

EMPLOYEE HANDBOOK

Working at Meridian

How the firm works, what it provides, and what partners and staff owe one another. Everything a Meridian colleague needs, in one instrument, current at the effective date below.

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CHANGED IN THIS EDITION

- Annual leave rises to 27 days at four years' service and 30 days at eight (\$2.1).
- Promotion rounds move to twice yearly, in April and October (\$3.3).
- Client data classification replaces the old two-tier scheme; Red data may not leave firm devices (\$6.4).
- Ten days of paid fertility and pregnancy-loss leave added for either partner (\$2).

EDITION

Sixth

EFFECTIVE

2 February 2026

SUPERSEDES

Fifth edition
March 2024

OWNER

Maya Chen
Head of People

FROM THE MANAGING PARTNER

A firm is what it repeatedly does

MERIDIAN CONSULTING LLP

Founded 2009

186 people

New York and London

Operations · Data · Growth

SIXTH EDITION

To everyone at Meridian,

When four of us signed the lease on Harrison Street in 2009 we wrote one line on the whiteboard and left it there for a year: **do the work you would be willing to sign**. We are a hundred and eighty-six people now, across two offices and a great deal of client travel, and that line still settles most of the arguments worth having.

This handbook is the rest of it — the part a whiteboard cannot carry. It says how much leave you get and how to book it, what the firm pays for when you are on a client site in Chicago, what happens in an April review, and what to do when a colleague or a client behaves in a way you should not have to absorb. None of it is a surprise. All of it is written down so that nobody has to guess, and so that the answer does not depend on which partner you happen to ask.

Two things are worth saying plainly. The first is that chargeable hours are a measure, not a value. We ask for 1,450 chargeable hours a year because the firm has to fund itself; we do not ask anyone to reach them by working weekends, and a manager who treats a utilisation number as a character judgement has misread this document. The second is that the grievance procedure in section 8 is not decoration. It has been used, it has changed outcomes, and using it has never cost anyone their standing here.

You will find the firm generous on the things that are hard to ask for — leave after a loss, time for an exam, a phased return — and strict on the things clients trust us with. Section 6 is the one part of this handbook where the answer to “could I just, once” is always no. Every engagement we hold rests on it.

Read the sections that apply to you now and know where the rest lives. Maya Chen and her team own this handbook and will answer anything it fails to. If you find a policy that is unclear, out of date or quietly unfair, tell us — six editions in, most of the good changes have come from someone who read a paragraph and said it did not match what actually happens.

Dana Whitfield

Managing Partner · Meridian Consulting LLP

NEW YORK

2 FEBRUARY 2026

WHAT THIS HANDBOOK IS

The firm's statement of terms, policies and expectations. Where it sets a rule, that rule applies in both offices unless it says otherwise, and it applies to partners as written.

WHAT IT IS NOT

It is not your contract of employment and does not vary it. Where the two differ, your contract and the law of your office's jurisdiction govern.

WHERE THE DETAIL LIVES

Full policy documents, forms and the pension booklet sit in the People section of the intranet. Every section here names the person who owns the policy behind it.

Contents

Nine sections in three parts. Section numbers are stable between editions, so a reference to §5.2 means the same thing in an email from 2024 as it does here.

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What the firm provides

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25–30	1,450	8 + 4%	\$3,000	30 days	1 April
DAYS ANNUAL LEAVE §2.1	CHARGEABLE HOURS A YEAR §1.4	PENSION, FIRM AND YOU §4	LEARNING FUND A YEAR §4	TO SUBMIT AN EXPENSE §5.4	NEW SALARIES TAKE EFFECT §3.1

HOW TO USE IT

1. Read part one in your first week. It contains everything that affects your first month here.
2. Sign and return the acknowledgement within ten working days of your start date.
3. Treat every figure as current at the effective date. Rates and caps are reviewed each February.
4. Where this handbook and a written policy disagree, the policy governs and People will correct the next edition.
5. Nothing here is confidential to a grade. Every colleague sees the same handbook, including the pay and promotion sections.

WHO TO ASK FIRST

Leave, pay, benefits	Maya Chen, Head of People
Expenses and invoices	Jordan Ellis, Finance Director
Laptops and accounts	Sam Ortiz, IT Lead
Client data questions	Alex Rivera, Information Security
Health and safety	Elena Marsh, Office Manager
Anything unresolved	Dana Whitfield, Managing Partner

01

PART ONE

Working here

Meridian is a consultancy, which means most of the work happens somewhere other than a Meridian desk. These three sections set out what the firm asks of your time, what it gives back, and how the two are counted — including the one number, 1,450 chargeable hours, that people most often hear about before they arrive and least often hear explained.

SECTIONS 1 – 3

PAGES 4 TO 7

OWNER · MAYA CHEN

1 How we work

PAGE 5

Two offices, two home days, core hours 10:00–16:00 local, and a chargeable target of 1,450 hours

2 Time off and leave

PAGE 6

25 days rising to 30, public holidays by office, sickness, parental leave and the fifth-year sabbatical

3 Pay, review and promotion

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Bands A1 to D2, the April review, March profit share and two promotion rounds a year

“We sell hours, so we count them. We do not judge people by them. A year at Meridian is measured by what the client kept, what you learned, and who you brought on with you.”

THE PARTNERSHIP CHARTER · CLAUSE 2 · ADOPTED 2009, AMENDED 2023

POLICY OWNER

Maya Chen, Head of People

LAST REVIEWED

14 January 2026

APPLIES TO

Both offices, all bands

1How we work

Where the work happens, when we are reachable, how time is booked, and how we stay safe doing it.

1.1 WHERE WE WORK

Meridian keeps two offices — 24 Harrison Street, New York and 8 Ludgate Broadway, London — and every colleague is assigned to one of them for pay, tax and holiday purposes. Beyond that, where you work in a given week is decided by the engagement, not by a firm-wide rule.

The default is two days a week in your home office and the rest wherever the client and the work require. Teams on a client site agree their pattern at kick-off and publish it in the engagement channel by the Monday of week one.

Tuesday is the fixed day. Every practice holds its team meeting on Tuesday between 09:30 and 11:00 local, and the firm expects you in the office for it unless you are at a client or on leave.

1.2 HOURS AND FLEXIBILITY

The contractual week is 37.5 hours. Core hours are 10:00 to 16:00 in your office's time zone; outside them you set your own start and finish. You do not need permission to move your day, only to tell the people who depend on you.

Formal flexible working — a compressed week, term-time hours, a permanent reduction in days — is open to everyone from day one. Apply to Maya Chen in writing; you will get a decision within fifteen working days and a meeting either way.

1.3 BEING REACHABLE

Engagement channels get a same-day reply during core hours. Internal messages get one within a working day. Nothing here is urgent enough to require an answer at 22:00, and nobody should send a message expecting one.

Name your cover before any absence of two days or more, and put it in the engagement channel. Cover means a person, not a shared mailbox.

1.4 CHARGEABLE TIME

Consultants and managers carry an annual chargeable target of 1,450 hours, which is roughly 65% of available time. Principals carry 1,150 and partners 900. Time is booked daily and closed by 12:00 on Monday for the week before.

Missing the target is a staffing conversation, not a disciplinary one. Being consistently **over** it is treated the same way: a colleague booking above 1,750 hours triggers an automatic review by their practice lead and, if it continues, by the Managing Partner.

Business development, recruitment, internal projects and training are booked to firm codes and are not chargeable, but they count in full towards a promotion case. Nobody has ever been held back here for spending a month building something the firm needed.

1.5 WORKING SAFELY

- Complete the display-screen assessment for your home setup within two weeks of joining, and again after any move. Elena Marsh orders whatever it recommends.
- Both offices have trained first aiders and fire wardens; the list is posted at each kitchen and reviewed every six months.
- On client sites, follow the host's safety rules and complete their induction before you sit down. Tell your practice lead if there is no induction to complete.
- Report every accident, near miss or lone-working concern to Elena Marsh within 24 hours, however minor it seems at the time.
- Do not travel to a client site while unfit to work. The firm will pay to change a flight; it will not ask you to fly ill.
- Late travel from a client site is booked as a taxi, not a walk to a station, and it goes on the firm's account.

THE FIXED POINTS OF A MERIDIAN WEEK

MONDAY Staffing call 08:45 local. Practice leads confirm the week's assignments. Timesheets close at noon.	TUESDAY In the office Practice meeting 09:30–11:00, then open desks. Induction sessions run this day.	WEDNESDAY Client day Kept clear of internal commitments across the firm wherever an engagement allows it.	THURSDAY Craft hour 16:00–17:00. A team shares a method, a failure or a tool. Booked to the firm code.	FRIDAY No internal meetings Afternoons are protected for writing, review and finishing. Nothing is booked into them.
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2 Time off and leave

Every category of paid and unpaid absence the firm operates, what it is worth, and how far ahead it has to be asked for.

LEAVE TYPE	ENTITLEMENT	NOTICE OR EVIDENCE	CONDITIONS
Annual leave	25–30 days	2× the length booked	Rises with service (see below). Booked in the leave system and approved by your practice lead.
Public holidays	11 US · 8 UK	—	Fixed by office. Working one is repaid as a day in lieu within three months.
Carry-over	5 days maximum	By 31 December	Must be taken by 31 March. Days beyond five are lost and are not paid out except on leaving.
Sickness	10 days full pay	Self-certify to 3 days	Then a doctor's note. Beyond 10 days, statutory pay plus a top-up agreed case by case.
Parental — primary	20 weeks full pay	15 weeks' notice	After 12 months' service; statutory thereafter. A phased return over four weeks is standard.
Parental — secondary	8 weeks full pay	15 weeks' notice	Taken in up to three blocks within the first year. No service qualification applies.
Fertility and loss	10 days paid	None required	Treatment, appointments or pregnancy loss, for either partner. Recorded as leave with no detail.
Compassionate	5 days paid	Tell your lead	Extended by agreement. Bereavement of a child or partner carries an additional 10 days.
Dependants	5 days paid	Same day is fine	For an emergency involving someone who depends on you. Not deducted from annual leave.
Sabbatical	4 weeks paid	6 months' notice	Once at five years' service and again at ten. Not carried and not exchangeable for pay.
Jury and public duty	Unlimited, paid	Summons copy	The firm tops up any court allowance to full pay. Time is booked to the firm code.
Study leave	5 days paid	4 weeks' notice	For an examination or accreditation approved under the learning fund (§4).
Unpaid leave	Up to 3 months	3 months' notice	At the Managing Partner's discretion. Benefits continue; pension contributions pause.

2.1 ANNUAL LEAVE BY COMPLETED SERVICE

COMPLETED YEARS	DAYS	APPLIES FROM
On joining	25	Start date, pro rata
Two years	26	Next 1 January
Four years	27	Next 1 January
Six years	28	Next 1 January
Eight years or more	30	Next 1 January

2.2 PUBLIC HOLIDAYS 2026 BY OFFICE

NEW YORK — 11 DAYS	LONDON — 8 DAYS
1 Jan · 19 Jan · 16 Feb · 25 May	1 Jan · 3 Apr · 6 Apr
19 Jun · 3 Jul · 7 Sep · 26 Nov	4 May · 25 May · 31 Aug
27 Nov · 24 Dec · 25 Dec	25 Dec · 28 Dec

— Colleagues who observe a holiday not on their office list may swap up to two fixed days for it each year. Tell People by 31 January.

3 Pay, review and promotion

One salary review a year, two promotion rounds, one profit share — and a published calendar so that nobody has to ask when.

3.1 THE YEAR, MONTH BY MONTH		3.2 BANDS AND EXPECTATIONS		
WHEN	WHAT HAPPENS	BAND	TITLE	CHARGEABLE
January	Self-assessment opens. You write it; nobody writes it for you.	A1-A2	Analyst	1,300
February	Feedback gathered from engagement leads and two colleagues you nominate.	B1-B3	Consultant	1,450
Early March	Calibration across practices. Bands and outcomes agreed by the partnership.	C1-C2	Manager	1,450
Mid March	Profit share paid with the March salary. Firm-wide, 0–12% of base.	C3	Senior Manager	1,300
Late March	Review meetings held. Every outcome given in person, then in writing.	D1	Principal	1,150
1 April	New salaries take effect. Letters issued in the same week.	D2	Partner	900
April	First promotion round confirmed; new titles effective 1 May.	3.3 HOW PROMOTION WORKS		
June	Band ranges for the following year modelled against market data.	1. Your practice lead writes the case; you supply the evidence. Every case is read by two partners from outside your practice.		
July	Mid-year check-in. No rating and no paperwork — a conversation and a note.	2. Promotion needs sustained delivery at the next band, not one strong engagement. Twelve months at band is the usual minimum.		
September	Promotion cases for the autumn round submitted by practice leads.	3. An unsuccessful case comes back with three named, written conditions and a date to revisit — never a shrug.		
October	Second promotion round confirmed; new titles effective 1 November.	4. Promotion carries an increase to at least the band minimum, backdated to the effective date.		
November	Benefit elections open for two weeks (§4.1).	3.4 PAY PRINCIPLES		
December	Chargeable-hours position published to every colleague and practice lead.	— Bands and their ranges are published to everyone in the firm each February.		
		— Pay is audited by gender and ethnicity every year and the gap is published to all staff.		
		— There is no bonus for individual sales. Profit share is one number and the same percentage for everyone.		
		— You may discuss your pay with anyone. No clause in your contract prevents it and none ever will.		
		— Salary is paid on the 25th. If a payment is wrong, Finance corrects it within three working days by separate transfer.		

PART TWO

02 What the firm provides

\$4 BENEFITS · PAGE 8
\$5 EXPENSES · PAGE 9
\$6 EQUIPMENT · PAGE 10

4 Benefits and wellbeing

Everything below applies in both offices from your first day, with no waiting period unless a figure says otherwise. Amounts are per person, per year.

Pension FIRM 8% · YOU 4% Contributions start with your first salary. Increase your own share at any time; the firm's 8% does not fall if you pause yours.	Private medical FULL COVER, NO EXCESS Individual cover paid in full; a partner and children are added at the firm's group rate and deducted monthly from salary.	Mental health 12 SESSIONS A YEAR Direct-booked counselling with no referral and no report back to the firm. A 24-hour line is staffed for both time zones.
Learning fund \$3,000 · £2,400 Courses, accreditations, conferences and books. Approved by your practice lead; unspent budget does not roll over.	Life assurance 4× BASE SALARY Automatic from day one. Nominate your beneficiary in the People system and review it after any change at home.	Income protection 65% TO AGE 65 Begins after 26 weeks of continuous absence, in addition to the sick pay set out in §2.
Family support \$1,200 · £950 Towards childcare, eldercare or fertility costs. Paid on receipt; the firm does not ask what it was for.	Travel and commute SEASON TICKET LOAN Interest-free and repaid over twelve months. Cycle purchase to \$1,500 / £1,200 on the same terms.	Giving and volunteering 2 DAYS · MATCHED 1:1 Two paid volunteering days a year and matched giving to a registered charity up to \$500 / £400.

4.1 CHANGING YOUR COVER

Elections open for two weeks each November and take effect on 1 January. Outside that window you may change cover within 30 days of a life event — a birth, an adoption, a marriage or civil partnership, or a change in your partner's own cover.

4.2 WELLBEING AT ENGAGEMENT PACE

Any engagement running above 50 hours a week for three consecutive weeks is reviewed by the practice lead and the Managing Partner, who must either add resource or reset the scope with the client. That review is mandatory and its outcome is recorded.

4.3 WHAT WE DELIBERATELY DO NOT DO

No sales commission, no leaderboard, no unlimited leave. Each of the three has been proposed and rejected by the partnership on the same ground: it moves a decision that should be the firm's onto the individual.

5 Expenses and travel

Book through the firm's travel desk, spend within the caps below, submit within 30 days. Anything outside these limits needs written approval before it is committed, not after.

5.1 DAILY ALLOWANCE WHEN AWAY OVERNIGHT			5.3 WHO APPROVES WHAT	
LOCATION	PER DIEM	HOTEL CAP	VALUE	APPROVER
New York City	\$75	\$340	Under \$500 / £400	Practice lead, after the fact
San Francisco · Boston	\$75	\$310	\$500 – \$5,000	Jordan Ellis, Finance Director, in advance
Other US cities	\$60	\$210	Over \$5,000	Managing Partner, in advance and in writing
London	£60	£265	Client entertainment	Engagement partner, at any amount
Other UK cities	£45	£165	Anything unusual	Ask Finance before you spend it
Continental Europe	€65	€220		

- The per diem covers meals and incidentals and needs no receipts. Claim it in full or claim actuals, never both.
- Caps are room-only and exclude tax. Where a client's own travel policy is lower, the client's policy governs.

5.2 TRAVEL CLASS	
MODE	STANDARD
Rail	Standard class. First class only where it is cheaper than the standard walk-up fare.
Air, under 6 hours	Economy, booked at least 14 days ahead where the engagement allows it.
Air, over 6 hours	Premium economy. Business class for partners and for overnight flights arriving on a working day.
Car	\$0.67 / £0.45 a mile, or a rental in the compact class. Taxis where transit is unsafe or unavailable.

5.6 TWO RULES THAT OVERRIDE EVERYTHING ABOVE

If a client's own policy is stricter than ours, theirs applies for the whole engagement, including on days you are not on their site. Engagement leads confirm this at kick-off and record it in the engagement file so nobody has to guess mid-trip.

5.4 SUBMITTING A CLAIM

1. Submit in the expense portal within 30 days of the spend. Claims over 60 days old need the Finance Director's written agreement.
2. Attach a receipt for everything except the per diem. A card statement is not a receipt.
3. Code every line to the engagement it belongs to, and flag rechargeable items before the client is invoiced.
4. Approved claims are paid with the next payroll run, on the 25th of the month.

5.5 WHAT THE FIRM DOES NOT REIMBURSE

- Commuting to your assigned office, or parking at it.
- Fines, penalties, upgrades bought at the airport and in-flight purchases.
- Hotel minibar, films and spa charges, however modest.
- A partner's or family member's travel on a client trip.
- Anything a client has separately agreed to pay for directly.

If the choice is between the cap and your safety — a late arrival, an unlit walk, a hotel that does not feel right — take the safe option and tell Finance afterwards. No claim has ever been refused on that ground and none will be.

6 Equipment, security and client data

Clients let us into their systems on the strength of these rules. Treat the checklist as a set of conditions of employment, not as guidance.

6.1 WHAT THE FIRM ISSUES

ITEM	STANDARD	REPLACED
Laptop	14-inch workstation, encrypted	3 years
Phone	Handset, or \$45 / £35 a month	2 years
Home setup	Monitor, chair, desk lamp	5 years
Setup allowance	One-off on joining	\$600
Headset	Noise-cancelling, your choice	3 years
Software	Anything the work needs, on request	—

6.2 USING IT

Firm equipment is for firm work. Reasonable personal use is fine and unmonitored; the firm does not read your messages or track your screen. What it does log is access to client systems, and that log is audited quarterly by Alex Rivera.

Damage happens. Report it and it is replaced, once, at no cost to you. Loss or theft must be reported within four hours so that the device can be wiped remotely.

6.4 CLIENT DATA CLASSIFICATION

CLASS	EXAMPLES	WHERE IT MAY LIVE
Green	Published material, our own methods	Anywhere
Amber	Client documents, models, interview notes	Firm devices and the engagement workspace
Red	Personal data, unannounced deals, pay files	Client system only — never copied to a Meridian device

- The engagement lead sets the class at kick-off and records it in the engagement file. If a document is unclassified, treat it as Amber until someone says otherwise.
- Reclassification is one-way: material can move up a class at any time, and down only with the client's written agreement.

6.3 THE SECURITY CHECKLIST

- ☐ **Full-disk encryption** stays on. It is set at build and you may not disable it.
- ☐ **Multi-factor authentication** on every firm and client account, using the firm's authenticator, never SMS.
- ☐ **Passwords live in the vault.** Nothing is shared over email, chat or a spreadsheet.
- ☐ **Screen locks** at three minutes, and manually whenever you leave a client desk.
- ☐ **No client data on personal devices** — not a phone, not a home printer, not a personal cloud drive.
- ☐ **No client data into public AI tools.** The firm runs an approved assistant; use that one.
- ☐ **Removable media is blocked.** If an engagement genuinely needs it, Alex Rivera issues an encrypted drive.
- ☐ **In public,** privacy screen on trains and in lounges, and no client name spoken aloud in transit.
- ☐ **Report anything odd within four hours** — a lost phone, a wrong recipient, a link you clicked. Reporting fast is never held against you.
- ☐ **Delete on close.** Engagement workspaces are archived 30 days after final delivery and local copies removed.

6.5 JOINING AND LEAVING CHECKS

- Right-to-work and identity checks are completed before day one in both offices.
- Financial-services engagements require a background screen, renewed every three years.
- On your last day, kit goes back to Sam Ortiz, accounts close by 18:00, and you confirm in writing that no client material remains in your possession.
- A breach of §6.3 or §6.4 is treated as misconduct on its own facts, whether or not any data actually left the firm. Nine of the last ten reported incidents ended in a fix and a thank-you.

PART THREE

03 How we treat each other

§7 CONDUCT · PAGE 11

§8 RAISING A CONCERN · PAGE 11

§9 JOINING AND LEAVING · PAGE 12

7 Conduct and respect at work

Six rules. They apply in the office, on a client site, at a firm event and in every channel the firm pays for.

7.1 RESPECT

Harassment, bullying and discrimination on any ground are gross misconduct. That includes conduct a colleague finds humiliating even where it was meant as a joke, and conduct directed at a client's staff or at a supplier.

7.2 INCLUSION IN PRACTICE

Recruit, staff and promote on evidence. Interview panels carry at least two people and never a single practice. Reasonable adjustments are agreed with People and cost the individual nothing.

7.3 CONFLICTS OF INTEREST

Declare any outside directorship, second engagement, shareholding above 3% in a client or competitor, and any close relationship with a colleague you manage. The register is held by the Managing Partner.

7.4 GIFTS AND HOSPITALITY

Accept nothing you would not be comfortable seeing recorded. Gifts above \$150 / £120 are declined or donated; hospitality above that value is logged within five working days. Never accept anything while a bid or a renewal is live.

7.5 SPEAKING FOR THE FIRM

Only partners and the communications lead speak to press. Client names may not appear in a post, a talk or a portfolio without written consent. Personal views are welcome; do not attach the firm's name to them.

7.6 ALCOHOL AND FIRM EVENTS

Attendance is optional and there is always a good alternative to alcohol. Conduct at a firm event is conduct at work; this section applies unchanged at 22:00 on a Friday.

8 Raising a concern

Five steps, with a named owner and a clock on each. Retaliation against anyone who uses this procedure — or who supports someone using it — is itself gross misconduct.

1

Raise it informally

With the person, your practice lead, or any partner you trust. Many things end here, and that is a good outcome.

NO TIME LIMIT · NO RECORD KEPT

2

Put it in writing to People

To Maya Chen, or to Dana Whitfield if the concern involves People. Say what happened, when, and who else was there.

ACKNOWLEDGED IN 5 WORKING DAYS

4

Outcome

Given to you in a meeting and then in writing, with the findings and what will change. You are told what action is taken, not merely that action was taken.

WITHIN 5 WORKING DAYS OF STEP 3

5

Appeal

To a partner who has had no involvement, on any ground. The appeal decision is final within the firm and does not affect any external right you hold.

LODGE WITHIN 10 WORKING DAYS

3

Investigation

By someone with no stake in the outcome, and by an external investigator where a partner is involved. You may bring a colleague to any meeting.

CONCLUDED IN 15 WORKING DAYS

- Serious wrongdoing — fraud, a safety risk, a regulatory breach — can be reported anonymously through the firm's confidential line, run by an outside provider and reporting to the audit partner.

9

Joining, leaving and acknowledgement

How the first three months work, what notice each band carries, and the page you sign and return.

9.1 PROBATION AND NOTICE

STAGE OR BAND	YOU GIVE	FIRM GIVES
Probation, months 1–3	1 week	1 week
Analyst · Consultant	4 weeks	4 weeks
Manager · Senior Manager	8 weeks	8 weeks
Principal · Partner	12 weeks	12 weeks

- Probation is reviewed at weeks four and eleven. It is extended only once, by up to two months, and only with written reasons.
- Accrued and untaken leave is paid on leaving; leave taken beyond accrual is deducted from the final payment.
- The firm gives a factual reference — dates, role and title — to any employer who asks, and adds more with your written consent.

9.2 YOUR FIRST TWO WEEKS

- ☐ Right-to-work and identity documents to People before day one
- ☐ Kit collected from Sam Ortiz and the §6.3 security checklist completed
- ☐ Display-screen assessment for your home setup submitted
- ☐ Bank, tax and pension details entered in the People system
- ☐ Conflicts declaration filed, even if it is a nil return
- ☐ Two Tuesday induction sessions attended and this page signed

9.3 YOUR LAST TWO WEEKS

- ☐ Engagement handover written and accepted by the incoming lead
- ☐ Expenses submitted; nothing is paid after your final payroll run
- ☐ Kit returned and the written confirmation in §6.5 given to People

Acknowledgement

Sign and return this page to Maya Chen, Head of People, within ten working days of your start date. Signing confirms the six statements below; it does not vary your contract of employment.

- 1 I have received and read the Meridian Consulting Employee Handbook, sixth edition, effective 2 February 2026.
- 2 I understand the handbook sets out firm policy and is not itself my contract of employment.
- 3 I accept the security obligations in §6, including the client data classification in §6.4.
- 4 I have declared any conflict of interest under §7.3, or confirm that I have none to declare.
- 5 I know how to raise a concern under §8 and that doing so carries no consequence for me.
- 6 I will ask People about anything in this handbook I do not understand rather than assume.

SIGNATURE

PRINT NAME

START DATE

COUNTERSIGNED FOR THE FIRM

PEOPLE

Maya Chen
people@meridian-consulting.com

FINANCE

Jordan Ellis
expenses@meridian-consulting.com

IT AND EQUIPMENT

Sam Ortiz
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INFORMATION SECURITY

Alex Rivera
security@meridian-consulting.com

CONFIDENTIAL LINE

External provider
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