

Remote Working Policy

Eligibility

To be eligible for remote working, employees must have worked at MESH for at least one (1) year as a full-time employee and be able to execute their responsibilities remotely, while maintaining quality and meeting deadlines. **Ultimately, the decision will be at the discretion of their Team Principal or direct supervisor.**

Employees requesting to move their permanent residence must get approval from all Team Principals, COO, and CEO.

Compensation

Compensation will not be adjusted based on location. Salaries and benefits will continue to be based on the current competitive rates for Baton Rouge unless otherwise specified. Commission and bonuses will continue to be based on current MESH policy unless otherwise specified.

Expectations

Do Your Job

Everything that is expected of a local employee in terms of executing their job will also be expected of remote employees, including, but not limited to:

- working 40 hours a week
- using Paychex to submit remote working days (**no less than one week in advance**)
- showing up (or logging in, if remote) on time
- attending weekly team production meetings by phone or video call
- requesting paid time off
- meeting deadlines
- doing excellent work
- posting work in Basecamp, Google Drive or the server for access by co-workers
- communicating regularly and clearly through MESH's standard communication channels such as Basecamp, email, Google Hangouts etc.
- complete daily timesheets



Availability

Remote employees shall make a reasonable effort to maintain availability during work hours. If in another time zone, remote employees shall make a reasonable effort to maximize the number of hours they work during the 8:30 am - 5:30 pm CST time frame. CST will be the official time zone and all video conferences or in-person meetings will be scheduled accordingly.

Workspace

Remote employees shall find workspace accommodations that include fast, secure internet, a quiet, private space for video conferencing or phone calls and an environment that minimizes distractions and fosters productivity. Remote employees are expected to make accommodations for children during work hours.

Annual Retreats & High-Priority Business Meetings

All employees, local and remote, will be expected to attend the annual MESH retreat and high-priority meetings (MESH will not incur travel and accommodation expenses).

Tools

Remote employees must make all the necessary preparations to execute their job remotely. The following is a list of **required** hardware and software:

- A computer with a webcam and charging cable
 - A @meshbr.com email address with access to MESH's Google Team Drive, Google Hangouts, Google Calendar, and Gmail.
 - Remote Server Access
 - Basecamp
 - Harvest
 - Phone and Text
 - For Creatives: Adobe Creative Cloud
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Policy Abuse

Remote working is a privilege that can be revoked if the employee is not meeting the expectations listed in this document.



Remote Working Best Practices

Communication

Communication is the life-blood of a successful remote working program. It is recommended that you speak with your direct supervisor, direct reports or other remote team members either on the phone or through video conferencing a minimum of once a day to maintain open lines of communication and to build the habit among all team members of speaking audibly with co-workers. Here are a few examples of other good communication practices:

- Provide quick responses to communicate a message was received and also to provide an estimated time of when you can provide service requested.
 - If you are receiving information only, respond back with “Got it.”
 - When replying to a question, answer the question first to help people read it at a glance and then expand with an explanation.
 - Be quick to respond to individual pings over company pings.
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Assume Positive Intent

Sometimes when you have an urgent situation, your remote co-workers will be in the bathroom or have a full day of client meetings and can't respond to your five calls, twelve pings and three emails. If you let your mind run wild with scenarios, it can be scary not knowing what's going on. But we're all on the same team - they're not actively trying to hurt you. You can always check their calendar or call another team member. When in doubt, assume positive intent.

Video > Voice

While phone calls are fine, video conferencing is the preferred method of communication. The face-to-face interaction, even through a screen, is shown to build rapport, trust, and friendship between co-workers.

Video Conferencing

Because video conferencing technology can be fickle sometimes, prioritize remote workers in a video conference call. Any time a remote employee speaks, local employees should be quiet and



let them speak in order to make it easier for all employees to hear, to avoid people speaking over each other, to account for potential lag time in the audio and to make remote employees feel valued and heard.

Calendars

Maintain your Google Calendar with both business, personal appointments, travel days and PTO. Personal appointments can be marked private if preferred.

When it comes to meetings, it's easy to allow local internal meetings to start a few minutes late while someone is finishing up an email or running to top off their coffee. But to honor remote employees, make it a point to start meetings on time. Should there be a delay, shoot them a quick ping or text to let them know.

Basecamp

It is easier to inadvertently become detached from the pulse of a project in a remote working situation. To stay on top of that, it is crucial that team members post status updates and other regular communications in Basecamp so that all team members can stay in the know.



Remote Working for Leadership

Team Evaluation

In order for remote working to be successful, a lot depends on you - the leaders. Of course, it means setting a good example, but it extends beyond that. Vetting your team and being honest with them and with yourself about their readiness to be granted remote working privileges can be a delicate situation, especially if you have to tell them "no." Remember, telling them "no" now (if they're not ready) will alleviate a lot of headaches and heartaches down the road if they remote work prematurely.

Principals, you have the final say on whether or not to grant a team member remote working privileges, but don't forget to ask your Brand Manager. Their input is incredibly valuable as they can tell you whether or not a team member has to be tightly managed or if they have the drive to manage their own time and project load as well as their aptitude for clear, concise and consistent communication.

Trust

Your team will be dispersed. You won't be able to sneak a peek at their screen when you walk by their desk to get coffee. You won't be able to tell if they're working or playing video games. But we hired them to do a job, we've made the expectations clear and we gave them deadlines to hit. Now it's time to trust them. If they break that trust, we revoke their remote working privileges. But until they give us reason to not trust them, we have to extend them that courtesy. Trust them.

Project Management

Project management becomes increasingly important in a remote working scenario because remote employees can be more detached from the pulse of a project that may happen in passing conversation in a local setting. Because of that, it is crucial that Brand Managers keep due dates, assigned team members, project notes and status emojis up to date on their team's projects.



Event Invitations

Building and maintaining culture is slightly different with a remote policy. It can feel unnecessary to invite remote employees to MESH off-sites, parties, meetings or other events. However, by not extending the invitation, we end up erecting barriers between remote and local employees. To remedy this, continue to invite all relevant team members to events - if they can't make it, they can't make it. But it will give them a sense of what's going on and that they are wanted.

Policy Abuse

In the case that one of your direct reports abuses their remote working privilege, it is imperative that you quickly address the problem and not let it get out of hand. Any correspondence with employees concerning denial or retraction of remote privileges should be documented in writing and kept in the individual's employee file.

