

# Bulletin Dated June 15, 2021

## An Important Message from our CEO, Paul Robinson

### Moving back to Normal

The great news is that we are clearly on the down side of the third wave of the pandemic and, with the increasing vaccination rate in Canada and many of the countries where our operations are located, it is time to consider our strategy for getting back to normal operations for running our business. I recognize that India and Brazil are lagging on infection rate reductions and vaccine rollout and it may take longer for those countries to move back to normal operations.

As part of developing our own policy, we have been reviewing other companies announced policies as they have been made available. While there has been variation on certain strategies, there are common themes:

- The main place of work will be the office. Some companies have announced full return to the office while others have stated a minimum number of days a week to be at the office
  - o Goldman Sachs was an early announcer of 100% back to the office
  - o Google has stated that all employees should come to the office at least 3 days a week
- Companies are continuing to introduce new technology for better communication and teamwork
- All companies recognize the value of face to face contact and collaboration as a key element of team building

Other issues on my mind include:

- Onboarding and evaluation of new employees
- Fairness
- Training and development
- Team and individual motivation
- Quality of work life
- Additional responsibilities placed on leaders to lead a remote team
- Maturity of our management systems to support remote work teams

There is no question that our industry and our business are undergoing a technological transformation and business as usual will not be sufficient to succeed. To succeed, our business and our team must be more focused, aggressive, creative, responsive, collaborative, and flexible. Our work structure must support these objectives.

In Ontario, the government has instituted an opening plan that, excepting a new aggressive variant or other setback, should be completed by the end of August allowing for a full opening of schools and businesses after Labour Day. Our plan should target the same timing for return to normal.



On the vaccination front I am pleased to inform you that over 83% of our Canadian workforce has received at least one dose of vaccine. The Ontario government is now focusing on rolling out second doses and is targeting to provide second doses for everyone that wants one by the end of the summer.

Taking all this into account, all employees should be prepared to return to work on a regular basis after Labour Day (Sept 7, 2021). We will provide better clarification of what regular basis means over the coming weeks, however, we believe it is important to provide all employees early notice so that they can properly prepare for return to work. We understand that the pandemic has required some of our team to become the primary caregiver to family members and it will take time to make alternate arrangements. For anyone that needs special accommodation, please contact HR as soon as possible to discuss.

During the next several weeks, taking into account the Ontario Reopening plan, we will transition as follows:

- For all employees that wish to come to work on a regular basis, please arrange a start date with your manager
- On June 21<sup>st</sup>, (one work week after the commencement of Ontario Reopening Plan Step 1) all senior personnel (managers, directors, VP's etc) will return to work 3 days per week
- During Ontario Step 2, currently targeted to commence July 5<sup>th</sup>, each department (and sub-groups for larger departments) will return to work for one full week, the specific week for each department for sub-group to be clarified before June 28. This will allow each department to re-engage within their full team during the week, refocus and re-prioritize work.
- During Ontario Step 3, we will do one more full week cycle by department /sub-group prior to the end of August.
- All existing Covid practices including wearing of masks will continue until Health Canada provides input on new best practices especially for those fully vaccinated
- Cafeteria operations will continue to be closed until further notice.

We will continue to be responsive to any change in the government's opening plan or in the coronavirus and to take all appropriate measures and actions to protect the health of our team.

We recognize that providing employees some flexibility to work remotely can be a win-win for both the employee and the company and we should explore this strategy. Over the coming weeks and months, we will continue to develop our thoughts on this and communicate our strategy. In any case, all employees should expect that the majority of their workdays will be from the office commencing in September.

I personally look forward to re-engaging face to face with each of you soon.

Paul