

# Changes to Remote & Hybrid Work Arrangements



## Introduction

Remote and hybrid work arrangements continue to receive public attention. Several large Canadian employers, including the Royal Bank of Canada and the Government of Canada, have moved toward increased on-site attendance. Provincial governments such as Ontario and Alberta have also implemented more stringent return-to-office expectations.

By contrast, the British Columbia government has not announced plans to require a full five-day return for public service employees and continues to support flexible and hybrid arrangements where appropriate.

WCBC is conducting this brief survey to understand whether these high-profile decisions are influencing other Canadian employers. We are interested in whether organizations are reducing, maintaining, or expanding remote work and what factors are driving those decisions.

## Current State of Remote Work

- 1. Does your organization currently have any employees who work remotely or in a hybrid arrangement?**
  - Yes
  - No – all employees work on-site (go to Question 17)
  
- 2. Which of the following work arrangement apply to your workforce? (check all that apply)**
  - Fully remote (no required on-site days) (go to Question 4)
  - Hybrid (regular required on-site days)
  - Primarily on-site (occasional remote permitted) (go to Question 4)
  
- 3. For employees eligible for hybrid work, how many days per week are they currently required to be on-site?**
  - 1 day (or equivalent)
  - 2 days (or equivalent)
  - 3 days (or equivalent)
  - 4 days (or equivalent)
  - No formal minimum requirement, but on-site attendance is generally expected
  - Varies by role or department
  - Other (please describe) \_\_\_\_\_
  
- 4. Compared to 12 months ago, has your organization modified its approach to remote and/or hybrid work?**
  - Yes
  - No (go to Question 9)

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### Direction of Change

**5. You indicated that your organization has modified its remote or hybrid work approach in the past 12 months. Which of the following changes have occurred? (check all that apply)**

- Increased required on-site attendance (e.g., more days per week required on-site) (answer Questions 6, 7., and 8. below)
- Decreased required on-site attendance
- Tightened eligibility for remote or hybrid work
- Expanded eligibility for remote or hybrid work
- Introduced new monitoring or compliance measures
- Formalized or standardized previously informal arrangements
- Other (please describe) \_\_\_\_\_

**6. You indicated that your organization has increased required on-site attendance. When was this change implemented?**

- Within the past 6 months
- 6–12 months ago
- More than 12 months ago

**7. Has your organization observed employee resistance to increasing required on-site attendance requirements?**

- Significant resistance
- Some resistance
- Minimal resistance
- No resistance

**8. Has your organization experienced any of the following since increasing required on-site attendance? (check all that apply)**

- Improved collaboration
- Improved productivity
- Increased employee dissatisfaction
- Increased turnover or retention risk
- No noticeable impact
- Too early to tell

**9. Is your organization planning or actively considering changes to its remote or hybrid work approach in the next 12 months (including changes already announced but not yet implemented)?**

- Yes – likely to reduce remote and/or hybrid work (e.g., more required on-site days or tighter eligibility)
- Yes – likely to expand remote and/or hybrid work (e.g., fewer required on-site days or broader eligibility) (go to Question 11)
- Yes – likely to modify or standardize the current approach (without significantly increasing or decreasing remote days) (go to Question 11)
- Yes – changes under review, direction not yet decided (go to Question 11)
- No changes planned (go to Question 12)
- Not sure (go to Question 12)

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**10. You indicated that your organization is likely to reduce remote and/or hybrid work or increase on-site requirements. When is implementation expected?**

- Within the next 6 months
- 6–12 months from now
- More than 12 months from now
- Unsure

**11. Which employee groups are most affected by planned changes to remote or hybrid work?**

- All employees
- Professional / individual contributor roles
- Management roles
- Front-line or operational roles
- New hires
- Other (please describe) \_\_\_\_\_

### Drivers and Rationale

**12. What are the primary factors influencing your organization's approach to remote or hybrid work today? (check all that apply)**

- Productivity concerns
- Collaboration or culture
- Leadership preference
- Client or operational requirements
- Employee attraction and retention
- Real estate or office utilization
- Performance management challenges
- Health, safety, or well-being considerations
- Other (please describe) \_\_\_\_\_
- None of the above

**13. To what extent has leadership preference influenced remote or hybrid work decisions?**

- Significant influence
- Moderate influence
- Minimal influence
- No influence
- Not sure

### Talent and Workforce Impact

**14. How important is remote or hybrid work to your organization's ability to attract talent?**

- Very important
- Somewhat important
- Not very important
- Not at all important

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**15. How important is remote or hybrid work to retaining existing employees?**

- Very important
- Somewhat important
- Not very important
- Not at all important

**Looking Ahead**

**16. Which statement best reflects your organization's long-term view of remote or hybrid work?**

- Remote or hybrid work will remain a core part of our workforce strategy
- Remote or hybrid work will continue but with tighter controls
- Remote or hybrid work will gradually be reduced
- Primarily on-site work is the long-term direction
- Too early to say

**Organizational Information**

The following data is used for analysis purposes and will not affect survey anonymity

**17. For us to send you the results of the survey, please complete the following:**

Organization Name:	
Person Completing Survey:	
Position Title:	
Email Address:	

**18. Which sector describes your organization?**

- Private Sector
- Public Sector
- Not-for-Profit Sector

**19. How many employees (both full-time and part-time) do you have in Canada? (if unsure, please estimate)**

**20. What is the appropriate industry classification for your organization?**

- Agriculture, fishing, and hunting
- Forestry and forest products
- Mining, quarrying and oil & gas extraction
- Utilities
- Construction
- Manufacturing
- Wholesale trade
- Retail trade
- Transportation & warehousing
- Information & cultural industries
- Finance & insurance
- Real estate & rental & leasing
- Professional, scientific & technical services
- Technology

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- Management of companies & enterprises
- Administrative & support, waste management & remediation services
- Educational services
- Healthcare & social assistance
- Arts, entertainment, recreation, tourism, hospitality
- Accommodation & food services
- Other services (except public administration)
- Public administration
- Associations & Regulatory Bodies
- Other (please specify) \_\_\_\_\_

### 21. How did you hear about this research project?

- Email invitation (from WCBC)
- Work we have done with WCBC in the past
- From a colleague or peer
- Social media (LinkedIn, Facebook, X)
- WCBC website
- Unsure
- Other (please specify) \_\_\_\_\_