




US Flexible Work Arrangements Policy	Version #: 3.0
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Signature: 	Date of last review: 15-Apr-2020
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I. Purpose

At Pathfinder, we are committed to helping employees manage the demands of work, family and life-related challenges by offering **Flexible Work Arrangements**. These arrangements provide employees with increased flexibility with their work schedule while allowing our organization to maintain an inclusive, safe and productive work environment. It is Pathfinder's intent to ensure all aspects of this policy are compliant with federal and state regulations and laws.

II. Applicability

All US regular full-time and part-time employees who meet the following criteria: employee has at least six (6) months of continuous employment, is meeting performance expectations and is in good standing. Occasionally, Pathfinder might determine that it is in the interest of the organization to hire someone as a remote worker from the beginning of their employment.

III. Policy Statement

Flexible work arrangements are an opportunity to maintain employee productivity through various forms of creative work scheduling. With technology advances, flexible work arrangements can be mutually beneficial to Pathfinder and our employees. A few examples include:

- provide extended hours of coverage for business operations
- maximize interaction with global operations across multiple time zones
- extend workdays due to business deliverables
- work remotely during inclement weather or unexpected office closure
- flexibility to work a day from home when mildly ill

Some longer-term flexible arrangements are not suitable for all types of work and, while these arrangements are beneficial, they are not an entitlement and they in no way change the terms and conditions of employment. Also, as each employee's situation is different, a flexible arrangement that works for one employee might not be appropriate for another. Flexible arrangements should have a trial period of no more than three months to ensure an employee is able to continue to perform their work at an effective level of performance. This timeframe will allow both the employee and the supervisor to share and document the benefits as well as opportunity areas learned during the trial period. If after a trial period an approved arrangement proves to be ineffective for the employee or Pathfinder, it may be discontinued by either party at any time. Changes to work arrangements must be made in writing and

include Human Resources (HR). Every effort will be made to provide ample notice of such a change to accommodate commuting, childcare, and other issues that may arise from such a change. There may be instances, however, where no notice may be possible.

Employees requesting to work remotely on a regular basis must have an appropriate workspace for productive work that complies with all Pathfinder business and safety requirements. Additionally, there are many factors to consider when telecommuting or working remotely which are outlined in the Flexible Work Arrangement form (Appendix I) such as the employee's responsibility in determining any income tax implications of maintaining a remote workspace. The organization will not provide tax guidance, nor will the organization assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

Although an individual employee's work schedule may be modified to accommodate childcare or other personal duties at Pathfinder's discretion, the focus of the arrangement must remain on job performance and meeting business demands. Flexibility is intended to support, not replace, appropriate childcare or coverage of other personal duties.

There are several types of flexible work arrangements available. These arrangements include options while working at a Pathfinder office such as a compressed work week and job sharing, and other options allowing work to be performed by telecommuting or from a remote work location or a combination of both. All flexible arrangements are subject to Supervisor, second level supervisor and HR approval. The various options are described in more details within our Employee Handbook and in Appendix II to this policy. Employee's business unit will be responsible for the cost of any necessary IT items beyond the normal in-office configuration, and the employee is responsible for any other expenses incurred. See the *IT User Policy* for expectations and responsibilities when accessing Pathfinder Systems.

IV. Responsibilities

Employees should discuss a flexible work arrangement with their supervisor and ensure they understand any impact the flexible schedule may have on their compensation and benefits. Employee is responsible for completing the Flexible Work Arrangement form, obtaining signatures and sending to the US HR Manager. When telecommuting or working a remote work schedule, employees should be prepared to discuss their alternative workspace and adherence to the *IT User Policy* and *Data Confidentiality Policy*. Employee is responsible for any income tax impacts at a personal level – Pathfinder will not provide tax guidance, nor will the organization assume any additional tax liabilities. Employees need to continually discuss performance and expectations with their supervisor and the need to be accessible. Flexible arrangements should have a trial period of no more than three months to ensure an employee is able to continue to perform their work at an effective level of performance.

Supervisors are expected to be open to all proposed flexible work arrangements, commensurate with organizational needs, and, should consult with Human Resources to understand the impact on an employee's compensation and benefits. Supervisors need to continually discuss performance, expectations and the need to be accessible during normal business hours with their employees. Supervisors are responsible for reviewing and signing Flexible Work Arrangement forms prior to them being sent to HR to review. A trial period of no more than three months is necessary to ensure the employee can continue to perform their work at an effective level of performance. Second level supervisors will also need to review and sign the FWA form.

Human Resources will counsel employees and supervisors on flexibility options along with clearly communicating compensation, benefits, and any other relevant details. HR will complete the personnel action forms (PAF) as they relate to this policy. HR is also responsible for seeking outside legal counsel about relevant laws, tax liabilities, and compliance and safety concerns related to employees working at remote work locations, so they may effectively provide guidance to supervisors and employees.

Information Technology will support HR as it relates to the *IT User Policy* for employees working in remote locations outside of a Pathfinder office. IT will provide the appropriate data and device security protections, applications, system tools, and help desk support to employees with approved FWA.

V. References

Employee Handbook
IT User Policy
Data Confidentiality Policy

VI. Definitions

Flexible Work Arrangement means any regular or standing adjustment to working hours and/or place, which could be implemented in a variety of ways. It does not include occasional changes to an employee's schedule. Any questions regarding this should be directed to HR.

Good Standing is an employee who is not currently subject to any disciplinary action.

Telecommuting is an arrangement when an employee works from both home and their assigned Pathfinder office.

Remote work locations are outside of Pathfinder's main offices.

VII. Appendix

Appendix I. Flexible Work Arrangement Form

Appendix II. Employee Handbook – Flexible Work Arrangement Definitions

Appendix I: Flexible Work Arrangement Form

Employee Name	
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A. Flexible Work Arrangement Requested and any applicable details:

- | | |
|---|--|
| <input type="checkbox"/> Flexible Hours (maintain full-time schedule)
<input type="checkbox"/> Reduced Hours
<input type="checkbox"/> Compressed Workweek | <input type="checkbox"/> Job Sharing
<input type="checkbox"/> Remote Worker
<input type="checkbox"/> Telecommuting |
|---|--|

Provide relevant details related to telecommuting, remote work, and current challenges with existing arrangement.

Please describe the proposed work arrangement below. For non-exempt employees, please including the proposed number of regular work hours each day.

	Monday	Tuesday	Wednesday	Thursday	Friday
Days in Office					
Days to Telecommute					
Remote location					

Proposed percent of Full-Time schedule: _____%

B. Please explain your overall approach to the managing the flexible work arrangement.

Comment on considerations regarding the value and impact of the arrangement, plans for addressing work interactions, team meetings, etc.

Provide details on how you will continue to meet the needs of the business, your department, your manager and your customers (internal or external).

C. Approval

Please note whether approved or denied.

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D. Supervisor Notes and any additional agreements

Please outline any notes or agreements between the supervisor and employee on how the schedule will be reviewed and managed, including times for assessment discussions and ways success will be measured. (All FWA's should be reviewed at least after 90 days and on a periodic basis thereafter.)

Effective date of FWA: Beginning: _____ Ending: (If option is time limited): _____

Employee Understanding: I understand that the requested Flexible Work Arrangement, if granted, may be changed or withdrawn at any time, at the discretion of management. I also understand that the granting of any Flexible Work Arrangement does not change my status as an at-will employee of the organization and I understand any impact on my pay and benefits.

Employee Signature:	Date:
Supervisor Signature:	Date:
Second Level Supervisor:	Date:
Human Resources Manager:	Date:

Copy to employee, supervisor, HR Manager for employee's personnel file. Human Resources will complete all necessary PAF changes.

Points to Consider when Creating a Flexible Work Arrangement:

Pathfinder fully supports flexible work arrangement but feels it is necessary for all parties to have a full view of different considerations when evaluating a change in work schedule and workplace.

It is important to balance flexible work arrangements with the need for face-to-face and spontaneous interactions for promoting teamwork. While virtual interactions are effective and enhanced by using collaboration technologies and tools – which are typical in a global organization – we must be vigilant not to undermine the intangible benefits of working in an office with colleagues.

Employees need to remain available during work hours for all required video or telephone meetings, and effective use of calendar management is required to inform all appropriate parties of an employee's availability and daily work location.

If a flexible work arrangement is made for an employee who is residing in a different state and coming to the main office requires overnight travel, the employee and manager will agree on the number of times a year the employee will travel to a Pathfinder office and the budgetary cost associated with this arrangement.

These types of arrangements may require additional considerations such as consultation with the organization's payroll and compliance departments to understand any tax or other implications to the organization and the employee. The organization will consider various business liabilities before approving remote work requests, which include whether the business is currently registered to perform business operations in the particular locality of request, and whether the organization has a current or future vested interest in conducting business in the locality of request and the process by which compliance will be ensured for the locality requested.

Consistent with the organization's expectations related to IT User Policy and Data Confidentiality Policy, telecommuting and remote work employees are expected to ensure the protection of all proprietary organization and client information accessible from their remote workspace. Steps include, but are not limited to, use of locked file cabinets, desks, regular password maintenance, and any other steps appropriate for the job and the environment. Additionally, it is expected that all work done will be properly backed up to the organization's network and in adherence to both policies referenced above. It is the responsibility of the employee and supervisor to engage with IT for support in complying with the above requirements, as needed.

Once approved, Pathfinder shall not be responsible for any additional costs associated with these arrangements, other than the normal laptop, dual monitor (if needed) and headset provided by the organization. Pathfinder will not be responsible for costs associated with appropriate internet access and speed to work remotely, printer connectivity or items such as furniture, desk chair with appropriate back support or lighting, nor for repairs or modifications to the remote workspace. Equipment supplied by the employee, if deemed appropriate by the organization, will be maintained by the employee. Pathfinder accepts no responsibility for damage or repairs to employee-owned equipment. The organization reserves the right to make determinations as to appropriate equipment, subject to change at any time. Equipment supplied by the organization is to be used for business purposes only. The employee agrees to take

appropriate action to protect the items from damage or theft. Upon termination of employment, all organization-owned property will be returned, unless other arrangements have been made.

The employee will establish an appropriate work environment within their home or other appropriate, approved location for work purposes. The organization reserves the right to inspect these workspaces on an as needed basis and will provide advance notice if an inspection is required. Injuries sustained by the employee while at their remote work location during agreed-upon work hours and in conjunction with their regular work duties are normally covered by the organization's Workers' Compensation policy. Remote Work employees are responsible for notifying the employer of such injuries in accordance with organization worker's compensation procedures. The employee is liable for any injuries sustained by visitors to their work location.

Telecommuting and remote work arrangements are not intended to be a replacement for appropriate childcare or coverage of other personal duties. Although an individual employee's schedule may be modified to accommodate childcare or other personal duties at Pathfinder's discretion, the focus of the arrangement must remain on job performance and meeting business demands. Prospective remote workers are encouraged to discuss expectations of telecommuting and remote work arrangements with household members prior to entering into the agreement and to ensure that their remote workspace is a productive and professional environment.

Employees entering into a flexible work arrangement of three or more days outside of their core office location will not typically be provided with a dedicated office or workstation at a Pathfinder office; rather, they will generally be provided with a shared office space arrangement to maximize Pathfinder office space needs as best fits the organization's needs.

It will be the Employee's responsibility to determine any income tax implications of maintaining a remote workspace. The organization will not provide tax guidance, nor will the organization assume any additional tax liabilities. Employees are encouraged to consult with a qualified tax professional to discuss income tax implications.

I have read and understand the above considerations as they relate to my proposed flexible work arrangement proposal.

Employee Signature:	Date:
Supervisor Signature:	Date:

Appendix II: Employee Handbook – FWA Definitions

Informal Flexible Work Arrangement: An informal flexible work arrangement permits the employee to occasionally adjust their normal starting and ending times while maintaining a full-time workweek. This type of arrangement is generally temporary in nature and may be used for one week or several weeks based on the personal need. Examples may include, attending to a series of personal appointment during normal business hours during the workday and arriving to the office late and subsequently making up the time throughout the workweek.

Reduced Hours: A reduced hours schedule involves modifying an employee’s standard workweek by working either fewer hours of work per week for nonexempt employees or working a percentage of a full-time work week for exempt employees. Such a schedule might involve shorter workdays, fewer workdays or a combination of both. Employees should be aware that this type of schedule will have compensation and benefits impacts.

Compressed Workweek: Compressed workweeks involve working a full-time schedule in less than the standard number of days over a one- or two-week period. Timesheets must reflect appropriate reporting to meet full time schedule.

Exempt employees are responsible for completing all work deliverables for the workweek and may choose from these options:

- Work longer days during a two week pay cycle in exchange for receiving a recurring day every other week off.
- Work four longer days during the standard work week in exchange for receiving a recurring half day off each week.

Non-exempt employees

- Non-exempt employees have one option which is to work an additional hour four days each week during the standard work week (9 hours each day) and work a four-hour day on a recurring day each week.

Job Sharing: Job sharing provides a potential opportunity for two employees to share the responsibilities of one full-time position. It requires two employees who are committed to the success of the partnership and the responsibilities they share. It is the responsibility of an employee seeking a job share arrangement to find a suitable job share partner before submitting a proposal for a supervisor to review. Consultation with Human Resources is necessary for this type of flexible arrangement.

If an employee is eligible to share a job with another person, various reduced hour schedule alternatives may be possible, such as:

- Both employees work five days, but each works half days
- Both employees work three days, with one “overlapping” day
- One employee works two days, while the job share partner works three days
- Each job share partner works a reduced hours schedule and together they work at least a full-time workweek

Telecommuting and Remote Work Arrangements: Telecommuting and remote work arrangements allow employees to redefine their “workplace” by working from a location other than a Pathfinder office.