



SUSTEL  
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Sustainable Telework  
– Assessing and Optimising the Ecological and  
Social Benefits of Teleworking  
[www.sustel.org](http://www.sustel.org)

## **SUSTEL Case Study UK-2**

### **BT Workabout**

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## Executive Summary

BT is one of Europe's leading providers of telecommunications services' and has over 100,000 employees. The company began implementing teleworking in 1990 and now probably has the largest number of teleworkers of any UK organisation. Around 6000 of these staff (who form only a proportion of the total number of teleworkers) are registered with the focus of this case, the Workabout scheme. This scheme provides equipment and other support to teleworkers, particularly those who are giving up a permanent BT office space to move to a home-based/mobile working pattern.

There are numerous forms of teleworking styles in BT from full home based to highly nomadic to home garaging (engineers who park their vehicle at home overnight). The primary business driver for teleworking has been more efficient use of property and business efficiency.

The benefits of the Workabout initiative are difficult to disentangle from the wider flexible working policies within BT and the fact that the outcomes of Workabout are not monitored as a discrete cohort. Recent survey data and interviews have however enabled a good picture of the costs and benefits of Workabout to be assessed.

The primary benefits of teleworking are a contribution to reducing space costs, improved productivity and performance, improved work-life balance and Quality of Life, improved staff retention, reduced commute travel and benefits in respect of domestic activity and community involvement. The capital and recurrent costs of Workabout are relatively small.

Overall Workabout makes a significant contribution to BT's sustainability, social and environmental responsibility agenda.

### *Structure of the Case*

Part A provides factual information about the subject of the case.

Part B discusses the case's relevance to the core SUSTEL research questions (see [www.sustel.org](http://www.sustel.org) for the conceptual paper which identifies these questions, based on a literature review).

Part C provides references and any appendices.

## **Part A – The Teleworking Initiative and Its Context**

### **A.1 Background Information on the Case Study Company**

#### *A.1.1 The Organisation and its Environment*

British Telecommunications PLC was privatised in 1984. Most of its turnover comes from the UK, where it is the market leader in both business and residential fixed line telecommunication services. As of 31<sup>st</sup> March 2002 it had 108,600 employees worldwide, of which 100,100 are employed in the UK –comprising around half of the employees in the UK telecommunications sector. It had a turnover of £24,642 million for the financial period 2001-2002, making a retained profit of £822 million (Group Profit & Loss Account).

The company has a small number of self-contained divisions focusing on dedicated market sectors. BT Group sets policy for, and provides specialised support to, these divisions. Central functions, which are particularly relevant to teleworking, include Property Services (responsible for strategic management of space) and Human Resources.

Telecommunications is a very competitive market at present. Like most telcos, BT also has relatively high levels of debt. Both these factors combine to continuously improve performance and reduce costs.

#### *A.1.2 Management and Human Resources*

The size and internal organisation of BT makes human resource management (HR) a complex activity. The Director of Employment Policy at BT Group has strategic responsibility, and sets common standards and goals, for the company. The incumbent (currently Caroline Waters) has therefore played an important role in driving teleworking, through policies on flexible working, work-life balance and other areas. However, the BT divisions undertake most operational HR activities. And within them day-to-day HR such as performance management, appraisal etc. is usually the responsibility of line managers. This means that it can be difficult to define a single style of HR, or management more generally, across all of BT. Caroline Waters defined the company's approach to management as 'conversational' and based on management by objectives and outcomes rather than 'presenteeism'.

Since privatisation, BT has generally been in a position of reducing its labour force in response to technological advance and growing competition. Within this context, however, there has been a continuing need to recruit qualified staff to keep up with the fast-moving world of telecommunications. Such staff have also been in great demand from competitors, so that their retention and recruitment has been an important strategic issue. In 2001 BT had a staff turnover rate of 6.2%, which is low in national terms.

In early 2002, around 27% of the total BT workforce, and 21% of managers, were female. 2% of BT employees have indicated they have a disability (the figure is 11% amongst economically active working age population in the UK). 7.9% of BT employees are from ethnic backgrounds compared to 7.1% of UK population. BT cite the average age of BT employees is 40. Around 10% of staff work part-time. At present 7.7 per cent of BT Group declare themselves of ethnic minority origin.

Absenteeism through sickness is also relatively low, with BT staff absent for 3.07% of potential working days compared to the national average of 7-9%.

## **A.2 Current Teleworking Activities and their Development**

### *A.2.1 Current Teleworking Activities*

BT itself rarely uses the term teleworking, but sees it as one aspect of a broader commitment to flexible working. Around 80% of BT staff adopt one or more kinds of flexible working.

BT's teleworking activities began in 1990. After gradual expansion a step change occurred in 1999 with the launch of Options 2000, a scheme to encourage more teleworking especially by staff giving up office-based working for home/mobile-based alternatives. This had an initial target of having 7500 registrants by March 2002. The launch was preceded by a well-organised promotion campaign to raise awareness of its potential and benefit. 3500 staff registered within the first 60 days of the launch although the rate slowed after that. In the event the 6000<sup>th</sup> person was registered with Workabout (as Options 2000 had been renamed) in September 2002, with new applications occurring at a rate of around 100 per month.

The primary aim of Workabout is to provide support for, and to encourage office-based employees to become, staff without any fixed workspace in a BT office. These staff receive a fixed sum to equip a home based work area, access to a telephone help line and other forms of assistance. Aside from altering the main work location there is no other alteration to the condition of service or employment. Employees retain the right to use BT offices to work using hot desking, hotelling and have full access from home to the BT Intranet and communications systems such as conference calls etc.

For the purpose of this policy, home-based workers are:

Those based in the UK who work at home, with the agreement of their line manager, for, on average 40% of their contracted hours (FIXED), or MOBILE employees who spend most of their working time typically on customer premises or at different BT working locations, but who carry out their supporting work activities at home. According to BT around 75% of registrants are currently classified as mobile although their records are not complete and the range of mobile forms is not recorded.

The specific objectives of the Workabout scheme are to “to reduce operating costs and to offer a more flexible working solution to employees in order to attract and retain staff and obviously because of building closures/ sales.”

The Workabout scheme is managed from BT's Leeds office. It has five staff. The costs of administering the scheme are currently met by BT Property, to which the Workabout manager reports. The teleworkers registered from Workabout come from all areas of BT and are therefore located all around the country (although with a strong bias towards south-east England). Although Workabout administers the provision of equipment to these staff, the actual costs of this are billed to the relevant business unit.

Data on the characteristics of staff registered under Workabout is not collated separately by BT. However, a pilot survey conducted for the SUSTEL project found that 74% of respondents were male, almost identical to the figure for the whole of BT (Hopkinson, James and Maruyama, 2002). The age breakdown showed 15% between 18-33, 43% between 34-44 and 38% between 45-54. Nearly all the respondents (97%) worked full time (a higher figure than for BT as a whole) and were spread across the range of divisions.

### *A.2.2 Teleworking Drivers and Policies*

There have been three specific drivers of teleworking at BT. They are:

Cost control, particularly through reducing expenditure on office accommodation and increasing productivity

Working conditions, aimed at improving general employee attendance, morale, recruitment and retention by giving them more control over the location and timing of work

Productivity, concerned with encouraging more efficient and effective working by employees.

Two more diffuse drivers have been:

A desire to be environmentally and socially progressive

A desire to demonstrate that teleworking can work so that other organisations will be encouraged to adopt it and therefore increase their telecommunications spend).

In general, the drivers have been internally generated as a response to business circumstances but there have been several Government initiatives that have also been relevant. The most important of these have been those encouraging employers to provide equal opportunities for women and minorities, and to encourage a better work-life balance for all employees, all of which have placed considerable emphasis on teleworking as well as other forms of flexible working (see, for example, <http://employersforwork-lifebalance.org.uk/index2.htm>). BT has been a prominent supporter of both these programmes.

Interestingly, each of the drivers is associated with a particular functional area within BT. The Property Services section has responsibility for space costs, the HR function is concerned with working conditions, business unit line managers with productivity and the environmental & sustainability management function is concerned with those areas. And several customer-facing units – such as that concerned with marketing to Government (which has a strong interest in both cost control and encouraging new ways of working) and the Workstyle consultancy group, which offers expertise on flexible working to external customers – have an interest in the market opportunities stemming from teleworking.

Historically the target group for teleworking has been the white-collar workforce although in recent years all job areas within BT have experienced teleworking e.g. field engineers who now 'garage at home'? Line managers consider applications based on the suitability of the job and person against a set of published selection criteria. BT policy requires that the working style and aspirations of the individual must be considered in regard to the social dimension and maintenance of career opportunities

Once an employee is approved for teleworking, they register with Workabout and receive a contract variation to their existing employment contract. Simon Whitely, the Manager of Workabout, believes that "the only real change in employment as a result of moving to home/mobile working is in the 'place of work". However, subtle changes can arise in other areas. One example is the need for business use cover on car insurance if staff intend to travel to offices for meetings. Employees have to give 3 months notice to return to an office from a home location. Very few staff have done this to date.

The preparation and training of employees for teleworking is voluntary and wholly intranet-based in the form of guidance and do's and don'ts. There is no monitoring of whether

employees read this information. Individual line managers, and teams comprising home workers, will organise team meetings (virtual and physical), training and development to meet their specific requirements. As a rule of thumb managers and employees and teams aim to bring staff together once a month to supplement the virtual contact with physical contact.

Home-based teleworkers are afforded exactly the same protection and are covered by the same regulations as an employee in a traditional office. Home workers are covered by BT's Personal Accident Insurance and Injury Compensation schemes including all equipment. BT's Liability Insurance also covers home-based workers. Each employee is required to check that home working does not invalidate his or her own building/contents insurance.

Prior to the commencement of homeworking a line manager must carry out a risk assessment. This includes a check from a health and safety perspective as well as security. All reasonable costs to upgrade the home to conform to BT's requirements are met by the company.

BT continues to promote Workabout in line with other drivers such as reducing costs. A target figure of 10000 Workabout staff by 2003 has been quoted although this figure is not formally stated.

### **A.3 Teleworking and Information and Communication Technologies**

Workabout staff are provided with one of four standard suites of ICT equipment depending on the nature of their work and classification under Workabout. They are also given a dedicated phone line. An important use of this is to connect to BT's Intranet. Slow connectivity to the Intranet and associated technical issues has been a significant source of frustration to Workabout registrants. One issue that has been problematic is access to ADSL although in the past few months this has come under control. (Internal BT estimates suggest that ADSL is more cost effective than ordinary dial-up lines when people logon for more than 15% of their working time). From early August 2002 all new entrants to Workabout have received ADSL automatically and the plan is to roll it out to all registrants over the next year or so.

Like all BT staff, teleworkers are also encouraged to make considerable use of the company's conferencing facilities. Most appear to do so, especially for audioconferencing.

## Part B – Evaluation

### B.1 Key Research Questions

#### *B.1.1 Does the organisation have a good understanding of the full benefits and costs of teleworking?*

BT considers that the benefits of flexiworking in general, and teleworking as a sub-set of this, have been overwhelmingly positive for the individual, organisation and society. A summary picture of the financial impacts of teleworking is:

**Performance** – figures of 15-31% productivity improvement for home-based workers, and up to 20% for flexible workers, has been cited in BT publications although the detailed evidence for this is not available. The SUSTEL pilot survey also demonstrated that teleworkers feel more productive.

**Space Utilisation** – BT has placed great emphasis on reducing its estate costs by rationalising office space. Encouraging staff to adopt home/mobile-based working styles is a major element in this strategy, as evidenced by the location of the Workabout scheme within the Property department. Through means such as hot desking, hotelling and oasis points the ratio of employees to ‘available work areas or spaces’ in buildings optimised for flexible working is around 3:1 compared to 1:1 in more traditional buildings. Overall, the strategy seems to have been very successful with BT reporting that it has reduced floor space by 50% since the mid 1990s and saved £180M annually (BT Case study 1774, 2002). Although there is no precise data to calculate the precise contribution of teleworking, a rough estimate – based on the proportion of total BT staff registered with Workabout - might be a minimum of 5% of total estate savings

**Absenteeism** – BT data reported (not seen by the research team) to us suggests that Workabout employees have absenteeism levels around 25-30% of the rest of BT. The SUSTEL survey shows that teleworking is reducing it and is probably a significant reason for BT’s absenteeism rates being below average.

**Retention and Recruitment** – BT has above average levels of staff retention and women returning from maternity leave. It believes that teleworking is a significant cause of both these. As new employees take an average £6000 to recruit the avoided costs are considerable.

**Support Costs** – BT estimates that the initial cost for equipment, connections and furniture is £1700-3200, with recurring costs of £1000 a year. Data is not available on other support costs but they seem to be relatively minor compared to the benefits.

Taken together there is considerable justification to the view expressed by BT managers and publications that teleworking is proving very positive economically, environmentally and socially.

#### *B.1.2 Does Teleworking Lead to More Efficient Use of Space?*

The efficient use of space has been a major driver of teleworking at BT, and that BT has been very successful in reducing its property requirements and costs. Teleworking has been a significant factor in achieving this more efficient use of space.

***B.1.3 Do teleworkers have lower levels of absenteeism rates and/or job turnover than non-teleworkers?***

Sickness absence at BT is only half the national average.

According to BT absenteeism from sick leave amongst Workabout staff is around 25-30% of the rate for BT as a whole.

The SUSTEL pilot survey of Workabout registrants also found that 22% of respondents said that they had worked at home during their last typical working month when they felt too ill to travel to work. Although hard to quantify, it seems that teleworking is a significant factor in reducing absenteeism.

In addition, teleworking probably contributes to BT's above average level of staff retention. This seems particularly true of women taking maternity leave.

***B.1.4 Does telework enhance people's career development, and the skills and experience which underpin this?***

BT believes this to be true. 20% of respondents to the SUSTEL pilot survey stated that teleworking had positively influenced their career development, with a similar number saying the opposite.

***B.1.5 What is the effect of teleworking on communication and knowledge sharing within the organisation?***

The case provides no evidence on this point.

***B.1.6 Can teleworking increase the potential labour pool for employers, and work opportunities for staff?***

The case provides no hard evidence on these points. However, BT is placing greater emphasis on teleworking and other flexible working options in its recruitment literature, in the belief that this will increase the number of applicants, and make it more likely that they will want to join BT. The survey of workabout employees found that the ability to telework is an incentive for some staff to be able to stay working for the company.

***B.1.7 – Does teleworking influence the benefits and costs of work for individuals and in what ways?***

Although no figures are available, BT experts believe that most Workabout registrants work in south-east England, where housing is expensive and average commuting distances – and costs - are probably the highest in Europe. BT surveys of Workabout staff found on average employees were working 2-3 days a week at home and saving 90 miles (140km) per week in car commuting and 124 miles in rail commuting. This will mean annual financial savings of £1000 a year or more. More recent survey data shows the mean weekly reduction in commute travel to be higher at 178 miles although this was derived in different way from the earlier survey. Terms and conditions of employment including leave, superannuation and all other entitlements are generally unaffected by contract to Workabout. One anomaly is that BT staff who received a financial allowance for working in London retain it when moving to teleworking even if their home base is outside the London area. They are required to self-fund attendance at nominal office base for team meetings etc. but the costs of this are probably much less than the value of the allowance.

Teleworkers are also able to claim up to £150 a year from BT for additional energy costs to heat and light their home. The company has made an agreement with the tax authorities to accept claims of up to £78 without proof. Workabout supplies an Excel spreadsheet to help people calculate their additional energy costs. Any higher claim would require detailed bills and proof from the individual.

Teleworking also affects people's tax liabilities in other ways (see section B.5).

### *B.1.8 Does teleworking make organisations less vulnerable to disruption of their activities?*

The case has provided no evidence on this point although the relatively small impact of recent national and regional disruption to travel caused by extensive flooding and rail/tube strikes on BT suggest that teleworking options do help to make the organisation more resilient. There is some anecdotal suggestion also that one days of disruption and strikes that more staff- especially in the South East, telework.

### *B.1.9 What is the impact of teleworking on business travel?*

No evidence on this is available from BT.. The SUSTEL pilot survey found that 27% of respondents felt that teleworking had decreased in-work travel and 13% felt that it had increased it.

### *B.1.10 Does teleworking increase usage of equipment and/or materials?*

Workabout registrants are provided with equipment and furniture for their home on the assumption that they will be giving up the equivalent in an office. However, a surprisingly high 20% of respondents to an early BT survey stated that they still had a dedicated desk in an office. This may have been a transitional phenomenon but nonetheless suggests that teleworking is leading to a slight increase in equipment provision and perhaps usage. However in the later surveys many employees simply moved PCs etc from office to home. Anecdotally less than 10% order new PCs but 95+% order a 'new' item e.g. from LAN card to printer

### *B.1.11 How is teleworking influencing the design and location of buildings?*

All new or refurbished BT buildings are incorporating flexible working design features such as hot desking, hotelling etc. This is being done for a variety of reasons, but supporting teleworkers is an important one. In London, the rationalisation of estates which is partly driving, but partly also influencing, flexible working practices, is also leading to dispersal of offices from central London to more peripheral locations such as around the M25 orbital motorway. Past experience with such relocations suggests that it is likely to lead to a higher proportion of staff using cars rather than public transport to commute to and from work.

### *B.1.12 Is there any difference in levels of, and the management of, health and safety between offices and teleworker's homes?*

There is no formal difference in management of health and safety between teleworkers and others. BT does not collect separate health and safety data for teleworkers but there is no evidence that they are disadvantaged. As noted above, they actually have lower levels of absenteeism. (This could indicate that teleworking has a negative effect in encouraging people to work when ill, but the evidence from the SUSTEL pilot survey suggests not).

*B.1.13 Does teleworking have any influence on the recruitment, retention and working conditions of disadvantaged groups?*

10% of respondents to the SUSTEL pilot questionnaire said that they would be unable to work in their current position if teleworking was not an option. Many of them stated that this was because of disability, ill health or caring for dependents. Teleworking is also likely to be a factor in between 93-96% of women who take maternity leave within BT returning to work, which is very high compared to the national average. BT is also placing greater emphasis on flexible working options in its recruitment advertisements, in the belief that this will be seen very positively. However, whilst it does seem that teleworking is positively influencing the recruitment, retention and working conditions of disabled people and women there is no evidence as to any influence for older employees or ethnic minorities.

*B1.1.14 Do teleworkers work for longer and/or in different patterns than non-teleworkers?*

There is no data available from BT as to whether flexible working policies and practices leads to longer working hours. However the recent 2002 Workabout survey found that 68% of respondents reported that their current pattern of teleworking had led to an increase in the number of working hours with a mean value of 9 hours per week. A small number considered that the number of hours had decreased. This data is still being fully evaluated.

*B1.1.15 Does teleworking influence health and, if so, in what ways?*

The SUSTEL pilot questionnaire found that a large majority of respondents felt that teleworking had positively influenced their quality of life, which can be presumed to be a positive influence on health. The case identified no other evidence relevant to this question.

*B1.1.16 Are relatively advanced ICT technologies such as broadband, Intranet, WAP/GPRS mobile telephony and audio/video conferencing making any difference to the prevalence or characteristics of teleworking?*

Most people interviewed for this case believe that home/mobile-based teleworking would not be feasible without the existence of BT's well-developed Intranet. Some also believe the same to be true of BT's conferencing facilities. The dissatisfaction of some staff over lack of access to ADSL is also based on the argument that this will improve their work performance, although it is still too early to substantiate this.

*B1.1.17 Are teleworking impacts influenced by particular types of teleworking and, if so, in what ways?*

The case provides no evidence on this point.

*B1.1.18 General Conclusions*

This case is based on one of the world's largest formal employer teleworking schemes. The large number of positive responses about quality of life and work-life balance from people adopting a variety of teleworking styles suggests that BT's teleworking is providing great personal and social benefit. Teleworking has also allowed BT to realise significant space savings and a less conclusive but highly probable gain in productivity and performance. The first order environmental effects appear to be positive in terms of reducing commuting with few rebound effects, although one consequence of the dispersed working styles may be to generate longer journeys within work. There is also evidence of teleworking leading to lower absenteeism. One of the key issues from the case is the influence of teleworking on working

hours, which appear to increase. However, this does not appear to influence the respondents' quality of life.

### **B.2 Changes Over Time**

Teleworking at BT has changed its nature in line with the relative balance, and the individual strength, of the different drivers. These have varied in importance within the strategic goals of both BT as a whole, and the individual functions and units within it.

The earliest phase of teleworking in BT appears to have been most strongly driven by the desire to demonstrate that teleworking can work so that other organisations will be encouraged to adopt it. This remains important and BT has established a specialist consultancy unit, Workstyle, to sell expertise to external customers.

In the mid to late 90's working conditions, aimed at improving general employee attendance, morale, recruitment and retention by giving them more control over the location and timing of work became increasingly important. In parallel BT at this time was promoting its environmental and social responsibility agenda and saw the value of in particular by reducing the transport impacts of BT's activities

Since the mid 1990s the desire for reductions in property costs has become the key driver (although most BT managers see it as very synergistic with improving working conditions). This has led to an increasing emphasis on a sub-set of teleworking staff, i.e. those who are giving up a permanent office to become home/mobile-based workers. This shift explains why the Workabout scheme, and its predecessor, Options 2000, are based in BT's Property department.

### **B.3 Example of Wider Interest - Support for Teleworkers at BT**

*Key Points:*

*A dedicated Helpdesk assists staff in switching from office-based to home/mobile-based working*

*Teleworkers have a dedicated space and discussion forum on BT's Intranet*

*Staff giving up dedicated offices have high expectations of technical support and connectivity.*

BT is the largest telecommunications operator in the UK and has around 108,000 employees. It runs a support scheme for teleworkers called Workabout. This provides home office equipment and an information and advice Helpdesk for the 6000 plus staff who are registered with it.

The running costs of Workabout are paid by BT's Property unit (who then recoup them from operational units through internal charging mechanisms). The scheme is part of its strategy of cutting costs by reducing office space. In London, for example, BT is reducing 18-20 key sites to only 6, resulting in 5-15,000 employees either adopting teleworking or relocating. Workabout therefore targets staff who are willing to switch from having a permanent desk in an office to a completely home-based and mobile working pattern.

The Workabout scheme is managed from BT's Leeds office. It has five staff, including its manager, Simon Whiteley. As well as providing briefing material and answering individual

queries the team sometimes runs workshops when a number of people in the same office or team are switching. It also manages an information and discussion area on the BT intranet, with sections for those about to 'become a home worker' and another for 'existing home workers'.

BT also provides registrants with computers (often the PC or laptop they were using in the previous office), dedicated phone line(s) and a furniture budget of £650 (1000 euros) per worker. There are four standard packages of computer and peripherals, which are selected based on the kind of work being undertaken.

The scheme has generally worked well, with a survey ([HTML LINK](#)) showing that registrants are generally satisfied with their arrangements. However, one area of dissatisfaction for a minority has been technical support and slow connectivity speeds. In 2002 BT decided to provide ADSL for all new registrants, and to convert all existing registrants within a 1-2 year period.

The current plan is to expand Workabout to support external customers as part of a BT 'package' of communications services. The help desk already assists 24 homeworkers in the UK's National Health Service. It is also likely that Workabout will start to charge a per-person fee to BT's own business units (rather than the current indirect financing arrangements) so that the costs are visible to line managers.

See a full case study of teleworking at BT. ([HTML LINK](#))

### **B.4 National Characteristics**

Teleworking at BT has been greatly influenced by the large population and high population densities— and resulting high housing costs and long and stressful commute distances - of south-east England. This creates a potential for considerable personal benefits from teleworking in order to avoid commuting (which is clearly happening) or to live in cheaper house locations (although no data is available on this). It also creates the high office costs whose reduction is a major organisational driver for teleworking.

Another factor enabling teleworking at BT has been flexible UK labour markets. Whilst BT unions have been interested in the topic it has not been necessary to have special company-wide agreements in order to introduce it.

### **B.5 Policy Implications**

The BT case has policy implications with regard to taxation and working hours.

#### Tax

Although this does not appear to be a major determinant of teleworking it does impinge on it in a number of ways. In several areas BT has negotiated an agreement with the tax authorities on behalf of all its teleworkers.

Capital gains tax - homes are generally exempt from this tax, levied when the asset is sold, but areas used exclusively for work are liable (on a proportionate basis).

Home expenses deduction – individuals can –although it requires fairly stringent documentation and evidence - deduct homeworking expenses such as a reasonable proportion of rent (but not mortgage interest), council tax, lighting, heating etc. from their taxable income, but the employee has to check whether this will usually trigger a capital gains liability.

Business travel expenses deduction – the tax authorities require proof of this and have agreed with BT that individuals will keep time sheets detailing their working location(s) each day. However, the number of individuals who keep these records is unknown

### Working Hours

The SUSTEL pilot questionnaire found that most respondents said that they were working longer hours as a result of teleworking. Although they also felt that they had an improved quality of life, and – in most cases - seemed happy to accept the former as the price of the latter or a positive benefit (in that they could produce more satisfying performance) – this is clearly at variance with the aims of the EU's Working Time Directive and policy in a number of member states.

### **B6: Technical Resources**

The following documents are available:

Contract variation letter

Tool for home energy estimation

Home diaries

## **Part C References and Appendices**

Interviews:

Ian Wood, Social Policy Unit

Simon Whiteley, Workabout Help Desk Manager

Steve Prance, Manager of Workabout Project

Steph Heyhoe, Workabout Support Manager

Caroline Walters, Director Of Human Resources

### **Reference Case/control group**

BT do not monitor the outcomes of teleworking as a separate group. The data in this study is based on cross sectional/retrospective analysis.. .

### **Organisational Variables**

BT supports a wide range of teleworking styles which are dependent on job type. The benefits of the BT scheme are linked to some specific variables:

Autonomy and flexibility of when to work

Flexibility of where to work

Widespread support and cultural acceptance of the remote working practices

Policy of removing desks and space for teleworkers

Diffusion of electronic working practices throughout the company

**Strength of drivers:**

<b>Quality of life/work life balance</b>	2 – Quite important ( <i>becoming more important</i> )
<b>Work performance/productivity</b>	1 – Very important.
<b>Space saving/avoidance</b>	1 – Very important.
<b>Transport</b>	3 – Marginally important as a driver but an important outcome.
<b>Social inclusion</b>	2 – Quite important.
<b>Others</b>	-