

# Hybrid Work Policy

POLICY #PC-03-03

FINAL

## PURPOSE

The purpose of this policy is to set clear expectations for employees regarding hybrid work arrangements.

## APPLICATION AND SCOPE

This policy applies to all OLG employees except those whose job functions require them to be onsite full time and those OLG employees who have designated field roles. It outlines standards for establishing, managing, and monitoring hybrid work arrangements in alignment with the model followed by the Ontario Public Service.

## POLICY STATEMENT

OLG's Hybrid Work Policy supports a fun, inclusive, performance-driven culture that is a destination for top talent. OLG values work arrangements that includes the flexibility and benefits of remote work with those of working together onsite to successfully meet operational requirements and organizational goals.

## GUIDING PRINCIPLES

- Onsite work activities and engagement should strengthen collaboration, innovation, productivity, and connection.
- Remote work activities should support productivity and work life balance.
- Hybrid work and flexibility should enable high performing teams and a healthy organization.
- Hybrid work arrangements are based on a culture of respect, opportunity, transparency and trust between People Leaders and individual contributors.
- People Leaders are expected to manage their team's hybrid work arrangements.
- All employees should be treated in an equitable manner, whether onsite or remote, and regardless of work location (e.g., transparent communication, provision of development opportunities and stretch assignments, etc.).

## DEFINITIONS

**Hybrid Work:** A flexible work arrangement that includes a blend of in-office work and remote work each week.

**OLG Primary Work Location:** The OLG site that is assigned to an employee.

**Onsite:** An OLG office. Onsite days include work conducted in the field (e.g., stakeholder, partner, or service provider sites, in-person training, etc.).

**Remote Workspace:** A workspace (e.g., home office) in Ontario other than Onsite.

## REQUIREMENTS

### 1.0 Onsite Requirement

- 1.1. Employees on hybrid work arrangements are required to be Onsite a minimum of 3 days per week, which is subject to change.

### 2.0 Availability

- 2.1. Employees are required to work the regular daily and weekly hours for their position regardless of work location.

- 2.2. Employees may adjust their start and end time if their position allows, subject to operational requirements in agreement with their People Leader.
- 2.3. Regardless of work location, employees are expected to be available during their regular scheduled working hours.
- 2.4. Eligible employees are expected to come into their OLG Primary Work Location within 24 hours' notice for work requirements and at the discretion of their People Leader.

### **3.0 Health & Safety**

- 3.1. Remote Workspaces must be a safe working environment that is appropriate and suitable for the employee's work to be conducted as defined in applicable health and safety policies.

### **4.0 Assets and Supplies**

- 4.1. OLG will provide certain IT equipment (e.g., laptops, monitors and docking stations) for Remote Workspaces.
- 4.2. All OLG assets removed from Onsite locations for the purposes of hybrid work must be tracked according to the applicable process (e.g., Asset Management) and due care must be taken to return items upon exit or when required in a timely manner and in good working condition.
- 4.3. Office supplies (e.g., pens, paper) will be available at Onsite locations for employees to use either Onsite or at an employee's Remote Workspace as needed.

### **5.0 Expenses**

- 5.1. All expenses related to Remote Workspaces and commuting costs to the employee's OLG Primary Work Location are the employee's responsibility. OLG does not reimburse or provide any monetary allowance for home office expenses incurred by the employee.

### **6.0 Privacy, Confidentiality and Records Management**

- 6.1. Employees must maintain secure network connection while working at a Remote Workspace.
- 6.2. Employees must always, ensure that OLG corporate confidential information (including personal information to the extent necessary) be accessed, used, and retained in a secure manner and location as per OLG's Protection of Privacy Policy and Enterprise Documents and Records Management policies and procedures.

### **7.0 Exceptions to On-site Requirements**

#### **7.1. Work Arrangement Exceptions:**

- 7.1.1. Exceptions to work arrangements that differ from the 3 day weekly Onsite minimum requirement will be considered and approved on a case-by-case basis taking into account factors including but not limited to:
  - a) An employee's pre-existing and approved work arrangement (this does not include direction provided during the pandemic to work from home).
  - b) Labour conditions for certain skills (highly specialized, high demand) may make it difficult to acquire and retain talent within a reasonable distance to an OLG office location to meet the weekly Onsite requirements, and the difficulty of the search requires a hire outside of a reasonable commute.
- 7.1.2. Requests for exceptions will be carefully considered in terms of the nature of the role, operational impact, consistency, and team cohesiveness.

7.1.3. In the event of an exception, efforts should still be made to come to the office on a regular cadence, for specific purposes (e.g., team building) and for other conditions which may be imposed.

7.1.4. All work arrangement exceptions must be agreed to by the People Leader and approved by the Division Leader in consultation with People and Culture.

7.1.5. All work arrangement exceptions must be entered and approved in Workday.

7.1.6. All approved exceptions will be reviewed at a minimum annually, and/or as necessary if adjustments are needed to support operational and enterprise goals, or if an employee changes role.

7.1.7. Employees are required to advise their People Leader if there is a change in personal circumstances that would warrant a review of the approved work arrangement exception.

## **7.2. Temporary Exceptions to On-site Requirements**

7.2.1. Temporary exception - extraordinary circumstances that are expected to be short term in duration (1 – 6 months). Temporary exceptions must include a start and end date for the exception and be entered and approved in Workday by their People Leader.

## **7.3. Ad Hoc Weekly Exceptions**

7.3.1. Employees should discuss with their People Leader if they are unable to meet Onsite requirements in a workweek (e.g., due to illness, vacation, etc.).

## **8.0 Non-compliance**

8.1. Employees and People Leaders will be required to attest that they are meeting requirements as agreed to by their People Leader.

8.2. Non-compliance with this Policy is subject to corrective and/or disciplinary action.

## **9.0 Accommodation**

9.1. OLG complies with the requirements pursuant to the Ontario Human Rights Code. Requests for accommodation made pursuant to the Code will be processed pursuant to OLG's regular practice. Employees should speak with their People Leader if an accommodation is required.

## **ROLES AND RESPONSIBILITIES**

<b>ROLE</b>	<b>RESPONSIBILITIES</b>
<b>Employee</b>	<ul style="list-style-type: none"><li>▪ Discuss with their People Leader their hybrid work schedule</li><li>▪ Ensure their work location (e.g., Onsite or Remote) is known to their People Leader and team members</li><li>▪ Promptly advise their People Leader of any Ad Hoc Weekly exception</li><li>▪ Attest in Workday that they are following the Policy</li><li>▪ Ensure any Work Arrangement Exception and/or Temporary Exception is entered into Workday</li><li>▪ Be solely responsible for filing taxes and ensuring that they meet eligibility requirements imposed by Canadian Revenue Agency, including all necessary record keeping requirements</li><li>▪ Relocate to a suitable alternate location in the event that they are unable to work from their Remote Workspace</li></ul>

<b>People Leader</b>	<ul style="list-style-type: none"> <li>▪ Establish hybrid work arrangements for employees based on this Policy</li> <li>▪ Demonstrate hybrid work behaviours and practices that enable teams to successfully adopt a hybrid model that suits their function (e.g., plan activities onsite)</li> <li>▪ Discuss and review with employee requests for exceptions following the criteria in this Policy, and support the Division Leaders in processing such requests</li> <li>▪ Ensure employees are aware of their obligation to comply with OLG policies and procedures</li> <li>▪ Monitor and address non-compliance to this Policy</li> <li>▪ Attest that they and their teams are complying with the Policy</li> <li>▪ Engage their HR Business Partner upon receipt of any employee's request for accommodation under the Human Rights Code</li> <li>▪ Be accessible to employees, communicate regularly and adjust arrangements as required</li> </ul>
<b>Division Leader</b>	<ul style="list-style-type: none"> <li>▪ Set expectations, provide clear guidance, and model hybrid work arrangements for the division</li> <li>▪ Monitor effectiveness of work arrangements and adjust as required</li> <li>▪ Review Exception Requests in collaboration with P&amp;C and approve exceptions to the Policy</li> </ul>
<b>People &amp; Culture Division</b>	<ul style="list-style-type: none"> <li>▪ Set Policy and provide guidance to the organization</li> <li>▪ Work with People Leaders and Divisional Leaders to review requests for exceptions for consistency</li> <li>▪ Support employees for any requests related to accommodation</li> </ul>

## RELATED POLICY INSTRUMENTS

- Hybrid Work Guide
- Remote Workspace Health and Safety Considerations
- Accommodation in the Workplace Policy
- Protection of Privacy Policy
- Enterprise Document and Records Management Policy
- Code of Business Conduct
- Acceptable Use of IT Resources Policy

## POLICY OWNER

Senior Vice President, People & Culture

## POLICY APPROVAL

Approver	Date
Esther Zdolec, SVP People & Culture	August 30, 2023

## REVISION / REVIEW HISTORY

Revision / Review Date	Updated By	Summary of Revision / Review
September 2023	People & Culture	<ul style="list-style-type: none"> <li>▪ Updated requirement to be onsite 3 days/week</li> <li>▪ Updated criteria for Work Arrangement exceptions</li> <li>▪ Added Ad Hoc weekly exceptions</li> </ul>