



Case study: flexible working

Job sharing for flexibility and performance

RWE has found that the best performing teams are those that support work-life balance. It has encouraged job shares for some time as advantageous not just to colleagues but also the company, in terms of attracting and retaining talent.

To fully share a role and responsibilities at a management level takes trust and understanding from all involved but the benefits include less risk to the business and the additionality of two people bringing their different knowledge, skills and experiences to one role. The two people can create a sounding board, which is dynamic for each other and their colleagues. **Crucially, job shares help keep high performing, ambitious and experienced people delivering performance for the company** as they move through having different priorities and life stages.

For employees, job sharing offers flexibility, which is especially important in a dynamic and fast-moving industry such as energy. They can also participate and represent each other in a larger amount of meetings and topics, thus expanding the role's possibilities.

The concept of sharing a job is not new. However, setting one up when you have never met in person, live in two different countries and are two different nationalities is unusual! Jessica Woodhall and Kathrin Loy did just this during the Coronavirus pandemic and now share the executive role of Head of Operations Optimisation and Support, Europe (RWE Renewables).

Jessica explains: "We'd worked together for a while and knew we had the same values and principles – we are both committed to the success of the company and department but also to ensuring we have the work-life balance we desire to spend time with our families and on other things important to us."



" We complement each other in our strengths, leadership styles and networks so we leverage these to also develop individually. I also really like the challenge we can give each other - having that sparring partner really supports our performance."

Kathrin Loy



So, what makes a job share work on a practical level?

Openness, honesty and trust are critical to success, with fairly allocated work based on time and effort essential. It is also important that tasks are shared in a transparent way and a handover to the other party is done throughout the working week to maintain the connection and communication.

Many employees feel this type of working arrangement enables them to focus on the days they are in work and switch off when we are not at work as they have the trust in their Job Share partner. Thus, making for focused and happy employees as well as a successful organisation!

"Reflecting, I also think the new remote and flexible working mode we were all suddenly forced to adapt to, was another driver to think how we could combine the two roles. We are both energized by trying out new things and pushing comfort zones – for the business and also for ourselves - so we found piloting a job share on Executive Level to be a nice challenge."

Jessica Woodhall



"The company gets two brains in one role"