



Flexible Work in HR

In early April, the Leadership Team provided an update on the firm's flexible work philosophy, which allows many employees to work remotely up to two days per week when we can safely return to the office. Since then, each business unit has been making decisions about how this adjustment to the flexible work philosophy will be adapted and implemented. This email provides our expectations for flexible working in HR.

Our expectations are driven by our objectives to provide strategic consulting to the business and to put our clients first. I'm also a firm believer that we should have increased flexibility—it's necessary to attract and retain a high-performing, diverse workforce. Therefore, as we get closer to returning to the office, all roles will be eligible to work remotely up to two days per week.

In the coming months and before our full return to office, additional resources will be provided, including an updated Flexible Work Associate Guide. Your manager will also communicate specific protocols for your team, but in general, here are our expectations:

- Work with your manager to select the same two work-from-home days each week so that schedules are as consistent and predictable as possible.
- Partner with your team members to decide which days you will be in the office based on clients' needs and other in-person team activities.
- Administrative assistants based at the same location should schedule their work-from-home days in a way to ensure that at least one administrative assistant is in the office every day.
- Be in the office for client meetings and internal meetings such as the HR Quarterly Meeting, once we are able to hold those meetings in-person. Similarly, client-facing roles should follow their clients' needs—we must be flexible enough to accommodate our clients' schedules and requests for in-person meetings.
- If you engage in seasonal HR activities, such as open enrollment or year-end compensation planning, you're expected to be in the office during these times unless otherwise directed by your manager.
- Ensure that you manage sensitive information within the risk, privacy, data security, and compliance guidelines when working from home.
- Apart from approved exceptions, you are expected to live within commuting distance of a T. Rowe Price office so that you can meet the in-office expectations for your role and your clients' needs.
- Exceptions for additional flexibility require approval from your manager and your HR lead team member.

I want to remind you that it's important to make sure that we get this right—these expectations should allow us the flexibility we all need while continuing to meet our performance objectives. We will continue to measure performance using the same methods we do today—client feedback, completion of deliverables, and level of employee engagement. We may not have answers for every question, but we will test and learn from this new way of working, and we will adapt our flexible work guiding principles accordingly.

Please remember that the effective date of these flexible working options will vary by region, based on that region's return-to-office date and in alignment with our business continuity planning efforts. In the meantime, please refer to the [firmwide guiding principles](#) and [FAQs](#), or speak to your manager if you have any specific needs.

Michelle Pfeiffer

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