affecting the business, in some cases even increasing it.

At the beginning of the first lockdown, the most digitised companies were already structured to manage this emergency - some of them in fact, within 24-48 hours, converted hundreds of people from "Work @ Office" to "Work @ Home" without discontinuity of service, while others have had to improvise, or even close the business, in the hope of reopening as soon as possible as they are not equipped with digital systems that would allow, in part to the business, the application of smart working.

2.2 POST COVID-19

After the emergency phase, is it really possible to continue to consider agile work as an opportunity for organisations? How important is technology and how muchare the organisational factors to make smart working truly effective in managing people's time, the empowerment of collaborators, the enhancement of merit and productivity? Smart working has imposed a process of change, mainly cultural, for companies. The consequence is an open debate about the laws, the workers' rights, the impact on society, the revolution of the relationships among the workers and their managers and it has posed important questions concerning workplace equality, the future of work and training of newly enrolled staff amongst others. As an example, the adoption of the Management By Objectives, better known as MBO, or the remuneration by objective have been proposed in relation with a part of the remuneration as an objective to incentivize the "Worker" to always perform. The discussion is open. Anyhow, the enlargement of smart working is an unmissable opportunity for employers, but also for the workers themselves, where the conditions allow for its application.

2.3 DRIVERS

DRIVERS FOR THE EMPLOYERS

Reduction of infrastructure costs - buildings, maintenance, bills etc.

Strategic mindset - rethinking of broader strategy which isn't linked to financial implications of office locations, expansion of office space and relocation.

Relocation costs reduction - where employees have mobility clauses included in their contracts, these would not apply if relocations for organisations are less common.

Service optimisation - flexible working hours can include an extension of 'opening times' for being able to provide services.

Reduction of travel and travel expenses (where provided by the organisation).

Flexible working hours leads to an **increase in productivity** - mainly perceived by workers themselves, but with flexible working hours as a motivational tool [3]. An example of flexibility could be to have a day to 'focus' at home without a distraction, to manage time to focus on a task, such as writing a report or carrying out analysis, uninterrupted by colleagues.

Reduction in employee sickness and absenteeism - the UK Government's Office for National Statistics states that in 2020, the sickness absence rate for anyone doing any work from home was 0.9% on average, compared to 2.2% for those who never worked from home in their main job [4].

Better employee retention [5] and potential increase of a talent pool - again, with smart working as a motivational tool in recruitment.

DRIVERS FOR THE WORKERS [6]

Better work-life balance due to less commuting, and less travel costs.

Flexibility of working hours can help with caring responsibilities and personal engagements or commitments.

Time organisation - more autonomy over working time.

Reduction of work stress often due to travel time [7].

Decrease in interpersonal conflicts between team members.

DRIVERS FOR THE ENVIRONMENT

Reduction of polluting gas emissions, such as CO2, due to less travel to the office and fewer cars on the road - contributing to global goals for sustainability and tackling climate change.

Reduction of city overbuilding and redevelopment of green areas for office space.

Reduction of road traffic with benefits for mental health.

Now that we've looked at the drivers for smart working and the possible benefits to employers, employees and the environment - we'll now look at the broad situation in Europe, including some examples of legislation and campaigns.

3. THE SITUATION IN EUROPE

3.1. LEGISLATION

3.1.1. ITALY - AGILE WORKING

Smart working in the Italian legal system is governed by Law 81/2017, which in ensuring equal economic and regulatory treatment between agile and ordinary workers, indicates agile work as a tool for increasing productivity and reconciling work life. The same is in fact defined as "methods of execution of the subordinate employment relationship established by agreement between the parties, also with

forms of organisation and objectives and without precise constraints of time or place of work, with the possible use of technological tools for carrying out work". That has been accelerated by the pandemic situation with the adoption of special measures. A survey has been conducted by several institutes: the University of Milan set up an Observatory dedicated to analysing smart working.

3.1.2. PORTUGAL - EMPLOYEE PROTECTION

Portugal recently announced new legislative measures, the first across Europe specifically in response to the Covid-19 pandemic in relation to working from home, with initiatives including:

- Fines for employers who contact employees outside of normal working hours;
- Banning monitoring employees who work at home;
- Home-working expenses for utilities which can be written off as business expenses by employers;
- The right to work from home for parents of children under 8, without the agreement in advance of the employer;
- Measures to tackle loneliness - such as the expectation to organise face-to-face meetings at least every two months (8).

3.1.3. UK - THE FOUR DAY WORK

The 4 Day Week campaign in the UK highlights that moving away from the traditional Monday-Friday 9-5 work

pattern to working 32 hours over four days, without a loss of pay, would see the following benefits:

- Workers: better work-life balance, most rest, more time for leisure and 'life admin'
- Employers: attracting better talent and high performance and profits - a Henley Business School study from 2019 saw a trial of 250 firms participating in a four day week making an annual saving of £92bn.
- Economy: lower unemployment, increased productivity and a boost to tourism / leisure industries.
- Society: better mental and physical health, gender equality and strengthened communities.
- Environment: more sustainable lifestyles and reduced carbon footprint [9].

In Iceland, approximately 86% of the workforce have now moved to a four-day week after a successful trial between 2015-2019 [10], and the Scottish government is currently supporting its own six month trial of a four-day week [11].

3.1.4. FRANCE - RIGHT TO DISCONNECT

In 2017, the French government adapted its Labour Code to include the El Khomri Law – the "right to disconnect''. This is based on the principle that rejects the need for an employee to always be available to be contactable by their employer, that the employee has a right to disconnect from their workplace to enjoy their private life, without punishment.

This was also backed by Members of the European Parliament in 2021 [12] - but beyond not facing punishment for switching off a work phone after hours it does not dissuade employees from, feeling as though they should be switching off their phones and disconnecting, only that they won't be punished for doing so - but in reality, they may see work-related benefits from 'quickly logging on' in the evening, such as being the first to take advantage of an opportunity. Indeed, Portuguese MPs also had the opportunity to ban employers from contacting employees from outside of work hours but chose to reject this [13].

4. SMART WORKING IN THE AEROSPACE SECTOR

Despite the global pandemic, 2020 was a record year for the space industry, with triple the number of satellites launched than in the previous year and increasing the number of satellites orbiting the Earth by 37% [14]. Clearly, the industry has pushed forward in ensuring that launch deadlines are met and that satellite operations can continue nominally.

One of the aims of this White Paper was to investigate how the pandemic affected the working practices of the space sector specifically and to assess if there is a role for smart working in the industry going forward. The authors of this paper wanted to gather anecdotal evidence to highlight how individuals in the space sector have experienced smart working so far including their understanding of smart working

practices and how they have been implemented. This was to give more depth to simply reviewing national legislation or HR policies relating to smart working.

We issued a survey and received 41 responses from a wide-range of organisations from the space sector. Whilst the sample size is relatively small, respondents broadly represent the diversity of the sector - from large multinational companies, research organisations to space agencies, with respondents including directors, senior researchers, marketing managers and engineers.

As part of our survey, we asked if there had been any specific procedures that needed to be implemented within the responding company to enable the continuation of space-related operations.

Many respondents answered that satellite commanding and general operations were able to continue remotely by accessing their control centre via VPN, and that most of these facilities had already set this up pre-pandemic so that the switch to fully remote work caused no major issues. VPN's had also been utilised to monitor on-site facilities, with one example including monitoring a vacuum chamber remotely for electric propulsions. The use of VPNs has not entirely been adopted throughout the industry though. It is interesting to note that while many of the private and smaller space companies are utilising this service effectively, larger agencies appear to still operate closed centres and rely on operators to be on-site to perform satellite commanding and control activities.

Respondents were also asked if there were any tasks that they found they could not complete remotely. Clean room monitoring, lab work, experimental test campaigns and manufacturing were all given as examples of such work. However, in most cases workarounds were adopted such as shift work to ensure the minimum number of people were present on-site at a time. Business development and team brainstorming activities were also included as those which were detrimentally affected by remote work, as they rely more heavily on interpersonal relationships which are harder to foster online.

5. IMPACTS FOR EMPLOYEES WITH PROTECTED CHARACTERISTICS OR GROUNDS

Our study suggests that groups have been affected differently while adapting to smart working, and there are some roles that can't be carried out more flexibly such as working in a manufacturing facility amongst other roles.

Smart working has enabled a new focus on the needs of employees with specific characteristics or grounds which are 'protected' in law, relevant here is that organisations cannot discriminate against employees with these character-istics. For example, in the EU Funda-mental Rights Charter - Article 21 on Non-Discrimination states that:

"Any discrimination based on sex, race, colour, ethnic or social origin, genetic

features, language, religion or belief, political or any other opinion, membership of a national minority, property, birth, disability, age or sexual orientation shall be prohibited [15]".

Recent data from PwC suggested that older workers were more likely to want to return to an office [16], whereas younger workers may be less encouraged, but this needs to be managed with assumptions that younger workers, especially in more urban areas with crowded and more expensive housing, may have less space to work effectively from home.

In this section we will look at how workers with protected characteristics may be affected by different policies, before concentrating on young professionals.

5.1. GENDER

McKinsey's 2021 report on Women in the Workplace, whilst focussing on women in the American workforce, highlighted that the Covid-19 pandemic saw women, in particular mothers with younger children, wanting to pause or stop altogether their careers, and not putting themselves forward for promotion, citing reasons including: lack of flexibility from employers, presenteeism, caring responsibilities, feeling unable to share their experiences and challenges with colleagues and not being able to bring their 'whole self' into work [17].

5.2. CARING RESPONSIBILITIES

As women tend to take on more of the household and childcare duties then men they are more likely to stay in the remote working model after the pandemic and choose not to come back to the office. There is a concern that women may be more adversely affected by remote working then men, in that it might jeopardise their career development opportunities. Globally, the International Labour Organisation estimates that in 2018, women dedicated 3.2x more time on unpaid care work than men: 4 hours and 25 minutes compared to 1 hr and 23 minutes a day for men [18] and working from home has affected caring relationships – for example, the parents who did not have to spend time travelling to their workplace, but had to be on-call to care for young children or others. The previously mentioned McKinsey report also mentioned that carers were less likely to share their experiences of caring with colleagues. This can limit the development of effective working relationships, team-building and cohesion and may also hinder their opportunities for development and career progression. While it is important that women are given the same opportunities as men to develop their careers, companies will have to ensure that a person's career progression is not harmed if they continue to work remotely.

Those with caring responsibilities may also want to consider their commute from work to other care facilities, hospitals or schools. There may be an increase in carers entering the workforce, but there also may be an increase in the number of workers with caring responsibilities for those suffering with the effects of long Covid.

5.3. DISABILITIES

According to a May 2020 European Parliament briefing, one in 6 adults in the European Union has some kind of disability [19]. An office worker with a physical disability may have made adaptations to their working environment at home that may be more suitable than what is available to them in the office.

Moving away from purely office-based working for those in desk-based roles, could this see a potential increase in the amount of people with disabilities entering the workforce with barriers to work being removed?

Other benefits of flexible working for workers with protected characteristics should also be acknowledged, such as pregnant workers not needing to face a daily difficult commute, or workers being able to observe religious practices more easily from home.

5.4. YOUNG PROFESSIONALS

Many companies have rapidly adapted their working practises to facilitate remote working; but how many have considered implementing policies to support young professionals just entering the workforce during this period? For workers in the early years of their careers, remote working can cause feelings of being disconnected from both their teams and the company culture.

This problem may be further amplified for recent graduates who were hired during the pandemic who are at risk of receiving poor on-boarding due to companies not having a standard practice to on-board employees remotely and who may struggle to build relationships with colleagues.

Some recent studies have shown that young professionals are concerned that remote working will have a detrimental impact on their careers and leave them at a disadvantage for promotions and career development opportunities. A study conducted by Universum [20] surveyed 18,000 people in the UK workforce and found that young professionals are concerned about the impact of remote working on their future earnings, their self-confidence and feelings of isolation. The study found that 30% of young professionals were concerned that remote working would affect their earning potential, 43% were struggling with their self-confidence in their ability to perform their duties and 57% were concerned about missing out on social connections and feeling isolated.

It is clear that the ability to be physically present in the office and other work events is very valuable for young people in particular. Learning managerial/ teamwork skills, how to manage conflicts, office etiquette, crisis management and the standards of behaviour for client interactions and work events are only some examples of the important soft-skills that are learned during the first few years of working. Such soft-skills can be difficult to pick up and translate during a Zoom call, but can be honed by observing how other senior colleagues handle these scenarios.

Gaining these interpersonal skills early can support them in driving their careers forward and to perform adequately at the next level. In addition to building their skillset, growing relationships with colleagues through small interactions during the day can in turn help them to feel more comfortable in asking for support when they need help solving a work related problem, in turn helping them to grow in confidence in their position.

Additionally, many positions in the space industry require a certain degree of learning on the job and depend on employees gaining skills that are not necessarily taught during university, such as satellite commanding and managing test campaigns. By working remotely full time, young employees are at risk of losing early career development opportunities and hindering their ability to gain the required job skills quickly.

As part of our survey, we asked respondents if their companies had any particular tools or frameworks in place to manage the transfer of knowledge and skills to support young professionals and new employees. The answers to this question were varied. Some organisations have robust structures in place to support new starters such as mentoring schemes, networking programmes, training and regular check in meetings with line managers to clarify any uncertainties. Another approach that respondents felt was beneficial was to be paired with a more experienced colleague in order to shadow them and learn from their behaviours. In some cases, attendance to the office was mandatory for the new starters at the beginning of their employment before allowing them to switch to remote working, in order to support their on-boarding and to ensure that they were comfortable with the job beforehand. However, many respondents answered that there was no structure in place at all and that while some were in the process of creating such schemes, others felt that they were left to create an on-boarding programme in an ad-hoc manner for each new starter. In these cases, there was also no way to facilitate a transfer of knowledge when employees leave their position, resulting in an overall loss of skills to their teams.

Separately, respondents were asked if they were satisfied overall with the training provided for new employees and if they had any suggestions for improvements. Again, the answers were mixed. Those that felt that their company provided sufficient training and had a framework in place to facilitate the transfer of knowledge were satisfied overall but felt that there is room for improvement. Unsurprisingly, those that felt their company did not have a structure in place to support new employees answered that they were dissatisfied. The suggestions for improvements have been incorporated into the 'Recommendations' section of this paper.

6. MAIN STAKEHOLDERS

In this paper we have chosen to focus on Employers, Line Managers and Employees. Each has a different set of responsibilities towards organisation. Issues arising from smart working affect these stakeholders in a different way, their functions are interconnected hence; their respective approaches have to be addressed collaboratively for smooth working of organisation.

Previously we looked at the advantages of smart working but there are clearly some disadvantages and issues. We are going to address a few of them, which have been instrumental in shaping new workplace cultures.

6.1. ISOLATION

The first and foremost issue is 'isolation'. This can be from society or from professional contacts. Working alone from home can isolate people from their peers. Many people from diverse levels of organisation have been struggling to keep up with it. From an employer's point of view, this can be addressed by designing and shaping organisational values to tackle isolation, with provisions like wellbeing counsellors and regular health and safety assessment. Use of digital tools such as setting up online communication channels in the organisation like Yammer can start conversations for employees working remotely. Many employers cited the issue at an early stage, they told employees to use cloud based software like Office365,
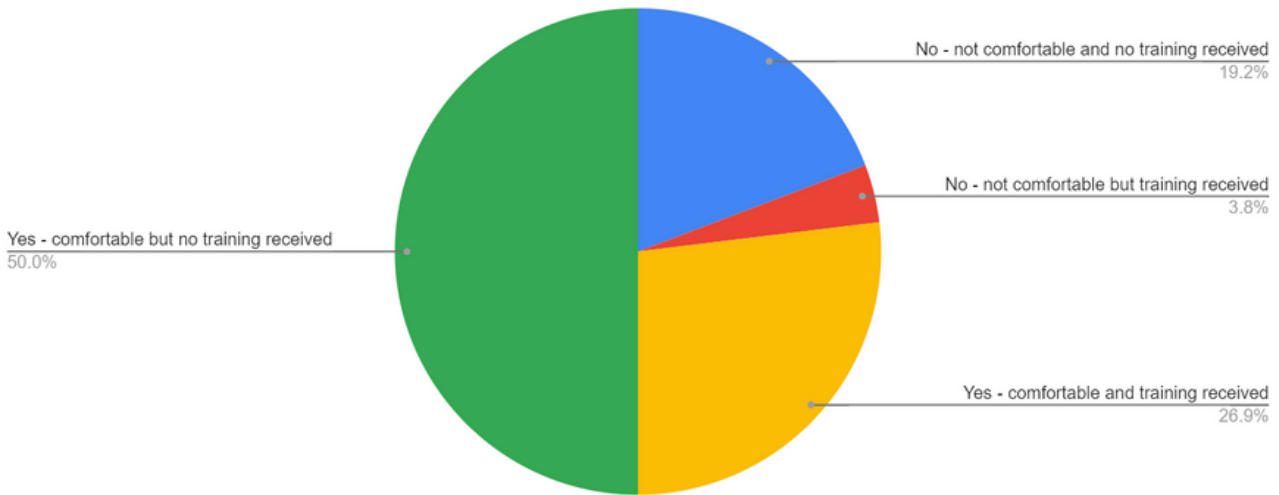
Google Workspace for better sharing of resources.

Line managers are the link between employers and employees. Training and supporting managers to help employees build meaningful connections in the team goes a long way.

Line managers are trained to alter their management style in terms of communication and motivation. They started emphasising on video conferences, calls over emails and regular catch up sessions with the team. Many managers can use company's wellbeing counsellor services to help employees feeling depressed and alone. They try to generate more trust in the team by taking regular feedback. As part of our survey, we asked respondents who were managers if they felt comfortable and sufficiently trained to support employee's mental health during this time. 50% reported that they were comfortable, but that they had received no training and 26.9% answered that they were comfortable and had received training. 19.2% reported that they were not comfortable and that they had not received any training, while only 3.8% reported that they were not comfortable but that they had received training.

Employees are also tackling the issue of isolation in their own way. More and more employees are adopting hybrid ways by working at least one day from the office. They take advantage of flexible working to increase social interaction, join or form groups within organisations for regular social connection.

If you are a manager, do you feel comfortable and sufficiently trained to support employees mental health during this time?

No - not comfortable and no training received 19.2%

No - not comfortable but training received 3.8%

Yes - comfortable but no training received 50.0%

Yes - comfortable and training received 26.9%

As part of our survey, respondents were asked how important they consider the social aspect of their work in relation to team building. Over 50% answered that they considered it important or very important so there is clearly a need to ensure that the social aspect of work is not overlooked in the move to remote working. When asked if there were any practises that had been implemented by their organisation to improve this, many respondents answered no but for the few who's companies had tried to facilitate social gatherings they suggested that organized teams calls for coffee breaks and quizzes worked well, as well as participating in online escape rooms and dedicated chat groups for discussions unrelated to work.

6.2. PRODUCTIVITY

Due to the pandemic, smart working became a common thing sooner than imagined. To maintain the same productivity as before, Employers have been emphasising on using new technologies and new ways of working to recruit, retain and develop the workforce. Line managers can play their part by avoiding micro-managing and giving more autonomy to their team to improve productivity. When workers decide where they want to work from then their productivity is highest.

As part of our survey, those who were managers were asked how confident they feel leading a team remotely. Over 50% answered that they were confident to do so, with only 3.7% answering that they were not confident and 7.4% answering that they had some confidence but felt they could improve.

If you are a manager, do you feel confident to lead the team from a distance?

Not confident
3.7%
Some confidence, but could improve
7.4%

Very confident
14.8%

Fairly confident
18.5%

Confident
55.6%
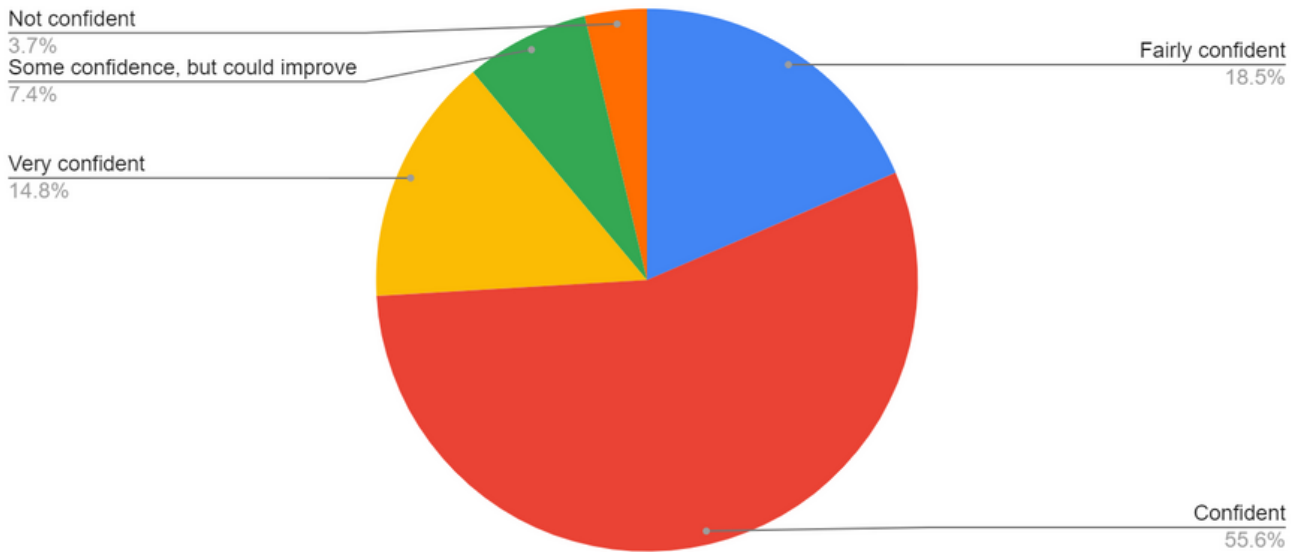
It is now an established truth that some of the tasks, which need team work, are better performed from the office. Experienced workers tend to work better from home, getting the best concentration from their home office. Going one-step further, employers have now started to give autonomy to employees to decide how many hours to work, how many days to work. Work from home trend is changing to work from anywhere for the better. When everyone is working from different locations in different time zones, it is best to try non-concurrent communication, such as the idea that everyone can respond to emails first thing in their morning. To retain the same workforce, employers can also adopt phased retirement, job sharing to reduce the work hours so people can continue to work with organisations longer.

As part of our survey, respondents were asked if their company used any specific tools to monitor productivity during periods of remote working.

While some answered that online tools were available to monitor employee's connection time to their company's network, the majority answered that no tools were in place. Instead, many organizations were using the on time delivery of project milestones as an indicator of productivity and thrusted that employees were completing their tasks on time. In some cases, verbal feedback was regularly collected from employees about how they could improve team productivity which was then discussed at senior levels to consider if changes to company policy were needed. The majority of respondents answered that they were happy with how productivity was being monitored, with only a small number reporting that they either weren't happy or that the practices used could be improved.

6.3. INFRASTRUCTURE

In order to manage smart working successfully, investing in IT infrastructure and everything supporting it is of paramount importance. Cloud integration is one of the top priorities. These services help to ensure a secure connection between an organisation's public applications and private data.

A solid Cloud strategy will avoid security breaches in an organisation's IT environment, which could lead to compromise of sensitive data.

At the same time, Employers should ensure that they have an effective communication strategy in place. This involves keeping team members connected in a way that adequately replaces in-person contact. There are countless benefits to having healthy and consistent communication such as building relationships, collaboration, welcoming new ideas and conflict resolution.

In addition to emails and texts, technologies like Microsoft Teams, Zoom, Skype and other video conferencing solutions give employees more access to each other. This keeps them engaged, with consistent information to carry out their responsibilities as smoothly and efficiently as possible.

Equipment such as laptops and accessories, ergonomically fit desks, chairs and other supporting furniture are fundamental for remote working.Line managers need to make all employees aware of their allowance and policy for purchasing such equipment, encourage employees to utilise the offer, and approve requests for equipment promptly.

All remote working solutions need to be tested against a set of functional requirements to ensure that they provide a base level of reliability. Of course, this may not always be possible in light of the rapid rollout that has happened in this crisis. But eventually it becomes necessary to continue to pursue service testing, since the ability to catch and fix issues early in the deployment cycle will help reduce the disruption that follows.

6.4. WORK/LIFE BALANCE

All the employees face the challenge of finding the right work–life balance. The ability of employees to deal with the successful combination of work, family responsibilities, and personal life is crucial for both employers and family members of employees. Increasingly, the notion of always being online and available, or 'presenteeism' (where employees work longer hours than is required to meet the perception that they are 'there' or present) has become more apparent during the Coronavirus pandemic and the increase in working from home.

It benefits us all to be able to disconnect, to rest and recharged. A 2019 Myers Briggs research paper discusses how employees benefit from a workplace culture that promoted 'disconnecting' during their free time reduced the chances of being in a 'high stress' group [21].

One more very useful thing line managers can do is encourage healthy boundaries in work and personal life. This will assist employees in having better mental health and in turn increasing their productivity.

Employees can decide a suitable schedule for work and introduce regular breaks in it to get refreshed. When employees can maintain a good work-life balance, they can keep their motivation and positive energy. They should also take good care of their health and mind and protect themselves from being consumed by social media.

7. QUESTIONNAIRE

The respondents to our survey stated that they largely had a good/very good understanding of smart working, but a very even response on rating the introduction of smart-working into their organisation:

These findings were interesting and support the argument that smart working needs to be introduced properly, and that it can be done badly. Organisations need to take time and make sure that they are resourced (financially but also in terms of staff) to ensure that guidance, policies and procedures are effective - introduced and maintained for the right reasons.

Regular review of smart working tools to ensure that they're effective, alongside organisations being adaptable and willing to embrace future smart working tools need to be part of an organisation's approach to smart working.

Similarly, workers need to be engaged to embrace smart working tools, for example by organisations communi-cating the benefits and providing appropriate training and upskilling.

How do you rate the introduction of Smart Working in your organisation?

Good 30.0%

Very good 37.5%

Average 32.5%
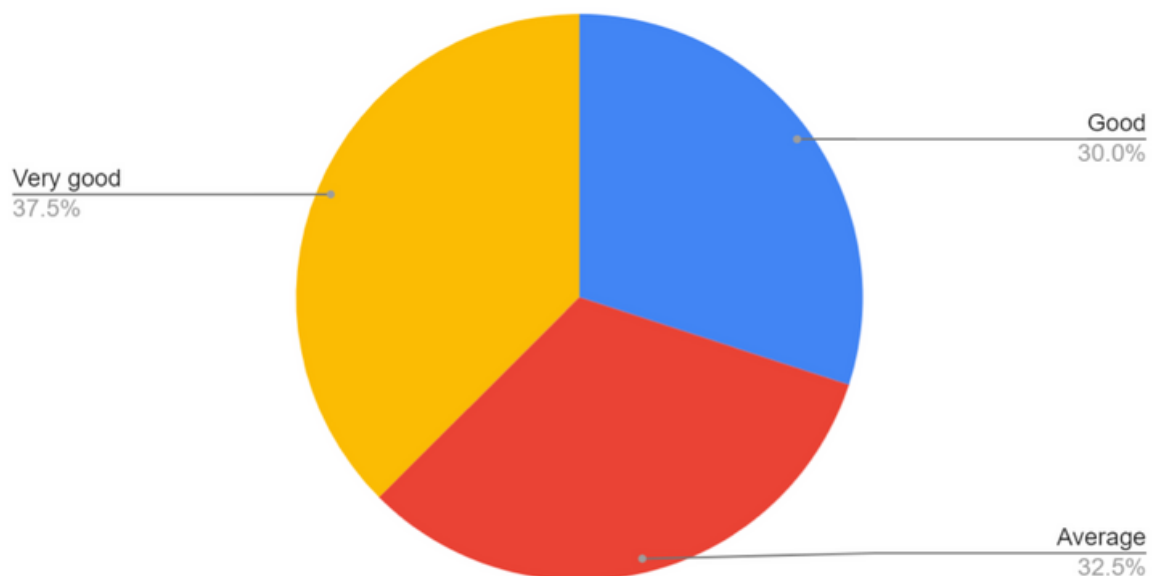
Other broad conclusions from the survey:

- Workers value being able to choose their working hours and days, and have some autonomy over how they work. However, this autonomy must be balanced with the needs of the organisation to ensure that organisations can plan and provide, whilst ensuring that their objectives can be met.

- Organisations have prepared workers differently for working from home - guidance on how to run effective smart meetings and work flexibly alongside setting clear expectations for smart working are always welcomed.

- Respondents also mentioned that productivity tools do not always measure what needs to be measured and there should be a focus on performance rather than the amount of time an employee spends logged on to their computer.

8. THE WAY FORWARD

For employees, smart working is a way to optimise schedules, save commuting time and costs, and achieve a higher quality of life. The majority of the workforce around the world have accepted a permanent or quasi-permanent smart working schedule. Smart working generally yields lesser-fixed costs and enhanced retention rates. This is the reason firms around the world are favouring this new way of working. The flexibility brought by the transition to this new way of working can also help to

improve the attractiveness of job positions for millennials as well as to reduce employee churn rate. From a societal standpoint, the benefit of labour pool inclusivity should also be considered. Smart working broadens job opportunities for people with difficulties in accessing offices, such as those with physical disabilities or who have caring responsibilities at home.

In the future, the demand for smart working is only going to increase. Quite simply, there will need to be offices that are more flexible. In particular, we expect to see higher demand for suburban and rural flexible offices as people work closer to home. Flexible offices will become even more integrated into communities leading to long term structural change. Flexible working will change the work culture to suit employees as well as employers. Though there are many challenges in the way forward, there are solutions which can be used for betterment of corporate life.

9. RECOMMENDATIONS

This section lists the recommendations to improve Smart Working for each of the stakeholders identified. These recommendations have been gathered from extensive research and feedback provided by the survey respondents on the policies and practises they felt were either contributing to, or currently missing from, their ability to work effectively in a remote environment.

For Employers, many of the respondents

to the survey reported that their company was going to adopt a remote working model going forward.

In this case, it is important that they have robust mechanisms in place to support all staff in working effectively and in assisting any new recruits to ensure they will be successful in their new role. For Line Managers, the onus tends to fall on them to ensure that their team feels supported and can carry out their work in a timely manner. Smart working broadens job opportunities for people with difficulties in accessing offices, such as those with physical disabilities or who have caring responsibilities at home.

Ensuring that this support can continue in a remote manner while still trying to maintain the integrity of the team may increase the pressure on Line Managers in the future, so it may be the case that alternative methods of monitoring team productivity are considered. For Employees, there are both advantages and disadvantages to working remotely as have been discussed in this paper. It is up to the individual to make sure that they are getting the most out of remote working and optimising their workload with a smart approach.

9.1. EMPLOYERS

- Ensure that an effective communication strategy is in place to regularly update employees on company news, available training and support.

- Ensure that a standard practice is in place to on-board emplyees remotely. To tackle this, some companies are developing digital on-boarding and knowledge transfer platforms for introducing the company culture, for training purposes and to meet other new recruits. Salesforce for example, has set up a digital communications and resource library to host media that will help new starters grow in the company. This includes online resources for training and short videos from top sales associates to share best practices and tips [22]. Deloitte has invested £30million on learning and development tools, including a virtual induction programme to help new starters to build their soft-skills and has gamified "networking quests" to teach employees about building contacts. The tool is also developed with mid-career professionals in mind as it contains training on leading teams in a virtual environment [23].

- Create or tailor training so that it is more specific to the individual role of the new employee. Company training can sometimes focus too much on the overall structure and governance of the company rather than the day to day expectations of the role. A soft-skills training could also be beneficial for those who may not have much experience with interpersonal relationships in a professional setting.

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- A structured mentorship programme would be of benefit to all employees but young professionals in particular, allowing them to learn from the experiences of more senior colleagues. Increasing the use ofmentoring for companies who will continue their remote working policies would help to ensure that new hires feel connected to the company and support their on-boarding process more effectively.

- The introduction of a buddy system. This could be separate to a mentor in that it could be a colleague at the same level of the new employee to help them assimilate quicker into the team and answer any questions that they may not want to ask their line manager directly. Young employees could benefit from this as they may feel unable to ask questions when they are unsure of something for fear of coming across as inexperienced or unequipped to do the job.

- The provision of training and support to line managers to ensure they are comfortable with managing teams remotely and are aware of best practices.

- In the case where remote working is to be available to all employees, new starters should attend the office in person for a minimum number of days per week to improve the societal aspect of the work and allow them to become more comfortable in the role with in-person support if they have questions.

9.2. LINE MANAGERS

- Management by results rather than presence, to incentivize employees to perform tasks nominally, rather than focusing on the time 'clocked in' to assess performance. IT would be helpful to avoid micromanaging and to give more autonomy to the team to try to increase productivity. To support this for performance reviews, it will be critical to set clear objectives to assess the performance of the employee over the year.

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- Utilise the experience in the team more effectively. In a team where some people have more expertise it may take them less time to finish a task than younger employees. In this case their remaining working hours could be spent in other ways such as assisting in lower-priority managerial tasks, mentoring junior colleagues or undertaking training to bridge skill-gaps in the team. This would encourage leadership skills inthe employees and help to build stronger teams in the long run.

- Weekly check-ins with team members should be prioritised to ensure that tasks are being completed nominally and that team members are not struggling in a remote environment. Video calls should be emphasised over emails. It could also be helpful to generate thrust within the team by asking for regular feedback during these calls on ways that the working dynamic of the team could be improved upon.

- To help tackle the issue of the team feeling disconnected, scheduled coffee breaks over zoom during which team mem-bers can discuss issues unrelated to work could help

to re-introduce the camaraderie that is missing from working at home alone. It would be best to keep these small so that they are not overwhelming for newer people and so that everyone gets a chance to talk.

9.3. EMPLOYEES

- Share calendars with colleagues so that the available working hours are known. Be clear in defining these working hours and ensure they are protected from personal hours.

- Share progress with other team members regularly to ensure everyone is up to date with the latest project developments.

- From a young professional's perspective, they need to be proactive about building relationships to help them get the best chance to succeed. This can range from scheduling weekly check-ins with managers to discuss their progress and any concerns they have, to joining networking groups such as the WIA-Europe.

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CONTRIBUTORS

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Sneha DESHPANDE
Maria Pia DI DONATO
Eva GEORGIOU
Rachel JENKINS

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ANNEX

SMART WORKING QUESTIONNAIRE

Over the past two years, organisations have been forced to adapt their traditional working methods to facilitate remote working. As workers are now beginning to transition back into the office, there is a shift towards adopting remote working policies in combination with the traditional working model full time to create a new way of smart working.

The WIA-E will produce a White Paper to investigate the ways in the Space Industry has had to adapt working practices in the last two years, to review the lessons learned and to propose best practices going forward. This questionnaire aims to gather information from the industry to support this work.

If you have any questions please email:

flexibilityworkinggroup@gmail.com

- What is your organisation name?
- Please indicate what type of role you occupy in your organisation
- How big is your company?
- How do you rate your understanding of Smart Working?
- How do you rate the introduction of Smart Working in your organisation?
- How has smart working been introduced in your organisation?
- Do you or your colleagues/employees have the freedom to decide how many days can they work from home?
- If you personally are in smart working, how many days are you planning to go working at the office per week?
- Does your company intend to keep smart working in the long term?
- How do you rate smart working policy at your work place?
- Can you share some of the details of this policy?
- Which techniques are being used at your work place in order to monitor productivity?
- Are you happy with the techniques that are being used to monitor productivity?
- How is your company managing the transfer of knowledge and skills to support young professionals who are just entering the industry during this time?

- Are you satisfied with the training given to new employees? Please mention in the comment box your suggestions to improve this
- How confident do you feel with the specific procedures for space related operations?
- Has your company had to implement any specific procedures to facilitate the continuation of space-related operations? E.g. VPNs into operations centres to command satellites remotely, holding test-campaigns online, etc. If possible, please include some of the space related operations that you are practising remotely
- Is there any aspect of the work you found was not possible to carry out in a remote manner? If so, can you explain what could not be carried out remotely?
- If you are a manager, do you feel confident to lead the team from a distance?
- If you are a manager, do you feel comfortable and sufficiently trained to support employee's mental health during this time?
- How do you rate the social side of work in relation to team building?
- Is there any practises your organisation has implemented to improve/continue the social side of work during the period of remote working?
- Are you satisfied with the integrity of the team as they work remotely?