



How We Work

Our How We Work guidelines create an explicit link between a high performance culture, individual wellbeing and more efficient and balanced ways of working. Explore below practical suggestions covering meetings, emails, conversations, delegation, agile working and balance.



Mindful emails

- Adopt relevant subject lines and flag the action/response required ("for review today" / "approval needed" / "urgent")
- Use 'To' where you expect that person to reply/take action and 'CC' for information only
- Avoid using 'reply all' unless strictly necessary
- Respect down-time. When sending an email outside the recipient's likely working hours, be clear when a response is required or consider delaying sending - particularly helpful in global teams



Smart meetings

- Consider time zones/dates and be mindful of other's work arrangements
- Start on time and keep the meeting short
- Identify a chair and circulate an agenda in advance
- Include Skype/dial-in links as standard
- Consider cultural and language differences, avoid interrupting and practice active listening
- Ensure that everyone has an opportunity to be heard
- Allocate meeting admin (notes) fairly
- Summarise outcomes and allocate action items



Better conversations

- Understand your personal drivers - what energises you, what are your strengths, aspirations and development areas
- Prioritise regular career/performance conversations with your supervisor/line manager and those for whom you are responsible. Make non-work commitments/wellbeing a key feature of these conversations
- Set objectives and regularly update your progress
- Share feedback on colleagues regularly
- Communicate in a way that is consistent with our Values



Health and wellbeing hub

- Visit the firm's global Health & Wellbeing Hub for more information



Thriving while working from home for long periods

- Prioritise your health and wellbeing. This is especially important during periods of change.
- Choose a working space at home that is as comfortable as possible, ideally free from distraction, and with good lighting and seating.
- Set time and physical boundaries between your work and your personal life which make sense to you and which are achievable for your own circumstances.
- Consider daily rituals and routines - what will work best for you? This includes what you wear, keeping hydrated, moving regularly, eating healthy meals and taking pauses throughout the day.
- Stay active - sitting for long periods can have long term negative consequences for your physical and mental health. Consider a personal commitment to get up and be mobile for a few minutes every half hour.
- Look around - working from home can mean a lot of uninterrupted screen time. For good eye health it is important to change your field of vision on a regular basis.
- Stay social - agree some protocols with your team around how you will communicate with each other every day. Make sure to communicate at a more personal and social level and not just about work - find ways to connect online in replacement of the casual conversations in the kitchen or social spaces of the office.



Thoughtful delegation

- Discuss deadlines and milestones with clients / team members
- Delegate early so as to avoid last minute deadlines where possible
- Provide context and clear instructions and consider language, time zones and cultural differences when working across borders/cultures
- Discuss workload upfront, mindful of standing commitments (professional or personal) whilst remaining flexible
- Encourage honesty around how much time is required to complete a project, to ensure that hours billed accurately reflects the time taken
- Promptly communicate any timing changes
- Ask for, respect and provide feedback



Encouraging balance

- Embrace agile (where and when) ways of working and communicate openly about doing so
- Continue to allocate and delegate work fairly regardless of time spent in the office
- Be mindful of the working arrangements of others, and do not expect a response from colleagues during leave/non-work days unless urgent
- Actively check in with each other during intense work periods
- Aim for balance, taking annual leave and prioritising ways to rest and recharge so as to avoid burn out
- Ask for help where necessary or you feel unwell
- Think about how we use our time and how we can work more efficiently. We don't put in face time at the office or work late when we don't need to be there