



News release

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PwC Vietnam: Hybrid workplace is the new normal

10 November 2021 - It's been over a month since Vietnam eased out of its 4-month strict social distancing period. Businesses have started to slowly bring employees back to the workplace that is different from before the recent lockdown. In today's COVID-normal world, organisations have an opportunity to define a new future of work which not only makes do with the new state of play but also makes it better.

Working virtually is not new as many organisations have driven remote operations to some extent. COVID-19, however, has fast-tracked workforce acceptance and prompted a global shift towards hybrid working.

Commenting on this, **Aik Sern (Christopher) Lee, Senior Manager, Workforce Transformation of PwC Consulting Vietnam** said: "Prior to the pandemic, flexible work arrangements such as remote work is presented as a unique benefit of some organisations. Once we relax the strict social distancing measures, some employers might want to revert to the traditional nine-to-five environment, but this would be a wasted opportunity. It is timely for organisations to rethink work, redefine the social contract with employees and explore new ways of working that can create value for employees and the organisations."

While employees are getting used to the new working style, leaders are anxious about productivity and the ability to sustain innovation and corporate culture across multiple places. In our latest report '[Changing places: How hybrid working is rewriting the rule book](#)', PwC Vietnam has identified some strategies on how to make hybrid work a success with four key focus areas.



1. Where we work

Many Vietnamese employees feel positive about going back to work post COVID-19 but would like to work from home a few days per week. Some employers, on the other hand, still highly value physical workplace. To serve varied preferences, organisations need to reimagine their working spaces. Think less cubicles and more hubs for collaboration, with enough variability to meet different needs and expectations.

The future workplace will strategically marry physical and non-physical elements so people, technology, and processes can integrate seamlessly to enable productive work.

2. Our wellbeing at work

Working from home has its challenges. Employees often struggle with having to stay productive while battling loneliness, isolation, and burnout. Organisations need to proactively address mental health and wellbeing issues. Practical steps businesses can implement immediately include encouraging rest and recovery.

It's also important that organisations engage with wellbeing at every level. Mental health and wellbeing starts with the people in leadership positions who design and embed workplace culture, who define policies and who empower connectivity.

3. How we make it work

To realise the opportunities of hybrid working, organisations must get clear on the rights and obligations of their employees. From workplace health and safety, to impacts on remuneration and performance management, organisations need to take the necessary steps to make hybrid working work.

Driving change in this new work future will require organisations to pilot and prototype activities while collecting data on what does and doesn't work.



4. Our experience of work

Traditional, established leadership behaviours are increasingly outdated. Adopting a leadership model that prioritises connectivity and team empowerment over control and centralised decision-making is critical to the success of your organisation.

Balancing what employees need and what employers can provide is a delicate act. To create a compelling employee experience irrespective of work location, organisations should make their people part of the journey and co-create solutions.

“Vietnam undertook a national ‘work from home’ experiment during the four months of total lockdown. Work has fundamentally changed forever. As we look forward to the next phase of recovery, leaders’ focus is shifting from the question of ‘if’ they should enable remote work to ‘how’. In particular, how to ensure employee performance is uplifted, measured and managed across a hybrid workforce is a critical concern.” **Christopher** added.

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Notes to Editor

About the report:

Our report ‘[Changing places: How hybrid working is rewriting the rule book](#)’ is an extract from the inaugural PwC Australia’s publication of the same name. The report offers insights and practical recommendations on how organisations can successfully realise the benefits of hybrid work in the near, medium and long term.

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PwC Vietnam established offices in Hanoi and HCMC in 1994. With strong industry knowledge, our team of more than 1,000 local and expatriate staff offers integrated services, bringing a breadth of skills and depth of resources to our clients wherever they do business, throughout Asia and across the world.

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