To All Employees,

NEW Hybrid Work Model Policy

1. Purpose

Over the past two years, we have proven our ability to be productive and resilient. As we plan for a safe return to the office, we are excited to introduce a new, permanent "Hybrid Work Model" Policy. This policy is designed to blend the best of in-office collaboration and remote flexibility.

2. Scope and Effective Date

This policy is effective March 1, 2022. It applies to all full-time, permanent employees. Specific arrangements for part-time employees will be handled by their managers.

3. Supersession of Previous Policies

This new policy is comprehensive and **supersedes all previous policies** related to flexible and remote work. Specifically, this policy **replaces and repeals** the following:

- HRO'S CIRCULAR NO: 01/2018: "Flexible Work Arrangement Policy"
- HRO'S CIRCULAR NO: 01/2019: "Amendment to Flexible Work Arrangement Policy"
- HRO'S CIRCULAR NO: 01/2020: "Temporary Mandatory Remote Work Policy"

Note: The "Clarification on WFH Equipment" (HRO'S CIRCULAR NO: 02/2020) is also considered superseded, as this new policy contains its own equipment guidelines. The temporary stipend mentioned in HRO'S CIRCULAR NO: 02/2020 is discontinued.

4. The New Hybrid Work Model

Our company is adopting a "Hybrid-First" model. This means that for most roles, the week will be split between in-office and remote work.

- **Standard Model:** The default arrangement for all employees will be **three (3) days in the office** and **two (2) days working remotely**.
- **Departmental Anchor Days:** To ensure effective collaboration, each Department Head will designate two (2) "Anchor Days" per week (e.g., Tuesday, Wednesday) when all team members are expected to be in the office.
- **Flexible Day:** The third in-office day can be chosen by the employee in coordination with their manager.

5. Alternative Arrangements

We recognize that one size does not fit all. Two other arrangements are possible, but they are considered exceptions.

- **Full In-Office:** Employees may, with manager approval, choose to work from the office five (5) days a week.
- **Fully Remote:** This arrangement is an exception and is not guaranteed. It is intended for roles that can be performed with no in-office presence and for employees who live more than 75 miles from the office.
    - **Application:** Employees must formally apply for "Fully Remote" status.
    - **Approval:** Applications require approval from the employee's manager, Department Head, and the VP of HR.
    - **Compensation:** Please be advised that "Fully Remote" status may entail a compensation review and adjustment based on geographic location, in line with new compensation bands.

6. Equipment and Technology

- **In-Office:** The office will be redesigned for "hot-desking." Employees will no longer have assigned desks. Lockers will be provided.
- **Remote Work Equipment:** The company will provide all necessary computer equipment (laptop, monitor, keyboard, mouse) for an employee's primary workstation (whether in-office or at home).
- **Home Office Setup:** Employees working in a Hybrid or Fully Remote model are responsible for providing their own ergonomic chair and desk. The company will no longer provide stipends for home office equipment.
- **Internet:** Employees are responsible for maintaining a high-speed, reliable internet connection at their remote location. A new "Remote Work" expense category will be created, allowing hybrid and remote employees to claim $50 per month as a partial internet/utility reimbursement.

7. Data Security and Expectations

All employees in the Hybrid or Fully Remote models must sign the new "Remote Work Agreement," which outlines their responsibilities for data security, confidentiality, and productivity. All existing IT and Data Security policies remain in full effect.

8. Transition Plan

The "Future of Work" intranet page is now live. It contains the full policy document, application forms for "Fully Remote" status, and an FAQ. Managers will discuss departmental Anchor Days with their teams before February 15, 2022.

We are excited to embark on this new chapter, offering a flexible and collaborative future for all.