	HYBRID WORK POLICY		
QMS document number:	PL 04-00-02	QMS document version:	1.0

## 1 Policy Statement

The global COVID-19 pandemic of 2020 – 2022 necessitated changes in the way that almost all organizations work and brought with it a shift to remote and hybrid working models, changing the nature of the workplace globally. Using the experiences and lessons learnt during the pandemic, FIND has developed a formal Hybrid Work Model, that is supported by this Policy document. This Policy is meant to safeguard the interests of our employees and the organization, and to set the expectations for each employee. FIND aims to give every FIND staff member the opportunity to perform at their best, regardless of where they are located or spend their workday.

## 2 Purpose and Scope

### 2.1 Purpose

The FIND Hybrid Work Policy describes how all FIND staff should engage at the workplace and through working remotely, and sets work, security, IT, and compliance expectations for employees with respect to remote work.

### 2.2 Scope

This Policy applies to all FIND staff working under i) an employment contract; or ii) a consultancy agreement (with a minimum 70% basis) under which they are considered a Full Time Equivalent Consultant (FTE-C) within FIND. Both categories are referred to in this policy as “employees.”

This policy is global and applies to all FIND employees and all FIND offices. As of the date of release of this Policy, FIND operates offices in Switzerland (headquarters), India, Kenya, South Africa, and Viet Nam. If additional FIND offices are established and not yet reflected in an updated version of this Policy, the principles and terms described for employees based in Switzerland shall apply, until such time as this Policy can be updated.


## 3 Policy Rules

### 3.1 Remote Work – Employees

FIND prioritizes an enabling and supportive work environment for employees and promotes the opportunity for staff to “work from home” based on circumstances and personal situations. Remote work should be planned responsibly and requires prior notification of your manager. We expected employees to engage in the same work effort as he/she would when working from the office.

### 3.2 Employees under Swiss employment contracts

Full-time staff with Swiss employment contracts and based in Switzerland are authorized to work remotely (i.e., outside the Geneva office) for up to a maximum of 10 working days per calendar month. There is no restriction on which days of the week staff can work remotely, but

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the days should be agreed to with their manager in advance, providing as much notice as possible (ideally, a minimum of two weeks).

### **Frontaliers (France / Switzerland)**

For employees with Swiss contracts based in and/or living in France (“frontaliers”), the maximum number of remote workdays per month may be further limited to address all applicable French and Swiss laws. For clarifications of any unique remote or hybrid work requirements that apply to frontaliers, please contact Human Resources.

### **3.3 Employees under Indian employment contracts**

Full-time staff with Indian employment contracts are authorized to work remotely (i.e., outside the Indian office) for up to 2 working days per week. There is no restriction on which days of the week staff can work remotely, but the days should be agreed to with their manager in advance, providing as much notice as possible (ideally, a minimum of two weeks).

Work from home will not be applicable for Field Positions in India, or for positions based at project labs/sites. An employee based at project labs/sites are governed by the administrative guidelines and workplace policies of the respective labs/sites.

### **3.4 Employees under Kenyan employment contracts**

As of the initial release of this policy, employees working under an employment contract and based in Kenya are expected to work from home (or another appropriate location with telecommunications services), and to consult with the Office Manager whenever they wish to work from the FIND Kenya Office. There is currently no minimum or maximum number of works days per month for remote work.

The policy will be updated as soon as additional office space has been secured in Kenya.


### **3.5 Employees under South African employment contracts**

As of the initial release of this policy, employees working under an employment contract and based in South Africa are expected to work from home (or another appropriate location with telecommunications services), and to consult with the Office Manager whenever they wish to work from the FIND South Africa Office. There is currently no minimum or maximum number of works days per month for remote work.

The Policy will be updated as soon as additional office space has been secured in South Africa.

### **3.6 Employees under Vietnamese employment contracts**

Full-time staff with Vietnamese employment contracts and based in Viet Nam are authorized to work remotely for up to a maximum of 10 working days per calendar month. There is no restriction on which days of the week staff can work remotely, but the days should be agreed to with their manager in advance, providing as much notice as possible (ideally, a minimum of two weeks).

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### 3.7 Remotely placed Employees and FTE-Cs

Employees working under a consultancy contract (i.e., FTE-Cs) and/or based in a country in which there is no FIND office, are expected to work remotely, either from home or from another appropriate location with telecommunications services. There is no minimum or maximum on the number of days for which these employees and FTE-Cs are authorized to work remotely.

On some occasions, FIND may request in-person travel to a FIND Office for specific meetings or an extended period. As per their FIND contract, on such occasions travel costs will be covered by FIND, according to the travel policy, and office workstations will be reserved for them. In exceptional circumstances, these employees and FTE-Cs traveling to a FIND Office for work may not have an office workstation available; in such circumstances, IT and administrative staff will arrange for suitable alternatives at FIND's expense

In all cases, FIND expects remotely placed employees and FTE-Cs to adhere to local laws and regulations governing the workplace. If questions arise, please contact Human Resources.

### 3.8 General remote work provisions applicable to all employees

All employees working remotely, wherever based, remain obligated to comply with all FIND rules, standards, policies, practices, and instructions that would apply if they were working at any FIND office.

All remote working days must be recorded by the employee in PeopleWeek; managers will not be required to approve remote work in PeopleWeek.

The authorized amount of time for remote work—e.g., 10 days per month— is restricted to each calendar month or week and cannot be accrued from week to week or month to month.


Days spent on approved work travel are exempt from the authorized remote work limit; in other words, from a workplace perspective, travel days are equivalent to days spent in the office.

The monthly allocation of authorized remote working days will be pro-rated for those employees working part-time (e.g., Swiss employees who work at 80% effort can work up to 8 days remotely per month).

Health concerns, non-work engagements, or other personal circumstances are not appropriate reasons for remote work; rather sick leave or other leave mechanisms should be sued in these circumstances. For any questions regarding leave policies, please contact Human Resources.

Depending on a specific project or other identified need, teams and employees may be requested to come to their assigned office on a regular basis, or on fixed days, where their physical presence in the office may be essential. Employees are expected to adhere to these requests. Unit and/or team managers will be responsible for organizing rotations and the timing for members of teams to be present in the office.

There may also be specific occasions when remote work would not be feasible or serve FIND's business interests. For example, during peak periods, "fly weeks," budgeting and strategic planning periods, or other periods with key meetings or deadlines, or if remote work impedes individual or team performance, an employee's physical presence in the office may be

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essential. In such instances, a manager has the discretion to discuss options with the employee and to require physical presence in the office for a defined period that may limit their time remote work to less than the authorized time (e.g., 10 workdays in each month for Switzerland). Managers should clearly communicate the reasons and conditions with supporting justification, providing as much notice as possible (ideally, a minimum of two weeks).

### 3.9 Remote Access

All employees working remotely through an available desktop, laptop, or tablet are expected to have reliable access to the FIND server environment through high-speed, secure internet, and to remain accessible via e-mail, telephone, and through Microsoft Teams, Zoom, and/or other teleconference software, as they would in the office.

FIND, through Human Resources and IT, will make every effort to ensure that employees can work effectively during remote work. Human Resources and IT staff can guide employees on best practices for the use of the home or other location as a work environment, including connecting to FIND intranet and supported on-line applications, and engaging with fellow employees productively. For clarity, no extra costs shall be incurred by FIND for employees working remotely. Individual employees or FETCs will be responsible for any resulting financial costs, such as special IT equipment, ergonomic chairs, internet access costs, insurance, or related costs.


Should you have questions or technical issues with accessing office information systems during remote work, please contact IT and/or refer to the IT Policy.

### 3.10 Information and Data Security

Employees working remotely are fully responsible for the security and integrity of FIND information and equipment and remain bound by information technology policies, procedures, and guidelines in force at the time.

### 3.11 Remote Work and Productivity

Employee productivity and the quality of an employee's work product is expected to be the same whether they work remotely or on FIND premises. Managers, in turn, need to communicate clearly with employees about any issues related to remote work that may, in their view, have a negative impact on productivity, work quality, or teamwork. We expect such communications to be clear, timely, and part of an open discussion between an employee and their manager, with the goal of a joint understanding of expectations of the employees' objectives and workplan, and a shared understanding on the potential impact of remote work. While in no case will a manager require office attendance outside the limits set under this policy, we expect employees to be aware of, and account for the feedback they receive from their managers on this topic.

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### 3.12 Benefits<sup>1</sup>

Employee benefits for both full-time employees and FTE-Cs are specified in FIND's Employee Handbook, Consultant Policy and/or IT policies; there are no additional benefits associated with remote work. For questions, please contact Human Resources.

## 4 References

### Internal References

- PL 04-00-01 Employee Handbook

## 5 Appendices


Number	Title
1	Health & Safety Guidelines for Remote Work
2	Inclusivity and Culture during Remote Work

## 6 Change History

Document version	Section reference	Change from	Change to
1.0	N/A	N/A	First issuance of document

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<sup>1</sup> Benefits are defined as anything that is provided above standard salary/fees that is not mandatory by law.

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## Appendix 1: Health & Safety Guidelines for Remote Work

This Appendix is provided to FIND employees as best practices in remote work. It has been assembled by members of the hybrid work model Task Force who helped prepare FIND's Hybrid Work Policy, from material available publicly and the experience of FIND staff. It is by no means exhaustive or definitive but is provided as a resource for employees looking for guidance on how to manage a remote work environment, and how to maintain their physical and mental health in a hybrid work model.

There are many resources available that provide support and guidance on balancing work and non-work life. For additional support, please contact Human Resources.

### How do I stay healthy during home working?

#### 1. Equipment

- Make sure your work equipment is in safe condition. If you see a problem, tell your manager.
- Make sure you have an effective headset, headphones, or speaker.

#### 2. Work Area and Workstation

- Work in a well-lit room, and keep it free from clutter on the floor, trailing cables, etc.
- Choose a table at an appropriate height with an adjustable chair if you have one.
- Position yourself and adjust window blinds and light sources to minimise glare or reflections.
- As far as possible, adjust your chair and screen so the top of the screen is just below eye level, so your arms rest comfortably on the table, and so your feet rest comfortably on the floor in front of you.

#### 3. Work Habits

- Try to work in a neutral and relaxed position. Pay attention to the position of your back, shoulders, elbows, and wrists.
- At a minimum, take a 5-minute break every hour. Get up, move around, and stretch your muscles. Rehydrate. Give your eyes a break from close-up work and rest your mind. Take a longer break for lunch. Try to get outside for at least 30 minutes, no matter the weather.
- When working at home, there might be fewer distractions and therefore fewer natural breaks. You may need to set a reminder or an alarm to remind you to take regular breaks.


#### 4. Wellbeing

- Maintain a regular daily rhythm, going to bed and getting up at the same time each day. This improves sleep quality.
- Make a distinction between work life and home life. Be careful to prevent work encroaching on your personal and family time.
- Make time for physical exercise and for mealtimes. Maintain a healthy, balanced diet.
- Keep in regular contact with your work colleagues. Maintain your social conversations and seek assistance whenever you need it. Use phone or video calls in preference to e-mail or texts. Schedule "coffee" time with close colleagues via teleconference without a specific work agenda.

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## 5. Feedback

- Provide your manager or team leader with regular feedback on how things are going, and any challenges you are facing.
- Listen closely to your body. If you feel the early signs of muscle ache, eye strain, or headache, speak with your manager, and work together to find out a solution.
- If you have an accident while working at home, tell your manager.

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## Appendix 2: Inclusivity and Culture during Remote Work

This Appendix is provided to FIND employees to highlight how remote work might impact organizational culture and promote or hinder diversity and inclusivity at the workplace. These are neither exhaustive nor definitive but are intended to identify issues that may not be obvious to employees and managers but may be important considerations for employees and teams operating in a hybrid work model.

Specific policies related to diversity and inclusivity at FIND are contained in FIND's Employee Handbook.

If you have concerns about the culture at FIND, particularly around issues of diversity and inclusivity, and you would like to discuss them further, please reach out to a member of FIND's *Diversity and Inclusion Working Group*.

For additional support, please contact Human Resources.

### 1. How to Ensure Teams Interact during Remote Work

When working remotely, a lot of the informal ways in which individuals and teams share information will disappear – the casual conversation over lunch, impromptu discussions over coffee, dropping by someone's desk with a question. Not only do we lose those interactions for their work value, but the lack of the one-to-one social interactions can cause many of us to feel isolated, especially when our daily work may not require much interaction with others.


Maintaining a sense of team spirit is also important, and without an intentional effort to build a sense of team, can easily be lost in teleconferences and remote work.

Counteracting the disintegrating features of remote work requires active planning and effort. Every one of us can contribute to ensuring that both formal and informal communications are maintained in hybrid work environment, and that we foster and maintain a positive, team-oriented morale under hybrid work conditions.

In some cases, it will be important to formalise what are normally informal interactions across this new digital workspace. Below are some specific ideas for how you can do this – and we welcome your creativity and other ideas here as well.

- In addition to work meetings, schedule non-work-related interactions with your colleagues. Call them "coffee chats" or something similar, and make it clear that although scheduled, they are intended to be informal.
- Initiate regular Digital coffee corners for your entire team, where people can meet and chat.
- Be deliberate in reaching out to and connecting with your co-workers. Think of using chat messages on Teams or other applications as the virtual watercooler and make sure to check in over chat with colleagues regularly.
- Share news, stories, and successes both vertically with colleagues and horizontally with your manager and people who report to you.
- Do not just think about interaction within your own team, but chat digitally with your peers and other teams, including scheduled but informal group chats between teams.
- If something seems wrong, correct it.
- If you have bad news, share it immediately. Don't sit with it in isolation.



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## 2. How Managers can support remote employees

- **Establish structured regular check-ins**

During hybrid work, it is even more important that check-in calls be regular and predictable, and that they are structured as a forum in which employees know that they can consult with you, and that their concerns and questions will be heard. Do everything in your power to keep these meetings sacrosanct as a priority on your calendar.

- **Provide several different communication technology options**

Remote workers can benefit from “richer” technology, such as video conferencing, that when used properly can give participants the same benefits they would have if meetings were face-to-face.

Video conferencing can be used for its advantages, especially for smaller groups:

- Ask team members to keep cameras on during remote video conferences. Visual cues allow for increased “mutual knowledge” and help reduce the sense of isolation for remote workers. Video is also particularly useful for complex or sensitive conversations, as it feels more personal than written or audio-only communication.
- Have your team establish “rules of engagement” for video conferences. Remote work becomes more efficient and satisfying when managers set clear expectations for the frequency, means, and ideal timing of communication for their teams, and engaging them in the design of team meetings fosters inclusivity.

- **Provide opportunities for remote social interaction**

Monthly virtual events designed specifically and openly to help reduce isolation will promoting a sense of belonging

- **Offer encouragement and emotional support**

Listen to employees’ anxieties and concerns and empathize with their struggles. Once you ask a question, be sure to listen carefully and attentively to the response, and briefly restate it back to the employee, to ensure that you understood correctly. Let the employee’s stress or concerns (rather than your own) be the focus of this conversation.

## 3. How to Run Effective Remote Meetings

In an office environment, meetings mostly happen face-to-face; you can see each other, read body language, and follow-up can happen just by passing by someone’s desk.

To get the most out of the remote meetings, we should follow some basic etiquette and rules of engagement.

- Ask all participants to use video whenever possible but be mindful of “Zoom fatigue”.
- Send an agenda and objectives for the meeting before the meeting and clarify the objectives and agenda up front when the meeting starts.
- Keep the same, stable agenda of recurring calls, which helps with preparation and creation of action points. If useful, keep any “Any Other Business” agenda item at the end of the meeting.
- Share materials in advance, come prepared, and have your questions thought through in advance (this will save your and your colleagues’ time)

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- Minimize presentation length and use slides only when helpful. Most meetings via video conference should be discussions rather than one person droning or lecturing over slides.
- Call on individuals to speak so everyone participates (and let them know in advance you will be doing so).
- Allow time for people to voice any concerns and capture real-time feedback.
- Finally, make sure to follow up on action points from a previous call to highlight the continuity.