INTERVIEW TRANSCRIPT - WORKER 1

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

Hello. I'm Chinese, I came to France 9 or 10 years ago, and I'm currently a teacher and researcher in HR. I was also an entrepreneur, but because of Covid, I put this activity aside. My profile is multi-scope, and I am specialised in the study of human resources.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

During Covid, teleworking was widely used. Some functions were limited, such as delivery drivers, but around 60-70% were in hybrid mode. People in head office jobs that could be done remotely (developers, customer service, etc.) were more likely to telework.

Generations X and Z have different attitudes to technology, preferring human contact and resenting staying at home.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

Before Covid, we were already trained to work in a hybrid work environment.

In my opinion, teleworking has one major advantage for a company: it pushes us to learn how to use online software and collaborative platforms, improving productivity and efficiency. It encourages instant communication, project coordination and reduced deadlines. It standardises processes, professionalises the use of online platforms and enables documents to be shared easily.

I can give you a concrete example: before, when a head of department wanted to recruit a new member of his team, he would come straight to my office to discuss the matter. Such an exchange could take some time. Today we use online software that allows heads of department to fill in a form before setting up an appointment. In this form they can specify the conditions of the job, their expectations and other formalities. This saves time for both parties.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

I don't really care. I'm quite flexible about the working environment. This is partly due to my experience in China, where working conditions can be more demanding. In comparison, France is a real paradise for me, and I'd like to pay tribute to the French labour code for its guarantees of workers' rights. In China, I was able to experience a reality where working hours often exceed 40 hours a week, and overtime is not always compensated financially. In France, I appreciate the recognition of the work done, even when mistakes are made, with guaranteed remuneration. It's an approach that differs from the one I've experienced in China, where mistakes can have a negative impact on remuneration.

Non-discrimination is also a key criterion for me. It's not always easy to find a pleasant job as a foreigner, and I attach great importance to an environment where discrimination has no place. In France, I'm looking for a level of remuneration that fairly reflects my skills and contribution, unlike some past experiences where this was not the case.

Finally, international adaptability and the ability to work in an intercultural environment are crucial for me. My experience in China has strengthened my ability to adapt to a variety of contexts, and I'm looking for an environment that values this international and intercultural dimension.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

Generation Z is above all looking for psychological satisfaction and motivation, attaching importance to learning and observation.

Given that Generation Z is currently the youngest in the labour market, they occupy positions at the start of their careers and do not yet have major responsibilities. It's easier for them to demand a healthier life balance because work is not yet their priority.

In today's professional landscape, members of Generation Z have specific expectations that highlight psychological satisfaction and motivation as key elements in their career path. For them, motivation is not limited to the direct achievement of objectives, but also encompasses a constant desire to learn and observe, even in jobs or placements considered introductory.

Unlike some previous generations, the economic aspect is not necessarily the main objective for Generation Z. Above all, they seek a sense of personal fulfilment through their work, which can lead them to leave a job if the tasks assigned to them do not correspond to their preferences and passions.

Their approach reflects a mentality focused on personal achievement, where the challenges of early career are seen as opportunities rather than obstacles, and where individual fulfilment takes precedence over purely economic objectives.

How would you assess the interest of Generation Z in teleworking?

I don't think generation Z necessarily have a great desire to telework. They prefer to work in the office, avoiding staying at home alone, as this affects their mental health due to the lack of contact. As Generation Z are still young, they are often at the start of their careers and are not yet living in a family environment. They are looking to escape their often too-small flats and take advantage of the working environment offered by physical offices that are more comfortable for them.

However, it is crucial to note that this preference is not a generality.

Some Generation Z professionals, particularly those in jobs requiring intense concentration, such as developers, may prefer to work from home. This may be motivated by a need for tranquillity, to minimise interruptions, or even by a certain shyness that can make face-to-face social interaction less comfortable.

To sum up, the appeal of teleworking to Generation Z depends very much on individual personality, adaptability and the type of job held.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

For me, the greatest challenge of teleworking is the integration process following recruitment, i.e. for new arrivals. I think it's essential for an employee to benefit from physical contact with the teams and to be able to discover the office atmosphere and create interpersonal links with colleagues

To counter this difficulty, I have introduced a policy that prohibits teleworking for the first month following the arrival of a new employee. Once this first month is over, we then move to a more flexible, hybrid model, with the possibility of teleworking 1 or 2 times a week.

This hybrid approach has been particularly relevant for us as an online company, as it has allowed us to get used to this way of working, which has proved to be excellent training for our interactions with customers and suppliers, who can also be in hybrid mode given that we are an international company.

How does your company support work-life balance in a teleworking environment?

In China, the Gen Z work culture is often marked by a willingness to work late, and this can be influenced by cultural factors and not wanting to be alone after work, especially for foreign students. Chinese culture generally encourages working for the collective interest, placing the emphasis on demonstrating attitude and skills within the company rather than on personal life.

However, in France, we have noticed a notable cultural difference. Generation Z professionals in France are well aware of labour laws and adopt an exemplary professional attitude with impressive initiatives. They frequently quote the labour code to avoid working overtime and demonstrate a strong desire to clearly separate their professional life from their personal life, for example by avoiding communication after work.

Our approach involves respecting the employment code, and as long as this is done correctly, there are generally no problems. However, we understand that this attitude may be more to do with the development phase of their careers rather than a specific characteristic of Generation Z. We observe that generation Z, often being at the beginning of their careers, take on less responsibility than previous generations. This translates into a different perspective on practices such as out-of-hours communication. For them, this practice would not be justified, as they generally do not hold such a high level of responsibility, which is characteristic of more advanced positions in their careers. This is because they have not yet reached a professional level requiring constant availability outside of regular hours.

Given that Generation Z is currently the youngest in the labour market, they occupy positions at the start of their careers and do not yet have major responsibilities. It's easier for them to demand a healthier life balance because work is not yet their priority.

INTERVIEW TRANSCRIPT - WORKER 2

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm currently working as a recruiter and school relations officer for a French firm specialised in financial auditing. Our head office is in La Défense (Paris region), but I'm based in Lyon. Our company has around 4,500 employees in France, and we mainly recruit in the fields of financial audit, IT, corporate social responsibility (CSR), human resources and finance. The profiles we're looking for are quite diverse.

I was born in 1992, so I'm part of generation Y.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, I do telework and my company allows it. *We have adopted a flexible approach in line with the National Teleworking Charter, although this is not mandatory. It recommends 50% teleworking per week, i.e. two and a half days, but this can vary depending on the position. For example, our auditors have client travel which may affect their teleworking arrangements.*

Personally, I think it's a very positive development. The fact that I have a hybrid model, where I work both from home and from the office, suits me perfectly. *It allows me to reduce my commuting time considerably, leaving me more time for myself and my family. Moreover, working from home gives me a better work-life balance.*

One of the main advantages is certainly the possibility of staying at home. This offers additional comfort and reduces the stress associated with travelling. *Moreover, it allows me to manage my schedule better and be more flexible in my day-to-day organisation.*

Finally, teleworking does not mean total isolation. We can always keep in regular contact with our colleagues using remote communication tools.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

Teleworking has several advantages for me as an employee. Firstly, it allows me to concentrate better. By working from a familiar environment, I'm less likely to be interrupted by colleagues or office noise, which allows me to immerse myself more fully in my work.

Moreover, teleworking doesn't necessarily mean working from home. For example, I sometimes telework from my family's home, which allows me to vary my working environment while remaining efficient.

The main advantage for me is the flexibility that teleworking offers. I can organise my days so that I can incorporate personal activities, such as going to the gym, more easily without compromising my productivity.

In addition, the company provides the equipment needed to work remotely, such as a computer, a business telephone, headphones and a mouse. It also covers some of the costs associated with teleworking, such as electricity and internet charges. This shows the company's commitment to facilitating teleworking for its employees, and may even be included in the company's obligations to its employees.

What do you see as the main disadvantages of teleworking?

Firstly, there is a reduction in team cohesion. Working remotely, it's harder to maintain a strong bond between team members. Similarly, it becomes less easy to keep track of tasks, which can slow down progress on projects. Feedback is also less direct and accurate when communicated by email, which can prolong the decision-making process.

In addition, contact between colleagues is less instantaneous, which can affect responsiveness and overall efficiency. Personally, I found that the most difficult period was when we were 100% teleworking. The lack of human contact had a negative impact on team cohesion and morale in general. In addition, it didn't suit my personal preferences or my way of working.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

The possibility of teleworking would certainly be one of my criteria when looking for a job. For me, it's important to have at least one day of teleworking in the week. I'd be hard pressed to do without it these days.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

Work-life balance is very important for the new generation, especially for those I recruit, who are generally aged 24 or 25. In the financial sector where I work, salary is an important criterion. Candidates from this generation have a certain strength on the job market. They generally prefer to travel less and have become accustomed to teleworking as a result of the COVID-19 pandemic period, particularly during their courses or end-of-study internships. Moreover, they plan to have shorter careers, less often opting for jobs where they would stay for 20 years or more.

How would you assess the interest of Generation Z in teleworking?

It's not always discussed at job interviews. Some people feel it's an important criterion, while others are traumatised by the experience of 100% teleworking and it didn't suit them at all. It depends so much on the individual. Overall, there's a perceived interest in teleworking, but I can't quantify it precisely. The flexible aspect is appreciated. Young employees and trainees often prefer to stay with the company at the beginning to get used to the atmosphere and see how things work, usually for 2 or 3 months. It's important to have this situational intelligence. Even if the work is flexible, if I have a meeting and people are there in person, then I come to the office. You have to adapt.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

We've noticed that responses are sometimes a little slower when you're teleworking, and you're less aware of things. Personally, I haven't had any alarming experiences on this subject, except during the period of lockdown linked to COVID-19. To maintain team cohesion, we've introduced more regular meetings and created a WhatsApp group in addition to communications on Teams. There are five of us in the team, and thanks to this WhatsApp group, we keep in touch regularly. We also organise social events, such as drinks after work. Even

with a hybrid working model, we manage to get together and it happens naturally. Some people also have ideas to share in this group.

How does your company support work-life balance in a teleworking environment?

We have set up a disconnection policy after a certain time. When this time is reached, we receive an automatic message on our Outlook mailbox advising us to send our e-mails the next day so that the recipient receives them on arrival. The working hours are fairly standard for support positions, with little or no travel, but for consultants who travel a lot, it's more difficult to switch off. It really depends on how everyone is organised.

We have paid leave and time off to have more days off, and we enjoy a certain flexibility thanks to teleworking. Personally, I manage to set myself limits, but it's true that the ease of teleworking sometimes means that you don't see the time passing. There's no overall trend in this respect.

We also have internal communications on disconnection charters to raise employee awareness of this issue.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

I find that flexible teleworking in hybrid mode is quite relevant, especially if it's accompanied by a disconnection charter. Before, I was restricted to teleworking days. After Covid, we returned to 100% office working without being consulted, which was difficult after a long period of isolation. Flexibility is an important criterion for me. Jobs that don't offer telecommuting are no match for me. On the other hand, 100% teleworking wouldn't suit me at all, especially as I'm only 8 minutes' walk from the office. If I have a child, 100% teleworking might be suitable. My teleworking preferences may change as my life evolves.

For example, if I had to move abroad, I would like to be able to keep my job in France, as a friend living in Dubai did.

The context of our lives can therefore influence our teleworking preferences.

Part 5 - Conclusion

Is there anything else you would like to add that you think would be useful to explore regarding teleworking and Generation Z and that could be relevant to my thesis?

No, I've got nothing in mind.

INTERVIEW TRANSCRIPT - WORKER 3

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm 27 and French. I work as an HR officer in a company where I've been for 3 years now. I originally studied law with a view to becoming a judge, but I ended up specialising in employment law. This led to a Master 2 in International Human Resources, with a programme that alternated 6 months of lectures and 6 months of work experience.

I started in the company as a recruiter for the UK-based entity. Our company operates in the intermediary sector, acting as headhunters, where our clients are looking for specific profiles and our job is to find the best candidates for them. After noticing a need in the HR team, I applied for a job as an HR assistant, and then progressed to HR officer. I'm currently responsible for the HR department alone, with a total team of 60 people, including one person in charge of training. My remit covers everything from performance management policy and workplace culture to benefits management, diversity and inclusion, and administrative processes such as contracts and promotions. I'm also involved in resolving day-to-day team issues, redundancy procedures, strengthening the employer brand, as well as corporate social responsibility initiatives relating to human rights, employee working conditions and the environment. I'm extremely satisfied with my current job, even though I sometimes face challenges, particularly when it comes to redundancy plans, which are always complex to manage.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, we do telework. In fact, it's an integral part of our policy.
Our company is quite flexible. We're an international company with a lot of expatriates, and we have offices in London and Barcelona. We work mainly on the European market, so it's natural for us to allow our employees to work remotely.
We only recruit native or fully bilingual people, which means that many of our employees feel a bit uprooted. For them, it's really important to have flexibility, to be able to be at home on a daily basis but also to be able to return to their country when they want to.
So we offer our employees the opportunity to work 2 or 3 days a week from home, depending on their role. For the back office teams, who have less need of this team energy, it's more like 3 days a week.

We don't always check whether people are really there. We trust them and tell them to deal with it with their manager. Only on Mondays do we force everyone to come into the office together, to strengthen the team bond. In London, there is no compulsory face-to-face day. And in general, we find that 99% of people use teleworking very regularly. There was just one person who came into the office every day because the working conditions at home weren't great.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

From the employer's point of view, teleworking is a real tool for retaining our talent. By offering them this flexibility, we show them that we understand their needs and it makes them more attached to our team.

In addition, it allows us to rethink our office space requirements. By reducing the number of people in the office, we can save on premises, and that counts for a lot.

We're in a commercial environment, so obviously we love it when everyone's there. It creates a dynamic, an atmosphere that boosts creativity and strengthens our team spirit.

As an employer, we really prefer our employees to be in the office as much as possible. We see this as a real advantage that helps us stay competitive and keep our corporate culture alive

On the one hand, from a practical point of view, it allows me to deal better with fatigue and the demands of daily life. *Being at home makes it easier for me to get organised. It helps considerably to balance my professional and personal life.* But I know that it also has a lot of advantages for people who are parents or who have to deal with medical problems. *In our company, we allow flexibility in terms of working hours: people can organise their week as they wish, as long as they respect the key times for collaboration.* We also allow an additional 6 weeks of work abroad per year.

What do you see as the main disadvantages of teleworking?

Teleworking limits the time it takes to build a corporate culture, because in my opinion, a company's identity is largely built through informal moments shared between individuals. Culture is not built as well in a remote environment.

Well, for me, one of the main disadvantages of teleworking is the way it affects the building of company and team cohesion. I mean, it's really important to have that cohesion, especially in difficult times. It's also a retention tool to have a good company culture. If employees have to leave tomorrow, they'll often calculate what the new company has to offer. But if they have an emotional attachment to their team and their current company, that can make it harder for them to leave.

Now that people are no longer coming into the office, we know that it's easier for them not to work their hours. We're introducing a monitoring tool, so that we can keep a very close eye on people's activity. We want people to perform where we expect them to. As long as the results are there, there's no problem. On the other hand, if the person is no longer performing, then we take a look at them and make adjustments.

There's also the question of generation and performance management. We don't have the same HR policy as previous generations. Personally, I don't want to spend my time looking at that. I have other priorities.

We've been teleworking for years now, and even if we look at the data for information purposes, as long as there aren't any performance problems, we're not going to worry too much about it.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Oh yes, clearly that would be a criterion for me. I need to be in the office, I like to see people. But a hybrid model would suit me fine. It lets me socialise when I feel like it.
On a scale of 1 to 10, I'd say it's a 5 for me, in terms of importance. It's not compulsory, but it would still be cool to have that option. After that, there are jobs where you have to be in-person, that's for sure. But if there's a way of mixing the two, that's great.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

Yeah, of course. So, on the subjective side, it's not easy to generalise, you know? I don't really identify with generation Z myself. But there are a few things that stand out.

Firstly, they have a clear expectation of well-being at work, that's undeniable. But at the same time, they're not really attached to the company, it's more of a transactional relationship. They come to get their salary, and they know they owe certain things in return, but beyond that they don't really expect much more.
And I think that's relatively healthy, to be honest. They don't want us to expect too much of them either.

The subject of teleworking and flexibility is very important to them. Their life isn't their job. It's just a way of making a decent living. On the other hand, they love the moments of sharing that forge the company culture.

On the other hand, you get the feeling that they don't have the same attachment to the company as other generations, who were prepared to stay with the company for a long time. For Gen Z: it's a bonus if the company suits them but it's the minimum, they easily say "if they're assholes I'm out of here".

The good thing is that everything is pretty clear with them. They'll tell you clearly what they expect, and if you can't do it, they'll just leave. It's not complicated with them. And in sectors like sales, if the market falls, generation Z will just leave, they won't stay in the mess.

How would you assess the interest of Generation Z in teleworking?

Yeah, it's really important to them, I'd say they're 7 or 8 out of 10. But honestly, when I see the way they approach things, I get the feeling they don't really care. When I see what they relay on Tiktok, it's mainly the desire to be super-casual at work and all that. They think it's old school to have to wear suits. For them, teleworking is just common sense. Why bother? If I want to work in my pyjamas with my computer on my lap, why not? It allows them to be more chill, to work at their own pace, and that's what really counts for them.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

In fact, for us, teleworking isn't really a hindrance to our team cohesion. We've put a lot of things in place to maintain that cohesion, even at a distance.
When we telecommute, all the events we organise, all the meetings, or more occasional cultural events: everything is done online. And if it's face-to-face, we make sure there's a solution for people who are fully remote.

In particular, we have a meeting every Friday, where we give an update on the whole company. It's really important for us to maintain this link and keep abreast of everyone's progress. We also organise more occasional cultural events, which are really important for maintaining this friendly atmosphere and team cohesion.

Of course, anyone who wants to or can come to the office is welcome. But what's interesting is that it's been a year and a half since everyone has been in the office. And some of them are starting to miss it.
There was one occasion when it was compulsory for people in the country to be physically present, but that was really exceptional. But on the whole, we try to maintain this team cohesion, whether it's face-to-face or remotely.

How does your company support work-life balance in a teleworking environment?

We're all about diversity and inclusion. We want everyone to feel good, whatever their generation. So our rules apply to everyone, but we try to be flexible enough so that everyone can adapt in their own way.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

For me, the main thing is to understand the main needs of the business. We need people to communicate effectively with each other, that's the basis.

Then you need to be able to adapt the way, the quantity and the quality of the work according to that.

One thing I'd advise is to start with a test phase. You know, when you start giving people flexibility, they sometimes tend to abuse it. So you have to be careful about that.
Next, communication is really important. You have to be very clear about the rules and expectations at all times. Because otherwise, by nature, if it's not clear, people will try to get more out of it, you know? So don't hesitate to repeat and remind people of the rules regularly. That's what's really going to help make teleworking work for generation Z.

BONUS: BURNOUT

For us, it's more or less the same thing that we monitor with our activity monitoring system. We know that some colleagues may be more inclined to work more, and sometimes they don't really want to reduce their workload. Occasional overtime is not a problem. But if it's all the time, then that's a problem. We keep a close eye on those who constantly work weekends or refuse to share information with the rest of the team.
We have very dedicated people, and sometimes it's very difficult to change anything about their behaviour. For us, the key is to understand the seriousness of the situation. We set up an HR follow-up, as we do for all problems: why are you doing too much, are you finding it hard to delegate, and so on.
After that, we concentrate more on those who don't work hard enough, rather than those who work too hard.

INTERVIEW TRANSCRIPT - WORKER 4

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I've been working for [*name of current company*], a company specialising in chemical products, for 5 years. My role was mainly focused on recruitment policy and the processes and tools we use. I'm based in Lyon.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

At [*name of current company*] we're quite extreme about teleworking compared with our competitors. We've been around for 160 years, so we're a bit of an old school, but when it comes to teleworking we're very flexible.

Our company implemented teleworking for the first time in 2015, and allowed 2 days of teleworking per month. Everything accelerated with covid, where we applied 100% teleworking to all jobs that made it possible.

We agreed on a long-term agreement after surveying our employees. Under this agreement, each employee has the option of teleworking up to 4 days a week. We decided not to impose any seniority or age criteria for this practice, leaving the door open to all our employees. However, to ensure good coordination and maintain team performance, the manager's agreement is required.

In addition, our policy goes beyond the usual norms by allowing our employees to work up to two months a year from abroad. This measure has been particularly appreciated, as it gives our teams the opportunity to be closer to their families or to travel while remaining fully committed to their professional projects.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

We carried out a preliminary study among employees, and one year after the introduction of teleworking, we have provided feedback. We have seen a significant reduction in commuting times, which is something that is much appreciated by employees, particularly executives who manage their time a lot. Working asynchronously means they're not stuck in an office.

Moreover, teleworking has a more inclusive aspect, because our company is international. Before, when we had face-to-face meetings, those who were working remotely felt excluded. Now, with everyone teleworking, everyone is on equal footing.

Allowing greater flexibility means that people appreciate coming to the office more, which makes their presence more meaningful because they choose to come in person in the office.

Finally, in terms of productivity, we are seeing that people are working better.

What do you see as the main disadvantages of teleworking?

Firstly, we have seen that people tend to work more, and working hours have become much longer. This can lead to a demand for self-discipline, as it can be difficult to clearly define the boundaries between professional and personal life.

Personally, I've found that I'm often tempted to continue working beyond my usual hours, which leads to increased fatigue. You also have to realise that this can potentially lead to further cases of burnout.

In a team, teleworking can sometimes make it difficult to work together, because everyone decides on their own timetable.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Absolutely, the ability to telework would certainly be an important criterion for me if I were to apply for a new job. At the moment, I'm at home for the first time in a fortnight, and even if I could only telework one day a week, that would suit me perfectly.

I really enjoy being flexible and being able to make my own decisions about my working environment. The possibility of teleworking offers a certain freedom and better management of my schedule, which can contribute to a better quality of life and increased productivity. So, yes, the possibility of teleworking would definitely be an important criterion in my choice of a new job.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

I was born in 1992, so I understand a number of the expectations of generation Z. Flexibility is a key element for us. In our company, we have a somewhat high age pyramid, so we need to attract young people by offering an environment where they can find meaning in their work and have the opportunity to grow and learn new things.

Working in a chemical company, we are aware of the image of polluter often associated with this sector. However, we share a vision focused on improving our practices to meet the challenges of sustainability. Our ambition is to be completely emissions neutral, but some people may not agree with this direction and may have different expectations.

Sometimes we come across individual cases where young employees have a lot of expectations, but the reality doesn't always match their hopes. Our approach is sometimes a bit 'old school' on certain things, where we expect employees to prove themselves before accessing certain opportunities.

It can be difficult to fully meet young people's expectations, particularly when it comes to frequent job changes, which are sometimes difficult to implement in a more rigid organisational structure.

However, we are working to better understand the constraints of our business while remaining open to ideas and challenges from young employees, particularly on sustainability issues. We are also focusing on building an authentic employer brand, avoiding overselling 'dream' ideas or greenwashing. Authenticity is essential if we are to establish a relationship of trust with young talent.

How would you assess the interest of Generation Z in teleworking?

Well, assessing Generation Z's interest in teleworking is an interesting question because it really varies from person to person. There are individual issues that come into play. Some people see teleworking as a key criterion at the start of an interview, while for others it may be less of a priority. I'd say it depends more on the people than the generation itself.

The level of interest in teleworking is also linked to the job and the company culture. Young people are often more inclined to push for teleworking, but it also depends on the attractiveness of the job itself, the company culture and the remuneration on offer.

Personally, I don't find teleworking a major blocking point for this generation. As long as all the other aspects of the job are attractive, such as interesting work, a good company culture and competitive wage, they are prepared to sacrifice the possibility of teleworking.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

On a macro level, we have not encountered any major problems with team cohesion, but this depends very much on the reflexes of managers. A good manager, imbued with the right corporate culture, will manage to maintain good cohesion even in a teleworking situation. A poor manager, on the other hand, could add further difficulties, even when physically present in the office. However, it is important to stress that the manager is not the only factor at play.

It is essential to provide managers with training to help them implement teleworking. Managing a teleworking team requires the adoption of good practices, such as not forcing employees to turn on their cameras and basing assessment on results, starting from an assumption of trust.

We have also set up partnerships with health professionals, such as occupational physicians and nurses, to receive our employees and prevent the risks associated with teleworking, while identifying the warning signs that some employees may not be coping well with this situation.

We are aware that teleworking represents a saving for the company, particularly in terms of travel costs. We plan to reallocate some of these savings to organise team moments and maintain cohesion despite the distance.
In our company, teleworking was introduced in response to the COVID-19 pandemic, but we are aware of the need to renew and adapt our practices to meet the new challenges it presents.

How does your company support work-life balance in a teleworking environment?

We're an international company, which means we can't block systems, but we have set up discussions between employees and managers to address this issue. We encourage employees to express their needs in terms of flexibility and work-life balance, and we ask managers how they can help.

We have also put in place psychological support measures, such as a helpline with experts, coaches and psychologists, to help employees deal with the challenges associated with their workload and work-life balance.

In addition, we have taken into account recent legislation that requires companies to ensure a reasonable workload for their employees. This means we are committed to finding a balance between the work demands and personal lives of our employees, taking into account the specific needs of Generation Z.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

Since we introduced our current teleworking policy, it's worked well for us, so we haven't felt the need to change it. After two or three years, we can see that it's working quite well. Every year, we carry out a satisfaction survey to gather feedback from our employees, and we then adjust our policy accordingly.

Today, we have no plans for a full return to the office. However, we don't want to adopt a 100% teleworking approach either. We are open to a few exceptions, particularly for sales people working full remote. In special cases, for example, we allow people to return to the office twice a month, but only in truly exceptional circumstances.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

Trust is undeniably the first point. You don't introduce teleworking just to recruit, you have to believe in it.

When introducing this policy, it's essential not to be controlling from the outset. If we start by controlling every aspect, we don't give employees the chance to show that they can be productive by working remotely. However, it is important to monitor business activity to see if teleworking is having an impact on productivity. A performance analysis can be carried out to determine whether this is improving or not, and whether this is linked to the implementation of teleworking.

Trust is undeniably the most important thing. If we start by controlling everything, we don't give employees the chance to show that they can be productive by working remotely.

Once we've put this teleworking policy in place, we need to check that it's still effective for our employees via satisfaction surveys: it's important to check that it's still meeting their expectations, that they don't feel overwhelmed by the workload.

For an effective teleworking implementation strategy, especially for younger employees, it may be beneficial to adopt a phased approach. Some employees may need a transition period to adapt to this new way of working. Start with one or two days of teleworking a week at first, then gradually expand if it works well. I don't believe in the rule that you have to have a certain seniority in the company to authorise teleworking.

Part 5 - Conclusion

Is there anything else you would like to add that you think would be useful to explore regarding teleworking and Generation Z and that could be relevant to my thesis?

The main objective is to understand why we want to introduce teleworking and what our expectations are in this respect. It's crucial to adopt a policy that applies to all employees, regardless of seniority or particular situation, as some may have specific personal circumstances, such as a dependent family, for example. So we're aiming for something that's standard but also offers a degree of flexibility to meet all needs, including special cases.

The question we need to ask ourselves is: why are we teleworking? For the well-being of employees? To save costs? The 'why' is much more interesting than the 'how'.

As far as equipment is concerned, providing laptops is relatively simple, as is the standard equipment needed to work remotely. We could consider offering a reimbursement cheque of 500 euros to enable employees to equip themselves at home, whether to work one day a week or four days. It is also important to ensure that the software used works properly, guaranteeing data security without making procedures unnecessarily complex.

INTERVIEW TRANSCRIPT - WORKER 5

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I work in human resources development and career management within our company. My role is to look after the integration of employees from the moment they join the company and to support them throughout their career until they eventually leave. We place great emphasis on the employee experience to ensure that our staff feel fulfilled and loyal to the company. We seek to support them in their career development aspirations, whether this involves changing jobs or moving geographically.

I work for [*name of current company*], a Digital Services Company (ESN) which advises and supports its customers on their web development projects. Our employees are mainly technical consultants who work with a variety of clients, including Société Générale and Le Monde. We respond to one-off resource requirements and provide technical expertise for missions lasting from 3 months to 3 years.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

During the Covid crisis, we introduced a teleworking policy that had previously been fairly punctual, used only when necessary, such as a day from time to time depending on requirements.
However, with the pandemic, teleworking has become more widespread within our company. We have drawn up a teleworking charter that has been validated with the Social and Economic Committee (CSE).
We currently allow our employees to work two days a week from home. However, for our consultants, this may vary depending on our customers' requirements. Consultants are stricter in their choice of missions depending on whether or not they are able to telework. They have the right to refuse a mission if it does not allow them to telework.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

As an employee, being able to telework 1 or 2 days a week is a real comfort. It allows you to get more rest and avoid the daily commute to our head office in Paris, which is becoming increasingly complicated. Teleworking offers significant relief by avoiding the commute, and allows you to concentrate better. In the office, you're under a lot of pressure, but when you're working remotely, it's easier to choose a time when you can work in peace and quiet, in a quieter environment, especially when you consider that our open-space office can be quite noisy, especially with sales people talking loudly.

As HR, offering people the chance to telework means we can keep people who need it and for whom it's important. We're offering them flexibility and a comfortable lifestyle. Today, some people turn down contracts because the company doesn't offer teleworking. But it also allows us to keep people who have relocated. Their missions are almost entirely performed from home; this enables us to avoid people quitting and to support our employees in their life projects; these remain exceptional cases, but we are seeing more and more of them.

We have put in place a specific framework for these employees, including an annual budget to cover their travel to head office or at important times for the company.
We organise 7 corporate events a year. The idea is not to bring people in just for the sake of it, but to use these events as a pretext to encourage people to work in the office at these times.

What do you see as the main disadvantages of teleworking?

As HR, one of the main drawbacks we've seen with teleworking is that our offices have become more vacant. We have a strong corporate culture, supported by lots of events, but with less time for sharing in the office, people are getting used to staying at home. This is creating a general trend that everyone seems to be embracing. Furthermore, we have seen the effects of social isolation with psychological impacts, although this was particularly pronounced during the COVID period.

The main disadvantage of teleworking as an employee is that you miss out on a lot of information. A lot of things happen informally in the office. When you're there, it's cool, you know everything. But when you're working remotely, people don't necessarily think to give you this information. It also makes the experience less stimulating compared to the atmosphere with colleagues, where you can talk spontaneously.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

I think it really depends on the teams: there are some for whom it's really effective. I'm thinking for example of the tech sector: a lot of developers are used to working behind a computer all day, so for them teleworking is more natural and easier to handle, there's less of a feeling of isolation because it doesn't really change them from their usual working conditions. On the other hand, for project managers and sales people, it's more complicated, even problematic: especially the problem of passing on information. It's important that people are familiar with how to do this, and that means putting in place a good communication framework.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

I know there are a lot of clichés about this generation. I get to know them because I've given courses to young people in higher education. And I'm currently looking for a trainee, so I do quite a few interviews.
In my opinion, this is a generation that has grown up with digital technology and is immersed in it without even realising it. It's part of their daily lives. For example, they all use Chatgpt, and that's a strength because it's really expected in all companies. On the other hand, the problem for us, as a generation not used to it, is that we don't anticipate the extent to which we're going to have to specify that AI mustn't replace humans.

They entered the workplace with teleworking as the norm. But we can see that companies are starting to go back to teleworking. We're wondering whether this isn't going to lead to a clash of cultures. As we have seen with the large groups that have refused to introduce teleworking and are strict about it, we know that these profiles and this type of company cannot meet.

The young people of generation Z aspire to be considered and to be given responsibility right from the start of their careers. They want to have real issues to deal with and not just be seen as juniors. Their motivation is strong, but they are less enthusiastic about being asked to do unglamorous tasks that do not contribute to their professional development. Poor communication can be seen as a shortcut for them. It is essential to give them work that involves them.

I'm currently recruiting a trainee, and I always ask candidates the same question: what would make this traineeship a failure? The answer I get most often is that there's a bad atmosphere at work. I was really surprised by this, because for me it was never a criteria when I was looking for an internship.

The most important thing for me was the experience, the content of my assignments, the company and its reputation. They also attach great importance to a good working climate and a positive atmosphere in the company, and to the human side in general. The choice of company is very much influenced by these factors.

Part 4 - Management practices

How does your company support work-life balance in a teleworking environment?

We have set up a system of regular surveys to better measure the energy and motivation of our teams and identify any alerts or frustrations. This enables us to ask employees how they see themselves in the future, and they can also share ideas. Through these surveys, we also assess their workload to ensure that there are no excesses. We also offer a health insurance scheme focused on mental and physical well-being. This includes activities such as meditation and yoga, as well as dietary advice and healthy recipes. We also take care to maintain a balance by regularly asking employees to share their views on their workload. We encourage healthy workload management, avoiding excesses. In addition, we organise weekly initiatives and workshops aimed at improving the quality of life at work.

Have you seen a change in management techniques with the introduction of teleworking?

Our company doesn't practice much traditional management, mainly because our consultants are mainly on mission for clients. However, for support functions, we use methods inspired by web development and project management, which are well suited to teleworking. We have set up specific rituals, such as the stand-up, which is a short daily briefing often held in the morning. This is an opportunity to share what we did the day before and what we plan to do today. These meetings are adaptable to video or on-site, which helps us to not lose any information. They last around 10 to 15 minutes, which ensures that we get straight to the point and are efficient.

We also organise quarterly retrospectives. This is an opportunity to review what's working well and what's not, to say things openly within the team and with management, to identify any frustrations or bottlenecks, and to think about solutions together. We're quite flexible about these practices, which means we can arrange our diaries accordingly.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

It's something that's hard to undo. It works well and it also brings a lot of benefits, so I think it's quite beneficial to keep teleworking. I think we're moving towards more flexible working patterns: there's a lot of talk about the 4-day week, or unlimited holiday. There are initiatives to offer more flexibility, but we don't really know what the advantages and disadvantages are yet. Faced with the development of teleworking, it is crucial to put in place a structured framework, especially with generation Z in mind. This generation attaches great importance to their well-being, which calls for optimised work organisation. Companies that succeed in this respect are those that encourage and facilitate this way of working. They are noticing direct consequences: their employees are becoming more efficient, more effective and more motivated.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

We must not minimise the importance of teleworking, otherwise we risk losing its appeal. What is essential, above all, is to meet the needs of identified employees. This doesn't necessarily mean implementing measures as far-reaching as the 4-day week, but it does mean surveying and communicating extensively with employees.

INTERVIEW TRANSCRIPT - WORKER 6

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm involved in recruitment and recruitment campaigns, particularly for trainees and alternates. The company I work for sells coffee and has a factory as well as a head office, with a total of 240 employees. They include 90 travelling sales representatives.
In the organisation chart, I report to the Human Resources Department (HRD), and I'm in direct contact with my superior (N+1). At the moment, there are two of us in my team, myself and a trainee who is present.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, we have started to introduce teleworking within our company, but it has not been without difficulties. We have encountered challenges due to our organisational structure and the composition of our staff. We have a fairly old workforce and a high level of loyalty within our team, with an average service of 17 years.

At the start of the COVID-19 pandemic, we were forced to open discussions on teleworking. Some positions were prioritised for teleworking, while others were placed on short-time working. For those positions where teleworking was compulsory, we provided our employees with laptops.

On the whole, we have received fairly positive feedback from our employees. Many found the initiative 'nice, but not every day'. We have also offered our employees the opportunity to telework once a week, with the agreement of their manager. However, we have noted a certain reluctance on the part of some managers, who feel unprepared to manage their team remotely.

We are currently in the process of presenting a company agreement on teleworking, which will be submitted to the Social and Economic Committee (CSE). This agreement aims to establish clear rules and regulate teleworking within our company. At the moment, we allow one day of teleworking per week, but we are continuing to evaluate and adjust our policy according to the needs and feedback from our employees.

Do you agree with this policy? Why or why not?

As far as I'm concerned, I'm quite in favour of this teleworking policy. However, personally, I prefer to be present on site. We find that a lot of people come to see us about various issues, and for some people it's preferable and appreciated to be physically present.

Have you had the opportunity to telework in the past?

Not at all. My first real experience in this field was with [company] . I know that if I need to, I can ask, but in reality, I don't ask.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

Working in human resources, you realise that you have to keep up with the times and offer more to new recruits. It's important for our employer brand, and it differentiates us from others in the market. We know that young people are looking for opportunities to telework, so it's essential to offer them if we want to be attractive.

As HR people, we're very often solicited, so when I'm teleworking, I'm more relaxed. When I'm working on a project that requires me to concentrate, I prefer to telework, so I don't get interrupted by other people knocking on my door. I never finish my todo list on the days where I work in the office.

Furthermore, on the whole, teleworking allows me to get through a day's work without having to suffer the inconveniences associated with transport, such as commuting and traffic jams.

What do you see as the main disadvantages of teleworking?

We have quite an ageing workforce. We need to train our managers in order to educate them on how to manage a teleworking team. Some managers like to telework but don't want their teams to be able to do so either. We need to change their view of teleworking and remove this reluctance.

Some of our employees don't like teleworking and don't want to use it. The average age of our managers is between 45 and 50, which means that they are well versed in technology. Personally, I'm afraid that if I'm not on site for a day, people will flock to me and I'll have twice as many tasks to do. It's a concern I've already experienced.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

No, not at all. Maybe if the workplace was further away it would enable me to accept a position, but that's not something I focus on. For me, what really counts is whether I buy into the company's culture and values.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

As a member of this generation, I can give you an idea of our expectations. I myself started working in the middle of Covid, and I can say that to attract young people like me, certain things are essential.

First of all, pay is crucial. Young people attach great importance to a competitive salary. Secondly, the tasks should always be challenging and stimulating. It's also important to mention the possibility of career development, with prospects for professional growth.
We also look for companies that are in line with our values, sharing our concerns about the environment, ethics and social responsibility. Attractive premises and benefits such as luncheon vouchers are also factors that can influence our choice.

The main difference I see compared with previous generations is in salary negotiation. Young people are more inclined to discuss their pay and look for opportunities for rapid career development.
In the past, the atmosphere in the company might have been a determining factor, but today young people need more reassurance about more concrete aspects of their career and pay.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

In my opinion, teleworking has no impact on team cohesion because it is limited to once a week. However, some managers may see it that way. We're lucky to have great software and all the tools you need to telework are there. Psychologically, I don't live far away, so I don't need to telework.

How does your company support work-life balance in a teleworking environment?

Not enough for me, to be honest. We have a charter that explains the importance of work-life balance, especially during COVID. We provide laptops that employees can take home, but I don't think that's enough. We know that some people are very critical of performance and working hours.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I'm not really sure, but I think it's the future. However, if you take away all the things that can be important, such as a social life, I'm afraid it won't be ideal. Personally, coming from a psychology background, I have a poor view of teleworking. In fact, I carried out a study on the subject at the beginning.

The advantages are well known, but the disadvantages are rarely considered. Yet teleworking has led many people to isolate themselves. It makes people less sociable, even though social ties are very important for a healthy lifestyle.

I find it so much more pleasant to go and see someone live. It's just one drawback, but a major one.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

I would recommend surveying people a little to find out whether they would like to adopt teleworking, and how many would be affected by this decision.

It's crucial to pay attention and target work overload in order to prevent burnout.

It is also important to explain to employees what teleworking is, what they can and cannot do, and to present the advantages of this practice. It's also important to explain why the company has decided to develop this policy, and to allow employees to choose on a voluntary basis. Life evolves and people's wishes change, so the company needs to evolve too. It would be a good idea to organise training courses on teleworking to support this transition. Personally, I had a 100% teleworking experience, and I didn't take it very well because of the isolation, despite the presence of my family. The quality of the courses wasn't up to scratch, and I felt a lack of social contact.

I've also known colleagues who switched to 100% teleworking and developed burnouts, with serious consequences on their ability to work.

These situations affected all socio-professional categories, in this case two managers and one supervisor.

INTERVIEW TRANSCRIPT - WORKER 7

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I work for France's leading film production company, which is also one of the top three in the world. Our main business is selling film extracts to cultural entities. Within this company, I'm part of a two-person team within a global entity with five employees. More specifically, there are three of us working on music and two on film extracts.
My role mainly involves assisting my manager and liaising with rights holders and content seekers. My main task is to put these two parties in touch, by promoting the catalogue of [name of current company], our company.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

I'm entitled to 3 days' teleworking a week. I was only in the office 2 days a week, on Tuesdays and Thursdays. And the rest of the week I was teleworking. Teleworking was imposed on Monday and Friday, so I don't believe you can call it a flexible model as such. If I come in, I come in alone on Wednesdays, because my manager doesn't work on Wednesdays, she's on a 4-day week. At the office, we don't have enough equipment to work comfortably.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

As I live in Paris, the first advantage for me is not having to use public transport. This means I get more sleep, I can do things more quickly when I get off work, or I can get home to see my family over a long weekend.

What do you see as the main disadvantages of teleworking?

There were more disadvantages than advantages for me, particularly at [name of current company].I wasn't really fulfilled in my missions, so the only positive point in my work was my team: when I didn't see them, there weren't really any positive points... What I like is sharing good times, talking about joint projects, having contact. When you telework, you're really cut off from the world. Working in an office offers great diversity, which is a major advantage of my job. On the other hand, teleworking requires you to be constantly efficient and constantly available, even at inconvenient times. For example, one Friday evening at 8pm, my manager called me to send an e-mail while I was waiting in a concert queue. It gives you a lot of freedom when it comes to management.

People defend teleworking as a way of achieving a better work-life balance, but in the end it's the other way round: when you're away from the office, you're considered to be unavailable. But when you're teleworking, it's assumed that you'll be connected for longer in the evening, because you don't have the commute, or simply that you'll stay connected.

We feel that telecommuting management for people who aren't necessarily gen Z, it's not necessarily easy for them to manage people remotely because they weren't born with it.

My boss uses a rather police management style: I have no autonomy, everything has to be checked by me because we work as a duo. When I'm teleworking, she calls me all the time, and the exchanges are much less fluid on a video call: in terms of form, it feels like a more aggressive management style.

The title of assistant when teleworking is despicable because it means you're constantly on the phone, which is very annoying. Even though it makes communication much easier and quicker, it's detrimental to the balance at work, even if you get on well with your team.

You can see that there is a lack of training, or that people have been poorly trained. What's more, passive aggression is everywhere these days, and from a distance that complicates the situation.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

My first month in the company absolutely has to be at head office. I need to immerse myself, to meet everyone, to feel at home. I want to feel comfortable enough with the tools, the people, the managers, the other people to be able to say to myself: 'This is it, I feel sufficiently autonomous and I can start teleworking'. Of course, once you've had a taste of teleworking, it's hard to say you don't want it any more. For me, here are the important criteria to consider:
Criterion 1: No obligation to telework and no impediment to coming to head office. There must be room for everyone.
Criterion 2: No more than two days of teleworking per week.
Criterion 3: Mandatory days at head office. My ideal would be to telework on Mondays and Fridays, and to be at head office on Tuesdays, Wednesdays and Thursdays (the heart of the week).

Working from home gives you a relaxed start to the week and allows you to have long weekends. It also makes people more rested and therefore more productive. What's more, it offers the chance to spend time with family and friends. However, it's important to note that the commute can be tiring, especially on Friday and Sunday evenings. Personally, I've found the pace very pleasant. One day a week of teleworking would be enough for me, but it depends on my assignments and management style. So it's difficult to define a teleworking policy that suits all professions and situations.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

For me, the most important thing is that the company meets the challenges of our modern world: that it respects the environment of course, but above all that it sticks to genuine measures and not cheap greenwashing that hides the misery of reality. Secondly, it's essential for me to feel useful in what I do, to have a real impact on the company and to be oriented towards others. Goodwill is also essential. I'm looking for simple relationships, based on mutual respect and the opportunity to exchange ideas freely, without judgement and sharing common values that we're prepared to fight for. I'm not looking to earn 10,000 euros, I just want to make the world a better place through my business. Finally, work-life balance is important, but I'm prepared to sacrifice some personal things, to have harder and busier days if my work has a positive impact on the world.

How would you assess the interest of Generation Z in teleworking?

From my perspective, I think that generation Z shares a certain interest in teleworking, largely due to our entry into the labour market during the COVID-19 crisis. However, I find that there is a bit of a disconnect between the general idea of working remotely and the reality of its application. Although teleworking can be very enjoyable when it's done right, I've noticed that it's sometimes difficult to return to the office full-time.

Personally, I find that teleworking offers a better work-life balance, as long as the boundaries are clearly defined and respected. It gives me more time for myself. However, I'm aware that it's important not to become too locked into working from home.

In talking to other people of my generation, I've found that we broadly share the same views on teleworking. We appreciate the advantages it offers in terms of flexibility and freedom, but we also feel the need to return to the office from time to time.

Part 4 – Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

When it comes to team meetings, we feel a bit like orphans, with no one to turn to. We know each other without really knowing each other, which means we can't talk openly about our problems.

There's a lack of team events to develop relationships and work on team cohesion. Personally, I only visited [*name of previous company*]'s head office four times when I was a trainee with them, for my training and once at the end. The observation part at the beginning is essential. That's where you find out about the company, its culture and how it works. Meeting the people you'll be working with is crucial to creating a connection with the company. Unfortunately, with teleworking, this was impossible. When you can't do it 100% in person, you interact a lot less. My manager trusted me more and supervised me less when I was in the office. But when I started teleworking, she was on my back all day and required that I share my screen with her, which increased my stress and killed my productivity. It was very complicated to be able to talk openly about my frustrations from a distance. Being in contact with other people could have been a counterbalance, but unfortunately with teleworking it was impossible.

How does your company support work-life balance in a teleworking environment?

Nothing has been put in place. It's an old-fashioned company: they have an old, ultra-hierarchical model. This makes it more difficult to adopt innovative measures, because with such a backward system it doesn't work. We want to be reactive but we're doing things wrong, we're forgetting to dust off the system, we're taking measures too quickly. We've seen that performance suffers as a result. The employees said they'd got used to teleworking, they said there weren't enough people in the offices. I was in a team that wasn't flexible, but for the other teams it was more or less whenever they wanted. They were often young parents, so it allowed them to be a bit closer to their families.

We couldn't even wake everyone up and tell them to come back to the office: it's no longer possible. They had no choice but to implement telecommuting with covid, and they changed headquarters immediately after. Now we're running out of room at the head office for a return to physical work. It's more modern but smaller. Now the canteen has become tiny for our staff. I think they implemented Covid to save costs, but it wasn't just that: it was also to meet the needs of the employees. And indeed, we've seen a huge renewal of staff post-Covid, with a much younger workforce. This reflects the company's desire to attract new generations.

Have you seen a change in management techniques with the introduction of teleworking?

Unfortunately not. There's a generational problem in our team, with some colleagues having enormous difficulty with computers. For example, I had a colleague who was unable to use a computer on her own, which made working remotely very stressful for her. She essentially relied on me to carry out the technical tasks. In the end, I found myself having to make up for her lack of skills, which wasn't ideal for the team's productivity.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I don't think it's going to get any more flexible. Personally, I'd like to take a step back. It's all been too fast, we haven't taken the time to weigh up the pros and cons. We've also seen examples like [name of current company], which wants to go back to the office. Even BFM Business reported that many companies were calling their staff back into the office.

We've seen a drop in performance, even if it's not just due to teleworking. Teleworking doesn't encourage group stimulation, and finding solutions takes a lot longer. When you're in the office, you can discuss everything, which isn't possible when you're teleworking. I foresee a slight reversal, but that will depend on the company. Personally, I'd be in favour of imposing a maximum of two days' teleworking per week.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

I think that when you first start out, you need to be 100% present face-to-face with a team that is fully present, to encourage real cohesion. You need to allow at least a month of constant contact to ensure a successful integration.

Then, the possibility of teleworking can be left to the discretion of managers, depending on the needs of the team and individual performance. If the employees are trustworthy and high-performing, there's no problem, but if there are performance or management problems, teleworking may not be appropriate.

In my opinion, a fairly specific policy is needed, with a limited number of teleworking days per week, generally no more than two. We are even considering offering one day of flexibility per month. However, it's essential that the team is present most of the time. If we allow two teleworking days a week, we compensate by organising company events to maintain the culture and strengthen the links between team members.

INTERVIEW TRANSCRIPT - WORKER 8

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm currently working in human resources. More specifically, I recently served as an interim HR manager for six months. During this time, I was responsible for implementing a teleworking charter, including organising remote working arrangements and managing teleworking allowances. I was also responsible for overseeing monthly pay points, a crucial aspect of ensuring fairness and accuracy in employee remuneration.

Recently, I've taken on the role of HR Assistant, focusing specifically on the utilities sector, with a particular emphasis on aquatic centres. My job encompasses a wide range of responsibilities, including employee training and pay. This includes preparing and checking pay slips, ensuring that all employees are paid fairly and on time.

Although I have a manager above me, I have no direct reports to manage. My role is primarily focused on the administration and support of HR processes, enabling me to have a significant impact on the well-being and satisfaction of employees within our organisation.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, at the moment I'm not allowed to telework in my current position. I've been with the company for two months now, and we're going through a period of restructuring, which might explain the current policy on teleworking. In my very first company, we had the possibility of working remotely, but it was quite limited, to just two or three days of teleworking (TT). As for my previous job, teleworking was not allowed at all. So I'd say that my ability to work remotely varied significantly from one company to another, depending on their respective policies in this area.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

When I'm teleworking, I can get on with certain projects without being disturbed. It gives us a calmer, more concentrated environment. It also allows us to think about new projects and new ideas. And finally, it gives us a certain level of confidentiality in what we do, making it easier to protect personal data while we're at it.

What do you see as the main disadvantages of teleworking?

I think one of the main disadvantages of teleworking, when implemented excessively, is the loss of team cohesion and the social interactions that are crucial to maintaining a dynamic and collaborative working environment.

In my experience, a balance of two or three teleworking days a week is sufficient, and I wouldn't recommend more. These moments when the team is together in the office are important for strengthening bonds, exchanging ideas spontaneously and simply feeling connected to others.

I've also noticed that *it's preferable that the teleworking days are the same for the whole team if we want the system to work efficiently.* This makes it easier to organise meetings and group work sessions. What's more, at my last company, we had our own offices, and I shared my space with two other colleagues.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Absolutely, the possibility of teleworking would be one of my essential criteria if I were to apply for a new job. For me, teleworking has given me a break, especially in a context where I've had conflicts with management in my current job. It's not just a question of comfort, it's also a question of control and trust. I consider that being able to work remotely, even just one day a week, is crucial for my peace of mind and my effectiveness at work. I'm aware that teleworking requires a different kind of management, a question of control on the part of the employer and trust in the employees. In my previous experiences, I asked for the possibility of teleworking one day a week, which was accepted. I think this contributes to a better work-life balance, and it's interesting to note that, generally speaking, everyone seems to ask for the possibility of teleworking.

When I had job interviews, I always asked if it was possible to telework. It depended on the distance from my home, but I always asked for at least 1 day a week to telework.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

I myself am part of this generation, born in 1997. One of the most important things for us is to be listened to. Young people today have innovative ideas and a fresh look at the world, and it's crucial that these ideas are taken into account. It's not just a question of retaining the ideas that seem to be the best, but of considering everyone's contributions, even if that means making mistakes. Failure is often a springboard for learning and improvement.

It is important to place particular emphasis on listening to and valuing today's young people, because they bring a great deal to the professional and personal world with their ability to innovate and adapt quickly to change. Living with the times and keeping up with trends is not just a question of keeping up with technologies or fashions, but also of understanding the societal and environmental changes that influence the way we live and work.

I think rigidity is the main difference between our generation Z and previous generations. Previous generations are very set in their ways, they can't deviate, they won't go any further and they're reluctant to change.

How would you assess the interest of Generation Z in teleworking?

Generation Z's interest in teleworking is, in my opinion, extremely high. Everyone around me expects to be able to telework at least two days a week. It has become a habit, even a norm for many of us. Teleworking isn't just an option; for many in my generation, it's a decisive factor in choosing a job.

This is clearly reflected in the early stages of the recruitment process. For generation Z, the question of the possibility of teleworking is often one of the first to be asked at a job interview.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

No, I don't see teleworking as a threat to team cohesion, as long as there's a happy medium. Personally, in my department, we observed certain difficulties when team members actually took their three teleworking days; it was complicated to find a day when everyone was present in the office. That said, we accept the principle of teleworking. It's true that managing it can be a bit complicated because it requires adjustment on everyone's part.

To meet these challenges without impacting on the company's organisation, we have introduced a teleworking charter. This charter aims to balance individual flexibility needs with those of the team and the company. *Our charter includes measures to ensure that face-to-face meetings are held regularly, thereby preserving social interaction and teamwork.*

In short, yes, we accept teleworking, but we also recognise the importance of not letting this arrangement undermine team cohesion. That's why having clear guidelines and a charter in place has helped us maintain that cohesion while adopting a flexible approach to work.

How does your company support work-life balance in a teleworking environment?

Our company has implemented a strict teleworking framework that must be respected by all employees. This framework clearly states that, although teleworking is an option, the company has the right to ask employees to return to 100% face-to-face working if this flexibility is abused.

Personally, I keep to my normal working hours, even when teleworking. I've noticed that when we work remotely, we tend to work a bit more, myself included, as well as my colleagues. It may be done differently, but it's something that is respected and recognised by the hierarchy.

We have a right to be offline from 6pm to 6am. During this period, if we are contacted, we have the right not to reply, even if in reality this is quite rare.

This policy took a month to draw up and was validated by the works council before being implemented. We worked on this policy in April so that it could be in place by June 1st.

Have you seen a change in management techniques with the introduction of teleworking?

The introduction of teleworking has not led to any major changes in our approach. Management remains the same, in the sense that we had already put in place regular activities and meetings outside normal working hours to maintain links and ensure good communication within the teams. These practices have simply been adapted to take account of the teleworking context. We have kept the same rhythm of regular meetings, whether weekly or monthly, to ensure the follow-up of projects and the well-being of our teams. What is fundamental is the trust we place in our employees when they are teleworking.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I think it mainly depends on the job. If the job involves working as part of a team, it's essential to have regular team time. Even if technology allows video-conferencing meetings, the experience is not the same as face-to-face. Team dynamics and bonding happen more naturally when people can interact face-to-face.

However, for some positions, particularly in IT, where the work is often more individual, 100% teleworking is entirely possible and may even be preferable. These jobs benefit greatly from the flexibility offered by teleworking, allowing employees to concentrate without the usual office distractions.

For jobs that are more people-centred, such as human resources, the situation is different. These roles benefit from face-to-face interaction, which makes working face-to-face more effective for certain tasks. However, this does not mean that there is no room for teleworking. With the right practices and communication tools, some work can certainly be done remotely.

Even though generation Z values flexibility and teleworking, it is crucial to maintain a certain level of team cohesion and corporate culture. Finding the right balance between remote and face-to-face working will be the key to meeting the expectations of this generation while ensuring the success of the business. In short, the evolution of teleworking in our company will have to be adaptive, taking into account the specificities of each position while integrating the expectations of flexibility of generation Z.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

I think it's important to discuss this openly. We need to ask employees what they want and how we can improve their working conditions. We need to discuss this with all generations so that we can move forward together in the right direction. That's the best way of finding the right balance to make things work.

INTERVIEW TRANSCRIPT - WORKER 9

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, several teleworking options are available in our company. There is a fixed and a flexible teleworking option, where each employee can choose up to a maximum of 50% teleworking. Personally, I'm one of three 'OVNIs', as they're called, who have a different formula.

In my case, I have two regular teleworking days, theoretically always the same, but in reality adjustable according to the manager. This rule is well respected in our company. In addition, I have a number of flexible days, 12 per half-year, which makes 15 days in total. The only rule is that you have to spend at least one day a week in the office. It's important to note that unused flex days cannot be carried over.

The implementation of teleworking has been given a major boost by the relocation of our offices, originally in the heart of Paris, to Nanterre in September 2022. Everyone has a commute of at best 45 minutes and at worst 1.5 hours every morning and evening

Do you agree with this policy? Why or why not?

Yes, I like both flexible and fixed aspects of this policy. However, I would prefer everything to be flexible. The company's premises are a long way from where I live, so teleworking saves me a lot of commuting time. I understand that making everything flexible isn't possible, but I think it would be more practical for me.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

As an employee, teleworking offers a host of advantages that meet my expectations perfectly. First of all, it saves me precious time. By reducing my commuting time, I can get a bit more sleep in the morning, which contributes to my general well-being. What's more, this reduction in the stress associated with travel means I'm less rushed and more rested, which translates into better concentration and increased productivity in my work.

The flexibility offered by teleworking is also very welcome. I can organise my personal life more easily by scheduling medical appointments outside working hours, which would be impossible without teleworking. Similarly, I can adapt my travel arrangements by booking a train earlier in the evening.

Another significant advantage is the ability to telework in different locations from home. This gives me the freedom to change my working environment according to my needs and preferences at the time. What's more, being at home saves me time on household chores, such as shopping, washing up or cleaning, which leaves me more time to devote to my personal activities.

Finally, teleworking is particularly beneficial when I'm not feeling very well, for example when I've got a cold. Being able to work from home in a calm and comfortable environment allows me to rest while remaining efficient in my professional tasks. In short, teleworking fully meets my expectations as an employee by giving me more time, flexibility and comfort, while reducing my stress and improving my general well-being.

Teleworking saves me time, especially sleep in the morning. It means I'm less stressed, more rested and generally less speedy.

When you telework, you are more flexible in your personal life: for example, I can make a doctor's appointment at 6pm, which would be impossible without teleworking. You also save on personal constraints, such as household chores: it's easier to do the shopping, the washing up, the cleaning, or your laundry.

For example, it gives me the flexibility to book a train home at 6.30pm instead of having to wait for the 8pm train. What's more, teleworking allows me to work remotely from somewhere other than home, which can be very practical in certain situations.
What's more, when I'm not feeling very well, like when I've got a cold, teleworking allows me to stay at home in a calm environment, which makes it easier for me to concentrate and recover.

What do you see as the main disadvantages of teleworking?

Pour moi, l'un des principaux inconvénients du télétravail est qu'il y a un peu moins de partage dans l'équipe, moins de lien social. Étant donné que nous travaillons à distance, je suis moins enclin à aller vers mes collègues pour poser des questions ou discuter de projets, ce qui peut parfois entraîner un sentiment d'isolement.

De plus, il arrive souvent que je ne vois pas certains de mes collègues pendant plusieurs semaines, voire un mois, car nous n'avons pas les mêmes jours de télétravail, notamment avec d'autres équipes. Cela peut compliquer la communication et la coordination des projets.

In terms of equipment, I'm a little less comfortable at home than at work. Although the company provides certain equipment such as an extra screen, keyboard and mouse, I feel less comfortable than when I have my two large screens at work.

I also notice a slight drop in motivation when I'm teleworking. I feel less proactive than at the office, where the working atmosphere and the presence of colleagues are more stimulating.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Yes, it's compulsory for me, but not at 50% as is currently the case. It should be compulsory to be able to telework occasionally, especially when I have personal constraints and the workplace is not close to my home. For example, if the job is in the suburbs of Paris, I would consider that one day a week of teleworking should be compulsory. What's more, there are specific circumstances where teleworking is really practical. For example, this Wednesday I have to telework because there's a water metre change in my building. This means I don't have to take time off work, but it also means I don't burn out when I have to work four days in a row.

I spend almost 2 hours a day in transport, and in Paris transport is tiring and stressful. I arrive at work and I'm already exhausted: I've already been pushed in the RER, I've sweated and the day still hasn't started.

So, I'd say that teleworking should be compulsory in a new job, but not necessarily very often.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

For me, the main driving force is not 'work for work's sake'. In other words, there's a phrase with which I identify a lot: 'there's more to life than work'.

Of course, work is an important part of my life, and I really value having a good job. But when the evening comes, I disconnect. For me, the separation between private and professional life is essential.

I'm not going to die for my company, and the idea that I'm going to spend my whole career with one company doesn't suit me. On the other hand, if the job and the atmosphere suit me, I don't necessarily need to look elsewhere.

That said, there is a bit of a cliché about our generation, such as the 'bare minimum', but I don't recognise myself in that idea. Of course, there may be people who adopt that attitude, but it's always existed, it's not unique to our generation.

For me, a good working atmosphere is one of the most important criteria, much more so than the specific tasks of the job. It's always possible to qualify depending on the interest of the work you're doing, but personally, I prefer less stimulating tasks if they're accompanied by a good atmosphere. The salary is important, of course, as are the career opportunities that the job can offer. But if the atmosphere isn't good, you'll be less inclined to stay, even if the job pays well.

I see this with my 36-year-old colleague, and although our age difference isn't huge, our approaches to work are. He sometimes replies to emails at 10pm, whereas once I get home, I disconnect. Nothing is ever urgent enough to encroach on my personal life. The same goes for holidays: sometimes he logs on to work, while I don't check my work emails on holiday.

How would you assess the interest of Generation Z in teleworking?

I think that generation Z is particularly interested in teleworking, more so than other generations. We've mainly experienced this way of working, we haven't really experienced working life without teleworking. Of course, there are some jobs where teleworking is not possible, but on the whole, we are very inclined to work remotely.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

No, I don't see teleworking as an obstacle to team cohesion. You can get on very well with your colleagues even from a distance. To maintain this cohesion, our company organises regular afterwork sessions. This has a double effect, because there aren't many options around our office. There's a restaurant inside the building where these events take place, usually every month or three. They send out invitations, offer a drink and sometimes even a free meal. Some people take advantage of this, but the vast majority don't move on a fixed teleworking day to be able to attend. *Sometimes, it can happen that I go several weeks or even a month without seeing a colleague, especially if we don't have the same teleworking days.*

How does your company support work-life balance in a teleworking environment?

My manager always advises me not to go online in the evening, he often says "don't do what I do". In fact, he works normal hours so that he can spend time with his children, but he often comes back online late in the evening, around 10 or 11pm.
For those with children, teleworking is practically compulsory. For example, when his child is ill, my manager teleworks so that he can stay at home and look after him. So I'd say that our company supports work-life balance by offering this flexibility, especially for those with family responsibilities.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I have mixed feelings about this. In the United States, some companies are stopping teleworking altogether. Personally, I don't think we're going in that direction. We're seeing a lot of companies moving to save costs, but I don't think we're going to stop teleworking altogether.

To be honest, it would be a bit sad to switch entirely to teleworking. I think teleworking offers valuable flexibility, but it's also important to maintain a balance with face-to-face work to encourage collaboration and social bonding between teams.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

My advice would be to put in place a flexible teleworking policy, offering the possibility of teleworking à la carte. However, I would recommend not exceeding 50% teleworking, because beyond that you really start to lose the link between teams, especially in small teams.

In my case, for example, my team is only physically together on one day of the week, which makes it difficult to work together and maintain cohesion. So my advice would be to offer flexibility in teleworking, but to strike a balance to ensure that teams remain connected and productive.

INTERVIEW TRANSCRIPT - WORKER 10

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm a qualified psychologist specialising in psychoanalysis. I studied at the Laboratoire de changement social at the University of Paris 7, where I was also trained as a supervisor and hypervisor. I currently work both in private practice and in a number of companies. My main area of expertise is stress management, both on an individual and professional level. My main clients as a psychologist are individuals with whom I work therapeutically. At the same time, I work with companies of all kinds who want to coach an employee or set up stress management programmes within their organisation.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Before the pandemic, our business was 100% face-to-face. It was an obligation for me to telework with the health crisis, because I couldn't afford to leave people behind. However, as I became more familiar with videoconferencing, I began to integrate this practice into my activities, and today I continue to use it.

As far as the interviews are concerned, I maintain at least the first interview face-to-face, because that was an initial requirement. But as time has gone by, I've started to be more flexible and I've adapted my practices according to the requests that are made. Overall, I would say that 40% of my interviews now take place by videoconference. I try to strike a balance between in-person and remote meetings, depending on the needs and preferences of the people I work with.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

We can see that companies are taking advantage of the situation to change offices and make savings on facilities. Teleworking allows you to live further away from the company. Today, some people are even considering relocating to the countryside thanks to this new arrangement.

What do you see as the main disadvantages of teleworking?

One of the main disadvantages I've found with teleworking is that people tend to work a lot more.
The ideal situation would be to be able to organise your time efficiently, but for some people this can become a challenge. From the companies' point of view, this also raises a question of trust. Some may find it difficult to know whether their employees are really productive when working remotely. This can create tension and require extra effort to maintain a high level of trust between employers and employees.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Yes, absolutely. There's bound to be a demand for this option. I don't think there's any escaping this trend these days, so it would certainly be a criterion to take into account when I'm looking for a job.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

I have the feeling that their ultimate goal is not to earn money or succeed in their professional life: their goal is to succeed in life. And to achieve this, they give priority to meaningful well-being. They leave enough time for themselves to find a balance between their personal and professional lives.

They are capable of sacrificing a career for a more balanced life. It's a new approach that they are introducing, quite different from the imaginary of the Trente Glorieuses period. Today, they have realised that focusing solely on work has a huge impact on stress, health, family life, children's education...

And they also want their place with their children.

How would you assess the interest of Generation Z in teleworking?

Frankly, I haven't the slightest idea. Perhaps generation Z would be better at answering that question than I am. They were born into computing, just as the beginnings of AI were taking shape.

The interest is greater for this generation because they were born into the world of IT. It's like second nature to them. They take a measured interest in it, seeing it as a tool and not something wonderful.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

Yes, I think we need to get together regularly to maintain good team cohesion.

Whenever possible, I think it's important to hold in-person meetings. It helps to bring the team together and encourages exchanges, which is very important to maintain a good dynamic and cohesion when teleworking.

I work with training managers and I can see that they find it particularly difficult to manage this arrangement. They often tell me: "I find it hard to get them to work together remotely".

How does your company support work-life balance in a teleworking environment?

Well, I'd say it's pretty random. You can't really control remotely how employees manage their work-life balance. However, you can set up training sessions to make them aware of the importance of this balance.
We can also draw up a roadmap, explaining to employees that they need to work within a certain framework to maintain this balance. There's a lot of education and training to be done in this respect.
Finally, we regularly organise face-to-face group meetings to bring the team together and strengthen the links between members, which also helps to support this work-life balance, especially for generation Z.

From a more technical point of view: companies need to be able to supply their teams with IT tools for when they are working at home. Today, most companies have a budget for equipping their teams: they offer or lend specific equipment on request.

Have you seen a change in management techniques with the introduction of teleworking?

Today, managers have real difficulty managing a team where everyone teleworks. They are often a bit at a loss because they suffer from the lack of an education and training system developed to support them in supervising the teleworking practices of their teams.

A lot of listening and attention is needed, whether it's face-to-face or teleworking. It's essential to be aware of the needs and expectations of each team member.

This has become essential, and even more so today. Teleworking is a relatively recent phenomenon, and we're still adapting to it and putting in place different managerial tools.
Some managers are not necessarily experts in remote management, so there is an increased need for training to help them adapt to this new framework. Appropriate management frameworks and techniques need to be put in place to meet the challenges of teleworking.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

It's possible that we'll stay like this to some extent, but I think we need to take a step backwards. For many of us, this means going back to a bit more face-to-face work.
We adopted teleworking very quickly because of the circumstances, but for some there is a growing need to return to a more face-to-face form of working. The question of people is at the heart of this reflection.

Soft skills are fundamental, and we have realised that employee performance depends on a very important psychological and emotional balance. Companies are increasingly taking this into account, understanding that happy employees work harder and better.

Quality of working life is an old concept, with legislation in place as far back as 2009, but events such as the Covid-19 pandemic have reinforced our understanding of employees' needs. These needs are less focused on money or ambition, and more on inner aspects such as emotional and mental well-being.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

We already have to be attentive to the needs of people who are already here. It is essential to set up regular meetings and get-togethers to maintain social and professional links, even at a distance. What's more, it's important to remain attentive to the specific technical needs that may arise when teleworking.
As far as soft skills are concerned, I would say that this is what will bring in the most money and the most benefits. By encouraging the development of your employees' interpersonal and emotional skills, you reduce the risk of absenteeism and promote a more productive and harmonious working environment.

INTERVIEW TRANSCRIPT - WORKER 11

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm 23 and I started work two months ago in an agency in Paris. Our team is made up of 6 or 7 people. There are three architects in the team: one is in his fifties, while the others are between 35 and 45. There's also an administrative assistant, a trainee and a sales representative/developer. As well as our office in Paris, we have a branch in Bordeaux. I'm the youngest member of the team.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

No, I'm not allowed to telework. To tell the truth, I don't even know what my company's policy is, and I don't think they even have one. I didn't even ask if it was possible to telework at my job interview, for fear that it might be considered inappropriate.

What are the main challenges involved in integrating teleworking into your profession?

In our field, teamwork is essential, and we constantly need to exchange ideas and ask questions of our colleagues, which makes teleworking particularly complicated. What's more, our work involves a lot of manual tasks, which doesn't lend itself well to working remotely. We also use software specific to architecture that is extremely heavy and expensive, requiring special licences that generally only agencies have. Personal computers are not powerful enough to support this software, which makes teleworking unsuitable for our sector.
There are also practical considerations linked to managing several tasks at the same time, which is easier to orchestrate in person. Our boss does telework from time to time, especially for administrative tasks. Even during the COVID-19 pandemic, the sales people were teleworking, but the architects didn't have a single day of teleworking.

Are there any aspects of your work that you could envisage being carried out remotely, even partially?

Teleworking in an architectural practice doesn't really have a very serious connotation. It's the ultimate for an architect, who is known for working a lot, to have this image of working quietly at home. I've heard of people who were allowed half days of teleworking. My bosses are rather old-fashioned, not too up to date on this. Right now, we're all in a big open space, working side by side.

We do a lot of video work with other teams/partners (landscapers): *It's quite popular to work by videoconference for meetings, but it's a pain, it's not at all suitable. You can hear the dog and the children in the background, it's not effective, or at least not as effective as when I've got my nose to the grindstone.* It's easier to ask colleagues next door.

It's quite popular to work by videoconference for meetings, but it's a pain, it's not at all suitable. You can hear the dog and the children in the background, it's not effective, or at least not as effective as when I've got my nose to the grindstone.

When it comes to plans or graphic documents, nothing beats paper. You can't really show something with your fingers on a screen. Some agencies are better adapted to technology, and some work very well from home, but for us it's much more complicated.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

Having a day of teleworking on top of the weekend means a lot to me. I like being at home, but with my job I'm hardly ever at home, except in the evenings. It's really comfortable to be able to get up just 20 or 30 minutes before starting work, instead of an hour and a half. Without the commute time, I can eat at home, which adds to that feeling of comfort.
However, I recognise that my efficiency when teleworking won't be as good as when I'm in the office.

What do you see as the main disadvantages of teleworking?

One of the main disadvantages of teleworking for me is the limited access to resources. In our offices, we have a large library full of books and archives that are essential to our work. When I'm teleworking, I don't have access to these physical resources or to the company server in the same way as I do at the office. There's also access to specific information that can't be found on the internet, which is a big hindrance when you're working remotely.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

For me, it's absolutely not a criterion. Last time I heard a girl on the train say that she'd beaten her personal record because she'd only opened her computer for half an hour during the day. I thought, that's pretty serious. I understand that some managers have doubts and are afraid that people will abuse it.

To adapt to the changing world of work towards greater flexibility, I've noticed that some agencies are proposing to group working hours together to offer half-days off. It's an interesting approach.
My father, who is a boss, accepts half a day of teleworking a week for his employees, but he remains sceptical. He doubts people's ability to remain productive and fears they'll abuse it. A friend, for example, takes advantage of her teleworking to do her housework and shopping, and takes long breaks.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

With the job market currently very closed, when I left school I felt that I didn't have many criteria to choose from. But despite that, I still had my own criteria. I didn't sell myself to just anyone. I selected agencies that matched my personal tastes.
Salary conditions were also a bar I didn't want to lower.
Location was very important to me. I didn't want my workplace to be too far from where I lived. I set myself a maximum commute of 45 minutes. Apart from that, I didn't have any other specific criteria regarding working conditions.

How would you assess the interest of Generation Z in teleworking?

I think it's absolutely brilliant to be able to work from the four corners of the globe. But it really depends on what field you're working in. In architecture, we inevitably get less quality output, we're less productive, we're not used to this way of working. But we can see that it's becoming more widespread thanks to improvements in technology.

The major difference is that when you work for yourself, you have a certain professional conscience that guides you, even if you are geographically delocalised from your company's headquarters, which can be absolutely

brilliant. With the improvement in technology and its democratisation, teleworking is becoming more and more feasible.

However, there is always the question of work awareness. In an agency, being at home can sometimes mean less productivity, and that's a problem. There are some very well paid people who take advantage of their working hours to walk their dogs, for example. Being able to stay at home when you're feeling a bit ill is an advantage, but it really depends on the field in which you work. For some people, teleworking is a great advantage, but in our field, architecture, we're not really used to it. It's not totally adapted to our way of working, and the renderings are often of poorer quality.

Part 4 - Management practices

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I think quite a few agencies are starting to accept teleworking, especially for exceptional events. For example, if you have a doctor's appointment near your home, you can work from home that day. But for the moment, it's more for one-off events. Personally, I'd love to be able to telework on Fridays. There are more and more possibilities, but it hasn't yet become a regular practice, not a weekly thing, just for special occasions.

It's less suited to the way we work today, except perhaps if you're self-employed. Some agencies have even abandoned the office altogether and gone entirely to telecommuting. But frankly, I can't imagine my bosses, who are already struggling with technology, switching to teleworking. They do a lot of manual work.

As for the future, that remains to be seen with the next agency. When you're in Paris 5 days a week and your family lives in the south, it's not easy to see them often. Teleworking could help to improve this aspect, but it will depend a lot on the policies of the next agency.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

I don't think we should necessarily push for full adoption of teleworking if it's not feasible or applicable in their context. However, it would be beneficial to allow employees to arrange their working hours more flexibly. By offering the possibility of arranging their working hours, rather than sticking to a traditional work format, employees would be better able to reconcile their professional and personal obligations.

Personally, I prefer to start my working day much earlier so that I can have the afternoon off. For me, this would represent a major step forward in adapting the teleworking policy. By allowing employees to choose working hours that better suit their individual preferences and needs, companies can encourage greater job satisfaction and motivation among Generation Z.

INTERVIEW TRANSCRIPT - WORKER 12

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm currently working with [name of current company]'s HR Department. My role is to oversee all the training and integration processes within the company. I started in this role about a month ago, in May. My responsibilities include recruiting directors, deputies and business line managers. I'm also involved in helping managers to recruit their teams.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

I use teleworking to a limited extent. When I recruited my apprentice: she never once asked me about teleworking. But according to the current agreements, we have to work at least two days a week from home, which represents around 90% of my time. These arrangements were put in place because of the covid situation, but *I recently returned to the office full-time, except on Fridays, at the request of management. Everyone has to work from home on Fridays.*

In addition, Tuesday is now a compulsory face-to-face day, which allows us to concentrate our meetings. These changes were introduced during the covid period, but I'm adapting without any problem.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

I live a long way from work, and that's always been the case for me. In general, I spend about 1.5 hours getting to work, when things are running smoothly. So, by working remotely, I save about 3 hours of commuting time a day. This means I can spend more time with my children and have lunch with them at lunchtime.
From a professional point of view, teleworking means I'm less disrupted at home, which means I can work more efficiently. What's more, there are fewer visits to the office, which can sometimes be a source of distraction.

What do you see as the main disadvantages of teleworking?

I don't even have an office at home. I really don't have the same equipment. It's not as comfortable as at the office, where I have a second screen to work on.

I don't even have a desk at home. I really don't have the same equipment. It's not as comfortable as at the office, where I have a second screen to work on.

As a result, I concentrate more of my interviews on Fridays, organising myself around this day when I'm teleworking.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

No, for the time being, teleworking wouldn't be one of my criteria. It might be an option in the future, but it wouldn't be a decisive criterion for me. As far as my personal organisation is concerned, I might be open to the possibility, but on the whole I prefer to work on site.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

In my previous company, it was certainly a request on their part to be able to telework, but in the end we realised that they came to the office almost every day.

We had a canteen, which may have influenced their choice, as well as sharing convivial moments, like football every Tuesday evening and various events, like the parody of the services during the Cannes Film Festival or the decoration of the offices for Halloween, which encouraged people to come and prevented teleworking.

They attach great importance to remuneration, being very demanding in this respect. What's more, what schools say doesn't always reflect the reality of the job market, which can create high expectations. This makes salary negotiations very complicated with this generation. Moreover, inflation makes it even more complicated.

What's important for them is quality of life: for example, being able to organise a minimum trip every year... I'd say they want to feel good about their work so they can feel good about their personal lives. The value of work has changed a great deal, and this allows companies to challenge themselves.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

There are only two of us in my team, myself and a trainee. She has already travelled with me and we have adopted the same teleworking rhythm.

In my previous company, I teleworked much less because very few people teleworked. Face-to-face working was deeply rooted in the company's culture, even though we had the right to telework.

During the trial period, teleworking was not allowed. When the teams were busy, we were obliged to be at headquarters (for example, during purchasing periods).

How does your company support work-life balance in a teleworking environment?

We haven't put anything in place, given that we deal with executive profiles in recruitment.

There's something more deeply rooted in them. I see this particularly with my seasonal workers: they want to go on holiday at Christmas. This is part of their carefree attitude, but it also reflects the importance they attach to their personal projects.

Have you seen a change in management techniques with the introduction of teleworking?

My management style is participative and fairly collaborative. I trust my colleagues and we keep in regular contact. We call each other at least once a day, and I also send messages.

During the Covid period, I had two colleagues whom I called every day. At [name of previous company], where I was responsible for five people, we also organised regular team meetings. I redoubled my efforts to maintain the link. I had to keep them informed and support them. I like my team members to have their say.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I think companies are going to go back on teleworking. Yes, public transport is not pleasant. But for team cohesion and well-being, it's important to be able to get together and talk to colleagues.

Some companies are considering having fewer offices, but that doesn't necessarily mean downsizing. They could adopt the flex office, with a schedule to make sure they have enough space. They will try to optimise this schedule using an online tool. In short, I don't think that companies are going to reduce or increase their premises, especially if they were already under construction.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

From a technical point of view: companies need to be able to supply their teams with IT tools for when they are working at home. Today, most companies have a budget for equipping their teams: they offer or lend specific equipment on request.

Internet access is essential. It's important to have "the fibre" to avoid wasting time.
And in terms of management, I'd advise checking in on your staff once a day, but not to stalk them. It's more a question of goodwill than trust.

INTERVIEW TRANSCRIPT - WORKER 13

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Yes, my company allows teleworking. We are even encouraged to enter two compulsory teleworking days in the HRIS software. Personally, I make very little use of my teleworking package, mainly because I live close to my place of work and I feel more comfortable and productive in the office, especially with my three screens at my disposal. I appreciate the fact that I have them, that I can do them if I want to.

Most of my colleagues don't telework so I don't either. You can see the difference with those who telework because you don't see them in the office very often, so there's less of a bond, the cohesion isn't the same. You miss out on the socialising, you don't get the private jokes that go on during meals or improvised afterwork events on your way out of the office.

I don't feel like going to work if people aren't there. Implicitly, when you come to the office a lot you create more of a bond with your colleagues.

At my current company, with a higher average age, employees are used to coming into the office and as we have a lot of meetings it's more pleasant face-to-face. On the other hand, at my previous company, with younger staff, many opted for full remote. The company's policy is not the same: in my current company, you get the feeling that they've implemented teleworking out of obligation, whereas the company's policy is more face-to-face. What's more, they're wondering whether they won't go back to face-to-face work.

My current company doesn't offer a 'full remote' package, so that kind of breaks down the idea that remote working is an option. At my level, I can see the difference between staff you don't see very often and those you see often: the cohesion isn't the same.

For me, the 2 days a week model suits me because I don't need more teleworking, I'm not already using 100% of my current package.

However, during the summer, I'd like to be able to go down south and take 3 weeks of full teleworking. In my previous company, that was a problem, but in my current company it's no longer possible. The team I work in is well-equipped for teleworking, many of them are well advanced in their careers and they have spacious accommodation, which makes it easier to set up a workspace at home, compared with small rooms in student accommodation. The teleworking allowance is also a plus.

Generally speaking, it's colleagues with children or who live far away who opt most for teleworking. With younger people, it's because you want to move around or get a bit more sleep.

For me, in my current company, what encourages people to come to work is first and foremost when they don't live far away. What's more, there are lots of meetings and we have a great canteen (and we prefer not to cook at home). It also saves us money on our electricity bills (we have air conditioning in the summer and heating in the winter), and we generally enjoy the comforts of the office.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

For me, being able to telework is a top criterion, yet I don't think I've taken more than 1 week off since I started work in September. I especially like the idea of being able to do it, it gives me a certain flexibility. I appreciate the autonomy it gives me: I'm paid a flat-rate hourly rate anyway.

Today, it's frowned upon to ban teleworking: it says a lot about a company's culture and its approach to its employees. Banning teleworking can reflect a lack of trust in employees on the part of the employer, which can have a negative impact on my choice when I'm looking for a job.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

Firstly, the feeling with the people I meet during the interviews plays a crucial role. I'm looking for the 'you learn, you make mistakes and it's OK' approach. There's a constant need to learn new things and a preference for an environment where you're not constantly being monitored. This leads me to ask myself: 'Can I also contribute something to this company? and 'How does my contribution fit in with the company culture? The company culture, depending on whether it's friendly or more individualistic, plays a decisive role.

I want to feel that I can work well with the people in the company and that the company itself meets my expectations in terms of assignments. Salary comes third in my criteria. What really counts is the exchange of trust with my manager: I do my job, and in return I don't have to be constantly watched.

What's important for me is to have a balance between autonomy and supervision. I want to be flexible in the way I manage my work, while having responsibilities and knowing that my manager trusts me to do the job properly without being constantly supervised.

As far as I'm concerned, you can do what you like with your job afterwards, whereas your team can't change it. If you don't like it, you can switch your tasks and adapt your job to do what you like. But it's important that the times we share, like lunches, are enjoyable.

I don't think that flexibility and autonomy used to be a priority. Nor were we as attentive to the potential for career development, even if I don't have any specific examples of people who have looked for jobs in the same sector as me. Before, when teleworking didn't exist and companies were less focused on flexible working hours, there was less autonomy at work. People were more focused on working hours, annual packages and so on. For example, my aunt negotiated with her company to move to full remote, because the way the teams were managed suited her better. Companies today are more accommodating, less demanding.

How would you assess the interest of Generation Z in teleworking?

I think our interest in teleworking can be explained by our aptitude for digital technology: we were born with the Internet. Our expectations have changed because they're not based on the framework: people used to use their computers just for work, whereas with us it's part of everyday life, even in school we only worked on our computers.

Today, it's rarer to find someone who doesn't telework than someone who does.
For older generations, it was revolutionary to have a laptop at home. When I think of my father's company, they still have fixed computers...

It's not even an option for us not to be able to use one, and it's not even an option for me to have a fixed desk. It's not even a possibility for me to have a fixed desk. But of course you have to qualify that, it's our vision as people from Paris, at our level of business school...

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

In my previous company, where everyone was teleworking, I was one of those who saw their team most often. That said, I found that I formed fewer bonds with colleagues who were still fully remote, mainly because there was less informal time to interact.

In terms of collaboration, organising a brainstorming session or any meeting requiring a lot of interaction is more practical in person, because it makes communication much easier.

In my current company, on the other hand, the dynamic is different. A lot more people come into the office regularly, so those who don't come feel more detached. Not coming to the office often means missing out on the 'private jokes' that are shared over meals or at afterworks.

However, at my last company, given that we were all working remotely at the same time, we made an effort to organise working meetings together on our individual tasks, even remotely. These relaxed meetings helped to maintain a certain degree of cohesion.

Generally speaking, it's easier to create links in real life, especially in terms of integration. In my company at the moment, I've been allowed to telework for the first few months. Some managers are more or less observant, but it's quite flexible. They can see when we're teleworking because we're supposed to enter our days in the HRIS software.

But there are some pretty funny cases, where you realise that teleworking can sometimes be less serious: for example, one time a trainee who had done half a day's teleworking in the morning arrived with cookies in the afternoon, and we all gave him a hard time. In my opinion, teleworking is based on trust, it's just a question of getting the job done properly.

How does your company support work-life balance in a teleworking environment?

Laptops have made work accessible from anywhere.

When you send an email after 6pm, we get an automatic message in the form of a banner in the Outlook application, reminding us to remember to send our emails during office hours. It's really useful as we work with international people, so sometimes it helps us to keep up with the time zone of people abroad.
What's more, on our Outlook calendar they grey out the times outside 9am-6pm to avoid setting points outside these times.

With teleworking, you can work whenever you want. *In the annual satisfaction survey results, one point came up again and again: people work too much, whether it's at weekends or late at night. You're not supposed to work at the weekend, but nobody cares, because you want to make up for your excessive workload. You realise that you're working too much.* A day when you could do everything: that should be the norm, and it increases employee-employer tension to realise that it's not.

Our emails are automatically programmed into office hours so as not to put pressure on people who don't work outside normal working hours. We respect everyone's schedule (i.e. if he sends a message at 11.30pm, I'm not obliged to do the same). But it's still your responsibility, it's up to you to manage it. As far as I'm concerned, I don't get the impression that the labour policy has changed much in that respect.

In my opinion, employees really need to take a step back to be able to separate their professional and personal lives, especially when teleworking. It's crucial to find working methods that are sustainable in the long term.

We also realised that women who had started teleworking had increased their workloads as they tried to save time on household tasks. This brings to light issues of gender equity, which goes against the dynamic initially encouraged by teleworking.

Have you seen a change in management techniques with the introduction of teleworking?

The rule with our company is that as long as you work properly, we won't look at the way you telework.

At my company, with the limited amount of teleworking I do, as long as I make progress on my assignments, that's fine. But it can happen that your manager is more suspicious and asks more questions. Generally speaking, I think there's less mistrust in person, but as long as you're doing your job...

People used to come to your office a lot more to ask you a question directly. Now it's much easier to send a message to your colleague via Teams. On the one hand it's not as good because there's less contact, but on the other you're less disturbed during the day.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I find it hard to imagine the disappearance of the laptop - it's a convenience we'd find hard to do without. What's more, it's now the norm to have a laptop that you can take everywhere.

There's a growing trend towards banning teleworking in order to boost productivity and encourage employees to bond. We can see that some companies are asking themselves: shouldn't we go back to our model? That's under discussion in our company.

We don't yet have the necessary hindsight on the link with productivity (no decisive studies have come out).

I don't think our generation would be prepared to concede this and give up teleworking, even if I can also imagine a return to our roots, to nature, to sociability. Maybe people who have only ever worked from home will want to reconnect.

I can't see a trend towards full remote either. In any case, it would be too much of a mess in terms of contract regulations.

So for companies, it's more advantageous to go back to full face-to-face because that means fewer problems with contracts and particularly with salaries, because mobility often means that you can pay less for your rent, for example, *so you have to index your salary to the cost of living in your new city of residence.*

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

The adaptation of the teleworking policy depends very much on the company's sector of activity and the nature of the jobs it offers. For example, if you are talking to developers in a technology company, their teleworking needs and expectations will be very different from those of people working in production, where remote working is often not an option. It's essential to think about the meaning of teleworking and why you want to introduce it. It must meet a real need and not be a superficial measure.

Take the example of the manufacturing industry: teleworking may seem impractical for the majority of employees, such as blue-collar workers, given the nature of their work. However, it is important to note that, in some cases, plant managers may be able to work remotely, but manual workers cannot. This disparity creates a lack of consistency and can be perceived as unfair.

It is crucial to tailor the teleworking policy to the target and test different formats to see what works best. Ask yourself: 'Why do I need to telework?' and 'What justifies the right to telework or a full remote arrangement?

Including the possibility of teleworking has become an important factor in attracting new talent, particularly from Generation Z.

However, any policy needs to be put into perspective with the real needs on the ground and the specifics of each job to ensure that it benefits both the company and its employees.

INTERVIEW TRANSCRIPT - WORKER 14

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I'm working in financial control at [name of current company]. My main task is to consolidate the profit and loss accounts for 19 entities, particularly during the year-end and budget periods. We work with 5 currencies: EUR, USD, AUD, CHK and CHF, and I'm responsible for checking the accuracy of these figures.
Every month, I look after trade receivables, both those that are due and those that are coming due, in relation to sales to business partners. Part of my job also involves validating the solvency of external customers and reporting monthly activity to the Management Committee, including supply, finance and purchasing data. I'm involved in reporting monthly sales figures, consolidating the data and analysing variances from the budget.
There are two of us in the team, which makes me a key contact for these tasks, even though I'm not in a management position.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

I'm not allowed to telework at all.

Our company employs French artisans whose profession does not allow them to telework. Our top management does not want any difference to be made between artisans and head office employees who work in the office, and justifies its decision to ban teleworking by the importance of equality between employees.

The company fears a loss of productivity with teleworking. However, I saw at [name of previous company] that it was quite flexible, with a minimum of one day of teleworking per week, which was much more flexible. When we were at the client's site, we didn't have a place reserved for us, and that could be frowned upon because of the equipment. We set up Teams to facilitate communication.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

Teleworking has really made me more proactive and independent in the way I work. One of the methods I've developed is to scrupulously note down what I've achieved and where I'm stuck, so that I can communicate better with my manager about the follow-up to my tasks.

This forces me to formalise my tasks, using a simple code such as 'in progress' or 'finished', which helps enormously in organising my work. When I'm working at the office, I often have other demands added to my diary, which can interrupt the flow of my day. On the other hand, when I telework, I really have the time to get on with things without being interrupted. We generally set a point in the day to coordinate, which gives structure to remote working. I also find that it takes more effort to make a request remotely, which, in a way, filters out less essential interruptions and allows you to concentrate on the essentials.

What do you see as the main disadvantages of teleworking?

As this was my very first real professional experience, I felt I needed a lot of support and training. It wasn't as easy to approach someone via Teams as it was face-to-face. This often forced me to self-train, which can be seen

as a major disadvantage of teleworking, especially for those just starting out in the professional world. The absence of direct contact sometimes makes learning and integration more complicated.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

For me, teleworking isn't a requirement, and it never has been. I don't mind not having any. The office is supposed to be a pleasant place. If teleworking is a way of breathing a sigh of relief, that means I don't like what I'm doing any more and it's time for a change.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

For me, when I'm looking for a job, I first look at what the company does. I'm very attracted to art and luxury because I like the idea of contributing to the creation of beautiful things. The company's expertise is also very important to me. Of course, the salary plays a crucial role in my decision. As I put a lot of effort into my work and often work long hours, I think it's fair to expect a salary that matches my level of commitment.

The relationship with the manager and the team is also crucial. It has to fit. In my opinion, it's essential to feel good in your working environment.

How would you assess the interest of Generation Z in teleworking?

Overall, I think I attach more importance to the company and the working environment than to teleworking. Initially, people look mainly at the working environment. If telecommuting isn't offered, I don't see that as a barrier. However, it's true that there are a lot of people, especially in generation Z, who really value teleworking. At [name of current company], for example, we might have difficulty recruiting because we don't offer teleworking, which has become an essential criterion for many people now that they've had a taste of it.

At the start of my career, I think it's important to be fully involved and to have a rhythm, which going to work allows. It creates a framework that forces me to be more balanced. When you telecommute, there's the temptation to hang around in the evenings, to stay in your pyjamas all day, which personally makes me take less care of myself.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

I think that teleworking has its positive and negative sides. For example, at [name of previous company], as you often change teams, teleworking could mean you miss out on opportunities to meet people. At [name of current company], apart from those who travel, most are at head office. Being face-to-face allows you to meet people you wouldn't see if you were teleworking and to keep abreast of everything. You're more alert, you catch the news as it happens, like discussions with sales people or management control. It's easier to get involved in different tasks. *Not being able to telework is more exhausting: you waste more time in transport and on top of that you have to put up with pressure from Parisians, potential traffic breakdowns... You're under extra stress.*

Once I'm in the office, I feel better, especially at [name of current company] where I'm well equipped with two double screens, unlike at [name of previous company]. It's good to have a real office for physical comfort and

social integration. At [name of current company], people know me, they see my face, and I'm more of a conversation partner than elsewhere.

I'd like to have 1 day of teleworking from time to time, but you have to plan it carefully so you don't miss out on opportunities to see people. If everyone had the same teleworking day, it could work. Teleworking allows you to work just as much, with fewer distractions, and it's liberating to be able to take a break between lunch and work, away from transport.

How does your company support work-life balance in a teleworking environment?

In my company, there's a fairly flexible approach to working hours. For example, managers can arrive around 10am without any problem, and every Thursday my boss leaves around 5.30pm. On the whole, we're less fussy about working hours as long as we get the job done. This flexibility is something you don't find everywhere. We don't really have the culture of presenteeism that prevails in other companies. For me, teleworking doesn't necessarily mean flexibility: I work just as much when I'm teleworking as when I'm not.

Have you seen a change in management techniques with the introduction of teleworking?

I've noticed that teleworking has introduced some nuances in management techniques, in particular a certain distancing. Sometimes you get the impression that the manager is pretending not to see your message on Teams, which can be frustrating. It also seems that teleworking is more of a privilege for more senior positions, perhaps to spare them from more direct management tasks. We often hear 'call me in an hour and I'll explain', but this can lead to late meetings on the grounds that 'you're at home anyway, so it doesn't matter'.

This approach can give the impression that people are less aware of the time frame, blurring the boundaries between professional and personal life. This is a development that requires management techniques to be adapted to maintain efficiency while respecting the balance of employees.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

I think it's going to be hard to go back on teleworking. People have got used to this flexibility and they're probably not going to accept a return to an entirely face-to-face operation. We could perhaps see a reduction in teleworking, but not its complete disappearance.
The loss of the corporate culture could be an argument for a more frequent return to the office. Teleworking is great, but it makes you feel less involved in a project and there is much less of a bond with colleagues. Group cohesion is built better when you see your colleagues every day.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

It is crucial that everyone has the same teleworking days to ensure that there is at least one day when everyone is in the office. This strengthens the bonds between colleagues. In addition, providing the necessary tools for teleworking, such as a dual screen, ensures comfort and efficiency at home, which is fundamental.
Without an adequate workspace at home, you can quickly find yourself in situations where motivation to work diminishes. At [name of current company], for example, *our offices close at 8.30pm, and we apply the same rule for Teams, cutting off business communications at this time to maintain a healthy separation between professional and personal life.* This helps you to keep up a regular work rhythm and stay on track, something that can greatly benefit your work-life balance.

INTERVIEW TRANSCRIPT - WORKER 15

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

Since 2017, I've been with [name of current company], which is almost 7 years. Over time, I've developed and today I'm an HR manager. I manage a population of 900 people spread over around thirty branches. My remit is fairly broad, but I concentrate a lot on recruitment and employer branding, not forgetting professional training, career development and school relations. The aim is to raise our profile with students.

At the same time, I'm working on other important aspects such as remuneration policy. In terms of the profiles we recruit, we mainly look for chartered accountants and payroll managers, but my experience has also led me to work with lawyers, financial auditors, administrative profiles and consultants. I can therefore say that I recruit all types of profiles.
At [name of current company], which is one of the Big Four, we make it a point of honour to strengthen our base with graduates and school leavers, while aiming to move quickly towards more experienced profiles. It's important for us to keep in regular contact with young people, to show them the opportunities we can offer them.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

Before covid, we had the possibility of teleworking but it wasn't yet part of the culture, it was a punctual thing. For example, it allowed me to stay at home because I had a technician coming in during the day. There was no resistance because we were already well equipped to do it.

When COVID arrived, we quickly switched to teleworking without too much trouble, as we were already equipped. It was a change for everyone, but frankly, we managed well with the tools and equipment we had. Once we'd had a taste of teleworking, it was clear that going back to 100% in the office wouldn't be so easy.

Faced with this new reality, the company decided to keep teleworking, but with a few rules in place. We noticed that we were losing a bit of the human contact, the little chats between colleagues, which are really important for the atmosphere and teamwork. So we introduced a few new things, like a budget to buy new equipment at home every three years, just to make sure we had a good work setup.
Now you have to come into the office at least two days a week, and the other three days you can telework. It's become a right for everyone, with no paperwork involved, just the manager's approval. Of course, if there are important meetings or specific needs, you have to be in the office. On the whole, it works quite well, although it depends a little on the team. The older staff sometimes have difficulty with this new system.

There are good things and bad things about it. Personally, I prefer to be in the office more often, especially for team management. With work experience students and trainees, it's easier to keep a close eye on them when you're on site. Being in the office is also essential for keeping in touch with the team.

We manage this with a shared schedule, where everyone indicates the days they'll be in or out of the office, to make sure there are always people around. The HR department ensures that there's always someone available in the office. We try to have at least two people from the team present, with a minimum of two days on site. Teleworking days are not fixed, it depends on needs and meetings. It's a flexible approach that everyone appreciates, as it allows us to balance our professional and personal lives.

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

I think that cohesion can be maintained remotely, but it's more alive face-to-face. When we do informal activities or brainstorming it's always more pleasant to do it face-to-face, it encourages cohesion. Some members of the team, when they're working remotely, miss out on moments of sharing where they're more able to reflect afterwards. There's a time lag on a day-to-day basis when you're there and when you're not, and that can be frustrating.

Sometimes you don't realise it, but it can have the opposite effect: some people think that when something happens, I'm not there, I feel like I've missed something, so they'll come to the office even less.

Maintaining cohesion at a distance is more difficult. We spend so much time on video; sometimes it can be counter-productive. Nothing happens during the meeting. We're all together and nothing happens, it's not stimulating.

It's clear that concentration isn't necessarily the same: people are more easily distracted in videoconferencing. Whereas when you're in a face-to-face meeting, if someone picks up their phone, for example, you see them. People aren't really disciplined when they're teleworking.

At first, we tried to set up video meetings on Tuesday and Thursday mornings, but frankly, it was too much. We often ended up going round in circles without much new to say to each other. So we decided to cut things short and move to a single meeting. But even with that, we quickly realised that for things to work remotely, they really had to be lively and interesting.

You have to be careful not to let things drift. If we feel that the meetings are becoming soporific or downright counter-productive, we have to take action. To be honest, we're still trying to find the right balance. We're groping for the right rhythm. During the lockdown, these meetings made more sense, so we wanted to stay on course. The aim is to keep everyone connected, which is far from being easy.
We're still in exploration mode to find out how we work best. And clearly, we haven't yet found the formula that gets everyone on the same page. Expectations and needs differ from person to person, which complicates things. But it's super important to keep everyone motivated, so we're continuing to adjust our aim, hoping to find the right balance soon.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

What they want above all is work-life balance. We can see this because in our sector, it's a complicated issue because the job doesn't really allow for a good work-life balance. There are very intense periods, and that requires extra investment. So we find it hard to recruit young people and make promises

In our professional environment, we can clearly see that salary is an important driver, especially for generation Z. They sometimes find it hard to understand that pay is closely linked to performance and additional personal investment. For us, it's essential to link these two aspects: the more you achieve, the higher your salary.

We also try to put in place measures to recognise teamwork. When a team performs well, it's important to us that it can maintain a good work-life balance, such as being able to leave at 5 or 6pm and still have a life outside work, whether for sporting or cultural activities.

As far as flexible working is concerned, teleworking and the freedom to organise one's day are points that we try to encourage. It's relatively easier to implement here. We leave a certain amount of room for manoeuvre, although the challenge remains to manage less disciplined people.

Generation Z tends to compare itself a lot with others. Some are totally confident, while for others it's more complicated. It's a free-spoken generation, which is a good thing, but it can also lead to a certain unilaterality in perceptions, especially when it comes to issues like pay. They know that there can always be something better elsewhere, and in the face of strong competition, turnover is higher. People are less attached to the company, which makes it difficult to retain employees and maintain a strong corporate culture.

In the past, a permanent contract was seen as a life achievement; today, the vision has changed. The labour market is very open, and even if factors such as the property market require a certain degree of professional stability, this does not prevent movement. The company must therefore play a more seductive role than ever, because if it is not convinced, it will no longer hesitate to let go of people who do not meet its expectations.

How would you assess the interest of Generation Z in teleworking?

As far as interest in teleworking is concerned, I wouldn't say that it is specifically more marked among generation Z than among other generations. In our practice, we observe professionals, who are not necessarily from generation Z, for whom teleworking is a non-negotiable criterion. Some even tell me clearly that they don't appreciate teleworking.

However, it's true that more and more people, when considering joining us or changing jobs, stress the importance of teleworking for them. It is even becoming a decisive factor in their choice of company.

This trend is particularly noticeable among those who live far from our offices. Considerations such as the cost of fuel or vehicle maintenance make it unprofitable for them to work a long way from home. These financial reasons become a powerful incentive for them to favour jobs that offer the possibility of teleworking, sometimes even before the advantages linked to the comfort and flexibility that teleworking can offer.

In a context where recruitment can be difficult, offering teleworking options becomes crucial.

How does your company support work-life balance in a teleworking environment?

Yes, we really do try, because work-life balance is one of our key concerns. We're never closed to change. We know that as a large company with substantial resources, we have to invest in this direction and not remain on the sidelines. Admittedly, we could be criticised for over-investing or focusing on profitability, but our managers do their best to lighten their teams' workloads. They take care not to add unnecessary pressure.

Our site managers are really committed to helping people grow. They want to train, to perpetuate the profession, and to mould employees in their own image, while remaining open to dialogue. For example, if I have a personal problem, such as a disabled child, the schedule will be adapted accordingly. Dialogue is essential with us, and the manager is always the first point of contact.
Our approach includes properly training and recruiting managers, teaching them how to motivate their team while taking into account each person's personal constraints. For people with disabilities, for example, we offer extra benefits such as additional days off, the possibility of donating days off, or special days for unforeseen family events, such as a sick child.

We have also introduced the parental week, which allows parents, following the birth of their child, to benefit from one day not worked per week for 6 months, while being paid at 100%. This applies to both mum and dad and helps to prevent resignations, by giving parents time to adapt without sacrificing their pay.

And psychologically, it's crucial, especially when teleworking. When you're at home with your children, juggling work and family without compromising either is a challenge. We work a lot, but we put solutions in place to make day-to-day life easier.

Even during the tax season, which is a very busy time for us, we now allow people to take a week's leave, which was previously unthinkable and even frowned upon. This shows our commitment to supporting work-life balance, especially in a teleworking environment, for all generations, including generation Z.

Part 5 - Conclusion

Is there anything else you would like to add that you think would be useful to explore regarding teleworking and Generation Z and that could be relevant to my thesis?

I'd like to highlight an aspect of teleworking that is often underestimated: its financial impact on employees. Unlike some employers who cover the additional costs of teleworking, our company does not. This represents a significant burden for employees.

In addition, I think it's important to note that many of my colleagues, especially those living close to the office, express a clear preference for face-to-face work. In our field, team spirit is fundamental. Our colleagues are almost like a second family to us, with a strong sense of solidarity and mutual support. The ties that bind us are strengthened by the work we do together, sometimes over several days or weeks.

Despite the advantages that teleworking can offer, many people see its limitations and prefer the company of their colleagues. There seems to be a 'rebound effect' where, after a period of adaptation to teleworking, people realise the importance of direct social interaction.

Very few of the people I spoke to were in favour of 100% teleworking. That said, teleworking is a remarkable innovation.

INTERVIEW TRANSCRIPT - WORKER 16

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I have a financial background, which is a real school for rigour. I started out in the funded pension fund sector, before joining the [name of previous company] group in the pensions and provident fund department. There I also trained employees to understand their pensions, which eventually led to a position as payroll manager at [name of previous company]. In HR, payroll is fundamental, covering aspects ranging from employment to unemployment, from mutual insurance to pensions and supplementary pensions.

After being approached by a recruitment agency, the [name of previous company] group offered me the job of payroll manager, where I spent 7 years managing a wide variety of profiles, from technicians to sports commentators, and particularly appreciated the cross-functional nature of the job. In 2008, I left [name of previous company] for [name of previous company], where for 17 months I helped to change the HR organisation from the French model to a European model, before moving to the automotive industry to work in a shared services centre. In April 2016, I set up my micro-business, which, after claiming my pension two years ago, became a SASU, enabling me to combine employment and retirement. As soon as I finished my salaried career, I launched my service offering, providing support and reorganisation of HR and administrative functions, as well as training. This has enabled me to continue working in this area, always working across the board and in contact with various teams.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

As a consultant based near Orléans, my clients are not in Orléans but in Paris. This brings other factors into play, such as the fact that it would take me 2.5 hours to get to my place of work. So working remotely, as I prefer to call it, is an option I prefer. I've tried to keep up with the changes that have taken place throughout my professional life to adapt as best I can to this way of working.

What do you see as the main disadvantages of teleworking?

The move to part-time work is a significant issue, not always well perceived in companies, because it complicates organisation. Tasks have to be adapted to this reduced working time, and the organisation of a department has to remain feasible.

One of the main difficulties linked to management is the reluctance to accept part-time work, with managers often preferring to have someone working full-time to avoid rethinking the organisation of work to take account of employees' needs and wishes. This evolution requires changes in both the quantity and quality of work.

The traditional view of working hours is now outdated, requiring adaptation, particularly through teleworking, which was not immediately popular.

The big fear for managers is that they have to trust people. There's a particular organisation to set up, and there may be control tools. But the starting point is that you no longer have the person next to you, so inevitably the relationship of trust becomes more complex.

Managing a team with a large number of teleworking days adds to the managerial challenges. At [name of current company], for example, with at least two days of teleworking a week, there were logistical problems, equity issues (not everyone could telework), and questions about which days exactly.

Successive agreements on teleworking reflect the company's willingness to adapt, but also show the challenges of such an implementation.

The team concept is crucial, and it is becoming extremely complicated for a manager to manage a team with a large number of teleworking days. This adds significantly to the difficulties of day-to-day management. At [name of current company], for example, they have introduced a minimum of two teleworking days a week. The idea of rotation was almost a miracle solution with the arrival of COVID, but it has led to quite a few logistical problems. You need the right equipment, and there are equity issues, because not everyone can telework. It is also necessary to define exactly which days employees can work remotely.

There have been successive agreements to try and regulate this practice, taking account of the company's culture and service requirements. These agreements, although different, all point in the same direction: the desire to put in place structures that allow companies to operate with this new form of work. For me, teleworking is not necessarily a form of work specifically demanded by my generation, but it has become a necessity that needs to be integrated and managed.

All these generations are interested in teleworking for different reasons. For older people, it's to improve their quality of life. For parents, it's to have more time with their children. For generation Z, it's to be more efficient and have more freedom.

If we take a step back today, we can see that, faced with the rapid and widespread introduction of teleworking, many people are wondering about its side-effects. In the United States, some companies that were almost pioneers in the field are now almost completely reversing course. We can now better identify the perverse effects of this widespread and massive adoption: the difficulty of controlling remote employees and the tendency to reinforce individualism.

One of the main qualities sought after in companies is the ability to adapt and work as part of a team. However, teleworking complicates the management of these aspects, preferring average profiles capable of collaborating effectively in a team. By making it easier to work remotely, teleworking makes this collaboration more difficult. It's a question of finding the right balance, the right way to proceed. From an outsider's perspective like mine, you can see that when you're in project mode, asking people to carry on with their day-to-day lives while making changes is complex. This is a good illustration of the challenges that teleworking poses to management and team cohesion in companies.

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

If I had to answer yes or no, I'd say yes, teleworking can be seen as a hindrance to team cohesion, but it all depends on the type of activity you're doing and the way teleworking is organised. It also depends a lot on how you organise teleworking. If I take the example of [name of current company], even when there's no teleworking, people mainly talk to each other by email. We don't travel so much to see a colleague; we just send him a message. In that context, how do you expect to be able to deal with everything and maintain effective team cohesion?

A tool like the Teams software makes it much more interesting. It allows you to create groups of people, to set up a meeting where everyone can see each other. In the workplace, we often struggle to find a room where we can meet. Thanks to this tool, we can do it quite dynamically, so it's very good. It should be used to complement the teleworking system.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

In the training course I'm organising for senior staff, there's a section entitled 'Representations', where we look at the images and preconceived ideas we have of each other. Everyone has their own opinion, their own way of seeing things, influenced by their education and professional experience, but also by more personal aspects. It's not just in the professional sphere, it's more general. There are situations in families where the different generations find it difficult to live together, because of differences in the subjects discussed, the ways of looking at things, the aspirations.

We're forced to recognise that the younger generations have a particular vision of the workplace: they've seen their parents suffer, live through very complicated situations, and sacrifice a lot for their work. So inevitably they say "no, I don't want to go through the same thing.

Before, in a context of almost full employment, there wasn't really any question of choosing a job; we had several options, and working wasn't an option, because our parents couldn't support us financially. The question of employment didn't really arise; we went straight into a company. Today, it's not the same thing at all. There are differences between companies and sectors of activity: some have no problem recruiting, while others struggle to find key skills.

It is important to distinguish, among the younger generations, between those who are very careerist, wanting to be paid the best possible salary without necessarily having proven their skills. The quest for the maximum number of days off and holidays is a good illustration of this trend: 'If I join you, it's because I'm going to have the maximum number of days off'. This gives an idea of how the younger generations are sometimes perceived.

There are also some very positive aspects: the younger generations are looking for CSR-oriented companies, and they are particularly demanding when it comes to corporate environmental responsibility. They are looking for a company with values in line with those they want to express through their professional life.

Obviously, these are not necessarily the values promoted by all companies.

By demanding only productivity and results, we've reached the end of the exercise, and today we can see that at HR level there has been a huge evolution. We've abandoned the purely economic vision: it's the end of the period when we only looked at results and the company's workforce, and we wondered how many people we were going to cut to achieve our financial objectives. We had let some key skills go, and we hadn't even bothered about passing on those skills. This made HR realise that the management of a company's resources needs to be particularly careful. Today, we want to encourage people and give them a purpose within the company. We realise that even if we recruit someone, we can easily lose them.

In the discussions around the senior plan, there is a lot of talk about the generation contract. The aim, with State aid, is to put a person joining the company in direct contact with a senior employee through a mentoring system, so that they can understand how the company works and be truly integrated. All too often, this is not the case, and we end up with people who are thrown in at the deep end without any support.
On the intergenerational side, the notion of teamwork is extremely important. You don't just have young people in a team; by necessity, there's a mix of generations. You have to turn this mix into a strength, even if it's not easy at first. Everyone has to contribute, without preconceived ideas. I often ask my trainees how they see seniors, and the parallels are quite obvious. It's not something that has to be written in stone; it can only be complementary.

If we oppose different ways of doing things and divide up activities, we're bound to run into difficulties. The key is to work together and remain humble in all situations. Young people feel proud of their diplomas, they have their heads full, but they need to add a few things to this academic knowledge to really integrate into the professional world.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

My advice would be to be very careful and think things through before embarking on a teleworking policy. It's crucial to have a global vision first and to take all the stakeholders into account.

We need to assess the impact of the possible choices, bearing in mind that the solutions may be of variable geometry. Everything will depend on the sector of activity and the type of job targeted. The vision of teleworking will not be the same in marketing or purchasing, for example, because the challenges and needs are different.

It is also important not to put managers in a situation that is imposed on them without them having any say in the matter. They should be able to set up their own work organisation within their team. Aiming for a teleworking agreement covering the whole company is utopian and, in many cases, will not be appropriate.
Collective work must be a priority, with a dose of flexibility and common sense. Imposing something that is neither desired by employees nor achievable will not lead to anything good. It is essential to inject creativity into the development of these policies to best meet the expectations of all generations, including Generation Z.

INTERVIEW TRANSCRIPT - WORKER 17

Part 1 - Professional background and experience

Can you introduce yourself and explain your current position?

I worked in human resources for 10 years, holding various positions in different firms. I've been a regional director, a project director and I've also worked as a timeshare HR manager. My work mainly involves providing advice and support to individuals, as well as carrying out mediation assignments and diagnosing psychosocial risks. I also help HR managers with mobility projects.

I'm also involved in teaching, speaking once a year at the University of Paris 8, where I take part in the selection and support of alternance students. As I have had to deal with people myself when recruiting, I can say that the teams I worked with when I was HR Director were quite young.

Part 2 - Teleworking policy

Do you telework? Does your company/position allow it? What are the rules of this policy?

I do a lot of my work at home, but I also rent offices or visit clients' offices. I prefer to use the term 'home office' to describe this practice.

What specific benefits do you find in teleworking, and how does it fit with your needs and motivations as an employee?

The home office allows me to manage my time and pursue personal interests. I can work more intensively, with breaks when I want them. Being independent also allows me to manage my own time.

What do you see as the main disadvantages of teleworking?

The main disadvantage of teleworking is the loss of social contact and the absence of confrontation of ideas with other people. This can lead to a loss of collaborative strength.

If you had to apply for a new job tomorrow, would the possibility of teleworking be one of your criteria? To which extent?

Teleworking has become an established way of working within companies. We have adapted to this way of working, and it would be very difficult to go backwards. We have integrated work into our homes, and it would be very complicated to turn back now. Teleworking has enabled us to spend our working time in a different way, but we have to recognise that excessive use of digital tools can have harmful effects.

It would be very complicated to go back on this practice, especially given that many companies have developed an economy around it.

Today, the ability to work from home has become an essential recruitment criterion, particularly for the current generation. Offering teleworking has become essential, and not doing so would be very badly perceived. As many of them are facing economic problems, companies are largely gaining from it. But it is essential to remain extremely vigilant about the health and involvement of employees.

We used to leave and come back from work. Today, that's no longer the case; work has entered the home.

Part 3 - Generation Z (expectations and relationship with teleworking)

In your professional or personal context, could you share your vision of the expectations of Generation Z (born after 1995, up to 28 years old) ?

There is one notion that was less obvious with other generations, and that is the need to take on responsibility quickly. For generation Z, the speed aspect is essential: everything has to move fast. This can be due to a number of factors, including the effect of all the technologies that push us to move fast, as well as an evolving cultural environment where education is focused on speed.

The second thing is that there's no longer that very, very strong link with the company. I feel it much less. They often have this attitude of 'You can't fool me' when starting out in business, especially for people with a long university education. They've done a lot of masters, and many of them have already worked in a company, so they already have the ability to read the reality of a company, to see that the company's objective is to make a profit. But they find it harder to see that when we're employees, our aim is to boost profits.

The younger generation's commitment to the company is challenging, as it is not easy for them to integrate into this environment. They often feel confronted with broken promises on the part of the company.

One negative point specific to Generation Z is their lower level of commitment to the company.

Today, we no longer speak of a boss, but of a manager. This generation has developed a resistance to hierarchy: they have different expectations of the relationship with the manager. They reject control and disempowerment. They want more autonomy, and one way of achieving this is by allowing them to work from home.

Part 4 - Management practices

Do you see teleworking as a constraint on team cohesion? Have you put anything in place to maintain cohesion in this new remote environment?

With full remote working, it's difficult to get people to work together. Perhaps teleworking can encourage collaboration and improve efficiency, but it can't replace exchanges and time spent together. Teleworking works very well in international settings with very technically oriented teams, for example solving technical problems. My first reaction is to say that once the link exists, the emphasis is more on the technical side, which encourages individual problem solving. However, there's something that's always missing, and that's time to meet and talk. It's essential to find a balance for mental health and to regain bearings, otherwise there can be a blurring between professional and personal life, leading to a loss of bearings in one's work. The social aspect of work is something that comes naturally and is difficult to reproduce when teleworking.

How does your company support work-life balance in a teleworking environment?

We can't introduce teleworking without a disconnect policy. There have to be ways of switching off work so that you're not constantly connected.

Managers need to be trained in good practice, with precise rules for teleworking and regular monitoring of employees' workloads.

Apart from this charter, it's all about learning and raising managers' awareness. This is often the result of very comprehensive disconnection charters made possible by IT, but it also requires good practice on the part of managers and supervisors. We need to pay close attention to employees' health.

It's very easy to check the workload in the workplace, but more difficult when teleworking.

How do you know when someone is suffering? Very regular check-ups and precise rules are necessary. Collaborative working should enable us to identify situations that are not normal. Managers need to be trained and act as ambassadors for good practice.

At a technical level, rules must be laid down for teleworking, while respecting employees' privacy and setting clear limits. It is important not to invade employees' privacy and to ensure that teleworking does not further disrupt this personal space. Some companies suddenly promote teleworking without necessarily setting the right rules.

The smooth running of a company depends on effective social dialogue. Social and Economic Committees (CSE) must encourage the adoption of good practices and vigilance with regard to employees' health.

It is essential to include a teleworking bonus to cover the additional costs generated by this practice (internet connection, electricity, heating), and this must be quoted in teleworking agreements.

Teleworking needs to be recognised as a professional practice in its own right. Managers need to be supported and made aware of the health risks associated with teleworking, especially as these are now well proven.

Have you seen a change in management techniques with the introduction of teleworking?

There is still a great deal of ambiguity, particularly regarding different management styles. The issue of trust remains a crucial one, although productivity rates have increased considerably when employees telework.

It's still difficult to get employees to return to the office. We've seen some fairly large waves of resignations, with some sectors more affected than others. I noticed that some companies had already anticipated this situation and planned to cut their costs significantly. We realised that there was a problem of confidence, but at the same time, this led to a reduction in costs.

It is also notable that the productivity rate is significantly higher when employees work from home, which may be due to the pleasure they get from working in a familiar environment. For example, in the Paris region, avoiding the daily commute can be a considerable advantage. In addition, the flexibility offered by teleworking, such as the possibility of looking after children at specific times while continuing to work late, is much appreciated. However, there is still some ambiguity surrounding teleworking, with discrepancies between what suits companies and what seems to suit employees. I have personally observed human resources directors juggling one meeting with another while teleworking.

How do you see the teleworking framework evolving in your company, taking into account the expectations of generation Z?

The housing situation in major cities is becoming increasingly complicated. Younger people don't earn enough to live comfortably in Paris. And teleworking in a studio apartment quickly affects your mental health, making it easier to find yourself in distress.

Small businesses often approach us because they have cases of people suffering mental distress due to their isolation. We try to encourage them to come back to the office, because work is an important social link. Social interaction such as after-work parties, discussions and even sport are aspects that they find difficult to access when

teleworking. How can you do sport when you work from home? However, we also understand the advantages for them of working from home, particularly in terms of avoiding the problems associated with transport. Although it's not always possible to work in close proximity to the employer, these days there's a growing demand for home working.

Perhaps tomorrow the four-day week will be the main topic of discussion. More and more people want to work a four-day week, while maintaining the same total working time. In this case, working hours are not necessarily fixed and everyone can manage their time as they wish. This flexibility makes it possible to control the workload in both directions, for the company and for the employee.

What advice would you give to other companies looking to adapt their teleworking policy to meet the expectations of generation Z?

First of all, I would start by trying to understand how the company works today. It is essential to take into account the way the company is currently organised and to see what can be adapted and what is consistent with the expectations of the new generations. I would try to identify the potential impacts of this adaptation.

What I do with my clients is ask them: what are your problems? What's stopping you from recruiting?
The problems of the younger generation can appear in different ways, and there is no standard model. It's crucial to determine whether the problems arise from the organisation, the products, the people, or other factors. From there, a reorganisation of work based on collective intelligence could be envisaged, seeking to identify what is not working and understanding the real problems. Maybe it's a generational problem, maybe not, maybe it's just a problem of preconceived ideas that lead to inequalities. We need to look at the bigger picture.

These issues are not new and have been raised in the same way since the 2000s, and they are not necessarily linked to a particular generation. I think the main issue is how the company adapts to the social changes of its employees. HR managers need to understand how the company is changing and how it needs to change in the future if they are to continue to support, recruit and develop their employees. After all, a company cannot function without its employees. In my view, this is the real issue to be addressed.

Teleworking can be a tool, but it has to be managed and regulated. And to do that, you need to survey your employees on a fairly regular basis; although it's well known that it's not really part of the French culture to use social barometers.

We also need to reposition our management practices in relation to this. We have to start from the difficulties and find solutions.

Part 5 - Conclusion

Is there anything else you would like to add that you think would be useful to explore regarding teleworking and Generation Z and that could be relevant to my thesis?

It is important to ask ourselves what were the issues of concern to previous generations when it came to work. These days, it is increasingly crucial to consider how companies can adapt to changes in society. Before the COVID-19 pandemic, teleworking was still a relatively small and experimental phenomenon. Since then, however, teleworking arrangements have become more commonplace and the phenomenon has really become part of our lives. For me, this development means that work has now entered our homes in a more pronounced way than ever before.