



## Our Flexible Work Philosophy

Since early last year, employees across the globe have demonstrated professionalism, expertise, and resilience while working remotely. Despite the challenges that many employees have faced working from home, we have maintained high levels of client satisfaction and delivered business results while flexing our work schedules to achieve our personal and professional goals. As a result, we believe that now is the right time to adjust the firm's flexible work philosophy.

We believe that the in-person connections we built before the pandemic are a significant reason why our work-from-home experience has been as effective as it has. In-person communication is the foundation of our uniquely collaborative culture, and sustaining our culture is critical for our long-term success. Our trusted social connections are also important for maintaining positive onboarding experiences, career development, leadership development, diversity and inclusion, and client cultivation. We can forge and maintain these connections best when employees are in the office the majority of the time.

We also believe that—if we want to attract and retain outstanding and diverse talent—we should have work policies in place that provide some flexibility to employees in both their schedules and location, customized based on the nature of their roles.

Therefore, when we can all safely enter a full return-to-office phase, many employees will be able to work remotely up to two days per week. The effective date of this change will vary by region, based on that region's return-to-office date and in alignment with our business continuity planning efforts.

However, we recognize that one size does not fit all. The option to work remotely needs to be adapted to meet the unique needs of each business unit (BU) and each role. Therefore, each BU, using the firm's flexible working tools and guidelines, will organize flexible working arrangements that work for the needs of their employees and BU. Additionally, due to the nature of their roles, Global Technology will be participating in a broader flexible approach for some positions. We have engaged a consulting firm to help with the needed BU adaptations.

It is important to remind you that since some employees' work requires daily, in-office activities, not all roles can work remotely nor from any location. We must follow regulatory and business requirements (such as tax rules globally) to determine which roles can or cannot work remotely. Additionally, for those whose roles allow greater flexibility, there will be expectations to be in the office for certain activities. Employees' current level of performance will also factor into their ability to work remotely.

Please also remember that employees who require more formal flexible work arrangements—such as a compressed work week, working more than two days remotely, or a reduced schedule—should review [this guide](#), which outlines the details and procedures for the firm's Flexible Work Arrangement policy, and then speak to their manager.

Because it is important to get this right, we will evaluate effectiveness over time to determine how this change affects our ability to continue creating value for our clients, achieving business objectives, maintaining our

collaborative culture, and attracting and retaining a high-performing diverse workforce. We will identify and implement support mechanisms, such as training for leading distributed teams, and seek feedback from you.

This adapted flexible work philosophy reflects our shared belief that we can work more flexibly while continuing to prioritize our collaborative culture and the benefits of in-person engagement. It also reinforces our commitment to supporting employees as their needs and priorities shift over time.

You will hear more about how this change will be implemented within your BU by the end of March. In the meantime, please refer to these [general FAQs](#) and please know how much we continue to appreciate your resilience.

## **Company Leadership**