HYBRID WORKING GUIDANCE

Our global approach to combining remote and office working

Overview

We believe being in the office co-located with colleagues on a regular basis is the best way for us to succeed as a business and achieve our ambitious growth goals.

Sharing a space together, and working alongside one another, comes with a lot of benefits, things that we have missed out on in the last few years, and is an important part of harnessing the creativity of our teams to craft tailored and innovative solutions for our customers.

We have also experienced firsthand that we can deliver a lot of our work remotely, with significant benefits for our teams' wellbeing, and we want to keep an element of flexibility wherever possible.

Therefore, where regulations and customer expectations can accommodate it, we are committed to a hybrid working set-up. This means providing flexibility to work remotely some of the time, and in the office some of the time.

Specifically, where there are no regulatory or customer related constraints, we recommend people to be:

- Office based on average **at least two days per week** OR **approximately 10 days per month**.
- Flexible to come to the office on other "non-office days" when required. E.g. specific team meetings or events or if required by the customer

There are cases where the split between remote and office-based work will differ from this guidance.

Clearly, there are some situations where remote work would be detrimental or not possible due to customer requirements, role type, regulations etc.

Equally, there are situations where more remote working is possible or advantageous.

Based on your feedback we also understand there are a wide range of preferences across the business, with many wishing to be in the office full time as well as many who would opt for a predominantly remote set-up.

Variation on this guidance

We must rely on the discretion of our management team to make appropriate decisions and communicate these transparently in their areas of responsibility, at a market, customer or project level.

Each country has its own regulatory framework and costs associated with remote working which may impact the level of flexibility that can be offered. As such, in addition to this guidance, countries have their own policies, which we eventually aim to align to the guidance outlined in this document where possible.

In general, the following considerations should be taken into account when determining any variation from the overall guidance:

Guidance on when remote working is viable

- There are no constraints from the customer about where and when the person completes the work
- The role is one that can be performed equally well regardless of location, or has elements which can be performed remotely on specific days of the week (e.g. non customer facing administrative work).
- The individual is performing well and relatively autonomously in their existing role
- There are no technology constrains
- The individual has a remote working set-up or home office conducive to productive and professional working
- There are unacceptable health & safety risks incurred by coming to the office (particularly relevant in the case of vulnerable groups).

Guidance on when remote working is not a viable option

- There are significant constraints from the customer that require an individual to be on site
- The regulatory environment does not pose any significant constraints or additional costs
- The core responsibilities of the role can only be fulfilled on site and not remotely.

- The individual in question would benefit from close support from a manager or colleague to support learning new skills, improving performance etc.
- In the case of new or inexperienced team members, both they and their manager may benefit from working in close proximity, particularly during the onboarding phase
- New teams that are still learning to collaborate together may benefit from more co-located working
- Where there has been a failure to demonstrate that work can be delivered adequately in a remote working set-up

Making the most of splitting our time between remote working and the office

With this commitment to a hybrid working set-up where it is feasible, we are opening up opportunities to change the way we use our workspace and the way we work. This will be a gradual process but we can already think about the types of activities that benefit from being co-located with colleagues and those that can be achieved equally well or better remotely.

Hybrid work offers a potential balance between office and remote productivity. For example, tasks that require long periods of uninterrupted focus might be challenging in a noisy office environment where you are likely to get interrupted.

On the other hand, group tasks such as brainstorming, workshops, or whiteboarding benefit from the effectiveness and creativity of in-person collaboration. There are also more opportunities for those serendipitous, creative moments – often in the form of water cooler talks.

Our individual wellbeing can also benefit from splitting our time between the office and remote work. We are a global team of great people, and sharing a space together is a great way to engage in a more social work environment and combat the loneliness and isolation that sometimes comes from a fully remote set-up. Equally, not having to commute every day gives means not losing hours of productive work or personal time stuck in traffic, strongly benefiting work life balance and wellbeing.

As we learn more about how a hybrid set-up can work for us at MSX, we will update this guidance where necessary and publish further supporting documents, training etc. to help us all make the most of this way of working.

When working remotely there are several requirements that must be met. These are outlined below.

a. **Employees**
   i. Understand and adhere to all company practices and policies unless otherwise noted and agreed upon
   ii. Obtain reliable, high-speed internet connection for your remote location, at your expense unless otherwise stated.
   iii. In the event that you are unable to work for any reason, including but not limited to internet connectivity issues, a power outage, fire or other damage to the workspace location, or equipment failure or delay, it is the employee's responsibility to notify your supervisor and take appropriate measures to resolve the issue. This may include returning to the nearest Company office to continue to work if the issue remains unresolved.
   iv. Evaluate the activities and tasks that are most valuable to be executed when in the office and plan accordingly

b. **Managers / Supervisors**
   i. Evaluate jobs and employees for eligibility and communicate clearly with employees as to why they are (or are not) eligible
   ii. The performance, engagement, and productivity of your team in a hybrid set-up might require adapting your leadership approach. This could include regular performance management and goal setting conversations, regular 1 to 1 meetings or team check-ins, regular communication, career discussions, etc. (review attached guide on leading remotely).
   iii. Communicate with leadership or HR if additional support or guidance is needed
   iv. Evaluate the activities and tasks that are most valuable to be executed when in the office and plan accordingly