Hybrid Working Policy

Policy owner: Human Resource Services

Version: 1.0

Implementation date: September 2026

Last review date: June 2026

Next review date: June 2029

Approved by: UET on 16 June 2026

---

1. Introduction

1.1. Middlesex University supports a hybrid approach to working where this is compatible with operational requirements, service delivery, student experience and effective team working.

1.2. Hybrid working enables eligible employees to undertake work both on campus and from home while maintaining collaboration, inclusion, productivity and a strong sense of community.

1.3. As a campus-based university, Middlesex recognises the importance of in-person interaction in delivering an excellent staff and student experience. The campus therefore remains the primary place of work for most employees.

1.4. The University also recognises that there may be circumstances where employees request to work remotely on a temporary basis from a location other than their usual home address. Such arrangements are subject to approval and the requirements set out in this policy.

1.5. Further information about the practical application of this policy can be found in the Hybrid & Remote Working Guidance.

2. Purpose

2.1 This policy sets out the principles and requirements relating to hybrid and remote working.

2.2 It aims to:

- Define the University's approach to hybrid and remote working.
- Clarify the distinction between hybrid working, flexible working and remote working.
- Establish the principles and requirements that apply to hybrid and remote working arrangements.
- Set out the responsibilities of employees and managers.

- Support a fair, inclusive, safe and effective working environment.
- Support the University's commitment to equality, diversity and inclusion.

3. Scope

3.1 This policy applies to all employees of Middlesex University and MU Services Ltd who are based on our London campus.

3.2 This policy does not apply to agency workers, consultants, contractors, casual workers, workers engaged through Unitemps or any other individual who is not directly employed by the University.

4. Definitions

4.1 For the purposes of this policy, hybrid working, flexible working and remote working refer to distinct working arrangements and should not be used interchangeably.

4.2 **Hybrid Working**
Hybrid working is the University's approach to enabling eligible employees to undertake work both on campus and from their usual home address.

4.3 Hybrid working is an operational working arrangement and does not constitute a contractual entitlement.

4.4 Participation in hybrid working does not vary an employee's contractual terms and conditions of employment, including their contractual place of work.

4.5 Employees participating in hybrid working may be required to attend campus on any working day to meet operational, service delivery, teaching, research, student experience or team requirements regardless of any informal or established working pattern.

4.6 Employees must ensure that personal and domestic arrangements enable them to attend campus when required.

4.7 **Flexible Working**
Flexible working refers to a formal change to an employee's contractual working arrangements, such as part-time working, adjusted start and finish times or a fixed pattern of home and campus working.

4.8 Requests for flexible working will be considered in accordance with the University's Flexible Working Policy and applicable legislation.

4.9 **Remote Working**
Remote working refers to a temporary arrangement where an employee undertakes work from a location other than their usual home address or contractual place of work.

4.10 Remote working may take place within the United Kingdom or overseas and is subject to approval in accordance with this policy.

4.11 Remote working is separate from both hybrid working and flexible working and does not create any contractual entitlement to work from a particular location.

5. Contractual Position

5.1 An employee's contractual place of work remains as stated in their contract of employment unless formally amended through an approved contractual process.

5.2 No arrangement made under this policy will be deemed to vary an employee's contract of employment. Hybrid working arrangements are operational arrangements designed to support effective service delivery and do not form part of an employee's contract of employment.

5.3 The University reserves the right to review, amend, suspend, revoke or terminate hybrid working arrangements where operational, organisational, legal, health and safety, performance or service delivery requirements make this necessary. Wherever reasonably practicable, the University will provide appropriate notice of any change.

5.4 Employees do not acquire any contractual right to work from home on particular days, for a specified proportion of their working time, or from any particular location as a result of participating in hybrid working arrangements.

5.5 No custom and practice, informal arrangement, local agreement or historical working pattern shall create a contractual entitlement to hybrid working.

6. Principles

6.1 Hybrid and remote working at the University is underpinned by the following principles:

- The employment contract will specify the primary place of work.
- Hybrid working should support, and not adversely impact, the student experience, service delivery, collaboration or organisational effectiveness.
- Hybrid working is not an automatic entitlement and may not be appropriate for all roles or activities.
- Decisions regarding hybrid and remote working arrangements will be based on operational requirements, the nature of the role and the needs of the University.
- Performance will be assessed on outcomes, behaviours and contribution rather than physical presence.
- Hybrid and remote working arrangements must support effective communication, collaboration and inclusion.
- All employees, regardless of working arrangement or role type, will be treated fairly and consistently.
- Hybrid and remote working arrangements must comply with the University's requirements relating to health and safety, information security, equality, diversity and inclusion, and data protection.
- Hybrid and remote working arrangements may be reviewed, amended or withdrawn where operational requirements make this necessary.

6.2 The University recognises that different roles have different operational requirements and that a single approach to hybrid working will not be appropriate across all Faculties and Professional Services areas.

6.3 Managers are responsible for determining how hybrid working will operate within their area of responsibility, taking account of operational requirements, service delivery, student experience and team effectiveness.

7. Hybrid Working Framework

7.1 The University supports hybrid working where it is compatible with operational requirements, service delivery, student experience and the effective functioning of teams.

7.2 Employees participating in hybrid working arrangements will normally be expected to attend campus on a regular basis. Managers will determine attendance expectations, taking account of operational requirements.

7.3 The balance between campus and home working will vary between roles, teams and service areas.

7.4 Employees may be required to spend a greater proportion of their working time on campus where this is necessary to support:

- Teaching, research and knowledge exchange activities
- Student experience and student support
- Service delivery requirements
- Team collaboration and development
- Leadership and management responsibilities
- Training and development activities
- Health and safety requirements
- Business continuity requirements

7.5 Hybrid working arrangements must ensure that appropriate standards are maintained in relation to:

- Service delivery
- Student experience
- Communication and collaboration
- Performance and accountability
- Information security
- Health and safety
- Equality, diversity and inclusion

7.6 Hybrid working arrangements are not fixed and may be reviewed or amended to meet changing operational requirements. Where reasonably practicable, managers will provide appropriate notice of any significant change to established working arrangements.

7.7 Employees participating in hybrid working must ensure that they have a suitable working environment when working from home, including:

- Reliable internet connectivity
- An appropriate workspace
- The ability to maintain confidentiality where required
- A safe working environment that complies with University requirements

7.8 Working from home is not a substitute for childcare or caring responsibilities. Employees working from home must ensure that appropriate arrangements are in place to enable them to undertake their duties effectively during working hours.

8. Remote Working

8.1 Middlesex is a campus-based university with a vibrant community of staff and students. Meaningful in-person interaction is an important aspect of university life and contributes significantly to the staff and student experience.

8.2 Remote working is distinct from hybrid working and flexible working.

8.3 Remote working refers to a temporary arrangement where an employee undertakes work from a location other than their usual home address or contractual place of work. Unless otherwise specified in their contract of employment, employees must be resident in the United Kingdom.

8.4 For the purposes of this policy, this means that the employee's principal home is in the United Kingdom and that they remain ordinarily resident in the UK for tax and employment purposes.

8.5 The University does not normally permit permanent remote working arrangements unless expressly approved through an alternative contractual arrangement.

8.6 Employees may request approval to work remotely on a temporary basis, subject to operational requirements and the provisions of this policy. Approval is not automatic and requests will be considered on a case-by-case basis.

8.7 When considering a request for remote working, managers should take account of:

- The operational requirements of the role
- The impact on students and service users
- The impact on colleagues and team effectiveness
- The employee's performance and conduct
- The suitability of the proposed working environment
- Information security considerations
- Health and safety considerations
- Any legal, tax or regulatory implications

8.8 Employees should not make travel arrangements or incur costs associated with remote working until formal approval has been granted.

8.9 Approval for remote working may be withdrawn where:

- Operational requirements change
- Service delivery is adversely affected
- There are concerns regarding performance or conduct
- Legal, regulatory or compliance risks arise
- Information security or health and safety requirements cannot be met

8.10 Where remote working is undertaken without the necessary approval, the matter may be addressed under the University's disciplinary procedures.

8.11 Further guidance relating to remote working arrangements is available in the Hybrid & Remote Working Guidance.

9. Overseas Remote Working

9.1 The University recognises that employees may wish to work remotely from overseas on a temporary basis for personal reasons. However, overseas remote working can create significant legal, regulatory, tax, social security, immigration and information security risks for both the employee and the University.

9.2 Employees may request approval to work remotely from overseas for up to 30 working days within a rolling 12-month period. The 30-working-day limit may be taken as a single period or as multiple periods.

9.3 Approval to work remotely from overseas is not an entitlement and all requests will be considered on a case-by-case basis, taking account of operational requirements and associated risks and costs.

9.4 The 30-working-day provision is intended to support occasional overseas remote working and must not be used to facilitate a regular overseas working pattern or an arrangement where an employee routinely divides their time between the United Kingdom and another country.

9.5 Employees must obtain approval before undertaking any overseas remote working and before making any travel arrangements.

9.6 When considering an overseas remote working request, managers will take account of:

- The operational requirements of the role
- The impact on students, colleagues and service delivery
- Time zone differences
- The suitability of the proposed working environment
- Information security requirements
- Health and safety considerations
- Immigration, employment law, tax and social security implications
- Any country-specific restrictions or risks

9.7 Working remotely from overseas for more than 30 working days within a rolling 12-month period will only be considered in exceptional circumstances and may be subject to additional approval processes and specialist review.

9.8 Employees are responsible for ensuring that they:

- Comply with any immigration, visa or work permit requirements
- Maintain appropriate travel and health insurance
- Meet any personal tax obligations
- Comply with the University's information security requirements
- Accurately record periods of overseas remote working

9.9 The University reserves the right to refuse, curtail, amend or withdraw approval for overseas remote working where operational, legal, regulatory, cost or compliance considerations make this necessary.

9.10 Further information regarding overseas remote working arrangements is available in the Hybrid & Remote Working Guidance and any associated Global Staff Mobility procedures.

10. Equality, Diversity and Inclusion

10.1 The University is committed to creating an inclusive working environment in which all employees are treated fairly, with dignity and respect. Hybrid and remote working arrangements must be applied fairly, consistently and in accordance with the University's Equality, Diversity and Inclusion commitments.

10.2 Managers must have due regard to equality considerations when determining hybrid and remote working arrangements and should ensure that decisions are based on objective business requirements. Reasonable adjustments will be considered for employees with disabilities and other employees where there is a legal obligation to do so.

10.3 Hybrid and remote working arrangements should not disadvantage employees in relation to:

- Access to information
- Participation in meetings and decision-making
- Learning and development opportunities
- Career progression
- Performance assessment
- Access to support and wellbeing resources

10.4 Employees who work remotely or in a hybrid manner should be afforded the same opportunities and support as employees who work primarily on campus.

10.5 Any concerns relating to equality, inclusion or accessibility should be raised through normal management channels and will be considered in accordance with the University's relevant policies and procedures.

11. Roles and Responsibilities

11.1 **Employees**
Employees are responsible for:

- Complying with this policy and associated guidance
- Maintaining appropriate standards of performance and conduct
- Attending campus when required
- Maintaining a suitable working environment when working from home or remotely
- Complying with information security, data protection and health and safety requirements
- Obtaining the necessary approvals before undertaking remote working arrangements

11.2 **Managers**
Managers are responsible for:

- Determining how hybrid working arrangements operate within their area of responsibility
- Ensuring arrangements support operational requirements, service delivery and the student experience
- Applying arrangements fairly and consistently
- Reviewing arrangements periodically

12. Governance and Decision Making

12.1 Managers are responsible for determining how hybrid working arrangements operate within their area of responsibility, taking account of operational requirements, service delivery, student experience and the principles set out in this policy.

12.2 Requests for overseas remote working of up to 30 working days may be approved in accordance with local approval arrangements.

12.3 Requests exceeding 30 working days will only be considered in exceptional circumstances and require approval from the relevant Dean, Director or nominated Senior Manager together with any additional specialist review deemed necessary.

12.4 The University reserves the right to refuse, amend, suspend, revoke or terminate any hybrid or remote working arrangement where operational, organisational, legal, regulatory, health and safety, performance or service delivery considerations make this necessary.

12.5 Any exception to this policy must be approved by the Director of Human Resources and the Chief Operating Officer, or their nominated delegates.

13. Data Protection and Information Security

13.1 Employees must comply with the University's Information Security Policy, Data Protection Policy and all associated procedures when working in a hybrid or remote manner. Confidential, personal and commercially sensitive information must be protected, regardless of where work is undertaken.

13.2 Employees must use University-approved systems, devices and security controls when accessing, processing or storing University information.

13.3 The University reserves the right to restrict or prohibit hybrid or remote working arrangements where information security, data protection or regulatory requirements cannot be adequately managed.

14. Health, Safety and Wellbeing

14.1 The University is committed to supporting the health, safety and wellbeing of employees who work in a hybrid or remote manner.

14.2 Employees are responsible for maintaining a safe and suitable working environment when working from home or remotely and for complying with relevant health and safety requirements.

14.3 Managers must consider health and safety requirements when determining hybrid and remote working arrangements.

14.4 Reasonable adjustments will be considered where appropriate and in accordance with the University's relevant policies and procedures.

15. Resolving Concerns

15.1 Managers and employees are expected to work together to implement hybrid and remote working arrangements in a fair and constructive manner, recognising that operational requirements, service delivery and the student experience are the primary considerations.

15.2 Where an employee has concerns regarding the application of this policy, these should be raised initially with their line manager. If the matter cannot be resolved informally, it should be escalated through the relevant management chain. The decision of the relevant Dean, Director or nominated Senior Manager shall be final.

15.3 There is no right of appeal against decisions made under this policy.

15.4 The University's Grievance Procedure will not normally be used to challenge decisions properly made under this policy. However, employees retain the right to raise concerns where they believe this policy has been applied unlawfully, discriminatorily or in breach of another University policy.

16. Related Guidance

16.1 The following guidance and policies should be read in conjunction with this policy:

- Hybrid & Remote Working Guidance
- Flexible Working Policy
- Information Security Policy
- Data Protection Policy
- Health and Safety Policy
- Equality, Diversity and Inclusion Policy
- Dignity at Work Policy
- Global Mobility Policy
- Grievance Procedure
- Disciplinary Procedure

16.2 The University reserves the right to amend this policy from time to time.