Annex 1

Coding tree

1. *CHALLENGES RELATED TO ACCOMMODATIONS*

**1.1 Maintaining a balance between the benefits for the worker and the impacts on the organization**

1.1.1 Ensure that a worker's accommodations have no impact on the organization's service offering

1.1.2 Checking that a worker's accommodations do not add extra pressure on co-workers

**1.2 The endeavour to adopt fair management**

1.2.1 Preoccupation with offering equitable working conditions to one's team

1.2.2 The need for the manager to justify to the team the accommodations granted to one of its members

1.2.3 Manager's need to demonstrate greater adaptability

**1.3 Clarifying the responsibility for accommodations**

1.3.1 Chargeability of teleworking expenses

1.3.2 Boundaries between telework, sick leave and vacation

1.3.3 Abuse management

2. *CHALLENGES RELATED TO INCLUSION*

**2.1 Maintaining cohesion within the team**

2.1.1 Difficulty integrating informal exchanges into a teleworking format

2.1.2 Difficulty maintaining a sense of belonging within the team

2.1.3 Feeling of having to promote productivity to the detriment of social exchanges with the team

**2.2 Organizing social activities**

2.2.1 Difficulty in mobilizing the team to hold face-to-face social gatherings

2.2.2 Need to consider the teleworker's physical condition during face-to-face social events

3. *CHALLENGES RELATED TO HEALTH*

**3.1 Management of teleworkers' emotions**

3.1.1 Managers feel powerless to manage their team members' emotions

**3.2 Preventing harm to teleworkers' health**

3.2.1 The need to adapt to new obligations to ensure the well-being of teleworkers