

Morneau Shepell's return to office approach

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Leadership Council Summit

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Improving lives. Improving business.

Morneau Shepell is a technology-enabled global HR & employee wellbeing services company



LifeWorks Total Wellbeing

Employee & family assistance programs

Personalized wellness via mobile-first platform

Rewards, recognition & perks

Health & Pension Administration

Benefits administration outsourcing

Defined benefit pension outsourcing

Pension & benefits software

Health & Productivity Solutions

Absence & disability management

Safety Group & Workers' Compensation

Retirement Solutions

Pension consulting

Asset & risk management

Defined contribution solutions

Return to Office principles

1. Health and safety of employees
2. Be slower than other companies
3. Respect regional differences
4. Take a staged approach
5. Commitment to ongoing employee flexibility

An enterprise-wide pandemic working group was established in January and continues to coordinate the COVID-19 response and RTO plans



Five point approach to our Return to Office plan

1

Individual flexibility and choice

2

Most employees will continue working from home

3

Enhanced office cleaning & health protocols

4

Phase 1:
Pilot three offices from July to September

5

Phase 2:
Gradual office openings in September

1

Individual flexibility and choice

Want to remain working from home

“This pandemic has shown that all work can be done remotely no matter where you are and employees has shown they are 100% productive.

“I believe employees should be able to have the option to work from home post pandemic.

Wait and see, or just not sure

“Every persons thought are different and must be respected.

“Working with colleagues but I would like to work from home more often.

“Slow, cautious re-entry, facilitate working from home for folks that prefer working from home until widespread adoption of vaccine.

Can't wait to return to the office

“Being able to communicate with my team face to face and being able to get trained just by walking to somebody's cubicle.

“Just getting back to the workplace would be nice.



I'm hoping everyone can go back, but I think if someone would like to work from home for a week or two, I think they should be able to do that.

We can therefore keep a balance of going to the office and working from home - both which offer great benefits, as well as improving mental health.

If they feel sick, they should be able to work from home for two weeks, regardless if it is COVID-19 related or not.

This would make everyone more comfortable.

2

Most employees continue working from home

94

per cent of
employees working
from home since
mid-March

“Actually prefer working from home, since the work time is more flexible and work schedule can be allocated more efficiently. Afraid of returning to workplace by catching up the COVID, due to high capacity of work place.

“A slow and staggered approach to returning to work and adapting our previous policies to allow employees to WFH more days.

“I think we have transitioned to work-from-home model very well. I think without a successful COVID-19 Vaccine I will be very uncomfortable going back to the office. I feel as productive as I was before this crisis and will appreciate if I am allowed to decide if work from home arrangement should be the new normal.

3

Enhanced office cleaning & health protocols

Distanced seating

Pre-screening
questionnaire app

Temperature checks

Building & elevator
protocols

Visitor and guest
protocols

Plexiglas dividers *

Face masks &
sanitizer provided

Signage

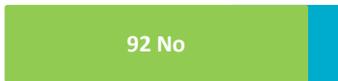
Common spaces &
work cafes

4

Phase 1: Pittsburgh office survey responses (percentages)



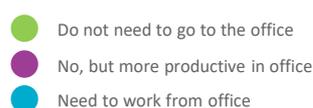
Worked from office 5 days pre-COVID



Still working from office now



Going forward, do not need to work from the office



Would you want to take part in Pilot



If yes for Pilot, how many days?



Post-pandemic, how many days would you want to return?



- Most employees worked from the office before pandemic
- Large majority work from home now
- Majority don't need to work from office, but may be more productive there
- Most don't want to work 5 days in the office if they take part in the pilot
- Post pandemic most do not want to return to office for 5 day weeks

4

Phase 1: Pilot three offices from July to September

3 Cities

Fredericton, Canada

~~Pittsburgh, USA~~

~~Melbourne, Australia~~

3 Offices

Smaller offices

One LOB each

10%

Maximum capacity

-  Morneau Shepell corporate office
-  Morneau Shepell Joint Venture office

5

Phase 2: Gradual office openings in September

- Explore additional offices in September using a similar approach to Phase 1.
- Learnings from Phase 1, along with updated health authority guidance, will determine right timelines.
- Roadmap for the next few phases where we see our offices open with less restrictions.
- Continue to offer flexibility to those employees that want to work from home.



I appreciate very much that MS is allowing us to return later than some other employers.

I have family members with comorbidities, so I have been very anxious about that. That fear is delayed for the moment.

Most important: few people in office at once. Increased opportunity to continue to work remotely.

Approach to RTO communications



All-employee
email and
webinar
updates



Frequent
leadership &
manager
webinars



COVID-19 all-
employee pulse
survey



Intranet resource
pages & message
archive



Ongoing internal
social media
engagement



Discussion

Abstract

With more 40 offices on four continents, HR services company Morneau Shepell is taking a cautious and flexible approach to return to office (RTO) planning that balances a wide variety of employee situations and client needs. With 94% of employees successfully working from home since mid-March, the RTO plan will be gradual, starting with pilots in three offices over the summer, being responsive to employee feedback (having just completed a quarterly survey), and instituting enhanced office cleaning and health protocols. Attendees will hear about:

- The five point approach to RTO planning
- A summary of employee feedback related to RTO concerns and requests
- The approach to office readiness

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- New Brunswick 168 2
- Melbourne 4700 29
- Toronto 15000 1126