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GUIDELINES FOR WORKING FROM HOME

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1.0. OVERVIEW

MAS believes that employees are its most valuable resource and is committed to providing a healthy and safe working environment for all its associates. Accordingly, to prioritize your safety at with in times of crisis, the company may instruct you to carry out work duties from your homes.

This document provides helpful guidelines to manage work from home, whilst optimizing productivity. It aims to support you and your respective line managers to navigate work responsibilities while staying safe and resilient.

2.0. SCOPE

These guidelines apply to all MAS employees who are working from home either full time or as advised by the respective manager or division, during the prevailing global pandemic.

3.0. RESPONSIBILITY

3.1. Line Manager Responsibility

3.1.1. General

- Ensure that your team is working in accordance with the Flexible Working Policy and these Guidelines for Working from Home and is adhering to all other MAS policies and procedures.
- Provide equipment and tools required by your team to perform the assigned tasks.
- Provide required motivation to achieve work deliverables under the prevailing circumstances.



3.1.2. Employee Wellbeing

- It is tough to manage teams remotely, but it is important to be vigilant about employees' physical health and mental wellbeing

- Recognize and support employees who are in need of emotional support and with sensitivity direct them to the right channels (e.g.: plant counsellors, helplines and organizations that provide support for mental wellness, family members, friends)

- Be sensitive to anxiety, stress, and fatigue that employees may be feeling as a result of navigating these unusual circumstances.

3.1.3. Communication

- It is essential that you communicate with your team; all relevant information related to the organization, customers and other factors that can affect employees, as agreed with your managers and senior leadership

- Develop a structure through which information can be effectively shared with all employees in your team, to ensure that people have verified information

- Encourage team members to clarify doubts (if any) and have assurance that they are being supported by the organization

3.2. Employee Responsibility

- Ensure to stay connected via digital communication methods, during agreed work hours.
- If you miss a call from a co-worker or manager please ensure you return the call.
- Ensure you deliver on work plans and tasks on time and effectively.
- Ensure you maintain confidentiality of all MAS information.
- If you are unwell and/or unable to attend to work requirements, inform your respective line manager and apply for leave, for the stipulated period.
- Make sure that the workspace at home satisfies all health and safety requirements.
- Take reasonable precautions to safeguard the company equipment that is used remotely.
- Be respectful in all your interactions - remote communications can be challenging in terms of tone and intent.
- Be vigilant of your colleagues' physical and mental wellbeing and seek support from line managers, HR or Code Officers whenever necessary



4.0. GENERAL GUIDELINES

While it is crucial to continue business operations and strive towards achieving organizational goals and objectives, MAS understands that working from home continuously over a long period of time may cause mental fatigue (due to home and technology infrastructure, distraction by family, change in normal routines due to the crisis etc.) and negatively impact productivity levels of employees.

Accordingly, MAS encourages you to use the following practices to better manage time and work effectively.

4.1. Rise Early

- Set an alarm and wake up early to commence work duties at the stipulated work hours, regardless of the absence of commute.

- Have a morning routine for yourself, including some form of exercise to mentally and physically prepare for the day ahead.

- Remember that in current circumstances you may need to prepare meals and arrange for children's activities before you start work. To better manage this, you can plan your menus and activities on the previous day.

4.2. Dress for Work

- Dress up and prepare for work, at least in smart casual, even if not in full office attire.

- This is recommended not only in respect of video calls /meetings scheduled for the day, but also as a means to better separate work hours from down time spent at home.



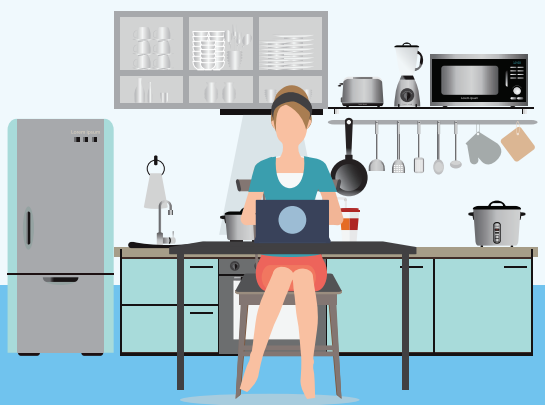
4.3. Create a Workspace

- Have a dedicated workspace (this could be an allocated space in the room, or a separate room itself) in order to optimize on productivity while working from home.

- It would be best to allocate a private, quiet space away from any distractions and household affairs.

- It is important to ensure that the workspace has uninterrupted network and is ergonomical to avoid discomfort or long term back and neck injuries.

- You may also customize your home-workspace to include motivational quotes, a collection of stationery required, etc.



4.4. SET "RULES OF ENGAGEMENT"

Working from home is more efficient when teams agree on timing, modes of communication and other ground rules for work.

4.4.1. Work Hours

- Work days will continue to be as stipulated by law and any communicated MAS policies and guidelines.

- Start and end work at the normal work days/times stipulated by your respective division, and ensure to be contactable during such hours.

- However, considering this is a time of crisis, you may be required to work at hours that are not usual, or to adjust work hours on certain days, in order to deal with work related emergencies, or to accommodate homecare or personal challenges faced by employees, as a result of the crisis (e.g.: need to take time off during the day when curfew lifts in order to buy essentials).

- Be mindful and communicate effectively when meetings/ conference calls are scheduled, to allow for reasonable breaks during the day and downtime at the end of the work day.

- Come to an agreement with your partner or family members on child care times. Have a plan for activities and for time when you will engage with your children. Although this will not always work perfectly, it will give you structure.

- When working from home, it is imperative to set aside time for a break, so as to ensure your physical and mental wellbeing.

4.4.2. Collaboration Platform

- In times of remote working during crisis management, it is imperative to go beyond email and ensure continuous communication.

- For this purpose and to further avoid the sense of isolation, you may decide and agree with your team on a common platform to connect and stay in touch with each other (e.g.: Microsoft Teams, Blue Jeans, and Skype for Business).

- Connect with your team at least once a day on video call or on a conference call to ensure you are all supporting a common goal.

4.5. Task, Tend, Trust

- Discuss and agree on tasks and timelines with your direct reports in order to ensure there is no loss of direction.

- This can ensure that you and your team stay on track to achieve organizational goals and objectives at an optimum, considering the prevailing situation.

- Line managers may follow one or more of the below practices to tend to and follow up on the agreed work deliverables:

✓ Morning calls to plan out the day's tasks and activities
✓ Evening calls to check on progress
✓ Setting of daily deliverables (Daily Checklists)
✓ Setting of weekly deliverables
✓ Work-time sheets

- As line managers, it is important to place trust in the employees' ability and commitment to complete the agreed deliverables.

- Line managers can have discussions with the respective teams to be clear on the expectations, as well as the consequences of violating the same.

4.6. Optimize on Virtual Meetings

- Conduct virtual meetings using various platforms to discuss and attend to various work requirements - such virtual meetings can be only audio based or may include video conferencing as well.

- Below are some key practices to increase the effectiveness of such virtual meetings:

✓ Set a clear agenda for the meeting – you may ask each participant to prepare ahead for their relevant area of discussion and allocate specific time limits for same.

✓ Ensure you are close to your wireless router if you are using home WIFI and/or have your necessary equipment in order well ahead of the meeting.

✓ On a conference call, it is ideal to have video on as it engages people better, but due to data fluctuations and bandwidth limitations if everyone cannot be on video, it is advised that the person leading the meeting have her/his video switched on

✓ It may help to remind participants to mute their microphones at the beginning of the meeting. However, ensure that they are involved and are contributing to the meeting.

✓ You may assign a "scribe" in order to take down notes / minutes and avoid deviating from the topic.

✓ The 'Chat' option on most applications can be used to gather questions and respond to the same at an allocated time and the scribe can manage the questions.



5.0. CLARIFICATION AND ENFORCEMENT

- These are guidelines, created based on global best practices and are not meant to cover all eventualities.

- In the event you are uncertain about acceptable practices, you can consult your respective Line Managers or Human Resources Department to clarify the same and seek required guidance.

- Your performance, as always, will be evaluated as per usual performance management processes and delivering on goals and KPIs.

- Any disciplinary issues relating to employee behaviour will be governed by the policies of MAS and laws of the land.

