



Puzzle Partners COVID-19 Response Plan

News about COVID-19 (Coronavirus) and the potential social, health and economic implications are changing rapidly.

At Puzzle Partners (Puzzle) we have changed the way we're working until the impacts become clearer and are continuing to follow Government guidelines | advice. We will continue to evolve our ways of working accordingly.

Our people

The safety and wellbeing of our people is paramount.

We have adopted the recommended strict social distancing measures and good hygiene practices to do our part to help keep our Puzzlers, clients and partners, their families and the broader community safe. This means working remotely and implementing more digital, phone and email connections.

We're fortunate that we're fully set up to work flexibly; it's in our DNA. We've been innovating, testing and practising flexible work approaches for years. Each of our team members have access to mobile technology and our business is fully established in the cloud via Office 365.

In the event that a Puzzler is required to attend a client site, they have been equipped with PPE (mask, hand sanitiser and gloves) and are aware of how to use them correctly. Should they need to attend one of our offices for a particular reason, these have been deep cleaned and are equipped with hand sanitiser and anti-bacterial wipes.

We have set up, and are regularly updating, a dedicated COVID-19 page on our internal news site to keep our staff informed and provided with access to information and resources from credible sources.

If a team member becomes unwell, they will self-isolate, seek immediate medical attention and advise their manager. Should they subsequently be diagnosed with COVID-19, we will follow local health guidelines and protocols for notifying anyone who has been in close contact with them.

Supporting our clients

While we may not see you as much in person, we will continue being in regular touch and supporting your projects as we normally do. Please continue contacting us as usual – we're here for you. Jump on the phone, send us a text or an email, or join us for a Microsoft Teams, Skype, Zoom, BlueJeans or Webex meeting. We are never more than a quick dial or a few clicks away.

We're also using this unprecedented time to innovate and prepare for the changing 'world of workplace'. We're strengthening our capability to deliver our face-to-face services, virtually. Whether

that's online classrooms, digital focus groups or virtual workspace tours. This agility, flexibility and expertise are the hallmarks of the Puzzle approach.

If we're working together on upcoming workshops or face-to-face sessions, we will be in touch to discuss how we can achieve the best outcomes while keeping everyone safe.

Every day we have a virtual team meeting. This is our opportunity to check-in on the serious business of client deliverables and ensure that we're on track and meeting our commitments to you.

These daily meetings are in addition to our regular fortnightly client leads meetings where we look ahead to review what's in the pipeline and ensure we have the right resources allocated & scheduled to deliver the required tasks.

We will continue to provide strong senior leadership for all of our projects and build a team of Puzzlers to deliver each stage or activity for a project. We are ensuring that we have a team of Puzzlers briefed and ready to support multiple projects should the need arise. This means that our clients receive responsive, considered, expert support which can expand or contract at any stage of a project as needed. It also means that we are well placed to ensure continuity of our services to you.

We have team members currently supporting projects in Melbourne, Sydney, Canberra, Adelaide and Brisbane. In the event one city was quarantined, we have staff who are domiciled in other locations who would be able to travel to support the project (subject to no travel bans being put in place).

If there are any potential COVID-19 impacts at your organisation that you would like to discuss, please reach out – we might be able to help.

Cyber security

We appreciate that data security and privacy is a natural area of concern for our clients, particularly in light of the rapid increase in remote working. As noted above, Puzzle has always worked flexibly so COVID-19 has not created any additional significant risks or gaps for our business.

Puzzle's knowledge management system is hosted in the Cloud via Microsoft's Office 365 and our data is held in their Australia datacentre geo. Among other things, Microsoft Office 365 provides:

- identity and access management
- premium anti-virus and anti-spam technology
- rigorous security and privacy standards
- industry leading security for Microsoft datacentres and Puzzle's data
- enterprise-grade user and administrative controls
- automatic data backup in the cloud, and
- automatic storage of up to 500 versions of a document | file



We are able to control who can access, read, and share information and documents, as well as remotely wipe data from an employee's lost | stolen phone or tablet.

We have a principle-centred approach to data governance and knowledge management, supplemented with essential practices that Puzzlers are expected to comply with. No client or Puzzle information is stored outside of the Office 365 environment.

We are also taking full advantage of the robust set of inbuilt security features and recommended practices when using the Zoom platform with our clients.

All of our employees and contractors have signed confidentiality and non-disclosure agreements as part of their employment contract with us. And these obligations extend post termination of the employment agreement.

Our systems and processes meet the needs of our many Australian federal and state Government clients, including the Department of the Prime Minister & Cabinet, the Department of Defence, the Australian National Audit Office, the Australian Securities & Investment Commission, Austrade and the Department of Home Affairs (formerly Immigration & Border Protection).

Our financial viability

Puzzle enjoys low credit risk with a diversified client and project mix across Federal Government, State Government, Local Government, ASX100 listed companies and global brands.

We note that many of our clients have implemented shorter 14 day payment terms.

While we have a number of short-term projects, most are medium- or longer-term projects with contractual commitments through calendar 2020 and some into 2021. By the nature of our business, the cornerstone of many of these projects are client lease and property exit or entry dates, that our clients will need to adhere to irrespective of COVID-19.

A key element of our client proposition is our ability to flexibly deliver outcomes with our clients and business partners. It is for reason that we call projects "workplace adventures" - we know our clients desired strategic outcomes but understand that in nearly all cases we will need to adapt with them along the way.

Our people are Puzzle's greatest assets and represent around 75% of our expenses. We are working hard to ensure that we don't need to stand down our team; this will be our last resort.

While COVID-19 is no doubt providing some short-term adjustments and risks for a number of industries, we are already adapting the solutions we are providing clients and potential clients.



Supply chain readiness and vulnerability

Like most organisations, Puzzle relies on other organisations (local and international) as part of our supply chain.

Given these interdependencies, we have undertaken an initial assessment of our dependency on key organisations within our downstream supply chain (such as Microsoft, Qualtrics, Zoom, our IT service provider etc.) to assure ourselves that they are in good shape to continue providing services to us, enabling us in turn to provide our services to you.

We will continue to monitor the situation with these suppliers.

Should you have any questions or require further information about Puzzle's COVID-19 Response Plan, please contact us on 1300 478 955 or info@puzzlepartners.com.au