



**THE CASE OF THE MONDAYS:  
FLEXTIME PARAMETERS**

***LESSONS LEARNED FROM  
VERTEX PHARMACEUTICALS***

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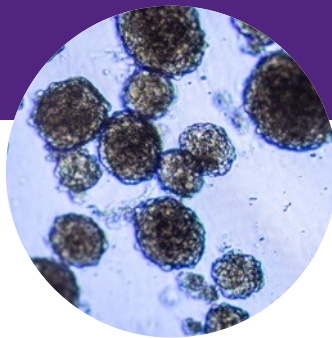
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# WE ARE VERTEX

We invest in scientific innovation to create transformative medicines for people with serious diseases with a focus on specialty markets.



Patients are at the heart  
of everything we do



We strike at the core  
of serious diseases to  
change people's lives



We're not afraid to  
take on the impossible

**For the lives we have changed and for those who are still waiting, we will never stop fighting until we discover cures.**

# OUR STRATEGY AND BUSINESS MODEL

A blueprint for serial innovation

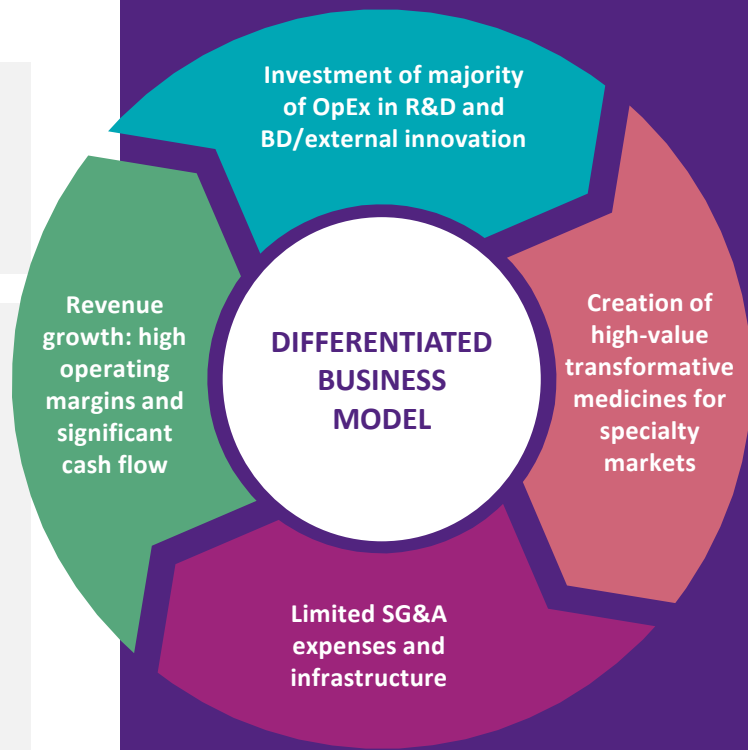
## CORPORATE STRATEGY

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## RESEARCH AND DEVELOPMENT STRATEGY

Combine transformative advances in the understanding of human disease and in the science of therapeutics to dramatically advance human health

- Focus on validated targets that address causal human biology
- Create predictive lab assays and clinical biomarkers
- Identify rapid path to registration and approval
- Discover and develop medicines that offer transformative benefit, regardless of modality



# THE VERTEX CULTURE IN OUR OWN WORDS



We believe we can use **science** and **innovation** to do the impossible. We are **relentless** and **intense** in our approach, which is driven by our **strong sense of urgency** to bring transformative medicines to **patients** as quickly as we can. We are **inclusive**, roll up our sleeves and believe that good ideas come from everyone - we **debate vigorously**, hold each other **accountable** and **celebrate** our successes and **learn** from our failures to drive results.

By nurturing our culture as a catalyst, we'll be intentional about fostering a committed and engaged workforce who continue to deliver for patients





# WE LISTENED INTENTLY TO VERTEXIANS AS WE BUILT THE POLICY TO HELP US UNDERSTAND THE UNIQUE NEEDS AND CHALLENGES OF OUR PEOPLE

## Employee Experience

Creating a culture where we can thrive, from wherever we are

### HOW WE ARE SHAPING POLICIES

**Empathize**

We are listening by having meaningful conversations with our people to gain empathy & understanding

**Educate**

We are learning by looking inward at our own journey & outward to other orgs and current trends

**Enhance**

We are iterating the policy by taking an agile approach that allows for continuous

### HOW WE WILL MEASURE SUCCESS

We are on a journey, together...

As for many organizations, flex work is a new space for us at Vertex. Belonging, transparency, and empathy are the keys to our success. We are committed to continuously adjusting our approach based on these factors:

Engagement & Productivity

Opportunities

Wellness vs Burnout

Performance & Equity

Hiring & Retention

Connectivity & Inclusion

Persona details include:

- Ideal working arrangements
- Concerns
- Top questions
- Needs for inclusion and support

### ONSITE CATEGORIZATION

**MY IDEAL ONSITE WORK ARRANGEMENT:**

- I want to be flexible to work from either my home office or the office. I would like to have more choice.
- My manager, clients and colleagues, including partners to build trust.
- My communication needs are met by my assigned work hours.
- My social and career needs are met and I have an equal level of support.
- I can work outside of normal business hours to avoid back-to-back meetings.

**MY BIGGEST CONCERNS:**

- Communication needs are not being met by my assigned work hours.
- My social and career needs are not being met by my assigned work hours.

**WHAT WILL MAKE ME FEEL INCLUDED AND SUPPORTED WORKING WITH COLLEAGUES WHO ARE SOMEWHAT OR NEVER ONSITE:**

- Clear communication of expectations and support.
- Flexibility in my work hours.
- Supportive manager and colleagues.

### HYBRID CATEGORIZATION

**MY IDEAL HYBRID WORK ARRANGEMENT:**

- I feel productive, connected and balanced regardless of where I'm working from.
- Being able to work from home and in the office allows me to be more productive and efficient.
- My communication needs are met by my assigned work hours.
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**WHAT WILL MAKE ME FEEL INCLUDED AND SUPPORTED:**

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### REMOTE CATEGORIZATION

**MY IDEAL REMOTE WORK ARRANGEMENT:**

- I am excited to be able to work from home.
- I am able to be more productive and efficient when working from home.
- My communication needs are met by my assigned work hours.
- My social and career needs are met and I have an equal level of support.
- I can work outside of normal business hours to avoid back-to-back meetings.

**MY BIGGEST CONCERNS:**

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**WHAT WILL MAKE ME FEEL INCLUDED AND SUPPORTED:**

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## Relating to One Another

To understand how we are different...

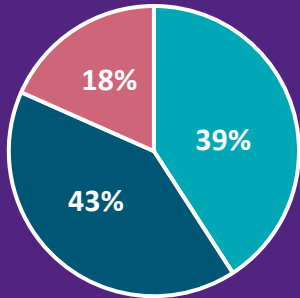
CHALLENGES	EXPERIENCE BOOSTERS
<p><b>Transparency</b> about team goals, expectations, and workload.</p> <p><b>Clear communication</b> of expectations and workload.</p> <p><b>Supportive manager</b> and colleagues.</p>	<p><b>Respect</b> for each other's time and workload.</p> <p><b>Clear communication</b> of expectations and workload.</p> <p><b>Supportive manager</b> and colleagues.</p>
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...and how we are the same.

We are all here in service to our patients. Kindness is in our DNA; we're committed to our Vertex Values. We all seek work/life harmony.

# WE DESIGNED A GLOBAL FLEX @ VERTEX PROGRAM THAT BALANCES, ABOVE ALL, THE NEEDS OF OUR PEOPLE AND PATIENTS

## OVERALL DISTRIBUTION



Hybrid Onsite Remote



On-Site 5 days per week  
Ad hoc flexibility



Remote up to 2 days per week  
OR On-Site 5 days per week



Remote 5 days per week  
Welcome on-site any time

## Overall, feedback is positive:



Continued high engagement



Vertexians value complimentary amenities & re-connecting with colleagues



Manager communication is strong. Vertexians have what they need to do their jobs



Regardless of work designation, Vertexians feel connected to colleagues

## Ongoing feedback mechanisms

Through frequent surveys, midyear reviews and monitoring talent processes across work categories, we're ensuring equitable opportunities.

# WE HAVE USED AND WILL CONTINUE TO USE FEEDBACK AND DATA TO REFINE OUR APPROACH

- Hosted several listening sessions
- Conducted F@V Pulse Surveys
- Analyzed 90-day behavioral data to gain initial insights

## What we learned...

- Consistently **high eSat** across all Flex categories
- Employees are **coming onsite** in **alignment** with their **flex** category
- Vertexians needed time to **adjust** to **new routines** and manage disruptions due to Covid
- Managers asked for **more guidance** on how to **drive consistency + equity** across teams
- Employees asked for **intentionality** of **when we come together** in-person and virtually

## How we've evolved...

- Greater flexibility by enabling Hybrid workers to **vary their 3 in-office days/week** onsite vs. being “regularly scheduled”
- Introduced **lockable storage solutions** in our offices
- Encouraged teams to identify 1 day per week as **shared collaboration day**, where all hybrid members come on-site
- Many groups ask Senior Leaders to rotate **coverage on Fridays**



# NOW, THE QUESTION IS – IN THIS NEW WORLD OF WORK, HOW DO WE MAINTAIN INTENTIONALITY AND...

**EMBED CULTURE?**  
**TEACH NEW VERTEXIANS WHAT IT IS?**  
**NURTURE IT?**

We extend a warm welcome, assimilate new Vertexians & delight our people at all the moments that matter



**RECRUIT** for our Behaviors, highlighting our employee value proposition, and by placing ID+E and belonging at the forefront

**ONBOARD** with our new onboarding portal and a focus on our culture from Day 1

**DEVELOP OUR PEOPLE** by investment in learning and by telling our story to new and existing colleagues

**COMMUNICATE** with ongoing culture campaigns and deliberate messaging

**REWARD** through our Total Rewards program

**EMPOWER** Vertexians as culture ambassadors

**GIVE BACK** through ERNs, the Vertex Foundation and Days of Service

**AND CELEBRATE** our success while delivering for patients and living our values – every day