



Centre for  
Public Impact  
A BCG FOUNDATION

# Flexibility with Responsibility: CPI Annual Time Off and Extended Leave Policy

August 2022

*Last reviewed August 2022 / Next review date August 2023*

## 1. Introduction

At the Centre for Public Impact (CPI), we are striving to answer the question about where standardisation serves us and where customization serves us, particularly with regard to our People & Culture approach(es).

The purpose of this policy is to align CPI under a shared strategy of promoting employee flourishing in a culture where we recognize that all staff care deeply about our work. The principle we are seeking to practise is one of 'flexibility with responsibility.' This idea, at its core, means that we hire excellent people, expect them to deliver on their responsibilities, trust them to manage their time, and measure their success not just by what they're able to accomplish on their own, but also in how they show up in support of their colleagues and our collective ability to achieve CPI's overall organisational goals.

We are a global team, invested in global learning and impact, and we value the ability to be flexible in how we approach our individual and team commitments. This policy advances the idea that we can align on our responsibilities while remaining flexible about how we achieve them as a team.

We are trying out this new approach together and will learn along the way. Therefore, we will be guided by you, and we will put our trust in you to work with us with transparency and fairness in the application of this policy, including your advice on any further iterations that would make it even easier to apply this policy within your own life and within your team.

## 2. Flexibility with Responsibility

We believe that an indispensable part of doing great work is having the ability to take care of ourselves and our loved ones. We encourage CPI staff to take Paid Time Off/Annual Leave throughout the year, as well as an extended leave of absence when major life circumstances call for it. We also believe that we need to be aligned on the **what** of our work but can be flexible

in **how** this work is accomplished in any given week. We describe this idea as “flexibility with responsibility” and outline below how this can work in practice.

What does flexibility with responsibility look like?

- Each of us has clear roles and goals. Each of us knows what our job is and what constitutes success for ourselves and our teams.
- We have individual, team, and organisational goals and have relevant roles to play at each level. Our own work is important, our responsibilities to our teammates are important, and our collective success is important, so we seek to explicitly balance our own needs with the broader team’s needs at any given time and we are incentivized not just by our own success but also by the success of those around us.
- We are self-directed in how we get the work done. Each of us takes ownership for managing our time and our responsibilities as well as planning for time to rest and play. This means we also commit to building and sustaining an organisational culture where rest and play are resourced, respected, and possible.
- We each participate in creating and expecting a culture where we can ask for help when we need it without judgement, fear, or penalty, and where we proactively offer help, feedback, and support to each other in accomplishing our individual and shared goals and responsibilities.
- We seek to measure the right things. So instead of defaulting to measuring “total hours worked in a week,” we want to measure things like “work delivered well,” and “our individual and collective learning and growth,” and “the advancement and realisation of our mission and vision.”
- We value balance. Some weeks may require more hours than others to get the job done well; other weeks may require fewer hours to accomplish our work. Each of us should be challenged with ambitious goals - we shouldn’t consistently be working into exhaustion, nor should we consistently have too little that we’re motivated and challenged to accomplish.
- We behave like we’re in this together. The point of flexible work schedules isn’t to only do what works best for you - you’re also expected to contribute to the success of your teammates and CPI as a whole. All of us agree to collaborate and communicate to support our collective flourishing in general, including when scheduling our work and our time away from work.

### **3. Regular Work Time**

In general, we define full-time work at CPI as somewhere between 37.5-40 hours each week right now. Under this new model, we want to be more expansive about how we define or measure full-time work. If you are consistently working 50 hours per week or more, something is likely out of balance. If you are consistently working 25 hours per week or less, something is likely out of balance. If you, on occasion, need to work longer days in a particular week to accomplish your goals, then we would ideally see that in another week, you would be able to

work shorter days to restore a sense of balance. But the goal here is to shift our gaze to **the workload itself** rather than the exact number of hours someone is on the clock in any given day or week.

This means that we will deprioritise measuring “hours worked per week” and instead prioritise balancing our workload and responsibilities to achieve our goals and commitments effectively and well. It’s up to each team to work together to come up with the right balance and cadence for the team and the people within it, to notice the burden of the overall workload, and to share responsibility for managing this workload fairly and delivering on your responsibilities to our partners, stakeholders, and each other. And our People & Culture team is here to support you in having these conversations where you want us.

While the expectations are the same for each of us - we own our work, we deliver it responsibly and well, and we contribute to and enable the success of those around us - the way each of us approaches the work may look different. Some of us may choose or need a conventional 5-day-a-week approach to doing our jobs; some of us may choose or need a compressed 4-day-a-week work schedule to balance our individual needs with the needs of our teammates and partners; some of us may choose or need a variable schedule from one week to the next, working different hours at different times to accommodate the varying timezones of our teammates in order to accomplish our responsibilities and priorities.

This approach can tolerate all of these possible scenarios simultaneously and encourages us to get really clear about what success means for ourselves and our teams, what priorities we are focused on at any given moment, what we need individually to thrive while also achieving what is expected of us at work, and what our partners and stakeholders need or expect from us and whether we can or should reset expectations to support the implementation of this flexibility with responsibility mindset across all of CPI.

Under this model, we would expect that each regional, cross-regional, and/or intra-regional team has explicit and ongoing discussions about your overall responsibilities and your ways of working throughout the year. These discussions should include:

- identifying the scope and expectations of your overall workload and our organisational priorities at any given time;
- ensuring clarity about the roles and responsibilities of each member of the team in achieving these goals;
- reflecting on what individuals on the team want or need to thrive that will a) enable them to achieve their responsibilities on the team and b) enable others on the team to achieve their responsibilities as well;
- defining the level of flexibility and variability in working hours and styles that you can absorb as a team while keeping your gaze focused on the team’s collective learning and impact;

- surfacing learnings and pivoting where needed to respond to what you are learning about the things that support or inhibit both individual flourishing and accomplishing good work together;
- and partnering with our People & Culture team as needed to identify whether anything needs to shift to promote or restore a fair and balanced workload for ourselves and each other.

If you or your team would like support to discuss the practical implications of this approach, or if you have questions about how to apply it to your current work, please contact the People & Culture team and we'll be happy to talk it through with you.

#### **4. Integrating Annual Leave/Paid Time Off and Sick Time into the 'Flexibility with Responsibility' Model**

Beginning 1 January, 2023, we no longer have a fixed or maximum amount of annual leave days, vacation days, floating holidays, cultural holidays, sick days, personal leave days, jury duty leave, caregiver days, and so on. Instead, we shift to a "minimum encouraged annual leave" strategy where we trust staff to arrange their schedules in order to manage their work and their life.

We think about this approach as 'flexible leave/paid time off' instead of as 'unlimited leave/paid time off.' It means you are trusted to prioritise your responsibilities and that you also make it possible for your colleagues to achieve their responsibilities as well. If your desired time off/annual leave falls at a time that may be especially challenging for your team or for CPI, your line manager, regional director, or teammates may ask you to adjust your plans. This is why we emphasise early planning and continual, open communication as part of this model.

What does this look like in practice?

- **Sick Time:** If you are sick, you let your team, your line manager (if applicable), and/or your regional director know. There is no cap on sick leave for any region under this new policy and you are encouraged to take the time you need to recover when you are ill. Depending on the length of your illness, you may be asked to provide a doctor's note as per the practices in place for your region.
- **Annual Leave/Vacation Time/Paid Time Off:** We understand that even within a flexible time off model without any caps or maximums, it can be helpful to provide some guidelines on what reasonable time off might look like during a calendar year. We encourage staff to take a minimum of 5 weeks of Annual Leave/Paid Time Off per year, in full-week or partial-week increments, where you are completely disconnected from work (if that serves you - if it serves you best to stay somewhat connected to work, you decide that for yourself). If you are taking a vacation or annual leave, you plan for it with your team and your line manager (if applicable) and note it in your diary/calendar

as well as circulate a calendar invite to other team members/track it on any trackers you use as per your current regional practices on this.

- This aligns with the most generous leave policy we have across all of our regional teams today and provides a consistent baseline across all regions through which we can experiment with this new approach.
- As policies with a 'minimum encouraged time off per year' can sometimes inadvertently disincentivize people from actually taking a healthy amount of leave, we will ask you to continue to record your time off taken in 2023 as a means for us to learn whether this policy is having its intended impact in practice, which is to support staff to regularly turn off, disconnect, and renew.
- **Flexibility with Responsibility:** When it comes to managing your work and your life in an ongoing way as we will seek to do through our flexibility with responsibility principle, you may have questions about how to integrate other kinds of time off during a given week. Here are some examples for how we think about that:
  - If you need to go to an appointment, or attend a loved one's hockey game, or take a class, or meet a friend for a long lunch, or if you've finished your most pressing priorities for the day and want to sign off early, you signal this to your team and/or your line manager and are encouraged to note it in your diary/calendar. You do not record this as Annual Leave/Vacation Time/Paid Time Off; instead, you think about it as part of balancing your work with your life while also ensuring that you, your colleagues, and your team can achieve your collective goals and responsibilities.
  - If you worked over the weekend and want to take Monday off as Time Off In Lieu (TOIL)/Comp Time, you communicate this to your team and/or your line manager and note it in your diary/calendar. You do not record this as Annual Leave/Vacation Time/Paid Time Off.
  - If you want to manage your workload by organising your working hours so that you can have the equivalent of "summer Fridays" all year long, you signal that to your team and your line manager if applicable and have an explicit conversation about whether that kind of work schedule will support your team to achieve its goals and priorities. If it does, then you note this in your diary/calendar to signal your availability and working hours to other staff. You do not record this as Annual Leave/Vacation Time/Paid Time Off.

This Annual Leave/Paid Time Off approach is meant to reflect the time you take away from work while still fulfilling the overall expectations and responsibilities of your role. This new approach means that we do not accrue time off throughout the year or carry it over from one year to the next and 'unused leave' is not paid out when staff leave CPI unless it is statutorily required in your country of residence. Please contact our People and Culture team if you are unsure whether this applies to you personally.

## 5. Public Holidays and End-of-Year Office Closure

In conjunction with Annual Leave/Paid Time Off, CPI will continue to recognize public holidays and an end-of-year office closure in each of our regions. We do this because it can be helpful to plan for shared, scheduled, full-team time off throughout the year.

- **End-of-Year Office Closure:** At the end of the calendar year, CPI will recognize a global office closure from 24 December through 1 January. You may adjust or extend this timeline in keeping with our Annual Leave/Paid Time Off policy above, in collaboration and communication with your team. You would just record any additional days off as Paid Time Off/Annual Leave and also note this in your diary/calendar.
- **Public Holidays:** Our guidance here is that each regional team should align on a shared holiday schedule at the beginning of the calendar year. Because we currently have significant variation amongst the public holidays that are commonly observed annually in each region (varying from 8 holidays to 19 holidays depending on your country of residence), we again encourage regional teams to decide together what holiday schedule will be most supportive and impactful for the needs of your team and to publish this schedule as early in the year as possible.
  - For cross-regional teams, or teams with staff in multiple locations, we encourage each person to practice the holiday schedule that aligns with your own country of residence and to adjust this schedule as needed depending on the blend of your own personal needs and the needs of your team as a whole. You should note the public holidays in your diary/calendar and do not record them as Annual Leave/Paid Time Off.
  - We also encourage staff to note whether alternate holidays would be more supportive to you personally depending on your religious and cultural identities and to celebrate these days accordingly by taking time off. If you celebrate holidays that are not included on the public holiday calendar for your region, you mark these as additional holidays on your calendar and do not record them as Annual Leave/Paid Time Off.

To provide some general guidance, CPI has historically recognized some or all of the following public holidays in each of our regions. Please reach out to the People & Culture team if you need assistance or clarification about setting an agreed-upon holiday schedule in your region or support in aligning on a schedule that will work for your team as a whole.

| <b>UK/GH</b>           |
|------------------------|
| New Year's Day         |
| Good Friday            |
| Easter Monday          |
| Early May Bank Holiday |
| Spring Bank Holiday    |
| Summer Bank Holiday    |

|               |
|---------------|
| Christmas Day |
| Boxing Day    |

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| <b>NA</b>  |
| New Year's Day   |
| Martin Luther King Jr. Day   |
| Presidents' Day  |
| Memorial Day   |
| Juneteenth   |
| Independence Day   |
| Labor Day  |
| Indigenous Peoples' Day  |
| Veterans Day   |
| Thanksgiving   |
| Day After Thanksgiving   |
| Christmas Eve  |
| New Year's Eve   |
| Additional Cultural or Religious<br>Holidays (6) depending on your<br>identities |

|                                   |
|-----------------------------------|
| <b>ANZ (Victoria)</b>             |
| New Year's Day                    |
| Additional New Year's Day - 3 Jan |
| Australia Day                     |
| Labour Day                        |
| Good Friday                       |
| Easter Monday                     |
| Anzac Day                         |
| Queen's Birthday                  |
| Friday before AFL Grand Final     |
| Melbourne Cup                     |
| Christmas Day                     |
| Boxing Day                        |
| Additional Christmas Day - Dec 27 |

|                                   |
|-----------------------------------|
|                                   |
| <b>ANZ (New South Wales)</b>      |
| New Year's Day                    |
| Additional New Year's Day - 3 Jan |
| Australia Day                     |
| Good Friday                       |
| Easter Monday                     |
| Anzac Day                         |
| Queen's Birthday                  |
| Labour Day                        |
| Christmas Day                     |
| Boxing Day                        |
| Additional Christmas Day - Dec 27 |

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|-------------------------|
| <b>India (Delhi)</b>    |
| Republic Day            |
| Maha Shivaratri         |
| Holi                    |
| Rama Navami             |
| Mahavir Janma Kalyanak  |
| Good Friday             |
| Ambedkar Jayanti        |
| Eid-al-Fitr             |
| Buddha Purnima          |
| Eid-al-Adha             |
| Ashura/Muharram         |
| Indian Independence Day |
| Janmashtami             |
| Gandhi Jayanti          |
| Dussehra                |
| Mawlid/Milad-un-Nabi    |
| Diwali                  |
| Guru Nanak Gurpurab     |
| Christmas Day           |



|                        |
|------------------------|
| <b>Sweden</b>          |
| New Year's Day         |
| Epiphany               |
| Good Friday            |
| Easter Monday          |
| Labour Day             |
| Ascension Day          |
| National Day of Sweden |
| Midsummer Eve          |
| Midsummer              |
| All Saints' Day        |
| Christmas Eve          |
| Christmas Day          |
| Boxing Day             |
| New Year's Eve         |

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| <b>Spain</b>                           |
| New Year's Day                         |
| Epiphany                               |
| Saint Joseph's Day                     |
| Maundy Thursday                        |
| Good Friday                            |
| Day of Madrid/Madrid Community Day     |
| Feast of Corpus Christi                |
| Saint James Day/Apostle Santiago Day   |
| Feast of Assumption/Assumption of Mary |
| National Day of Spain                  |
| All Saints' Day                        |
| Constitution Day                       |
| Feast of the Immaculate Conception     |
| Day after Christmas                    |

## 6. Extended Leave

CPI understands that life circumstances may arise where staff need to take a leave of absence from work and we are committed to supporting and caring for our teammates during these times.

This leave is different from the Annual Leave/Paid Time Off described above, which is the *time off you take while you are continuing to fulfil the day-to-day expectations of your role*. Instead, Extended Leave is accessed when you intend to *stop fulfilling the expectations of your role and cease working for a period of time*.

We outline three examples of Extended Leave below - **Parental Leave, Extended Illness Leave, and Unpaid Leave**.

#### Parental Leave

All of CPI's regional teams have different policies today regarding paid parental leave. This new policy sets a consistent minimum standard by which CPI will provide a paid leave of absence to support parents. This policy applies to birthing and non-birthing parents equally, and it includes people whose path to parenthood includes adoption and/or foster care.

Beginning 1 January, 2023 (or sooner if you are currently planning a parental leave), all parents in all regions at CPI will receive a minimum of 22 weeks of paid parental leave within one 12-month period. This leave is paid at your full salary (which may be combined with the benefits you receive from short-or-long term disability and/or any state or regional parental leave policies that may apply), and it may be taken consecutively or intermittently depending on the needs of you and your family.

In regions that have a more generous leave policy than this, your leave benefits will remain intact. For example - the UK will continue to receive 22 weeks of paid parental leave plus 17 weeks SMP; India will continue to receive 22 weeks of paid parental leave plus 4 additional weeks for a person's first child; Sweden will continue to receive 22 weeks of paid parental leave plus all of the additional statutory leave entitlements (generally in excess of 18 months), etc. No person loses the leave benefits that are currently applicable in their geographic region; instead, this policy sets a new minimum leave standard that is consistent across all geographies at CPI.

To request parental leave, staff are asked to notify their line manager if applicable, Regional Director, and the People & Culture team with the relevant information in your region - generally your expected start date, your expected return to work date, and whether this leave will be intermittent or consecutive. You will also be asked to collaborate in the preparation of a handover document which outlines the plan for how we might reassign, delay, or secure additional resources to support your work responsibilities during your leave period.

This policy also standardises what some of our regions know as 'Keeping In Touch' (KIT) days. These are days that one might choose to use to reconnect with work during their leave,

generally up to 10 days during the course of your leave period. These days are optional and staff will choose to use or not use KIT days depending on their personal circumstances.

If staff do choose to use KIT days during the course of your leave, these days are paid and not considered a part of your 22-week minimum leave threshold. This means that your total amount of leave could be extended by up to 10 additional days because you would be using that time to catch up on work emails, complete work tasks, join an away day or staff retreat, reconnect with colleagues to understand what has shifted, advanced, or changed during your leave period, or otherwise re-engage with CPI “on the clock”. This time can be used in partial- or full-day increments throughout your leave or as your leave is coming to an end and can be a supportive way to ease back into your role at CPI after this major life event. You will communicate your intention to use or not use KIT days as part of developing your overall leave plan and will build that into your expected beginning and end dates in collaboration with your Regional Director and the People & Culture team.

#### Extended Illness Leave

All of CPI’s regions have different policies today regarding sick leave, personal leave, informal leave, caregiver leave, and disability leave. This new policy sets a consistent minimum standard by which CPI will provide a paid leave of absence to support staff with a serious illness or injury or staff who are the primary caregiver for a family member with serious illness or injury.

Beginning 1 January, 2023 (or sooner if you are currently planning an extended illness leave), all staff in all regions at CPI are eligible to receive up to 22 weeks of paid extended illness leave within one 12-month period. This leave is paid at your full salary (which may be combined with the benefits you receive from short-or-long term disability and/or state or regional leave policies that may apply), and it may be taken consecutively or intermittently depending on the needs of you and your family.

This leave period applies to staff who are facing serious personal illness or injury or are the primary caregiver for someone facing serious personal illness or injury. Many circumstances could apply that qualify staff for this type of leave, and you are encouraged to ask the People & Culture team about your personal circumstances if you are unsure of your eligibility. Some examples include the diagnosis and treatment of a significant illness (examples could include things like cancer, multiple sclerosis, ALS, cardiovascular disease or a cardiac event); a serious acute illness (examples could include things like Meningitis or Malaria, or long-term syndromes associated with things like COVID or Lyme Disease); miscarriage or pregnancy loss; acute trauma resulting from an accident or a natural disaster; acute behavioral or mental health needs; acute substance use disorder or alcohol use disorder needs; support needs related to surviving intimate partner, domestic, or community violence; and other circumstances that significantly disrupt your ability to continue working for a period of time.

To request extended illness leave, staff are asked to notify their line manager if applicable, Regional Director, and the People & Culture team with the relevant information in your region - generally your expected start date, your expected return to work date, and whether this leave will be intermittent or consecutive. You will also be asked to collaborate in the preparation of a handover document which outlines the plan for how we might reassign, delay, or secure additional resources to support your work responsibilities during your leave period. The Keeping-In-Touch days model (as described above under *parental leave*) may also be used in instances of extended illness leave.

### Unpaid Leave

CPI may choose to offer an unpaid leave of absence to staff who do not qualify for parental leave or extended illness leave. If you wish to request an unpaid leave of varying length, you should discuss this with your line manager if applicable, your Regional Director, and the People and Culture team to understand what options may be available depending on your personal needs and the team's needs.

### Combining Extended Leave with Annual Leave/Paid Time Off

In the event you wish to combine your annual leave/paid time off with any of the types of extended leave mentioned here (parental leave, extended illness leave, unpaid leave), you are asked to describe that as part of your leave request and handover planning that you complete with your line manager if applicable, Regional Director, and the People and Culture team. If you do not plan to do this initially, but learn during your extended leave that you would like to combine it with your annual leave/paid time off minimum allowance (25 days), you are asked to provide one month of notice period to your line manager if applicable, Regional Director, and the People and Culture team so that we may collectively adjust and prepare for a revision to your planned return date.

We look forward to experimenting with these new ideas and policies alongside you, learning together how they serve us or inhibit us as individuals and as teams, and continuing to adapt and adjust our thinking and approaches to supporting individual and team flourishing at CPI.

## **7. Version Control Log**

| <b>Document History</b> |                              |               |                    |                         |
|-------------------------|------------------------------|---------------|--------------------|-------------------------|
| <b>Date</b>             | <b>Amendment Description</b> | <b>Author</b> | <b>Approved By</b> | <b>Next Review Date</b> |
|                         |                              |               |                    |                         |

|                 |                        |                         |             |  |                 |
|-----------------|------------------------|-------------------------|-------------|--|-----------------|
| <b>29/08/22</b> | <b>Initial version</b> | <b>Sara<br/>Mueller</b> | <b>Beth</b> | <b>Global<br/>Operating<br/>Committee;<br/>Regional<br/>Directors;<br/>Executive<br/>Director; Board<br/>Chair</b> | <b>29/08/23</b> |
|-----------------|------------------------|-------------------------|-------------|--|-----------------|