

Flexible Working Policy



Wood is committed to further developing and maintaining ways of working which result in our clients receiving excellent delivery and simultaneously supports the wellbeing of our employees. As part of this we seek, where we can, to create some flexibility in work location and hours such that our teams can fully contribute to business outcomes, while maintaining a healthy work and home life balance.

Purpose:

The purpose of this document is to set out some global high-level principles for flexible working where employees may work part of the time from home or from an alternative company location to their normal assigned work location. It also provides for some flexibility in working hours for employees where practical to do so. Employees may be permitted to vary daily start and finish times beyond normal hours subject to achieving total weekly hours and/or work additional hours in order to take some hours off for personal reasons such as appointments.

Employees should refer to country procedures for more detailed local guidance.

- In terms of work location, Wood considers a hybrid approach to be optimum. This enables both the company and employees to maximise the benefits and mitigate the risks of working from an alternative location for some of the time. The benefits are viewed as: enabling talent attraction, engagement and retention of employees
- Reduction in company property cost through office closure or space reduction, which enables greater competitive advantage to win work and grow
- Enabling employees to reduce commute costs, improve personal carbon footprint and wellbeing
- Improving diversity and inclusion through accessing a wider talent pool
- Enabling development opportunities less limited by geographic location and mobility for certain roles

Scope

This policy applies to Wood employees in all our permanent non-site office locations globally.

Policy Principles:

- Wood supports flexible working of which alternative location such as home working is a part, where practicable, giving due consideration to client needs, business operational requirements and employee desires. Employees will be valued for their work delivery, rather than where the work is physically delivered, in alignment with client, operational and safety requirements
- Wood and all its employees will apply a consistent minimum standard of care regardless of where they work to ensure a healthy, safe and secure working environment, which complies with local legislation, HSE/OSHA home working and company policy. This includes the security of Wood intellectual property
- Each country will implement a Flexible Working (Location) procedure aligned to the overall Wood fundamental principles tailored, where appropriate, to local legislation, culture and business requirements
- Implementation and management of change will be carried out on a country by country and location by location basis. Business units will work collaboratively, recognising pace and needs may differ to reflect the different business models.
- Business groups and sub-business groups will carry out risk assessments and analyse relevant data from their business to support decision making and inform actions

Hybrid location working may be company or employee initiated and may be a blend of both working from home, an office environment or suitable alternative. All arrangements require to be approved.

- Working arrangements will be flexible to the changing needs of Wood and its employees; they will always be agreed between the employee and their line manager and regularly reviewed.
- Flexible working will enable and sustain employee engagement, productivity, safety and customer service levels, with the aim of improving all.

Management of change, risks and KPI reporting to be led locally by the business, ensuring collaboration across business units by country and location.

As a global company, Wood recognises that different countries and locations will have various local practices, preferences and legal requirements for making remote working arrangements available to employees.

Wherever possible and practical to do so, Wood encourages and supports flexible working practices, which may enable employees to:

- Adjust their pattern of working hours
- Have flexibility of start and finish times
- Vary the hours worked each day
- Compress working hours over fewer days
- Have flexibility in relation to their place of work i.e. alternative working location for part of the time

Requests for flexible working, in terms of variation of hours, will largely be employee initiated. Whereas, flexible working in terms of location may be implemented by the Company or requested by an individual employee. It should be noted that remote working is only one aspect of flexible working. See separate local country procedures for more details on Flexible Working (Location) and Flexible Working (Hours)

Wood recognises that a large number of our employees work shift patterns and/or on rotational work patterns and that for this population hours and place of work are fixed and flexibility is usually not possible.

The ability to offer flexibility in work location will be led by a balance of client requirements, operational service delivery and individual circumstances. The levels of flexibility which can be offered may vary according to the nature of the work being performed. This may change over time and as a business we need to remain agile in this regard. Certain job families will be more suited to virtual working from an alternative location such as home, although this can change i.e. same role on a different project with a different customer or at different stages in the same project.

In certain instances, local office closures may necessitate an employee to work from home for all of the time other than office and site visits.

Partnering with the real estate function will allow BUs and countries to determine which models are required such as collaborative working spaces.

Risk mitigation:

There are many risks to be reviewed when remote working is being considered. These include the following:

- **IT, Data and Infrastructure** - Ineffective IT infrastructure and work environment which would negatively impact delivery, an environment unsuitable for data privacy and confidentiality to be maintained.
- **Cross border** - Risk of employees delivering work in different country, region or state to which they are employed, creating potential employment and corporate tax compliance risks, and potentially immigration issues.
- **Health, Safety and Environment** - Suitability of location and conducive working environment to ensure effective delivery. This includes working surroundings, ergonomics of home working space.
- **Insurance** – Risk that the location being used to work is not covered by insurance.
- **Client** – In certain circumstances, based on the contracting agreements in place, client agreement will be essential for maintaining payment and engagement.
- **Real Estate** - Lease durations, exit arrangements and commercial impact require to be assessed.
- **Engagement** – Specific need for face-to-face engagement/collaboration exists for a period of time i.e. project start up, onboarding new employees, certain forms of training such as on the job shadowing and early career employee.

Local leadership, in conjunction with all the appropriate functions, will be required to ensure that risks have been assessed and risk mitigation is in place. Trial periods of pilot groups may be required to test suitability and enable risks to be assessed and mitigated.

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