THE
QUARANTINE
CHRONICLES

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ACKNOWLEDGEMENTS

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Introduction

The Great Rethink

Forget the "new normal." We've entered the era of the *never normal.*

More than two years ago, the world underwent a **Great Rethink**. We approached every aspect of our lives with a new urgency and a new perspective. We had to learn new ways to live, love and work in the time of corona.

The world will never return to "the old ways." I call it BC/AC—before Covid / After Covid. While the pandemic may have begun to recede in some regions, the Great Rethink will be with us for the rest of our lives. The world is forever changed—not just from COVID-19, but from global conflict, social injustice, climate change, distributed work and new technologies. The impact of digitalization has been massive. The world got comfortable with e-commerce, remote work, telemedicine and online socializing overnight. This might not have happened until 2030 or later, absent a pandemic. COVID was the great accelerator.

We experienced a decade in two years.

We are all trying to figure out what the long-term outlook will be, with shifts across every aspect of society.

The Great Rethink

Economic Rethink
• Inflation & wage growth
• The Great Resignation

Societal Rethink
• Global inequalities
• Black Lives Matter

Technology Rethink
• All transactions are digital
• Technology-led transformations

Individual Rethink
• Flexibility & work-life balance
• Mental health & well-being

Environmental Rethink
• Climate change & disasters
• 2030 Sustainability goals

Geopolitical Rethink
• Nationalism & conflict
• Need for coordination & leadership

Industry Rethink
• New approaches to innovation
• Corporate citizenship

Figure 1: The Great Rethink in 2022 and Beyond

- **Economics:** Organizations everywhere are grappling with the Great Resignation. Workers are quitting at historically high rates. Companies are rushing to adapt to retain top talent. At the same time, inflation is at a 40-year high[1] and wage growth shows no sign of slowing down.

- **Societal:** The Black Lives Matter movement drove our awareness of social justice to the forefront. Businesses are reconsidering how they can—and must—advance equity, diversity and inclusion.

- **Technology:** All transactions are going digital—direct-to-consumer sales, connected and sustainable supply chains—alongside an urgent need for heightened cybersecurity. The battle cry of organizations has become *be digital.*

- **Individual:** Priorities have changed. More than ever, workers assess potential employers for ethics and purpose. Employees demand a clear balance between career and personal pursuits. And there is a new, deep focus on well-being.

- **Environmental:** The greatest challenge we face is not COVID, but climate. One degree, two degrees, three degrees Celsius—small shifts will forever change the earth. We must act *now* to prevent it.

- **Geopolitical:** Nations are beginning to understand that managing COVID in the long term must mean coordinating our efforts. It means universal access to vaccinations and therapeutics. If one country is at risk, we are all at risk. We are also facing new frontiers of economic sanctions as nations respond to the war in Ukraine. The refugee crisis is dire, and Europe faces a very real threat of recession. The final fallout of the war remains to be seen.

- **Industry:** We are all global citizens. It is time for a new commitment to corporate citizenship. We must reimagine how we innovate, how we do business and how we respond to global crises.

The future is still unfolding. But one of the massive differences between today and two years ago is that we are not only *rethinking what is*, but *enacting* changes to shape *what will be*. We are no longer just responding to emergencies; we are actively remaking our lives. And this remake will be ongoing. The disruptions the pandemic brought are becoming strategies to live more mindfully, work more creatively, collaborate more productively and build a better world.

At OpenText, we have undergone our own Great Rethink. We are reimagining how we work. How we build our culture. How we innovate. How we support our communities. How we take care of our planet. And who we want to be.

This book shares 20 key lessons that we have learned across the past two years. It explores how we are using our new understanding to deploy bold actions, rediscover our purpose, and help our customers enhance and expand their businesses. As a world leader in information management and a global corporation with over 14,000 employees in over 30 countries, OpenText has a unique perspective on responding to crises with agility. And leveraging disruption to create a future centered on growth.

Companies can never fully anticipate everything that is coming. But when they have strong strategies in place, they can be flexible and resilient when crises hit, and ultimately transform disruption into opportunity. Today, organizations that are brave enough to

put aside old ways of thinking and doing, to adapt and reshape their businesses—these organizations will be leaders.

OpenText's strategies, stories and learnings from across the past two years demonstrate how far our company and the rest of the world have come. How organizations can prepare now for what's coming in the years ahead. And how limitless the horizon for growth can be.

Lesson 1

We Have Three Choices

When a crisis hits, who do you become?

Over the past two years, we have heard extensive and thoughtful guidance from public health experts and the world's top doctors about our health and well-being. But as CEO, one of the most useful insights for me came from a doctor of a different order:

> *"When something bad happens, you have three choices. You can let it define you, let it destroy you, or you can let it strengthen you."*[2]
>
> — Dr. Seuss

My parents used Dr. Seuss to help raise me, and as an adult, much of Dr. Seuss's writing and humor has been just as inspiring as it was when I was a child. Some of Dr. Seuss's stories and illustrations have been criticized recently—and rightly so—for their bias. Seuss scholars and readers now recognize that his work "contains both much to admire and much to oppose."[3] But Seuss's observation about how we respond to challenges resonated with me when the pandemic hit.

At OpenText, we did not let the pandemic define or destroy us, but strengthen us.

It did not destroy us. We did not fold or lose hope. We saw other companies struggle to become digital in a world where business had radically changed, and we pitched in to help. We empowered our customers to leverage their information—from anywhere, at any time—so their employees could stay productive, and their businesses could transform and grow.

Nor did COVID-19 define us. Organizations that lack a strong center and a clear purpose will struggle to find their direction during periods of rapid change. But OpenText stayed true to who we are, to our values as a company—customer-centric, innovative, diverse—while adapting at light speed to a new reality and embracing the opportunity to expand our vision.

Our response to disruption strengthened us.

Our fortitude and bias for action were crystal clear from the earliest days of the pandemic. Over the course of a single week in March 2020, we sent more than 95% of our 14,000 employees to work from home. CEOs everywhere were questioning whether organizations could cope and whether a virtual work model could really be successful.

But OpenText did more than survive. We *thrived.* Over our first 45 days working from home, we processed $2 trillion in commerce over our business network, shifted our European user conference to a digital event (with stronger turnout than the previous year), and launched our largest product release to date.

In May of 2020, we made the decision to close 50% of our offices and make those employees permanently remote. By implementing a new hybrid work model that integrated remote work, we lay the foundation for a more creative, equitable and resilient company that would be better positioned to attract talent, compete and enable our customers.

We also continued to innovate, develop products, support customers and close business. Across fiscal year 2021, we generated a record $3.4 billion USD in revenues. We onboarded an incredible 3,800 new employees. We were named a Forbes Top 150 Employer. We introduced our new platform, Cloud

Editions, with major releases every 90 days, an industry-leading standard! And we donated over four million meals to help with food insecurity in communities around the world.

I could not be prouder of our employees, who stood strong in the places that would break bones. I found myself often remembering another quote, this one by Robert Browning:

> *"For sudden the worst turns the best to the brave."[4]*
>
> – Robert Browning

Employees rallied around a shared purpose, determined to help and support our customers, partners and each other.

And remote work did not slow us down. One of my favorite images from those early days of the pandemic is from an employee who designed their own standing desk for home, using an ironing board!

Figure 2: A resourceful answer to the need for a standing desk

Today, OpenText is stronger than ever. We are continuing to grow our business with 90,000 enterprise customers, 8.7 million SMB customers and over 78 million end users protected. We are committed to innovation and technologies in the cloud, with plans to invest $2.2B in R&D over the next five years—80% of it in the cloud.[i] We recently acquired Zix Corporation, a leader in SaaS-based email encryption, threat protection and compliance cloud solutions that will deepen our service offerings for SMBs.

Off-cloud	Private-cloud
75,000+ customers, and will continue to fully support you	**3,000+** customers, and we are averaging 100 migrations every 90 days

Public-cloud	API-cloud
11 million subscribers, 285 million secured end points	**1.2 Trillion** calls a year
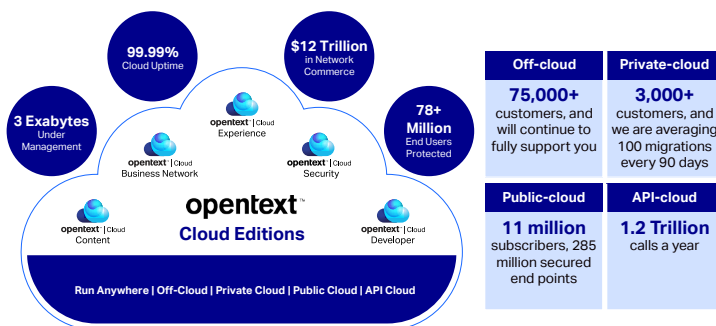
Figure 3: The OpenText Cloud

We have received **wide recognition from industry analyst firms**. We were recognized as a Leader in:

- The 2021 Gartner® Magic Quadrant™ for Content Services Platforms, for the seventeenth consecutive year[5]

- The Forrester Wave™: Content Platforms, Q2 2021[6]

- IDC MarketScape for Multi-Enterprise Supply Chain Commerce Network[7]

- 2021 Customer Communications Management Aspire Leaderboard, for the fourth consecutive year[8]

[i] This is a forward-looking estimate and subject to change, as with all roadmap items.

In light of the lessons we have learned throughout the pandemic, we have also reimagined our culture. We have designed **a new flex-first workforce strategy** that provides even greater flexibility and prioritizes individual well-being, while retaining those face-to-face gatherings that allow us to innovate and excel.

We have also made new commitments to take strong environmental action, and increase our efforts on equity, diversity and inclusion. **The OpenText Zero-In Initiative** describes our commitments to Zero Barriers, Zero Waste and Zero Emissions, and our belief that the future of growth must be both inclusive and sustainable.

Our investment in culture is paying off, and **OpenText has received numerous accolades**. We were recently named to multiple prestigious lists, including Forbes World's Best Employers, Canada's Most Admired Corporate Cultures and Canada's Top Employers for Young People.

Figure 4: Awards & Recognitions for OpenText's Culture

Across the last two years, OpenText has taken the challenges that all businesses faced and transformed them into opportunities.

To find out exactly how we did it, read on.

Lesson 2

"You Know What to Do"—Communicating in a Changed Reality

Early insight in a crisis depends upon ready access to information. This is as true for the C-suite as it is for frontline workers. Leaders need to read and study. Pay attention to the experts. **And listen to employees**.

When you flatten the organizational structural so that the CEO can hear directly from employees about their concerns and successes, you gain vital insight. Like the military, business leaders in a crisis need access to all relevant information. Communication is critical—for productivity, for team morale and for predicting what's next.

This communication must work both ways. Leaders need to inspire teams with a clear purpose, offer them trust, and empower them with the right tools and information. My own leadership philosophy has been greatly shaped by a quote, one usually attributed to Antoine de Saint-Exupéry, author of *The Little Prince*:

> *If you want to build a ship, do not drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.*
>
> — Antoine de Saint-Exupéry
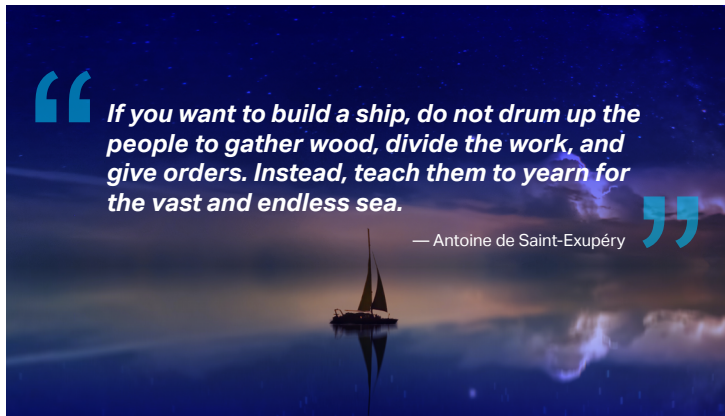
Figure 5: My Leadership Philosophy

When employees understand an organization's central principles and have access to the insights they need, they can make data-driven decisions that deliver precise outcomes. Ultimately, their autonomy has a profound impact on whether an organization meets its goals—or even survives.

Information management is the core of OpenText. When COVID-19 hit, we were already experts in giving workers access to the information they need to be productive—anytime, anywhere. Our cloud technologies helped our customers, and our own teams, transition efficiently and securely to remote work.

But we quickly learned that our internal communications had to change. It was not just about making sure employees had the information they required to work day-to-day. We needed new ways to give and receive insights on the broader picture— our corporate strategy, the global situation, our regional responses— and to understand what our teams needed most to feel supported and engaged. We crafted a new communication strategy.

The results have been transformative. They have altered forever the ways we listen and lead.

Act. Communicate. Connect.

I am a big believer in traveling to our offices and connecting with employees directly. For me, it is a joy. But there had been obvious limitations to that approach even before the pandemic hit, with OpenText offices in 30 different countries. When the coronavirus began spreading, we were forced to all but eliminate face-to-face interactions.

Internally, our communication strategy turned on a dime.

We were in a dynamic and rapidly evolving situation. Connection had to happen frequently and digitally—phone calls, video calls, emails, surveys. I led a daily digital meeting with our Project Shield Team of senior leaders, where we reviewed new issues and provided immediate responses, guided by three principles:

- Protect the well-being of our employees and customers

- Anticipate global economic scenarios and take proactive measures to minimize the long-term effects of COVID-19 on our business

- Accelerate the adoption of new ways to work for our customers and ourselves through our technology

As we worked through our responses to COVID-19 as a company, I provided continuous updates, so that employees always had the most current information.

I began hosting bi-weekly, 30- to 60-minute virtual all-hands meetings—for all 14,000 employees. We called these meetings "**The Quarantine Chronicles**," and they helped us explain the decisions we were making about the company and the virus. They also allowed me to hear employees' concerns and respond to their questions in real time.

Figure 6: The Quarantine Chronicles—Our All-Staff Virtual Meetings

I began sending out almost weekly all-staff emails to provide detailed updates on our corporate strategies, and share our guidance on health and safety. And I started receiving regular feedback from employees, directly via my email. These messages both helpfully challenged my points of view and reminded me of our reasons to celebrate as a company.

The result of our new digital communication strategy surprised me. As the weeks passed, I felt more connected with employees across the company than ever before. The rest of our leadership reported the same thing. While we were physically distanced, we were socially connected, operating as one team.

Tracking COVID-19 Together

Our new communication strategy helped us monitor and respond to COVID-19. As a company, we tracked the *metrics that matter*—new cases, pace of contagion, mortality rates—to help make sense of the key calculations and variables, to watch developments in the countries where our employees work and live, and to provide additional support where it was needed. This led to a vaccination drive in India for our employees and their families, and our Employee Relief Fund for employees who contracted COVID-19.

The all-staff meetings became invaluable as an opportunity to empower our employees with guidance from leading health experts and fight disinformation, as the coronavirus continued to challenge our ability to predict the future. We heard from Dr. Ashish Jha, Dr. Céline Gounder and Dr. Leana Wen—three of the world's best minds in public health—who helped us frame our global responses.

I frequently reminded employees, *you know what to do.* I urged them to remember the "Swiss cheese" model of protection from COVID—a combination of personal and shared responsibilities to create a layered defense against the virus.

Multiple Layers Improve Success

This Defensive approach recognizes that no single intervention at preventing the spread of the coronavirus is perfect. Each intervention (layer) has holes.
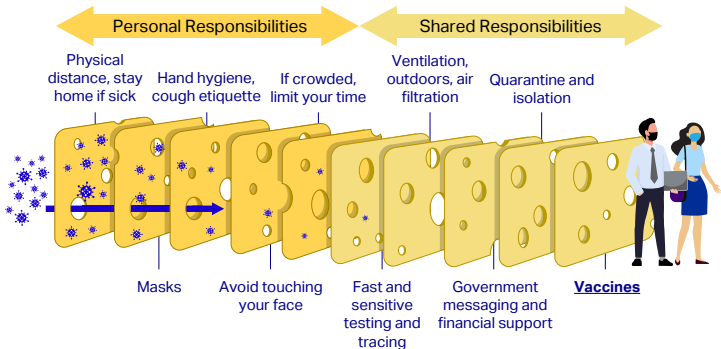
Figure 7: The Swiss Cheese Model of Pandemic Defense

Culture & Community

Our internal communications also enabled us to respond rapidly to other global events. After the killing of George Floyd, I expressed my deep sadness and anger, and we confronted his death as a symptom of a much larger injustice. I encouraged employees to speak up and speak out, and we offered resources for further reading and action. Later, Black employees shared their stories with me in a series of town halls that moved and changed me, and spurred an expanded commitment at OpenText to Equity, Diversity & Inclusion (ED&I).

Our all-hands meetings helped us enact this new commitment to ED&I in ways that face-to-face meetings had not. Our digital format allowed us to bring in impactful speakers that could now reach everyone in the company at once, with insights on Juneteenth, Black History Month, LGBTQ+ allyship, and Truth & Reconciliation. On International Women's Day, we invited a panel of women leaders from within OpenText to share their stories. At another meeting, we heard from a panel of our younger generation of workers.

Our deeper communications with employees also let us offer support and resources during regional crises—such as the discovery of residential school graves in western Canada, the wildfires in California and Colorado, and the floods in Europe. Through our communications, OpenText employees came together to support our colleagues with donations, resources and words of compassion. **All together**. *Tous ensemble*.

Scaling New Summits

While for many of OpenText's offices, the response to COVID-19 is now shifting out of crisis mode—from pandemic to endemic— the coronavirus has had a permanent impact on how we communicate and connect.

We recently renamed the all-hands meetings "The Summit Series" to help define our aspirations and future directions, and they continue to be a vital means of touching base with employees and engaging them in our top priorities. I also still send out frequent all-staff emails and hear back from employees who share their own thoughts and questions. Employees have had a range of pandemic experiences—some have been overloaded with family responsibilities, others felt they spent too

much time alone. They now have different social and emotional needs at work. As we shape our return-to-office plans and related strategies, we must know what these needs are and how to address them. And we cannot know this if we do not provide places where we can listen and learn.

The global crisis has been a crucial reminder for me that massive, unexpected change can be an opportunity for intentional, positive growth. And that leadership means demonstrating a commitment to the well-being of our teams and a better world for all. This cannot happen unless we connect with employees, not only to guide them through company strategy and define our purpose, but to be guided in turn by their insights, and to respond with empathy and action.

Lesson 3

Call in the Experts

At OpenText, we're innovators. We're programmers. We run platforms, from mobile communications to nuclear power plants. So we have to sweat the details. We assemble and develop experts at every layer of our organization to be the best at what we do.

But this expertise is not static. When we don't know something, we seek out external experts, and we *learn*.

This strategy of continuous learning and calling in the experts has been with me my entire life. But at no time was this more powerful than several years ago, when I was diagnosed with leukemia. I worked to learn every single day to understand my own health. I vowed to be the best student possible and rallied a team of experts to support me. I never lost focus. I stayed with the science. And seven years later, here I am.

In a crisis, go find the experts. Do not be afraid to call them in. Learn, learn, learn.

This tenet has been key to our leadership strategies at OpenText during the pandemic. As disinformation, misinformation and half-truths proliferated online and around the world, access to expertise enabled us to winnow the grain from the chaff. It allowed us to make the decisions that would keep employees safe. And ensured OpenText had the insight it needed to thrive.

In the Zone

"**Who do I want to be during the pandemic?**" was a popular question circulating through social media in spring of 2020. I asked OpenTexters to consider where they fit across three zones:

- **The unknown zone:** Is my state of mind dominated by anger and fear? Do I have difficulty discerning between information, misinformation and disinformation?

If some employees found themselves in this zone, it was an understandable reaction to an incredibly difficult crisis, but one we needed to help them move past.

- **The learning zone:** Am I creating a space for learning, reading and studying? Am I sharing information thoughtfully? Is my focus on well-being and support for others, and accepting those things that are out of my control?

- **The growth zone:** Am I practicing patience, mindfulness and creativity? Am I helping others in our communities? Am I practicing happiness and transmitting hope? Can I live and work and grow during this crisis?

The answer: Yes, we can!

We knew that reaching the growth zone would be challenging if we could not find a way to the learning zone. We needed perspective and solid guidance, grounded in science.

So we called in the experts.

Our all-staff meetings became indispensable during the pandemic for sharing information with employees and hearing their questions and concerns. Our guest speakers at these meetings included three of the world's best minds in public health. Their insights helped us understand the risks and future movements of the virus, and shape our own responses.

How to Save a Life

Dr. Céline Gounder, physician and Assistant Professor of Medicine and Infectious Diseases at New York University's Grossman School of Medicine, spoke to us in spring of 2021. Dr. Gounder described exactly how the coronavirus attacks the human

immune system, how it responds, and how vaccines amplify this response. She reminded us, "We vaccinate to save your life."
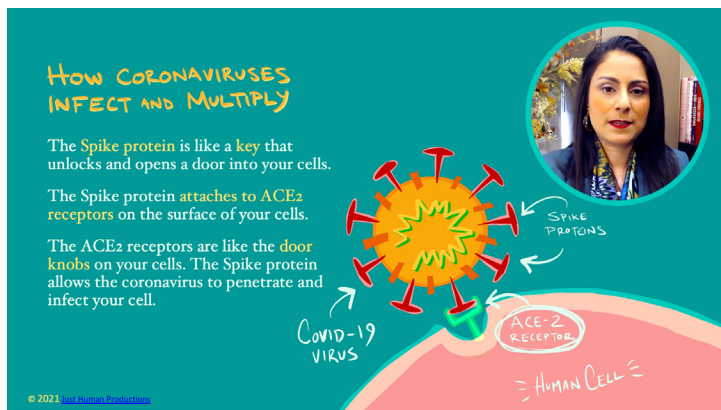
Figure 8: Dr. Céline Gounder Speaking to OpenTexters

We listened to Dr. Gounder's insight and acted on it. In the same month that Dr. Gounder visited us, I stressed that the journey to a "new normal" was through vaccines, and we reached out to employees in regions hit the hardest by COVID-19 to find out how we could help. As a result, we organized a vaccination drive for our employees in India, which was seeing dramatic spikes in infections. Across six days, we were able to help roughly 3,000 people get vaccinated.

How the Pandemic Ends

In September of 2021, **Dr. Ashish Jha**, a physician and Dean of the Brown University School of Public Health, spoke during an episode of our "Quarantine Chronicles." Dr. Jha told us (with a nod to T.S. Eliot) that "**Pandemics end with a whimper, not with a bang.**" He explained that the moment the pandemic ends will be different for each of us, but that we would not begin to see

this happen until late winter or spring of 2022. He also noted that vaccinated people are far less likely to spread the virus, and that boosters would be important, especially for those who are at high risk for the disease.

With Dr. Jha's visit, we advised employees that it was not yet time to reduce protocols, as COVID-19 would be with us for a while longer. We respected that some employees had medical or other reasons not to get vaccinated, but underscored the importance of getting vaccinated for those who could. We remained in voluntary remote work, but we announced that those who came into the office needed to be fully vaccinated—including employees, visitors and contractors. We also launched our second annual food bank campaign, providing nearly a million meals for people in our communities around the world, many of them hit hard by the economic fallout of COVID-19.

The Power of Three

By the time we reached the 2022 new year, Omicron was forcing companies everywhere to reconsider what a return to office might look like, and when (or whether) it could happen.

Dr. Leana Wen, physician and Professor of Health Policy and Management at the George Washington Milken Institute School of Public Health, was our guest at an all-hands meeting in January 2022. Dr. Wen helped us understand Omicron's threat and shared her common-sense approach to preventing COVID. She recommended using at least two out of three of our best lines of defense—vaccinations, masks and testing. She advised giving people the tools and information they need to assess their own risk, so that they may decide for themselves when and how they return to pre-pandemic activities.

Figure 9: Interview with Dr. Leana Wen, George Washington University

She also described how the pandemic becomes endemic: "At this point in the pandemic, we really need to think about how we can live with COVID. We have many tools to be able to do so." Today, we have reached a point where we recognize that we will not eradicate the coronavirus, and we now need to reach a low steady state with infections, where hospitals and healthcare systems are no longer overwhelmed.

At OpenText, we had already extended our work from home program until we could be sure that we had reached endemic status, on a region-specific basis. I knew that the formula for returning to pre-pandemic activities would be unique for each employee, and employees were encouraged to come to their leaders with questions, so they could be fully informed about what was best for their own health. I shared that I was able to conduct 90% of my own pre-pandemic activities through "the power of three." We remained cautious and prioritized flexible work arrangements, but we began to imagine a time when we could innovate and collaborate in person once again.

Each of these experts, and others that we spoke to and consulted throughout the pandemic, were essential in helping us shape our responses—from voluntary remote work and mask-wearing to vaccination policies, office protocols, vaccination drives, grants for medical assistance and flexible leave. We were able to take informed action to keep employees safe, productive and supported.

And we continue to consult expert perspectives as we begin our flexible return to the office and prepare for the disruptions ahead—for they are sure to come.

For leaders, resilience and humility go together. If you are grounded in your organization's purpose, you will find energy and strength during times of crisis. But humility helps you to recognize that you cannot know everything. So you reach out for help. You learn. This not only gives you insight in unpredictable environments. It empowers you and your organization to overcome the most formidable of obstacles, and come out the other side, stronger than ever.

Lesson 4

Measure Metrics That Matter

COVID-19 is here forever. Our job now is to understand how to live with it.

At OpenText, we have always said that we're going to follow the data, keep learning, keep advancing and keep winning for our customers. But at some point, the pandemic will become endemic.

In May of 2020, as we approached 100 days of sheltering in place, we took an inventory of what we knew and what we needed to know, so we could live and love in the time of corona. We focused on the math and science, and the metrics that matter.

We are now well into the third calendar year of the pandemic, and we continue to keep to the data and science. There are aspects of our lives that have changed forever. But we keep asking questions, so we can understand where the virus is headed, and make smart decisions about when and how we return to our offices. How we return to gatherings in person. And how to rediscover some of the best parts of our pre-pandemic lives.

Today, what are the metrics that matter for COVID-19? And how can they help us prepare for what lies ahead?

Math, Science and the Metrics That Matter
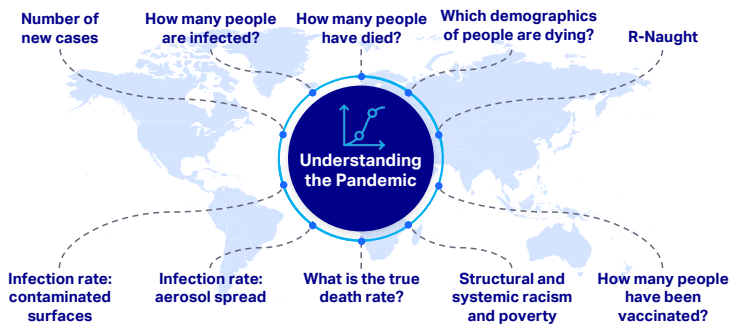
Figure 10: COVID-19: The Metrics That Matter

Metric 1: New cases a day has always been an important metric. When a country has fewer new COVID-19 cases emerging today than it did on a previous day, that is a sign that it may be shifting from pandemic to endemic.

However, we need to move beyond this metric as a primary one. Given the reduced symptoms of the Omicron variant, hospitalizations and mortality are better indicators of how successfully we are managing COVID-19.

Metric 2: How many people are infected? In May 2020, we were approaching six million reported cases. As of spring 2022, there have been over 516 million cases globally.[9] Testing has greatly improved, but we still have a way to go. Until we have wide-scale reliable testing, the analysis from the current math and statistics will be massively incomplete—and this analysis is what is informing policy decisions.

Metric 3: How many people have died? When we looked at this metric in May of 2020, the total was around 350,000. As of spring 2022, total global deaths from COVID have passed 6.2 million.[10] In many countries, COVID continues to have a devastating impact, while in others, the Omicron variant poses a decreased risk of mortality and hospitalization.[11]

Metric 4: Which demographics of people are dying? The data was clear early on that those over 65 years of age are especially vulnerable. According to the CDC, people 65-74 years old have 65 times the risk of dying from COVID-19, compared to people aged 18-29. That risk increases to 140 times higher for people 75-84, and 340 times for people 85 years or older.[12]

But we have also seen many deaths in younger people, even among those without underlying medical conditions. This has helped drive the push for widespread vaccination.

Metric 5: What is the pace of contagion, or the R-Naught? This figure estimates how many people one contagious person will infect on average. In 2020, we knew it was high and aggressive, but we did not know how high.

Today, for the Delta variant, the estimated R-Naught is six, compared to two or three for the Alpha strain.[13] The R-Naught for Omicron is uncertain, but believed to be much more contagious, as evidenced by its rising case numbers in early 2022. BA.2, a subvariant of Omicron, may have a growth rate that is 80% faster than the original Omicron variant.[14]

Metric 6: Infection rate from contaminated surfaces was thought to be very high early on. It is now thought to be very low.[15] Although Omicron may survive on surfaces longer than previous variants, this is still not a major transmission route for the virus.[16] I heard one medical expert explain it this way: "Do all the right hygienic things and take all the right precautions, including washing your hands. These things help. But the best thing you can do is to not lick the bottom of your shoes!"

Metric 7: Infection rates are ultra-high from aerosol spread, that is, respiratory droplets through breathing, coughing or sneezing. In 2020, I predicted that we would all be wearing a mask for the next 2 years. And I was (unfortunately) right. While some regions are removing mask guidelines, in other places and for vulnerable populations, they remain an important tool for preventing infection. Medical grade masks appear to be the most effective at stopping Omicron.[17]

Metric 8: What is the true death rate, or mortality rate? It is division with a numerator and a denominator—the number of deaths divided by the number of confirmed cases. Take 400,000 reported deaths over six million cases, you get a mortality rate (MR) of 6%. Six out of 100 people who contract the disease will die. The mortality rate of influenza is about 1%,[18] although figures vary by location and methodology.[19]

What is the MR of COVID-19? We still do not know for certain, because you need years of data and trending to fully understand it. Currently, the MR ranges drastically by country, from near 0% in New Zealand to over 18% in Yemen.[20] Disparities in healthcare, testing and reporting can greatly impact these numbers.

At present, the MR for COVID-19 is thought to be substantially higher (possibly 10 times or more) than most strains of the flu,[21] but we do not have clear data on the Omicron variant specifically. Some experts believe it may have an MR much lower than influenza,[22] while others think it may be 40% more lethal than the flu.[23]

We need accurate numbers on both the numerator and the denominator through testing and better classifications.

Metric 9: Structural and systemic racism and poverty. Racialized and low-income communities have been the hardest hit in this pandemic. This is the result of a combination of lack of access to healthcare, density of population, systemic racism and structural bias. In some city clusters, COVID-19 deaths early in the pandemic were as high as 70% for Black communities.[24]

Today in the US, COVID-19 has killed:

- **1 in 303 Black Americans**

- **1 in 298 Pacific Islander Americans**

- **1 in 230 Indigenous Americans**, although reports suggest these deaths are under-counted and could in fact be 34% higher.

The rate for white Americans is 1 in 319. This means that Indigenous Americans are dying from COVID-19 at a rate that is about 40% higher than that for white Americans.[25]

While the pandemic has been devastating for higher-income countries such as the US, the world's poorest countries have suffered much higher death rates. **For every death in a high-income country, an estimated four other people have died in a low or lower-middle income country**.[26]

Metric 10: How many people have been vaccinated? As of spring 2022, over 10 billion vaccine doses had been administered. But again we see massive disparities by country. In high-income countries, over 73% of the population has been fully vaccinated, compared to 11.3% in low-income countries.[27]
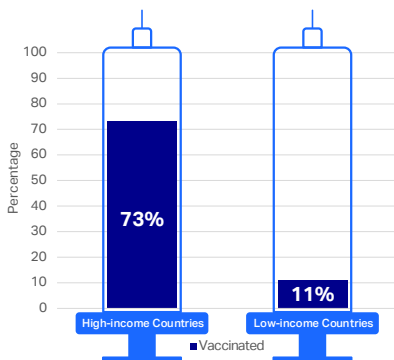
Figure 11: Percentage of the Population that Is Fully Vaccinated

At the current rate, it could take over a decade before low-income countries achieve vaccination levels similar to high-income countries.[28] We will never manage COVID-19 on a global scale until everyone has full access to vaccines.

Math, science and the metrics that matter.

The Narrative

The first human cases of COVID-19 were reported in December 2019, with global awareness of the disease by February 2020. With a tsunami of information, assumptions, hypothesis and analysis that is only a couple of years old, we are still living in the "fog of war." We need to make decisions with incomplete information.

Early speculation tended towards two narratives about the nature of the virus:

- **Narrative 1:** High Mortality Rate, medium R-Naught

- **Narrative 2:** Low Mortality Rate, ultra-high R-Naught

Narrative 1 was appropriate early on. With Omicron and BA.2, we have seen a narrative similar to Narrative 2 become widely adopted, and this has a deep impact on the organizational and personal choices we make in relation to preventing the spread of COVID-19.

Where Do We Go from Here?

Some of us are beginning to experience the "great unfreezing," as it becomes safe to return to our workplaces, restaurants, shops, places of worship and playing fields. Others must continue to act with high degrees of caution. Each of us needs to assess our individual risk.

Here are some thoughts on how to live and love in the pandemic, and strive towards a post-pandemic future.

1. **If you can, get vaccinated**. Do it for yourself, those around you and our overwhelmed healthcare workers.

2. **Make informed choices about masks**. While some regions are dropping mask requirements, masks may remain an important precaution, depending on specific environments (e.g. indoor crowded spaces), as well as COVID-19 transmission rates in your area and your personal health risk.

3. **Test. And test. And test. And test more**. Vaccinations, masks and testing form a three-pronged approach to preventing infection. Use at least two out of three.

   At-home and in-clinic PCR tests can help reduce transmission. Serology tests for antibodies in research settings can give us more information about infections among different populations. Wastewater and other early detection systems can also help us identify new variants and potential spikes in infection before they happen.

4. **Hygiene**. Continue to wash your hands and surfaces—but don't obsess. Basic hygiene is good practice for helping to prevent the spread of COVID-19, as well as numerous other illnesses caused by viruses and bacteria.

5. **Physical distancing** continues to be an important protection at times, especially with those who may not be vaccinated.

6. **Time to reconfigure**. We are social by nature. I want to be around my colleagues, customers and partners at the office at least part of the week. We can reconfigure our physical spaces with great safety and enjoyment. Our parents and grandparents lived in foxholes during wars. We can flourish with redesigned offices that accommodate physical distancing if needed, deliver improved air circulation, and facilitate both in-person and digital collaboration.

7. **We need a new playbook for those 65 and older**. Sending sick elderly back into healthy elderly communities was the wrong answer. Access and education about vaccinations is key, as is access to therapeutics when those who are most vulnerable become ill.

8. **We must address structural and systemic racism and poverty**. We must provide healthcare and education for all, and eradicate inequalities. We need to strive to make ourselves more unselfish every day. We must prioritize equity, diversity, inclusion and wellness.

9. **Intervention**. Governments have a role to play when a system is failing. They can pool key resources and coordinate to ensure global manufacture and distribution of vaccines. As long as some countries have high levels of unvaccinated populations, we are all at risk of exposure to new variants.

10. **Spiking infections and new variants**. They are going to happen. Be physically and emotionally prepared. We are already seeing increasing infections for variant BA.2 in North America, although it appears to have mild symptoms and is not resistant to vaccines.[29] When new outbreaks

happen, we should gently turn the dial back in those affected areas. We need to understand the specific spikes and carefully review data.

11. **Love and grieving**. Kahlil Gibran's *On Love* has stayed with me through time. With love, I also need time to grieve. To grieve for the dead, to grieve for the poor, to grieve for those affected, to process what is happening and what has already occurred, and to turn my energy and resources towards action.

> *"To wake at dawn with a winged heart and give thanks for another day of loving;*
>
> *To rest at the noon hour and meditate love's ecstasy;*
>
> *To return home at eventide with gratitude;*
>
> *And then to sleep with a prayer for the beloved in your heart and a song of praise upon your lips."[30]*
>
> – Kahlil Gibran

There is no clear global "end date" for the pandemic. And there is always more to learn. At OpenText, we will strive on with our mission and work. We will press forward on living and loving, giving and grieving. We will continue to track the metrics that matter, ask questions to find the answers we need, and make informed and thoughtful decisions together as we move towards a post-pandemic world.

Lesson 5

Space for Breath—Health & Well-Being

When I was growing up, I was one of four adopted kids in our family. Our means were modest, but my parents taught me to care for others in our community, commit to a life of service and have pride in what you do, regardless of what your role is. Their teaching has informed and guided me throughout my life.

You cannot just possess high IQ. You need to have high EQ, too.

You need to lead and labor not just with your head, but with your heart and hands. Flexibility. Empathy. Respect. These are guiding principles that I have worked to apply in every role I have ever had, and especially as CEO of OpenText.

As leaders, practicing these principles means doing everything we can to ensure employee health and well-being. This is especially true during times of change. Throughout the pandemic, OpenText's leadership team has labored constantly to understand what our teams were struggling with, and how we could help.

What we discovered were new ways to guide our teams. We chose to lead with empathy. Compassion became a verb. It was something we enacted daily, with strategies that strengthened our organization at its foundation, and set us up for long-term employee engagement, retention and growth.

Here a few of those strategies.

Employee Relief Fund

Very early in the pandemic, we established the OpenText Employee Relief Fund (OERF). A $2M fund that we have since increased to $3M, the OERF provides grants to employees and their family members who have contracted COVID-19. The fund helps with expenses not covered by government benefits or through our own benefits programs.

Our aim was to ensure OpenText employees received the vital care they needed throughout the pandemic. We also wanted to recognize that, despite the challenging circumstances, we are in this together.

Combatting "Zoom Fatigue"

When more than 95% of our employees shifted to remote work overnight, we knew this massive change would require new strategies to ensure optimal communication while preventing employee burnout

At an all-staff meeting in April 2021, we were joined by Stanford University **professor Jeremy Bailenson**, one of the world's leading experts on the psychology of VR/AR, who had just published a paper on "Zoom Fatigue."[31] Despite the fantastic benefits of videoconferencing, Dr. Bailenson explained, there are potential psychological costs that we are just beginning to understand. In video calls, speakers are much closer to each other's gaze, it is difficult to move naturally while we speak, and our cognitive load is much higher, as we have to think about and watch our own reactions, which in other situations would be automatic.

Professor Bailenson provided some practical tips to use in our day-to-day lives to help reduce the stress of frequent video calls. Turn off your self-view. Shrink the video call window. And "just say no"—not everything needs to be a video call. The phone still works!

Global Experts on Well-Being

One of the most exciting things for me is when, as a company, we get to hear from some of the world's most-respected experts on topics that are meaningful for us. Throughout the past two years, we played host to incredible people who provided their insights on well-being.

At OpenText World 2021, I spoke with Founder & CEO of Thrive, **Arianna Huffington**. Arianna shared how leaders can ensure businesses succeed by prioritizing employee well-being as we enter the uncertainties of a post-pandemic era. I was struck by the truth of Arianna's assertion that, "It's not where you work. It's how you work."

Figure 12: My Conversation with Arianna Huffington at OpenText World 2021

We also heard from #1 New York Times best-selling author and former monk, **Jay Shetty**. Jay shared four habits to help us let go of old ways, using the acronym **TIME**:

- **T**hankfulness: Express your gratitude, and make it specific and personalized

- **I**nspiration: Wake up to your favorite song, quote or book—not your phone!

- **M**editation: Schedule time throughout the day to give yourself a break

- **E**xercise: Move every day and make it something you love

As we move through 2022 and beyond, we are all seeking new ways to find balance, wellness and happiness, and these speakers each had their own inspiring perspective on the journey.

Employee Self-Care Day

In July 2020, we held Self-Care Day, a company-wide vacation day to encourage employees to take time to recharge. To reflect and reconnect. And to take care of themselves. While the urgencies of the pandemic made taking a traditional vacation more challenging, it did not lessen the need to step away from the (home) office for a while. If anything, taking some time off became even more important. At times, **we need to put on mental brakes to avoid mental breaks**.

Self-Care Day was so well-received, that we held another all-company vacation day, **Rest and Rejuvenation Day**, this past spring. Focus and innovation require a healthy, well-rested mind and body. Each of us needs to prioritize well-being.

Figure 13: Well-Being at OpenText

Nutrition & Fitness Guidance

When faced with a crisis, it is easy to neglect physical health, focusing on the stresses of the moment and the uncertainties ahead. This has been exacerbated during the pandemic, with gyms and other health resources sometimes closed or unavailable. But it is during these times of stress that we need to nurture health most of all.

To help with this effort, we hired two fitness and nutrition specialists to offer us advice and support during the pandemic: Joe Holder, founder of The Ocho System, a Nike Master Trainer and a GQ fitness and wellness columnist; and Leslie Beck, a nutrition consultant and registered dietitian who has worked with the Canadian International Marathon and the Toronto Raptors.

Joe and Leslie provided weekly newsletters for employees, with exercise tips and recipes, monthly webinars, exercise "snacks," Q&As and other resources to help guide and motivate staff. I was pleased to see the incredibly positive reaction to Joe and Leslie on our internal social media as employees took up their health and wellness challenges.

The Breathing Tree

In 2021, we set out to create a commemorative art installation at our headquarters in Waterloo, Ontario. We wanted this installation to represent the resilience of our employees—a testament to how we stayed connected during the most challenging time in our history—and for this artwork to be a dedication to those who suffered, and those we lost.

We decided on a submission by the incredibly talented, Canadian multi-media artist Donna Szoke. Donna's art installation, *The Breathing Tree*, evokes the powerful presence of nature as a means of helping us process our grief. The Breathing Tree appears as a tree reflected, as if in a quiet moment near water.

Photo by: Toni Halfkensheid
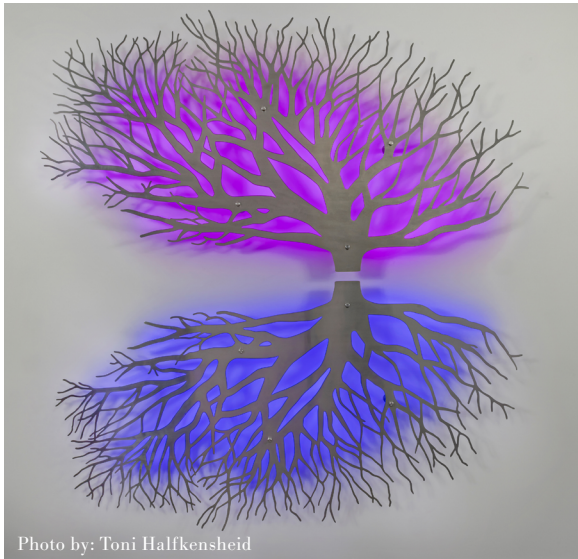
Figure 14: The Breathing Tree at OpenText's Corporate Office in Waterloo, Ontario

Yet if we tip our perspective slightly, it also resembles a pair of lungs. This reminds us that spending time focusing our attention on our breath can help us move through grief. The lights cycle through a four-step process of "box breathing," a self-calming technique that is a cue for viewers to breathe, relax and ground ourselves in the moment.

Breakthroughs, Not Breakdowns

Organizations must make employee wellness a priority. During the pandemic, many people have fallen into an unhealthy practice of "always on." Whether workers eventually return to an office full-time or part-time, or stay virtual, we cannot allow this practice to continue. The brain is an exhaustible resource.

Leaders need to express clear expectations and deliver every support they can for individual well-being and balance. In fact, employers may want to expand their thinking about ED&I—Equity, Diversity & Inclusion—to WED&I, to emphasize and nurture employee *well-being*.

An organization's success and productivity will falter if employees do not have time to rest and recharge. **We seek breakthroughs—not breakdowns**. The time employees invest in self-care resets focus and clears space for creativity. This is the foundation of their ability to collaborate, innovate and connect.

Lesson 6

Practice Happiness

As we were entering lockdowns in March of 2020, I reread *The Art of Happiness* by his holiness the Dalai Lama. The book centered me, without denying or being untrue to the realities around us. In fact, it made the realities of what we were all undergoing clearer.

As the world battled a profound health crisis, another crisis was beginning to emerge. Lockdowns, physical distancing and travel bans separated people from family, friends and support systems. While these separations helped save lives, they meant that traditional means of coping and companionship fell away. Our ways of engaging with each other in the work we do became more challenging. Worldwide, anxiety and depression rates were on the rise.[32]

At OpenText, we strived to make sure that employees had strategies that would help them nurture mental health. We worked to cultivate our understanding of happiness, purpose and fulfillment, to support each other through the crisis. We found new practices and new potential paths to joy, even in the most difficult of times.

A Call to Compassion

Happiness is compassion and compassion is happiness. For me, this is one of the profound lessons of *The Art of Happiness*.

In any crisis, we need to act with compassion for our employees, our business partners, our customers and all those who are marginalized. We were all going to be impacted by the pandemic in some way. We needed to lead by deepening our human connection in a time of physical distancing. Follow the science, data, and math—but practice empathy.

So we communicated constantly with employees. We advised them not to mentally shelter in place, but to use our digital tools to connect with and listen to others. We encouraged them to raise their hands if they needed anything—and ask a friend, a colleague, a manager, HR, their Executive Leadership Team member or me. There was no request too small. We provided additional healthcare funding and flexible leave policies to help those who were struggling. We increased benefits around mental health supports. And we provided additional all-company vacation days to ensure employees could rest and recharge.

I was also greatly humbled by the ways that employees took opportunities to practice compassion towards others. **Our 100 Acts of Kindness** campaign focused on charities that supported COVID-19 emergency response efforts, food banks, and services for children and families. Together, we raised over half a million dollars for local charities around the world.

Figure 15: OpenText's 100 Acts of Kindness

Employees also responded with generous donations of their time and resources to numerous other crises as they arose—wildfires in California, flooding in Germany, the Black Lives Matter movement and the refugee crisis in Ukraine.

Through our Navigator Fund, employees helped raise nearly $1.5 million USD for food banks in our communities, enough for over 6.25 million meals.

By acting with compassion, OpenTexters took concrete steps to help overcome challenges in the regions where we work and live, doing what they could to bring happiness to others.

Happiness in Practice

In the fall of 2021, one of our guests at our all-hands meeting was **Neil Pasricha**, New York Times best-selling author and Director of The Institute for Global Happiness.

Neil stressed that happiness is not the result of success, but the *driver* of it. We need to train our brains to be happier. When we cultivate our own happiness—something we must actively practice—we are more likely to do great and purposeful work.

Figure 16: Happiness Expert Neil Pasricha Speaking to OpenTexters

We were so grateful for all of the strategies Neil shared, including his "Two-Minute Morning Practice." This is how Neil starts his day, every day—by recording on an index card something he will let go of, something he will focus on, and something he is grateful for. Neil emphasized that each of these must be specific in order to be impactful.
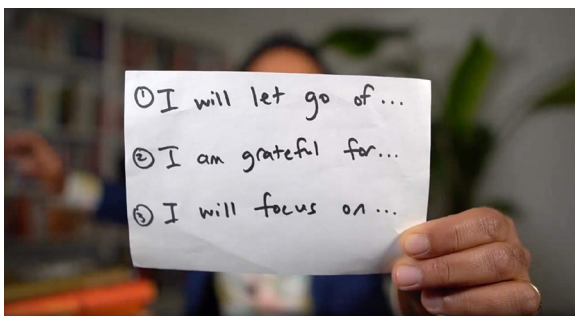
Figure 17: Neil Pasricha's Two-Minute Morning Practice

Neil told us, "You wake up, you own the morning, you own the day. You spend a couple of minutes doing this and guest what? It makes everything cascade positively from there."

Neil and I also chatted about the "the three buckets" of life. We all have the same number of hours in a week—168—and we split those across sleep, work and the rest of life. Work is almost a third of your time in a week, so it is important to love what you do. Neil shared his "Four S" strategy for a satisfying and meaningful career:

- **Social:** The strength of our relationships, including those with our co-workers, is a huge contributor to happiness.

- **Structure:** Clear divisions between work and leisure, and a reason to get out of bed in the morning. This is also known as *ikigai*—your purpose, or why you do what you do.
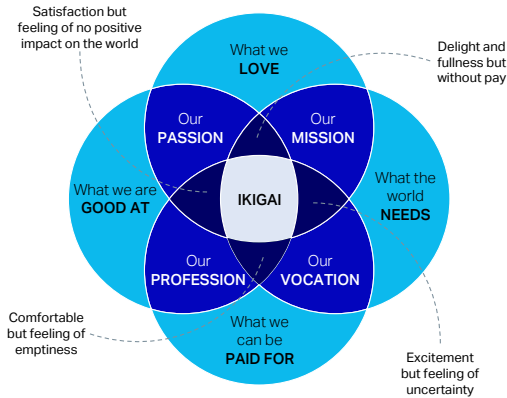
Figure 18: Ikigai: A Japanese Concept Meaning "A Reason for Being"[33]

- **Stimulation:** We are all curious creatures, and a good day is a day where you learn something new.

- **Story:** We all need to feel a part of something bigger than ourselves, working together towards a common purpose.

I wholly agree with Neil's advice to "Never retire!" because retirement does not give us the Four S's. You can see that I was so taken with Neil's creative use of index cards during his presentation, that I couldn't help getting in on the act!
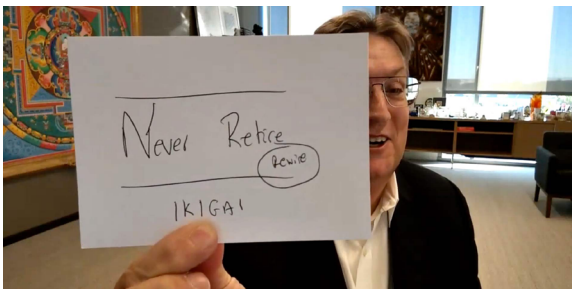
Figure 19: My Response to Neil Pasricha

We talked as well about the importance of looking after one's own well-being. Neil related it to the airline guidance to put on your own oxygen mask before assisting someone else. Or, as he put it, "If you do not fill your jug, you cannot pour from it." For those feeling particularly stretched during the pandemic and looking after loved ones, the injunction "**do it for you first**" was vital advice in ensuring we all have the capacity to help others.

These two tenets—practice compassion for others and take steps to foster happiness for yourself—go hand in hand. Throughout even the most difficult times of the pandemic, we tried to keep this balance in mind for our teams.

To care for ourselves. To give of oneself. To think of others. To bring happiness to others. To have gratitude and a sense of possibility. These are the gifts we give, and which cultivate our own joys.

Lesson 7

Be Influenced by Great Thinkers

You cannot see the whole of England when you are standing in Trafalgar Square.

If a company's view is limited to its own realm, it will miss crucial opportunities to expand the range of its impact. At OpenText, we make long-term decisions. We bring the future forward. And because we know that growth must be inclusive and sustainable, we act with the world in mind.

In a time of disruption, you must seek out inspiration from the best minds. Manage the crisis, but plan for the success of your business beyond your immediate demands. And learn from those outside of your industry, so you can envision the impact of your organization in a community that is truly global.

Across the past two years, OpenText brought in some of the most influential minds of our time to speak to our employees, customers and partners at our user conferences and other events. These speakers spanned vast areas of technical expertise. Apple co-founder **Steve Wozniak**. Astrophysicist **Dr. Neil de Grasse Tyson**. Neuroscientist and technologist **Dr. Poppy Crum**.

We also invited those who could help us understand the impact of global forces on businesses, and share strategies for leading through disruption. We heard from a former US Vice President. Optimist, speaker and best-selling author **Simon Sinek**. The first African American Army Surgeon General, **Lieutenant General (ret) Nadja West**. CEO coach, serial entrepreneur and adventurer **Kevin Gaskell**.

These speakers influenced, expanded and challenged our points of view. They encouraged us to *be more*. Here are just a few of the ideas they revealed about how to lead, how to learn, and what to expect next from the forces shaping our world.

1. The Single Most Important Trait for Leaders

Lieutenant General Nadja West spoke to us at our Enfuse conference in 2020. She shared key points from her learnings across 20 years of experience in executive leadership, crisis management and disaster response—including leading more than 130,000 Army healthcare professionals and crafting the Department of Defense medical response to the Ebola crisis.

According to Lieutenant General West, empathy is the single most important trait for leaders to have. "Making an effort to understand those you lead is vital to the success of a team," she advised us. "It helps you genuinely treat people with dignity and respect. It gives people a sense of belonging and a feeling that they are truly valued." This is not just about understanding skillsets and job roles. Leaders need to understand who they lead by race, gender, age, nationality and other aspects. "It's important to understand the unique perspectives, challenges, and motivations and experiences to better lead teams to accomplish a mission."

At OpenText, we intuitively knew at the start of the pandemic that we needed to lead with empathy, first and foremost. But Lieutenant General West reinforced this principle for us and renewed our commitment to both communicate clearly and "be in receipt mode." This enabled us to listen to employees and understand the impacts of global events on our diverse teams, so we could discover what we could to do help.

2. Why You Should Pursue Your Passion & Redefine Failure

I was so excited to have **Steve Wozniak** join us for OpenText Kickoff, our internal gathering to start off fiscal year 2022.

Throughout our conversation, it became clear that Steve's lifelong curiosity helped form the foundation of Apple's success and has fueled every project he has worked on since.

Figure 20: Discussing Innovation & Curiosity with Steve Wozniak

When I asked Steve how companies should respond to failures, he noted that he has heard many successful people talk about their own setbacks. He has wondered why he does not feel he's faced similar failures.

The difference is one of perspective. When he was younger, he told us, "I built little electronic projects that would dazzle my friends. Just interesting things. Not worth companies. Not worth huge amounts of money." He explained that for every project he did, "I worked so hard to figure out better ways to do it than other people would think of doing." He added, "You could call them failures because they didn't start companies—but […] those failures were all of my learning." He encourages companies to give employees opportunities to follow their own projects and passions. Such support not only drives creativity, but results in employees who are more productive and better at what they do.

3. The Insight that No One Wants to Hear

My conversation with **Dr. Neil deGrasse Tyson** at OpenText World 2021 spanned an incredible array of topics—vaccines, climate change, parenting, distributed work, science and… Netflix!

One of our key takeaways was Dr. Tyson's view on creativity. "I'm going to say something that we don't want to be true," he told us. "If you want to be more creative, you have to be less productive. You can go through a day and feel like you got a lot done—I checked my email, I did my laundry, I went shopping, I picked up the kids—but at no time did you have a thought that you never dreamt of before." He added:

"Creativity and productivity are at odds with each other in their competition for the few hours we have in our day."

Dr. Tyson and I talked about what I describe as *the horror of the vacuum*—our resistance to just sitting with our thoughts. But our ability to do this, Dr. Tyson stressed, is vital to our ability to innovate. This is a principle that we understand at OpenText— the brain needs time to rest and recharge if we want creativity to thrive.

Figure 21: My Conversation with Dr. Neil deGrasse Tyson at
OpenText World 2021

Dr. Tyson also pointed out how **access to data and information feeds creativity**. He loses sleep at night wondering, "Is there a question I don't know yet to ask, because it must await a discovery we have yet to make?" A discovery allows you to see beyond the previous limited horizons that constricted your creativity. The right data can put us in a position to recognize a new phenomenon. Access to that frontier of data, he said, opens up the space that generates new ideas.

4. Great Leaders Are Students

Simon Sinek is well known for his research into companies who build phenomenal cultures, and his insights into what makes a great leader. When he sat down for a conversation with our Executive Vice President, Global Sales, Ted Harrison, at OpenText World Asia Pacific 2021, Simon told us, "Every great leader is not an expert in leadership. They're actually students of leadership." Leadership is not about having all the answers, but about working to be a great leader by listening to what others know and reflecting on your own successes and setbacks.

The idea resonated for us at OpenText. We believe our expertise is never complete, and that we must be constantly curious. This is how we innovate, elevate our customers and find our sense of purpose.

Simon also related that leadership is often misunderstood. It's not about position. Anyone, in any role, can be a leader, when they "have made a choice to look after the person to the left of them and the person to the right of them." He added, "Leadership is the responsibility to see to those around us. It's not about being in charge, but taking care of those in our charge."

5. How to Revitalize a Struggling Business

Former Managing Director at Porsche and former Group CEO of BMW, **Kevin Gaskell** has both rejuvenated world-class brands and built new companies from the ground up. As a leader, Kevin stresses the importance of engaging people in your shared vision, while improving your strategies at a practical level: "We use technology to create efficient processes. We engage people to inspire extraordinary experiences. Put the two together, and imagine what your business could be."

Kevin also shared the three key pieces to building or rebuilding a business: **commit, connect** and **create**. You need to have a clear vision and commit to making something that is extraordinary—together. You need everyone on the team to understand what your aims are as a company and how you are going to get there. And you need to work together to create "the magic"—the culture that can transform the business. In the overlap between these three is the inspiration that drives you.

Kevin acknowledged that things will sometimes go wrong, but that it does not matter. "If everything is under control, you're not going fast enough. We never lose. We either win or we learn."

6. Unearthing the Real Story on Climate Change

While the world has been battling the COVID-19 crisis, an even larger crisis looms. In the long-term, climate change could have even more potentially catastrophic impacts for humanity than the pandemic.

When a former US Vice President joined us at OpenText World 2020, he discussed three key issues—the COVID-19 pandemic, systemic and institutional racism, and the climate crisis. He revealed the ways these issues are interlinked. For

example, the burning of fossil fuels and exposure to air pollution disproportionately affects lower-income communities and increases the severity of COVID-19.[34] And extreme weather events amplified by the climate crisis are causing evacuations and forcing people to gather in smaller spaces, where social distancing is more difficult, forcing healthcare systems to deal with multiple crises at once.

If the issues are interconnected, he believes the solutions must be as well. **The pandemic presents us with a once-in-a-generation opportunity to rethink, reset and redesign a sustainable recovery**.

Data, AI and machine learning are vital in driving this change. When we can achieve localized, real-time data on the major sources of emissions around the world, there will be "no place to hide." We will have a radical transparency that will empower organizations who truly want to address climate change with the leverage to make this happen.

We were inspired by the former Vice President's notion that we are on the cusp of the "**sustainability revolution**," and that information and data will drive it forward. My father used to say, "Sunshine is the best disinfectant." When we have access to the truth, we can make incredible things happen.

7. AI's Next Frontier: You

Dr. Poppy Crum engaged our employees, customers and partners at OpenText World 2020 with a thought-provoking keynote on empathetic technologies. She explained that we all experience the world and interact with technologies differently, yet we produce technology for a single demographic. We need to rethink how we make future technologies to support everyone with a more personalized experience.

Tomorrow's technology also offers us an opportunity to better understand our own mental and physical health, and tailor our environments accordingly. Contributions in AI and machine learning are now able to detect whether you are feeling a particular emotion, as well as countless signs of health and well-being. Every second of the day, we are sending digital signatures—the way our pupils dilate and constrict, changes in our voice or breath, even our thermal temperatures are all being incorporated into today's developing technologies. Dr. Crum predicts that over the next three to five years, we will wear devices in our ears that will link our bodies, emotions and the external world, helping us better understand when we are stressed, what calms us and other key insights.

Figure 22: Dr. Poppy Crum Speaking at OpenText World 2020

Empathetic technology will transform our relationships with each other and the spaces where we work and live. Dr. Crum believes we will see the "era of the empath," where technology will empower us to know more about each other and ourselves, and connect in ways we never thought we could.

Information Opens New Vistas

At any given time, we may be operating within what is called "the fog of war." We will struggle to make decisions when we have only limited information.

One of the topics that Dr. Tyson and I discussed was this difficulty in predicting the future. He said, "At the rate that discovery is unfolding, I think it is folly to believe that you can foresee 30 years in the future. Pick any 30-year stretch, and life 30 years later would be unrecognizable to anyone from 30 years before." As an example, he described how much changed just between 1900 and 1930—the invention of the airplane and flights across the Atlantic, automobiles displacing horses, a pandemic, the first world war, electrification of cities.

Since the beginning of the industrial revolution, change is a constant—and it is incredibly fast.

While we may not be able to predict what the world will look like decades from now, engaging with visionaries and top experts expands our sightlines. It helps us to understand what others are experiencing. To know what others are discovering. To peer outside of our own geography, our own industry, our own individual point of view. When we do this, we have a clearer sense of our own place in the world.

With new understanding, we raise our potential for making a profound impact on a much broader scale—now and in the years to come.

Lesson 8

Cultivate a Growth Mindset

When a company stops innovating, it dies. When a company stops growing, it dies. When a company stops acquiring new customers and new markets, it dies. These are co-morbidities of a failed business.

Innovation must be the core of any business. But this requires the right mindset. An openness to diverse points of view. A willingness to take risks. A perspective that encompasses all ecosystems. Across the past two years, **OpenText developed a new battle rhythm and made incredible achievements in innovation. But we could only get there because we changed our frame of mind**.

Our superior performance was driven by two key tenets in our thinking and practice—a Growth Mindset and Intellectual Bravery.

Growth Mindset

Through my 30 years of business experience, I have learned that there are two "brains"—Ops Brain and Growth Brain.

Each is vital, but they foster different behaviors and chase different outcomes.

Ops Brain is metrics-oriented and outcome-oriented, with a deterministic view. With Ops Brain, you take a problem and analyze it in a spreadsheet. You identify KPIs. You apply Lean Six Sigma. Ops Brain is foundational. It can help us establish best practices, track outcomes and make predictions.
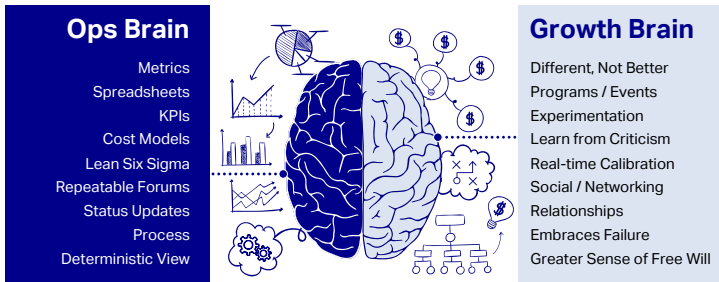
Figure 23: Ops Brain vs. Growth Brain

At OpenText, we have mastered Ops Brain. Unequivocally. You see it in our results, our margins and our efficiency. When we kick off a new initiative, hold a major industry event or release new software, the OpenText Ops Brain takes over to measure progress and ensure results. We are the best at it. It is a fantastic part of our DNA.

But we knew in 2020 that we wanted to put more emphasis on Growth Brain. **Growth Brain is about experimentation and learning**. It is about assessing what is working and what is not, and figuring out how to do it better. It means building strong relationships and leveraging social networks to find new avenues for growth. It means embracing failure, and standing back up to recalibrate and try again. And deploying our free will to pursue new ideas and locate disruptive opportunities.

For OpenText, this pivot to a more developed Growth Mindset meant a ruthless focus on features and cloudification, so we could deliver new capabilities to our customers. It also meant leveraging new acquisitions, such as Carbonite, to help us serve businesses of any size. And it meant driving information management as a service, supporting the API economy and helping our customers thrive during remote work.

This shift in mindset was evident almost at once in some of our results, such as the launch of our new cloud-native software, Cloud Editions, the reshaping of our user conference into a wildly successful digital event, and record revenues for fiscal year 2021. It is apparent today in **our plans to invest $2.2 billion USD in R&D over the next five years**, and our commitment to becoming the best cloud company on earth.[ii]

Our financial highlights show the same story of growth, with a **148% increase in total revenues** between FY2013 and FY2021, and a **682% increase in cloud revenue** across the same period.

Our Growth Mindset has impacted our company culture, too, even during the uncertainties of the pandemic. We understand that our teams, rather than being fixed in their current skills, have untapped talents and passions. They have the capability to learn, adapt and reach new heights of performance. We are helping them shape their goals and advance with training, new career opportunities and support from leaders. This is essential, because **employees who have a Growth Mindset worry less about *looking* smart and put more energy into learning, exploring and creating new knowledge**.[35] We knew a shift to a stronger Growth Mindset was happening for employees, as we watched results from our internal pulse surveys climb higher across categories—including engagement, sense of personal impact, and growth and development.

When entire companies embrace a Growth Mindset, they create an environment that fosters collaboration and innovation. Employees become committed and empowered to drive success across the business.

[ii] This is a forward-looking estimate and subject to change, as with all roadmap items.

Intellectual Bravery

Translating ideas into great products and services is insanely hard, just on its own—but to achieve this continuously at scale across an organization requires courage and commitment.

What causes a company to cease coming up with new ideas? An erosion of Intellectual Bravery.

Intellectual Bravery is a willingness to disagree, dissent or challenge the status quo.[36] Without Intellectual Bravery, organizations lose insight and vision. Bold ideas are buried in bureaucracy. Stagnation sets in.

When we live and work by the tenets of Intellectual Bravery, we ensure that we continue to grow and innovate.

Figure 24: Intellectual Bravery at OpenText

This is how we foster Intellectual Bravery.

1. **Be a committed and serial innovator:** Shake yourself free of the "because it has always been done that way" mindset. Discover what needs to happen for a foundling idea to become a powerful reality.

2. **Take your finger off the fear button:** Fear causes people to self-censor and retreat into silence. Create an environment where your colleagues are comfortable taking risks. Be receptive to the bold ideas of others. Say "no" to the word no, and trade it for *Yes, if....*

3. **Think beyond your role:** When people venture out of their tactical and functional silos, they find more opportunities for divergent thinking, and identify connections that they might otherwise miss.

4. **Respond constructively:** We need to listen with empathy and curiosity to disruptive ideas and bad news. Our goal is shared understanding. Dissent is part of the problem-solving process.

5. **When you reject feedback, share your reasons:** When you explain why a suggestion was not adopted, you demonstrate respect for the person who gave it. This makes it more likely that the individual will continue to provide valuable feedback.

6. **Weigh in last:** This is especially important for managers. Listen carefully, acknowledge contributions and then register your point of view. Take into account what others have already said.

7. **Be fearless:** When we model vulnerability, others are more likely do the same, and will feel freer to take risks. Share your mistakes. Ask exploratory questions. Admit what you do not know, and seek answers.

Intellectual Bravery was a core part of OpenText's success across 2020 and 2021, as we had to adapt quickly to the hurdles the pandemic placed in our path—changing how we worked, how we collaborated and communicated, how we developed our strong and diverse culture. All while ensuring we elevated and empowered our customers through information management technologies.

We had to be open to new ideas and new strategies, and OpenTexters rose to the challenge. When we asked employees in our 2022 pulse survey if they felt encouraged to express their viewpoints, even when these views differed from those around them, the vast majority answered yes. In fact, there was double-digit growth in this response, compared to previous years. This shift in approach is how we were able to launch five new clouds. This is how we are able to continue to release updates every 90 days. This is how we continue to grow our technical expertise and embrace diversity, every day.

Eleanor Roosevelt said, "You gain strength, courage and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I have lived through this horror. I can take the next thing that comes along.' You must do the thing you think you cannot do."[37]

I could not be prouder of the employees at OpenText, and the resilience, dedication and strength they have demonstrated. We will only gain more courage and confidence through our shared experiences—and by looking our challenges and opportunities directly in the face.

As leaders, it is our role to craft vision and strategy for our organizations, and to connect that strategy to great execution. By living at the intersection of great people, great ideas and get-stuff-done, we can create incredible value for our customers, and foster a culture of unstoppable growth.

Lesson 9

Find a New Battle Rhythm

Today, five major forces are changing forever the way the world does business.

Figure 25: Five Forces Changing Everything

1. **Work is increasingly distributed.** This is a shift that is here to stay. The future of work will be a combination of *where* you work and *how* you work.

2. **All transactions are going digital.** Industry 4.0 is in hyperdrive! The supply chain of tomorrow is a digital-first supply *network*.

3. **Customers want a seven-star experience.** At the end of every supply chain is a consumer, and they want to be *wowed*.

4. **Everything must be built on a platform of trust and security.** Cyberattacks have spiked dramatically. Systems must be always on—and always protected.

5. **The future of growth must be sustainable and inclusive.** Organizations need to champion Equity, Diversity and Inclusion, improve their environmental footprint and strengthen their use of technology for good.

To support our customers through these headwinds, **OpenText needed a new battle strategy**—streamlined products, faster updates, a renewed commitment to technologies in the cloud and a new approach to sustainability.

Over the last two years, we learned to return to our entrepreneurial roots of innovation and crafted new solutions to meet the rapidly shifting needs of our customers.

OpenText Cloud Editions

During the pandemic, we launched **Cloud Editions**, our cloud-native software designed to run anywhere. It was the most comprehensive cloud release in our history!

Since then, we have released **updates for Cloud Editions every 90 days—an industry-leading standard**. This is our new battle rhythm. Every 90 days we bring thousands of facets and features to market. We do this automatically. Our customers do not need to upgrade to attain new capabilities, because we do it for them.

OpenText Cloud Editions is made up of four specialized business clouds—**Content Cloud, Business Network Cloud, Experience Cloud, and Security Cloud**—plus our **Developer Cloud**. Each of these focuses on addressing a key need in the fluctuating global business environment.

Master Modern Work

Employees' expectations have dramatically changed. People want more control over their time and space, more autonomy and greater capacity to make decisions. For employees to be truly empowered, they must have simple, secure access to accurate information… wherever they are, whenever they want it, from whatever device they are using.

OpenText Content Cloud drives modern work and empowers distributed workforces with the information they need. It supports secure, effective collaboration and decision-making by enriching business processes with content, insights and automation. Using

digital tools for content management, businesses can grow and thrive, and truly own their digital capabilities.

Digitize the Supply Chain

The issues threatening supply chains have never been more complex. Ransomware attacks. Labor shortages. Natural disasters. The war in Ukraine. And of course, COVID-19.

At the same time, well-run supply chains are positioning companies for success. **OpenText Business Network Cloud** helps organizations securely build, manage and connect digital business ecosystems. These new connected ecosystems provide end-to-end visibility, collaboration and responsiveness across all partners. And they help ensure that every link in the supply chain is agile and sustainable.

Power Modern Experiences

Customer expectations are radically different than they were two years ago. Today, it's about *me*, and it's about *now*.

OpenText Experience Cloud helps organizations engage customers across every channel from a single platform, and deliver tailored, seven-star experiences. Organizations can leverage AI-powered analytics to gain superior customer insights. They can protect customer data and privacy with intelligent, automated governance. And adapt to customer expectations as they change with new ways to sell, engage and assist.

Be Cyber Resilient

Today's cyberattacks are sophisticated. Dynamic. Insidious. And difficult to predict.

But a solid understanding of known risks and a multilayered cybersecurity strategy empowers organizations to build cyber resilience. **OpenText Security Cloud** provides cybersecurity, data protection, digital forensic and endpoint security solutions, protecting network environments in real time. Today, Security must be Job #1.

Build the API Economy

Empowering developers with the tools they need to deliver high-quality applications on tight timelines is a central capability for every organization. It is the driving force behind business transformation.

OpenText Developer Cloud provides Information Management-as-a-Service (IMaaS). Built on APIs in the cloud, it makes it faster and easier for developers to create, extend and customize applications. Organizations can add new capabilities with fewer resources in less time. This allows businesses to unleash the power and ingenuity of their developer teams, so that developers have more time to create the software that powers the world.
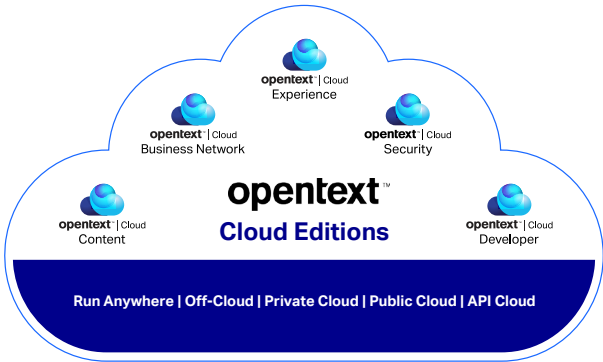
Figure 26: OpenText Cloud Editions

Organizations are pursuing digital transformation at an astounding pace and leveraging Information Management to drive phenomenal growth. OpenText's advanced technologies in the cloud are helping them reach their goals and get ready for the future of business.

It's All About Choice

As OpenText helped our customers digitally transform throughout the pandemic, we saw that every organization moves at its own pace and has its own unique path to the cloud. So we optimized OpenText Cloud Editions to run anywhere. This means every business can secure all the benefits of the cloud, regardless of where it deploys software:

- **Off-cloud:** Information management solutions running in your data center

- **Private Cloud:** Fully managed information management applications delivered on the OpenText global private cloud platform or your preferred cloud environment

- **Public Cloud:** Multi-tenant SaaS information management solutions

- **API Services:** The industry's most capable and advanced tools for developers of information management applications for the API economy

Off-cloud	Private Cloud	Public Cloud	Cloud API Services
License or subscription-based	Subscription-based	Subscription-based	Subscription-based

Figure 27: One Technology Platform. Four Deployment Options.

For OpenText, innovation is about delivering the ultimate choice and flexibility. It's about offering the best customer, partner and employee experiences possible.

Our Roadmap

OpenText has spent our "pandemic years" doubling down on R&D and simplifying our portfolio to five clouds, able to run anywhere. We are seeing the results of our cloud-first strategy as we help our customers digitize, transform and grow. Today, we have 90,000 enterprise customers, 8.7 million SMB customers, 78 million end users protected, and we support $12 trillion in network commerce.

Leader in Business Networks

Leader in Content Services

Leader in Cyber Security

1.1 Million Connected Partners

30 Million Digital Identities

$12 Trillion in Network Commerce

8.7 Million SMB Customers

44,000 Cloud Customers

90,000 Enterprise Customers

99.99% Cloud Uptime

1.2 Trillion API Calls per Year

37+ Million Active Mobile Apps

43+ Billion URLs Evaluated

25,000 URL & IP Threats Detected per Day

4 Billion IP Addresses

78+ Million End Users Protected

opentext™

Figure 28: OpenText at Scale

And we are just getting started. **We expect the OpenText Cloud to grow up to 10% this year**. That is double digit growth![iii]

[iii] This is a forward-looking estimate and subject to change, as with all roadmap items.

We could not be more excited about our roadmap. We just released Cloud Editions 22.2, where for the first time, public cloud was more featured than the private cloud.

With Cloud Editions 22.4, we will deliver a fully integrated information management cloud platform, with one administration console. Imagine being able to use an admin console to turn on the features you want. "I want to turn on capture" or "I want to turn on archive" or "I want to turn on e-signature." Just click it and you will have it.[iv]

And by the time we get to 23.2, more than 80% of our R&D investment will be in the cloud.[v]

Cloud Editions: The Digital Road Ahead

- R16 EP6
- CE 21.1
- CE 21.2 — Introduced API-Cloud
- CE 21.3 — Cloud Editions: Native Cloud Platform
- CE 21.4 — Private-Cloud more featured than Off-Cloud. New MDR Service. Bye-Bye Blue
- CE 22.1
- CE 22.2 — Public-Cloud more featured than Private-Cloud
- CE 22.3
- CE 22.4 — Fully integrated Information Management Cloud
- CE 23.1 — Cloud > 80% of R&D Investment
- CE 23.2
- CE 23.3
- CE 23.4

Last R16 release

Figure 29: Our Digital Roadmap[vi]

We are focusing on future technologies—APIs, Internet of Things, the edge. We are committed to new sustainability goals for 2030, through The OpenText Zero-In Initiative. We are prioritizing frictionless customer experiences and strong partnerships to support multi cloud.

[iv] This is a forward-looking estimate and subject to change, as with all roadmap items.
[v] As above.
[vi] As above.

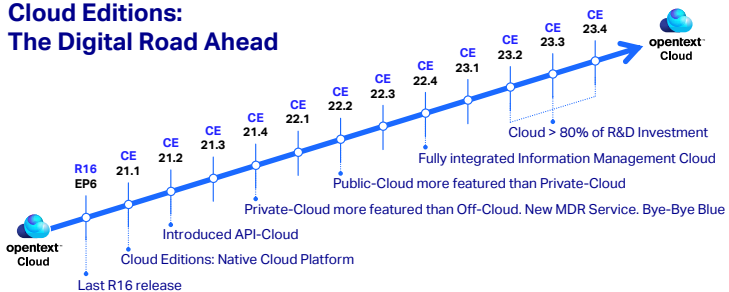We have over 6,000 professionals—in engineering, R&D, global cloud operations, customer success, platform technologies—right now propelling this innovation curve up and to the right for the OpenText Cloud.

Unleashing Creativity with Cloud APIs

We are particularly excited about our plans to add new capabilities to our Developer Cloud. Our aim is to build developers a digital amphitheater for creativity. We need to empower and free them to go faster.

APIs are not simply technical tools. They facilitate creative solutions to business challenges, by expanding the capabilities that developers have at their fingertips. They allow developers of all types to work smarter, not harder.

OpenText Developer Cloud fosters the next generation of solutions by:

1. **Reducing infrastructure dependencies:** Developers can focus on code-based solutions without unnecessary infrastructure testing.

2. **Encouraging a creative mindset and work environment:** Adopting efficiencies in technology frees development teams to focus on innovative projects that help keep the business relevant.

OpenText's wide set of APIs means that you can take any type of data and combine it into a **single source of information**—which makes it available to any user, through any interface.
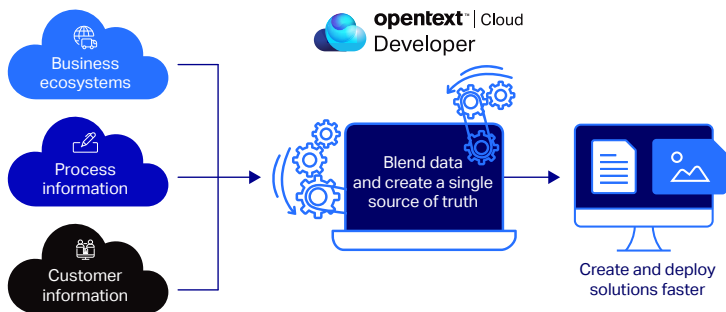
Figure 30: OpenText Developer Cloud: Create a Single Source of Truth

And we have more incredible features to come! We currently offer 25 APIs and plan to release new ones every quarter.

The developer makes all things possible. Banish the developer and banish the world. You want to return to the stone age? It's simple. Turn off software. You want to build and enable transhumanism, Life 3.0, and an amazing global future? Write more software.

And who writes software? Great developers.

Project Titanium

The future is cloud. Project Titanium is our rallying cry to drive all transformations in the cloud.

Red Oxygen (2013)	Blue Carbon (2015)	Cloud Editions (2020)	Titanium (2023)	Future (2025)
• Five new product suites • Integration & ease of deployment	• One GTM for on-prem & cloud • OpenText Business Network & Magellan	• Information management on the cloud – deploy & run anywhere	• Frictionless and integrated information management available in 4 ways to consume for companies of all sizes (off-cloud, public, private, API)	• Sustainable & inclusive information management • Applications • Multi-cloud partnerships • Cloud + Edge • New markets (e.g. API)

80% of our investments in cloud technologies

Minority of our investments in cloud technologies

Figure 31: The Future Cloud Platform for Information Management[vii]

This is not a single product or release, but a journey we will embark on over the next 18 months and beyond with a clear focus and commitment to all things cloud. We will delight and exceed the expectations of our customers and partners with a streamlined experience to access all our solutions on one unified platform: the OpenText Cloud Platform (OCP).

We will massively scale our private cloud, offer true self-service in our public cloud, and provide a common way to provision, call and create in our API cloud. We will leverage The OpenText Zone, a powerhouse digital resource center. And everything will run on the OpenText Cloud Platform.[viii]

OpenTexters are not afraid to reach high, iterate, reiterate and transform bold goals into reality. Project Titanium will help us shape a future designed for simplicity and elegance, to drive our customers' success.

[vii] This is a forward-looking estimate and subject to change, as with all roadmap items.
[viii] As above.

Our Vision Is Clear in Information Management

opentext™ | Cloud
Content

Business Clouds

opentext™ | Cloud
Business Network

Content Management	Capture	Integrations
Archiving	Collaboration & Signature	Industry & LOB Solutions

Digital Business Integration	Data Management & Security	Industrial IoT Solutions
Identify & Access Management	Supply Chain Optimization	Procure-to-Pay Order-to-Cash

opentext™ | Cloud
Experience

opentext™ | Cloud
Security

Customer Analytics, AI & Insights	Customer Communications	Digital Fax
Process & Collaboration	Voice & Contact Center	Digital Asset Management

Endpoint Detection & Response (EDR)	Endpoint and Network Security	Data Protection, Backup & Migration
Digital Investigations & Forensics	Threat Intelligence Services	Email Encryption

opentext™ | Cloud
Developer

Developer Cloud

Core-Edge Connectivity (IoT, IAM, Fax)	Content Management (Capture, Metadata, Secure)	Digital Communications (Messaging)	Threat Monitoring (Reputation, Classification)
Ecosystem Connectivity (Trading Grid, Tokenization)	Content Workflow (View, Store, Guard)	Digital Experience (Omni-Channel)	Threat Intelligence (Anti-Phishing, Malware Detection, Email Scan)

The Digital Zone

Single Sign-On	Resources & Enablement
Learn, Try, Buy	Provision & Support
Renewals	

Digital Ecosystem

MSPs
Trading Partners
Connected Subscribers
Private Cloud Environments

Figure 32: Our Information Management Vision

Tomorrow's challenges cannot be fought with yesterday's strategies. Organizations need new solutions. And they need them now.

The world does not stand still, and neither can we. Continuous innovation is a must. This is how we help our customers through current disruption—and help them thrive through whatever comes next.

Lesson 10

Lead Through Disruption

Think about how quickly the world moves.

Technology is constantly changing. Information volumes are expanding exponentially. Businesses are competing on a vast, planetary scale. Markets are shifting at lightspeed.

We are living through a time of extreme disruption. Even as parts of the world begin a return to aspects of their pre-pandemic lives, there is much that is unknown. Organizations of all sizes need business continuity, operational effectiveness and the ability to support their customers, partners, employees and communities, no matter where they are located.

As the world has faced enormous challenges, OpenText has chosen to continue to invest and innovate. To help our customers be digital. To be bold.

Today's most successful organizations are not just keeping pace with change. They are driving it. We have learned that in the face of change, **you can be a laggard or a leader**.

At OpenText, we choose to lead.

Going After Our Competitors—Bye Bye Blue

During the pandemic, we increased our laser focus on our customers' needs. We knew that those companies who switch to OpenText benefit from incredible new capabilities. We were not afraid to show them how.

In the fall of 2021, we announced *Bye Bye Blue*, our campaign to help IBM customers switch to OpenText. When we looked at our Content Services compared to IBM's offerings, in our opinion the advantages for customers switching to OpenText were clear.

	OpenText	IBM
Public cloud (SaaS)	Extensive multitenant portfolio including Capture, Content Management, Share, Archive, eSignature, etc.	Limited multitenant offerings for Content Services
Private cloud	Managed Services with options for OpenText Cloud, AWS, GCP and Azure	IBM Global Technology Services (GTS) spun off to Kyndryl[38]
Integrations with apps	Productized integrations with SAP, Salesforce, M365, SuccessFactors, etc.	Productized integration with Lotus Notes. Other integrations may be PS-intensive[39]
Company focus	Content Services is OpenText's primary business Aggressive program of R&D investments	Development and support shuffled into different orgs at IBM[40] Failure to make significant investments in CS compared to competitors

Figure 33: Content Services: OpenText vs. IBM

The same is true for Business Network. Our solutions are built from the ground up to be cloud first, with over $3 billion invested in Business Network in recent years. And OpenText offers a suite of applications that integrate with Business Network Cloud and optimize supply chain processes. Organizations can leverage a single digital backbone to serve as a platform for future growth.

1.1M

Connected trading partners

26B

Transactions processed per year

$12T

In commerce processed across our network per year

Figure 34: OpenText Business Network

OpenText is a world leader in information management. Our solutions empower digital businesses to thrive through disruption. We were able to help our competitors' customers to modernize infrastructure and move to the cloud to accelerate processes, increase productivity and pave the way for growth.

- We helped the County of Los Angeles streamline their **HR** record access and employee onboarding, while also **saving $3.4 million per year**.[41]

- We helped the IT department at BMO Harris Bank decommission legacy applications and move to an archiving solution, **saving $5 million a year**.[42]

- We helped FDN reduce their contract drafting from approximately six months to five days. We also reduced their operational costs and **eliminated 25% of paper usage**.[43]

- We helped one of the largest Consumer Packaged Goods companies in the world replace its IBM EDI infrastructure with OpenText B2B Managed Services, to seamlessly integrate to SAP and provide a **single digital backbone to support future business growth**.

- We helped a North American frozen food producer with global operations leverage OpenText B2B Managed Services to provide additional resources to support their B2B integration environment, **to ensure business continuity and allow internal IT resources to be redeployed** onto other IT projects across the company.

These are just a few of our numerous customer success stories, a result of our decision to continue to be bold in the face of uncertainty.

Understanding Our Strengths—Industry Recognition & Awards

We have been able to successfully go after our competitors' customers, amp up our innovation and support our customers through disruption because we know our strengths and how to leverage them. We listen to industry analysts to gain valuable insight and understand our future potential. Our leadership in information management is clear in the high praise our solutions receive.

Content Services

Market analysts recognize OpenText as a **content services leader** year after year. In 2021, OpenText was named a **Leader in the Gartner® Magic Quadrant™** for Content Services Platforms, for the 17th consecutive year.[44] Seventeen years!

According to Gartner, "Organizations are increasingly looking to consolidate their content services portfolio using cloud-based services that are simple to deploy, configure and operate. Vendors are responding with increasing SaaS capabilities. Application leaders should use this report to select the right CSP for their content services strategy."[45]

The OpenText Content Cloud provides deep integrations with line-of-business applications. It enables organizations to streamline processes, reduce risks, and bolster their productivity— no matter where employees are working.

Business Network

OpenText operates the largest **business network**, and in 2021, for the second year running, IDC Marketscape named **OpenText a Leader in the MarketScape for Multi-Enterprise Supply Chain Commerce Networks**.

Simon Ellis, Program Vice President at IDC said, "OpenText Business Network combines managed services and cloud supply chain applications to facilitate the efficient, secure, and compliant collaboration between people, systems, and things—providing a true foundation for establishing a future proof digital backbone to support business growth and transformation initiatives. OpenText offers the largest connected community with global scale and reach."[46]

Digital Experience

OpenText was recognized as an Overall Leader for the fourth consecutive year in the 2021 **Customer Communications Management Aspire Leaderboard**.[47] OpenText Exstream ranked highest on CCM capabilities, with leadership in Market Presence, Communications Composition and Business Automation capabilities. Kaspar Roos, Founder & CEO of Aspire, said, "we believe OpenText is very well positioned to continue to shape the CCM market in the years ahead."

OpenText was also recently named a Leader in the **IDC MarketScape Worldwide Customer Communications Management Vendor Assessment**.[48] OpenText Exstream was recognized for its out-of-the-box deep integrations with enterprise business applications, broad partner ecosystem, mature capabilities and support for compliance regulations.

Security

In a global environment where ransomware and other cybersecurity threats have spiked dramatically, OpenText has been up to the challenge in helping our customers be cyber resilient.

- **PCMag recognized Webroot among its list of The Best Security Suites 2021**.[49] This marked the fourth PCMag win by Webroot in 2021, with previous wins for Readers' Choice Awards, Business Choice Awards and The Best Tech Brands.

- In 2022, for the third straight year, **Webroot earned the PCMag Readers' Choice Award**, with the highest overall satisfaction rating.[50]

- Webroot earned the **top overall score in recent PassMark Software testing of endpoint security products**, beating out competitors that included BitDefender, McAfee and ESET endpoint security solutions.[51]

- **Carbonite was recognized by the European IT & Software Excellence Awards** in the category of SaaS Enterprise Solution of the Year.[52]

- **OpenText EnCase was named Best Computer Forensic Solution by SC Magazine** for the 10th consecutive year in 2020. EnCase solutions have dominated the forensic category since 2010.[53]

Even More Accolades…

In 2022, OpenText received an **SAP Pinnacle Award for Partner Solution Success—our 17th Pinnacle Award in 14 years!**[54] The winning partner was selected based on ability to understand customers' business needs, deliver unmatched value and offer solutions that reduce complexity. OpenText is SAP's largest solution extension partner. Our highly integrated solutions provide an information advantage to businesses who use SAP technology.

OpenText has also recently received several awards for our culture, including **Forbes World's Best Employers, Canada's Most Admired Corporate Cultures and Canada's Top Employers for Young People**.

Despite the challenges that the world has faced, OpenTexters have worked together to provide our customers with the technology and business solutions they need to build digital and resilient organizations that can operate with unprecedented speed and agility. OpenText will continue to be a leader through disruption, focused on supporting our customers throughout the seminal moments of today, and capturing the promise of tomorrow.

Lesson 11

Join the Fight with Our Customers

No one gets to sit this one out.

COVID-19 has been the fight of our generation. It has affected our families, our businesses, our communities and our way of life.

For organizations, COVID changed everything. Digital transformation was the key to success and competitive advantage before the pandemic. Now, digitalization is a base requirement to maintain business continuity and productivity.

At OpenText, we joined the fight with our customers. Our information management technologies are helping them adapt to new ways of doing business. We are supporting their efforts to create a more sustainable future. And we are a key part of critical healthcare infrastructure.

In times of crisis, we each carry a responsibility for each other. At OpenText, we have stuck to one of our core principles—our customer obsession. We have reached out to our customers to ensure they could flourish in the face of disruption, and prepare for whatever comes next.

Be Digital—The World's Best-Run Organizations

Today, the world's best-run organizations are defined by their ability to drive technology-led transformations. OpenText has helped some of the best companies in the world to **be digital**.

NATO

OpenText is proud to be a partner of the North Atlantic Treaty Organization (NATO), which works for peace, security and freedom for one billion people. In 2020, I was honored to speak with Catherine Gerth, Head of Archives & Information Management for NATO Headquarters, about how NATO leverages OpenText's solutions for **Content Management**. All agreements between NATO members reside in OpenText Documentum, and Catherine told us, "We use [Documentum] and the workflows that go around it for basically everything that we do."

NATO also uses OpenText's tools for records management, which during the early days of COVID became essential. Simple, secure access to records enabled NATO to consult its past actions to direct present-day strategies. Catherine explained, "People would ask, 'What happened 40 years ago, the last time we dealt with this sort of situation?' And **we would pull it out of the warehouse in less than five minutes**."

L'Oréal

With 85,000 employees, 36 brands in 150 countries and $32 billion in sales, L'Oréal's scope and supply network is vast. L'Oréal leverages solutions in the OpenText **Business Network Cloud** to build their supply chain of tomorrow, which empowers them to have visibility into every component and partner in their supply chain, and ensure sustainable practices.

Thomas Spiegel, Group Chief Architect, Head of Integration, Tech Factory & IT4IT at L'Oréal, shared with us at OpenText World 2021, "**We are looking at what tech can do to reduce the sustainability impact of our company**. It's particularly true in the supply chain." He added that the partnership with OpenText has been vital in ensuring an agile and sustainable supply chain: "If we look at the way we interact with all of our main B2B providers, OpenText is at the center of it."

The Academy of Motion Picture Arts & Sciences

The Academy's mission is to recognize and uphold excellence in the motion picture arts and sciences, inspire imagination, and connect the world through the medium of motion pictures.

The Academy uses solutions in OpenText's **Experience Cloud** to ensure digital access to its repository, as well as preservation of culture. Bev Kite, CIO at the Academy, described the importance of the partnership: "OpenText is our Digital Access Management (DAM) overall, so **anything we digitize and manage is managed within OpenText**. We've also integrated OpenText into our collection management system, so every record of our 100,000 films and 10 million images integrates directly into OpenText for those digital assets."

Morgan Stanley

A company on the Fortune 500 list, Morgan Stanley's 60,000 employees in 42 countries help people, institutions and governments raise, manage and distribute the capital they need to achieve their goals.

Leveraging products in OpenText's **Security Cloud**, Morgan Stanley provides technology-led protection for data security, risk mitigation, cyber security and secure trading. The system is always on, and always protected. Rachel Wilson, Morgan Stanley's Managing Director & Head of Cybersecurity of Wealth Management, sees all organizations moving towards a future where they leverage a Zero Trust model. No data would be stored locally, so that, as she put it, **even if your laptop grows legs and walks away, you'll still be safe!**

SAP

SAP is a market leader in enterprise application software, helping companies of all sizes and in all industries run at their best. OpenText is SAP's largest solution extension partner, delivering highly integrated solutions that provide an information advantage to businesses using SAP technology. Cloud subscriptions of **solution extensions from OpenText for SAP applications grew 200% from 2020 to 2021**, with almost two million users subscribed globally.[55]

According to Christian Klein, CEO of SAP. "Partners are the heart and soul of our vision for the Intelligent Enterprise and play an important role in turning this vision into reality for our customers. We look forward to continuing to work with OpenText to help our customers succeed—now and in the future."[56]

Nestlé

Nestlé is one of the largest and most important consumer packaged goods companies in the world, with one of the most complex supply chains. It offers over 2,000 products across 12 categories in 187 countries. The company recently announced its intention to reach net zero emissions by 2050, and 100% renewable energy by 2025.

Dan Pearson, VP, Business Solution Integration at Nestlé, described **the role of OpenText's solutions in supporting the company's sustainability goals**. Nestlé and OpenText have been partners for 10 years, and that partnership has been particularly important to Nestlé's ability to adjust its supply chain ecosystem, and locate, onboard and integrate new partners that will allow them to increase sustainability in packaging, ingredients and other areas. Dan shared, "Nestlé has focused a lot on sustainability, and you will continue to see that be a strong priority."

Today's best-run, digital organizations have several key characteristics in common. They are global. They are connected to ecosystems that sprawl across the internet and across clouds. They are making large investments to build and own their digital capabilities—using the right mix of cloud, off-cloud and APIs. And they are **creating an information advantage**, where they leverage their information to gain new insights, connect with individuals and organizations, and build a more sustainable world.

OpenText is honored to help them on the journey.

Helping Customers Save Lives

Throughout the pandemic, OpenText has been a core part of critical infrastructure. We have helped to ensure supply chains and retailers could deliver essential goods, pharmaceutical companies could conduct research and deliver medicines, hospitals could manage resources, and doctors and patients were connected.

Here are just a few of the customers in healthcare and research that we have been honored to partner with across the past two years.

Pharmascience

Pharmascience produces hundreds of product families in various dosages for more than 2,000 products. In Canada alone, more than 45 million prescriptions per year are filled with Pharmascience products.

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Denis Beauchemin, CIO of Pharmascience, explained to us in the fall of 2020 at OpenText World, how OpenText solutions have helped ensure production of medications could continue, even while many people worked from home. He also explained the importance of having "the right information at the right time for the right equipment" during manufacturing. "That's why we're using OpenText, to give access to our people directly on the production floor to the right version of the right document. That's why we're able to achieve production for so many different types of products."

National Institutes of Health (NIH)

NIH is the primary US agency conducting basic, clinical and translational medical research, and investigating the causes, treatments, and cures for both common and rare diseases. The OpenText Content Suite provides NIH with the technology foundation for efficient document management, business administration and scientific-support processes.

COVID-19 amplified NIH's need for information management by forcing a rapid shift to remote work. **OpenText Content Suite helped NIH to quickly authorize individuals for remote work, maintain compliances and minimize disruption to critical business activities.**

By providing the right information management tools, OpenText helped ensure that NIH employees across the country could access the information they needed to continue their life-saving work in a secure, compliant and efficient way.[57]

Roche

Roche is the world's largest biotech company and the global leader in cancer treatments. Recently, Roche has developed tests to identify and differentiate SARS-CoV-2 subvariants of concern,[58] and has received priority review from the US FDA for a therapeutic for treatment of COVID-19.[59]

I spoke with Bart Reijs, Head of the Development Acceleration Team at Roche, during OpenText World Europe 2021. Bart shared the incredible technological strides the company is making: "We're applying technology everywhere. There isn't anywhere that we don't use automation." He also noted the high quality of the company's data, and what he views as their move towards a more data-driven approach. We are proud that OpenText enables access to various data sources along Roche's value map, regulatory compliance for all data-related processes, and secure internal data sharing with patients and their ecosystems.

From Data to Impact

At OpenText, our information management technologies in the cloud have empowered us to help our customers through some of the most challenging times they have faced, and to come out the other side stronger than ever. We help companies access and manage their data, so they can transform their information into concrete and powerful actions.

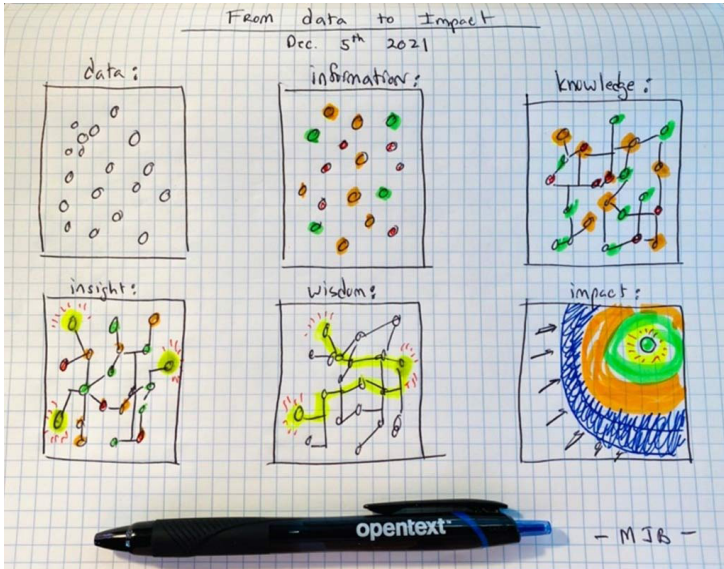When I reflect on the digital advances our customers are making, this is how I visualize their information management journey:

Figure 35: Information Management—From Data to Impact

With OpenText Cloud Editions, our customers create cultures of knowing and information sharing, with deep insights into their business and a single repository of truth.

From there, they can change the world.

Lesson 12

Follow Our North Star—The OpenText Way

"Find your why."

It's a business tenet that has never been more important. Leaders have come to realize the benefits of crafting a clear organizational purpose—to boost employee engagement and retention, to strengthen relationships with customers and communities— especially during periods of disruption.

But don't confuse what's new with what's rare.

Great companies have always focused on finding their center and understanding their mission. Purpose-driven organizations, those that know what they stand for, have always outperformed their competitors.[60]

At OpenText, we have learned the importance of staying true to your mission and core values. These values guide you through the storms, even as you respond and adapt to new developments.

Our "why" is the OpenText Way. It informs how we work, how we communicate and how we innovate. It encapsulates our belief that information and knowledge make businesses and people better. It expresses our passion for developing compelling innovations for our customers, and building an inclusive environment where diverse employees thrive.

The OpenText Way is made up of four guiding tenets: our North Star, our Frontline Obsession, an Owner's Mindset and Total Growth.

Figure 36: The OpenText Way & Principles
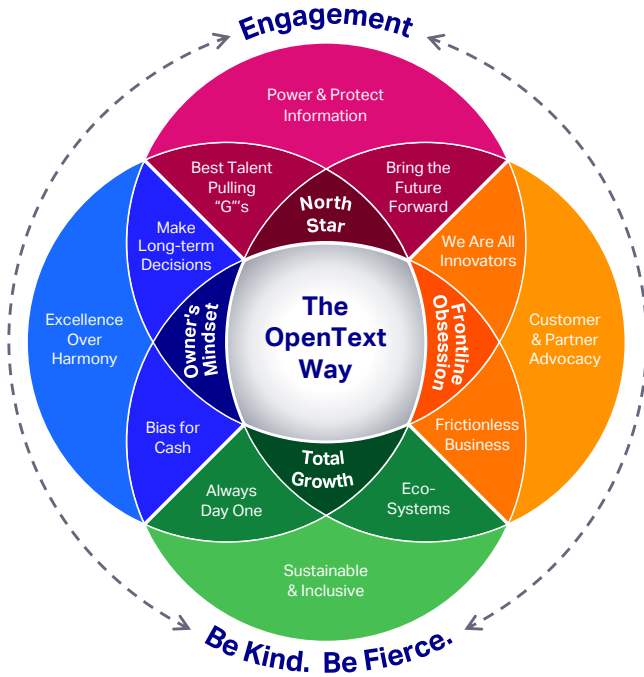
Our Principles

Excellence over harmony

It is always day one

Bring the future forward

Make long term decisions

Constantly be executing. Calibrate your moon shots.

Recognize & leverage the luck you are given

Ruthlessly disciplined in operations

Customer obsession

Live above the oxygen line

Be Kind. But Be Fierce.

North Star

Our guiding principle, our North Star, is comprised of three goals that influence all we do: the Best Talent & Pulling G's; Bring the Future Forward; Power & Protect Information.

The Best Talent, Pulling G's: We aim to attract and develop the best in the industry. We bring together groups of experts, set clear expectations, empower teams and encourage a shared passion to explore. Our leaders recognize talent and foster opportunities for career growth.

We build a culture of "pulling G's"—with grit, goodness, a gold standard, guilds of knowledge and a gamer attitude. **We are kind, but fierce**. We bring our best self, every day, to the largest challenges. A pearl is a beautiful thing—and it all starts with a little grit.

Bring the Future Forward: We pursue tomorrow's innovations today, to bring the future forward for our customers. Our vision has no horizon. We operate at the intersection of big ideas, great people and the ability to get stuff done. Think big. Start small. Scale fast.

Power & Protect Information: We unlock the power of information management so that our customers can have secure, simple access to their data anytime, from anywhere, with analytics that give them deep insights into their business. When we help them put power behind their information, organizations become more intelligent, secure and connected, and their employees become more productive, creative and impactful.

Frontline Obsession

If our guiding star gives us direction, our frontline obsession is the wind in our sails. We are laser-focused on our customers, their challenges and how our solutions can help them transform.

Customer & Partner Advocacy: We are all customer advocates. We start with customers' challenges and work backwards to find and develop the technologies that will solve them. We work with the best partners to help our customers get the right solution, support and outcome—every time. When we spend time with our customers and fixate on their needs, incredible things happen!

Frictionless Business: We make information management simple. We make it easy for our customers to onboard, get support, extend their solutions, renew and access everything they need from us in order to grow. We empower them to digitize, automate and seamlessly connect their ecosystems, and ensure their own customers have a frictionless experience.

We Are All Innovators: It's innovate or evaporate. We never stop updating when it comes to our products and processes. We relentlessly generate fresh solutions. We view a challenge or an opportunity as a line of code—and approach it with a mindset that focuses on how to solve, automate and scale. We obsess over digitalization and automation.

Owner's Mindset

As a company, we have always taken a different path, and the essential element is that of an owner's mindset. Here is what it means to us.

Make Long-term Decisions: We play with an infinite mindset, which holds that "the game never ends." We continually move forward, learning, awakening and advancing. The rules can shift, players change roles, the field is constantly evolving. There are no boundaries to our business vision or human spirit. We think in generations, not quarters. We make decisions with an eye not only to our longevity as an organization, but to the health of our communities and our planet.

Excellence Over Harmony: We examine our own opinions, listen to those of others, make tough decisions, have backbone in our approaches and are unafraid to challenge ideas. Then, we align and commit. Critiquing and evaluating is part of our playbook; criticism and condemnation are not. We sculpt a culture of intellectual bravery to drive performance.

Bias for Cash: Everything needs a plan—be it simple or complex. At the end of the day, we prioritize our plans by their positive cash generation. We avoid waste, and **we are ruthlessly disciplined in our operations**. We study problems and solutions, create strong models and determine what we need to reach high success rates. We invest in the markets where we must win, and we invest in our employees, who drive our success.

Total Growth

It is grow or die. This was true in the past, it is true today, and it will be true in the future. Growth is our purpose and our continuous goal.

Ecosystems: We build global, connected ecosystems—across our organization, our customers, their customers and our partners. We help our customers stay agile, with the power to integrate, manage and securely exchange information across people, systems and things.

Always Day One: We continually refresh our approach, our strategies and our solutions. We invest in engineering and OpenText Cloud Editions, with new updates every 90 days. We spend on selling, marketing, support and services, to ensure we continue to be a global leader in information management. We take nothing for granted.

Sustainable & Inclusive: We believe that the future of growth is sustainable and inclusive. These principles are not "programs" for us, but the center of all that we do. We are committed to actionable goals for zero barriers, zero waste and zero emissions. And our software is helping some of the most-recognized companies in the world meet their own sustainability goals.

Our Values

Complementing the beliefs of the OpenText Way are our core values:

Figure 37: OpenText's Values

Be Deserving of Trust: Trust is about acting with honesty and integrity in everything we do, every day. For three decades, we have proven our expertise and earned our customers' trust. We do what we say we will do, and that is why the world's biggest companies trust us with their most valuable asset— their information.

We Sweat the Details: We created the information management market, and we know it better than anyone. We guide our customers into the future, obsessing over their needs, sweating the details and working with them to make remarkable things happen. **We recognize and leverage the luck we are given**, and we are always poised and ready for the next play. And when our customers win, so do we.

Aim High: With change comes opportunities to learn and excel. We are Navigators. We aim high, map out our path and do the work that turns bold ideas into reality. **We strive to constantly be executing, and we calibrate our moon shots**. We work hard to be masters of our craft—we never stop questioning and never stop learning.

The Best Teams Win: Software is a team sport. We aim to develop experts at every layer of our organization. We collaborate with people around the world, bringing together diverse perspectives to spark innovation and build products that matter. We listen to each other, challenge ideas and make tough decisions. Then we deliver.

The Unexpected Wow: We exist to delight our customers. We work to understand their needs, so we can provide seven-star experiences. We see possibilities, not liabilities, and we believe that technology can save the world. We are technology leaders— with soul. We care deeply about social good, diversity, and making positive changes for the businesses we work with and the communities we live in.

The OpenText Way expresses our point of view and makes us unique. Our beliefs and values drive us forward, so **we are not afraid to live above the oxygen line**. We are ready to respond to any challenge and seize every opportunity.

When we embody these principles and practices, when we are curious, collaborative and creative, we ensure that we never stop innovating. We will bring our customers with us through the next horizon of change, whatever that looks like—two, ten or a hundred years down the road.

Lesson 13

The Rulebook Has Changed

Hiring the best talent is a competitive advantage. The best CEOs know this.

They also know that those who want to keep their best employees must understand that **there is a new playbook for Modern Work**.

When I started working 30 years ago, my expectations were lofty, but narrowly defined: great company, great work, great rewards and the chance to make a difference. These were fantastic expectations, and they remain true.

Today, however, our expectations about work are wonderfully more comprehensive. COVID-19 changed everything, including what employees want and need. Leaders have been battling uncommonly high resignation rates, with employees leaving the workforce in droves throughout the pandemic.

Some have called this phenomenon "the Great Attrition," but it might be more accurate—and more revealing—to call it "the Great Reshuffling." Workers who quit their jobs have set up their own businesses, changed careers or found better-paid, more flexible employment.[61] These choices signal a transformation in employee values. There's a new emphasis on autonomy. Individual impact. Recognition. And work-life balance.

Employers need to hear what their employees are saying. And they need to respond now to adjust culture, and their relationship with their teams. It's not about abandoning your company's core values. It's about making these values clear, challenging and adjusting them if needed, and using them as a base from which you can adopt remarkable new ways to connect, create and engage.

The New Playbook

These are the new rules.

Figure 38: Employee Expectations Have Changed

- **A clear purpose:** Employees need to know what their organization stands for, and that their employer aims to make a difference in the world. They want to be inspired. Be clear about your mission. Vagueness is kryptonite, especially for younger generations of workers.

- **Education & advancement:** Provide support for employee training and education. Ensure managers know how to have conversations about career goals. Learning and advancement must be an integral part of the workday, every day.

- **Empathy & flexibility:** More people are prioritizing flexibility, autonomy and control when choosing the organization they work for.[62] Employees must have more power over their time and space, with hybrid and flexible work options, and access to the advanced technologies that will make new work models successful.

- **Recognition & rewards:** When your talent is coveted, a commitment to rewards and recognition is vital. A workplace that celebrates its employees is where people want to be.

- Employees need to be recognized, and have the ability to recognize the successes of their colleagues.

- **Health & well-being:** Workers want benefits that prioritize mental health, well-being and work-life balance. It is time to approach employees with a recognition that they have full, multi-dimensional lives and personal roles beyond work.

- **Equity, diversity & inclusion (ED&I):** ED&I is fundamental. More than a program, it must be central to everything an organization does. Diversity drives innovation, and we must strive to reach zero barriers.

- **Corporate citizenship & community:** We need to promote connections and contributions to our communities, and commit to doing good in society while doing well. Strategize and act with the planet and the global community in mind. The future of growth must be inclusive and sustainable.

These are the rules that we have learned and adapted to at OpenText. This novel approach encourages agility, openness and vision. It has the potential to ignite our full energy and lead to even greater achievements and advancement. When we are brave enough to reset the rules for how we work, we keep our horizons always expanding. There are no boundaries to what we can achieve.

Distributed Work

What environment do we apply these new rules in? How will they change the shapes of our organizations? As the pandemic slows, businesses face a decision—do they return to a traditional workforce design, or do they permanently adopt a more flexible distributed one?

The pre-pandemic organization was centralized and office based. Corporate decision-making was restricted to a few key players. Organizations controlled time and communications networks. Managers delegated tasks.

In the distributed world, the home office, or studio, enters the mix. Employees look for broader access to data, more input in decision-making and more autonomy. Managers delegate authority and provide scope for meaningful work.
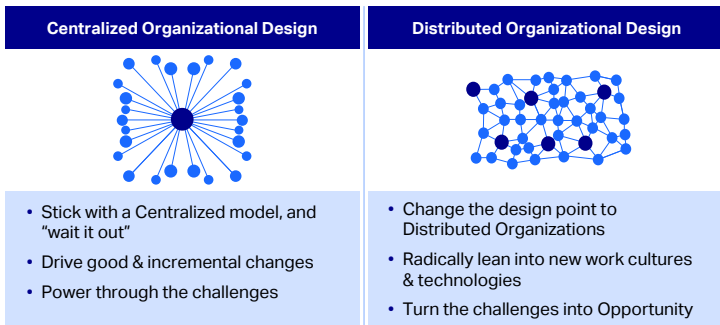
Centralized Organizational Design	Distributed Organizational Design
• Stick with a Centralized model, and "wait it out" • Drive good & incremental changes • Power through the challenges	• Change the design point to Distributed Organizations • Radically lean into new work cultures & technologies • Turn the challenges into Opportunity

Figure 39: Centralized or Distributed? Organizations Must Choose

Some employers want to remain entirely virtual. Others want all their people back in the office full time. They seek a return to old ways of working.

But we cannot apply a centralized model to a distributed reality.

While COVID-19 may recede, modern work will not snap back to pre-pandemic patterns. The technology-fueled advances we have seen in human resources, security, virtual collaboration and other areas are here to stay. Streaming, video calls, 5G, cloud computing and AI changed forever the way we work and live.

But neither have we lost touch with the physical world—where we connect face to face with colleagues and family, explore the natural world and do the hands-on research that makes innovation possible.

The truth is that the most nimble and effective teams of the future will be neither fully centralized nor fully decentralized. They will be distributed and hybrid. They will leverage technology to optimize tasks that can be done remotely, while coming together in person for critical or strategic work.

Ensuring Talent Thrives

To be truly successful, distributed work must be about transforming the entire organization. It must be done with foresight and flexibility, and ensure that employees feel a sense of connection and purpose. This approach will also drive retention.

The first step is to take stock before making far-reaching organizational changes or ordering employees back to the office. According to McKinsey, executives must ask themselves seven key questions:

1. Do we shelter toxic leaders?

2. Do we have the right people in the right places (especially managers)?

3. How strong was our culture before the pandemic?

4. Is our work environment transactional?

5. Are our benefits aligned with employee priorities?

6. Employees want career paths and development opportunities. Can we provide them?

7. How are we building a sense of community?[63]

When you answer the questions above, you are in a position to make the changes you need to build a great place to work. It is also crucial that employees understand the company's direction and future, that pay structure is equitable and that they have a sense of their own impact. Listen with empathy and act with flexibility.

Figure 40: Building a Great Place to Work: The Basics

If you can improve the day-to-day work experience of hundreds or thousands of employees by making sure they have better managers, for example, or making sure that they feel more productive or more aligned with the value that they are adding day to day, you do a world of good for both the employee and the business.

In fact, if you can understand why employees are leaving and what they need to help them stay, "you may just be able to turn the Great Attrition into the Great Attraction."[64]

Not everything that counts can be counted. Culture and people are as important as other aspects of a business—financial results, operational efficiency, technological roadmaps—and need to be managed with the same level of structure and rigor.

This is not easy. But in a world of "never normal" and shifting employee priorities, it is vital that employers shift too. They must be ready to adapt in a reasonable way that aligns the needs of employees with the needs of the business.

More than that, employers have an opportunity to reset the nature of the exchange with employees. Employment is not just about an employer writing an employee a check. **It is a *partnership*.**

And a strong partnership can create an incredible competitive advantage.

Lesson 14

Modern Work—The Future Is Flex-First

The distributed organization and modern work are not just theories. At OpenText, we are putting them into practice.

Across the past few months, we have listened to and polled our employees to learn what they want their working lives to look like. Some colleagues are eager to return to the office, to better collaborate with their teams, and to enjoy the social component of being together. Many have, in fact, already returned to the office and are enjoying its benefits. Others appreciate the flexibility of working remotely at times, to accommodate the demands of family life and to have more time for personal projects. Most commonly, we have heard that OpenTexters want the best of both worlds.

So we have chosen to take a flexibility-first approach. It will be based on four commitments to each other:
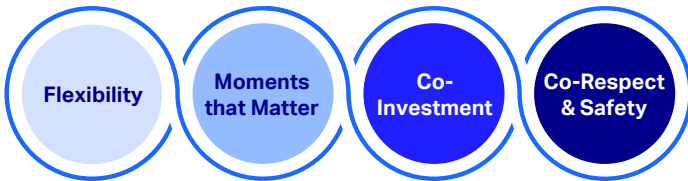
Figure 41: OpenText's Four Workforce Commitments

1. **Flexibility:** Our teams will be together in our offices for part of the week, with the flexibility to work remotely up to 40% of the time. When it comes to innovation, **we believe we are better together.** We will leverage digital technologies to optimize the tasks that can be done remotely, while bringing people together in person for critical or strategic tasks. Teams can work together to decide which days to be in the office, to ensure each person has work-life balance.

Our permanent virtual employees will stay virtual, and we will continue to hire for virtual roles, accessing talent—as we like to say in Canada—from coast to coast to coast.

2. **Moments that Matter:** Our offices will be used in a purposeful way. We recognize that bringing people together drives innovation, creativity and collaboration. The office is a place of planned and spontaneous team interactions that lead to new thinking and innovative outcomes.

3. **Co-Investment:** OpenText will invest in tools, IT kits, office redesign and other resources to help teams collaborate effectively. Employees invest in themselves and in what they need for a workspace that drives both productivity and creativity.

4. **Co-Respect & Safety:** Our employees' health and safety come first. As part of creating a safe work environment and showing respect for each other, we are requiring employees, visitors and contractors to be fully vaccinated to enter an OpenText office, subject to local laws and approved personal accommodations.

In the months ahead, we have an opportunity to combine the best of what we have learned about remote work with the irreplaceable benefits of in-person collaboration. We believe that this flexible-distributed approach will allow us to leverage the talent advantages of a broad workforce, and drive a culture characterized by creativity, empathy, grit and purpose.

New Strategies for Modern Work

What does this flex-first model look like day-to-day? How do we ensure collaboration on the days teams work remotely, or in meetings that are hybrid?

Do not just think about *where* you work, but *how* you work.

Our goal is to embody the modern workplace through strategies that encourage adaptability, resilience and innovation. Our formula for success includes four key components: High Impact Meetings, Keep It Fresh, Optimize Every Day and Work Anywhere. Here are our new daily work strategies:

Figure 42: Strategies for Modern Work

High Impact Meetings

Even before the great virtual work experiment of 2020, running high impact meetings could be a challenge. But meetings do not have to drag, whether they are virtual, hybrid or in person.

Plan with Purpose: What is the one big question that a meeting needs to answer? It is more productive to hold a few short meetings with a focused audience than one long meeting that tries to tackle everything with everyone.

Issue, Point of View, Action, Conclusion (IPAC): Have a clear *issue* to discuss, explain your *point of view* and gather perspectives from others, decide on a course of *action*, and then summarize what you have done to *conclude* the meeting.

Keep It Crisp: How long does each meeting need to be? We think in 15-minute increments. Any type of meeting can benefit from the maxim, "be bold, be brief, be gone." Give people a one- or two-slide overview and tell them the next 50 slides are in the appendix!

Select the Right Attendees: All are welcome; few are required. There is no need to go wide—limit required attendees to only those who are truly needed, and include others as optional.

Keep It Fresh

The brain is an exhaustible resource. We manage time and personal practices to make sure we can replenish mental energy and stay open to innovative ideas.

Intellectual Bravery: Innovation is at the core of businesses that are successful and continuously advancing. We welcome professional disagreement and are receptive to the bold ideas of others.

Regular Office Hours: We use time management strategically to build stability, bolster ingenuity and ensure healthy work-life balance. This is especially vital when working virtually, where we miss the natural breaks of chats with co-workers and walks

to the lunchroom. Digital work should not mean that you are never offline.

Separate Workspace: Having a specific space for remote job tasks can help drive focus and separate work time from off time. We strive to understand our co-workers' spaces too. Some have designated home offices, while others work surrounded by kids and dogs and various other forms of potential chaos!

Physical & Mental Exercise: Innovation and focus can only be optimal when the mind and body are healthy. We prioritize well-being, whatever that means for each person. Eat right. Exercise. Practice mindfulness. Value time for yourself and time with family and friends.

Optimize Every Day

At OpenText, we pursue personal operational excellence, and bring our best selves to our biggest challenges, every single day, no matter where we are working—at home, in the office or on the road.

Collaborate & Communicate: We narrate our progress to avoid information silos. Each employee keeps teams up to date on their projects and tasks, and fosters relationships with colleagues. What's the best way to build a connection with someone? Sit down and have a conversation with them!

Embrace Technology: We use the best tools to stay in touch and stay on top of tasks. With digital technologies, virtual communication tools and access to data, we build strong teams and fruitful collaborations, whether we are sitting across from each other or speaking from halfway around the world.

Practice Focus: Focus is a skill. The only way to get better at it is to practice. We prioritize. When you work to understand what is most important, stress drops. You can see what you need to do, and you can recognize when you are making progress. Crossing things off your to-do list is highly motivational!

Deep vs. Reactive Work: Even before the spike in virtual work, knowledge workers were checking their messages an average of once every minute![65] We try to set aside blocks of time in our calendars to concentrate on our most complex and critical projects. In between, we respond to smaller demands.

Work Anywhere

Employees shape their environments to get the best possible results and build meaningful relationships, whether they are co-located in an office, virtually working as a "branch of one," or shifting back and forth between them.

Work Out Loud: Communicate, communicate, communicate. We communicate with our teams, our colleagues and managers. We describe our progress, our direction and our plan. We know that when a co-worker is able to understand and respond to our work, we both gain new opportunities for growth.

Manage Expectations: Employees hold frequent performance reviews and discussions with managers to ensure they know what is expected, and that they have the resources they need to deliver on commitments and succeed.

Be Visible & Accessible: Wherever we're working, we strive to be present and responsive to others: in chat, via email and during meetings. We use technology to create strong connections with colleagues. We can now regularly look each other in the eye, even when an ocean divides us.

Shared Purpose: Each employee needs to understand how their role contributes to the greater good, and how their work benefits co-workers, customers and communities.

The people who are the most passionate about their work are the ones who understand the meaning behind it. They show up to work every day to contribute their gifts, and the world is made better because of it.

New Competencies for Modern Workers

To make a distributed model successful, teams must thrive when it comes to virtual and hybrid teamwork, which means having the confidence and fearlessness to venture through unfamiliar doors and into unknown spaces. People must take the initiative to connect regularly with peers and transform hybrid, task-oriented teams into socially cohesive groups. And they will need grit and fortitude to succeed in the highly fluid environments that have replaced the structured and linear world of the pre-pandemic office and the fully remote model of work during COVID-19.

Building teams of the best people means developing modern competencies.

At OpenText we have created specialized training programs to help employees practice strategies for Modern Work, and develop new competencies. Employees must not only have the technical skills their roles demand, but a proven set of universal abilities: Deliver Results, Curiosity & Critical Analysis, Innovation & Creativity, Fostering Inclusiveness, Situational Agility & Resilience, and Relationship Building & Communication.
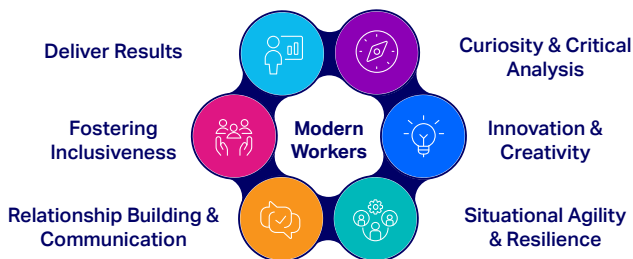
Figure 43: Competencies for Modern Work

Deliver Results: The most successful employees take a highly focused, goal-driven approach to work. They understand their commitments, share updates on progress and follow through on outcomes. And obstacles do not slow them down. They demolish constraints to create new ways for their teams and the company to succeed.

Curiosity & Critical Analysis: Do not underestimate the power of asking the right questions. Problem-solvers gather data from across sources to unearth the root causes of issues and snags. And when they select solutions, they judge the pros, cons, risks and benefits of many options before making a decision.

Remember Samuel Johnson: "Curiosity is one of the permanent and certain characteristics of a vigorous intellect."[66]

Innovation & Creativity: Modern workers innovate, regardless of role. They hunt for new and better ways to hit the target. They know how to brainstorm, and how to generate a wealth of ideas when presented with a challenge. Because they are future focused, they have the courage to challenge standard methods and entrenched behaviors.

Situational Agility & Resilience: Different situations call for different approaches, so modern workers plan accordingly for

specific tasks and audiences. But they are able to adjust in the moment as they pick up on situational cues. They are also self-aware, with a deep understanding of their own strengths, weaknesses, opportunities and limits. Because of their resilience, they rebound from setbacks and adversity.

Relationship Building & Communication: Modern workers need to collaborate with others to reach goals and get things done. But beyond the needs of the moment, they also build and maintain relationships over time. And they deliver clear and effective communication about projects and decisions to garner support from their colleagues, across functions.

Fostering Inclusiveness: Modern workers proactively seek feedback and differing perspectives—they understand that reasonable disagreement only makes their ideas better, stronger. They show respect for the beliefs and experiences of others and promote practices that foster cultural diversity. All employees are encouraged to challenge the status quo.

We have a once-in-a-generation chance to address the flexibility, equity and design of our organizations. At OpenText, this means leveraging what we have learned about virtual work, while deeply valuing our time together as we return to our offices, and reinventing our approach to innovation. I am incredibly excited for us to have started this journey.

Winston Churchill once remarked, "We shape our buildings, and afterwards our buildings shape us."[67]

Going forward, organizations will no longer be shaped by our buildings, as we shift between office, home, on the road and other still-to-be-imagined spaces. Rather, it will be the edges— our people, our culture, our innovations—that will shape the companies of the future.

Lesson 15

It's Time to Act—Black Lives Matter

The exposure of racial oppression in 2020 had a profound impact on OpenText, our leadership team and employees. After the death of George Floyd and the Black Lives Matter protests, we knew we needed to better understand what our Black employees face, every day. We brought together colleagues from racialized communities, in a series of five town halls, to hear their experiences.

I came away changed. The experience taught me the importance of listening—really listening—to our employees. And their stories lit a passion in me that ultimately altered our culture, and our company's entire approach to diversity.

In 2020, COVID-19 had made all our worlds smaller. But for the Black American community, the world got even smaller. For many, **this was a crisis within a crisis within a crisis**.

For Black Americans:

- The unemployment rate nearly tripled in 2020, to almost 17%[68]

- The death rate from COVID-19 in 2020 was 3x the rate of white people[69]

- 25% could not pay their rent in July of 2021[70]

- The incarceration rate today is more than 5x the rate of white people[71]

- And they are 2x more likely to be shot and killed[72]

This was all happening at the same time. And it continues. Simply leaving their home creates significant risks for Black Americans, including the risk of being killed by law enforcement, who are meant to protect society.

Over the last decade, social media has made clear to the world that which has been happening for centuries: Black Americans are being killed.

Freddie Gray walking in his neighborhood. Michael Brown shopping. Christian Cooper threatened while watching birds. Journalist Omar Jimenez doing his job. Ahmaud Arbery jogging. EMT Breonna Taylor sleeping. And George Floyd killed by the police, pleading for his life, over and over again, while an officer kneeled on his neck for nearly nine minutes.

I watched the video of his death, and it filled me with anger, disgust and sadness. It needs to fill us with action. We must change the systemic machine that has caused injustice, hatred and racism. We must continue to speak up and speak out, and do so with strength, with clarity and with peaceful resistance.

Listening to Black Employees

When we organized the town halls with our Black employees to hear their perspectives, we were not just looking to check a box. We were looking for real change. Change that would be sustainable. Change that would build a stronger OpenText.

I heard directly from more than 70 employees about the impact that racism and bias have had on their lives and their careers. I came away a different person. It was truly eye-opening.

We heard stories about fear during commutes—one employee described having to drive past a Confederate flag on their way to work, and another described it as "more like a hunt than a commute."

We heard that the shift to video calls during the pandemic was terrifying, because "Now you will know that I am black."

We heard about the continuous work of trying to keep children safe.

We heard about having to labor twice as hard to earn half as much—one employee described it as having to run a 100m race, but start 100m further back and run 100m farther in order to win.

We heard about the struggles faced by those who identify across diverse categories—such as Black women and trans employees.

We heard about microaggressions at other companies and being passed over for promotion or unfairly fired. At a previous job, one employee was called "the chauffeur" by a customer, and was not corrected by his boss. Another employee said, "I did not know I was Black until I moved to Canada."

We heard about challenges in renting a car. Being targeted and pulled over by police. The need for more role models. Generational and structural trauma.

The town halls were one of the most moving and courageous experiences I have ever been a part of across my working life. I am so grateful to the many, many people who worked hard to make them happen, and all the employees who participated. It took real courage and trust to share their stories—the most amazing gift.

Driving Change

The town hall meetings were proof that OpenText needed to take action to promote diversity and combat racism in the workplace and in our communities. We had heard that our inclusive culture was a strong foundation, but we needed to do more.

Since then, we have taken concrete steps to expand our commitment to Equity, Diversity & Inclusion (ED&I), with a focus on better supporting our Black employees and other under-represented groups. Here are just three of our actions:

- We created **an affinity group, Black Employee Empowerment (BEE)**, to provide more professional and personal support to our Black employees. The group currently has more than 150 members, spanning 10 nationalities across the Black diaspora. It recently created a mentorship program, where mentees partner with experienced OpenText employees who volunteer to be allies for others in the workplace.

- We have partnered with Howard University, an HBCU (Historically Black College/University), to create **new internships** at our organization. In early May of 2022, Howard students started internships in IT, Engineering, HR, Marketing and Professional Services at OpenText. We also partner with the University of Waterloo's Black Association for Student Expression to offer co-op opportunities.

- We have committed to being **50% diverse by 2040**, as part of ensuring our organization reaches its goal of Zero Barriers. This is a core component of **The OpenText Zero-In Initiative**.

Celebrating Black History & Community

Across the past two years, we were also joined at special all-company meetings by guest speakers who inspired us, shared their perspectives and helpfully challenged our points of view.

For **Juneteenth 2021**, we hosted a panel of experts to help us understand the significance of this day, and the wider legacies of racism and slavery around the world.

Figure 44: OpenText's Juneteenth 2021 Celebration & Panel

Dr. Kathy Hogarth, who was then the Advisor, Anti-Racism & Inclusion, at the University of Waterloo, introduced us to the term "intellectual obesity." She stressed that information without action is meaningless, and reparation without truth is unstable. **Dr. Naomi Carrier**, Founder & Executive Director of the Texas Center for African American Living History, helped us understand the vital purpose of teaching history, reminding us that "people will only respect and preserve what they love, love what they understand, and understand what they are taught." And **Lucy Bremond**, Executive Director, Emancipation Park Conservancy, urged us to uncover and document African American oral histories, to claim these stories and "rewrite them right." I am deeply grateful to all three panelists for helping us better understand Juneteenth and its legacies.

In 2022, for **Black History Month**, we hosted an all-company meeting where I sat down with **Aja Monet**, contemporary poet, writer, lyricist and social activist. Aja shared her insights on the continuing impact of history and the transformative power of art to help heal communities.

Figure 45: My Conversation with Aja Monet

I was honest about the legacy of environmental and social damage that my generation has left behind, and Aja stressed the opportunity to make truth a starting place to implement real and lasting change. It was an inspiring discussion, and I was incredibly appreciative of Aja's willingness to share her time, thoughts and poetry with us.

We have to work for inclusion every single day. It is not a given.

In my home office, I have a picture of Martin Luther King Jr., taken in 1962 by Canadian photographer Yousuf Karsh. Karsh transcribed in his notebook something Dr. King told him at the time: "No social advancement rolls in on the wheels of inevitability. It comes through the tireless efforts and persistent work of dedicated individuals."[73]

We have a lot to do. But I am deeply motivated. At OpenText, we will continue to listen and learn, and strive to create lasting, sustainable change, for a more inclusive future.

It is time to act.

Lesson 16

Build a Bigger Rainbow

Diversity is strength.

It drives innovation, with the power of multiple backgrounds and points of view. It is an essential component of a high-performance, engaging and inclusive culture.

At OpenText, we care deeply about creating a work environment where passionate, skilled and diverse employees thrive. Where multiple points of view align to create amazing innovations.

As a company, we were moved by the revelations of social injustice in 2020, and the stories we heard from our employees about the impacts racism and bias have had across their lives. As a result, we decided to put Equity, Diversity and Inclusion (ED&I) front and center in a very intentional way. Our focus is on supporting and developing under-represented minorities, with a strong emphasis on gender, race and Black communities.

OpenText's ED&I mandate is organized under a new Vice President of ED&I, with the incredible efforts of a Director of ED&I, who develops and leads our strategies. I personally sponsor our program and head up the ED&I Steering Committee. There are five strategic pillars to our approach: **Awareness, Hire & Develop, Civic Action, Power of Business, and Analysis & Governance**.

Figure 46: The Five Pillars of ED&I at OpenText

1. **Awareness:** Educate, cultivate objectivity and root out bias. Our employee affinity groups, special events and guest speakers are central to raising awareness across our organization.

2. **Hire & Develop:** Create and promote jobs for under-represented communities, and ensure ample opportunities for mentorship and learning. This pillar is driven by our ED&I Recruiting Impact Team and our Mentoring & Sponsoring Impact Team.

3. **Civic Action:** Review charitable opportunities with an ED&I lens. In 2020, we launched the OpenText Navigator Fund to address key needs in our communities. One of our focuses is student internships for under-represented minorities, with the goal of creating sustainable employment opportunities.

4. **Power of Business:** Understand how we can bolster ED&I progress in the ways we innovate. This means nurturing diversity in the cloud developer community. Identifying and removing bias from products, services and content. And enhancing commitments to supplier diversity. We will use

the power of our purchasing to drive sustainable change around the world.

5. **Analysis & Governance:** Review programs and policies from an ED&I standpoint to help make recommendations for improvement or expansion. We drive data analysis of our diversity to inform our ED&I strategies and measure their impact.

Our work environment is inclusive of everyone—regardless of culture, national origin, race, color, gender, gender identification, sexual orientation, family status, age, veteran status, disability, class, caste or religion.

Across 2020 to 2022, we responded in new ways to foster this inclusive environment—with celebrations, guest speakers, affinity groups and more initiatives to educate, inspire and support our communities.

Celebrations & Inspirations

With employees in over 30 countries, the rich diversity of the world is reflected in the OpenText community. When the pandemic led us to shift to frequent, digital all-company meetings, we realized it was an opportunity to mark special events together, and bring in guest speakers to share their stories and inspire us to action.

National Day for Truth & Reconciliation

On September 30, 2021, Canada recognized its inaugural National Day for Truth and Reconciliation, to commemorate the history and the legacy of residential schools in Canada, and to honor First Nations, Inuit and Métis survivors, their families and communities.

On this day of reflection and learning, we hosted a special discussion with **Roberta Jamieson**, Canada's first Indigenous woman to earn a law degree, first female Ombudsman in Ontario, and the first woman to be Chief of the Six Nations of the Grand River Territory. Roberta helped us understand the purpose of the National Day for Truth and Reconciliation, the need for action alongside recognition, and how non-Indigenous groups can create effective partnerships with Indigenous Peoples in Canada, the US and around the world.

Pride Month

June is Pride month, a time when we elevate and celebrate the contributions of the LGBTQ+ community across OpenText and beyond. It is a time to recognize hard-won rights—such as the US Supreme Court's 2020 decision that the Civil Rights Act protects gay and transgender people from workplace discrimination.[74] It also means reflecting on where we need to do more.

HAPPY PRIDE

Why do we recognize and celebrate Pride?

- We believe in the power of Equity, Diversity and Inclusion through our work
- A place where we respect differences
- Set standards for treating all with respect
- Become better humans

Figure 47: Pride Month at OpenText

For Pride Month 2021, we were joined by **D'Lo**, a queer/transgender Tamil-Sri Lankan-American actor/writer/comic. We were grateful to D'Lo for sharing his perspective on the progress of the LGBTQ+ community and its allies, and the hurdles we have yet to overcome.

I deeply believe that our journey in life is not about living someone else's belief, but rather, creating our own voice, writing our own Heart Sutra—to guide our pursuit of knowledge, contribution and happiness. Whom you love should never be a barrier to happiness, family, success or safety. It will never be a barrier at OpenText.

International Women's Day

International Women's Day honors the social, economic, cultural and political achievements of women around the world. We also take stock of how far we have to go to make gender equity a reality.

International Women's Day has been particularly important throughout the past two years, as women faced greater threats to their livelihoods and higher levels of burnout due to the effects of the pandemic.

Currently, one in three women is considering leaving the workforce.[75]

We must do more to ensure the pandemic does not erode the advances that have been made or impede the progress we need.

Gender equity is critical for the success of our business, and OpenText is committed to creating a culture where all voices are heard. The OpenText Zero-In Initiative describes our commitment to Zero Barriers and our goal to create an inclusive environment with a majority diverse workforce, 50/50 gender parity in key roles, and 40% women in leadership positions by 2030.

For International Women's Day 2022, we were joined at an all-company meeting by **Dr. Tarika Barrett, CEO of Girls Who Code**. Dr. Barrett shared her organization's goal of closing the gender gap in new entry-level tech jobs by 2030. She also helped us understand that there is much more we can do to address the particular challenges faced by intersectional minority women in the tech industry, such as those from racial minorities and low-income backgrounds.

We hosted numerous regional events for the day as well. At our headquarters in Waterloo, we partnered on a special event with Women in Communications & Technology, a non-profit that inspires women to achieve their highest career potential in the digital economy. Our CFO and other local women leaders gathered to share their stories of how they broke barriers.

And in our external company message for the day, we reflected with gratitude on all the women guest speakers who informed and inspired us through the year.

Roberta Jamieson
Lawyer & Indigenous Advocate

Lucy Bremond
Executive Director for Emancipation Park Conservancy

Dr. Naomi Carrier
Founder & Executive Director of the Texas Center for African-American Living History

Dr. Kathy Hogarth
Dean of the Faculty of Social Work, Wilfrid Laurier

Dr. Leana Wen
George Washington University Milken Institute of Public Health

Dr. Céline Gounder
New York University Department of Medicine

Arianna Huffington
Founder & CEO, Thrive

Aja Monet
Contemporary Poet, Writer, Lyricist and Activist

Dr. Tarika Barrett
CEO, Girls Who Code

Figure 48: Women Who Informed & Inspired Us Throughout 2021-22

Juneteenth

On June 19th, 1865, the last group of enslaved people were freed in the US, in Galveston, Texas, two and a half years after the Emancipation Proclamation by US President Lincoln. Juneteenth celebrates the emancipation of those enslaved, and the progress of the Black community in the US, while acknowledging the ongoing battle for social justice.

Our Black Employee Empowerment (BEE) affinity group organized a special All Hands Live for Juneteenth 2021, with a panel of experts who discussed the day's history and significance, and the legacy of slavery around the world.

Black History Month

Black History month is a chance for us as an organization to celebrate Black achievement and take stock of where systemic racism persists, but also give visibility to the people and organizations creating change.

For Black History Month in 2022, I sat down with Aja Monet, contemporary poet, writer, lyricist and social activist, to discuss history, culture, art and resilience. Aja stressed the importance of honesty and truth as we continue to build a more inclusive workplace.

I look forward to celebrating and recognizing many more events across our diverse, global employee community in the months and years ahead. Such events present an incredible opportunity to learn from each other and our community leaders, and better understand how we can create a world that is truly without barriers or bias.

Affinity Groups

In addition to our celebrations and speakers, OpenText has created four employee affinity groups to help empower and support our under-represented communities.

Black Employee Empowerment (BEE)

BEE is made up of more than 150 OpenText employees and 10 nationalities across the Black diaspora. The BEE community aims to connect and unite Black colleagues around the world, and create an environment in which members can support and share resources with one another. It also provides an additional avenue of input as we continue to build, grow and challenge ourselves at OpenText. The group recently launched a mentoring program for Black employees.

Queers and Allies (Q&A) - OpenText's LGBTQ+ Network

Led by a passionate team of employee volunteers, the OpenText Q&A group is an internal network of LGBTQ+ employees and allies that aims to create a space where everyone can proudly contribute to a work environment that is colorful and inclusive. Q&A celebrates diversity in gender identity and queer lifestyles. Members meet regularly and connect on internal social media. The affinity group played a key role in the planning and execution of OpenText's Pride Month celebrations in June 2021— complete with a global speaking event and a virtual Pride parade. It also hosts online discussions featuring experts on topics that are relevant to the LGBTQ+ community.

Women in Technology (WIT)

In FY21, OpenText expanded the Women in Technology (WIT) program with the introduction of our WIT Affinity Group.

The group has over 1,200 members—and growing!—across every continent. It is sponsored by me and our CFO, Madhu Ranganathan. WIT recently launched a global Mentoring & Sponsorship Program, which has been incredibly successful, with 45 different mentorship pairings this year. WIT members also have access to complimentary leadership and skill-based learning opportunities and an internal social platform to share ideas, stories and resources.

Our commitment to women in tech extends to our participation in the **Grace Hopper Celebration**, the world's largest gathering of women in technology in both North America and India. Over recent years, we have sent more than 60 OpenText delegates to the conference, where members of our WIT community volunteer their time to share their experiences and insights with attendees.

Indigenous & Allies

The Indigenous & Allies group aims to create a space where Indigenous employees can meet, connect, and support one another personally and professionally. The group helps foster meaningful relationships while affirming and celebrating identity. It also hosts internal events that educate and motivate employees to be better allies for the Indigenous community.

Figure 49: OpenText's Employee Affinity Groups

ED&I Training

We believe that we are all responsible for striving to reach our ED&I goals on a global scale. Leaders play a vital role in ensuring their team members are supported, celebrated, respected and have equitable access to opportunities. We recently designed and delivered new ED&I training for managers, called Leading a Diverse Workforce, and Unconscious Bias training for all hiring teams, to help support these goals.

During our most recent Career Week, our entire company was joined by **Deborah Rosado Shaw, former SVP, Chief Global Diversity & Engagement at PepsiCo**, who provided her own valuable stories and insights on ED&I. I found Deborah's comments on overcoming *performance-inhibiting* beliefs and understanding the value of each person's unique lens to be particularly helpful in how we approach and develop diverse teams.

Recruitment & Internships

We are proud to have successful co-op programs in India (over 300 interns annually) and Canada (over 40 interns annually), and we are currently expanding this program across the United States.

In Canada, we partner with Mentor Ability to provide mentoring to individuals with disabilities, and we work with the University of Waterloo's Black Association for Student Expression to offer co-op opportunities, as well as Hiring Our Heroes to recruit veterans. We also take part in events run by WomenHack, an organization that helps women in technology get jobs at companies that support diversity.

Recently, we partnered with Lakehead University on a new internship program that will fully fund 25 internships for Indigenous students this year.

And we just started an internship program at Howard University in Washington DC. This is the first HBCU (Historically Black College/University) that OpenText has partnered with, and we look forward to a long and mutually inspiring relationship.

We're also strengthening our Engineering internship opportunities in Bangalore and Hyderabad this year, with a focus on recruiting female students to help close the gender gap in STEM fields in India.

At OpenText, we are here to build a great company, challenge the status quo in technology, **create a better world and bring software to the fight**. We cannot do this unless we hire from all of society and build the best workforce possible.

Organizations need to approach ED&I with a mindset of abundance—not scarcity. There is much more to understand, and much more to do. It is a world full of opportunities, with the freedom to pursue our purpose, create exponential growth and add to our culture by building a bigger rainbow.

Lesson 17

Seek Truth & Reconciliation

> *"Reconciliation is not a noun. It is not an event. It's a verb."*[76]
>
> — Roberta Jamieson

On June 1st, 2021, OpenText lowered its flag at our head office in Waterloo, Ontario to honor the 215 children whose lives were taken at the former Kamloops Indian Residential School on Tk'emlúps te Secwépemc First Nation territory. These discoveries were followed by discoveries of similar graves across Canada, including:

- **104** at the Brandon Indian Residential School, Manitoba
- **54** at Fort Pelly and St. Philip's Residential Schools, Saskatchewan
- **93** at St. Joseph's Mission Residential School, British Columbia
- **160** at Kuper Island School, British Columbia
- **751** at the Marieval Indian Residential School, Saskatchewan
- **169** at St. Bernard's Residential School, Alberta

Two thousand, one hundred and fifty-six. That is the estimate of how many suspected unmarked graves have been detected in total at former residential school sites across Canada, as of spring 2022.[77] No words can adequately capture this grief, and no greater crime exists than a crime against a child.

History must be heard. The findings were not a "discovery" for many Indigenous people. They had been speaking this truth for many years. It is only now that the world is listening.

We must do more than talk about reconciliation. We must act.

We must practice reconciliation in our everyday lives. In our own hearts and minds. In our families. In our communities and in our workplaces.

Reconciliation Is a Verb

For non-Indigenous groups, reconciliation starts with listening. With self-reflection. Acknowledging personal gaps in knowledge and entering into partnerships with Indigenous peoples with humility and respect. Then taking sustained action. Reconciliation cannot be a one-time effort. It must be deep and ongoing.

In the words of the former National Chief of the Assembly of First Nations,

> *"There can be no reconciliation without transformation."*[78]
>
> — Perry Bellegarde

OpenText recognized the newly created **National Day for Truth and Reconciliation** on September 30th, 2021, to honor the lost children and Survivors of residential schools, their families and their communities. We have chosen to make the date a company day off in Canada going forward, in order to give our employees time to reflect, learn, connect and act.

As the leader of a Canadian company, I have been thinking about what other actions we can take. The Truth and Reconciliation Commission of Canada lays out clear Calls to Action for businesses—build respectful relationships with Indigenous peoples, drive awareness around Indigenous history, and provide equitable access to jobs, training and education.[79]

One of the most impactful actions we can take as companies is to create jobs.

To this end, OpenText has formed a partnership with Lakehead University on a new internship program, one that will create pathways to digital jobs for Indigenous students. I was excited to join Chief Ted Williams from Rama First Nation, Chief Peter Collins from Fort William First Nation, Elder Trish Monague, as well as Lakehead President and Vice-Chancellor Dr. Moira McPherson, to announce 25 full-time internships for 2022.[80]

Our goal is to provide a modern internship experience—with mentoring, career planning, networking and direct engagement with OpenText's leadership, as well as skill development that interns can apply in their own communities. But we will also learn from these students. We welcomed them to OpenText this May, and I am excited to hear their thoughts on how to make our company more inclusive, and how their unique skills and perspectives can make us stronger.

Diversity drives innovation. The technology industry needs Indigenous points of view.

Recognition Is Not Enough

OpenText is passionate about a work environment that encompasses everyone. But we also recognize that we have work to do and much to understand.

I invited **Roberta Jamieson** to speak to our employees on September 30th, so that we could further our learning. Roberta is a Mohawk woman who is a leader, speaker and advocate, as well as the first woman to be Chief of the Six Nations of the Grand River Territory. Roberta shared with us her perspective on the importance of the National Day for Truth and Reconciliation, the transformative impact of education, and how non-Indigenous groups can create networks of trust with Indigenous peoples. She

also reminded us that Indigenous peoples around the world are struggling to overcome centuries of racism and oppression.

"Indigenous people have moved from truth to reconciliation in a way that is demanding structural and systemic change—no longer looking for a seat at the existing tables, but looking for new tables."

— Roberta Jamieson[81]

My discussion with Roberta was informative, challenging and inspiring. Reconciliation will take courage and hard conversations. But here's the thing about the hard thing—it creates change.

In addition to our all-hands meeting, our Equity, Diversity and Inclusion team at OpenText provided resources for employees who were seeking to learn more or were in need of support. I made a personal donation to the Indian Residential School Survivors Society, and encouraged those who were able to, to join me in providing support to survivors of this tragedy.

I also invited employees to share their thoughts with me directly about further actions that we can take as a company. Although the path to reconciliation may be a long one, it is a journey that we urgently need to begin for the best interests of all Canadians. I know that our new **affinity group for Indigenous** employees and allies will be a source of insight and strategy for us going forward, as well as a source of professional and personal support for each other.

The Path Forward

Two of the greatest myths in this world are: (1) it can't happen to me and (2) it does not affect me.

But history impacts us all. It *has* impacted us all. We must remember the children who never came home, and the families and communities they left behind. The oppression of some of us, lessens all of us. We need to hear the hard facts of history and begin the process of reconciliation.

By listening to Indigenous perspectives, we learn truth and gain the strength to act.

Listen. Learn. Act. This is how we begin the journey.

Lesson 18

The Future of Growth Is Inclusive & Sustainable

At OpenText, we have found our center, and that center is growth. Growth of the individual, growth of our teams, growth of the company, growth of innovation, and growth of our customers and partners.

But growth cannot come at the cost of our planet or each other. The future of growth must be sustainable and inclusive.

When we entered 2020, OpenText set out to take action against climate change. According to the World Economic Forum (WEF), **climate action failure is the #1 global risk**.[82] In fact, environmental threats represent half of the Top 10 risks in the WEF report.

Source: World Economic Forum Global Risks Perception Survey 2021-2022
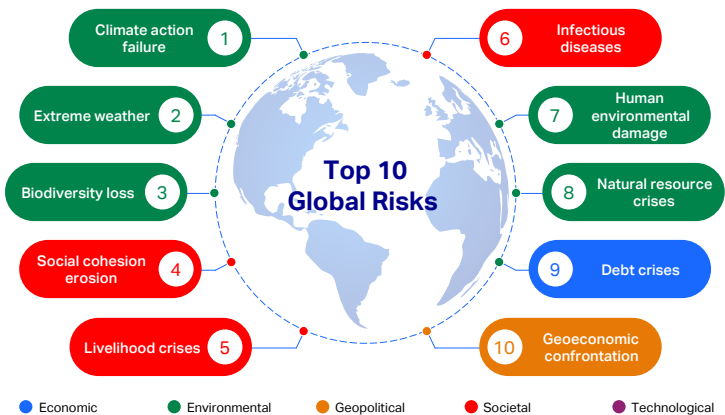
Figure 50: World Economic Forum Global Risks Report 2022: Most Severe Risks[83]

Furthermore, the social risks on the list are strongly linked to climate change. The natural disasters caused by global warming risk weakening social cohesion, and threaten those whose living depends upon natural resources—many of them from the world's most vulnerable communities.

But we have an opportunity for radical change. From the environment to global equity, **small actions carried out by many can make a massive difference**.

Today, Global 10,000 companies are making sustainability pledges.

L'Oréal	• Helping ecosystem transition to be more sustainable by 2030	**Barclays**	• Net-zero by 2050 • 100% renewable energy by 2030
Nestlé	• Net-zero by 2050 • 100% renewable energy by 2025	**Citibank**	• Net-zero by 2050
T-Mobile	• Reduce Scope 1 & 2 emissions by 95% by 2025 (achieved in 2021)	**General Motors**	• Carbon neutral by 2040 • 100% renewable energy by 2030 (US) and 2035 (global)
Honda	• 100% electrification by 2040	**Maersk**	• Net-zero CO2 emissions from operations by 2050 • Accelerate the transition to carbon-neutral shipping
Shell	• Carbon neutral by 2050	**CVS Pharmacy**	• Net-zero by 2050 • Reduce environmental impact by 50% by 2030
AT&T	• Carbon neutral by 2035	**Novartis**	• Carbon neutrality across its value chain by 2030

Figure 51: Global Companies Are Making Sustainability Commitments[84]

Such companies also understand the power of equity, diversity and inclusivity in strengthening company culture, driving innovation and building resilient communities.

For all companies, commitments to sustainability and inclusion cannot be just "programs." They must be central to culture. They must be a core focus.

As a global leader, OpenText is zeroing in on what matters. We recently announced **The OpenText Zero-In Initiative**, which provides clear, measurable goals for Zero Footprint, Zero Barriers and Zero Compromise.

It is time to be bold. This is our plan.

The OpenText Zero-In Initiative
Our 2030 Pledge

Zero
Footprint

Zero
Barriers

Zero
Compromise

- Help our customers move to the cloud
- Commit to zero waste from operations by 2030
- Science-based emissions reduction target of 50% net reduction by 2030/net-zero by 2040

- Advance Equity, Diversity and Inclusion (ED&I):
  - Majority diverse
  - 50/50 key roles
  - 40% female in leadership positions
- Center on ICT Education and Training
- Advance wellness & well-being

- Zero compromise on what matters most
- Principles-based approach
- Annual Report + The OpenText Way

Figure 52: The OpenText Zero-In Initiative

Zero Footprint

Zero Waste

OpenText recently reaffirmed our commitment to the Ten Principles of the United Nations Global Compact, and we are continuing to integrate these principles into our daily operations, culture and strategy. This includes setting goals for improvements to our own environmental performance, while helping our customers improve theirs.

The tech sector needs to focus on how organizations can use our products and services to function more sustainably. To give just one amazing example, OpenText Business Network digitizes more

than 33 billion transactions per year for our customers. This reduces an incredible amount of paper—the equivalent of 6.5 million trees!
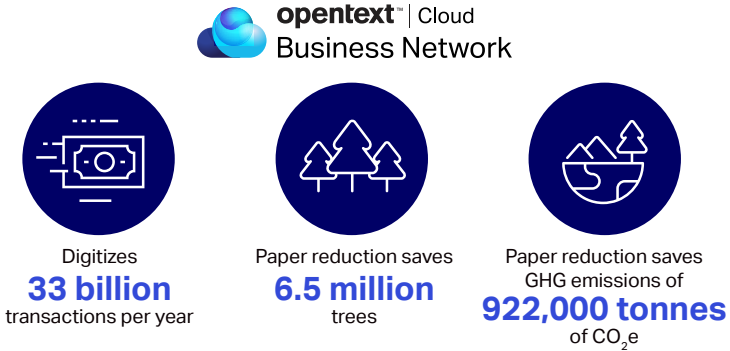

Figure 53: OpenText Business Network: Digitize to Reduce Waste

In addition to helping our customers, OpenText is taking ambitious steps to reduce waste within our own organization.

Our goal is to reach zero waste from OpenText's operations by 2030. To do this, we will need to invest in a better understanding of how waste is handled across our facilities, incorporate new waste reduction practices and include waste considerations as part of purchasing decisions.

We are determined to make zero waste a core component of who we are and what we do.

Zero Emissions

Every company has a responsibility and an opportunity to contribute to decarbonization. OpenText regularly quantifies the environmental impact of our operations by measuring energy consumption and greenhouse gas emissions. This helps shape our future strategies. We have also implemented energy savings

measures, including system upgrades, as well as deep reductions in employee travel as we shift to a more distributed workplace.

Our goal is to do much more. We plan to **reduce emissions by 50% by 2030, with net zero emissions by 2040**. We will be fact-based and systematic in our approach.

Global greenhouse emissions across all countries must fall by 7.6% each year from now until 2030, to keep to the Paris Agreement's goal of no more than a 1.5°C temperature increase.[85] The technologies and the policy knowledge to do this exist. But the world will not achieve its sustainability goals unless organizations make investments—today—to make it happen. OpenText is committed to doing our part to create this sustainable future.

Zero Barriers

Advancing Equity, Diversity & Inclusion (ED&I)

By 2030, **we are aiming to have the majority of OpenText employees identify as diverse**. I do not know another tech company who has made this commitment, and I am proud that OpenText is leading the way.

We also intend to have gender parity by 2030, with women representing 50% of staff in key roles and at least 40% of managers by 2030. Back in 2011, our global workforce was composed of 82% men and 18% women. Today, we've progressed to be a leader in our industry, with 32% women, 27% women in management roles, and 33% women as board members.

While this is high for tech companies, it is not enough. We need to go beyond being the best in our industry, and truly reflect our society as a whole.

Creating & Enhancing Education Opportunities

We offer incredible co-op programs in India and Canada, with nearly 350 interns in total each year, and will soon offer programs across the US as well. Our programs are aimed at creating pathways to jobs for women, racialized minorities and people with disabilities. We will continue to expand our internships across diverse groups around the world to maximize opportunities for learning and growth—both for our interns and for our business.

Zero Compromise

How will we achieve each of these sustainability and inclusivity goals? With zero compromise. This is our commitment to responsible, ethical business.

We will ensure corporate citizenship receives attention and governance throughout our organizations, from my role as CEO to our teams at every OpenText office around the world. We will be transparent in our actions, through our annual Corporate Citizenship Report, our Human Rights Statement, and GRI, CDP and supply chain reporting. We will follow the principles we set out in The OpenText Way to be deserving of trust. And our solutions and strategies will be backed at all times by a commitment to data privacy and information security.

We will always hold ourselves accountable to do what is right, believe in our purpose and stay true to our center.

Growth for Good. Growth for All.

I could not be more excited about the changes ahead for OpenText as we embark on our journey towards zero. Let me be clear: we are aiming for long-term, far-reaching impacts.

OpenText has some of the best talent in the world, and **there is no limit to what we can do**. With powerful insights and strong actions, we can create lasting change.

Lesson 19

Community—Do the Right Thing

Over the past two years, it has become clear that companies have an opportunity to create positive change. Not just for employees and customers, but for our communities. We are all global citizens.

Those who can make a difference, should.

OpenText believes it is our responsibility to support the vibrancy of the regions where we work and live. We have rallied our efforts to help those who are most vulnerable, to direct resources where they are most needed and to deploy our technologies where they will do the most good.

Here are some of the ways we have been honored to help our communities.

Navigator Fund: 6.3 Million Meals

Food insecurity has been on the rise since the pandemic began. By the end of 2020, in Canada alone, almost one in seven people reported food insecurity.[86] And over 33% of those relying on food banks were children.[87]

There was only one response that our company could make—to help others in their time of crisis. In 2020, we launched the OpenText Navigator Fund with a campaign to aid in the global fight against food insecurity.

From 2020 to 2021, we raised nearly $1.5M USD, enough for **over 6.3 million meals** to help our local food bank partners.

OpenText Navigator Fund

Across two years, we raised nearly **$1.5 million USD**

This equates to over **6.3 million meals**

Supporting **60 Communities** in **23 Countries**

Figure 54: The OpenText Navigator Fund: Food Bank Donations

I was so grateful to our OpenText teams across 58 sites who rallied together to identify local food banks that could use our support. I am so proud that we could be part of an initiative that is helping provide millions of meals to families in need.

COVID-19

Throughout the pandemic, we have been committed to ensuring the safety and well-being of our employees and communities. These are some of the actions we've taken in the battle against COVID-19:

Employee Support & Vaccinations

We established the $3M OpenText Employee Relief Fund to support employees in the event of financial hardship due to the pandemic. We worked with local leadership to make sure that our insurance and benefits covered tests and vaccinations in all of our global locations. And we organized a vaccination drive for employees in some of the regions hardest hit by COVID.

Figure 55: OpenText Vaccination Drive

The result of the drive was nearly 3,000 employees and their family members vaccinated in India, as well as several hundred more in Japan and the Philippines. Our site leaders did an amazing job of making this happen for their colleagues—an incredible accomplishment.

100 Acts of Kindness

In April 2020, we launched our 100 Acts of Kindness campaign, and it quickly proved to be one of the most successful giving programs in our history. Our efforts and donations support 146 charities, including 51 COVID-19 emergency response organizations, 46 food banks, and 45 children and family services charities. Through a combination of employee donations and corporate matching, we raised over half a million dollars for local charities around the world.

Emergency Healthcare Facilities in India

Recently, OpenText joined forces with Nirmaan Organization to sponsor a project dedicated to upgrading the ICU wards at three of Bangalore's most important hospitals. Nirmaan has been investing in communities and providing critical medical infrastructure to government hospitals in Karnataka since the second wave of the pandemic in March 2021. With a donation of almost $100K USD, OpenText made it possible to purchase and upgrade critical medical equipment that will boost the existing infrastructure and provide care well beyond the pandemic.

Light the Night

OpenTexters were introduced to leukemia survivor and honored hero Emily during our 2017 Light the Night campaign to raise funds for blood cancer research. Emily, now 10 years old, visited us again in 2021 with her mom, Deborah, to share their story and provide hope to others.

Figure 56: Emily & Deborah Tell Us about Light the Night

I was so impressed with how Emily is thriving and has become such a strong advocate for her cause. She is truly one of the bravest people I have ever met. To thank Emily and her mom for their incredible efforts, we donated $10,000 CAD to Light the Night, under Emily's team name, Emily's Entourage.

Disaster Relief

When natural disasters impact locations where our employees work and live, we act. We donate to organizations who can help save lives and lessen the devastating impact for people affected:

- Through a partnership with the German Red Cross, OpenTexters came together to support humanitarian efforts in the wake of the catastrophic **floods in Europe** in the summer of 2021.

- We supported regional food banks who were scrambling to meet basic needs of community members during the 2021 **wildfires in California**.

- And we donated to the Boulder Country Wildfire Fund in response to the devastation caused by the **wildfires in Colorado** in January 2022.

I was incredibly proud of the way employees offered their support to these and other causes throughout the year, bringing their OpenText spirit to help those in need.

War in Ukraine

Like the rest of the world, we are watching the war in Ukraine with condemnation in the strongest possible terms. The consequences of this war will affect us all, and we each must act.

At OpenText, we have:

- Stopped all current and future business in Russia, and removed all employees from Russia

- Set aside an initial allocation of **$100,000 USD** to donate to the United Nations Refugee Agency (UNHCR) to aid in humanitarian efforts

Figure 57: We Stand with the People of Ukraine

We have set up a site for employees and others to donate as well. As of May 2022, OpenText employees had donated more than $50,000. We are continuing to work with our close partners, customers and other organizations to offer our technology to support their efforts.

The people of Ukraine are an inspiration for all of us. We stand with them in their bravest hour, and join them in their hope for a peaceful future.

Tech for Good

Today, more than ever, we have access to technologies that can rapidly and radically transform our world for the better.

Today, digital technology is being used to fight crime. It is bringing smart agriculture to the world. It is combatting fraud, improving livelihoods and helping to eliminate poverty. It is fast-tracking medical advancements and finding innovative ways to reduce waste.

At OpenText, we are dedicated to delivering our unique products and capabilities **to help our customers serve the greater good**.

ALERT	UNIDO	BrailleWorks	PHILIPS
Making the world safer for children	Inclusive and sustainable industrial development	Making the world a more readable place	Allowing doctors to diagnose cancer remotely

Figure 58: Tech for Good: Enabling Our Customers

Through our partnership with **Braille Works**, we are helping make the world a more readable place for those with disabilities. Braille Works is the leading US provider of reading materials for people who are visually impaired. Our Output Transformation solutions enable Braille Works to automate the processing of high-volume print streams, providing accessibility to more people, and giving them the independence and freedom to manage their own information.[88]

We provide technology to the **Southern Alberta Law Enforcement Response Team**, supporting their Internet Child Exploitation Unit in its investigations. OpenText EnCase helps the Unit quickly and reliably collect, analyze and store digital evidence that can be used in the arrest and prosecution process. As a result, the Unit is able to reduce the time to case closure, investigate more cases and prosecute more offenders, to ultimately make the world safer for children.[89]

OpenText's technologies are serving on the frontlines of healthcare. **Philips Radiation Oncology** provides diagnostic equipment with imaging and treatment planning software to hospitals and clinics across the globe for cancer treatment. Its team uses Exceed TurboX to enable remote access to its software, so doctors and clinicians can view, prescribe and plan treatments remotely over hospital networks. This dramatically improves the quality of care for patients with cancer.[90]

Finally, the **United Nations Industrial Development Organization** (UNIDO) leverages OpenText Extended ECM for SAP, making it faster and easier for UN staff to find the files and information they need, when they need them. This helps UNIDO fulfill its mission to promote industrial development in order to reduce poverty, foster inclusive globalization and encourage environmental sustainability.[91]

These are only a few of the many, many examples where OpenText's technology is being used for good. We aim to amplify our contribution to a better future for all—and we will do it through technology, inclusion and innovation.

After two years of almost incomprehensible global challenges, the demand is greater than ever for medical, humanitarian and community support, in regions all over the world.

Supporting our communities is deeply engrained in our culture—in our purpose—at OpenText. We will continue to strive to make a difference, by identifying needs and lending our support to local partners.

I am so proud of our employees and our company, and grateful that we can be a part of initiatives that are truly helping build a better world.

Lesson 20

The Human Graces of OpenText

In work and in life, our mindset determines our path to service, success and satisfaction.

I speak very publicly about my leukemia and bone marrow transplant journey in hopes that I can help others. Throughout my journey, there have been many changes and new rituals. Every morning when I wake, I pause—and rub the soles of my feet on the ground and feel the earth. I say to myself, *it is either going to be a great day, or a really great day.* These are the only two choices.

Today is a really great day. While all of us have had our equilibrium disturbed by unparalleled global change, we see the beauty and grace in all things. We are finding a new balance in our lives, in our societies and in our work.

I am proud to lead an incredible group of talented professionals. OpenTexters have dealt with the impact of COVID-19 with grace and resilience. The human graces of OpenText have filled our lives during the pandemic, and will fill our lives long after the pandemic recedes. They are a model for all.

G	Gratitude, Generosity, Grit
R	Resilience, Ready, Resolute
A	Aspiration, Action, Amazing
C	Colleagues, Courage, CAVU
E	Empathy, Elegance, Empowerment

Figure 59: GRACE at OpenText

- **G … Gratitude, Generosity, Grit:** We are grateful to be in a position to empower our customers through information and give back to our communities. We sweat the details and dig in with grit to find new and better ways to get stuff done.

- **R … Resilience, Ready, Resolute:** We are resilient, and we learn from setbacks so we can go even faster. We are always ready for the next disruption. And we are resolute in our commitment to innovation and sustainability.

- **A … Aspiration, Action, Amazing:** We aspire to be the best cloud company on earth. We have a bias for action. And we work constantly to amaze our customers.

- **C … Colleagues, Courage, CAVU:** Our colleagues comprise the best teams and the best talent. We look out for and support each other as part of the OpenText community. We have the courage to challenge the status quo with bold ideas. And there is no boundary on how far we can go—our ceiling and visibility are unlimited (CAVU).

- **E … Empathy, Elegance, Empowerment:** We choose to lead with empathy, especially during times of disruption. We create elegant solutions that empower businesses and people to do more.

These graces are foundational in times of uncertainty. They guide us forward. They give us strength and determination to fulfil our mission—to help others transform through the power of information.

We are now in the third calendar year of the pandemic. It is an optimal time for every organization to assess the foundation of their approach to work and prepare for the year ahead.

You can look pessimistically on the world today, or you can look optimistically. **Optimism is a choice.**

> *"The optimist sees the rose and not its thorns. The pessimist stares at the thorns, oblivious to the rose."[92]*
>
> — Kahlil Gibran

Here is why I am an optimist about the future of OpenText:

1. **Information-led transformations.** Simple, secure access to information empowers people and organizations to do incredible things. OpenText is helping them get there. Our cloud technologies are allowing organizations to transform with amazing speed, anticipate disruption, and build and own future-oriented capabilities.

2. **We are returning to our entrepreneurial roots of innovation.** I am so excited about the technologies we have in store under Project Titanium. We have truly found a new battle rhythm for innovation, with a relentless cloud-first focus that will delight and wow our customers.

3. **Aggressively going after our competition.** We are not afraid to show companies how they can benefit by switching to our solutions. We work hard to be a leader in the market, and our efforts are reaping dividends.

4. **Not afraid to take calculated risk.** We are incorporating new businesses—Zix, Bricata. We introduced a new MDR Service. We are introducing new APIs every quarter. We have a new Global Accounts team. We are making key investments in automation for our Digital Zone, Renewals and Support. We look at where we want to grow, and pursue a clear course of action to get there.

5. **We constantly donate to those less privileged.** This past December alone, we purchased the equivalent of 2.5 million meals for those in need. That is equivalent to 3 meals a day, over 2 months, for every OpenText employee. From 2020 to 2021 we provided a total of 6.3 million meals. Yet there is more we can do—and will do—for our communities in the months ahead.

6. **We rally for our customers and partners.** When challenges and opportunities arise for our customers, our teams swarm to provide around-the-clock solutions and service. And the momentum we have with strategic partners will be a major thrust in the years ahead: Microsoft, Google, Amazon, SAP and others.

7. **We support each other like family.** We have shared many crises over the last few years: surging COVID numbers in India, social injustice in North America, floods in Europe, and wildfires in Australia, Canada and the US. We support each other with open minds and helping hands.

8. **The future of growth is both sustainable and inclusive.** We are all in—and we are going to lead the way. The OpenText Zero-In Initiative will bring the future forward, not just for our customers and company, but also our cohorts across technology. We are centering our Equity, Diversity and Inclusion esprit-de-corps on growth. That means total growth—in learning, careers, people, company, eco-systems and more.

9. **We have the hearts of lions.** From the initial strain of COVID-19, to Beta, Delta, Omicron. From peaks to valleys. From politics to policy. From jab 1, 2, 3 and now maybe 4. OpenTexters have shown constant resilience and courageousness.

10. **We care.** We care about it all. Family. Company. Colleagues. Community. Customers. We care about not just getting it done, but doing it right, and creating a better future. Our teams have carried an amazing load on their shoulders, and they keep caring.

Across the past two years, OpenTexters have amazed and inspired me. How we honor each other as humans and colleagues makes me so proud. The months and years ahead will bring new opportunities, new growth, new innovations, new friends and loved ones, new ideas … and of course, new challenges. But the future journey is upwards, uplit and positive. We look forward to sharing it with our customers, partners and colleagues.

Now, we turn the page. Let the journey continue. It's going to be a really great day.

Conclusion

Unstoppable

What an extraordinary journey.

Each of us has learned to adjust our personal and professional lives to the never normal. And while we need to remain vigilant about COVID-19, we are far better equipped to deal with it than we were two years ago. We are finding ways to get back to the lives we want. I believe we have every reason to be optimistic.

At OpenText, because of all we have learned, we are a much stronger company than we were two years ago. We are returning to our entrepreneurial roots of innovation. We are at the forefront of information management in the cloud. We are helping our customers transform their businesses faster. We are rallying behind our communities, so they can flourish. We are building an inclusive, sustainable future.

The nature of our work, and how we work, is changing too. At OpenText, we believe we are *better together*, and we look forward to returning to our offices for part of each week to connect with our colleagues, customers and partners. The irreplaceable benefits of in-person collaboration are clear. But we also celebrate that it is now possible to work together across a range of environments—from fully virtual to in-office to flex-hybrid— empowering each of us to nourish work-life balance.

We know that there are more challenges ahead.

The world is facing global conflict, climate change, economic volatility.

But we have learned at OpenText that mastering challenges is not about blindly storming the castle. It is about setting a distinct direction for your organization, and aligning the company through clear communication at every level. It's about listening to

and empowering employees. It's about lending the same focus to culture and corporate citizenship as you do sales and operations. It's about constantly asking questions and consulting the experts.

On a sailing ship, the secret to getting through a storm is understanding and attending to every component of your vessel—alignment, balance, direction. There may be headwinds, but you can trim your sails. The same is true for organizations. This agility—constantly observing, responding, learning, collaborating and then integrating everything you know into bold action—this is what it means to be a leader. A leader within your company. A leader in your industry. **And an organization that can change the world**.

At OpenText, our teams have navigated the past two years with resilience, grace and courage. They have been, for me, an unlimited source of energy and inspiration.

All that we have learned and shared gives us incredible hope for the future, and a remarkable strength to take advantage of the opportunities to come. Our drive to know more, to deeply understand the forces shaping the world, and grow with an unlimited ceiling—this makes us more than optimistic.

It makes us **unstoppable**.

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