



REPUBLIC OF SLOVENIA
MINISTRY OF LABOUR, FAMILY
SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES



Ministry of Labour, Family, Social Affairs and Equal Opportunities
invites you to a webinar

"Challenges of Hybrid Work"

Zoom platform

Wednesday, 12 November 2025

No registration fee. Participation is free of charge.

The webinar will be held in Slovenian and English.

Simultaneous interpretation will be provided.

The number of participants is limited. Advance registration is required.

Please register by filling in the [online form](#).

**Registrations are invited until Monday, 10 November 2025,
or until places are filled.**

The Ministry of Labour, Family, Social Affairs and Equal Opportunities will send
confirmation of attendance to participants by e-mail at a later date.



Healthy Workplaces

Programme of the webinar "Challenges of Hybrid Work "

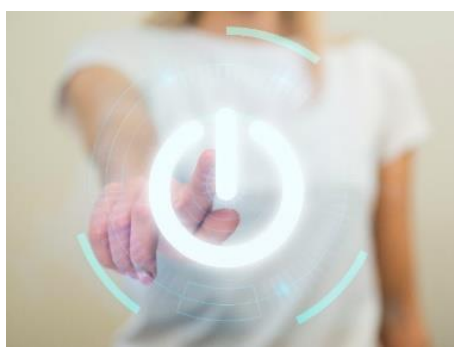
Zoom platform

12 November 2025

10:00–13:00 CET / 9:00–12:00 Irish Time

10.00–10.05	Introductory remarks by the moderator <i>Prof Dr Simona ŠAROTAR ŽIŽEK</i> <i>University of Maribor, Faculty of Economics and Business</i>
10.05–10.15	Introductory speech <i>Lidija ŠUBELJ, General-Director of the Labour Relations and Labour Rights Directorate</i> <i>Ministry of Labour, Family, Social Affairs and Equal Opportunities</i>
10.15–10.45	Shaping the future of work: Inside Europe's hybrid work strategies <i>Jorge CABRITA, Senior Research Manager</i> <i>European Foundation for the Improvement of Living and Working Conditions (Eurofound)</i>
10.45–11.00	Discussion
11.00–11.30	Hybrid work: New opportunities and challenges for occupational safety and health <i>Emmanuelle BRUN, Senior Research Project Manager</i> <i>European Agency for Safety and Health at Work (EU-OSHA)</i>
11.30–11.45	Discussion
11.45–12.00	Active break: targeted exercises for maintaining health and working capacity <i>Janja RAK, kinesiologist and occupational therapist</i> <i>ZAP FITCORP / Occupational, Transport and Sports Medicine</i>

12.00–12.30	Hybrid work requires a new approach to organizational management <i>Prof Dr Simona ŠAROTAR ŽIŽEK</i> <i>University of Maribor, Faculty of Economics and Business</i>
12.30–12.45	Discussion
12.45–12.55	Conclusions <i>Nikolaj PETRIŠIČ, Head of the Safety and Health at Work Department</i> <i>Ministry of Labour, Family, Social Affairs and Equal Opportunities</i>
12.55–13.00	Napo film



Source: Freepik (<https://www.freepik.com/>)

BACKGROUND¹

Hybrid work is a form of work organization in which employees alternate between working in the office and working remotely. It became widespread during the COVID-19 pandemic, when organizations and employees had to adapt relatively quickly to new circumstances, learning as they went, especially those who had no previous experience with remote work. After the pandemic, many employers began to restrict hybrid work with the aim of bringing employees back to the office, sparking a debate about the future of work.

Today, there is broad consensus that the concept of the hybrid workplace—which emerged during the pandemic as a temporary solution—is becoming a permanent feature of work in many organizations, as it offers lasting benefits for both organizations and workers. A recent study finds that both employer organizations and trade unions in different countries and economic activities view hybrid work as a "win-win" solution that is beneficial to all parties and can bring potential benefits to both organizational performance and employee well-being.

¹ Summarised from Eurofound, EU-OSHA, and Harvard Business Review publications.

Hybrid work offers an opportunity to move away from traditional work organization and management practices, increase autonomy at work, adopt a results-oriented approach, increase mutual trust, and improve working conditions. Employees gain the time they would otherwise spend commuting to and from work, and autonomy in choosing where and when to work can also bring benefits. The result can be a greater ability to balance work and private life, greater job satisfaction, and greater individual performance. For employers, hybrid work can mean significant cost savings due to reduced office space and commuting expenses. It also contributes to lower employee turnover and greater interest among new recruits in working for the organization. It can also be key to achieving more strategic goals for the organization, including more efficient work practices, improved product or service quality, greater resilience, and increased capacity for innovation.

However, from the perspective of working time quality, hybrid work is a double-edged sword: on the one hand, it can provide greater flexibility in arranging working hours and planning schedules, which is often associated with time savings because there is no need to commute to and from work. On the other hand, research shows that hybrid workers may extend their working days and work longer hours because the boundary between work and private life becomes blurred.

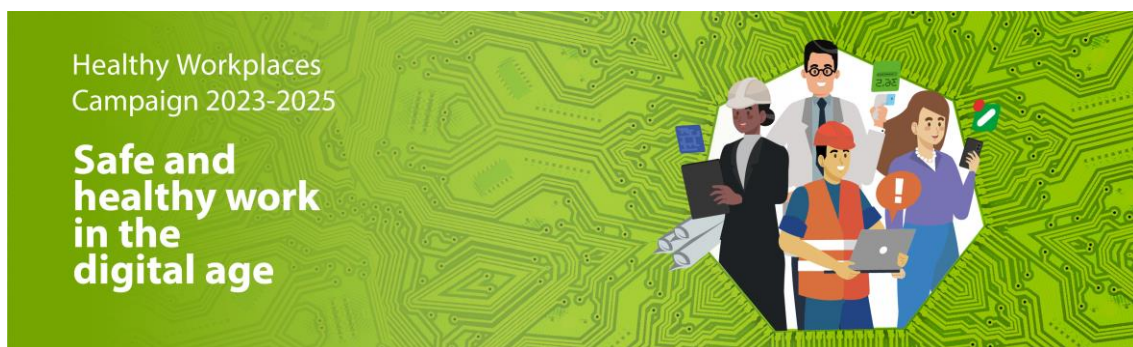
When working remotely, most people work from home. This can be positive for workers' health and well-being, as it reduces certain stressors (such as stress related to commuting to and from work), allows more time for rest and recovery, and promotes healthy habits. However, workers who work from home may be more exposed to ergonomic and certain other health risk factors. Workers may not have sufficient space or resources to set up their home workstation in accordance with occupational safety and health standards, while the monitoring of home workplaces is hampered by costs and privacy concerns. On the other hand, offices on the employer's premises usually provide adequate ergonomic conditions, so employers are reluctant to bear the additional costs of setting up workstations at home.

Organizations that provide hybrid work face a number of challenges. Similar problems in communication, collaboration, and coordination of the work team can arise, which are common in geographically dispersed teams. Managing hybrid teams therefore requires employee empowerment, effective and transparent communication from managers, relationship building within teams, and mutual trust. Greater attention needs to be paid to promoting and providing adequate social and emotional support among colleagues and from supervisors. Although middle management has much greater responsibility for managing communication in the case of hybrid work, surveys have shown that only some organizations provide them with special training to support them in managing hybrid work.

The seminar will present the findings of the latest research on hybrid work conducted by the European Foundation for the Improvement of Living and Working Conditions

(Eurofound) and the European Agency for Safety and Health at Work (EU-OSHA). We will discuss how, with a well-designed hybrid work organization, both at home and at the employer's premises, hybrid work can retain many of the advantages of remote work, such as autonomy and work-life balance, while reducing some of its disadvantages, such as technological stress, social isolation, reduced team cohesion, etc. We will also discuss the need for additional training in the field of hybrid work organization and management for middle management.

**The webinar is the last Slovenian event in the European campaign
Healthy Workplaces 2023-25: Safe and Healthy Work in the Digital Age,
which will conclude in December 2025.**



The webinar is co-financed by

