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UrProject Employee Handbook (2025 Edition)

Introduction

Welcome to **UrProject**, a forward-thinking platform dedicated to redefining how construction labour is hired, managed, and empowered. We believe that every employee contributes to the legacy we build together. This handbook sets out the policies, procedures and values that guide our day-to-day operations across South Africa, the United Arab Emirates (UAE) and the United Kingdom (UK). Whether you are a new hire or a long-standing team member, this document will help you understand your rights, responsibilities and the support systems available to you.

An employee handbook is more than a collection of rules. It is a living document that explains our culture, clarifies expectations and underscores our commitment to fairness, safety and growth. As we operate in multiple jurisdictions, our policies have been carefully crafted to comply with applicable laws and to reflect best practices in 2025. Throughout this handbook, we reference relevant statutes and regulations to ensure transparency and compliance. In South Africa, for example, the Basic Conditions of Employment Act (BCEA), the Labour Relations Act (LRA) and the Employment Equity Act (EEA) form the backbone of employment law **【626400224590627†L84-L137】**. Similar foundational laws exist in the UAE and the UK, and our policies have been aligned accordingly.

UrProject's mission is not only to deliver world-class construction projects but also to empower the people who make those projects possible. By fostering a workplace that values legacy, discipline and growth, we honour the journey of everyone. We encourage you to read this handbook thoroughly, ask questions where needed and provide feedback on when policies could be improved.

Purpose of this Handbook

1. **Clarity** – To outline the terms and conditions of your employment, ensuring that you know what to expect and what is expected of you.
2. **Compliance** – To align our practices with the most recent laws and regulations in South Africa, the UAE, Pakistan and the UK, with an emphasis on updates effective in 2024–2025.
3. **Culture** – To communicate the values, vision and mission that guide UrProject.
4. **Growth** – To provide resources for professional development and to encourage continuous learning.
5. **Legacy** – To build an organisation where every action contributes to a lasting positive impact.

Company Values, Mission and Vision

Our Mission

Our mission at UrProject is to innovate and elevate the construction industry by delivering high-quality residential and commercial projects while empowering our workforce through



cutting-edge technology and compassionate leadership. We strive to be the benchmark of excellence in project execution, safety, sustainability and workforce management.

Our Vision

We envision a future where construction is synonymous with opportunity, where workers are supported by transparent processes and where communities benefit from projects built with integrity. Through UrProject, we aim to redefine labour management by providing a platform that connects skilled workers to projects efficiently, fairly and safely.

Core Values

1. **Legacy** – We are mindful that every project and every decision forms part of a larger story. Our work impacts communities, clients and families for generations.
2. **Discipline** – We value structure, professionalism and adherence to standards. Discipline in safety, timekeeping and quality ensures we deliver excellence consistently.
3. **Growth** – We are committed to continuous learning. This applies to personal development, technological innovation and the expansion of our platform's capabilities. Mistakes are viewed as opportunities for learning rather than failures.
4. **Family** – We recognise that our employees have roles outside of work and strive to accommodate family responsibilities through flexible policies on leave and working arrangements.
5. **Integrity** – We conduct our operations ethically, respecting laws, cultural norms and individual rights in all jurisdictions where we operate.

Equal Employment Opportunity and Diversity Policy

UrProject is committed to providing an inclusive and respectful workplace. Discrimination based on race, gender, nationality, religion, disability, age, marital status, pregnancy, sexual orientation or any other protected characteristic is strictly prohibited. This policy applies to all stages of employment, including recruitment, hiring, training, promotion, compensation and termination.

Legal Framework

In **South Africa**, the Employment Equity Act and the Constitution require employers to take steps to promote equity and eliminate unfair discrimination. Employers with more than five employees must provide written particulars of employment, including the employee's full name, occupation, place of work, commencement date, hours of work, wage, overtime rates, deductions and leave entitlements **【626400224590627†L84-L137】**. These requirements support transparency and equal treatment.

In the **UAE**, Federal Decree-Law No. (33) of 2021 (as amended by subsequent decrees and cabinet resolutions through 2024) prohibits discrimination on the basis of race, colour, sex, religion, national origin, ethnic origin or disability. The law also mandates equal pay for equal work. Amendments implemented through 2024–2025 introduce stronger penalties for discrimination and broaden protections to include categories such as pregnancy and breastfeeding.



In the **UK**, the Equality Act 2010 is the principal anti-discrimination statute. It protects against unfair treatment related to protected characteristics such as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. Throughout 2024–2025, reforms have emphasised the importance of inclusive recruitment practices and the obligation for employers to make reasonable adjustments for employees with disabilities.

In **Pakistan**, employment relationships are governed primarily by the Constitution of Pakistan, the Shops and Establishments Ordinances (provincial laws), and sector-specific statutes such as the Factories Act 1934 and the Industrial and Commercial Employment (Standing Orders) Ordinance 1968. These laws establish minimum standards for working conditions, hours, wages, and employee rights.

Employers are required to provide employees with written particulars of employment, typically including the employee's name, designation, place of work, commencement date, hours of work, wage or salary, overtime rates, authorised deductions, and leave entitlements.

Under the Constitution of Pakistan (Article 25), there is a general guarantee of equality before the law and protection against discrimination on the basis of sex alone. Sectoral and provincial legislation further prohibits unfair labour practices, requires the provision of safe working conditions, and protects the rights of trade unions.

Policy Statements

1. **Non-Discrimination** – Decisions regarding hiring, promotion, compensation and termination will be based solely on merit, qualifications and organisational needs. Discriminatory practices are grounds for disciplinary action, up to and including termination.
2. **Reasonable Accommodation** – UrProject will make reasonable adjustments to accommodate employees' disabilities, religious practices or family responsibilities, provided such accommodations do not impose undue hardship on the organisation.
3. **Affirmative Measures** – In South Africa, as part of our compliance with employment equity legislation, we implement affirmative measures to promote the equitable representation of historically disadvantaged groups. This includes providing training opportunities and mentoring programmes.
4. **Diversity and Inclusion Programmes** – We encourage diversity through partnerships with training centres, community programmes and recruitment agencies that focus on under-represented groups. Our diversity programmes include mentorship for women in construction, accessibility initiatives for persons with disabilities and cross-cultural awareness workshops.
5. **Reporting and Resolution** – Employees who feel that they have been subjected to discrimination or harassment are encouraged to report their concerns immediately using the grievance procedure described later in this handbook. Reports are confidential to the extent possible and will be investigated promptly.



Recruitment, Hiring and Onboarding

Hiring Principles

Recruitment at UrProject is guided by fairness, transparency and an emphasis on skills and potential. Our recruitment process aims to attract talented individuals from diverse backgrounds. To ensure consistency and compliance:

- **Job Descriptions** – Every position has a comprehensive job description outlining responsibilities, required qualifications, reporting relationships and performance indicators.
- **Advertising** – Vacancies are advertised internally and externally, utilising our platform and reputable job portals. We ensure that adverts use neutral language, avoid discriminatory content and encourage applications from diverse candidates.
- **Selection Criteria** – Candidates are assessed on qualifications, experience and alignment with UrProject's values. Interviews may include technical assessments, behavioural interviews and cultural fit discussions.
- **Background Checks** – Depending on the role and jurisdiction, background checks may include verification of employment history, qualifications, criminal record checks and right-to-work verification. All checks are conducted in line with applicable laws, particularly privacy and data protection regulations.

Probationary Period based on employment location.

1. **South Africa** – Three months, extendable once if legitimate performance concerns exist. During probation, either party may terminate employment with seven-day notice periods in accordance with the BCEA.
2. **UAE** – Three months, extendable once if legitimate performance concerns exist. During probation, either party may terminate employment with seven-day notice periods
3. **UK** – Probationary period three months, extendable once if legitimate performance concerns exist. During probation, either party may terminate employment with seven-day notice periods
4. **Pakistan** – Probationary period three months, extendable once if legitimate performance concerns exist. During probation, either party may terminate employment with seven-day notice periods
5. Onboarding

On acceptance of an offer, new hires receive an onboarding package that includes:

- **Employment Contract** – A written contract consistent with local law detailing duties, compensation, benefits, working hours, leave entitlements, notice periods and confidentiality obligations.
- **Policies and Procedures** – Access to this handbook and any role-specific policies. New employees must acknowledge that they have read and understood these documents.



- **Orientation** – An introduction to UrProject’s history, values, technology platforms, and health and safety procedures.

Employment Classification and Contract Types

Employment Status

We employ workers under various arrangements to support project flexibility and regional compliance. The main categories include:

- **Permanent (Indefinite)** – Ongoing employment without a predetermined end date. Permanent employees are typically full-time and entitled to the full range of benefits.
- **Fixed-Term Contracts** – Employment for a specific duration or project. Under South African law, fixed-term contracts are permissible when the nature of the work is temporary or project-based; misuse can result in the contract being deemed permanent. In the UAE, since 2023 the default employment contract is a limited-term contract not exceeding three years, renewable by agreement. In the UK, fixed-term contracts are allowed but converting an employee into successive fixed terms without justification may give rise to permanent status.
- **Part-Time and Flexible Work** – Employees who work less than full-time hours or have variable schedules. In all jurisdictions, part-time workers must receive equivalent hourly rates and proportionate benefits.
- **Temporary or Casual Workers** – Hired through labour brokers or agencies for short-term assignments. In South Africa, temporary workers placed via labour brokers may be deemed employees of the end user after three months, entitling them to equal pay. In the UK, agency workers receive certain rights after 12 weeks, including equal pay compared to direct hires.
- **Independent Contractors** – Provide services on a contract for services basis and are not classified as employees. Misclassification can lead to penalties, so we evaluate working arrangements carefully, considering the degree of control, integration, financial risk and substitute rights.

Employment Contracts

Contracts must comply with statutory requirements. Key elements include:

- **Identity of the Parties** – Full legal names and contact details of the employer and employee.
- **Job Title and Duties** – A clear description of responsibilities and reporting lines.
- **Commencement Date and Duration** – Start date and, for fixed-term contracts, the end date or project completion criteria.
- **Compensation** – Salary or wage, payment frequency, overtime rates and any bonuses or allowances.
- **Working Hours** – Standard and maximum hours, rest breaks and overtime expectations.



- **Leave Entitlements** – Annual leave, sick leave, family leave and any special leave (such as compassionate or study leave).
- **Notice Periods** – Requirements for resignation or termination. During the probationary period in Pakistan (usually up to three months, extendable to six months depending on role and contract), employment may be terminated with shorter notice, often seven days or as specified in the contracting South Africa, notice must be at least one week for employees with less than six months' service, two weeks if employed for more than six months but less than a year, and four weeks thereafter. In the UAE, notice periods range from 14 days during probation to 30–90 days for established employees. In the UK, statutory notice after one month is one week for the first two years of service, increasing by one week per year up to a maximum of twelve weeks.
- **Confidentiality and Intellectual Property** – Obligations to protect company information and assign rights to inventions or works created during employment.
- **Governing Law and Dispute Resolution** – The law applicable to the contract and the mechanism for resolving disputes, such as labour courts or arbitration.

Working Hours, Timekeeping and Overtime

Standard Working Hours

Our standard working week is forty five hours. Project teams may schedule work from Monday to Friday or follow shift systems depending on project requirements. The following regional parameters apply:

- **South Africa** – The BCEA sets a maximum of 45 ordinary hours per week (excluding overtime) and nine hours per day if working five days or fewer, or eight hours per day if working more than five days. Employees must receive a daily rest period of at least 12 consecutive hours and a weekly rest period of 36 consecutive hours.
- **UAE** – Under the UAE Labour Law, normal working hours are eight hours per day and 48 hours per week. During Ramadan, working hours are reduced by two hours per day. Certain industries may have alternative schedules approved by the Ministry of Human Resources and Emiratization (MOHRE).
- **UK** – The Working Time Regulations 1998 (as amended) limit average weekly working hours to 48, calculated over a 17-week reference period, unless the employee has opted out. Workers are entitled to a minimum rest period of 11 consecutive hours per day and one uninterrupted 24-hour rest period each week.
- **In Pakistan**, the **Shops and Establishments Ordinances** and the **Factories Act 1934** regulate working hours and conditions. Our standard working week is **forty-five (45) hours**, which may be arranged as nine hours per day across five working days.



Timekeeping

Accurate recording of working hours is essential for payroll, safety and legal compliance. We utilise digital timekeeping tools integrated into our platform. Employees must:

1. **Clock In and Out** – Record start, end and break times accurately each day.
2. **Report Overtime** – Obtain approval from their supervisor before working overtime. Unauthorised overtime is discouraged and may not be compensated.
3. **Remote Work Logging** – When working remotely, employees must log hours through the designated system and remain reachable during core working hours.
4. **Corrections** – Immediately report any discrepancies to the payroll or HR department.

Overtime and Additional Hours

- **South Africa** – Overtime is voluntary and may not exceed three hours per day or ten hours per week. Compensation is at least 1.5 times the ordinary wage. Alternatively, an agreement may provide for paid time off in lieu of overtime pay. Sunday or public holiday work is paid at double the normal rate, unless the employee works on those days.
- **UAE** – Overtime may not exceed two hours per day except in exceptional circumstances. Overtime pay is calculated at 125% of the basic hourly rate or 150% for night work (between 10 p.m. and 4 a.m.). Work on public holidays is compensated at 150% or replaced with a compensatory day off.
- **UK** – There is no statutory overtime rate, but compensation must not result in pay falling below the national minimum wage. All overtime arrangements must comply with working time limits. Employees should not be pressured into opting out of the 48-hour limit; any opt-out agreement must be voluntary and in writing.
- **Pakistan** – Overtime is regulated under the Factories Act 1934 and provincial Shops and Establishments Ordinances. Employees may not ordinarily work more than two hours beyond their normal daily schedule, and total hours (including overtime) must not exceed sixty in a week. Overtime is compensated at twice the ordinary rate of wages. Work performed on weekly rest days or public holidays is paid at double the normal rate or substituted with a compensatory day off. Employers must maintain accurate records of overtime worked.

Compensation and Payroll

Salary and Wage Structure

UrProject is committed to fair and competitive remuneration. Salaries are determined based on job responsibilities, market benchmarks and individual performance. We conduct periodic salary reviews to ensure internal equity and alignment with changes in the cost of living and labour market trends.

- **Pay Frequency** – Employees are paid monthly unless their employment contract specifies otherwise. Salaries are deposited into a bank account of the employee's choice. In the



UAE, wage payments for UAE-based employees must comply with the Wage Protection System (WPS).

- **Payslips** – Detailed payslips are provided each pay period, itemising gross pay, deductions and net pay.
- **Deductions** – Statutory deductions such as tax, social security, unemployment insurance or pension contributions are made according to the laws of the jurisdiction. Any additional deductions (e.g., medical aid contributions or employee loan repayments) require written authorisation.

Bonuses and Incentives

1. **Performance Bonuses** – Based on individual and project performance. Bonus criteria are communicated at the start of each performance cycle.
2. **Project Completion Bonuses** – Awarded for meeting or exceeding project milestones, delivering high-quality work and adhering to safety standards.
3. **Profit-Sharing** – Certain permanent employees may participate in a profit-sharing scheme. Details are provided in eligible employees' contracts.

Allowances

- **Housing Allowance** – In some jurisdictions, employees working on remote projects may receive a housing allowance. Eligibility is determined by job grade, location and contract terms.
- **Transportation Allowance** – Provided to employees working at construction sites without company transport. The allowance covers commuting expenses and is set according to regional cost structures.
- **Meal Allowance** – In certain projects, meal vouchers or allowances are provided, particularly where on-site facilities are unavailable.

Benefits and Wellness

Medical and Health Coverage

UrProject offers medical coverage tailored to local requirements:

- **South Africa** – We do not contribute to medical scheme.
- **Pakistan** – We do not contribute to medical scheme.
- **UAE** – Employers are required to provide health insurance for employees and their dependants. Our insurance plans comply with the mandatory minimums established by each emirate. Coverage includes outpatient and inpatient care, emergency services and maternity benefits.
- **UK** – While the National Health Service provides free healthcare, we offer optional private medical insurance and access to employee assistance programmes (EAPs) that provide counselling, legal guidance and financial advice.



Pension and Retirement Plans

- **South Africa** – No Current pension schemes, however this will be reviewed on completion of probation on a personal basis.
- **Pakistan** – No Current pension schemes, however this will be reviewed on completion of probation on a personal basis.
- **UAE** – Expatriate employees are entitled to an end-of-service gratuity calculated based on length of service and final basic salary. National employees may participate in pensions managed by the General Pension and Social Security Authority (GPSSA).
- **UK** – Eligible employees are auto-enrolled in a workplace pension scheme as required by the Pensions Act 2008. Employees may choose to increase their contributions or opt out (subject to re-enrolment every three years).

Wellness and Employee Assistance

1. **Mental Health Support** – We encourage a culture where discussing mental health is free of stigma.
2. **Fitness Programmes** – Subsidised gym memberships, online workout classes and wellness challenges. Employees can set personal health goals and track progress through our wellness portal (UK only).
3. **Work-Life Balance** – Flexible scheduling, remote work options, and policies supporting parental and family leave help employees balance professional and personal responsibilities.

Leave and Time-Off Policies

Annual Leave

Annual leave allows employees to rest, travel and spend time with family. Accuracy and usage rules vary by jurisdiction:

- Full-time employees receive a statutory minimum 22 Days' paid leave excluding of public holidays. Part-time employees accrue leave proportionally. Accrued but unused leave must be paid out upon termination.

Leave requests should be submitted through HR at least **four weeks** in advance. Supervisors will consider project schedules and staffing requirements before approval. Supervisors should not unreasonably refuse leave requests, and employees should plan leave to minimise disruptions to project timelines.

Sick Leave

- **South Africa** – Employees are entitled to paid sick leave equal to the number of days they would normally work in a six-week period during each 36-month cycle. During the first six months of employment, employees may take one day of paid sick leave for every 26 days worked. A medical certificate is required for absences of more than two consecutive days or more than two occasions in eight weeks.



- **UAE** – After completing three months’ probation, employees receive up to 90 days of sick leave per year: 15 days at full pay, 30 days at half pay and 45 days unpaid. A medical report is required. Sick leave cannot be used consecutively with annual leave without prior approval.
- **UK** – Statutory Sick Pay (SSP) is available for up to 28 weeks. SSP eligibility begins after the fourth day of absence and is payable if average earnings meet the lower earnings limit. Employers may offer occupational sick pay schemes more generously than SSP. Doctors’ certificates (fit notes) are generally required after seven consecutive days.
- **Pakistan** – Employees are entitled to **10 days of casual leave** and **16 days of sick leave** with pay each year, subject to producing a medical certificate for absences exceeding three days. Casual leave is intended for urgent or unforeseen matters and cannot be carried forward. Sick leave may also require certification depending on the duration and employer policy. In addition, employees are entitled to **14 consecutive days of annual leave** after 12 months of service

Family Leave

Maternity and Paternity Leave

- **South Africa** – Mothers are entitled to at least four months’ maternity leave, which may commence at any time from four weeks before the expected date of birth. The leave is unpaid, but employees may claim benefits from the Unemployment Insurance Fund. Fathers are entitled to 10 days’ parental leave, paid through the UIF.
- **UAE** – Female employees receive 60 days’ maternity leave (45 days full pay, 15 days half pay) and may extend for an additional 45 days unpaid if health issues arise. Fathers receive five working days of paternity leave to be taken within six months of the child’s birth. In 2024–2025, proposals to extend paternity leave to 10 days are under consideration.
- **UK** – Statutory maternity leave lasts up to 52 weeks (with 39 weeks of statutory pay if eligible). Paternity leave allows fathers or partners two weeks of leave. Shared parental leave enables parents to share up to 50 weeks of leave and 37 weeks of pay. The 2023–2024 employment reforms introduced **carer’s leave** (up to one-week unpaid leave per year for dependants) and **neonatal care leave** (up to 12 weeks for parents of babies requiring neonatal care). From 2024, paternity leave may be taken as two separate one-week blocks at any point during the first year.
- **Pakistan** – Female employees are entitled to **12 weeks of paid maternity leave**, with six weeks before and six weeks after childbirth, under the Maternity Benefit Ordinance 1958. Employers are prohibited from dismissing a woman during maternity leave. In some provinces, entitlement may extend to **16 weeks** with full pay. Currently, there is **no statutory paternity leave** at the federal level, though some organisations offer 3–7 days voluntarily. Public sector reforms and certain provincial policies are gradually expanding recognition of paternity leave.

Adoption, Surrogacy and Parental Leave

We support families formed through adoption or surrogacy. Leave entitlements mirror those for biological parents where legally applicable. Employees must provide adoption or birth documentation and notify the company as soon as practical.



Compassionate and Bereavement Leave

Employees may take up to five working days of compassionate leave in the event of the death or serious illness of an immediate family member. Additional unpaid leave may be granted case-by-case. In the UAE, compassionate leave provisions also cover mourning periods mandated by cultural practices.

Performance Management and Career Development

Performance Reviews

UrProject values continuous feedback and structured evaluation. Performance reviews occur at least annually and may include mid-year check-ins. The process involves:

1. **Self-Assessment** – Employees reflect on accomplishments, challenges, and goals achieved.
2. **Manager Assessment** – The line manager evaluates performance against agreed-upon objectives and core competencies.
3. **360-Degree Feedback** – For certain roles, feedback is solicited from peers, subordinates and clients to provide a holistic view of performance.
4. **Development Plan** – An action plan is created to build on strengths and address areas for improvement. It may include training, mentoring or new project assignments.

Promotions and Transfers

Internal mobility is encouraged. When positions become available, employees who meet the criteria are given priority. Promotion decisions are based on merit, demonstrated ability, leadership potential and alignment with company values. In South Africa, we also consider employment equity targets to advance designated groups.

Training and Professional Development

- **Technical Training** – Access to industry-leading courses on project management, software tools, safety practices and emerging construction technologies.
- **Leadership Development** – Programmes designed to cultivate supervisory and management skills, including coaching, conflict resolution and strategic planning.
- **Continuing Education** – Financial assistance or study leave may be available for employees pursuing certifications or degrees relevant to their roles.
- **Mentoring and Knowledge Sharing** – Mentors provide guidance to less experienced colleagues, reinforcing a culture of learning and legacy.

Code of Conduct and Ethics

Professional Standards

All employees must conduct themselves professionally, uphold the company's reputation and comply with relevant laws. The following principles apply:



1. **Integrity** – Be truthful, transparent and consistent in your actions. Do not misrepresent qualifications, time worked or project progress.
2. **Respect** – Treat colleagues, clients and community members with dignity. Harassment, bullying and intimidation are prohibited.
3. **Confidentiality** – Protect sensitive information. Do not disclose proprietary data, client information or personal data without authorisation.
4. **Anti-Bribery and Corruption** – Comply with anti-bribery and anti-corruption laws (e.g., the UK Bribery Act 2010, South Africa’s Prevention and Combating of Corrupt Activities Act and the UAE’s Penal Code). Never offer, request or accept bribes, kickbacks or facilitation payments.
5. **Conflict of Interest** – Avoid situations where personal interests’ conflict with business interests. Disclose potential conflicts immediately to your manager or the compliance officer.
6. **Gifts and Hospitality** – Modest gifts or hospitality may not be acceptable unless authorized by management, extravagant or frequent gifts are prohibited. When in doubt, seek approval from the compliance officer.

Anti-Harassment and Bullying Policy

UrProject has zero tolerance for harassment or bullying. Harassment includes unwelcome conduct related to any protected characteristic that demeans, intimidates or humiliates an individual. Bullying involves repeated unreasonable behaviour that creates a risk to health and safety. This policy applies to conduct in person, online or via any communication channel.

Incidents should be reported immediately to management or through the grievance procedure. Investigations will be handled promptly, impartially and confidentially. Disciplinary action will be taken against perpetrators, up to and including dismissal.

Substance Abuse

Working under the influence of alcohol or drugs is strictly forbidden, as it endangers safety and compromises performance. Random drug and alcohol testing may be conducted where permitted by law. Employees with substance abuse issues are encouraged to seek assistance through the EAP.

Dress Code and Personal Protective Equipment (PPE)

Employees should dress appropriately for their roles. Office-based employees should maintain business casual attire. Site-based employees must wear appropriate PPE, including helmets, safety boots, high-visibility vests and protective eyewear. Failure to wear required PPE may result in disciplinary action.



Information Security and Data Protection

Data Privacy

We collect, store and process personal data about employees, clients and subcontractors. Compliance with data protection laws is mandatory:

- **South Africa** – The Protection of Personal Information Act (POPIA) mandates that personal data be processed lawfully, reasonably and transparently. Employees' personal information is collected for legitimate HR purposes and protected from unauthorised access.
- **UAE** – Federal Decree-Law No. (45) of 2021 on Personal Data Protection sets out requirements for obtaining consent, data minimisation and cross-border transfers. Data may only be transferred outside the UAE where adequate protection measures are in place.
- **UK** – The UK General Data Protection Regulation (UK GDPR) and the Data Protection Act 2018 apply. Data subjects have rights to access, rectification, erasure, restriction and portability of personal data.
- **Pakistan** – Data protection is guided by the **Prevention of Electronic Crimes Act 2016** and sectoral regulations, with a draft **Personal Data Protection Bill** expected to be enacted in the coming years. Employers must collect and process employee data fairly, for legitimate HR purposes only, and protect it against unauthorised access or misuse. Sensitive personal information, such as health records or identification documents, should not be shared without consent except as required by law. Cross-border data transfers must ensure adequate safeguards to protect employee privacy.

We implement encryption, access controls and secure networks to protect data. Employees must:

1. **Use Strong Passwords** – Create complex passwords and update them regularly.
2. **Report Breaches** – Immediately report suspected data breaches to the IT department.
3. **Limit Access** – Access only the data necessary for your role. Sharing confidential information without authorisation is prohibited.
4. **Comply with Policies** – Follow the company's information security policies, including those relating to email usage, remote access and use of personal devices.

Use of Company Technology

Company devices, software and networks are to be used for legitimate business purposes. Personal use should be limited and must not interfere with productivity or violate any law or policy. Prohibited activities include accessing inappropriate websites, downloading unauthorised software, circumventing security protocols or engaging in fraudulent activities.



Social Media and Communications

We recognise the value of social media for professional networking and marketing. When engaging online:

1. **Personal Accounts** – Clearly state that opinions are your own. Do not imply that your views represent the company unless authorised.
2. **Confidentiality** – Do not disclose confidential information about the company, clients or colleagues.
3. **Respectfulness** – Avoid posting offensive or discriminatory content. Remember that online behavior reflects our reputation.
4. **Crisis Communications** – Only designated spokespersons may comment publicly on company matters, incidents or legal proceedings.

Health, Safety and Environment

UrProject prioritises the health and safety of its employees and the protection of the environment. Our health and safety programme complies with national laws and international standards such as ISO 45001.

Legal Context

- **South Africa** – The Occupational Health and Safety Act (OHSA) and Mine Health and Safety Act (MHSA) require employers to provide a workplace free of hazards, conduct risk assessments and train employees on safety measures.
- **UAE** – Ministerial Resolution No. (32) of 1982 (as amended) and subsequent MOHRE resolutions set out occupational safety obligations. Employers must ensure safe working conditions, provide PPE and conduct regular inspections.
- **UK** – The Health and Safety at Work etc. Act 1974 and supporting regulations require employers to protect workers and the public from risks arising from work activities. The Construction (Design and Management) Regulations 2015 impose additional duties on contractors and project supervisors.
- **Pakistan** – The **Factories Act 1934** and provincial **Shops and Establishments Ordinances** impose duties on employers to provide a safe and healthy workplace. Employers must ensure adequate ventilation, lighting, sanitation and drinking water, and must take steps to prevent occupational hazards. Where applicable, safety equipment and protective measures must be provided. Employees are entitled to a weekly rest day and limits on working hours to reduce health risks. Labour inspectors at the provincial level are empowered to enforce compliance and may conduct inspections.

Safety Culture and Responsibilities

- **Management** – Provide resources, training and supervision to ensure safe operations. Conduct regular safety audits and encourage reporting of hazards.
- **Supervisors** – Enforce safety procedures, lead toolbox talks and ensure that PPE is worn. Report accidents and near-misses promptly.



- **Employees** – Follow safety protocols, participate in training and report hazards. You have the right to refuse unsafe work and to be informed about risks.
- **Environmental Stewardship** – We strive to minimise environmental impact by reducing waste, recycling materials, conserving energy and complying with environmental regulations. Site environmental management plans are implemented to address noise, dust, water usage and biodiversity.

Accident Reporting and Emergency Procedures

1. **Incident Reporting** – All accidents, injuries or near misses must be reported to your supervisor immediately. Incident reports help prevent recurrence.
2. **First Aid and Medical Treatment** – First aid kits are available at all sites and trained first aiders are designated. In serious cases, emergency medical services should be contacted immediately.
3. **Fire Safety** – Fire alarms, extinguishers and evacuation routes are clearly marked. Fire drills are conducted regularly. Employees must familiarise themselves with assembly points.
4. **Emergency Contacts** – A list of emergency contact numbers is posted at each site. Employees should know how to contact local emergency services and internal safety officers.

Disciplinary Procedures and Grievance Mechanism

Disciplinary Procedures

We use disciplinary measures to correct behaviour, not to punish. The process is progressive and aims to ensure fairness and consistency.

1. **Informal Counseling** – Minor issues (e.g., occasional tardiness) may be addressed through informal discussions. The employee and supervisor agree on steps to improve.
2. **Written Warning** – For repeated or more serious violations. The warning outlines the issue, expected improvement and time frame.
3. **Final Warning** – If improvement is not achieved or if the violation is serious. At this stage, the consequences of continued non-compliance are clearly stated.
4. **Disciplinary Hearing** – In cases of gross misconduct (e.g., theft, violence, serious safety breaches), a formal hearing is convened. The employee has the right to representation (in South Africa, by a fellow employee or union representative). Based on the evidence, possible outcomes include demotion, suspension without pay or dismissal.
5. **Appeal** – Employees may appeal disciplinary decisions within five working days. Appeals are heard by an impartial manager or panel not involved in the original decision.

Grievance Procedure

We encourage open communication. If you have concerns regarding your working conditions, treatment by colleagues or managers, or compliance with this handbook, follow these steps:



1. **Informal Resolution** – Discuss the issue with your direct supervisor as soon as possible. Many concerns can be resolved quickly through dialogue.
2. **Formal Grievance** – If informal resolution fails or is inappropriate, submit a written grievance to HR. Include details of the incident, dates, parties involved and the desired outcome.
3. **Investigation** – HR will conduct an impartial investigation, which may include interviews and document review. The investigation will remain confidential to the extent practicable.
4. **Outcome** – HR will communicate the findings and any remedial actions in writing. If you are unsatisfied with the decision, you may appeal to senior management within seven days.
5. **Protection Against Retaliation** – Retaliation against employees who raise concerns in good faith is prohibited. Instances of retaliation should be reported immediately.

Termination, Resignation and Redundancy

Voluntary Resignation

Employees wishing to resign should submit written notice as specified in their employment contract. We encourage departing employees to participate in an exit interview to provide feedback. All company property must be returned before departure, and outstanding obligations (e.g., loans or advances) will be reconciled.

Involuntary Termination

Reasons for termination may include poor performance, redundancy, incapacity or misconduct. Before termination:

- **Performance Issues** – Employees receive counselling, clear performance goals and reasonable time to improve. If performance does not improve, termination may follow progressive disciplinary steps.
- **Misconduct** – Conduct a fair investigation. In South Africa, dismissal must be both substantively and procedurally fair under the LRA. In the UAE, MOHRE must be notified of terminations. In the UK, dismissals must comply with the Employment Rights Act 1996 and the ACAS Code of Practice.
- **Redundancy** – Where roles become obsolete due to economic, technological or organisational reasons, affected employees will be consulted. Efforts will be made to find alternative positions. Severance pay or gratuity is provided according to jurisdictional requirements.

Notice Periods and Severance

Notice periods are outlined in employment contracts and must meet or exceed statutory minimums. In the UK, redundancy pay is calculated based on age, length of service and weekly pay. In South Africa, severance pay is typically one week's remuneration for each completed year of service. In the UAE, end-of-service gratuity is calculated based on basic salary and length of service.



Post-Termination Obligations

Employees remain bound by confidentiality, non-competition (where applicable) and non-solicitation clauses. Company property must be returned and all company accounts and access rights deactivated.

Regional Compliance Notes

South Africa

South African employment law is anchored in constitutional values of dignity and equality. The BCEA sets minimum employment standards, while the LRA governs collective bargaining and unfair dismissal. Employers must provide written particulars of employment and may not require employees to work more than 45 ordinary hours per week (626400224590627†L84-L137). Overtime and Sunday work attract premium pay. The new Code of Good Practice: Dismissal (2025) emphasises fair procedure when terminating employment and provides guidelines on factors such as length of service, severity of misconduct and mitigating circumstances. Employers designated under the EEA must submit employment equity plans and annual reports. Additionally, amendments to the National Minimum Wage Act in 2025 increase the minimum wage and empower inspectors to issue compliance orders.

United Arab Emirates

The UAE's labour landscape has evolved rapidly. Federal Decree-Law No. (33) of 2021, updated through Cabinet Resolutions and ministerial decisions, consolidated labour laws for onshore companies (free zone entities may have additional regulations). Key features include limited-term contracts (maximum three years), a prohibition on discrimination, pay parity, a maximum working week of 48 hours and entitlements to annual, sick and maternity leave. Amendments effective in 2024–2025 introduce streamlined end-of-service benefits, mandatory electronic contracts, flexible working models (full-time, part-time, temporary and flexi-work), and enhanced paternity leave. Employers must register employees with the WPS and maintain digitised records. Non-compliance may result in fines, suspension of work permits and reputational damage.

United Kingdom

The UK has an extensive body of employment law derived from statutes and common law. Core rights include the national minimum wage, limits on working hours, paid holidays, protection against unfair dismissal, and equal pay. Recent reforms introduced the Employment Relations (Flexible Working) Act 2023, giving employees the right to request flexible working from the first day of employment. The Carer's Leave Act 2023 provides up to one week of unpaid leave for dependants. The Strikes (Minimum Service Levels) Act 2023 impacts trade unions in certain sectors. Looking ahead to 2025, proposals aim to simplify holiday pay calculations and strengthen whistleblower protections. Employers must maintain accurate wage and hours records and provide written employment particulars on or before the first day of work.



Pakistan

Employment law in Pakistan is shaped by a combination of federal statutes and provincial labour legislation. Core instruments include the **Factories Act 1934**, the **Shops and Establishments Ordinances**, and the **Industrial and Commercial Employment (Standing Orders) Ordinance 1968**. Employers must provide written particulars of employment covering job title, wages, hours, and leave entitlements. The standard working week is capped at **48 hours**, with overtime paid at twice the ordinary rate. Employees are entitled to **14 days of annual leave**, **10 days of casual leave**, and **16 days of sick leave** each year. Dismissals must comply with statutory notice requirements, typically one month, unless termination is for misconduct following due inquiry. Social protection is supported by the **Employees' Old-Age Benefits Institution (EOBI)** and provincial social security schemes. Ongoing reforms aim to strengthen enforcement, introduce clearer data protection obligations, and standardise maternity and paternity leave across provinces.

Remote Work and Flexible Arrangements

UrProject embraces flexible working as a means to attract and retain talent, reduce carbon emissions and support employees' wellbeing. When the role permits, employees may work remotely or adopt hybrid schedules.

Eligibility

Not all roles are suitable for remote work. Eligibility depends on the nature of the work, client requirements and security considerations. Employees should discuss options with their managers.

Remote Work Guidelines

1. **Working Hours** – Employees must be available during core hours and meet deadlines. Timekeeping procedures still apply.
2. **Equipment** – Employees must ensure a secure internet connection and maintain equipment in good condition.
3. **Health and Safety** – Remote workspaces must be free from hazards. Employees should conduct self-assessments to ensure ergonomic setups and report any incidents or injuries occurring while working from home.
4. **Communication** – Regular check-ins via video conferencing, chat tools and email maintain collaboration. Employees should inform their team of their availability.
5. **Data Security** – All security protocols apply. Sensitive documents must be stored on company servers, not personal devices.



Flexible Scheduling

Employees may request flexible working arrangements (e.g., compressed work weeks, staggered hours) subject to operational needs. In the UK, employees have a statutory right to request flexible working from day one. In South Africa and the UAE, flexible arrangements are at the employer's discretion but encouraged to support family and health needs.

Travel and Expenses

Employees may be required to travel for project purposes. Travel policies ensure consistency and reimbursement for reasonable expenses.

Booking and Approval

- Travel must be approved by the relevant manager before bookings are made. Our travel coordinator or digital platform will book flights, accommodation and rental vehicles according to safety, cost and convenience criteria.
- Air travel is economy class unless the trip exceeds eight hours, in which case premium economy may be approved. Business class requires executive approval.
- Accommodation standards vary by location, but mid-range hotels that provide safety, comfort and proximity to project sites are preferred.

Expense Reimbursements

- **Allowable Expenses** – Airfare, accommodation, public transportation, mileage for personal vehicle use (at approved rates), visa fees, vaccinations, meals and incidental expenses.
- **Non-Allowable Expenses** – Alcoholic beverages, personal entertainment, minibar items, fines (e.g., traffic violations), and expenses for family members not approved by the company.
- **Documentation** – Expense claims must be submitted within 30 days of travel, with original receipts attached. Digital scans uploaded via the expense portal are acceptable. Claims without proper documentation may be denied.
- **Per Diems** – In certain jurisdictions, a daily allowance may be provided in lieu of individual meal receipts. Per diem rates are reviewed annually.

Employee Rights and Responsibilities

Employee Rights

1. **Fair Treatment** – To be treated with respect, without discrimination or harassment.
2. **Safe Working Conditions** – To work in an environment that meets health and safety standards.
3. **Privacy** – To have personal information processed lawfully and stored securely.
4. **Freedom of Association** – To join or form trade unions and participate in collective bargaining (subject to local laws).



5. **Access to Information** – To receive written particulars of employment and to be informed of changes to terms and conditions.
6. **Grievance Mechanisms** – To raise complaints without fear of retaliation.

Employee Responsibilities

1. **Adherence to Policies** – Read and comply with this handbook, employment contract and any project-specific procedures.
2. **Integrity** – Perform duties honestly, diligently and with due care.
3. **Professional Conduct** – Communicate respectfully, cooperate with colleagues and avoid conflicts of interest.
4. **Health and Safety** – Follow safety instructions, use PPE, report hazards and participate in required training.
5. **Confidentiality** – Protect company, client and colleague information, both during and after employment.
6. **Continuous Improvement** – Seek opportunities to learn and contribute to the organisation's growth.

Implementation and Acceptance

This handbook takes effect on **1 October 2025** and supersedes all previous versions. Policies may be revised to reflect changes in law, organisational strategy or industry practice. Significant updates will be communicated to employees, and the latest version will always be accessible on the company intranet.

Employees are required to sign an acknowledgement confirming that they have received, read and understood this handbook. This acknowledgement will be stored in the employee's personnel file.

Appendices

Appendix A – Contacts

Department	Contact Person	Email
Human Resources	HR Manager	hr@urproject.com
Payroll	Payroll Specialist	payroll@urproject.com
Compliance	Compliance Officer	compliance@urproject.com
Safety	Safety Coordinator	safety@urproject.com

Appendix B – Acknowledgement Form

Employee Acknowledgement of UrProject Employee Handbook

I, _____ (print name), acknowledge that I have received and read the UrProject Employee Handbook dated **22nd September 2025**. I understand that it contains important information about the company's policies, procedures, my obligations as an employee and my rights under applicable law. I agree to comply with the policies outlined in the handbook



and understand that violating them may result in disciplinary action up to and including termination. I also understand that the company may modify or amend these policies at any time, subject to applicable laws, and that such changes will be communicated to me.

Signed: _____ Date: _____

Appendix C – Employment Particulars Checklist (South Africa)

Below is a checklist of particulars that employers in South Africa must provide in writing to employees, as required by section 29(1) of the BCEA (626400224590627†L84-L137) . Employers should adapt the list for other jurisdictions where similar requirements apply.

1. Full name and address of the employer.
2. Name and occupation of the employee, or a brief description of the work.
3. Place of work and indication if work is performed at various places.
4. Date of employment commencement.
5. Ordinary hours and days of work.
6. Wage or rate and method of calculating wages.
7. Rate of pay for overtime work.
8. Any other cash payments that the employee is entitled to.
9. Any payment in kind and its value.
10. Frequency of remuneration payment.

Appendix D – Glossary of Terms

- **BCEA** – Basic Conditions of Employment Act (South Africa). Establishes minimum employment standards.
- **LRA** – Labour Relations Act (South Africa). Governs collective bargaining and unfair dismissals.
- **EEA** – Employment Equity Act (South Africa). Aims to eliminate unfair discrimination and implement affirmative action.
- **MOHRE** – Ministry of Human Resources and Emiratization (UAE). Oversees labour relations and issues work permits.
- **WPS** – Wage Protection System (UAE). Electronic salary transfer system ensuring timely payment of wages.
- **UK GDPR** – UK General Data Protection Regulation. Governs personal data processing in the UK.
- **EAP** – Employee Assistance Programme. Provides counselling and support services.
- **PPE** – Personal Protective Equipment. Safety gear used to minimise exposure to hazards.

Appendix E – Resources and Further Reading

Employees who wish to explore the legal framework referenced in this handbook may consult the following resources:

1. **South Africa** – Official government websites such as the Department of Employment and Labour (www.labour.gov.za), the South African Government Gazette and labour law textbooks. For specific information on employment particulars, refer to section 29(1) of the BCEA (626400224590627†L84-L137) .
2. **UAE** – Laws and regulations published by MOHRE (www.mohre.gov.ae), including Federal Decree-Law No. (33) of 2021 and its amendments. Official portal u.ae provides guidance on leave entitlements and employee rights.
3. **UK** – The UK Government’s employment rights guidance (www.gov.uk/browse/employing-people) outlines statutory entitlements. ACAS (www.acas.org.uk) offers codes of practice and advice on employment relations.
4. **Pakistan** – Employment matters are primarily governed by the Factories Act 1934, the Industrial and Commercial Employment (Standing Orders) Ordinance 1968, and provincial Shops and Establishments Ordinances. These laws regulate working hours, leave entitlements, minimum wage, health and safety standards, and termination procedures. Employers are required to provide written particulars of employment, maintain proper wage records, and ensure compliance with statutory benefits such as Employees’ Old-Age Benefits (EOBI) and social security contributions where applicable. Guidance is available from the Ministry of Overseas Pakistanis and Human Resource Development and provincial labour departments

We hope this handbook provides clear guidance and sets the foundation for a productive, respectful and rewarding working relationship. Thank you for being part of UrProject.

In-Depth Country-Specific Regulations and Best Practices

While the earlier sections summarised key aspects of employment law, this part of the handbook offers a deeper dive into the regulatory frameworks of South Africa, the UAE and the UK.

Understanding the nuances of each jurisdiction enables managers and employees to navigate differences with confidence.

South Africa – Comprehensive Overview

South African employment law is characterised by a strong rights-based approach rooted in the Constitution. In addition to the BCEA, LRA and EEA, several other statutes and codes shape the employment landscape:

- **Unemployment Insurance Act and Unemployment Insurance Contributions Act** – Provide short-term relief to workers who become unemployed, take maternity leave or adopt. Employers must deduct contributions and register with the Unemployment Insurance Fund.

- **Skills Development Act and Levies Act** – Encourage training and development through sector education and training authorities (SETAs). Employers pay a skills development levy and may claim grants for approved training programmes.
- **Occupational Health and Safety Act** – Imposes duties on employers to identify hazards, provide safe working conditions and ensure that machinery is operated safely. Penalties for non-compliance include fines and imprisonment.
- **Employment Equity Amendments (2025)** – From September 2025, designated employers must develop a five-year Employment Equity Plan, set numerical goals by sector and submit annual reports. Employers failing to comply may face fines or disqualification from public contracts.
- **National Minimum Wage Act** – Reviewed annually, the minimum wage applies to all workers except those excluded by sectoral determinations. In 2025, the minimum wage increased, reflecting inflation and cost-of-living pressures.

Best Practices:

1. **Record Keeping** – Maintain detailed records of hours worked, leave, wages, overtime and disciplinary actions. The BCEA requires employers to keep certain records for at least three years.
2. **Consultation** – Engage employee forums or unions when implementing changes. The LRA encourages employers to consult employees on restructuring, retrenchment and workplace changes.
3. **Employment Equity Committee** – Establish a committee comprising employer and employee representatives to monitor progress on equity plans and report to management.
4. **Labour Court Awareness** – Understand the role of the Commission for Conciliation, Mediation and Arbitration (CCMA) in resolving disputes. Employers should attend CCMA hearings prepared with documentation and follow procedural fairness.
5. **Workplace Policies** – Align company policies with codes issued by the Department of Employment and Labour, such as the Code of Good Practice on the Prevention and Elimination of Harassment (2022) and the new Code of Good Practice: Dismissal (2025).

United Arab Emirates – Comprehensive Overview

The UAE's labour regulations are framed to attract foreign investment while protecting workers' rights. Key instruments include:

- **Federal Decree-Law No. (33) of 2021** – The central labour law, supplemented by executive regulations (Cabinet Resolution No. 1 of 2022). It defines contract types, working hours, leave entitlements and termination procedures.
- **Cabinet Resolution No. (1) of 2022** – Introduces flexible models: full-time, part-time, temporary, flexible and job-sharing. Employers must issue new electronic contracts reflecting these arrangements.



- **Resolution on Gratuity Calculation** – As of 2024, end-of-service gratuity may be paid on a **defined contribution** basis where employers contribute monthly to a savings fund. Traditional lump-sum gratuity based on length of service remains optional.
- **Ministerial Decree on Work Permits** – Specifies rules for obtaining and renewing work permits, including health insurance requirements and digital documentation.
- **Domestic Workers Law** – Applies to household employees; although UrProject does not employ domestic workers, awareness is useful when subcontractors engage support staff.

Best Practices:

1. **Regular Contract Updates** – Ensure all employment contracts align with the latest legal amendments. Contracts should be renewed every three years or less and filed with MOHRE.
2. **WPS Compliance** – Salaries must be processed through the Wage Protection System. Delayed or incomplete payments can lead to fines and suspension of new work permits.
3. **Cultural Sensitivity** – Observe local customs and religious practices. For example, avoid scheduling mandatory meetings during prayer times and accommodate fasting employees during Ramadan.
4. **Work Permit Management** – Track expiry dates and submit renewal applications in advance. Employees working without valid permits risk penalties and deportation.
5. **End-of-Service Calculation** – Provide clear explanations of gratuity or savings plan options. Maintain records of basic salary and years of service to calculate benefits accurately.

United Kingdom – Comprehensive Overview

The UK combines statutory rights with a strong tradition of common law. Important statutes include:

- **Employment Rights Act 1996** – Foundation for unfair dismissal, redundancy pay and notice periods. It requires employers to provide written statements of employment particulars.
- **Working Time Regulations 1998** – Govern working hours, rest breaks and paid annual leave. The 2024 amendments clarify holiday pay calculations for irregular hours.
- **Equality Act 2010** – Consolidates anti-discrimination legislation. Employers must make reasonable adjustments for disabled employees and prevent harassment.
- **National Minimum Wage Act 1998** – Sets minimum wage rates updated annually. In 2025, the National Living Wage is expected to increase to reflect living costs.
- **Trade Union and Labour Relations (Consolidation) Act 1992** – Regulates collective bargaining and industrial action. Recent minimum service level legislation affects sectors such as transport and healthcare.
- **Family Leave Acts** – Maternity and Paternity Leave Regulations, Shared Parental Leave Regulations, Carer's Leave Act 2023 and Neonatal Care (Leave and Pay) Bill (expected to come into force in 2025).

Best Practices:

6. **Onboarding Day One** – Provide employees with a written statement of employment particulars on or before the first day. Include details about hours, pay, notice, holiday and benefits.
7. **Holiday Pay Calculations** – Use accurate reference periods (52-week average) to calculate holiday pay for workers with irregular hours. Keep records of hours and pay for at least two years.
8. **Family Leave Awareness** – Communicate new entitlements such as paternity leave flexibility and carer's leave. Update internal policies when parliamentary bills are enacted.
9. **Flexible Working Requests** – Respond to requests within two months under the Employment Relations (Flexible Working) Act 2023. Provide a valid business reason if refusing.
10. **Whistleblowing and Safeguarding** – Establish secure channels for reporting wrongdoing. The Public Interest Disclosure Act protects whistleblowers from retaliation.

Pakistan – Comprehensive Overview

Pakistan's labour law framework is largely governed by federal legislation carried over from before the 18th Constitutional Amendment and further devolved to provinces. Key instruments include:

- **Factories Act 1934** – Regulates health, safety, and welfare in workplaces employing 10 or more workers. Employers must provide safe premises, proper ventilation, drinking water, and adequate sanitation.
- **Shops and Establishments Ordinances (Provincial)** – Each province has enacted its own version setting rules for working hours, rest breaks, weekly holidays, and employment records. Employers must display registers of hours and wages.
- **Industrial and Commercial Employment (Standing Orders) Ordinance 1968** – Requires employers with 20 or more workers to issue appointment letters, specify terms of service, and follow due process in termination, misconduct proceedings, and redundancy.
- **Minimum Wages Ordinances (Provincial)** – Provincial governments fix minimum wages annually for unskilled and semi-skilled workers. Employers must not pay less than the prescribed rate.
- **Employees' Old-Age Benefits Institution (EOBI) Act 1976** – Provides pensions, invalidity and survivors' benefits. Employers must register eligible workers and contribute a percentage of wages.
- **Provincial Social Security Ordinances** – Require employers to contribute to social security schemes covering medical care, sickness benefits, maternity benefits, and injury compensation.
- **Maternity Benefit Ordinances** – Grant women employees 12 weeks of paid maternity leave (six before and six after childbirth) and prohibit dismissal during maternity absence.

Best Practices:

11. Appointment Letters – Provide every employee with a written appointment letter outlining job title, duties, wages, hours, and leave entitlements in line with provincial law.
12. Wage and Hours Registers – Maintain registers of attendance, hours worked, and wages paid. Ensure timely payment of wages within seven days of the wage period.
13. Social Security & EOBI – Register eligible employees with provincial social security institutions and EOBI. Display contribution records transparently.
14. Termination Procedures – Follow Standing Orders by giving written notice (one month or wages in lieu) and ensuring misconduct proceedings comply with natural justice.
15. Health & Safety – Conduct periodic inspections of workplaces, maintain first aid, fire safety equipment, and train employees on hazard prevention.
16. Union Relations – Where applicable, recognise trade unions registered under the Industrial Relations Acts and engage in good-faith collective bargaining.

Building a Robust Safety Culture

Creating a robust safety culture requires more than compliance; it demands proactive engagement. The following initiatives support continual improvement:

- **Toolbox Talks** – Short, focused discussions held regularly to review specific safety topics such as working at heights, electrical hazards, or personal protective equipment. These sessions encourage dialogue and allow workers to voice concerns.
- **Safety Observations and Feedback** – Empower employees to observe and report unsafe conditions without fear of blame. Positive reinforcement is given for near-miss reporting, recognising that identifying hazards before an incident prevents harm.
- **Behaviour-Based Safety (BBS)** – A systematic approach where employees observe each other's behaviour against established safety criteria and provide constructive feedback. BBS programmes rely on trust, open communication and non-punitive responses.
- **Annual Safety Week** – A dedicated week for safety workshops, demonstrations and drills. Experts may be invited to speak on topics like crane safety, ergonomics and mental health in construction.
- **Incident Investigations** – Root cause analyses are conducted after accidents or near misses. Findings result in corrective actions, training updates and revisions to safety procedures.
- **Emergency Preparedness** – Regular drills for fire, medical emergencies and natural disasters build readiness. Emergency response teams receive advanced training in first aid, firefighting and evacuation.

Sustainability and Environmental Responsibility

At UrProject, sustainability is integral to our legacy. We are committed to reducing our environmental footprint and promoting responsible construction practices.

Principles

1. **Resource Efficiency** – Optimise the use of materials, water and energy. Implement recycling programmes on site and in offices. Choose sustainable materials where feasible.
2. **Energy Management** – Use energy-efficient equipment, monitor consumption and implement conservation measures. Explore renewable energy solutions for site offices and lighting.
3. **Waste Reduction** – Implement waste management plans that separate materials for recycling, reuse or proper disposal. Educate employees and subcontractors on waste segregation.
4. **Biodiversity Protection** – Identify and protect sensitive habitats near construction sites. Avoid unnecessary disturbance to flora and fauna and rehabilitate land post-construction.
5. **Climate Resilience** – Consider climate change impacts when designing projects. Adapt construction schedules and methods to reduce greenhouse gas emissions and minimise vulnerability to extreme weather.

Implementation Strategies

- **Environmental Management System** – Align with ISO 14001 standards. Assess environmental impacts, set objectives and monitor performance.
- **Supplier Engagement** – Collaborate with suppliers who adhere to sustainable practices. Evaluate suppliers based on environmental credentials as well as price and quality.
- **Training and Awareness** – Provide environmental training during onboarding and regular refreshers. Promote sustainability challenges to encourage innovation among teams.
- **Performance Tracking** – Use key performance indicators (KPIs) to measure energy use, waste generation and carbon emissions. Report progress internally and externally.

Community Engagement and Social Responsibility

We recognise that our projects affect local communities. Responsible engagement ensures mutual benefit and fosters long-term relationships.

Community Relations

- **Stakeholder Mapping** – Identify individuals and groups affected by our projects, including residents, local businesses, authorities and civil society organisations.
- **Communication Channels** – Provide accessible ways for community members to obtain information and express concerns, such as community meetings, hotlines and online portals.
- **Local Hiring and Training** – Prioritise hiring and training local workers. This approach boosts local economies, reduces commute distances and builds goodwill.
- **Corporate Social Investment (CSI)** – Support education, health and environmental projects in host communities. Examples include sponsoring vocational training centres, supporting local schools or planting community gardens.
- **Impact Assessments** – Conduct social impact assessments before starting projects. Develop mitigation plans to address potential negative effects on communities.



Ethical Sourcing and Labour Standards

- **Supplier Code of Conduct** – Require suppliers and subcontractors to adhere to our standards on human rights, labour conditions and environmental performance.
- **Auditing and Monitoring** – Perform periodic audits of suppliers to ensure compliance. Violations may result in corrective action plans or termination of contracts.
- **No Child or Forced Labour** – Prohibit suppliers from using child labour or forced labour. Ensure that wages meet or exceed legal minimums and that working hours comply with laws.

Frequently Asked Questions (FAQs)

This section addresses common questions employees may have about policies. It is not exhaustive; for specific concerns, consult your supervisor or HR.

Q1: Can I work overtime without prior approval?

A: No. Overtime must always be authorised by your supervisor. Working unauthorised overtime may not be compensated and could lead to disciplinary action.

Q2: How do I request flexible working hours?

A: Submit a written request to your manager specifying the desired arrangement and how it will meet business needs. In the UK, the law entitles you to make such a request from day one. In other jurisdictions, approval is discretionary but considered wherever practical.

Q3: What happens if I feel I am being harassed?

A: Report the incident immediately to your manager, HR or through the anonymous reporting line. We take all complaints seriously and will investigate promptly. Retaliation against complainants is prohibited.

Q4: Can I use my personal device for work emails?

A: Only if permitted by your manager and if the device meets security requirements. You may be required to install company-approved security software.

Q5: What is the process for parental leave in the UAE?

A: Mothers receive 60 days' maternity leave (45 days full pay, 15 days half pay) and may extend unpaid leave. Fathers receive five days' paternity leave (proposed to increase to 10 days). Apply through HR with supporting documents such as medical certificates or birth notifications. Leave must be taken within six months of the child's birth.

Conclusion

UrProject is not just a company; it is a community of professionals striving to build a better future. This handbook is designed to support you in understanding our expectations, your rights and the



resources available to you. Laws evolve, and so will our policies. Stay engaged, ask questions and help us cultivate a workplace rooted in legacy, discipline and growth.