

Adaptive Working:

Creating a high performance and inclusive culture

An explanation of Adaptive Working



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Our Group vision

Adaptive Working

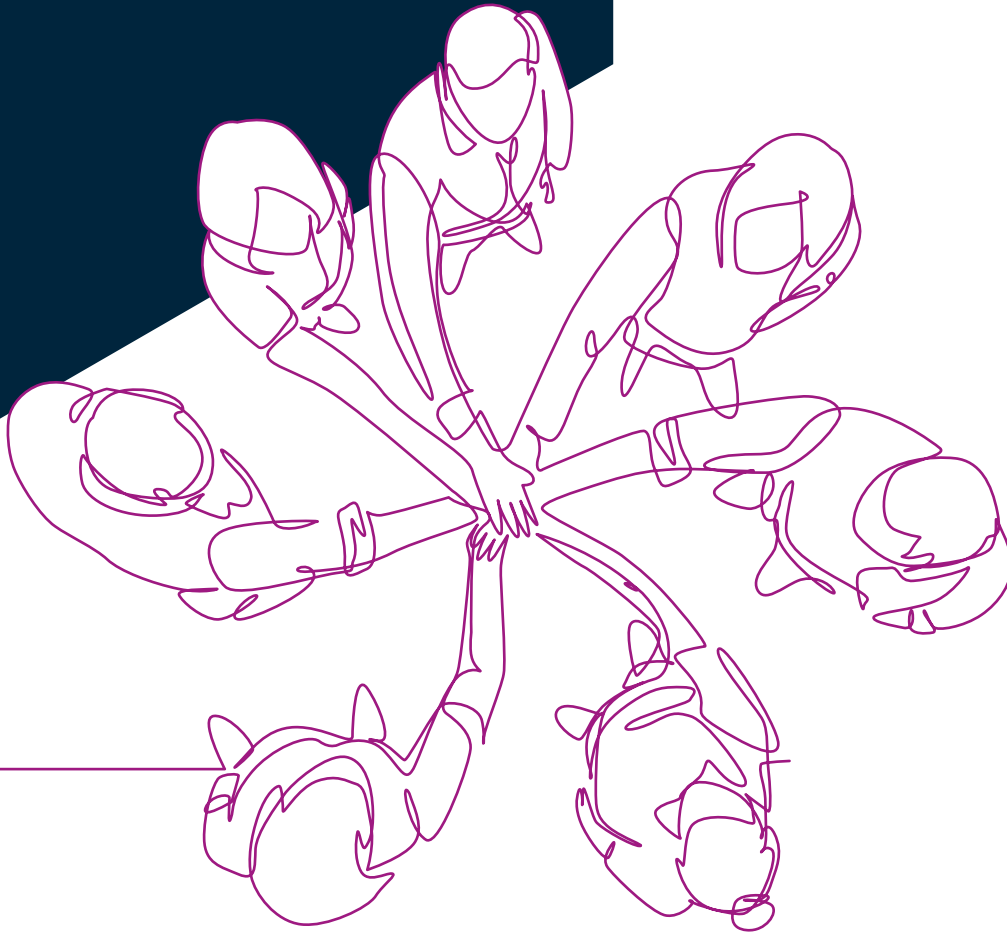
Health and wellbeing

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Introduction

Bringing us closer together

Living and working through a pandemic has been tough for us all and, as we start to transition into 'life after COVID-19', we hope that you are safe and well. While the pandemic, and other events such as the wild fires in Australia in 2019, has caused wide-spread devastation, digital tools becoming available have shown us that a new way of working is possible.

All of us have had to adapt in some way and have done so using behaviours and qualities we want to keep. We have come together more as a community, caring for each other, asking "how are you?" and really meaning it, listening, and supporting each other. Throughout we have continued to deliver our best for our customers, bringing a renewed focus to the importance of the work we all do and balancing this with our personal commitments.

Looking forward we want to maintain these qualities and behaviours. We will find our way, as we have done during the pandemic, by trying and learning about the best ways of working; adopting new habits, learning how digital tools can be utilised, focusing on delivering the right outcome for our customers, and supporting each other as we do so.

All with the focus on how we create a culture that values us all as humans and supports us to deliver our best; a high performance and inclusive culture.

We want to make considered changes to the site environment and to do this we need time for you to adapt post the removal of safeguarding measures, to try different ways of working and digital tools as they become available to discover what works best. Once we are able to understand what works best for you we can then consider our site environment.

Adaptive Working is about feeling empowered as individuals and as teams to have open conversations about where, when and how we work to get the best outcome for our customers whilst balancing personal and work life.

Michelle Cummins
Group HR Director

Our Group vision

Building on our solid foundation

Our strategic priorities – protecting our health and wellbeing and that of our families, delivering for our customers, and sustaining our company for the long term – support us well in providing a solid foundation from which to make decisions with our manager and natural work teams that balance our personal needs with keeping our promises to our customers.

These priorities are further enhanced by a hybrid approach of working on site, remotely, and a blend of the two. This is underpinned by informal and formal flexible working, such as part-time or changing start and finish times, enabling us to adapt our working patterns to meet customer and team commitments as well as our individual needs.

Embracing this flexibility and having regular discussions with our managers and teams on optimal working patterns, helps us to improve our performance, creates better engagement and enables us to grow.

As we continue to learn and adapt, our ambition is to become a best in class global employer, underpinned by our high-performance inclusive culture. To realise this ambition, we will continue to enhance our culture by improving our business-led inclusivity and working environment and ensuring we all have the right tools to work at our best.

This is a long-term and iterative approach, which will take place over the coming years as we continue to explore, learn and adapt.

Adaptive Working brings all of our ways of working together to create an overall approach to enable us to deliver for our customers, while creating an inclusive environment where we can all give our best.



Working and living at a time of Covid-19 and beyond

We are living during changing times and our approach to Adaptive Working has been developed to support you in making decisions, with your managers, on where, when and how to work and can be used in line with national safeguarding measures that are in place at any one time and after they have been removed.

They are here to stay, so please read on and think about how they could work for you, your teams and your customers.

Adaptive Working

Looking after ourselves, our customers and the world around us

We are enhancing our strategic priorities – supporting decision making and enabling growth – with Adaptive Working principles:

- Working flexibly
- Global collaboration and knowledge sharing
- Business focus

These principles apply across the Group, but may be implemented differently, depending on the business, location and nature of work being delivered.



Working flexibly

Informal and formal flexible working

Informal flexible working is agreed locally and there is no need to follow a formal request process; this could include changes such as different start and finish times or working from another location on a non-permanent basis. Formal flexible working might include permanent changes, such as altering the number of days per week you work, as is likely to require an application process.

Where we work

Hybrid working empowers us to make decisions with our managers and natural work teams about where we work so that we can achieve the most effective outcomes for our internal and external customers, while balancing our individual needs alongside those of our teams. It can also support us in reducing our overall carbon footprint by reducing the amount of travel required.

Digitally enabled by appropriate tools, skills and behaviours

Digital platforms are making it possible for us to have more choice over where, when and how we work, as well as how we communicate and collaborate. This will require us to continue to adapt and learn how best to use these tools, trying new approaches and behaviours as we all strive to create the best experience possible. We will continue to enhance our technology platforms so that teams are empowered to maximise Adaptive Working through collaboration.

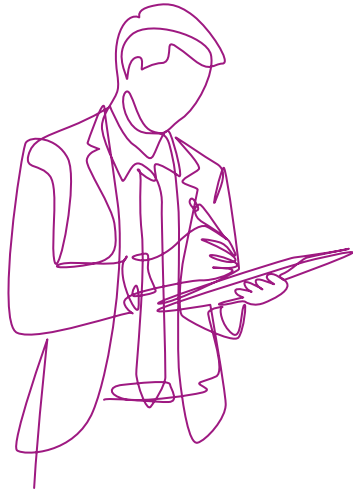
Supported, motivated and encouraged to achieve our potential

Taking responsibility for each other in our teams to ensure we are aligned on our goals and managed and measured based on what and how we achieve. Having great conversations, as we understand how to get the best out of our working environment, so that we can support each other to realise our potential and enable a more inclusive, high performing culture.

Team member who can only carry out their role onsite



Team member where the majority of their role involves being on site or at a customer location



Team member working a blended approach of onsite and remotely



Team member who can work remotely most of the time, but needs to attend site for team and customer interactions



Team member who can work remotely all of the time and has no need to attend site



100%
onsite

HYBRID WORKING

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Informal and formal flexible working, building an inclusive, collaborative, and customer-focused culture

Global collaboration and knowledge sharing

Leverage global capability to support collective growth

Working collaboratively with colleagues in all of the countries in which we operate to understand customer requirements, creating opportunities to work together and maximise our growth potential (respecting customer and national sensitivities on what can and can't be shared). This is supported by universal systems, such as SuccessFactors and Epicflow, which enable us to identify the skills and capabilities we have alongside the demand from our customers.

Work together to capitalise on and share collective knowledge and expertise

Bringing our collective knowledge, skills and capabilities together to provide the best outcomes for our customers. To truly leverage this, we need to establish and maintain connections with colleagues from across the business using the digital tools provided.

Create opportunities to learn and develop across boundaries

Take advantage of connections with colleagues outside of our normal working environment to learn and develop, further supported by virtual and global training and knowledge sharing.

Benefit from a diverse range of thinking, culture and experience

Creating an environment where we can each benefit from the experiences of a diverse range of thinking from people with varied backgrounds, and at different stages in their careers. This diversity of perspectives inspires us to innovate for our customers so we can contribute to the safety and security of the world around us.

Business focused

Safety and wellbeing at our core

Supported by our **Environment, Health & Safety** and **Wellbeing strategies**, Adaptive Working enables us to prioritise exercise, take up new hobbies or just spend more time with friends and family. It also encourages us to think about how we are supporting each other, building a culture where our health and wellbeing is our number one priority.

Empowered and trusted to deliver customer outcomes

Adaptive Working empowers and trusts us as individuals and teams to make the best decisions about where, when and how we work so that we can achieve the most effective outcomes for our customers whilst balancing our own needs, wherever this is possible and practical. Integrity is at the heart of our culture and trust between our teams, managers and individuals is imperative.

Maximise opportunities for growth

We measure success based on the outcome we deliver and the behaviours that support. Having the opportunity as new digital tools become available connecting and learning from others within the Group will become easier and encouraged. Working with your manager, we ensure that our goals are clear and understood and seek regular feedback on progress. You are strongly encouraged to set development goals, which enable us to learn new skills, gain and share knowledge or enhance our behaviours.

Continuous learning and improving, to adapt and innovate

Technology and new ways of working will continue to transform the way we work together, how we meet, when we travel, how we communicate and collaborate together. We recognise that sometimes change can be unsettling and we encourage you to have open conversations with each other and your managers as we learn and adapt together.

Wellbeing

Protecting our health and wellbeing and that of our families is our number one priority

The health, safety and wellbeing of you, your family and the environment around us is our number one priority, regardless of how, where or when we are working.

We believe that we are at our most productive and engaged when we are able to achieve an effective balance between our work and our home lives.

Adaptive Working gives many of us more control over when, where and how we do our work and we must take care to ensure that we maximise the benefits of this approach by staying connected and maintaining a work/personal balance that supports our health and wellbeing.

Because we spend such a large percentage of our time working it's really important to maintain good physical and mental health and create meaningful and inclusive experiences. These are critical to our own health and wellbeing and the success of our teams, impacting engagement, productivity and performance.

We expect Adaptive Working to have a significant positive impact on overall wellbeing across our organisation. However, moving to a more flexible way of working does represent a cultural shift to ensure that wellbeing is considered and embedded into the changes we make in our working practices and the environments we work in, and we must all continue to look out for each other; wherever and whenever we are working.



Diversity & Inclusion

Creating a diverse and inclusive QinetiQ; where our differences are not only embraced, but make us stronger

A high performance and inclusive culture means building a workplace where we can be authentic, feel valued and are able to realise our full potential.

An environment where we can each benefit from the experiences of a diverse range of thinking from people with varied backgrounds, and at different stages in their careers. This diversity of perspectives inspires us to innovate for our customers so we can contribute to the safety and security of the world around us.

We all have different preferences for how we work at our best.

With a workforce that encompasses five generations, we understand that we all have different needs when it comes to balancing work and other aspects of our life.

For our global business to be successful, embracing and supporting flexible, asynchronous and distributed working is essential. We believe that a flexible working environment enables us to build a high performing, inclusive culture that is collaborative and customer-focused.



How Adaptive Working supports diversity and inclusion:

Flexibility

Each project or task we work on for our customers will be different. Building flexibility into our approach means we can adapt to whatever is required by our customers, the team we are working with and our own individual needs. There is no one size fits all, rather we are empowered to find the very best ways of working that create a good outcome for all.

Recruitment

An inclusive working environment is critical if we are to attract the diverse talent we need to be successful. Offering flexibility significantly opens up access to job roles to a much broader range of people.

Leadership

Organisations are proven to be more successful if the leadership community is diverse. Our leaders are empowered to play to their strengths and to the strengths of their teams, creating an inclusive environment where all can contribute their best.

Community

Adaptive Working means that many of us can flex our time to participate in community programmes. We seek to be inclusive in our approach and are particularly focusing our outreach activities that inspire the next generation of scientists and engineers.

How can we?

We know that we need to balance customer commitments, with team working, and individual needs, so it's important that we work together to meet those requirements wherever possible and practical. Which is why our discussions about how we each work should start with "how can we?"

Collaboration

Ensuring we take an inclusive approach to collaboration enables everyone in a team to contribute; finding the techniques and tools that bring the ideas together without defaulting to being in the same room to work together. Harnessing diverse thinking and working styles, creates an inclusive environment that allows us all to thrive, increases the opportunities for innovation and productivity.



This approach encourages us to look at all the options, to consider what's possible, and to understand how, when and where we can adapt the way to work.

It supports us in attracting and retaining the very best people, and creating an environment where we can each achieve our full potential.

Digital Transformation

Connect and collaborate globally, to deliver consistently to our customers wherever we are in the world

As part of our Digital & Data Transformation we are investing in new business tools that will enable us to connect and collaborate globally, delivering consistently to our customers wherever we are in the world.

This is a five-year phased implementation programme, providing the interim collaborative tools needed to meet our immediate needs, while preparing in the background the necessary secure and safe platforms for the future.

Over the last year we have introduced tools such as WebEx, SuccessFactors, Q-Share and Nebula making easier ways to communicate and collaborate, and improving our ways of working. We will continue to make the most of these tools, investing our efforts in how we embed the digital tools that form part of how we work in the future.

Longer-term, we will partner with business' and functions to help create new digital products and services for our customers, many of which will exploit our unique data and knowledge assets. Our digital effort will provide the tools we need to work collaboratively, more efficiently, and better meet the needs of our customers.

Ultimately supporting us in our focus on profitable growth, providing us with the business tools to be more productive and generate more revenue by:

- Making our lives easier by joining up our systems and providing one version of the truth, enabling consistent processes across the globe, removing the need to repeat information and the input of data, automating manual tasks; so that we can focus on what we do best and create a great experience for our people
- Focusing on customer products and services, delivered to customers around the world, faster and cheaper than ever before

Fundamental to this will be the roll out of Microsoft 365 which is already underway and will continue in a controlled and iterative way, learning as we go.

The intention is to make it easier to work together, whether working onsite or remotely, and allow us to focus on providing value to our customers. We have a huge opportunity to make a difference for ourselves and our customers, but to get the real value from the investment we will need to think and work differently.



Making it work together

Creating new habits and breaking old patterns

Adaptive Working creates both new opportunities for changing the way we work together, and new challenges too. How we work must be fair and collaborative, ensuring that everyone feels part of the team.

We all have a responsibility, regardless of our role, to maintain team cohesion and identity, look out for each other's wellbeing, and to work as effectively as possible as a team.

We want to make sure that Adaptive Working is as productive and inclusive as possible for all, whether we are working on site, remotely or a blend of the two.



Learning as we go

The success of creating a high performing and inclusive culture depends on us all. We need to continue to learn about what works best in terms of what we need to deliver within our teams. Having good open conversations and taking time on a regular basis to reflect on what is working well, what isn't, why this may be will help us to learn and continuously improve.

Here are some behavioural patterns to look out for as we create new habits and break old patterns:

Working flexibly

- Talk about how hybrid working and informal/formal flexible working happens in your team
- Take care to involve everybody equally, regardless of whether they are at site or working remotely
- Try new digital tools, learning what works and what doesn't
- Ensure you have clear goals and are measured and managed accordingly
- Don't feel forced to turn on your camera for virtual meetings
- Avoid saying no, instead try "how can we?"

Global collaboration and knowledge sharing

- Choose the appropriate method of communication to suit the need
- Proactively share your skills, knowledge and experience
- Reach out to colleagues in similar roles in other geographies
- Make sure that your contact details are up to date and available on our systems, so that you can easily be contacted
- Don't rely on emails as your only form of communication
- Don't think local, explore what's happening in other areas

Business focused

- Ensure health and wellbeing remains our number one priority by frequently looking out for each other and checking-in on a regular basis
- Talk within your team about customer requirements, team commitment and individual needs and agree how you work together
- Ensure you can be ready and available to undertake work on site or at a customer location if required whenever necessary
- Share your experience, what you've learnt and how you've adapted
- Don't feel under pressure to work excessive hours
- Don't make decisions in isolation, make sure your working pattern balances customer, team and individual needs and is agreed with your manager

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