



Working Better Colleague Toolkit

Revised January 2024





Our Approach to Working Better

Being able to collaborate and build trusted relationships with your colleagues enables you to do your best work.

We know having the flexibility to balance business demands and your personal needs in a way that works for you is important to your overall well-being.

We're a team that takes pride in being there for our customers when they are counting on us and in doing the same for each other, too.

Our Working Better guidelines inform how we manage our schedules and connect with each other to boost our effectiveness.

This guide provides you with *information*, *tips* and *tools*. Take some time to review this guide and then talk with your leader, as well as your teammates, about how you'll put this into action in ways that make sense for you and your team.

Our Beliefs

Our **mission** of making decisions easier and lives better drives us and gives us purpose.

Our **Values** are the principles and fundamental beliefs that guide how we interact with one another and get things done.

Our **Easier. Better. Faster.** mindset inspires us to move with speed and urgency on behalf of our shareholders and customers.

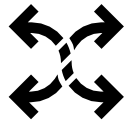
Together, these help to define and shape our unique and outstanding **culture**.

- ✓ Our customers count on us to be there when they need us. Providing exceptional customer service guides *how*, *when* and *where* our work gets done.
- ✓ We know that to live our best lives, we all need the *flexibility* to balance our personal and professional responsibilities in ways that fit each of our *individual* needs.
- ✓ We do some of our best work when we are *together* because collaboration helps us solve problems faster, sparks innovation, and builds valued connections.
- ✓ Our Values *always* guide us in all we do; regardless of where and how we work, we do the right thing, ensure confidentiality and follow our [Code of Business Conduct and Ethics](#).



Our Approach

Our approach outlines three ways of working, with the majority of our colleagues on a hybrid work arrangement.



Hybrid

All hybrid colleagues will work in the office for a minimum of **three days each week**. For the majority of colleagues, this means they will work in the office for their core days (Tuesday and Wednesday) as well as one additional day which will be Thursday for many, unless otherwise instructed by your leader. Additionally, once a quarter, colleagues will be able to work remotely for one week.

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In-Office

Some colleagues have a role where most of the work they do is best suited to being in the office. These colleagues will work in the office full time.



Remote

In selective situations, some of our colleagues work fully remote with occasional time in the office. For the time being, remote colleagues will remain remote. That being said, we believe in the power of in-office collaboration, so arrangements will be reviewed, and individual colleagues will be followed up with as needed.



Managing Time

We all need to manage our calendars effectively to be able to do our best work and deliver on our commitments to each other and our customers.

Here are some simple tips to help us do that.



Tips for Managing Time

Managing our calendars helps us make the most of each day. We all want to be responsive and supportive, and that can lead to jamming our days, delaying taking time off, or adopting other bad habits like skipping lunch, all of which can drain our energy and resilience.

Here are some tips for managing time that can help support our well-being.

All meetings

Give yourself a break between meetings. Try starting meetings 15 minutes after the hour and end on the hour.

In-region meetings

When possible, hold meetings within the same region (within Asia, North America, or Europe) during core hours for your team.

Cross-region meetings

- Colleagues should be cognizant when scheduling meetings with global colleagues, and, when possible, avoid scheduling meetings on sequential days, scheduling both early and late meetings in the same day, or scheduling meetings for a time when colleagues should be spending time with family and friends, such as Friday night in Asia.
- If you are required to take a significant volume of early or late meetings for a business priority (above and beyond a one-off), we encourage you to flex your time accordingly.

Your time

- Step away from your desk and take a break to have lunch.
- Block time in your calendar when you need a wellness break. Stretch your legs and get some fresh air.
- When you need time to focus, block your calendar to get work done.
- Taking time off is critical to rest and recharge. When you are off, it's important to unplug.



Collaborating Better

It's important to be thoughtful about how you are *building relationships* with your teammates and *staying connected* with your leader.

Here's a checklist of things to consider.

Things to consider to collaborate better.

- ✓ **Plan**
Create regular opportunities — formal and informal — to connect with your colleagues. Try to schedule meetings in person when possible and add video conference capabilities to meeting rooms for remote colleagues to join. [Learn how here.](#)
- ✓ **Participate**
Join Town Halls, Ask Me Anything sessions, Employee Resource Group meetings, and other events in person, when possible, to build your network and stay on top of what's happening in the company.
- ✓ **Enjoy**
Don't forget to integrate some fun, whether you're in the office or connecting virtually. Fun doesn't always have to be planned, and laughter promotes good health. Be sure to take time to recognize each other and celebrate big wins or special achievements.
- ✓ **Support**
Be thoughtful and sensitive to each others' needs, reaching out to show your support and offering to help.
- ✓ **Deliver**
Always aim to honour your commitments to your colleagues and if you can't, own it and be proactive in letting them know.
- ✓ **Ask**
If you need help, don't be shy. If you don't understand, seek help to learn, and ask for feedback from your leader and colleagues regularly about what's working well and identify ways to strengthen how you work with others.
- ✓ **Move**
Move around the office and find areas to take meetings away from your desk, such as in the cafeteria or other collaboration spaces.



Tips When Working from Home



Have your camera on during meetings to increase connection with team members.



Set up your workspace in a way that avoids putting strain on your neck, shoulders and back.



To support psychological safety and keeping your work and home life separate, use a [virtual Teams background](#), if desired.



Try to have a setting with good lighting, noise control, and limited distractions. If you can't work in a separate area, make sure to keep conversations confidential.



FAQs

We know you have questions. Here are some additional details to help you understand our approach.



Please don't hesitate to speak with your leader or call AskHR to help you with any questions.

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Does the minimum of three days a week in the office for colleagues on a hybrid work arrangement apply globally?

Three days a week is the global minimum. For some teams, colleagues will come in more frequently or shift to being full-time in office, based on market needs and local working patterns. We designed our Working Better model to be adaptable to reflect the needs of local markets and teams, and your Market General Manager or ELT leader will share further guidance on those expectations.

When will I find out if I am expected to be in the office more than three days a week?

While most colleagues will adhere to a three-day in-office schedule, there are some teams that will be asked to come in four or five days a week based on market needs or local working patterns. Many of these colleagues are already aware of these requirements and some are already working in this model. To make sure expectations are clear, leaders whose teams are expected to come in more frequently will share the required schedule with their teams via email.

My team works in a different office location than I do. How can I best collaborate with them?

Being part of our global operating model may mean that you sit in one location while some or all of your immediate team members sit in another location. There is value in connecting with others outside your team and being in the office will enable you to do that. Continuing to leverage our collaboration tools (including Teams, Viva Engage, and email) will keep you connected to your teammates and others. For team meetings that have partial teams in the same location but others remote, we encourage those co-located to take meetings together in available spaces versus at individual desk locations.

I'm getting over a cold and have taken a few sick days. I feel good enough to work now, but I'm still coughing and don't want to spread my germs. What should I do?

As always, if you are concerned about being contagious, please stay home. If you feel well enough to work, please make arrangements with your manager to work remotely until you are feeling better. We want you to share your humanity, but not your germs!

How do I submit my remote week each quarter for approval?

You are not required to track your remote week in Workday. However, you will need to obtain advanced approval from your direct leader for your remote week per quarter; approval will be based on business and team priorities.

Where can I work from during my in-office and remote days?

When coming into the office, you are expected to work your assigned schedule in your assigned office. During remote working days, you are expected to work your assigned schedule from your home location. On the available flexible remote week, the same expectation applies. These weeks should be scheduled and coordinated with your leader.

Who is eligible to use the additional days of flexibility each quarter?

Colleagues on a hybrid work arrangement will be able to use the additional days of flexibility. Colleagues are not eligible if they are in the office full time.

If I am working from another Manulife office, does that count as an in-office day?

Yes, travel between Manulife offices is supported.

What if I am unable to work in the office on the assigned in-office day(s) for unforeseen circumstances. Am I able to work another day in the office the same week to make up for it?

Manulife continues to value flexibility. If there is an unforeseen and unplanned reason you are unable to be in the office on a given day (e.g., car trouble, a sick child, caregiving responsibilities, a doctor's appointment, etc.) that is understandable and you should talk with your leader to assess the best way to address this.

How do I best accommodate collaborating with those in other time zones?

When scheduling meetings with global colleagues who may work in other time zones, unless there are urgent needs, you are strongly advised to avoid scheduling meetings on sequential days, scheduling both early and late meetings in the same day, or scheduling meetings for a time when colleagues should be spending time with family and friends (e.g., Friday night in Asia). If you are required to take a significant volume of early or late meetings for a business priority above and beyond a one-off, we encourage you to talk with your leader about flexing your time accordingly.

I am a full-time remote colleague.**Does anything change for me?**

This announcement does not change your Working Better work arrangement. That being said, as we believe in the power of in-office collaboration, we are reviewing those on a remote work arrangement and will follow-up with any colleagues where a status change may be made, as needed.

What resources are available to support me during this transition period?

You can check out resources on the [My Wellbeing site](#) which includes information on what's available to you and can help you focus on your overall health and wellbeing. Additionally, you and your immediate family members have access to our Employee Assistance Program, a company-paid resource to help you in managing change.

Please don't hesitate to speak with **your leader** or **call AskHR** to help you with any questions.