

## STS Policies Manual

### Social Media Policy

V1 - 2020

## ▲CHAPTER 32: SOCIAL MEDIA

### INTRODUCTION

This policy provides guidance for employee use of social media, which should be broadly understood for purposes of this policy to include blogs, microblogs, message boards, chat rooms, electronic newsletters, online forums, social networking sites, and other sites and services that permit users to share information with others in a contemporaneous manner.

### PROCEEDURE

- The following principles apply to professional use of social media on behalf of STS company as well as

personal use of social media when referencing STS.

- Employees need to know and adhere to the [Company's Code of Conduct, Employee Handbook, STS

Culture, and other company policies] when using social media in reference to STS.

- Employees are prohibited from publishing any internal communications addressed directly or indirectly to their own accounts on social networking platforms, and this is stated in the non-disclosure agreement signed by the employee prior to joining the work.

- Employees should be aware of the effect their actions may have on their images, as well as STS company image, as the information that employees post or publish may be public information for a long time.

- Employees should be aware that STS Management may observe content and information made available by employees through social media in matters relating to STS. Employees should use their best judgment in posting material that is neither inappropriate nor harmful to STS, its employees, or customers.

- Although not an exclusive list, some specific examples of prohibited social media conduct include posting commentary, content, or images that are defamatory, inappropriate, proprietary, harassing, libelous, or that can create a hostile work environment.

- Employees are not to publish post or release any information that is considered confidential or not public. If

there are questions about what is considered confidential, employees should check with the Human Resources Department and/or supervisor.

- Social media networks, blogs and other types of online content sometimes generate press and media attention or legal questions. Employees should refer these inquiries to authorized STS spokespersons or/and to Marketing Management. If employees find or encounter a situation while using social media that threatens to become antagonistic, employees should disengage from the dialogue in a polite manner and seek the advice of a supervisor.

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- Employees should get appropriate permission before you refer to or post images of current or former

employees, members, vendors or suppliers. Additionally, employees should get appropriate permission to use a third party's copyrights, copyrighted material, trademarks, service marks or other intellectual property.

- Social media use should not interfere with employee's responsibilities at STS. STS computer systems are to be used for business purposes only. When using STS' company computer systems, use of social media for business purposes is allowed (ex: Facebook, Twitter, [Company] blogs and LinkedIn), but personal use of social media networks or personal blogging of online content is prohibited and could result in disciplinary action in accordance with STS bylaw.

- Subject to applicable law, after-hours online activity that violates [the Company's Code of Conduct and

bylaws] or any other company policy may subject an employee to disciplinary action.. If employees publish

content after-hours that involves work or subjects associated with STS, a disclaimer should be used, such as this: "The postings on this site are my own and may not represent STS' positions, strategies or opinions."

It is highly recommended that employees keep STS company related social media accounts separate from personal accounts, if practical.

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' STS Policies Manual

IT Policy

V1 - 2021

## ▲CHAPTER 22: IT Policy

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### Information Technology Policy

#### 1. INTERNET AND INTERNET SERVICES

##### Policy

The Internet may be used solely for purposes that benefit STS and that are directly applicable to an employee's job function and authority.

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##### GUIDELINES

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The Internet may be accessed only through an Internet service provider engaged by STS or another form of Internet access provided by STS. Accessing the Internet through means other than that provided by STS (e.g.

dial-up modem, USB WiMax) is not allowed.

All downloads from the Internet are prohibited unless related to work. Audio/Video files are blocked, except from sites related to work (e.g. sites like Dell, Cisco, Microsoft, IBM, SUN, Symantec, etc.)

Using anonymous proxy or tools/applications in order to bypass the firewalls of STS is not allowed

STS's IT department has the right to monitor Internet usage for each employee and to discover any link that he/she has accessed.

It is preferred that any work-related downloads take place during off-working

periods, especially for those files with large sizes.

The following web site categories are prohibited to access:

- Adult sites
- Social Forums & Communities – IT related sites excluded
- Violence & Weapons promoting sites
- Internet Radio & TV
- Internet Telephony
- Peer-to-Peer file sharing
- Streaming Media – audio / video
- Personal Network Storage & Backup
- Drugs promoting sites
- Gambling
- Games online
- Web Chat
- Racism, Extremism & Hate promoting sites
- Security PG sites – key loggers, malicious websites, phishing & fraud, spyware.
- Personals & Dating sites

#### ▲VII.

Employees are responsible for exercising good judgment regarding the reasonableness of personal use of the Internet system.

## 2. ELECTRONIC MAIL

### Policy

E-mail is a corporate asset and may be used solely for purposes that benefit STS and by authorized individuals.

### Guidelines

#### I.

#### II.

E-mail is a corporate resource and may be used solely for purposes that directly benefit STS.

E-mail may not be used:

1. To provide corporate information or corporate performance information without prior written consent of

management,

2. To distribute material that contradicts or is in violation of STS policies,
3. To conduct personal business beyond what is reasonable and usual during the course of a business day.
4. For the creation or distribution of any disruptive or offensive messages, including offensive comments about race, gender, disabilities, age, adult material, religious beliefs and practice, political beliefs, or national origin.
5. Sending chain letters.

III.

Access to e-mail is limited to those expressly authorized by STS. E-mail accounts are opened only by specific request from HR and the employee's direct manager.

IV. Mailbox storage on the server is limited to 200 MB per user; however, exceptions could be applied, if urgent,

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per the recommendation of the Board of Directors.

Email attachments are limited to maximum of 10 MB Inbound/Outbound.

Emails could be sent out to 10 recipients maximum by default. Exceptions are made based on justified requests.

Archiving old emails on Personal Outlook Folder (\*.pst), to be stored on the client's hard disk, is very important and highly recommended.

STS archives all incoming and outgoing e-mails for business-related reasons and may be accessed from time to time.

### 3. SYSTEM & NETWORK ACTIVITY

#### Policy

The following system & network activities are, in general, not allowed. Employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g. systems administration staff at IT Department may have a need to disable the network access of a host if that host is

disrupting services).

## Guidelines

### I.

All software and systems to be used at STS (e.g. Windows, MS-Office, Anti-Virus, etc.) must be legally licensed.

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### XII.

Introduction of malicious programs into the network or server (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.), is not allowed.

All firewalls, routers, switches, and servers are administered by the IT Department only. Access to these network components by all other STS users is not allowed, unless with full supervision of the Network Administrator. The exception for this rule applies to the "Software Services Division", as their team will act as

first line of administration of their servers and the IT Department as a second line of administration.

Installing and configuring access points and/or switches are not allowed for any purposes.

Using third-party Proxy applications are not allowed.

All users at STS must be joined on the domain of STS. The domain joint is the direct responsibility of the IT

Department. Workgroups will not be allowed.

Revealing your account password to others or allowing use of your account by others could jeopardize the security of STS' network and systems.

Accessing data of which the employee is not intended to access or logging into a server or account that the employee is not expressly authorized to access; is not allowed.

Disruption of the network includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes; is not allowed.

Port scanning or security scanning is not allowed.

Using any program/script/command, or sending messages of any kind, with the intent to interfere with, or

disable, a user's terminal session, via any means, locally or via the Internet/Intranet is not allowed, except for the Network Administrator.

Kaspersky Anti-Virus must be installed to any Desktop or laptops for STS's employees and to be accomplished by IT Department supervision

#### 4. DATA SECURITY Policy

Every employee or company/individual hired by STS is responsible for the corporate resources entrusted to them.

Due diligence and care should be exercised to ensure the security and integrity of these corporate resources, including but not limited to corporate data and corporate information systems.

#### Guidelines

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NEVER open any files or macros attached to an email from an unknown, suspicious or untrustworthy source.

Delete these attachments immediately, then "double delete" them by emptying your Trash.

Delete spam, chain, and other junk email without forwarding.

Avoid direct disk sharing with read/write access unless there is absolutely a



business requirement to do so.

Saving Personal files or any non-work-related files (including but not limited to outlook PST files, Audio/Video files, EXE files) on Shared folders (Servers) is not allowed. All such files will be deleted by the administrator without prior notice. In addition, backup will not be taken for such files.

## 5. PHYSICAL SECURITY Policy

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All STS Servers are located in STS Data Center which is secured by Access Door system and surveillance system, access is restricted to only the authorized staff.

STS network infrastructure components (switches, routers,....etc.) are installed in secured cabinets and switches rooms.

Access Door System is implemented to secure STS premises from unauthorized physical access, this system is controlled by magnetic smartcards and management software.

Security Guards are available to maintain STS physical security on 24x7 bases.

## ▲6. PASSWORDS Policy

Passwords are an important aspect of computer security. They are the front line of protection for user accounts. A

poorly chosen password may result in the compromise of STS' entire corporate network. As such, all STS employees are responsible for taking the appropriate steps, as outlined below, to select and secure their passwords.

### Guidelines

#### i. General Password Construction

A. Poor, weak passwords have the following characteristics:

1. The password contains less than eight characters
2. The password is a word found in a dictionary (English or foreign)
3. The password is a common usage word such as:
  - a) Names of family, pets, friends, co-workers, fantasy characters, etc.
  - b) Computer terms and names, commands, sites, companies, hardware, software.
  - c) The words "STS", "amman", "jordanamman" or any derivation.
  - d) Birthdays and other personal information such as addresses and phone numbers.
  - e) Word or number patterns like aaabbb, qwerty, zyxwvuts, 123321, etc.
  - f) Any of the above spelled backwards.
  - g) Any of the above preceded or followed by a digit (e.g., secret1, 1secret)

B. Strong passwords have the following characteristics:

1. Contain both upper and lower case characters (e.g., a-z, A-Z)
2. Have digits and punctuation characters as well as letters (e.g., 0-9, !@#\$%^&\*()\_+|~-=\`{}[]:~;"';'<>?,./)
3. Are at least eight alphanumeric characters long.
4. Are not words in any language, slang, dialect, jargon, etc.
5. Are not based on personal information, names of family, etc.
6. Passwords should never be written down or stored on-line. Try to create passwords that can be easily remembered. One way to do this is create password based on a song title, affirmation, or other phrase. For example, the phrase might be: "This May Be One Way to Remember" and the password could be: "TmB1w2R!" or "Tmb1W>r~" or some other variation.

ii. Password Protection Standards:

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Password policy (security settings) will require from users to change their passwords every 60 days.

Do not use the same password for STS accounts as for other non STS access (e.g., personal ISP account, bank

account, etc.). Where possible, don't use the same password for various STS access needs. Also, select a separate password to be used for a Windows account and a UNIX account.

Do not share STS passwords with anyone, including administrative assistants or office administrators. All

passwords are to be treated as sensitive and confidential STS information.

Here is a list of "Don't Do":

1. Don't reveal a password over the phone to anyone
2. Don't reveal a password in an email message
3. Don't reveal a password to the boss
4. Don't talk about a password in front of others

- ▲5. Don't hint at the format of a password (e.g., "my family name")
6. Don't reveal a password on questionnaires or security forms
7. Don't share a password with family members
8. Don't reveal a password to co-workers while on vacation

V.

Password cracking or guessing may be performed on a periodic or random basis by the IT Department. If a password is guessed or cracked during one of these scans, the user will be asked to change it.

## 7. VIRTUAL PRIVATE NETWORK (VPN)

### Policy

The purpose of this policy is to provide guidelines for Remote Access Virtual Private Network (VPN) connections to the STS corporate network. It applies to all STS employees utilizing VPNs to access the STS network. This policy applies to implementations of VPN

### Guidelines

VPN gateways will be setup and managed by the Network Administrator at the IT Department.

All computers connected to STS internal networks via VPN or any other technology must use the most up-to-date anti-virus software that is the corporate standard; this includes personal computers.

VPN users will be automatically disconnected from STS' network after thirty minutes

of inactivity. The user must then logon again to reconnect to the network. Pings or other artificial network processes are not to be used to keep the connection open.

Only STS-approved VPN clients may be used. Clients are given VPN access privilege through the Network Administrator at the IT Department, after the approval of the client's director and the board of directors.

## 8. STS APPLICATIONS & SYSTEMS

### Policy

The purpose of this policy is to set the rules and procedures of utilizing applications and systems at STS. This policy applies to all STS employees who have access to all or some applications at STS.

### Guidelines

#### I.

##### ACCPAC:

1. All reports or updates requested must come through the IT Department only.
2. ACCPAC users must terminate their ACCPAC session by using the log off from the start menu.

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#### III.

All new application systems must be approved by the IT Department first. Contacting and meeting with vendors must be with coordination with the IT Department. Formatting and reinstalling new operating systems has to be approved from the IT Department. Also doing such operations should be justified. Furthermore, computer names have to be well-known and assigned by the IT Department. However, if the employee had to establish the reinstallation outdoor the STS premises,

He / She should inform the automation by sending e-mail mentioning his/her plan.

## 9. ACCESS CONTROL

- Users will only be given sufficient rights to all systems to enable them to perform their job function. User

rights will be kept to a minimum at all times.

- Where possible no one person will have full rights to any system. The IT Department will control network/server passwords and system passwords will be assigned by the system administrator in the end-user department.

- The system administrator will be responsible for maintaining the data integrity of the end-user department's

data and for determining end-user access rights.

- Access to the data center and aggregation rooms will be by smartcard and biometric.

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Intruder detection will be implemented where possible. The user account will be locked after 3 incorrect attempts.

- The IT Department will be notified of all employees entering and leaving the Organization's employment. The

IT Department will then add /remove the employee's permissions and rights to all systems.

- Network/server supervisor passwords and system supervisor passwords will be stored in a secure location in

case of an emergency or disaster, for example a fire safe in the IT Department.

- Default passwords on systems such as Oracle and SQL Server will be changed after installation.

- Access to the network/servers will be restricted to normal working hours. Users requiring access outside normal working hours must request such access in writing on the forms provided by the IT Department.

- File systems will have the maximum security implemented that is possible. Where possible users will only be

given Read and Filescan rights to directories, files will be flagged as read only to prevent accidental deletion.

## 10. LAN SECURITY

### A. Routers & Switches

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LAN equipment, routers, switches will be kept in secure switch rooms. Switch rooms will be kept locked at all times. Access to switch rooms will be restricted to IT Department staff only. Other staff and contractors requiring access to switch rooms will notify the IT Department in advance so that the necessary supervision can be arranged.

- Wireless LAN's will make use of the most secure encryption and authentication facilities available.

### ▲B. Wiring

- All network wiring will be fully documented.
- All unused network points will be de-activated when not in use.
- All network cables will be periodically scanned and readings recorded for future reference.
- Users must not place or store any item on top of network cabling.
- Redundant cabling schemes will be used where possible.

### C. Servers

- All servers will be kept securely under lock and key.

- Access to the system console and server disk/tape drives will be restricted to authorized IT Department staff

only.

#### D. Electrical Security

- All servers will be fitted with UPS's that also condition the power supply.
- All routers, switches and other critical network equipment will also be fitted with UPS's.
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In the event of a mains power failure, the UPS's will have sufficient power to keep the network and servers running for suitable time.

- Software will be installed on all servers to implement an orderly shutdown in the event of a total power

failure.

- All UPS's will be tested periodically.

#### E. Server Specific Security

- The operating system will be kept up to date and patched on a regular basis.
- Remote management passwords will be different to the Admin/Administrator password.
- Users possessing Admin/Administrator rights will be limited to trained members of the IT Department staff

only.

- Use of the Admin/Administrator accounts will be kept to a minimum.
- Assigning security equivalences that give one user the same access rights as another user will be avoided

where possible.

- User's access to data and applications will be limited by the access control features.
- Users must logout or lock their workstations when they leave their workstation for any length of time.
- All unused workstations must be switched off outside working hours.
- The number of grace logins will be limited to 3.

#### F. Access to Wide Area Network Security

- Users will not install their own wireless equipment under any circumstances.
- Modems will not be used by users without first notifying the IT Department and

obtaining their approval.

▲• Modems will only be used where necessary, in normal circumstances all communications should pass through

the Organization's router and firewall.

- Where leased lines are used, the associated channel service units will be locked up to prevent access to their

monitoring ports.

- All routers and gateways will be kept locked up in secure areas.
- Unnecessary protocols will be removed from routers.
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The preferred method of connection to our Organizations is by a secure VPN connection, using IPsec or SSL.

#### G. Voice System Security

- The maintenance port on the PBX will be protected with a secure password.
- The default DISA and maintenance passwords on the PBX will be changed to user defined passwords.
- Call accounting will be used to monitor access to the maintenance port, DISA ports and abnormal call

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patterns.

Internal and external call forwarding privileges will be separated, to prevent inbound calls being forwarded to an outside line.

- The operator will endeavour to ensure that an outside call is not transferred to an outside line.
- Voice mail accounts will use a password with a minimum length of six digits.
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- Telephone bills will be checked carefully to identify any misuse of the telephone system.

The voice mail password should never match the digits of the phone number.



## H. BYOD (Bring Your Own Device) Security

- The connection from remote devices to STS's will likely be via untrusted networks such as 3G/4G and/or Wi-Fi.

Therefore, data should always be encrypted in transit between the mobile device and STS's endpoint

- Clear procedures detailing the reporting of lost, stolen or otherwise compromised devices should be given to

users so that a remote wipe command can be sent to the BYOD product.

- The devices used should be up to date and patched in order to mitigate vulnerabilities. STS's may require users to adopt certain behaviours, which include regularly patching their device, and/or configuring certain features. Therefore, Jail breaking or rooting is not allowed.

- For user to service, the user is only able to access enterprise services after successfully authenticating to the

service, via their device. The authentication can be at the corporate boundary as part of VPN access.

- Data stored on an End User Device needs to be protected against online and offline attacks when in its 'rest' state. For most EUDs, this will be 'powered on but locked'. Data may also be stored at rest in cloud services, either as part of another third party application on the device, or as part of a device backup service provided by the device vendor.

- STS's is only allowed approved Android/iOS applications to access corporate data
- When deploying corporately owned EUDs, STS's typically have full control over those devices and can enforce

technical security controls on the device to minimize their exposure to risk.

## 11. EMERGENCY PROCEDURES

### A. Emergency Procedures

#### 1.

If an employee observes a fire, smoke, toxic fumes or explosion, they should activate the nearest fire alarm by breaking the glass. Fire extinguishers are placed in specific locations inside the Company. An employee should get to know where they are placed and how to use them. Dial 199 in case of a fire, notify colleagues and leave the building immediately. Key operational personnel should be on alert to activate evacuation procedures.

2.

In the case of a bomb threat, carefully note all information the caller gives and immediately contact the Management. Anyone who notes a suspicious object, package, etc. during evacuation should report it to the authorities or Security. DO NOT TOUCH OR TAMPER WITH ANY SUSPICIOUS OBJECT, PACKAGE, ETC.

3. The accident reporting system requirements apply to all incidences involving personal injury, illness and property/vehicle damage. Serious injury or illness posing a life-threatening situation shall be reported immediately to the employee's Manager and to the local emergency response medical services. The Company should be informed within 24 hours in order to take the necessary measures and prepare the required documents.

4. EMPLOYEES SHOULD ONLY PROVIDE FIRST AID IF IT IS WITHIN THEIR ABILITY TO DO SO.

5. Upon notification of an occupational injury or illness, the department supervisor should complete an Incident Report and forward it to the Human Resources Department so a medical/insurance claim can be filed if necessary.

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# Information Security Policy

V1 - 2020

## ▲CHAPTER 28: INFORMATION SECURITY POLICY

### INTRODUCTION

This document defines the information security policy of STS.

As a modern, forward-looking business, STS recognizes at senior levels the need to ensure that its business operates smoothly and without interruption for the benefit of its customers, shareholders and other stakeholders.

In order to provide such a level of continuous operation, STS has implemented an Information Security Management System (ISMS) in line with the International Standard for Information Security, ISO/IEC 27001. This standard defines the requirements for an ISMS based on internationally recognized best practice.

The operation of the ISMS has many benefits for the business, including:

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Protection of revenue streams and company profitability

Protection of STS reputation.

Ensuring the supply of goods and services to customers

Maintenance and enhancement of shareholder value

Compliance with legal and regulatory requirements

STS has decided to maintain full certification to ISO/IEC 27001 in order that the effective adoption of information

security best practice may be validated by an independent third party, a Registered Certification Body (RCB).

This policy applies to all systems, people and processes that constitute the organization's information systems, including board members, directors, employees, suppliers and other third parties who have access to STS systems.

The following supporting documents are relevant to this information security policy and provide additional information about how it is applied:

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Risk Assessment and Treatment Process

Statement of Applicability

Supplier Information Security Evaluation Process

Internet Acceptable Use Policy

Cloud Computing Policy

Mobile Device Policy

Teleworking Policy

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Access Control Policy

User Access Management Process

Cryptographic Policy

Physical Security Policy

Anti-Malware Policy

Backup Policy

Logging and Monitoring Policy

Software Policy

Technical Vulnerability Management Policy

Network Security Policy

Electronic Messaging Policy

Secure Development Policy

Information Security Policy for Supplier Relationships

Availability Management Policy

IP and Copyright Compliance Policy

Records Retention and Protection Policy

Privacy and Personal Data Protection Policy

Clear Desk and Clear Screen Policy

Social Media Policy

HR Security Policy

Details of the latest version number of each of these documents is available from the ISMS Documentation Log.

## ▲INFORMATION SECURITY POLICY

### Information Security Requirements

A clear definition of the requirements for information security within STS will be agreed and maintained with the internal business so that all ISMS activity is focused on the fulfilment of those requirements. Statutory, regulatory and contractual requirements will also be documented and input to the planning process. Specific requirements about the security of new or changed systems or services will be captured as part of the design stage of each project.

It is a fundamental principle of the STS Information Security Management System that the controls implemented are driven by business needs and this will be regularly communicated to all staff through team meetings and

briefing documents.

#### Framework for Setting Objectives

A regular cycle will be used for the setting of objectives for information security, to coincide with the budget planning cycle. This will ensure that adequate funding is obtained for the improvement activities identified. These objectives will be based upon a clear understanding of the business requirements, informed by the management review process during which the views of relevant interested parties may be obtained.

Information security objectives will be documented for an agreed time period, together with details of how they will be achieved. These will be evaluated and monitored as part of management reviews to ensure that they remain valid. If amendments are required, these will be managed through the change management process.

In accordance with ISO/IEC 27001 the reference controls detailed in Annex A of the standard will be adopted where appropriate by STS. These will be reviewed on a regular basis in the light of the outcome from risk assessments and in line with information security risk treatment plans. For details of which Annex, A controls have been implemented and which have been excluded please see the Statement of Applicability.

In addition, enhanced and additional controls from the following codes of practice will be adopted and implemented where appropriate:

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#### ISO/IEC 27002 – Code of practice for information security controls

The adoption of these codes of practice will provide additional assurance to our customers and help further with our compliance with international data protection legislation.

#### Continual Improvement of the ISMS

STS policy regarding continual improvement is to:

- Continually improve the effectiveness of the ISMS
- Enhance current processes to bring them into line with good practice as defined within ISO/IEC 27001 and

related standards

- ▲• Achieve ISO/IEC 27001 certification and maintain it on an on-going basis
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Increase the level of proactivity (and the stakeholder perception of proactivity) with regard to information security

- Make information security processes and controls more measurable in order to provide a sound basis for

informed decisions

- Review relevant metrics on an annual basis to assess whether it is appropriate to change them, based on

collected historical data

- Obtain ideas for improvement via regular meetings and other forms of communication with interested

parties.

- Review ideas for improvement at regular management meetings in order to prioritise and assess timescales

and benefits

Ideas for improvements may be obtained from any source including employees, customers, suppliers, IT staff, risk assessments and service reports. Once identified they will be recorded and evaluated as part of management reviews.

#### Information Security Policy Areas

- STS defines policy in a wide variety of information security-related areas which are described in detail in a comprehensive set of policy documentation that accompanies this overarching information security policy.

- Each of these policies is defined and agreed by one or more people with competence in the relevant area

and, once formally approved, is communicated to an appropriate audience, both within and external to, the organization.



- The table below shows the individual policies within the documentation set and summarizes each policy's

content and the target audience of interested parties.

POLICY TITLE

AREAS ADDRESSED

TARGET AUDIENCE

Internet Acceptable  
Use Policy

Business use of the Internet, personal use of the Internet, Internet account management, security and monitoring and prohibited uses of the Internet service.

Cloud Computing  
Policy

Due diligence, signup, setup, management and removal of cloud computing services.

Mobile Device Policy

Teleworking Policy

Care and security of mobile devices such as laptops, tablets and smartphones, whether provided by the organization or the individual for business use.

Information security considerations in establishing and running a teleworking site and arrangement e.g. physical security, insurance and equipment

Users of the Internet service

Employees involved in the procurement and management of cloud services

Users of company-provided and BYOD (Bring Your Own Device) mobile devices

Management and employees  
involved in setting up and  
maintaining a teleworking site

♣Access Control Policy

Cryptographic Policy

Physical Security  
Policy

Anti-Malware Policy

User registration and deregistration,  
provision of access rights, external access,  
access reviews, password policy, user  
responsibilities and system and application  
access control.

Risk assessment, technique selection,  
deployment, testing and review of  
cryptography, and key management

Employees involved in setting  
up and managing access  
control

Employees involved in setting  
up and managing the use of  
cryptographic technology and  
techniques

Secure areas, paper and equipment security  
and equipment lifecycle management

All employees

Firewalls, anti-virus, spam filtering, software  
installation and scanning, vulnerability  
management, user awareness training, threat  
monitoring and alerts, technical reviews and  
malware incident management.

Employees responsible for  
protecting the organization's  
infrastructure from malware

Backup Policy

Backup cycles, cloud backups, off-site storage, documentation, recovery testing and protection of storage media

Employees responsible for designing and implementing backup regimes

Logging and Monitoring Policy

Settings for event collection. protection and review

Software Policy

Technical Vulnerability Management Policy

Network Security Policy

Electronic Messaging Policy

Secure Development Policy

Purchasing software, software registration, installation and removal, in-house software development and use of software in the cloud.

Vulnerability definition, sources of information, patches and updates, vulnerability assessment, hardening and awareness training.

Network security design, including network segregation, perimeter security, wireless networks and remote access; network security management, including roles and responsibilities, logging and monitoring and changes.

Sending and receiving electronic messages, monitoring of electronic messaging facilities and use of email.

Business requirements specification, system design, development and testing and outsourced software development.

Employees responsible for protecting the organization's infrastructure from attacks

All employees

Employees responsible for protecting the organization's infrastructure from malware

Employees responsible for designing, implementing and managing networks

Users of electronic messaging facilities

Employees responsible for designing, managing and

▲writing code for bespoke software developments

Information Security  
Policy for Supplier  
Relationships

Due diligence, supplier agreements, monitoring and review of services, changes, disputes and end of contract.

Employees involved in setting up and managing supplier relationships

Availability  
Management Policy

Availability requirements and design, monitoring and reporting, non-availability, testing availability plans and managing changes.

Employees responsible for designing systems and

managing service delivery

IP and Copyright  
Compliance Policy

Protection of intellectual property, the law,  
penalties and software license compliance.

All employees

Records Retention  
and Protection Policy

Retention period for specific record types,  
use of cryptography, media selection, record  
retrieval, destruction and review.

Employees responsible for  
creation and management of  
records

Privacy and Personal  
Data Protection  
Policy

Applicable data protection legislation,  
definitions and requirements.

Employees responsible for  
designing and managing  
systems using personal data

Clear Desk and Clear  
Screen Policy

Security of information shown on screens,  
printed out and held on removable media.

Social Media Policy

HR Security Policy

Acceptable Use  
Policy

Asset Management  
Policy

Guidelines for how social media should be  
used when representing the organization and

when discussing issues relevant to the organization.

Recruitment, employment contracts, policy compliance, disciplinary process, termination

Employee commitment to organizational information security policies

This document sets out the rules for how assets must be managed from an information security perspective.

Table 1: Set of policy documents

All employees

All employees

All employees

All employees

All employees

Application of Information Security Policy

The policy statements made in this document and in the set of supporting policies listed in Table 1 have been

reviewed and approved by the top management of STS and must be complied with.

Failure by an employee to

comply with these policies may result in disciplinary action being taken in accordance with the organization's

Employee Disciplinary Process.

Questions regarding any STS policy should be addressed in the first instance to the employee's immediate line

manager.

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' STS POLICIES MANUAL

STS Code of Ethics

V1-2018

## ▲CHAPTER 5: STS CODE OF ETHICS

Letter from the Chairman of the Board

Introduction to the Code of Ethics and Business Conduct

At STS, we are committed to conducting our business with honesty and integrity and complying with all applicable laws. STS's Code of Ethics and Business Conduct ("Code") exemplifies our dedication to these high business standards. The Code summarizes the legal and ethical principles that we follow in our daily work and applies these principles to our policies and practices.

STS's commitment to the Code starts at the top of the corporation. The STS Ethics Office reports to the Board of Directors and assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program and considers the appropriate response to significant compliance matters and legal developments.

Laws and standards vary in different countries and cultures, but, as a regional company, our common goal and continuing commitment is to maintain equally high standards wherever we operate. Some parts of the Code focus on United States laws because the majority of STS vendors are from the US and we have a high degree of business regulation to be maintained. However, this U.S. focus does not reduce our obligation and commitment to also comply with the applicable laws of countries in which we operate

and/or conduct business.

The obligations in the Code apply to:

- STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS;
- The employees and directors of these entities (to the extent applicable to their work for STS)
- Suppliers and contractors in their work on behalf of STS.

All of us, including all employees, officers, directors and others who are bound by the Code, are responsible for becoming familiar with and abiding by the Code. In addition, STS group, division and operations managers and supervisors are accountable for compliance with – and enforcement of – the Code by the operations they manage. Failure to carry out these responsibilities may lead to disciplinary action, including discharge.

You are also required to promptly and accurately report any violations of the Code that come to your

attention. Sections 3 and 4 of the Code contain specific information on fulfilling your reporting obligations.

Reporting and information resources are also provided at the end of the Code. The Code is not intended

to cover every possible ethical or legal situation. Wisdom, discretion and sound judgment should guide everyone.

We need your commitment to help maintain the moral, ethical and law-abiding heritage that has been so

important to STS. I know I can count on it.

Ramzi Zeine  
Chairman of the Board



## ▲We Are Committed to Ethical Behaviour

### Commitment to Ethics.

Ethical behaviour is an individual responsibility. Behaviour reflecting high ethical standards is expected of all directors, employees and others who are bound by the Code, regardless of position or location.

No director, officer, manager or supervisor has the authority to violate or require conduct by another employee or any other person that violates the Code, other STS policies or applicable law.

The obligations in the Code apply to STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS, the employees and directors of these entities (to the extent applicable to their work for STS) and suppliers and contractors in their work on behalf of STS.

### Management Responsibility for Ethics

All STS Officers, managers and supervisors are accountable for the actions of the employees who report to them and responsible for seeing that the Code, other STS policies and applicable laws are followed.

They must:

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Inform their employees about company policies, including those dealing with legal and ethical behaviour.

- Ensure that appropriate ongoing employee training occurs and that violators of the Code are

appropriately disciplined.

- Avoid hiring individuals who have a propensity to violate any applicable law or rules of the type

embodied in the Code; and

- Maintain a work environment where constructive, frank, and open discussion about ethics is

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encouraged and expected without fear of retaliation. In this effort, managers should seek and will receive support from STS's Human Resources and the Ethics Office.

#### We Comply with the Code, Other STS Policies, and All Applicable Laws

We comply with the Code, other STS policies and all applicable laws in conducting our business.

There are countries where common trading or negotiating practices are based on codes of conduct that are less stringent or different than the Code. In such countries, employees should follow the Code, except for variances that are permitted by applicable law and are based on good ethical and business judgment.

▲The relevant division manager or General Managers of STS Corporation must approve any such variance in writing if no division manager is available. Contact an STS lawyer if you have any questions about the application of the law of any country, about the Code, or about the relation or any apparent conflict between them.

In the unusual circumstances where a waiver of the Code would be appropriate for an executive officer or director, such waiver must be approved by the Board of Directors or a committee of the Board and promptly disclosed as required by applicable laws and regulations. In the case of all other employees, only a corporate officer, in conjunction with the Board of Directors, may grant such a waiver.

#### We Fulfil the STS Ethics Office Program

##### STS Ethics Office

The STS Ethics Office will be headed by an Ethics/Compliance Officer and reports directly to the CEO and Board of Directors. Ms. Rasha Atallah is selected as STS Ethics Officer starting

August 2018. The Ethics Office/Officer assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program, and considers the appropriate response to significant compliance matters and legal developments. In addition to the resources that can be provided for asking questions and reporting suspected violations of the Code, employees are encouraged to contact the Ethics Office through the address below:

STS Ethics Office

Ms. Rasha I. Atallah

Shaban's Building

Amman, Jordan - 11195

Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

We Report Suspected Non-Compliance

Any employee who learns of a suspected violation of the Code must immediately report it by following the procedure below. Employees are required to come forward with any such information without regard to the identity or position of the suspected offender.

STS will treat the information in a confidential manner and will ensure that no acts of retribution or retaliation will be taken against anyone for making a report in good faith.

#### ▲Non-Compliance Reporting Procedure

**Employee Report:** Any employee who learns of a violation of the Code must immediately report it.

**Investigation:** It is STS's policy and intent to investigate any reported violation of the Code, other STS policy, or applicable law, and to take appropriate action, as determined by STS,

based on the results of the investigation. Reports of violations of accounting, accounting controls and audit matters will be investigated under the supervision of the Board of Directors.

All other violations will be investigated under the supervision of the Ethics Office. Employees are expected to cooperate in the investigation of reported violations.

**Confidentiality:** The investigators will not disclose the identity of anyone who reports a suspected violation or who participates in the investigation. Employees should be aware that the Ethics Office is obligated to act in the best interests of STS and do not act as personal representatives or lawyers for the employees.

**Protection against Retaliation:** Retaliation in any form against an individual, who in good faith reports a violation of the Code, or who assists in the investigation of a reported violation, is prohibited. Every employee may report such violations without fear of retaliation by co-workers, supervisors or others that are the subject of the report.

#### Discipline for Non-compliance

Failure to comply with the Code will result in disciplinary action ranging from a reprimand to dismissal.

Civil or criminal violations may be prosecuted.

#### We Value and Safeguard Our Relationships with Customers

##### Most Valued Supplier

A primary objective at STS is to become our customers' most valued supplier.

We achieve this objective by providing products and services that best meet customer needs and doing so in a manner that creates a lasting bond of cooperation and trust.

▲We treat customers fairly and honestly at all times in a manner that conforms to all applicable laws and is consistent with good business practice. We do not make false or misleading remarks about other companies or their employees or products, including our competitors.

### Safe and High-Quality Products

We conduct business with a high regard for the health and safety of those using our products and services. This regard assures safety and strengthens the bond between STS and our customers. Each employee plays a critical role in ensuring the quality and safety of STS products, from design through implementation, ongoing improvements, and customer support.

### We Value and Safeguard Our Employee Relationships

#### Respect for Employees

STS is committed to respecting human dignity. Trust, respect, and ethical business conduct are essential to achieving and maintaining sound relationships among our employees. Basic to these relationships is the recognition of the personal value and contribution of every employee. At STS, we value the diversity of our employees, and we judge and treat every employee with dignity and respect. Consistent with applicable laws of the location, employees and applicants for employment will be judged on the basis of their performance and qualifications without regard to race, creed, gender, religion, national origin, age or disability. Sexual harassment of any type is prohibited.

#### Child Labour/Forced Labour

We are opposed to any form of harmful child labour and forced or compulsory labour. It is STS policy to prohibit harmful child labour or the use of forced or compulsory labour in our workplaces and we expect our suppliers and contractors to do the same.

#### Respect for Employees' Privacy

STS respects the privacy of its employees, former employees and job applicants and will share employee information only for business reasons consistent with applicable law. This is not

inconsistent with STS's  
right to monitor electronic communications.

### Safe and Healthy Working Environment

Maintaining a safe and healthy work environment is integral to the operation of our business. Accidents harm our employees and undermine the effective performance of the business, as well as the trust of the

communities in which we operate. We are responsible for preventing accidents by maintaining a healthy work environment, by following safe procedures and practices, and by using all prescribed personal protective equipment where applicable to our business.

### No Substance Abuse

We do not use, sell, purchase, transfer, manufacture, possess, or permit to be present in our system any illegal or unauthorized drugs, synthetic/designer drugs, or any controlled substance (except legally prescribed drugs), nor do we abuse prescribed drugs, while on STS premises, engaged in STS business, or operating STS equipment.

In addition, we do not use, sell, manufacture, purchase, transfer or possess alcohol in an STS facility or on company premises. We are not under the influence of alcohol while performing STS business or job-related duties or while operating STS equipment.

### We Comply with Health, Safety, Security, and Environmental Laws

We are committed to protecting the environment and the health and safety of our employees, our families, our communities, and the public through full compliance with all applicable laws and continuous

improvement of our performance on environmental, health and safety matters.

To meet STS environmental standards, every STS owned-and-operated facility must demonstrate compliance with all public health and environmental laws pertaining to its operations and consistent with applicable law.

#### STS's Policy on Health, Safety, Security, and the Environment

STS embraces our responsibility to protect the environment and the health, safety and security of our employees, their families, our communities, and the public, as a core value of our business sustainability.

Transparently promoting health, safety, security, and environment is the responsibility of all STS employees in the countries in which we operate.

STS's health, safety, security, and environment Guiding Principles mandate that we:

- Pursue a business strategy that builds on sustainable innovation, operations and business practices as we seek to grow our businesses and improve the quality of people's lives everywhere.

▲• Openly conduct our business in a manner that is protective of public and occupational health, the

environment and employee safety.

- Strive to eliminate all accidents and injuries, with an objective of achieving injury-free workplaces.
- Comply with all relative laws and regulations.
- Actively engage with our employees, suppliers, customers, neighbours, and shareholders to

ensure continuous improvement.

- Engage in recycling programs where appropriate.

#### We Value and Safeguard Our Relationships with Suppliers and Contractors

We seek to maintain our reputation as a dependable customer by being equitable and reliable in dealings with suppliers. We will treat suppliers and contractors fairly and honestly at all times and in a manner conforming to all applicable laws.

We expect our suppliers to share our commitment to sustainability and to producing safe and high-quality products.

We expect our suppliers to conduct themselves in an ethical and responsible manner that supports the protection of and respect for human dignity in their workplaces and is consistent with STS's standards.

#### We Protect Our Property and the Property of Others

We are responsible for the protection of STS assets, including physical property, intangible assets, and all forms of electronic documents and files, business communications, including electronic mail, telephone, Internet and Intranet, against loss, theft, and misuse. STS assets are intended for use for proper company purposes and may not be sold, loaned, given away or disposed of without proper authorization. We may make personal use of such assets on an occasional and limited basis only as long as STS's policies on Acceptable Use of IT Resources and other relevant policies are followed, there are no measurable increased costs and other employees are not distracted as a result of the use. In addition, use of such assets for personal gain is prohibited.

#### We Use our Electronic Communications and Internet Access for Company Purposes

STS's electronic communications and Internet access systems are important tools through which we conduct much of our company's business. These communication mechanisms and devices include e-mail, fax and instant messaging systems. STS reserves the right to monitor the use of its Internet



resources and electronic communications and to investigate potential improprieties. Users have no expectation of privacy in their use of STS communications systems beyond that required by law.

STS reserves the right to filter Internet content that it considers offensive or inappropriate. All use of Internet access and electronic communications will be in accordance with applicable laws, regulations and STS policies and shall not be used to:

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Violate copyright, trade secret, patent or other intellectual property rights.  
Reveal company confidential information via social media networks or otherwise;  
Threaten, deceive, defraud, harass, defame, intimidate or offend others or otherwise violate  
the privacy of any person;  
Attempt to gain illegal access into another computer network or system;  
Create, execute, store or knowingly propagate non-approved files, such as viruses, worms,  
password capturing programs, Trojan horses, etc.  
Intentionally disrupt or disable STS resources nor prevent other authorized users from using  
these resources;  
Send chain letters, unauthorized solicitations or advertisements;  
Distribute STS business e-mail addresses of other employees for non-business purposes such  
as subscribing to private bulletin boards, shopping sites and any other non-business

sites;

Introduce sexually explicit or offensive materials into the workplace;

Access pornography, gambling ventures, nonbusiness – related chat rooms or message boards; or

Download files, unless they are necessary for business purposes and approved by the local IT department.

#### Reporting Loss or Misuse of Property

Any individual aware of the loss or misuse of any property must report it to his or her manager or

supervisor or another appropriate STS person or contact the Ethics Office at the numbers and address

provided. Any individual receiving such reports shall handle them in a careful and thorough manner.

#### We Protect STS Confidential Information and Respect the Confidential Information of Others

##### What is Confidential Information?

Confidential information is information that is not generally known to the public and, if improperly

disclosed, may be harmful to the company or its customers or suppliers, or helpful to its competitors.

STS possesses valuable confidential information that has been developed over many years at considerable expense.

▲This information includes proprietary information and trade secrets, such as sales, financial, scientific, economic or engineering information, customer lists, marketing plans, technical plans, formulas, methods, techniques, processes, procedures, programs and codes – regardless of how such information is stored, compiled or memorialized – for which STS takes reasonable measures to keep secret.

##### How do we protect Confidential Information?

We must protect the confidentiality of this information as carefully as we protect STS's physical and

other property and should routinely take precautions to keep the information from being disclosed. We do not share confidential information with, or authorize its use by Non-STS People or even with STS people who do not need to know the information, except as provided in contracts or legally mandated non-disclosure agreements.

The obligation to protect STS's confidential information continues even after employment at STS ceases. If it is appropriate for business reasons to share STS confidential information with a Non-STS Person and/or to allow a Non-STS Person to use the confidential information, a written confidentiality agreement is required to be executed in advance. STS HR Department can provide an agreement that is appropriate for the circumstances or one of STS designated lawyers can be contacted through the HR Department. We also keep the information in a secure, non-accessible location and transmit confidential information electronically only under secure conditions.

Our obligation to protect confidential information extends to social media networking. STS employees should follow the same procedures for protecting company confidential information when engaging in any social networking activities.

STS will vigorously pursue any suspected improper taking and/or use of its confidential information.

If we discover a possible theft of STS confidential information, we must bring this discovery to our supervisor, the Ethics office or other appropriate person.

#### We Gather Business Information Ethically and Lawfully

As part of the daily execution of our business, we gather intelligence about competitors, suppliers, and customers in ethical and lawful ways. Most useful information is available from public sources through hard work and persistence. In seeking information from non-public sources, we act with honesty and integrity, and we do not seek, obtain, or use any information if it would violate any applicable law, including without limitation trade secret or other confidential information laws, and laws relating to confidential relationships between employers and employees.

We protect confidential information provided on a confidential basis by others to

STS – usually by following procedures described in agreements relating to the information.

▲We will not improperly take confidential information from others. Individuals and companies who improperly disclose confidential information are subject to lawsuits for damages and injunctions, as well as criminal liability under signed Non-Disclosure Agreements, including financial penalties or even prison terms.

We do not accept or misdirect communications or electronic documents not meant for us. Any receipt of such communications that appears to be in error and contains proprietary or sensitive information, such as a competitor's marketing plans or client's requirements should be reported to your supervisor and, in the case of electronic communications, to the IT department so that any appropriate action can be taken.

#### We Avoid Conflicts of Interest

We shall not engage in any activity that would create a conflict of interest between our personal interests (including the interests of our immediate families\*) and the best interests of STS. We will make all business decisions in the best interests of STS. Any actual or potential conflict of interest between STS and us is prohibited unless specifically approved in writing by our supervisor (or in the case of a director, the Board of Directors). In determining the presence or absence of a conflict of interest, the following will be considered: the amount of our financial interest; our position with STS and the influence that we may have in business dealings that impact the matter; and all other relevant factors.

Activities that could create a conflict of interest include:

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Engaging in personal or any other Non-STS Business on company time or with company assets;  
 self-employment or engaging in any other activity, if the work or activity affects job performance or encroaches on time or attention that should be devoted to STS's affairs;

Disclosing or using for personal advantage confidential information gained by our position with STS.

Disposing of STS assets for personal benefit. This policy applies both to physical assets – such as equipment, cars and trucks, and office supplies – and to services provided or paid for by STS, such as Internet access, electronic mail, telephone, fax and the internal mail system.

Accepting loans or gifts of any kind, preferential treatment, or favours that place or appear to place us or any member of our immediate family\* under a stated or implied obligation to a competitor, supplier or customer of STS. For example, we do not make investments in competitors, suppliers, or customers of any kind if the arrangement is not generally available to others or if a conflict of interest or the appearance of a conflict of interest could arise because of our duties and responsibilities. We may accept promotional premiums and discounts offered by transportation companies, hotels and similar service providers – such as, for example, “frequent fliers” program benefits – if they are offered to travelers generally and STS has not specified to the contrary.

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Having a significant investment in or working for or serving as a consultant or advisor to any other firm or person (even in a self-employed capacity) if that firm or person is a

competitor (or actively planning to become one), a supplier or a customer of STS.

In addition, neither we nor any member of our immediate family\* shall accept membership on the board of directors of any competitor, supplier of material or services, or customer of STS without prior written approval of STS's Board of Directors.

If a director has a personal interest in a matter before the Board, the director will disclose the interest to the full Board prior to discussion as to such matter or deliberation, excuse himself or herself from participation in the discussion, and will not vote on the matter. Personal interests may include commercial, industrial, banking, consulting, legal, accounting, charitable and financial relationships, among others.

\*For purposes of the Code, "immediate family" means your spouse, parent, children, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, brothers- and sisters-in-law, and anyone (other than domestic employees) who shares your home. This definition does not apply to the use of the term "immediate family" for purposes of medical coverage and other benefit plan purposes.

Seek Help in Resolving Questions under this Conflict of Interest Policy.

Conflicts are not always clear-cut. If an employee, officer, or director becomes aware of a conflict, potential conflict, or has a question as to a potential conflict, the employee, officer, or director should consult with higher levels of management or the Company's Chief Financial Officer and/or follows the procedures for reporting any misconduct. Sensitive or difficult questions should be referred to an STS lawyer.

We Comply with Laws and Regulations for Transnational Business

We operate our business in compliance with all applicable laws. When we make significant business investments or acquisitions, we take into account sustainability, compliance and other ethical considerations.

We comply with all Import Control Laws

It is STS's policy to comply with all laws and regulations that apply to its imports into any country in which we operate and import materials into. In addition to STS Logistics and Accounting Departments; it

It is the responsibility of every business unit to implement and maintain the necessary internal controls for import compliance, exercise reasonable care in all import activities and make best efforts to assure appropriate personnel understand and comply with all import laws of the relative country.

Import laws govern many aspects of our imports, including admissibility of imports, classification and valuation for duty purposes, country of origin marking, environmental reporting, security, eligibility for special preference programs (e.g., Security clearance on some communication devices by the Local Telecommunication Regulatory Commission or by the US Customs Security Clearance), and records retention.

STS is committed to strict compliance with all import laws and regulations and expects all employees to implement this commitment in STS's business operations. Implementation will be achieved through organizational commitment, allocation of sufficient human and capital resources, and appropriate oversight and corrective actions.

STS is also committed to all aspects of its Vendors and Suppliers who are mandated by their country's Customs Trade Partnership Against Terrorism, under which STS has committed to ensure the safety and security of all imports from the point of origin to the point of final destination and to corresponding programs in other jurisdictions.

We Comply with All Export Control Laws

Many of STS Vendors, Partners and Suppliers are originating from The United States and are mandated to comply with laws and regulations that restrict exports of certain products, services, and technologies to certain countries or buyers (Boycott). STS honors these Vendors boycotts and will ensure that the items they import from the vendors are lawfully exported and are sold to the country and individual to whom they are intended.

In practice, the boycott that most commonly presents problems is the Secondary boycott where a dealing with a company that deals with a boycott country is in question. For STS own generated products or Services; we do not participate in or Comply with Secondary Boycotts that are against the Local Government's Policy, Including the US or the EU Boycott of some Arab Countries or Middle Eastern Countries. We also do not comply with Secondary Boycott of dealing with companies that deal with a direct boycott country of our Vendors.

The laws governing foreign boycotts are complex, and requests for compliance with a foreign boycott or certification of compliance must be reported even if compliance with the foreign boycott is permitted by law.

To comply with these laws, every group, division, and operation must Ensure that international sales, order entry, traffic, documentation, and credit personnel – who are likely to come in contact with

▲requests for compliance with foreign boycotts – are instructed about how to comply with these laws and that they follow STS's procedures relating to these laws.

#### We Do Not Pay Bribes or Make Improper Payments

STS funds shall not be used to make payments that violate any applicable laws or regulations. While this policy summarizes the most commonly applied laws and regulations, they can be ambiguous or difficult



to interpret. If you are uncertain about any payment, consult your manager or an STS lawyer.

#### We Do Not Engage in Commercial Bribery

We do not pay bribes, kickbacks, or similar payments or gratuities to people or organizations in order to gain or keep business or to direct business to any other person or company. This policy applies both to payments made directly and to payments made through an intermediary.

#### We Do Not Pay Bribes or Kickbacks to Government Agencies, Employees, or Officials

We do not directly or indirectly offer or give any money, gift, favour, entertainment, loan, gratuity, or other item of value to any employee of any government that regulates or does business with STS. As long as there is no violation of the rules or standards of conduct of STS or the recipient's organization, employees of STS businesses doing business with or regulated by the local government agencies are permitted to provide meals and refreshments that are reasonable and directly related to business discussions. We do not make any direct or indirect payments – including STS funds, personal funds or anything else of value – to any government official, employee, political party or candidate of any country in order:

- To obtain or retain business for STS or any of its subsidiaries or affiliates; or
- To direct business to any other person.

We also do not authorize such payments to be made through a third person if we know or are substantially certain that any portion of the payment will be used to pay a government official or employee, or political party or candidate.

STS does not operate in any countries in which bribery of government or political officials is lawful. In addition, Jordan for example and some other countries have enacted laws making bribery of government officials a crime. At STS, we comply with applicable laws and regulations. In particular, we do not engage in violations of foreign law even if local business practices seem to ignore the law. Even when they are not intended to obtain, retain, or direct business, we do not provide gifts and

entertainment to government officials and employees of any country beyond the extent to which they

are extended by normal custom in the relevant country. The value of such gifts or entertainment should not exceed US\$100 per person without the prior approval of management.

#### We Use Special Care in Appointing Sales Representatives, Distributors, and Consultants

Commission or fee arrangements may be made only with firms or persons serving as bona fide commercial sales representatives, distributors, or consultants (jointly “representatives”). These arrangements may not be entered into with any firm in which a government official or employee is known or believed to have an interest if STS conducts or may seek to conduct business with the government agency to which the official or employee is connected. All business units must investigate the character and reputation of each proposed representative to determine their appropriateness prior to the engagement.

We pay our representatives by above-board means. Payments must never be made in cash, and they must be made to the representative’s business office in the country in which it is located (and not to a foreign office or foreign bank account).

All commission and fee arrangements with representatives shall be covered by a written agreement. The agreement must contain, in addition to other normal terms and conditions:

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A clear description of the services to be provided;  
The commitment by the representative to abide by applicable law, including a

representation that  
no prohibited payments have been or will be made or promised; and  
A statement that STS may be required to disclose the existence and terms and  
conditions of the  
contract to authorized governmental agencies.

The amount of commission or fee to be paid to a representative for assistance in  
securing orders and for  
after-sales service must be reasonable in light of normal practice for the industry,  
the line of products  
involved, and the commercial services to be rendered. Sales representative and  
distributor agreements  
are available from STS lawyers.

#### We Respect the Political Process and Comply with Laws Governing Political Contributions

We comply fully with all laws regulating corporate and employee participation in  
public affairs, subject  
to the procedures set out below. STS encourages employees to exercise their rights  
and assume their  
obligations as citizens.

Where applicable law permits corporations to make contributions to candidates for  
public office, such  
contributions must receive prior written approval from the Board of Directors.

▲These requirements pertain only to political contributions to be made with STS  
corporate funds. They do  
not restrict personal decisions by STS employees to make lawful personal  
contributions on their own.  
STS encourages this type of participation. Employees must not, however, be  
reimbursed by expense  
accounts or otherwise for such personal contributions.

In some countries, political contributions by STS or its subsidiaries can be  
authorized only when  
permitted by applicable law, after prior written approval by the Board of Directors.

#### We Deal Lawfully and Fairly in Government Procurement

We conduct business with the governments of the countries in which we operate in accordance with high ethical standards. We recognize a special obligation to safeguard and preserve the good will and trust of those governments, their customers, and their taxpayers. Although fundamental principles of honesty are constants in all of STS's businesses, a business that serves governments has additional requirements regarding the appearance and documentation of fairness and integrity.

In addition to complying with applicable law and with the Code, we vigorously seek to control costs in accordance with local government procurement standards and regulations to obtain items for government contracts of appropriate quality at the best possible price.

**We Keep Accurate Company Records, Make Full, Fair, Accurate and Timely Disclosures**

We make full, fair, accurate, timely and understandable disclosures in reports that STS files under applicable laws, rules and regulations and in other public communications. Dishonest reporting, both inside and outside the company will not be tolerated. This includes reporting or organizing information in an attempt to mislead or misinform. No entry will be made on the company's books and records that intentionally hides or disguises the true nature of any transaction.

STS has adopted controls to ensure the safeguarding of STS assets and the accuracy of its financial records and reports in accordance with internal needs and requirements of applicable laws and regulations. These established accounting practices and procedures must be followed to assure the complete and accurate recording of all transactions. All employees, within their area of responsibility, are expected to adhere to these procedures, as directed by the appropriate STS Manager.

No employee or director may interfere with or seek to improperly influence, directly or indirectly, the auditing of STS's financial records. Violation of these provisions shall result in disciplinary action up to and including termination and may also subject the violator to substantial civil and criminal liability.

▲If an employee becomes aware of any improper transaction or accounting practice, he or she must immediately report the matter as described in Section 4 of this Code.

Our obligation to record and report information accurately and honestly also applies to the accurate reporting of time worked, business expenses incurred and other business-related activities.

#### We Manage Our Records Properly

To operate effectively and efficiently, records must be managed properly. Documents needed for ongoing business or required by law must be retained, while all other documents should be discarded. If excess records are not discarded, the costs and distraction of records maintenance escalates continually.

Documents should be discarded on an ongoing basis as they are no longer needed, and a general review of documents as to whether they are still needed is to be conducted at least once per year. In general, no document should be retained for more than two years unless it is needed for ongoing business or a law requires its retention.

Those who are unsure about the need to keep particular documents should consult with their records administrator or supervisor, so that a judgment can be made as to the likelihood that the documents will be needed.

#### Reporting and Information Resources

You are required to promptly and accurately report any violations of the Code that come to your attention to your manager, Ethics Office, human resources manager or a member of the Board of Directors. If you are uncomfortable reporting a violation to these individuals or wish to report a violation anonymously, write to:

STS Ethics Office

Ms. Rasha I. Atallah

Tel: ++96265802626 ext. 1110

Shaban's Building

Amman, Jordan – 11195

▲Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

You may do so without fear of retaliation.

If you have any questions or doubt about any aspect of the Code, consult your STS Manager or the STS Ethics Office or another appropriate STS person.



## ' STS POLICIES MANUAL

### Employment Conditions

V1-2021

#### ▲CHAPTER 3: EMPLOYMENT CONDITIONS

STS expects employees to use good judgment in the performance of their duties and to maintain a satisfactory employee/employer relationship. We expect employees to do their best work in their positions, with integrity and a commitment to excellence.

This policy defines employment conditions for employees to complete work assignments at STS.

#### EMPLOYMENT CONDITIONS

- The employee is not obliged to undertake work that is significantly different from the agreed upon work in the work contract unless the necessity requires so in order to prevent the occurrence of an accident, repair what has resulted from such accident, or in case of force majeure and in other cases stipulated by law provided that this shall be within the employee's capability and within the

limits of the condition that has entailed that work.

- Employees are paid on the first working day of the month.
- Employees should be committed to the following guidelines:
  1. Should personally perform their duties to an acceptable standard.
  2. Should be well groomed, clean and presentable and dressed in an appropriate manner.
  3. Should abide by the orders of the manager in relation to implementing the agreed upon work within the limits that do not expose him/her to danger and do not constitute a violation to the provisions of the applicable laws or public morals.
  4. Keep the confidentiality of the industrial secrets of the employer and shall not disclose them in any way even after the expiry of the work contract in accordance with what the agreement or custom entails.
  5. Keep the tools given to him/her to perform his/her work such as work equipment and all instruments related to his/her work.
  6. Take the required medical examinations required by the work nature before the commencement of work to check that the employee is free of the occupational or contagious diseases.

#### HOURS OF WORK

STS operates at a minimum of forty-two and a half hours a week. Actual daily working hours are eight and a half hours in which a half an hour break is included, from Sunday to Thursday. However, some positions require working on shifts basis, for these positions the direct manger will be arranging for a monthly schedule for the staff as per work requirements. The Company can change the timings of work



in accordance with work requirements. During the holy month of Ramadan, office working hours will be modified upon the discretion of the Company.

#### GUIDELINES

- The standard working hours are from 08:30 a.m. to 5:00 p.m. All employees must punch in upon arrival in the morning and punch out upon departure once they leave the premises of the company.

- Employees are entitled to up to 30 minutes break during the day for prayers, smoking or eating so long as they perform such activities within the company premises and in designated areas. Employees cannot leave the company premises during their breaks.

Employees cannot leave the company premises during working hours in order to carry out personal chores, unless they obtain prior permission through MenaMe (STS's automated leave request module) or from their direct supervisor, providing this will not disrupt their work and that the matter is urgent and cannot be delayed. In all cases, the time away from work should not exceed Four hours/day. Hours away from work will be added up and every eight hours will be deducted as one day of the annual leave.

- All employees away from the office during working hours for work-related purposes must fill out a business leave request detailing to their direct manager or their project manager/team lead their whereabouts and the time they will be expected to be away. Cases that are not reported will be considered as absences and will be deducted from leave periods without the need to inform the employee

- Upon eligibility some employees are entitled to work remotely from home for certain days per month/year. When working from home, employees are to be online and accessible during

official

working hours and are expected to check-in with their managers at least once a day.

For more details, please see the Work from Home Policy and Attendance Policy.

#### OVERTIME

STS strives to ensure that employees are generally able to complete their work tasks and responsibilities

within the work week. However due to the job nature of some departments, employees are requested

to work longer than their whole weekly designated working hours (42.5 hours) and/or during the

weekend. Any time scheduled over 42.5 hours must be pre-authorized by the supervisor/Department

Manager. Meanwhile STS permits overtime compensation for departments who are dealing with projects

or clients on 24/7 basis.

#### ▲Who is eligible for overtime compensation?

Non-exempt employees working on 24/7 projects in will receive overtime based on STS overtime

(Weekday or Weekend) calculation. Exempt employees such as executives, managers, directors, and

independent salespeople do not get paid for any overtime.

#### Overtime Calculation

STS Jordan Employees: STS has set the overtime calculation in-line with the Jordanian Labour Law, below

is the full details on how overtime is paid:

a) Each employee asked to work for more than the normal working hours upon his/her consent shall

receive remuneration for the overtime working hours that shall not be less than 125% of his/her

normal remuneration for the overtime worked.

b) In case the employee shall be working on his/her weekend, the national days or the official holidays, then he/she shall receive an extra remuneration for such day that shall not be less than (150%) of his/her normal remuneration for the overtime worked.

(In weekdays: salary per hour\*overtime hours \* 1.25, In Holidays/Weekends: salary per hour\*overtime hours \* 1.5)

STS KSA Employees: STS has set the overtime calculation in-line with the Saudi Labour Law, below is how overtime is paid:

- 

(for All weekdays: Basic Salary per hour\*overtime hours \* 1.5)

Break-time during the overtime

Any break-time (i.e., lunch break or short breaks) taken by employee during the Overtime working hours will not be included in the overtime calculations.

Delivery of Overtime Registration Forms

Overtime registration forms shall be submitted on the system to Accounting department monthly no later than 19th of each month. Forms must be filled by employee and approved by the direct manager. In the case that overtime forms are not delivered on time, payment for overtime will be delayed to the following

month. Approved overtime forms that are older than two months will not be processed and will be considered cancelled.

## Overtime Registration Form

Official STS overtime registration form is available on TWE by going to Sites - Finance - Finance-Overtime.

Any overtime record filled in any different format will be rejected. All fields in the overtime sheet must be completed with full description of the project/site and other needed information. Overtime hours shall be registered in 24 hours' format. Form shall be approved by the Direct Manager.

## CODE OF ETHICS AND BUSINESS CONDUCT

- STS Group has established a "Code of Ethics & Business Conduct" and appointed an associate of

the company charged with the responsibility of monitoring and perfecting this process.

- STS's Code of Ethics and Business Conduct summarizes the legal and ethical principles that we

follow in our daily work and applies these principles to our policies and practices.

- Following the Code of Conduct is mandatory for all STS employees, staff and affiliated persons.

- Failure to comply with the code is a serious matter and can lead to disciplinary action (up to and

including termination).

- STS has established an independent function to administer and oversee the Ethics program with the guidance of the Ethics Officer who conducts investigations where there are allegations of misconduct, and takes part in monitoring activities, such as audits, to assess areas of risk within the Company.

Please refer to the "STS Code of Ethics" for more information.



## ' STS POLICIES MANUAL

### Compensation & Benefits

V1-2017

#### ▲CHAPTER 10: COMPENSATION AND BENEFITS

The purpose of this policy is to outline the current STS compensation and benefits system and to ensure a consistent, fair, equitable and performance-driven Compensation and Benefits system that is aligned to STS overall strategies and objectives by defining compensation structures for different job families and aligning rewards to performance through corporate, division and individual KPIs.

STS acknowledges that the marketplace from which it recruits and competes for talent recognises position and seniority as a factor in determining compensation and benefits. However, use of years of experience alone for calculating pay is not a reflection of the organisation's respect for the contribution from all employees.

- 

It is the policy of STS to compensate employees with salaries that attract and retain qualified personnel, ensure equitable salary within the organisation of personnel performing similar work and recognising significant differences in the relative value of each job function.

- The compensation structure of STS is also designed to provide salaries and benefits that are competitive with those paid by similar organisations in the markets/countries STS operates in.

- Employee salaries and benefits are determined by their ranks, competencies, individual

performances and the nature of the job.

- The Human Resources Department is responsible for the administration of compensation and

benefits.

- STS pay structure consists of both fixed and variable elements; those will be outlined in further

details throughout the policy.

## DEFINITIONS

For the purpose of this policy, below is a list of terms used and their definitions in relation to this policy

Total Reward

Total compensation paid to an employee

Pay Mix

The mix of Fixed pay, Variable pay and Benefits that form an employee's total compensation.

## ▲Fixed Pay

Benefits

Variable Pay

Base salary paid to employees in return for work performed and includes, where applicable, Transportation and Housing Allowances. It does NOT include benefits, bonuses, incentives, commissions, or any other compensation from STS.

Benefits refer to employee non-cash benefits such as Health Insurance, Life Insurance and Vacations.

An employee's compensation that is used to recognize and reward the employee's performance and company goals/objectives. .

contribution

towards

Base Rewards

Objective-Based Rewards that are tied to Financial and Non-Financial targets. It includes Base Commissions and Incentives

Actual Reward

The actual reward paid out to employees taking into account their performance results and their Base Reward

Special Rewards

Rewards given to individuals regardless of appraisal, position, or the division/department within STS and within guidelines set by Management. Different Special Rewards apply to different groups of

people.

#### Innovation Rewards

Rewards given for specific ideas presented to a Reward Committee for review and then presented to management. For an idea to qualify as an innovation reward it must be an idea that generates revenue and is NOT a line item in our budget

#### REWARD SYSTEM STRUCTURE

Total Reward Fixed Pay Variable Pay Benefits Special Rewards Innovation Rewards  
Objective-Based Rewards Financial Targets None-Financial Targets

#### ▲FIXED PAY

##### SALARIES

This section of the policy deals mainly with the fixed pay portion of the STS Compensation and Benefits System.

##### STARTING SALARIES

- Employees' starting salary and allowances are fixed by mutual agreement in the Offer Letter prior to commencement of employment. The starting salary will not be lower than the minimum salary of rank for which an individual has been recruited.

- STS Salaries are paid on the first working day of the month; these will be transferred to the

employee's bank account. In some locations, STS will request that employees provide



accounts

at a certain Bank for the transfer of payroll. In such cases, should an employee choose to use a

bank other than the bank requested by STS then his/her pay will be transferred to the

Company's bank with instructions to automatically deposit the salary into the concerned

employees account in his/her bank. Any and all charges and/or delays related to such a transfer

are borne by the employee.

- 

In cases where an employee has not worked a full month, e.g., new recruits, those on unpaid

leave, etc., salaries will be calculated pro-rata on the basis of 1/30th of the total for each day

worked.

- Any information or documents (salary raises, transportation, overtime, deductions, etc.) that are to be included in salaries must be signed, approved, and delivered to the relevant departments

no later than the 15th of every month. If the 15th lies on a weekend or public holiday, then they

must be delivered to the relevant departments by the last working day before the 15th

- For Jordan, the concerned departments are as follows:

I.

II.

III.

Overtime - Accounting

Domestic Trips - (requiring overnight stay) - HR

Transportation- Accounting

For all other STS offices, the concerned department is accounting in each location for all payroll

related matters

## ▲OVERTIME

- STS strives to ensure that employees are generally able to complete their work tasks and responsibilities within the work week. However due to the nature of some jobs and commitments we have to our clients to provide the best service and support available in the market, some employees/functions are requested to work outside regular working hours

whether it is after hours or on weekends and/or public holidays. In such cases, in Jordan only, employees may qualify for overtime as per the Jordanian Labour Law.

- To be eligible for overtime payments, overtime assignments must be limited to support and maintenance calls for 24/7 contracts. In order to process overtime with payroll, employees who have worked overtime must fill in the relevant form on TWE and submit it for approval by their managers after which they must be passed to HR for final approval no later than the 15th of every month so they can be processed with the current month's payroll. If the 15th lies on a weekend or public holiday, then they must be delivered to the relevant departments by the last working day before the 15th

- 

In the rare cases where overtime is related to work other than on 24/7 support and maintenance calls, no overtime will be paid unless the overtime is approved in advance by HR and it is the responsibility of the employee to make sure this approval is given. Any such overtime requests submitted after the overtime took place will not be processed or paid.

- STS has set the overtime calculation in-line with the Jordanian Labour Law, below is the full

details on how overtime is paid:

- a. Any overtime worked during the working week but outside the official working hours for Jordan (08:30 to 17:00 Sunday through Thursday inclusive) shall receive remuneration

for

the overtime working hours equal to 125% of his/her normal remuneration.

i. On week days: 1-hour overtime equals 1.25 JD multiplied by the employee's hourly rate calculated as employee's salary/240. For example, an employee with a salary of 450 JD who is asked to work overtime on a weekday for 4 hours will have overtime calculated as follows:

ii.  $4 \text{ hours} * 450/240 * 1.25 = 9.375 \text{ JD}$

b. Any overtime worked on weekends or official public holidays then he/she shall receive

remuneration equal to 1.50% of his/her normal remuneration.

On weekend or official public holidays: 1-hour overtime equals 1.50 JD multiplied by the employee's hourly rate calculated as employee's salary/240. For example, an employee with a salary of 450 JD who is asked to work overtime on a weekday for 4 hours will have overtime calculated as follows:

$4 \text{ hours} * 450/240 * 1.5 = 11.25 \text{ JD}$

▲• Break-time during the overtime: Any break-time (i.e. lunch break or short breaks) taken by employee during Overtime working hours will not be included in the overtime calculations. For example: if employee worked from 8:00 till 17:00 and took one-hour lunch break then he/she is eligible to 8 (eight) hours overtime.

• Overtime Registration Form: Official STS overtime registration form is available on TWE. Any overtime record filled in any different format will be rejected. All fields in the overtime sheet have to be completed with a full description about the project/site and other needed information. Overtime hours shall be registered in 24 hours' format. Form shall be

signed by Head of department and HR department.

- Delivery of Overtime Registration Forms: In order to process overtime with payroll, employees who have worked overtime must fill in the relevant form on TWE and submit it for approval by their managers after which they must be passed to HR for final approval no later than the 15th of every month so they can be processed with the current month's payroll. If the 15th lies on a weekend or public holiday, then they must be delivered to the relevant departments by the last working day before the 15th. Approved overtime registration forms that are older than two months will not be approved by HR Department.

#### SALARY CHANGES (ADJUSTMENTS/RAISES)

- At STS salaries reviews are linked to performance appraisals and usually take place at the

beginning of the calendar year (once the previous year appraisals are completed). Raises may be delayed to another time during the year based on Management decision.

- At the beginning of every year, Management sets a budget for raises and each division manager is given guidelines to follow in setting salary raises for his/her employees. All raises must be approved by Management before they are finalised and processed.

- Raise frequency and amount are governed by many factors such as company performance,

division performance, individual performance, and division and company budgets among other things. There is no rule or policy at STS that says every individual is entitled to a raise every year just as there is no rule or policy at STS that says STS will give raises every year.

#### SALARY REPORTING AND DEDUCTIONS

- Different countries have different legislations and deductions that apply to payroll. At STS all

payroll deductions and requirements such as GOSI, Social Security, Income tax and so forth are automatically deducted from payroll and any reporting and payments to legal

authorities are  
made by Finance and Accounting

- For Jordan, at the end of each year, and upon closure of the Company's fiscal year, the Company fills in the employee's tax form for all income the employee earned from the Company for the calendar year in order for the employee to be able to settle his/her income taxes before the income tax department deadline. These forms are given to employees by the beginning of

February of every year and employees must submit a copy of their annual income tax clearance from the Income Tax Department to accounting by April 30th at the latest. Any penalties the employee may incur for not doing his/her Income Tax clearance on time are the responsibility of the employee. In addition, any deductions or penalties that are imposed by the Income and Sales Tax Department on STS due to employee tax deductions inaccuracies or differences will be deducted from the employee

#### SALARY DISPUTES

- For STS Jordan, KSA, Bahrain and UAE, once payroll has been submitted to the bank and

deposited in employee accounts, an automatic notification is emailed to employees from the HRIS (MenaMe) notifying them that their salaries have been deposited and outlining the breakdown of all the amounts paid.

- Any enquiry related to mistakes in the salary slip, should be reported immediately to Accounting (forty-eight hours after receipt of the salary slip). Any mistake will be corrected as soon as possible.

## SALARY ADVANCES

It is against Company policy to give salary advances.

## ALLOWANCES

The pay policy at STS includes a number of different allowances paid to individuals based on location, rank/seniority or nature of work. Below is a list of the most common allowances paid by STS:

### HOUSING ALLOWANCES

This allowance is mainly paid out to non-national employees located in our GCC offices. As per the common practice in the GCC region, the housing allowance is set to equal 25% of the basic salary paid out to employees. This allowance is set regardless of how much an employee's actual housing costs are. If an employee's housing expenses are less than the allowance, then the employee is entitled to keep the difference himself/herself. On the other hand, if an employee's housing costs are higher than the set allowance, then the employee must bear this additional expense himself/herself.

Any raises, adjustments or rank allowances awarded to an employee throughout their tenure at STS are split so that 72% of the amount is allocated to Basic Salary, 18% to Housing Allowance and 10% to Transportation allowance.

### ▲TRANSPORTATION ALLOWANCES

This is yet another allowance that is paid out mainly to non-national employees located in our GCC offices as well as a select few in our Jordan office.

For those in our GCC offices and as per the common practice in the GCC region, the

transportation

allowance is set to equal 10% of the basic salary paid out to employees. This allowance is meant to cover any and all costs related to travel (except those covered in other sections of this policy manual) including but not limited to, gas, car loans/payments, car maintenance, other transportation options such as taxis or metros, toll fees where applicable (such as Salik fees in the UAE), etc...

This allowance is set regardless of how much an employee's actual transportations costs are. If an employee's transportation expenses are less than the allowance, then the employee is entitled to keep the difference himself/herself. On the other hand, if an employee's transportation costs are higher than the set allowance, then the employee must bear this additional expense himself/herself.

In Jordan a set monthly transportation allowance is allocated to Products and Solutions and Account Management employees ranked D1 and D2 only.

The transportation allowance outlined in this section should not be confused with the travel expenses covered in the Travel Policy.

Any raises, adjustments or rank allowances awarded to an employee throughout their tenure at STS are split so that 72% of the amount is allocated to Basic Salary, 18% to Housing Allowance and 10% to Transportation allowance.

#### OTHER ALLOWANCES

STS may, at any time, introduce temporary additional allowances as per the needs of the business in different locations and/or for different groups of people. Any such allowances will be announced to all concerned in due time and said allowances will continue to be paid until they are no longer valid at which time an announcement will be made to let those concerned know that the allowance will be removed.

#### VARIABLE PAY

Different job families or functions are entitled to different variable pay elements. For sales related

functions, the Base Reward depends heavily on financial targets and for Non-sales functions the

▲Base Reward is based solely on non-financial targets. All will be paid in the form of Performance Based Rewards.

STS employees are split into two major categories:

- Non-Sales-Related roles whose Objective-Based Rewards are solely dependent on achievements on Non-Financial Targets. In this case, Non-Financial targets will account for 100% of the Appraisal
- Sales-Related roles whose Objective-Based Rewards contain a mix of Financial and Non-Financial Targets. The actual split between financial and non-financial targets differs from group to group and sometimes from role to role.

#### TYING REWARDS TO KPIS

The Objective Based Rewards of the reward system are based solely on KPIs and objectives, both financial and Non-financial.

The actual reward each person earns at the end of each review year will be based on the individuals performance appraisal result and will be calculate by multiplying the Base Reward by the appraisal result. With regards to Financial Targets and achievements on said targets, the commission scheme guidelines from the relevant section in the Compensation and Benefits Policy will apply with some conditions such over and under achievement reflected in the appraisal results as per the policy (double up and down).

For example, if an individual's Base Reward is 4000 USD and their appraisal result is 87% then their actual performance based reward will be calculated as follows:

$$4000 \text{ USD} * 0.87 = 3480 \text{ USD}$$



## BASE REWARDS FOR NON-SALES RELATED STAFF

- STS offers an incentive scheme that is based on employee performance and that aims to encourage and reward top performers from the General Services, Administration, Technical and Engineering teams. STS current Base Reward amount (the Base Reward for non-sales related employees) is set at the equivalent of one month's basic salary from the last salary of the year (this amount includes the portion of raises or rank allowances added to the basic salary earned during the year but does not include housing or transportation allowances or the portion of raises and/or Rank Allowances added to them).

- The Actual Reward for non-sales related employees is calculated at the end of the fiscal year as

follows

Actual Reward = Employee Performance Appraisal Score \* Employee's Base Reward

▲• To ease cash flow for employees, STS pays out the incentive over 4 payments made with March,

June, September and December salaries as follows:

a. March, June and September Salary Incentive Payments – 25% of Base Reward each (for

a total of 75% of Base Reward)

b. December Salary Incentive Payment – The remainder of the Actual Reward amount calculated as the Actual Reward – all payments already made to the employee.

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In the case where an employee received a salary raise, adjustment or rank allowance during the year and that affects their Base Reward value, an adjustment is made to the first incentive payment made after this adjustment/raise/rank allowance so that the difference from previous payments is made up.

If at the time any of the incentive payments is made, an employee has not yet completed 6 months of employment with STS, then this employee's advances or actual rewards are not paid until the first incentive payment after they complete 6 months at STS but their payment will cover the entire time they have been at STS. Should an employee leave STS without completing 6 months of employment then they are not entitled to any reward/incentive.

Below are examples of base reward (incentive) payment calculation for new hires:

a.

If a person was hired on 15/3/2014 with a salary of 400 JD and their 2014 Appraisal Score was 95%, then they are entitled to incentives in 2014 as by 31/12/2014 they would have completed 6 months at STS. The calculation would be as follows:

Their average salary (incentive salary) for the year 2014 is calculated as  $400 \text{ JD} \times 9.5/12$

(for number of months worked during the year) = 316.667 JD

The first Incentive payment they will receive will be at the end of quarter 3 (01/10/2014)

and so their incentive will be paid over 2 quarters.

The first payment will be  $316.667/2 = 158.333 \text{ JD}$

The second payment will be  $316.667 \times 0.95$  (appraisal score) - 158.333 (advance incentive already paid) = 142.5 JD

b.

If a person was hired on 15/7/2014 with a salary of 400 JD then they will not get any incentive payments in 2014 because they would not have completed 6 months with STS by the end of 2014. However, their payments will be delayed till 2015 and will use their 2015 appraisal result for the final calculations. With an appraisal score of 95% in 2015, the calculation would be as follows:

Their average salary (incentive salary) for the period 2014 - 2015 is calculated as

400 JD

\*  $17.5/12$  (for number of months worked during the appraisal cycle) = 583.333 JD

The first Incentive payment they will receive will be at the end of quarter 1 in 2015

(01/4/2015) and so their incentive will be paid over 4 quarters.

The first, second and third payments will each be  $583.333/4 = 145.833$  JD

▲The final payment will be  $583.333 \times 0.95$  (appraisal score) -  $(145.833 \times 3)$  (advance incentive already paid) = 116.667 JD

#### BASE REWARDS FOR SALES-RELATED STAFF

- STS offers a commission scheme that is based on employee performance and that aims to encourage and reward top performers in sales-related roles. For sales-related roles, a base commission is set as the Base Reward amount and the amount differs depending on many factors that include, but are not limited to, rank, position and location of position.
- The Actual Reward for sales related employees is calculated at the end of the fiscal year as follows

Actual Reward = Employee Performance Appraisal Score \* Employee's Base Reward

- To ease cash flow for employees, STS pays commission payments throughout the year (for

returning employees) as per the following schedule:

c. Balance of unpaid actual reward (actual commissions) from the previous year are paid in

equal instalments with January - June salaries inclusive

d. 50% of the Base Reward for the sales-related employee is paid in 6 equal instalments

paid with July to December Salaries inclusive

For new hires, once an employee has completed 6 months at STS then their sales invoices and

numbers are evaluated and, once the numbers justify it, they begin getting the advance of their base reward split over the remaining months of the year (always beginning July 1st or later).

Sales-Related rewards are governed by the Commission System Guidelines outlined in the relevant policy.

Note: Incentives and commissions administration is subject to change depending on company's profitability and Management's decision. For more information about the current year's policy, please refer to HR department.

#### SPECIAL REWARDS

As defined above, Special Rewards are rewards given to individuals regardless of appraisal, position or the division/department within STS and within guidelines set by Management on a year-by-year basis. Different Special Rewards apply to different groups of people. Definitions and guidelines are defined and announced at the beginning of each year by email and are valid for the time frame announced only.

#### ▲BENEFITS

The pay policy STS includes a number of different benefits provide to employees depending on a variety of factors. Below are the details of the benefits provided by STS.

#### HEALTH INSURANCE

STS provides health insurance to all its employees. Depending on the rank of employees, they are insured at different levels and may include their family members in the group insurance plan after a

certain period has elapsed since their hire date. This period varies depending on the rank of the employee. Certain terms and conditions in Health Insurance contracts as well as insurance and visa regulations in different countries may dictate differences in the benefits in different countries in which STS operates. Details on the enrolment in the Company Health Insurance Plan in different STS locations and for different ranks can be found in the Ranking Policy.

While STS tries to maintain uniformity with its Health Insurance coverage, some differences are bound to appear between different locations to account for different providers, country regulations and the number of insured people in the contract.

STS will provide, at the beginning of each Insurance Contract Year, a list of terms, conditions, benefits, coverage and exceptions for each insurance policy/contract. It is each employee's responsibility to make sure s/he reads, understands and abides by the prevailing insurance policy.

An employee may upgrade his/her own insurance and that of his/her family at his/her own expense when registering in the insurance plan. The difference in premiums is split over 12 months and deducted from the employee's salary at the end of each month. Employees may only change the level of insurance they register for at the renewal stage of the insurance contract year, no changes are permitted once the contract year has commenced. The employee and his/her entire family must be insured at the same level.

In case of misuse of policy terms by the insured, or of allowing another person to use the policy, or giving false medical information and reports, the insurance company has the right not to pay the invoices, to stop coverage for the insured without paying him/her back the balance due, and to ask for any prepaid invoices that proved to be false later on.

Employees in Jordan are required to return a copy of any insurance form they have used in order for them to receive additional forms. A limited number of forms (according to the insurance contract and the level of insurance) is allocated for each employee and family member, insured employees and their family members may not consume more forms than those assigned.

▲The Health Insurance benefit is a privilege and it is the responsibility of those ensured not to abuse it, abuse of the benefit will lead to higher insurance premiums and co-payment rates for all involved. STS has a right to investigate any case where they feel Medical Insurance is being abused.

If an employee wants to opt out of the Medical Insurance for him/herself and/or his/her family they must inform HR of this in writing. An employee may not insure his/her family unless they are insured as well.

#### LIFE INSURANCE

STS employees in all locations have a life insurance policy for the employee only. The value and terms and conditions of the Life Insurance policy vary from location to location. The only exception to this is employees in KSA as the laws in KSA prohibit Life Insurance Policies so STS can't provide such policies for its employees there. The beneficiary/beneficiaries of this life insurance policy are the legal heirs of the employee.

If an employee wants to waive their right to the Life Insurance, they must inform HR of this in writing.

#### ANNUAL TICKETS

For non-national employees in STS KSA, Bahrain and UAE offices, STS provides annual tickets to employees and their families as governed by the below guidelines:

- The airport nominated in the employment contract will be considered as the employee's home

airport.

- Employees in certain grades on STS Group's sponsorship are entitled to "family

status" tickets (i.e.

tickets for spouse and children under the age of 18 or 22 if still a student at University)

- All employees in STS KSA and STS Bahrain offices are entitled to tickets once every 12 months

governed by their hire date.

- For STS UAE office, all employees ranked A1 – D3 are entitled to tickets once every 24 months and all employees ranked E1 and above are entitled to tickets once every 12 months governed by their hire dates.

- STS is unable to issue tickets in advance if an employee requests his/her ticket earlier than the

anniversary of their hire date.

- All new and eligible employees are entitled to air tickets only on completion of one year's service with the Company. If an employee has not yet completed one year's service in their new location and they want to travel home, they have to do so at their own expense.

▲• The Company will provide excursion tickets to all employees and their family if applicable, except when specified otherwise in their contract. If an employee doesn't use his/her tickets, then they are entitled to their equivalent in cash unless they have resigned or been terminated. The cash value of the tickets is as per point 9 below.

- On resignation or termination, accrued air tickets will not be paid in cash to employees.
- Each year, STS will set a price for tickets for Adults, Children and Infants from each location to employee home countries. Should an employee book his/her tickets through the STS before the specified deadline, STS will cover the actual costs of the tickets. Should an

employee book tickets through their own agents at any time or after the specified deadline through STS, then STS will cover the cost of the tickets up to the limits set, any additional costs will be incurred by the employee. Details of this will be sent to all concerned employees by email at the beginning of every calendar year

- Should an employee request changes or refunds on their tickets, the employee will bear any

penalties or fees such changes will incur.

- Should an employee decide to take cash instead of their tickets (where applicable), STS will pay

the amounts set as per point 7 above in the year that the ticket is due.

- Annual Tickets in KSA and UAE are handled by the Accounting person in charge in the respective

location. Annual tickets for the team in Bahrain are handled by HR in Jordan.

- All Annual Tickets and their related prices are based on Economy Fare tickets.

↑ '

' STS POLICIES MANUAL

Relocation Policy

V1-2017



## ▲CHAPTER 19: RELOCATION POLICY

The purpose of this policy is to provide guidelines for providing support and assistance to employees who relocate at the request of STS as well as to outline the associated procedure for this policy.

It is STS's intent to encourage the mobility of current employees as well as to facilitate the hiring of employees by providing financial assistance to relocating employees and new hires eligible under this policy.

An employee should expect to be transferred/relocated should the business requirements call for it and he/she is asked to do so officially.

### ELIGIBILITY

The provisions outlined here apply to authorized moves for current employees as well as new hires whose official employment offers include specified relocation from their current place of residence.

If two family members working at STS (husband and wife) are relocated in the same instance to the same location, it will be regarded as a single relocation and only one set of relocation benefits will be provided.

### DEFINITIONS

For the purpose of this policy, below is a list of terms used and their definitions in relation to this policy

#### Relocation Grant

A one-time optional payment made to the employee upon relocation to assist with expenses such as, but not necessarily limited to:

- Packing, transportation, and unpacking of furniture and personal effects

or the purchase of new furniture upon arrival to the destination.

- Unavoidable penalties or similar costs incurred as a result of the transfer (e.g. export charges for car re-registration, first time deposits, deposits such as rent and telephone, etc.).

- Costs of transferring licenses, visas, or registrations resulting from the

transfer.

Relocation grants are amortized over a period of 3 years. In the event that the employee voluntarily terminates employment within three years of the relocation date, the employee will reimburse STS the remaining value of the grant. I.e. if the employee leaves STS voluntarily after 18 months then they will be required to reimburse STS half the amount of the relocation grant. In the event that the employee voluntarily terminates employment after three years from the relocation date then they are not required to return any part of the relocation grant.

An employee has 3 months from the date of relocation to claim this grant; if s/he does not claim the grant within this timeframe then they forfeit the right to the grant.

#### ▲Relocation Loan

##### Mobilization Costs

A one-time optional loan given to employees to offer further assistance with their relocation should they require it. This loan must be repaid to STS over a set period of time not exceeding 12 months for married relocation and 6 months for single relocation.

An employee has 3 months from the date of relocation to claim this loan; if s/he does not claim the loan within this timeframe then they forfeit the right to the loan.

Actual costs related to the mobilization of the employee and, in the case of married relocation, the employee's immediate family. Mobilization costs include mobilization tickets, residency processing and residency visa fees.

Mobilization tickets are one-way tickets from the employee's current city to the city the employee is being relocated to.

## Temporary Housing Assistance

Temporary Housing Assistance is an option STS provides to a relocating employee by arranging for the housing of the employee in a hotel for the first two weeks after his/her arrival at the new location within the guidelines outlined in this policy.

## Employee's Family

Employee spouse and children only. This does not include dependent parents, relatives or in-laws.

## RELOCATION BETWEEN COUNTRIES

### FOR CURRENT EMPLOYEES

- This section of the policy outlines guidelines and benefits for current STS employees relocating, for

the first time, from Jordan to another country in which STS operates on a permanent basis.

- When current employees are asked to relocate to an STS location in a different country than the one

in which they are currently employed, the employment contract in the current location is terminated, all entitlements settled and a new contract is issued for the relocating employee as per the prevailing laws, guidelines, policies and regulations of the new location.

•

In the case where a current employee is relocated for the first time then they are entitled to the following one time only benefits:

A relocation grant  
A relocation loan

- 1.
- 2.
3. Mobilization costs
- 4.

## Temporary Housing Assistance

- Relocation may be awarded on single or married status.



In the case where relocation is granted on a married status then STS will cover the mobilization costs for the employee's family as well as the employee. If relocation is granted on a single status then STS will cover mobilization costs for the employee alone.

- Temporary Housing Assistance is offered to the employee alone, regardless of whether the

employee is being relocated as a single individual or a married one. The reason for this is that a relocating employee is mostly unable to take his/her family with them immediately as they need to issue their own residencies before they can bring in dependents.

- Relocation loans must be paid back within a set period of time as per the guidelines of this policy.

- STS is aware that in some cases, an employee is unfamiliar with the new city they are relocating to and so STS provides the option of Temporary Housing Assistance to an employee. Temporary Housing Assistance is an option STS provides to a relocating employee by arranging for the housing of the employee in a hotel for the first 2 weeks after his/her arrival at the new location at STS's expense to allow the employee time to familiarize him/herself with their new city and search for suitable accommodations.

- Health insurance for relocating employees and their families (where applicable) will remain valid in

the employee's current location until health insurance is issued for the entire family in the new location.

- 
- 

In the case where a relocating employee from Jordan who is given a married status contract in the new location prefers to relocate alone and not with his/her family opting to leave their family in Jordan, then they have the option of maintaining their Jordan health insurance for the entire family at the expense of STS and insuring only themselves in the new location also at the expense of STS. If the employee later decides to move his/her family then STS will cover their insurance in the new location and cancel their insurance in Jordan.

Jordanian employees relocating from the Jordan office to another location with their families have the option of maintaining their Jordanian Health Insurance, at their expense, while STS will cover Health Insurance for the entire family at the new location (for Family Status contracts). In this case, the employee is expected to pay the annual premium for the entire family up front once they opt to take advantage of this benefit and from then on at the beginning of every renewed contract period and until the employee either asks for it to be cancelled or the employee leaves the employment of STS. An employee opting to take advantage of this option must be aware that they will be subject to the terms and conditions of the STS group contract and that an employee may not insure part of their family, the employee must ensure either themselves only or themselves and their entire family.

- Below are the details for relocation benefits for married and single employees in each STS location:

▲Relocation Benefits:

UAE:

Marital Status    Relocation Grant

Relocation Loan

Single

Married

13K AED

20K AED

6K AED

12K AED

Loan Repayment

Period

6 months

12 months

Mobilization

Single

Family

KSA:

Marital Status    Relocation Grant

Relocation Loan

Single

Married

13K SAR

20K SAR

6K SAR

12K SAR

Loan Repayment

Period

6 months  
12 months

Mobilization

Single  
Family

- 

If a Jordanian employee that has been previously relocated from Jordan to another STS location is relocated back to Jordan then they are entitled to the following:

a. Actual shipping costs for shipping furniture and 1 car. The shipping of the car does NOT include any customs that may be incurred on bringing the car or the furniture back to Jordan (including home appliances and electronics) into Jordan.

b. Accommodations for one month in Jordan for the employee and his/her immediate family at one of STS's approved locations or the equivalent of the cost of the accommodation in cash, whichever the employee opts for. STS will not cover a combination of the two options, only one or the other. If the employee's family already resides in Jordan at the time the employee is relocating back, then STS will compensate the employee, upon his return to Jordan, either by providing a single room for a month in one of the approved locations or the equivalent of the cost of a single room only.

c. A one-way ticket from their base to Jordan for the employee and, in the case the employee is on

a family status contract, for each member of their immediate family.

- Relocating employees are not necessarily relocated at the same rank and/or job title whether it is a first time relocation or they are returning back to Jordan after having been originally relocated from Jordan to another STS location and could be relocated to a different rank and/or title as per their new employment contracts.

#### ▲FOR NEW EMPLOYEES

- This section of the policy outlines guidelines and benefits for newly hired STS employees relocating,

for the first time, from their country of residency to a different country in which STS operates on a permanent basis.

- For a newly hired employee to be eligible for relocation assistance as per the guidelines of this

policy, their employment offer must specifically state that the offer includes relocation assistance as per STS Policies.

- 

In the case where a newly hired employee is provided with relocation assistance as per the terms of their employment offer then they are entitled to the following one time only benefits:

1. Mobilization costs
- 2.

#### Temporary Housing Assistance

- Relocation may be awarded on single or married status.

- 

In the case where relocation is granted on a married status then STS will cover the mobilization costs for the employee's family as well as the employee. If relocation is granted on a single status then STS will cover mobilization costs for the employee alone.

- Temporary Housing Assistance is offered to the employee alone, regardless of whether the



employee is being relocated as a single individual or a married one. The reason for this is that a relocating employee is mostly unable to take his/her family with them immediately as they need to issue their own residencies before they can bring in dependents.

- STS is aware that in some cases, an employee is unfamiliar with the new city they are relocating to and so STS provides the option of Temporary Housing Assistance to an employee.

Temporary

Housing Assistance is an option STS provides to a relocating employee by arranging for the housing of the employee in a hotel for the first two weeks after his/her arrival at the new location at STS's expense to allow the employee time to familiarize him/herself with their new city and search for suitable accommodations.

In the case where a newly hired, relocating employee from Jordan who is given a married status contract in the new location prefers to relocate alone and not with his/her family opting to leave their family in Jordan, then they have the option of insuring their families in the Jordan health insurance program for the entire family at the expense of STS and insuring only themselves in the new location also at the expense of STS. If the employee later decides to move his/her family then STS will cover their insurance in the new location and cancel their insurance in Jordan.

- 

- 

Jordanian employees relocating from Jordan to another location with their families have the option of benefiting from the Jordanian Health Insurance, at their expense, while STS will cover Health Insurance for the entire family at the new location (for Family Status contracts). In this case, the employee is expected to pay the annual premium for the entire family up front once they opt to take advantage of this benefit and from then on at the beginning of every renewed contract period and until the employee either asks for it to be cancelled or the employee leaves the employment of

▲STS. An employee opting to take advantage of this option must be aware that they will be subject to the terms and conditions of the STS group contract and that an employee may not insure part of their family, the employee must ensure either themselves only or themselves and their entire family.

- A Jordanian citizen (whether they are citizens of another country other than Jordan or not) that is hired for STS Jordan while residing outside Jordan at the time of signing their employment offer or contract, is not entitled to any relocation assistance.

#### PROCEDURE

Below is an outline of STS Employee Relocation Procedures for Current STS employees. New hire relocations are handled as part of the on-boarding process for new employees.

#### APPROVAL AND RELOCATION INITIATION FOR CURRENT STS EMPLOYEES

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- 

In all relocation cases for current STS Employees, approval of the GM or Country Manager of the branch the employee is relocating to is required before the employee is approached regarding the relocation.

If the relocation of an employee from one STS location to another requires that the employee change business units then the employee's current manager, as well as the employee's expected new manager, must both agree to the relocation before either approach the employee. The managers may do so between themselves or involve HR if they see a need to do so.

If the relocation of an employee from one STS location to another does not mean a

change in business unit and manager then the employee's manager may approach the employee directly to discuss the relocation, or if they prefer, they may involve HR.

- Once an employee and his/her manager agree to the relocation (including the title and rank of the new role), HR must then become involved in order to take care of the relocation details. This must take place at least 6-8 weeks prior to the expected start date of the employee in the new location and includes the following:

- .1. Submitting resignation from current location
- .2. Conducting termination and settlement procedures in current location
- .3. Completing Relocation Assistance Requirements Checklist
- .4. Signing a relocation offer (stating new role title, rank, marital status of relocation, salary and

benefits of new contract)

- .5. Signing a new employment contract
- .6. Preparing residency documents for new location
- .7. Booking tickets and, where applicable, temporary housing for the relocating employee



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⬆CORE AND MANAGERIAL COMPETENCIES

⬆Back to Core Competencies  
Back to Technical Competencies

## Accountability and Dependability

The extent to which one internalizes and outwardly expresses responsibility for timeliness, commitment to task, adherence to performance standards, and conformity with the rules and policies of an organization.

Level 1

Level 2

Level 3

Level 4

Level 5

Adheres to basic instructions

Independently completes routine tasks

Functions under limited supervision

Accounts for department/division outcomes

Accounts for company outcomes

- Works independently with limited direction in carrying out routine assigned tasks and projects

- Functions under minimal supervision in completing complex, sensitive assignments and projects

- Follows rules and

expectations for work, attendance and performance as defined, written, and implemented by the company

- Provides advance notice of intended absence and/or

tardiness

- Presents frequent oral and written reports on project or task status, issues, and potential problems.
- Takes accountability for team

outcomes

- 

Identifies and assists in addressing areas of weakness that may affect the performance of a unit or department

- Reports to work consistently on designated days and times

- Perseveres through various

working conditions to complete tasks and projects

- Follow set procedures and
- Shows willingness to work
- Takes appropriate measures

rules

overtime in order to meet set deadlines

to address group/team shortcomings

- Accepts ownership of and

responsibility for own work.

- Completes all assigned tasks on time and with minimal supervision.



- Fulfils all commitments made to peers, co-workers, and supervisor.

- Adapts working methods in order to achieve objectives.

- Works to achieve agreement (by offering alternatives, etc.) on time frames or objectives that can be realistically met.

- Shows commitment /

dedication and accountability

- Provides work direction and

appropriate feedback through multiple communication channels as deemed appropriate

- Holds self and other

- Holds ultimate responsibility

accountable for appointed responsibilities

- Takes a primary role in

for department and/or organisational performance and overall effectiveness

completing and resolving more advanced, complex and sensitive assignments, projects and/or issues

- Defines objectives and strategies to meet stakeholder requirements and needs

- Employs performance

- Maintain a cost-effective

management strategies to  
promote and ensure staff  
accountability

- Facilitates face-to-face

meetings with  
department/division members  
to communicate short and  
long-term goals and agenda

- Solicits workload reports and

status updates

balance of controls and risk-  
taking to ensure effective and  
efficient operation within  
budget

- Address gaps in resources  
that may affect organisation  
performance

- Accounts, reports and

explains the use of resources  
to achieve organisation or  
department performance  
targets, goals and objectives

- Holds self and others

- Capitalizes on the

accountable for making  
principled decisions;

performance management  
process



Informs appropriate individuals when assigned tasks will not be completed in agreed upon time frame.

in one's work, and follows through on all projects, goals, aspects of one's work.

addresses unethical behaviours head-on

- Takes appropriate measures to address performance shortcomings

- Exceeds his/her commitment

to others by frequently delivering work early

- Follow through and meets personal commitments to others on time

- 

- Takes his/her responsibilities seriously and consistently meets expectations for quality, service and professionalism

- Challenges individuals openly and constructively about performance problems, adapting a firm but fair stance.

- Demonstrates good resource management by using an acceptable amount of resources to accomplish goals/tasks

- Consistently inspires others to commit to the goals of the organisation.

- Generates enthusiasm

among team members for accomplishing shared goals that elevate the team and ensure the organisation's success

- Recognises when resources are being inappropriately and takes steps to ensure other leaders are practicing good resource management across the organisation

- Coaches other

leaders/managers on how to gain commitment and buy-in to accomplish organisation objectives

- 

Inconsistently meets commitments to others or delivers on commitments late

- Occasionally "bends the rules" when faced with pressure from customers or other stakeholders

- Fails to take ownership of personal or team performance
- Refrains from coaching team members to improve performance

- Occasionally presents oneself in a way that is inconsistent with the image the organisation wants to portray

- Sometimes over-utilizes resources
- Gains support for some, but not all, key organisation objectives
- Dismisses the importance of his/her responsibilities

Negative Indicators

### ♣Adaptability and Flexibility

Flexible and comfortable in adapting, changing or adjusting practices, procedures, behavioural style or approach when necessary to achieve a goal as appropriate to the needs

of the situation. Embraces change with a positive attitude taking intelligent risks and supporting others during the change process.

Level 1

Level 2

Level 3

Level 4

Level 5

Adopts to minor or indirect change

Adapts work method to the situation

Adapts to a wide variety of changes/needs

Adapts to large, complex and/or frequent changes

Adapts organizational strategies

- Accepts, understands,

- Adapts personal approach,
- Adapts to new ideas and
- Revises goals when
- Performs effectively amidst

recognizes and acknowledges the value of differing views and ways of doing things.

- Displays a positive attitude, and where necessary seeks clarification, when faced with ambiguity and change.

- Demonstrates willingness to try new approaches.

- Adjusts work working style to fit different situations.

- Acknowledges the value of others' contributions regardless of how they are presented

style, method and/or behaviour to meet the needs of new or different situations and performs effectively under changing or unclear conditions.

- Flexibly applies policies, procedures and/or rules while remaining guided by the organisation's values.

- Seeks guidance in adapting behaviour to the needs of a new or different situation.

- Acquires and applies new knowledge and learning to address new challenges.

- Quickly sorts through the

impact of changes on one's own job duties and work processes.

initiatives that challenge the status quo and traditional ways of operating across a wide variety of topics, issues or situations.

circumstances demand it.

- Recognizes and responds

quickly to shifting opportunities and risks.

- Anticipates change and

- Stays abreast of emerging

adapts own plans, styles and priorities accordingly.

- Adapts interpersonal

approach, style method and/or behaviours to diverse individuals and groups in a range of situations.

- 

Identifies and make changes to improve efficiency and quality of service of own area via input to procedures and processes.

- Balances current work priorities with change priorities.

developments and trends in

own area to identify possible changes needed to plans or goals.

- Pursues challenging experiences beyond customary role or area of expertise to add value in current area.

- Manages specific change

products

- 

Involves and motivates others in finding improved ways of working.

- Publicly supports and adapts to major changes that show promise of improving

continuous change, ambiguity and, at times, apparent chaos.

- Shifts readily between dealing with macro-strategic issues and critical details.

- Anticipates and capitalizes on emerging opportunities and risks.

- Undertakes developmental opportunities to meet future organizational needs.

- Leads change projects that have an important strategic impact on the organisation and effectively plans for and manages their implementations.

- Creates and environment

when change is “the norm”



and ways of work are  
consistently challenged

↑•

•

Is aware of organisation's  
overall objectives when  
implementing new processes.

established ways of  
operating.

Implements agreed change  
initiatives

• Seeks opportunities for  
change in order to achieve  
improvement in work,

processes, systems, etc...

- Acts as a role model for

change by demonstrating a commitment to the change process and communicates a clear and compelling vision of what the change will accomplish.

- Maintains composure and
- Collaborates with key

shows control in the face of challenges and change

stakeholders to promote major change initiatives.

- Supports other during change

#### Negative Indicators

- Continues to work in the same way regardless of change in customer requirements
- May understand the requirements of a situation but has difficulty modifying or organisational norms
- Adjusts ineffectively to different situations; conveys a rigid demeanour when under

stress or pressure

behaviour to meet the needs of more stressful or complex situations

- Resists change and clings to status quo
  - Talks about commitment to change initiatives but does not demonstrate it in
  - Becomes overwhelmed when faced with situations or issues involving ambiguity
- behaviour.

and/or setbacks.

- Does not adopt approach to delivering results when circumstances change
- Responds slowly to changing priorities

- Resists change and often openly discusses unwillingness to adopt new practices even in the face of compelling evidence for a new course of action

#### ▲Communication

Uses language as a tool to share and collect information, to exchange ideas and to openly explore differing perspectives adjusting style and content to each unique individual, audience and circumstance. Listening to others and communicating in an effective manner that fosters open communication.

Level 1

Level 2

Level 3

Level 4

Level 5

Listens and clearly presents  
information

Fosters two-way communication    Adapts communication to others

Communicates complex  
messages

Communicates strategically

- Makes self available and
- Elicits comments and/or

clearly encourages others to initiate communication.

feedback on communication and information provided.

- Listens actively and objectively without interrupting.

- Presents appropriate

information in a logical, clear and concise manner, both orally and in writing, using appropriate phrasing and vocabulary.

- Communicates with others honestly, respectfully, and sensitively.

- Writes brief, factual material (e.g., notes, e-mail, standard letters) in a clear, logical manner, using correct grammar, spelling and punctuation.

- Checks own understanding of others' communication (e.g., repeats or paraphrases, asks additional questions).

- Communicates decisions or recommendations that could be perceived negatively, with sensitivity and tact.

- Considers others' main points and takes them into account in own communication.

- Maintains continuous open
- Adapts content, style, tone

and consistent  
communication with others.

- Openly and constructively

discusses diverse  
perspectives that could lead  
to misunderstandings.

- Supports messages with

relevant data, information,  
examples and  
demonstrations.

- Writes longer, straightforward documents (e.g., summaries of meetings, instructions) that are comprehensive, yet concise, combining

and medium of  
communication to suit the  
target audience's language,  
cultural background and level  
of understanding.

- Takes others' perspectives

into account when  
communicating, negotiating  
or presenting arguments  
(e.g., presents benefits from  
all perspectives).

- Responds to and discusses issues/questions in an understandable manner without being defensive and

- Handles complex on-the-spot

questions.

- Communicates complex

issues clearly and credibly  
with widely varied audiences.

- Uses varied communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.
- Delivers difficult or unpopular messages with clarity, tact and diplomacy.
- Writes on complex and highly specialized issues (e.g., complex policy, scientific or legal documents), transforming technical information for non-specialist audiences as needed.
- Overcomes resistance and secures support for ideas or initiatives through high-impact communication.
- Communicates strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication).
- 

Identifies and interprets policies and procedures for superiors, subordinates and peers.

- Acknowledges success and the need for improvement
- Writes strategically from a broad, corporate perspective, clearly and accurately presenting a position, while

demonstrating an  
understanding of the needs

▲information from a few  
sources as needed.

while maintaining the dignity  
of others.

and sensitivities of varied  
audiences.

- Anticipates reactions to  
messages and adapts  
communications accordingly.

- Writes documents that

provide in-depth information  
on specific issues, combining  
information, as needed, from  
multiple sources, and  
conveying critical nuances to  
facilitate understanding.

## Negative Indicators

- Does not listen to views of others
- Gives information either inaccurately and/or at the wrong time
- Presents information in a muddled, unclear or jargonised way
- 

Is negative, rude or interrupts

- Does not attempt to get people on board with an idea
- Uses the same approach whatever the situation
- Does not compromise
- Gives in too easily

## ▲Customer Service

Works with customers to assess needs, provide assistance, resolve problems and satisfy expectations; knows products and services. Demonstrates strong commitment to

meeting and exceeding the needs of internal and external customers, striving to ensure their full satisfaction. Is committed to providing quality products and services.

Level 1

Level 2



Level 3

Level 4

Level 5

Responds to customer requests

Builds positive customer  
relations

Anticipates, and adapts to,  
customer needs

Foster a customer service  
culture

Considers the strategic direction  
of customer service

- Provides helpful information  
and/or assistance, which is  
consistent with relevant  
guidelines, policies and  
procedures

- 

Identifies customer needs  
and expectations

- Presents a positive image to

the customer

- Responds to requests

efficiently and effectively

- Refers complex questions to

appropriate  
departments/person

- Meets customer needs in a  
respectful, responsive  
manner.

- Seeks feedback to develop a

- 

Initiates calls to customers and obtains additional information to ensure that the requested work is not delayed

- Maintains on-going communication with customers
- Contacts customers to follow up on products, services or solutions to ensure their needs have been directly and effectively met
- Understands issues from the customer's perspective
- Keeps customers up-to-date

with information and decisions that affect them.

- Shows concern for and commitment to the customer
- Works to resolve customer service problems
- Seeks customer feedback to investigate ways to improve customer experience
- Regularly and systematically contacts customers or perspective customers to determine their needs
- Works with customers to adapt products, services or solutions to meet their needs.
- Anticipates areas where

support or influence will be required and discusses situation/concerns with appropriate individuals

- Proposes new, creative and

sound alternatives to improve the customer service

- Tracks trends and

- Communicates the

developments that will affect organisation's ability to meet current and future customer needs.

organisation's mission, vision and values to external customers.

- 

Identifies benefits for customers; looks for ways to add value

systematically evaluates new opportunities to develop customer relationships

- Strategically and

- Creates an environment in which concern for customer satisfaction is a key priority

- Links comprehensive and in-depth understanding of customers' long-term needs and strategies with current and proposed projects/initiatives.

- Uses experience and knowledge to provide additional, value-added service for the customer.

- Seeks out and involves

customers or prospective customers in assessing products, services or solutions to identify ways to improve.

- Establishes service standards and develops strategies to ensure staff meet them.

clear understanding of customer needs.

- Consistently makes decisions focused on customer needs

#### ⬆️Negative Indicators

- Does not treat all customers with respect

- Takes a narrow view of customer service focusing only on own area of knowledge, does not consider that the customer's needs might be broader.
- Takes a short-term view of customer service, ignoring the long-term needs of customers.
- Does not take the time to find out the customer needs instead makes assumptions about them

Ignores customer feedback

- Makes promises to customers that cannot be delivered (sets false expectations)
- Does not prioritise customer needs
- 
- Takes negative feedback personally
- 
- 

Is not flexible about own way of doing things

Is insensitive to customer concerns and carries out tasks without thought of impact on customer

## ▲Innovation and Creative Thinking

Ability to develop new insights into situations and apply innovative solutions to

make improvements; ability to create a work environment that encourages creative thinking and innovation in the design of solutions and processes; ability and willingness to question conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.

Level 1

Level 2

Level 3

Level 4

Level 5

Acknowledges the need for new approaches. Has the ability to think creatively and implements solutions for everyday problems.

Modifies current approaches and has the ability to think creatively and strives to continually improve own processes and areas of business

Introduces and implements new approaches and progressive solutions/processes

Identifies and creates new concepts and designs.  
Develops innovative solutions and processes

- Questions and challenges

the conventional approach to doing things

- Analyses strengths and weaknesses of current approaches

- Seeks alternative resolutions for problems or suggests improvements to current

approaches

- Modifies and adapts current methods and approaches to better meet needs and situations

- Keeps up-to-date with

developments in own field and uses this information to introduce and promote best practices.

- Encourages and helps others

to generate ideas

- Recognizes when a new approach is needed

- Has the ability to think creatively and use initiative

- 

- 

- Voluntarily puts forward

suggestions for improvement

Identifies alternative solutions based on precedents

- Uses existing approaches or solutions in innovative ways to solve problems

Identifies an optimal solution after weighing the advantages and disadvantages of alternative approaches

- Sees long-term

consequences of potential solutions

- Makes significant changes and amendments to, or incorporates aspects from various external solutions to approach to arrive at an appropriate solution to meet work objectives and /or improve results

- 

Integrates and combines relevant concepts into a new solution for which there is no experience

- Creates new methods or solutions for the organisation from scratch

- Promotes improvement ideas to more senior colleagues in own work unit

- Recognises that small changes can have a large impact

- Consistently considers and thinks about a process, approach or tool with the view to improvement

- Fosters a safe environment where educated risks are supported

Identifies gaps against best practices, puts forward proposals and develops strategic implementation plans to introduce new and improved ways of operating. Nurtures creativity.

- Encourages others to think



out of the box

- Encourages and values new

ideas, perceptions and  
suggestions

- Develops and encourages an environment that nurtures creative thinking, questioning and experimentation

- Encourages challenges to conventional approaches

- Sponsors experimentation to

maximize potential for  
innovation

- Develops clear action plans

to close gaps

- Works with others to identify

new opportunities and  
implements and shares ideas  
within work unit

- Recommends or implements existing processes, solutions or tools with little or no modification, to complete work objectives or resolve problems
- Able to import solutions from outside the current work environment
- Able to modify a solution from outside the current work environment

- 

Reviews best practices (by researching and evaluating them) and what others in the industry and/or work area are doing and seeks to influence improvements within scope of own work/area

- 

Identifies flexible and adaptable solutions while still recognising professional and organisation standards

- Obtains and provides resources to enable implementation of new ideas or initiatives where appropriate
- Formulate innovative solutions or resolves problems by developing new concepts or approaches to meet work objectives

-

Integrate relevant concepts  
into complete solutions in  
response to a new challenge  
for which there is no previous  
experience

- Shows rigidity in approach to work
- Adheres to conventional methods of work
- Does not take into account interdependencies between issues and processes in

relevant functional area or across functional areas

- Blocks new ideas by not being receptive, sharing information and/or exploring

opportunities

- Fails to generate and implement new and creative approaches
- Avoids taking educated or “smart” risks
- Accepts the status quo
- Creates, recommends, adopts or implements approaches and solutions without weighing the potential consequences or how they fit within the circumstances of the work group or organisation

Negative Indicators

## ▲Job Knowledge

Demonstrates knowledge of skills, tools, systems, procedures and techniques necessary to provide the appropriate quality and quantity of work in a timely and efficient manner. Applies knowledge to identify issues and internal problems; works to develop additional technical knowledge and skills.

Level 1

Level 2

Level 3

Level 4

Level 5

Demonstrates broad knowledge of one job area or basic knowledge of several related job areas

- Applies acquired job skills, policies, and procedures to complete substantive assignments/projects/tasks of moderate scope and complexity

- Exercises judgment within defined guidelines and practices to determine appropriate action

Demonstrates basic knowledge of skills, policies, and procedures for own job

- Demonstrates basic

knowledge of subject matter and where it fits into the business of STS

- Follows basic work routines

and standards

- Applies basic knowledge of systems and procedures for own job/position

- Understands job requirements and responsibilities.

- Uses professional concepts

to resolve problems of limited scope and complexity

- Work on assignments that are

initially routine in nature

Demonstrates solid working knowledge of job skills, policies, and procedures

Demonstrates in-depth knowledge of complex job skills, policies, and procedures

Demonstrate expert knowledge in highly specialized skills, policies, and procedures

- Applies theory and puts it into

practice with in-depth understanding of job field

- Selects, combines or comes up with appropriate tools or technology for the tasks

- Consistently shares expertise with others, teaching skills and explaining concepts.

- 

Independently performs the full range of responsibilities within the function

- 

Improves or redesigns  
processes, tools or  
technologies.

- Analyses problems/issues of

- Seeks, learns and applies

diverse scope and  
determines solutions

- Applies knowledge to

common situations that  
present limited problems but  
requires guidance to deal with  
more complex situations.

- Keeps informed on up-to-date

job methods, skills, and  
techniques

- Able to choose and utilize

appropriate tools or  
technologies to perform tasks

- Has the capability and

knowledge base to share  
skills with others

- Provides opportunities for  
others to learn skills and  
concepts

- Actively applies knowledge  
correctly in non-standard  
situations using a thorough  
understanding of the work  
processes, principals or

new job related training and  
knowledge and disseminates  
to co-workers.

- Only rarely needs supervisor

assistance; often called upon to provide input to new processes or practices; makes effective recommendations.

- Exhibits a high degree of

knowledge in own overall field and recognized expertise in specific areas

- Has significant impact and influence on organisation policy and program development.

- Considered an expert,

actively shares knowledge and uses it to design and propose processes, principals or practices.

- Provides consultation on non-

standard matters.

- Regularly leads projects of critical importance and that carry substantial consequences of success or failure

- May direct programs with

organisation-wide impact that include formulating strategies

▲• Possess sufficient skills to perform job effectively and efficiently

practices to assure high quality outcomes or results.

- Able to analyse unique

issues/problems without precedent and/or structure

and administering policies, processes, and resources

- Consistently creates accurate work and meets or exceeds deadlines.

- Can work in most situations

generating correct choices or applying appropriate processes, principles or practices without reference to supervisor or needing supervisory intervention.

- Defines resources and

actions to achieve objectives within constraints

Negative Indicators

- Able to manage programs



that include formulating strategies and administering policies, processes, and resources

- Functions with a high degree

of autonomy

- Performance errors traceable to lack of knowledge
- Work output contains frequent or significant errors
- Doesn't follow current practices or processes and is unable to enhance job

knowledge through training and/or experience

- Poor judgment or decision making as a result of poor knowledge
- Requires active involvement of supervisor and frequent coaching to perform the job
- Uninterested in self-development
- 

Incorrectly applies knowledge

- Stuck in past skills, policies, processes and/or technologies

#### ♣Negotiating And Influencing

The capacity to persuade, convince and influence others for the purpose of achieving desired results; the ability to effectively represent one's position on issues to

gain support

and buy-in from others; ability to generate multiple alternatives to a problem to meet the needs of other stakeholders; able to work to achieve win-win outcomes that others can

accept and able to appropriately utilize settlement strategies such as compromise

Level 1

Level 2

Level 3

Level 4

Level 5

Uses basic persuasion and negotiation techniques in informal discussions or presentations

Uses targeted persuasion and negotiation techniques in informal and/or formal meetings to achieve desired results

- Able to describe correctly

the object of the negotiation

- Able to identify or create a personal negotiation style

- Takes a single action to persuade using a single resource (e.g. examples, data, visual aids) to support own argument/position

- Uses concrete examples to demonstrate and/or make a point

- Provides credible

information to establish rapport

- Able to analyse own

- Determines minimal or ideal conditions of the other party during negotiations.

- Keeps arguments issue-

oriented

- Adapts arguments to appeal

to the needs or interests of others

- Studies the motivation of opposing party during negotiations

interests and objectives in the negotiation

- Uses the process of give-and-take to gain support

- Able to respect the rules of efficient communication

- Able to analyse on what

measure or aspect the object can be negotiated

Facilitate communication between two or more groups adapting the presentation or discussion to appeal to the interest level of others.

Initiates and facilitates communication between multiple stakeholder groups when buy-in is necessary to achieve results and improve coordination and processes

Assembles key stakeholders from inside and outside the organisation and strategically utilises existing networks to align and gain support for own agenda to impact outcomes

- Develops a strategy for giving on some points and standing firm on others to achieve desired outcomes.

- Offers compromises and trade-offs to others, as necessary, in exchange for cooperation.

- Able to anticipate the

- Able to propose clear

expectations and interests of the opposing party

conditions for the proposed solution

- Able to anticipate the effect of an action and/or information on others and skilfully redirects discussion to achieve desired results

- Builds on past successes internally and externally to gain acceptance

- Employs cost-benefit

analyses to emphasize the value of an idea

- Able to anticipate the

interests and objectives of the partner

- Take multiple actions to

influence, with each action adapted to the specific audience

- 

Identifies and targets efforts

to influence the real decision makers and those who can influence them

- 

Identifies and offers trade-offs or exchanges to gain commitment

- Structures situations (e.g. setting, persons present, sequence of events) to create desired impact and to maximise the chances of a favourable outcome

- Accommodates stakeholders to the extent possible without undermining other involved parties

- Uses experts or third parties

testimony to influence

- Conveys position well even

when faced with an engaged audience with a high degree of opposition

▲• Able to use positive and respectful messages

- Responds to opposing views in a non-defensive manner.

- Able to analyse and organise information received from opposing party

- Able to analyse advantages and disadvantages for each party or side

- Able to adjust personal style to that of the opposing side and to the particularities of the object of the negotiation

- Effectively articulate his/her position and helps others understand the underlying issues and concerns

- Able to identify what points or aspects that can't be lost under any circumstance and what points or aspects are ready to be lost

- Able to define clear

arguments for sustaining own position

- Considers the needs and

perspectives of others and avoids applying pressure so that win-win situations can be realised whenever possible

- Chooses the appropriate approach and time to influence others

- Develops and uses subtle

strategies to persuade others particularly in sensitive or high pressure situations

- 

Influences others without using direct authority (e.g. uses different examples to demonstrate a point to different stakeholders)

- Helps the other side see the

potential in alternative solutions to ensure they understand the full impact of their decisions

- Generates support for ideas

of controversy and importance

- Recognises when a win-win outcomes is not possible and appropriately applies settlements strategies to achieve desired goal

- Has difficulty conveying own position to others particularly when faced with

- Uses inappropriate words or actions given the sensitivity of the issue/problem or

opposition

- Convinces others of own position when an issue is of minimal importance

- Unable or slow to get input and develop action plans and approaches that reflect relevant insights

- Fails to realise when win-win outcomes are not possible

the reaction of the other party

- Pushes others to accept his/her terms without regards to their needs or perspectives

Inappropriately applies different settlement strategies such as compromise

- 
- Sees a situation in isolation and ignores solutions that are not immediately obvious

Negative Indicators

#### ♣Planning and Organising

Organises own time effectively, creates own work schedules, prioritises workload, prepares in advance and sets realistic timescales. Monitors progress towards operational or strategic objectives. Makes sure all resources are used efficiently and effectively.

Level 1

Level 2



Level 3

Level 4

Level 5

Plans and prioritises own work,  
with reference to line Managers.  
Makes best use of own time and  
meets deadlines.

Plans activities thoroughly for  
self / others.  
Makes best use of all available  
resources.

Contributes to the development  
of operational plans, ensures  
plans are fully implemented and  
monitors progress to operational  
objectives.  
Seeks to improve how resources  
are used.

Contributes to the development  
of business planning.  
Manages operational plans  
using a project management  
approach.  
Monitors progress and ensures  
that corrective action is taken to  
meet targets.

- Effectively prioritises, is able  
to organise work to meet  
designated deadlines.

- Ensures others are clear on  
activity, work load and  
priorities.

- Prioritises workload to ensure  
everything is completed to the  
agreed standard, monitors  
progress.

- 

- When competing priorities

exist, will seek direction from more senior colleague.

- Carries out activities in an orderly and well-structured manner and pays attention to detail.

- 

Informs people if things get delayed, informs team and others of progress.

- Plans and organises to cater for peaks and troughs in workloads

- Assesses and reassesses priorities as required - Effectively resolves competing priorities.

- Provides effective support to others to enable delivery.

- Monitors / income and expenditure.

- Where required to structure work of team, ensures realistic timescales are set for both self and others.

- Monitors progress on process and resources to ensure deadlines are met.

- Contributes to the planning process of own area.

- Effectively plans and co-ordinates small projects.

- Establishes effective measures of progress against agreed expectations.

Identifies critical tasks and objectives, and obtains or organises necessary resources and support to achieve operational objectives.

- Negotiates the prioritisation of work targets and resources, and monitors effectiveness.
- Works with team / others to develop plans for area going forward, both short term and long term (where appropriate).
- Analyses and reviews

Responsibility for the development of a business plan for own area, which contributes to the STS strategic plan. Secures and makes best use of resources to manage varying demands. Responsibility for the design and planning of key projects. Is focused on value for money.

- Plans, organises and

manages activities to make sure budget resources are used efficiently and effectively to achieve organisation and work group goals (where appropriate).

- Manages the implementation of area plans and ensure that corrective action is taken to meet targets.

- Reports on progress of key

activity within area/department to line manager.

performance as appropriate

- Provides clear direction and makes sure that

▲• Looks for and suggests ways to improve current working practices.

- Use a "to do" list, task plan,

or similar planning devices to note action plans, deadlines, etc.

staff/colleagues know what is expected of them.

- Sets goals and targets

beyond those required and continuously strives to achieve them.

- Leaves problems until they become significant issues
- Struggles to effectively prioritise work load or meet deadlines
- Sets unrealistic deadlines
- Relies on fire fighting
- 

Is unreliable

- Uses time inefficiently
- Does not track activities to monitor what has been completed and what needs to be

done.

- Does not keep records of activities related to stated objectives.
- 

Is unaware of status of own work at all times.

Negative Indicators

#### ▲Problem Solving and Decision Making

Ability to analyse situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce a logical, practical and acceptable

solutions.

Level 1

Level 2

Level 3

Level 4

Level 5

Gathers relevant information.  
Solves problems, makes decisions independently within own area of responsibility, or in conjunction with other team members or more senior staff.

Resolves both problems that occur on a regular basis and more complex infrequent problems. Uses judgment to assess exceptions.

- Takes in information quickly and accurately to understand issues.

- Breaks a relatively complex

problem down into component parts.

- Knows what decisions they can make in their job and makes them

- Breaks problems down into smaller parts.

- Shows patience and

determination in resolving a problem.

- Uses common sense and refers to existing practices and procedures when

analysing a problem.

- Gathers the relevant information and facts.

- Solves problems by a

process of analysis, looking at root causes, weighing up the pros and cons of different approaches.

- Finds the balance between the need for being thorough (i.e. having sufficient information) with the requirement to make a timely decision.

- Uses information from a

variety of sources including

Recognises patterns, and connections. Looks at a complex problem from many angles. Exercises good judgment, makes well informed decisions in a timely manner; consults with others as appropriate before implementing decisions.

Analyses, assesses, resolves / makes recommendations on complex problems.

Proactively solves problems to affect change, makes informed decisions. Takes responsibility and is accountable.

- Considers the operational impacts of decisions on company division /departments /team, stakeholders and others.

- Fully scopes out problems, taking into consideration

impact within own  
area/department and across  
the company.

- 

Identifies the specific  
information required to clarify  
a situation or to make a  
decision.

- Resolves problems where

there is a range of  
information, or diverse, partial  
and conflicting data.

- Gets more complete and

accurate information until root  
cause has been understood -  
sees implications and  
consequences.

- Looks ahead and considers  
external developments,  
identifying trends and  
emerging patterns when  
making important decisions.

- Generates alternative

solutions by collaborating with  
people who are impacted by,  
or have knowledge of, the  
problem, issue or challenge.

- Equips people to make  
decisions. Ensures that  
individuals working in own  
area have sufficient

Analyses situations at both a  
strategic and operational level.  
Identifies the key issues, and  
solutions  
Acts decisively with sound  
judgment.

- Considers both short- and



long-term impacts of  
decisions on the company.

- Demonstrates leadership and courage in making tough or unpopular decisions.

- Works collaboratively and

tests ideas with a wide range  
of people internally and  
externally.

- Makes decisions through

weighing up the cost-benefit  
and risk implications.

Provides specialist /  
authoritative advice to others  
as required to enable them to  
make decisions.

▲own networks to solve  
problems.

- 
- Evaluates and makes decisions in relation to procedures, precedents, policies and standards in own area of responsibility.

information and guidance to make effective decisions.

- Makes informed decisions; considering potential implications
- Consults collaboratively across company when developing a solution where appropriate.

- 

Is able to balance the need for decisiveness and caution.

- Overlooks risks in decision making
- Misses the key issues as “stuck” in the detail
- Not a disciplined problem solver; may be stuck in the past and what worked before
- Has to come back and rework the problem a second time on many occasions
- Unlikely to come up with the second and better solution, ask penetrating questions,

or see hidden patterns

- Jumps to conclusions based on prejudices, historical solutions or narrow perspective

- Goes first with quick solutions, conclusions and statements before analysis
- Unable to distinguish relevant from irrelevant information
- Makes decisions based on irrelevant information
- 

Is slow and inefficient in making decision

Negative Indicators

#### ▲Teamwork

Working collaboratively with others to achieve common goals and positive results. Readily shares information, knowledge and personal strengths, seeks to understand and build on differing perspectives of others to enhance team efficiency and quality outcomes.

Level 1

Level 2

Level 3

Level 4

Level 5

Participate as a team member

Foster teamwork

Demonstrate leadership in teams

Capitalizes on teamwork opportunities

Builds bridges between teams

- Assumes personal
- Assumes responsibility for

responsibility and follows up to meet commitments to others.

work activities and coordinating efforts.

- Builds relationships with team members and with other work units.

- 

Initiates collaboration with other groups/ organizations on projects or methods of operating.

- Facilitates collaboration

across the organization and with other organizations to achieve a common goal.

- Promotes team goals.
- Fosters team spirit and
- Understands the goals of the

team and each team member's role within it.

- Deals honestly and fairly with others, showing consideration and respect.

- Willingly gives support to co-workers and works collaboratively rather than competitively.

- Shares experiences,

knowledge and best practices with team members.

- Seeks others' input and

involvement and listens to their viewpoints.

- Shifts priorities, changes

style and responds with new approaches as needed to meet team goals.

- Suggests or develops

methods and means for maximizing the input and involvement of team members.

- Acknowledges the work of

others.

collaboration within teams

- Discusses problems/ issues with team members that could affect results.

- Communicates expectations

for teamwork and collaboration.

- Facilitates the expression of diverse points of view to enhance teamwork.

- Capitalizes on the strengths

of all members.

- Gives credit for success and acknowledges contributions and efforts of individuals to team effectiveness.

- Capitalizes on opportunities and addresses challenges presented by the diversity of team talents.

- Supports and encourages other team members to achieve objectives.

- 

- 

- Encourages others to share experience, knowledge and best practices with the team.

- Encourages the team to

openly discuss what can be done to create a solution or alternative.

Builds strong teams that capitalize on differences in expertise, competencies and background.

Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.

- ♣• Sees them self as better than others and fails to respect their contribution
- Co-operates selectively in accordance with own personal interests or objectives
- 
- Passes the responsibility to others

Is of the attitude “That’s not my job” or “I’m far too busy”

- Does the bare minimum to get by
- Fails to take on board new methods of delivering the service to accommodate

different teams, cultures and communities

- Makes negative comments about another either professionally or personally
- Can’t help, won’t help, uncooperative

Negative Indicators

♣Leading and Developing People

Ability to lead, encourage, inspire and support others to deliver. Has the ability to understand how individuals, at all levels, operate and how best to use that understanding to achieve objectives in the most efficient and effective way and to realise their full potential. Ability to plan strategically and follow up plan with clear course of action..

Level 5

Level 2

Level 1

Level 4

Level 3

Sets a good example. Motivates and encourages others by setting an example of a positive and energetic approach.

Gives direction and instruction. Keeps people informed and gets the best out of them through enthusiasm and recognition.

Leads by example and sets standards for self and others.

- 

Leads by example

- Sets and communicates clear
- Willingly takes the lead when required to get things done
- Treats people fairly and consistently
- Generates a team spirit
- Demonstrates

professionalism when representing own area or body of work



- Responds positively to

challenges

- Builds credibility by being trustworthy and reliable

- Values and seeks out diverse inputs to decision making

direction

- Trusts others to deliver work once delegated appropriately

- Ensures feedback is

objective, constructive and timely.

- Uses mistakes as a means to coach and develop others

- Assigns and co-ordinates

work as required

- Ensures that work not meeting standards is addressed

- Encourages development

within the team/unit

- Establishes acceptable levels of quality and quantity of work; reviews, recognises and supports achievements

- Gives others the chance to practice new skills and capabilities and provides support

- Addresses issues of

performance and quality standards across work unit

- Gives constructive and objective feedback
- Understands in depth what motivates and encourages team members and colleagues
- Effectively deals with problems and issues

Leads by example at individual, team and peer level.  
Demonstrates suitable people management styles in order to motivate and manage people effectively.

Communicates the vision. Sets strategic direction for own part of the business ensuring buy in to the decision-making process and commitment to decisions made.

- Sets challenging standards
- Sets clear goals and
- Encourages and develops personal accountability in others
- Clearly communicates

expectations and consistently monitors outcomes

- Encourages and seeks out

feedback and makes positive improvements regardless of how the feedback was given

- Develops staff through coaching, mentoring, guidance and support
- Recognises potential in others and encourages them

to develop themselves

standards, ensures shared ownership of these within team (where appropriate).

- Monitors progress of

objective achievement against goals/targets.

- Pro-actively communicates

across the organisation levels and functions the importance of short and long term goals and objectives.

- Key Performance Indicators (KPI's) are established and used to meet the Organisation's goals and targets.

- Ensures individual

contributions are maximised.

▲• Secures necessary resources

- Coaches and mentors others

and support

to demonstrate their  
capabilities

- 

In areas of influence, acts as  
a positive role model for team  
members

- Raises conflicts and barriers  
to the appropriate level

- Learns from mistakes and  
acknowledges the need for  
new skills and knowledge

- Deals with stressful situations

in a positive manner

- Solicits feedback from others  
to enhance knowledge and  
skills

- Provides supportive

environment and removes  
blocks to effective working to  
ensure well being

- Recognises those individuals  
who need reassurance and  
supports and encourages  
them

- 

Is comfortable with delegating  
autonomy and provides  
support and empowers  
employees to make decisions

- Vigorously pursues resources necessary to implement team plans and raises major issues or barriers to the appropriate level
- Deals with stressful situations in a positive manner and defuses tension when appropriate or enables others to focus on key issues

- Aware of change

management concepts including both the organisational and personal transition process

- Uses delegation as a means to developing skills of others
- Nurtures strong team identity

and pride

- Encourages and facilitates calculated risk taking
- Provides an appropriate environment to give and receive feedback while ensuring feedback is constructive, objective and timely
- Recognises and celebrates others' contributions and achievements.
- Works to provide a supportive environment by managing resources and removing blocks to effective working.
- Communicates and gains

team commitment to a vision of what is to be achieved

- Happy to recognise

individuals with skills that surpass their own and utilise them to achieve a better outcome

- Translates strategic direction
- Counsels others through

to make it relevant to individuals

difficult issues or new territory

- Values and seeks out diverse inputs to decision making

- Vigorously pursues resources necessary to implement team plans and raises major issues or barriers to the appropriate level

- Prepares people plans as

part of the business planning cycle

- Ensures resource availability and removes blockages and conflicts for teams

- Garner's excitement,

enthusiasm and commitment from others to vision

- Communicates the need for

- Ensures that people

change and fosters employees to embrace change

development systems are in place and aligned with strategic goals.

- Champions the development of and capabilities in the business unit
- Able to identify potential successors
- Ensures that all potential successors have personal development plans and is
- Comfortable with ambiguity and frequent change and provides positive support during changes
- Champions the development of capabilities in the whole organisation

▲active in developing successors

- Champions and nurtures potential successors

Is inaccessible to others requiring direction

- Does not delegate work
- Demonstrates favouritism in the team
- 
- Will not develop others in the team, feels threatened
- Expects certain behaviour but does not set an example of them
- Does not capitalise on and leverage diverse skills offered by the team
- Does not use or follow organisation's systems, procedures and policies
- Fails to identify and/or recognise opportunities to delegate
- Does not provide staff with resources and support to complete assignments
- Fails to recognise staff or their efforts
- Tells others what they want to hear
- Keeps the best jobs for themselves

#### Negative Indicators

#### ♣Managing Performance

Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies. Ability and willingness to support employee efforts in working towards and achieving goals. . Ability to clearly set goals and objectives linked to the organisations vision.

Level 1

Level 5



Level 2

Level 3

Level 4

Understands own work well and is able to set team goals and evaluate performance against targets

Understand work for larger workgroup or department and is able to set goals and assess performance in line with workgroup direction. Able to identify and account for barriers and risks

Has in depth understanding of workgroup or department work in line with organisation wide direction and strategy. Able to set unit objectives and assign to individual members. Able to coach and mentor team towards achievement of goals.

Understand work of an entire function or line of business and is able to contribute to development of performance measures and targets for unit in line with organisation targets and goals

In depth understanding of organisation strategy and vision. Ability to set and monitor goals for entire organisation in one or more area in line with organisation strategy. Ability to drive performance in own business line to meet organisation goals and targets.

- Treats people fairly and

consistently

- Generates a team spirit
- Sets challenging but achievable goals
- Focuses efforts on highest priorities
- Gives appropriate recognition for success or good performance
- Creates adequately detailed action plans and timelines for tasks/goals

- 

Identifies performance measures and evaluation

- Outlines goals and assess team progress towards achievement of goals

- Recognises and rewards

team and individual efforts and accomplishments

- Works not only on end result but also on interim or in-process performance.

- Relates team performance to workgroup performance

- 

Identifies potential barriers to achieving results and provides recommendations for overcoming them

- Effectively and fairly

distributes workload among

- Establishes acceptable levels of quality and quantity of work; reviews, recognises and supports achievements

- Gives others the chance to practice new skills and capabilities and provides support

- Clearly communicates

expectations and consistently monitors outcomes

- Addresses issues of

performance and quality standards across work unit

- Gives constructive and objective feedback

- Sets challenging standards

- Monitors progress of

- Creates and fosters an

environment of personal accountability in the team

- Encourages and seeks out

feedback and makes positive improvements regardless of how the feedback was given

organisation-wide objective achievement against goals/targets.

- Pro-actively communicates across the organisation levels and functions the importance of short and long term goals and objectives.

- Builds consensus and

commitment for achieving goals

- Garner excitement,

enthusiasm and commitment from others to vision

- Develops and implements

internal controls to manage potential barriers to achievement of goals

- Sets workgroup goals and performance measures

- Specifies data to be gathered and develops systems for collecting and sharing data on progress towards achieving organisational objectives

▲criteria to apply to own

workgroup/team

team members to ensure  
goals are met

- Clearly explains tasks and expectations to team
- Monitors performance or progress against plan
- Defines the characteristics of a high-performing team and ensures common understanding of purpose and direction among members
- Builds commitment in others for their individual objectives
- Demonstrates a sense of urgency about results
- Coaches others to monitor performance and progress and to think through issues

based on organisation  
mission/vision and strategic  
direction

- 

Identifies concrete and  
meaningful metrics and  
tracks against them

- Communicates and gains

team commitment to a vision  
of what is to be achieved

- Recognises and celebrates others' contributions and achievements.

- Sets clear goals and

standards, ensures shared

ownership of these within team (where appropriate).

- Promotes and maintains a high performance climate
- Builds a culture of holding managers accountable for the results of their team
- Effectively deals with problems and issues
- Relates workgroup performance to organisational performance
- 

Identifies the potential costs and benefits of taking specific risks

- Accepts responsibility for unmet targets/goals
- Gives credit and shares success with team
- Promotes a sense of urgency

in the team for reaching goals and meeting deadlines

- Builds commitment in others for team objectives

Negative Indicators

- Able to establish Key

Performance Indicators (KPI's) and use them to meet the Organisation's goals and targets.

- Creates an overall climate that is conducive to high-performance by establishing

expectations and reward and recognition systems that support it

- Ensures that performance

management systems are in place and aligned with strategic goals.

- Manages performance towards strategies and change through aligning objectives, appraisals, development activities, rewards and compensation

- 

▲• Does not make expectations clear to others.

- Does not conduct annual performance appraisals or provides effective and timely

feedback throughout the year

- Fails to identify and/or constructively manage employee performance problems.
- Does not use milestones and deadlines to assess progress.
-

Is subjective in the assessment of people/demonstrates favouritism in the team

Is lax or inconsistent in discussing performance.

- Does not plan strategically or commit to a course of action to accomplish goals
- Sets unrealistic goals
- 
- Does not capitalise on and leverage diverse skills offered by the team
- Does not respond to staff's requests for assistance in completing work.
- Does not deal with under performance or development issues

#### ▲Strategic Acumen

Formulates effective strategies consistent with the business and competitive strategy of the organisation across the region the organisation competes in.

Examines policy

issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities. Takes a long-term view and

acts as a catalyst for organisational change, builds a shared vision with others.

Influences others to translate vision into action.

Level 4

Level 5

Level 3

Level 1



## Level 2

Understands and is able to link work of own team/work group to the goals and objectives of the department/team/organisation

Understand the organisation's culture and goals as they relate to own area. Generates ideas which contribute to the Department or unit plans.

Has an in-depth understanding of how own division/department /team operates and how it links to other areas within the organisation. Contributes operationally to the development of strategy in own area

Contributes to the development of key goals. Implements agreed priorities and communicates the vision to others

Develops and manages the implementation of plans for work own division/area and contributes actively to the Organisation's strategy.

- Knows what is expected of

own work group and how this contributes to the objectives of the department/ team/ organisation

- Keeps up to date with

developments in own area

- Gets results – demonstrates

a can do mind set

- Seeks to understand

relevance and value of own  
and other team members'  
activities to the strategic  
direction and key strategies of  
the organisation

- Provides ideas and

information to relevant people

- Understands and keeps up to date, on a broad level, with the key functions of other units within the organisation

- Understands the goals of own unit and encourages others to understand the unit and division/department goals.

- Provides advice, information and direction to others to support the achievement of division/department/team objectives

- Understands the impact of deadlines and decisions on other business units and functions

- Analyses and develops ideas

- Develops strategies within

- Creates strategic intent and

for the plans of the  
division/department/team

- Develops operational work

plan for own  
division/department/team

- Provides specialist advice

own area to improve  
organisational performance

and achieve strategic vision

develops strategies to  
improve organisational  
performance and achieve  
strategic intent

- Aligns department/division

goals with the organisation's  
strategic direction

- 

Identifies and strategically  
manages risk

and knowledge to colleagues  
and other individuals and  
entities to support the  
achievement of objectives

- Communicates the  
importance of the  
Organisation's mission/vision  
to team and others

- 

Identifies and manages key  
risks and raises them to  
higher levels when  
appropriate

- Understands the major  
organisational drivers

- 

Identifies and manages key  
risk with little or no assistance  
from higher levels

- Seeks collaboration with  
others to advance goals

- Demonstrates applied

knowledge in key financial

- Demonstrates a broad business perspective; understands the impact of decisions and actions on different business units and functions and develops strategies that integrates with said perspectives

▲on possible enhancements or impediments to organisational performance

- Understands and explains

how work unit activities and priorities relate to organisation's strategic goals

- Thinks strategically and suggests processes or procedures within the unit to avert problems and accomplish goals.

- Converts organisation-wide

strategies and policy direction into action items within areas of responsibility

- Applies an understanding of past situations to anticipate and deal with any opportunities or threats to work plan accomplishment

(opportunities, costs, threats) and their likely impact on the business

- Balances resources across current and future goals and pressures

- Contributes to the strategic planning process by providing input on the feasibility of goals

- Suggest appropriate

measures for assessing the work plan's contribution to the strategic plan

- Ensures that peers,

colleagues and team are aware of contribution to overall strategy of organisation

- 

Identifies opportunities which benefit own or other areas or the organisation as a whole

- Demonstrates an

understanding of key financial data and management principles

- Takes a long term view of

opportunities and assess the potential long term effects of each decision

- Develops short and long term

objectives in areas of responsibility for inclusion in strategic plans.

data and management principles

- Takes a long term view of

opportunities and assess the potential long term effects of each decision

- Creates strategic model and guiding principles to guide decisions throughout the organisation

- Leads the management team in developing strategic plans for which they have responsibility

- Ensures that financial and performance measures are integrates to achieve desired strategic outcomes

- Develops strategies that integrate organisational strengths into the overall organisation mission

Negative Indicators

♣Is not aware of organisational strategy

- 
- Does not recognise the links between related activities or functions
- 
- Does not see the possible damaging effects of actions or decisions on other parts

Is not interested in what is going on outside own area  
of the organisation

- Criticises or does not support organisational policies

Is not willing to accept or co-operate with organisational policy

- 
- Focuses on short-term issues, ignoring long-term effects
- 
- Does not see the wider picture
- Does not predict and prepare for problems.

Is not aware of the effect of own actions on other functions

⬆️TECHNICAL COMPETENCIES

⬆️Back to Core Competencies  
Back to Technical Competencies

Business and Project Management

Agile Coaching:



Formulate and Implement Agile coaching Frameworks, Processes and standards to foster Agile Mindset and practices within the organization and Develop Agile Team.

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Business Agility:

Coach teams in the  
conduct of agile practices  
and the implementation of  
agile methodologies and  
practice in the  
organization

Evaluate the effectiveness  
of agile processed  
standards learning content  
and implementation plans  
to transition team to agile  
methodologies

Formulate organisations  
agile coaching and  
mentoring frameworks  
processes and standards  
to drive adaption of the  
agile mythologies and  
practise

Organize the business, Work Activities and people in way that enable the  
organization to Readily Adapt to changes in its Internal or External environmental  
whilst Achieving  
Desired Outcomes and Delivering Values to customers

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

#### Business Environment Analysis:

Lead the implementation  
of operational initiatives to  
enhance business agility

Adapt overall process and  
create a working  
environment of business  
agility

Establish policies that  
enable adaptability and  
foster a culture of  
business agility in the  
organisation

Analyse Data pertaining to the business Landscape and environment Including  
Competitors-Analysis Trends and development in Laws and Regulations and the Impact  
on  
the business

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

Utilise a range data source  
to analyse information to  
derive business  
environmental patterns

Utilise research  
instruments, quantitative  
and qualitative data to  
gather information in the  
business environment,

Monitor the influence of  
external factor on the  
critical business functions,  
report findings and

Monitor business  
environment to assess  
internal and external  
influencing factors that  
may impact strategy

N/A

▲and producer reports to  
present findings

evaluate data to draw out  
meaningful inferences that  
impact the organisations  
market positioning and  
provide feedback to  
management

recommend response to  
management

planning and operational  
plans and recommend  
response approaches to  
environmental changes

Business Innovation:

Identify and Evaluate Digitization and Innovative business opportunities provided by  
new Advancements in Information's and Communications technology to Establish new  
service or business to Bridge the Physical and Digital worlds

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Business need Analysis:

Explore opportunities for

business innovation and  
reform, and lead the  
implementation of  
innovative business  
intimacies

Priorities business  
innovation opportunities  
and design digital  
architectures and  
processes to facilities the  
creation of an innovative  
business environment

Inspire a culture of  
business and digital  
innovation within the  
beyond the organization

Identify and scope business Requirements priorities through Rigorous Information  
Gathering and Analysis as well as clarification of the solutions, initiatives and  
programs to  
enable effective Delivery. This involves the developmental of a  
compelling/Defensible business Case and the Articulation of the potential Impact of  
the solution to the  
business

Level 1

N/A

Level 2

Level 3

Level 4

Level 5

Level 6

Document business  
requirements and identify  
basic needs as well as  
potential solutions

Elicit and analyse  
business requirements  
from key stakeholders and  
assess relevant solutions

and their potential impact

Investigate existing  
business processes,  
evaluate requirements and  
define the scope of  
recommended solutions  
and programmes

Lead comprehensive  
analysis to understand  
underlying drivers and  
present a compelling  
business case for  
proposed IT solutions

N/A

Business Process Re-engineering:

▲Analyse business processes and workflows within the organisation and identification of new approaches to completely redesign business activities or optimise performance, quality and speed of services or processes. This includes the exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as the identification of the potential impact and the change management activities and resources required.

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Evaluate business processes and workflows and develop a business process re-engineering plan

Establish a business process re-engineering strategy, determining the processes to be re-engineered and significantly redefining

process flows

N/A

#### Business Requirements Mapping:

Map business requirement to existing processes to Identify gaps or opportunities for possible solutions against requirements to propose adjustment as needed

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

#### Business Risk Management:

Analyse relevant information from stakeholders and map business requirements to existing processes to identify faps and/or opportunities

Evaluate factors and ideas to identify key business requirements and objectives to be achieved. Test relevant solutions or programmes and impact of solutions and/or programmes against identified business requirements to propose adjustments

Define overall strategies, objectives and priorities to underscore business



requirements mapping  
activities and assess  
alignment between  
solutions, requirements  
and eventual outcomes

N/A

Forecast and Assess existing and potential IT risk which impact the operation and/or profitability to the business as well as the development and roll out the company-wide strategies and processes to mitigate risk, minimise their Impact or effectively manage such business Risk

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

▲N/A

N/A

Change Management:

Identify risk and their  
business impact  
and propose measures to  
manage risks

Assess current and  
potential risk within a  
defined functional area,  
and develop risk  
countermeasures and  
contingency plans

critically evaluate, review  
and drive organisation-  
wide risk mitigation and  
management initiatives

Anticipate emerging  
threats and potential risks,  
and define the overarching  
risk management strategy  
for the business

Plan and systematic execution of processes to facilitate the transition of  
individuals, teams and organisations to a desired end state in a manner that is  
seamless, sustainable  
and aligned with business objectives. This includes the Redirection of resource,  
business processes, finances and operating models, as well as stakeholder engagement  
to  
facilitate implementation and maximise adaption

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Crisis Management:

Apply change control procedures in work processes, assess impact of change and develop communications to prepare stakeholders for the change

Recommend business activities required to integrate and roll out new changes and drive the execution of change control procedures, engaging stakeholders in the processes

Develop business readiness plan and direct business activities, processes and resource to facilities changes and transitions, and plan change control procedures for IT initiatives

Establish the organisation change management strategy, define key success indicators, and inspire shared commitment to the change

Develop and Implement crisis management plans for organisational preparedness of disruptive events within context of business continuity management

Level 1

N/A

Demand Analysis:

Level 2

N/A

Level 3

Level 4

Level 5

Execute crisis  
management plans

Manage crisis situations

Direct the management of  
crisis situation

Devise frameworks to assess market dynamics and execute analyses to uncover demand  
outlook of product or services

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

Level 6

↑N/A

N/A

Disaster Recovery Management:

Manage activities to carry out demand analysis and analyse market characteristics of products or service to assess its demand outlook

Assess the desirability and practicality of ongoing market development realistically and undertake market development activities where appropriate

Evaluate market dynamics based on market trends, formulate demand

analysis framework and  
establish key priorities to  
analyse target customer in  
identifying opportunities to  
influence the market

N/A

Develop and implement internal policies, processes and arrangements to guide and enable the prompt recovery of critical IT infrastructure and systems following a crisis or disaster. This include monitoring the efficiency and effectiveness of response to significant incident and reviewing the organisation's disaster recovery plan and processes

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Emerging Technology Synthesis:

Identify and Implement  
recovery solutions to  
support disaster recovery  
strategies

Design a disaster recovery  
plan and review  
recommendations for  
alternate solutions and  
recovery or back up  
procedures

Anticipate future needs of  
the organisations IT  
infrastructure, and apply

relevant global standard to the organisation's disaster recovery strategy, policies and guidelines

Monitor and integrate emerging technology trends and developments, structured data gatherings for the identification of new and emerging technological product, service and techniques. In addition, there performance of cost-benefit analysis and evaluation of their relevance, viability, sustainability and potential value add to the business

Level 1

Level 2

Level 3

Level 4

Level 5

N/A

N/A

Conduct research and identify opportunities for new and emerging technology to support the business

Evaluate new and emerging technology and trends against the organisational needs and processes

Establish internal structures and processes to guide the exploration, integration and

Level 6

Establish an emerging technology strategy and spearhead organisational norms to synthesise and

leverage new technologies  
and trends to propel  
business growth

#### ▲Manpower Planning:

Estimate and fulfil manpower requirements to achieve business goal and targets

evaluation of new  
technologies

Level 1

Level 2

Level 3

Level 4

Level 5



N/A

N/A

Facilitate recruitment of manpower to meet forecast requirements

Conduct project level manpower forecasts to bridge gaps between manpower demand and supply, and facilitate development of recruitment strategies

Formulate organisational manpower plans to bridge gaps between manpower demand and supply based on current and projected needs of the organisation

Level 6

N/A

Portfolio Management:

Manage systemically the IT investment, project, service and activities within a company, in line with business objectives and priorities. This involves the developments of a framework to evaluate potential cost and benefits and make key decision about IT investments, internal allocation and utilisation of IT resource and/or assets and change to IT processes or services offered

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

#### Process Improvement and Optimisation:

Develop IT project plans  
and analyse their costs  
and benefits, based on the  
portfolio objectives and  
framework

Plan a portfolio  
management framework  
based on business  
strategy, and manage IT  
investments

Establish a strategy and  
future roadmap for  
managing IT portfolio and  
investments and make  
critical IT investment  
decisions for the business

Establish system to discover critical processes and maximize these processes to  
achieve maximum efficiency in accordance with organisation procedures

Level 1

N/A

Level 2

N/A

Level 3

Level 4

Level 5

Identify and implement the  
adoption of process

Analyse and develop,  
review of plans for process

Devise strategies for the adoption of improvements

Level 6

N/A

▲improvement and optimisation methods

improvement and optimisation

and optimisation of processes

Product Management:

Create and manage a product roadmap, involving the ideating, planning, forecasting, marketing and management of a product or a suite of product throughout stages of its lifecycle, from its conceptualisation to market entrance and eventual phasing-out.

This includes the certain of new product idea or concept and definition of the product strategy based on projection of its potential benefits to the customers as well as the review of product performance against milestones and target set

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Project Feasibility Assessment:

Identify competitor, consumer and technology trends impacting the product, and manage the product lifecycle and performance

Conceptualise ideas and develop a business model prototype and incubation plan for a new product, creating plans to bring the product to market and enhance its performance

Anticipate future industry trends, and define the product incubation strategy and business model

Re-define thinking and inspire the conceptualisation of new and innovative products that create significant industry impact

Assess the business environment and organisational capabilities to evaluate and determine the feasibility of a project

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Project Management:

Assess the business environment and organisational capabilities and prepare financial projections, as well as report findings to relevant stakeholders

Evaluate and determine feasibility of projects for the organisation, recommend the authorisation of projects and evaluate business environment, cost and organisation capabilities to determine project feasibility

N/A

▲Perform planning, organisation, monitoring and control of all aspect of an IT Programme and the strategic utilisation of resource to achieve the objectives within the agreed timelines, costs and performance expectation. In addition, the identification, coordination and management of project interdependencies, ensuring alignment with and achievement of business objectives

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Strategy Planning:

Oversee small projects or programmes, managing timelines, resources, risks and stakeholders

Plan and drive medium scale projects or programmes, including allocating resources to different parts and engaging stakeholders on the project's progress and outcomes

Lead end-to-end management of large programmes or multiple projects concurrently, coordinating project interdependencies

Direct the management and authorize ownership of the large, complex programs and projects ensuring alignment with strategic business priorities

Develop organisational strategies and policies by analysing the impact of internal and external influencing factors and seeking consultation from relevant stakeholders

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

## Sustainability Management:

Develop resource  
allocation  
plans and implement  
strategies and policies

Formulate the strategies  
and policies that are  
forward-looking and  
focuses  
on bottom line results

Build actionable  
organisation strategy  
plans and policies that are  
forward-looking, anticipate  
strategic risks and focus  
on bottom line results

Plan, develop and roll out of an organisation-wide sustainability strategy. This includes the assessment of the organisation utilisation and/or consumption of energy and other resource, vis-à-vis the availability and stability of supply source and external best practices and standards in sustainability. This also includes the on-going monitoring and tracking of energy and/or resource-consumption over time, to identify impact on the organisation internal and external environment as well as potential improvements in energy or resource efficiency

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6



▲N/A

N/A

N/A

Assess the organisation's utilisation of energy against supply considerations, and propose and implement solutions to optimise utilisation

Define action plans, solutions and technologies to address energy efficiency gaps, and implement sustainability practices that encourage organisational commitment

Establish an organisation-

wide sustainability  
strategy and introduce  
new innovative practices  
and technologies to  
optimise energy and  
resource efficiency

#### ▲Business Development

##### Business Negotiation:

Conduct negotiations to establish win-win outcomes for the organisation

Level 1

N/A

##### Data Analytics:

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

Apply negotiation skills  
and techniques and  
documenting negotiations

Participating in negotiating

Manage and direct  
negotiations and refining  
negotiation policies

Direct negotiation policy  
and develop negotiation  
limits

Implementing data analytics within the organization to generate business insight and intelligence through the use of statical and computational techniques and tools, algorithms, predictive data modelling and data visualisation

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

Identify underlying trends  
and patterns in business  
data using statistical and  
computational techniques  
and tools

Develop, apply and  
evaluate algorithms,  
predictive data modelling  
and data visualisation to  
identify underlying trends  
and patterns in data

Design and conduct data  
studies to drive

organisational decisions  
and insights

Manage and enhance  
organisational data  
science capability by  
refining financial and other  
business performance  
criteria and design data  
studies

N/A

N/A

Networking:

Identifying, evaluating and strategizing to seize new business opportunities to grow  
the organisation's business operations

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Identify and analyse  
business opportunities

Develop business plans  
for new opportunities

Implementing strategies to  
capitalise on new business  
opportunities

N/A

## ▲Business Finance

### Budgeting:

Preparing organisational budgets to support short-and long-term business plans

through forecasting allocation and financial policy setting

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Prepare business unit's  
operational budgets

Manage budgeting and  
forecasting for annual  
financial and business  
planning within the  
business unit

Develop long-term  
financial plans and budget  
requirements

Endorse organisational  
financial and treasury  
management policies,  
systems, budgets and  
plans

## ▲Design and Architecture

### Data Design:

Specify and create a data structure or database model, including the setting of various parameters of fields that can be modified to suite different structured or unstructured data Requirements, the design of data flow, as well as the development of mechanisms for maintenance, storage and retrieval of data based on the business requirements

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

### Design Thinking Practice:

Identify data requirements and support the design of database models, incorporating parameters, fields and mechanisms for the maintenance, storage and retrieval of data

Design data models and data flow diagrams and mechanisms to optimise the flow, maintenance, storage and retrieval of data

Establish a strategy for the creation of large-scale data models and structures and spearhead the implementation of database technology, architectures, software and facilities

N/A

Manage design thinking Methodologies and processes to solve specific challenge for the organization, and Guide stakeholders through the phase of inspiration, empathy, ideation and implementation

Level 1

Level 2

Level 3

Level 4

N/A

N/A

Embedded Systems Integration:

Apply design thinking methodologies and execute design thinking processes to challenge norms and conventions in



the organisation

Facilitate and guide  
stakeholders to apply  
design thinking  
methodologies and  
processes for the  
organisation

Level 5

Level 6

Establish effective design  
thinking processes,  
methodologies and  
frameworks to proliferate  
design thinking across the  
organisation

Transform organisational  
operations, processes and  
systems by contextualising  
and incorporating design  
thinking processes and  
methodologies for the  
organisation

▲Implement control system to perform pre-defined tasks and also real-time monitoring for the real world

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Embedded Systems Interface Design:

Model, operate and  
integrate a variety of  
sensors and actuators for  
real world applications

Design and develop

embedded system  
processes for the  
interfacing of embedded  
systems to the real world

Lead the evaluation of the  
performance of embedded  
systems against specified  
requirements and user  
expectations

N/A

Design and set up interface and interconnections from or among sensor, through a network to a main location to enable transmission of information

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Enterprise Architecture:

Design physical layouts  
reflecting connections  
among sensors, networks  
and data collection or  
transmitting systems, and  
test and fine tune them

Guide the design of  
sensor networks and the  
associated embedded  
systems interfaces, and  
verify the viability of the  
designed interfaces

N/A

Operationalise a business strategy on the planning and development of business structures and models to facilitate the evaluation of a business to its desired future state.

This involves the review of market trends, evaluation of alternative strategies, as well as the strategic evaluation and utilisation of enterprise capability and technology to support business requirements

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Infrastructure Design:

Articulate impact of trends and alternative strategies on enterprise architecture, and develop action plans to support the transition to the desired future state

Design business architecture blueprint and frameworks to achieve the desired future state, and attain enterprise resources to facilitate the transition

Envision and lead the development of a future.  
ready enterprise architecture and strategically manage resources and capabilities

to sustain the evolution of  
the business

▲Establish Design polices and principles covering elements of connectivity, capacity, security, access, interfacing, as well as the translation of that into the specifications,  
outline and design of IT infrastructure within the organisation in order to support the business requirements

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Organisational Design:

Translate a broader  
infrastructure blueprint into  
technical specifications  
and develop prototypes for  
simple infrastructure  
components

Define and deliver  
technical and conceptual  
visualisation of IT  
infrastructure components  
and features

Project infrastructure  
requirements and define  
IT infrastructure design  
policies and principles,  
evaluating the viability and  
managing the impact of  
design options

N/A

Develop and facilitate the implementation of organisational design to ensure its  
effectiveness and alignment with stakeholders' priorities

Level 1

N/A

Level 2

N/A

Security Architecture:

Level 3

N/A

Level 4

Level 5

Level 6

Drive the implementation  
of organisational design

Design organisational  
structures, systems and  
processes

Align organisational  
design with business  
needs and priorities

Design security architecture and controls; either embedding of security principles into the design of architectures to mitigate the risks posed by new technologies and business practices, or the actual design and specification of implementable security components, along with the accompanying control measures, to meet defined business security needs

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Design secure systems  
and define security  
specifications of  
components, integrating  
appropriate security  
controls

Design a security blueprint

and direct the design of robust and coherent security architecture, based on a suite of security solutions and key design principles

Establish organizational guidelines and principles for the design of security architecture and controls, and drive the enhancement of organization-wide security systems

N/A

#### ▲Software Design:

Create and refine the overall plan for the design of software, including the design of functional specifications starting from the defined business requirements as well as the



consideration and incorporation of various controls, functionally and interoperability of different elements into a design blueprint or model which Describes the overall architecture in hardware, software, database, and third-party frameworks that the software will use or interact with

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Solution Architecture:

Design simple software components, assessing functionality of different elements, and produce design documentation

Create a software design blueprint based on a broad design concept, and business and user requirements

Translate complex software ideas and concepts into a design blueprint and establish key design principles and methodologies

Inspire new and innovative software design ideas, and align design principles and parameters with current and future needs

Design or refine a solution blueprint or structure to Guide the development of IT

solutions in hardware, software, processes or related components, to meet current and future business needs. The solution architecture developed may lead to broad or specific change to IT service, operating models and processes, and should provide a framework to guide the development and modification of solutions

Level 1

Level 2

Level 3

Level 4

Level 5

N/A

N/A

N/A

Develop a solution architecture and prepare a technical blueprint for a given area, demonstrating how the solution addresses requirements

Establish frameworks and determine relevant tools and techniques to guide the development IT solutions

Level 6

Synthesise new trends and developments in or beyond the Infocomm Technology (ICT) industry, and lead the development of innovative and ground-breaking solutions that have significant industry impact

System Design:

Design system to meet specified business and user requirements that are compatible with established system architectures, as well as organisational and performance standards

▲Level 1

Level 2

Level 3

Level 4

Level 5

N/A

N/A

N/A

Design systems and components based on determined specifications

Evaluate and review systems designs

Level 6

Formulate the organisation's policies, standards, guidelines and methods for systems design

User Experience Design:

Conceptualise, project and make enhancement of the user's interaction and engagement with an IT product and/or service based on a robust analysis and understanding of the product and/or service performance vis-s-vis the user's desired experience and outcomes. This involve creating wire frames to adequately Guide and Inform subsequent planning and development processes, and making enhancements to optimise the user's experience of the product and/or service

Level 1

Level 2

Level 3

Level 4

Level 5

Translate key user experience concepts and guidelines into simple wireframes, proposing elements of aesthetics and accessibility that would impact the user experience

Analyse and understand the desired experience from target users of IT products and/or services, and develop solutions to address gaps in the

overall user experience

Create user experience design concepts, develop user flow charts and drive modifications or enhancements to the product or service features

Anticipate future user requirements and define the guiding principles and philosophy for the intended user experience, while ensuring its business viability

N/A

User Interface Design:

Level 6

N/A

Design User interface for machines and software, incorporating visual, technical and functional elements and functional elements that facilitate ease access, understanding and usage. This would involve adding, removing, modifying or enhancing elements to make users interaction with the product as seamless as possible

Level 1

Level 2

Level 3

Level 4

Level 5

N/A

N/A

Identify functionalities and information flows to develop components of user interface prototypes, making tweaks to

graphical user interfaces

Design the information architecture, process flow and user interface prototypes as well as graphical user interfaces

Direct the development of prototypes and user interfaces, and customise complex graphical user interfaces

Level 6

N/A

▲General Management

Business Performance Management:

Implement organisational performance systems to meet business plans and objectives by establishing performance indicators, tracking progress and addressing gaps

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Monitor performance of the department

Manage organization performance systems across departments

Formulate organizational performance systems and key performance indicators in alignment with organization's vision, mission and values

Establish organizational guidelines for performance systems according to organizational mission and objectives

Vendor Management:

Manage Vendor relationships by ensuring performance as per contract, operation within standards established by the organisation such as adherence to safety, security, and compliance standards

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Monitor vendors'  
performance and resolve  
contractual issues

Develop and sustain  
vendor relationships and  
manage vendors'  
performance

Establish organisation's  
expectations of vendors  
and manage critical  
vendor  
interactions

N/A



## ▲Governance and Compliance

### Audit and Compliance:

Develop compliance processes and audit strategy for the organisation to review adherent to statutory regulatory and standards. Assessment and enhancement of the thoroughness of compliance and/or governance processes and organisation internal controls to Align with changing compliance standard. This also Includes the Actual conduct and/or performance of Audit Activities

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

### Cyber Risk Management:

Conduct audits, analyze results and implement changes to address identified gaps

Develop and enhance compliance processes based on an evaluation of gaps in business and IT operations

Establish audit and compliance strategy and objectives for the organization, ensuring robustness of internal controls and strengthened

N/A

Develop Cyber risk assessment and treatment techniques that can effectively pre-empt and identify significant security loopholes and weaknesses, demonstration of the business risk associated with these loopholes and provision of risk treatment and prioritisation strategies to effectively address cyber-related risks, threats and vulnerabilities identified to ensure appropriate levels of protection, confidentiality, integrity and privacy in alignment with the security framework.

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Data Ethics:

Apply legal and ethical principal in the collection, use, storage and disposal of

data.

Develop cyber risk assessment techniques and roll-out endorsed measures to address identified cyber security risks, threats and vulnerabilities

Assess and direct enhancements to cyber risk assessment techniques, and develop strategies to address cyber security loopholes

Evaluate the readiness and robustness of the organization's cyber security defenses, and authorize cyber risk assessment activities

▲Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Data Governance:

Apply and uphold  
principles of professional,  
legal and ethical conduct,  
policies and procedures in  
the handling of data

Analyse unethical  
practices and apply ethical  
decision- making models  
and  
strategies to address  
ethical dilemmas and  
issues

Formulate the  
organisation's code of  
ethics, systems and  
processes to ensure  
adherence to professional.  
legal and ethical  
requirements for data

usage

Drive professional, legal  
and ethical accountability  
and  
responsibility within and  
across organisations

Develop and implement guidelines, laws, and regulations across the organisation for the handling of data at various stage in its lifecycle as well as the provision of advice on proper data handling and resolution of data breaches in a range of complex, ambiguous or multi-faceted contexts

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Implement guidelines,  
laws, statutes and  
regulations on appropriate  
handling of data at various  
stages in their lifecycle,  
and monitor compliance  
with data policies

Develop organization  
practices and standards  
for handling data  
throughout their lifecycle,  
resolve breaches, and  
oversee transfer of data  
between organizations

Establish policies for data  
security and usage,

facilitate industry  
consensus around data  
ethics, and provide expert  
advice on data transfer  
across geographies

#### Data Protection Management:

Develop and implement a data protection management programme to comply with the  
personal data protection Act 2012

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

#### Data Sharing:

Collect, use or disclose  
personal data in  
accordance with the  
organisation's Data  
Protection Management  
Programme (DPMP)

Develop the organisation's  
Data Protection  
Management Programme  
(DPMP) in accordance  
with legal requirements

Formulate the  
organisation's data  
protection strategy and  
ensure effectiveness of  
Data Protection  
Management Programme  
(DPMP)

N/A

▲Assess the value of data to achieve a competitive advantage and business objectives

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Conduct stock-take of the organisation's data assets

Assess the value data assets to achieve organisational and business goals

Evaluate the net worth of the organisation's data to achieve organisational and business goals

N/A

IT Governance:

Set and monitor IT infrastructure, information, digital service and associated service and associated technology. This involves developing policies and practises to govern the organisation's approach toward handling and using IT product and service in order to ensure conformance with regulations and accountability in decision making in alignment with the business strategic plans and service standards

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A



N/A

N/A

Develop and implement standard operating procedures based on IT policies and practices. ensuring compliance with standards and regulations

Develop policies and practices to govern the handling and usage of IT products and services and facilitate communications with governing authorities

Establish the IT governance strategy and structure to guide policies and practices, and facilitate industry-wide conversations around technology governance and standards

IT Standards:

Develop and review of standard operating procedures as well as service expectations for IT-related activities and processes. This includes the provision of clear guidelines for the organisation to carry out IT-related tasks in a manner that is effective, efficient and consistent with the IT service standards and quality standards of the organisations

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

#### Quality Standards:

Review current practices of performing IT-related activities, and propose revisions to service standards and protocols

Set guidelines for IT-related activities in alignment with relevant service, quality and global industry standards

Inspire enhancements and redefine IT standards, in line with the evolving landscape and their impact on service expectations

Develop, review and communicate a clear, quality expectations and standards within an organisation that are aligned to the company's value and business objectives. This encompasses the setting and implementing of quality expectations for IT products and service delivered to both Internal and External clients

▲Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Security Governance:

Assess existing quality  
standards and align  
processes and activities  
with IT product and service  
quality expectations

Establish and control  
quality expectations in line

with organisation  
directions and selected  
benchmarks

Review organisation's  
quality guidelines against  
emerging trends and  
industry best practices,  
ensuring alignment with  
company values and  
objectives

Develop and disseminate corporate security policies, frameworks and guidelines to  
ensure that day to day business operations guard or are well protected against risk,  
threats  
and vulnerabilities

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Proactively identify  
security risks in business  
operations and implement  
security guidelines and  
protocols, in line with  
corporate security policies

Evaluate security risks and  
establish corporate  
security policies and  
framework to guard  
against them

Anticipate potential  
security threats and

emerging trends in security  
management, establishing  
targets for the  
organization's security  
policies and systems

▲People Development

Learning and Development:

Manage employee's learning and development activities to maximise employee potential and capabilities to contribute to the organisation

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

People and Performance Management:

N/A

Support employees to  
develop their skills and  
facilitate learning  
opportunities and coaching  
junior management  
employees

Drive employee  
developmental programs  
in alignment to business  
needs

Mentor successors,  
support organizational  
learning and develop and  
engage employees to  
develop a strong  
organizational base

Establish organisation-wide performance management strategic performance management, including identification of key performance indicators and employee performance assessment

Level 1

N/A

Level 2

N/A

Level 3

Level 4

Level 5

Implement performance  
management programmes

Develop performance  
management programmes

Establish organisation-  
wide performance  
management strategies

Level 6

N/A

## ▲Stakeholder and Contract Management

### Contract Management:

Formalise contract and/or service level agreements with providers of products and services including measure and manage supplier performance and fulfilment of agreed-upon service level agreements. This Includes resolution of contractual issue and maintenance of vendor and/or provider relationships

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

### Partnership Management:

Prepare drafts of contracts and agreements, monitor vendor performance and resolve minor contractual issues on an operational level

Review contracts and agreements and manage



performance levels against agreed standards, provide feedback and investigate contractual issues

Determine business viability of contracts and establish organisation's expectations of vendors, resolving any escalated performance or contractual issues

N/A

Build cooperative partnerships with inter-organisational and external stakeholders and leveraging of relations to meet organisational objectives. This includes coordination and strategizing with internal and external stakeholders through close cooperation and exchange of information to solve problems

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

Procurement:

Support the development and coordination of partnerships with external stakeholders and organisations

Propose strategic initiatives with other organisations based on identification of mutual benefits, and analyse their

impact

Evaluate and drive inter-organisational initiatives and negotiate strategic information exchange with key partners

Inspire direction and define key imperatives for inter-organisational partnerships leading negotiations with senior leaders and on an international scale

Develop and apply procurement processes related to the solicitation of technology service through external providers. This includes the review of proposals, setting of vendor selection guidelines, risk assessments through appropriate audits and tests and selection of external service providers based on stipulated evaluation criteria

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

▲Conduct research and simple quality, risk and security checks on IT vendors, preparing draft documents and materials required in the procurement process

Prepare Requests for Proposals (RFP), and assess them against selection criteria and technical specifications, implementing security due diligence review in the vendor selection process

Develop a procurement plan including vendor selection guidelines, and select a suitable service provider considering potential risks

Establish an organisation-wide procurement process as well as policies and criteria for security due diligence review, retaining accountability for procurement decisions made

N/A

N/A

## Service level Management:

Plan, monitor and manage service provisions for the achievement of agreed service level targets

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

## Stakeholder Management:

Monitor service levels  
review and report service  
delivery deviations

Manage fulfilment of  
service level agreements  
(SLAs) and resolve issues  
to maintain overall service  
levels

Evaluate service levels  
and oversee  
improvements to enhance  
service performance

Formulate the  
organisation's service  
delivery standards and  
strategy, drive a service  
level agreement (SLA)-  
oriented mindset, and  
establish strategic  
networks and partnerships

Manage stakeholder expectations and needs by aligning those with requirements and objectives of the organisation. This involves planning of actions of effectively communicate with negotiate with and influence stakeholders

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

Identify key stakeholder relationship, needs and interests, and coordinate with stakeholders on a day-to-day basis

Serve as the organization's main contact point for stakeholder communications, clarifying responsibilities among stakeholders, and

Develop a stakeholder engagement plan and negotiate with stakeholders to arrive at mutually beneficial arrangements

Define a strategic stakeholder management roadmap, and lead critical discussions and negotiations, addressing escalated issue or problems encountered

Establish for the overall vision for the alignment of organization's and stakeholder's objectives, co-creating shared goals and strategic initiatives

with senior stakeholders

▲engaging them to align expectations

Strategy Planning and Implementation

Data Strategy:

Develop a robust and coherent data strategy and support architecture, policies, practises and procedures that enable the organisation to manage and utilise data in an effective manner. This includes introduction of innovation ways of organising, managing and integrating the data of the organisation to ensure their viability and ability to drive business value. It also includes the setting of information strategy, sharing, handling, and usage protocols to support alignment with relevant legislation and Business strategies

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Infrastructure strategy:

Develop data management structures and recommend policies, processes and tools for effective data storage, handling and utilisation

Establish data management strategies to extract maximum value from information assets and support decision-making and business processes

Define a coherent data strategy and spearhead new approaches to enrich, synthesise and apply data, to maximise the value of data as a critical business asset and driver

Develop a robust strategy and plan for defining and managing a future-ready IT infrastructure, optimising its capacity, availability and synchronisation to enable an organisation business operation. this involve evaluating infrastructure model and options for infrastructure components, managing infrastructure investment and facilitating the transformation toward the desired future infrastructure model

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Support the development of  
and implement a strategic IT  
infrastructure plan  
overseeing and  
synchronising the

Develop a robust  
infrastructure plan and  
model that is aligned and  
adaptable to internal  
business priorities and  
external trends

Establish a future-ready  
infrastructure strategy,  
spearheading infrastructure  
change and transformation  
to the desired future state



↑performance of  
infrastructure elements

#### IT Strategy:

Plan, develop and communicate effective inward and outward facing IT strategies, solution and action plans, driven by environment scanning and assessment of the business

future needs and long-term strategic direction. This involves devising internal management strategies and models to support sustain IT transformations and alignment of IT

investments and programmes with the strategy to optimise the business value from IT

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

#### Organisational Analysis:

Generate insights to support strategic plans, systems and guidelines for IT and evaluate the potential costs and value of new programmes

Create an IT strategy, and develop transformation initiatives to meet business requirements and support the modernisation of the IT landscape

Establish future vision and key priorities for the IT organisation based on a projection of industry trend and developments

Evaluate factors that can be affect the organization's performance as well as strategically assessing the organization's own resource and potential for improvement

Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Manage, review and evaluate systems and processes with a view for enhancements. It also includes gathering of feedback and developing solutions to close gaps and to make improvements

Lead the conduct of functional analysis and recommending areas for enhancement in functional operations

Synergise organisational analysis, reviewing and evaluating findings and communicating findings to relevant stakeholders as well as advising on improvements for the organisation

#### Security Strategy:

Establish the organisation's security vision, strategy and initiatives to ensure adequate protection of assets. this involves the planning, implementation and review of enterprise-wide security controls which include policies and processes, physical infrastructure, software and hardware function to govern and preserve the privacy, security and confidentiality of the organisation's information and assets

▲Level 1

Level 2

Level 3

Level 4

Level 5

Level 6

N/A

N/A

N/A

Assess security risks,  
threats and vulnerabilities,  
and recommend security  
initiatives to mitigate them

Establish security goals and  
objectives as well as policies  
and standards to guide  
information security and  
assurance in the current and  
future landscape

Create a security vision for  
the organisation and  
establish an overarching  
information security strategy  
and frameworks

Strategy Implementation:

Execute and implement operational and tactical-level action plans in alignment with  
the organisation's business strategies

Level 1

N/A

Level 2

N/A

Level 3

Level 4

Level 5

Level 6

Analyse strategies for critical  
business functions to ensure  
plans are within risk  
mitigation factors

Analyse strategies for critical  
business functions to ensure  
plans are within risk  
mitigation factors

N/A

N/A



## ' STS POLICIES MANUAL

### HR Security Policy

V1-2020

## ▲CHAPTER 6: HR SECURITY POLICY

### INTRODUCTION

As a professional organization and a responsible employer, STS takes the subject of information security very seriously. People are our most important asset, but unfortunately represent one of the major vulnerabilities from an information security perspective, as they are often the target of malicious activities such as phishing and other forms of social engineering.

In order to manage this exposure and keep our people and our information safe, STS has defined a policy which describes the controls required and the rules that must be followed with regards to human resources.

This policy applies to all systems, people and processes that constitute the organization's information systems, including Board Members, Directors, Employees, Suppliers and other third

parties who have  
access to STS systems.

## Pre-Employment

### BACKGROUND CHECKS

Appropriate background verification checks will be carried out on all candidates for employment prior to their starting work with the organization.

The specific screening activities that should be applied in any particular case will depend on a number of risk factors including, but not limited to, the following:

If the role will have access to financial assets

- The classification of information they will have access to
- 
- The level of potential to cause harm to the organization
- 
- Whether driving a motor vehicle is required

If likely to come into contact with minors

- 
- Any other factors that are deemed by management to be relevant to the ongoing security of the

Level of involvement in technology

organization

A judgement must be made in each case about the appropriate level of background verification to be applied.

This must reach a balance between being sufficiently rigorous to protect the organization without placing an undue burden of time, cost or effort on the recruitment process.

## ▲EMPLOYEMENT CONTRACTS

Employment contracts, including those with contract staff, must specify relevant requirements for information security, including a commitment to comply with STS policies in this area. Roles that have access to classified information will also be required to sign a Non-Disclosure Agreement (NDA).

During Employment

## MANAGEMENT RESPONSIBILITIES

It is important that all employees with management responsibility ensure that STS information security-related policies and procedures are followed by staff (both internal employees and contractors) within their supervision at all times. Any instances of non-compliance must be identified and addressed through normal management channels, including disciplinary action where appropriate.

## INFORMATION SECURITY AWARENESS

Information security awareness training will be provided to all employees and contractors to a level of detail appropriate to their job role. This will include information about STS policies and procedures and the specific risks and threats relevant to the employee or contractor's area of work.

Awareness training will be delivered as part of new starter inductions and updates to relevant information communicated to all employees and contractors when appropriate, and in a timely manner.

## DISCIPLINARY PROCESS

Instances where a clear breach of information security policy or procedure has been committed by an employee will be subject to STS disciplinary procedures. In serious cases, where the organization has been put at significant risk as a result of the employee's actions, termination of employment may be considered.



In less serious cases, the provision of additional information security awareness training may be appropriate as one of the actions to address the situation.

## Termination and Change of Employment

### CHANGE OF ROLE

In situations where an employee experiences a temporary or permanent change of job role, including reassignment, secondment and sabbatical, those information security responsibilities from their previous role (for example for confidentiality) that will continue must be defined and emphasized to the employee.

▲Any failure on the part of the employee to observe their continuing responsibilities for information security may be subject to disciplinary action.

### TERMINATION

Where an employee's position with the organization is terminated on a permanent basis, the information security responsibilities and duties that must continue to be observed post-employment will be defined in writing and communicated to the employee.

It must be stated to the terminated employee that any failure on their part to observe their continuing responsibilities for information security may be subject to legal action.



## ' STS POLICIES MANUAL

### Ranking System

V1-2021

#### ▲CHAPTER 7: RANKING SYSTEM

The purpose of this policy is to outline the current STS ranking system and will outline the different ranks, benefits associated to each rank as well as how to move from rank to rank.

STS applies a job evaluation system that ranks all positions in a unified manner in order to help attract and retain talent, provide clarity about roles and responsibilities, define and implement a fair and equitable compensation and benefit system both internally and externally and to provide clear guidelines for promotion and job advancement.

Ranks are given to positions regardless of who is filling the position. They are position based and not person based. Each position is evaluated based on the job description and specifications of the position.

#### RANGES OF RANKS

The ranges of ranks available start from A1 and go up to H3. Not all ranks have corresponding positions at STS.

#### ABOUT STS'S RANKING SYSTEM

The Ranking System implemented at STS is based on the Mercer Human Resource Consulting System.

Four factors are measured to determine the rank of each position. The first three factors are two-dimensional, and the last factor is three-dimensional. Following is a brief explanation of each factor.

##### FACTOR ONE - IMPACT/CONTRIBUTION

This factor considers the nature of the position's impact which is modified by the level of the contribution of the position. First, the impact of the position is determined and then the level of contribution is assigned in order to measure this factor. The impact and contribution levels vary from 1-5 and may only be assigned absolute values. See Appendix (a) for the guidelines of setting the level of impact and contribution of a position.

##### FACTOR TWO - COMMUNICATION/FRAME

This factor looks at the communication skills required by the position. First the type of communication the position requires is measured and then the evaluation is modified by selecting the context for the most difficult and challenging communications. The communication factor varies from 1-5 while the frame varies from 1-4. The communication factor may be assigned half values (e.g. 3.5, 2.5) but the frame factor may only be assigned absolute values. See Appendix (b) for the guidelines of setting the type and frame of communication needed for a position.

#### ▲FACTOR THREE - INNOVATION/COMPLEXITY

This factor looks at the level of innovation that a position requires. First, the level of innovation expected from the position is determined and then the level of complexity of the innovation is set. The levels of Innovation vary from 1-5 while the levels of Complexity of the innovation vary from 1-4. Both factors may be assigned half values. See Appendix (c) for the guidelines of setting the level and complexity of innovation required for a position.

#### FACTOR FOUR - KNOWLEDGE/TEAMS/BREADTH

This factor relates to the nature of knowledge required in a job position to accomplish objectives and create value. Knowledge may be acquired through formal education and/or work experience. First, the depth of knowledge applied is specified, and then it must be identified whether the position holder must apply the knowledge as a team member, team leader or manager of teams. Finally, the geographic context in which the knowledge is applied is determined. The level of knowledge varies from 1-8 and may be assigned half values whereas the Teams and Breadth factors each vary from 1-3 and may only be assigned absolute values. See Appendix (d) for the guidelines of setting the level of knowledge of a position, how the knowledge is applied and the geographic context in which the knowledge is applied for a position.

#### BENEFITS BY RANK

In order to differentiate between different ranks, STS assigns a set of benefits that differs from rank to rank.

#### TRAVEL, ACCOMMODATIONS AND PER DIEMS

Work or training related travel at STS is quite common, in some divisions/departments more than in others. STS covers travel and accommodation expenses for those travelling as well as providing a daily per diem rate. Details on flight reservations, accommodations and per diem rates will be in line with the prevailing STS Travel Policy.

#### RELOCATION ALLOWANCE

In the case where an existing STS employee is requested to relocate from one STS office to another in a different country, they will be entitled to relocation assistance as per the prevailing relocation policy outlined in the relevant section of this manual.

#### ADDITIONAL VACATION DAYS

STS allows employees vacation days as provided by the Local Labour Law in the country in which they have their contracts. In addition, employees may be entitled to additional days of leave per year depending on their ranks.

Details of the additional vacation days by rank are as follows:

##### Rank

A1 – A3

B1 – B3

C1 – C3

##### Leaves

as per Local Labour Law

as per Local Labour Law

as per Local Labour Law

▲D1 – D3

as per Local Labour Law + 4 days

E1 – E3

F1 – F3

as per Local Labour Law + 7 days

as per Local Labour Law + 10 days

G1 – G3

as per Local Labour Law + 15 days

#### RANK ALLOWANCE

Employees ranked A1-D2 are entitled to a rank allowance for every upgrade in their rank correlating to a change in position. The amount of the rank allowance varies depending on the rank the employee is being upgraded to. The last rank entitled to such an allowance is D2 being upgraded to D3. Employees moving from D3 to E1 and upwards are not entitled to rank upgrades.

If for whatever reason, a position has been incorrectly ranked and the rank of the position is altered without changing the roles and responsibilities of the job then no rank allowance will be awarded to employees whose ranks will change as a result of this change in rank.

In the unlikely event that a person moves up more than a rank at once (i.e. move from an A2 to a B3) then they are entitled to only a single rank allowance and the allowance given is the highest one (so in our example it would be the allowance for moving from B2 to B3).

Rank allowances for the different locations are set by management based on multiple factors and are announced to employees accordingly. Rank allowances for one or more locations may change (increase or decrease) at the discretion of management as long as the change is announced in advance. At the time this policy is published, the rank allowances are set as per the below table:

Moving from

Jordan

UAE

KSA

Bahrain

Palestine

A1 to A2

JOD 15

AED 230

SAR 230

BHD 25

80 ILS

A2 to A3

JOD 20

AED 310

SAR 310

BHD 30

115 ILS

A3 to B1

JOD 30

AED 470

AED 470

BHD 45

155 ILS

B1 to B2

JOD 35

AED 540

SAR 540

BHD 55

190 ILS

B2 to B3

JOD 40

AED 620

SAR 620

BHD 60

B3 to C1

JOD 55

AED 860

SAR 860

BHD 85

230 ILS

270 ILS

C1 to C2

JOD 60

AED 930

SAR 930

BHD 95

305 ILS

C2 to C3

JOD 65

AED 1010

SAR 1010

BHD 100

345 ILS

C3 to D1

JOD 85

AED 1320

SAR 1320



BHD 130

380 ILS

D1 to D2

JOD 90

AED 1400

SAR 1400

BHD 140

420 ILS

D2 to D3

JOD 95

AED 1480

SAR 1480

BHD 150

455 ILS

## ▲HEALTH INSURANCE

STS provides health insurance to all its employees. Depending on the rank of employees, they are insured at different levels and may include their family members in the group insurance plan after a certain period has elapsed since their hire date. This period varies depending on the rank of the employee. Certain terms and conditions in Health Insurance contracts as well as insurance and visa regulations in different countries may dictate differences in the benefits in different countries in which STS operates.

Enrolment in the Company Health Insurance Plan in different STS locations and for the different ranks is as follows:

Jordan

UAE

KSA

Bahrain

Palestine

Rank

A1 – A3

B1 – B3

C1 – C3

Immediately, employee, spouse & children  
Class C

Immediately, employee, spouse & children  
Class C

Immediately, employee, spouse & children  
Class B

D1 – D3

Immediately, employee, spouse & children  
Class B

E1 – E3

F1 – F3

Immediately, employee, spouse & children  
Class A

Immediately, employee, spouse & children  
Class A

G1 – G3

Immediately, employee, spouse & children  
Class A

RANK UPGRADES

ANNUAL RANK UPGRADES

Immediately, employee, spouse & children

Immediately, employee, spouse & children

Immediately, employee, spouse & children

Immediately, employee, spouse & children

Immediately, employee, spouse & children

Immediately, employee, spouse & children

Immediately, employee, spouse & children

STS Annual Performance Evaluations are conducted at the end of the calendar year and subsequent to that, the employee's manager considers an employee's performance on both objectives and competencies along with their rank and job responsibilities and determines whether to recommend an employee for a rank upgrade.

Individual and overall rank upgrade requests are then reviewed by HR and finally are sent to Management for approval.

## ▲Appendix (a)

### IMPACT

This factor considers the nature of a position's impact, which is modified by the level of its contribution. First, determine the nature of the position's impact. Then determine whether the level of contribution is limited, some, direct, significant or major .

#### Impact

Nature and scope of  
influence a position has on  
its area of  
responsibility/operation

1

#### Delivery

Deliver according to  
specific standards and  
guidelines

2

#### Operational

Work within operational  
target or service  
standards

3

#### Tactical

Specify new products,  
processes and standards

1

#### Limited

2

#### Some

#### Contribution

3

Direct

4

Significant

5

Major

Hard to discern  
contribution to  
achievement of  
concrete results

Easily discernible  
contribution that usually  
leads indirectly to  
achievement of results

Steer the course of action  
that determines the  
achievement of results

Quite marked  
contribution with  
authority of a frontline  
or primary nature

Predominant authority in  
determining the  
achievement of key  
results

Deliver own output by  
following defined  
procedures/ processes  
under close supervision  
and guidance

Deliver own output  
following broad  
framework or standards  
with some impact on job  
area

Deliver own output

according to specific  
operational target with  
direct impact on the job  
area

Deliver own output  
with significant impact  
on operational targets  
and the job area

Deliver own output with  
major targets in the job  
area

Work to achieve  
objectives and deliver  
results with a short  
term, operational focus

set day to day objectives  
that have some longer  
term impact within the  
job area

Set objectives and deliver  
results that have direct  
longer term impact  
within the job area

Work to achieve  
objectives and deliver

Implement business  
strategies with some

Implement business  
strategies with direct

Set objectives and  
deliver results that  
have a significant  
impact within the  
context of a wider  
operational area

Establish and  
Implement business  
strategies with  
significant impact on

Set objectives and deliver results that have a major impact within the context of a wider operational area

Establish and Implement business strategies with a major impact on

▲based on organisation strategy or set operational plans

4

Strategic

Establish and implement business strategies with a longer-term focus based on the organisation's vision

5

Visionary

Lead an organisation to develop and achieve its mission, vision and values.

results with a long term, tactical focus

impact on business unit/ function results

impact on business unit/ function results

business unit/ function results

business unit/ function  
results

Devise and recommend  
business strategies  
with limited impact on  
a corporate business  
unit or organisation

Devise and recommend  
business strategies with  
some impact on a  
corporate business unit or  
an organisation

Devise and recommend  
business strategies with  
direct impact on a  
corporate business unit  
or an organisation

Lead an organisation  
within a corporation or a  
corporate business unit.  
Receive guidance on  
strategies/ policies on  
most aspects of business.

Lead an organisation  
within a corporation or a  
corporate business unit.  
Receive some support  
and direction from other  
units or headquarters.

Lead an organisation  
within a corporation or  
a corporate business  
unit. Receive complete  
support/ direction from  
other units or  
headquarters on  
tactical issues. (E.g.  
pricing, HR, financial  
policies, etc.)

Establish and  
Implement business  
strategies with



significant impact on a corporate business unit or an organisation

Lead an independent organisation or multiple organisations or corporate business units within a corporation. Make own decisions that may impact the long term strategies of the organisation(s)

Establish and Implement business strategies with a major impact on a corporate business unit or an organisation

Lead a corporation with multiple organisations or business units. Create, communicate and implement mission, vision, and values for entire corporation. Typically- the chairman of the board.

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▲1.

2.

#### COMMUNICATION

This factor looks at the communication skills required by the position. First, determine the type of communications that the position holder is engaged in. Then modify the evaluation by selecting the context for the most difficult and challenging communications.

Appendix (b)

1

2

3

4

Frame

Communication

Internal Shared Interests

External Shared Interests

Internal Divergent Interests

External Divergent Interests

Position's responsibility for  
communications both within  
and outside the  
organisation.

1

Convey

Communicate by  
statement, suggestion,  
gesture or appearance

2

Adapt and Exchange

Reach agreement  
through flexibility and  
compromise

Common desire to reach a  
solution within a  
corporation

Common desire to reach a  
solution outside a corporation

Conflicting objectives that  
inhibit reaching a solution

within a corporation

Conflicting objectives that  
inhibit reaching a solution  
outside a corporation

Obtain and provide  
information to others  
within the organisation.

Obtain and provide information  
to external parties.

Obtain and provide information  
to others within the  
organisation where tact is  
required to avoid conflict.

Obtain and provide information  
to external parties where tact is  
required to avoid conflict.

Explain facts, practices,  
policies, etc. to others  
within the organisation.

Explain facts, practices, policies,  
etc. to external parties.

Explain facts, practices,  
policies, etc. to others within  
the organisation where past  
practices or divergent views  
constrain agreement.

Explain facts, practices,  
policies, etc. to external  
parties. where there may be  
scepticism or reluctance to  
agree.

3

Influence

Effect change without  
direct exercise of  
command

Convince others within the

organisation where strong interest exists to accept new concepts practices, and approaches.

Convince external parties that have a desire to reach agreement to accept new concepts, practices and approaches.

Convince others within the organisation sceptical or unwilling to accept new concepts practices, and approaches.

Convince external parties who are sceptical or unwilling to accept new concepts, practices and approaches.

▲4

Negotiate

Come to agreement by managing communications through discussions and compromise.

5 Negotiate Strategically

Manage communications of great importance within an integrated framework with long-term implications.

Convince others within the organisation to accept complete proposals and programs where all parties

are willing participants.

Convince external parties that have a desire to reach agreement to accept complete proposal and programs.

Convince others in the organisation to accept complete proposals and programs where there may be little interest in cooperating or participating.

Convince external parties to accept complete proposals and programs where there may be little interest in cooperating or participating

Reach agreement of strategic importance with others within the organisation who have different points of view but a shared objective.

Reach agreement of strategic importance with others outside the organisation that have differing points of view but shared interests.

Reach agreement of strategic importance with others within the organisation that have differing perspectives and objectives.

Reach agreement of strategic importance with others outside the organisation that have widely differing perspectives and objectives.

#### ▲INNOVATION

This factor looks at the level of innovation that the position requires. First

identify the level of innovation expected from the position. Then determine the level of complexity of the innovation.

#### Appendix (c)

1

Defined

2

Difficult

3

Complex

4

Multi-dimensional

Complexity

Innovation

Identify, develop and make improvements to new ideas, techniques, procedures, services or products.

1

Follow

Compare with a source, original or authority.

Problems and issues are clearly prescribed

Problems and issues are only vaguely defined

Follow a set procedure in performance of repeated tasks or job activities

Follow a well-established and familiar set of job activities or a

job process to derive a solution

2

Check

Make minor changes

Check problems in existing  
systems or process

Check and correct problems that  
are not immediately evident in  
existing systems or process

Any two or three dimensions  
i.e. Operational, Financial and  
Human – requires broad-based  
solutions.

Follow a set of job activities or  
a job process, and face issues  
and problems that are difficult  
to deal with, manage, or  
overcome.

All three dimensions –  
Operation, Financial, Human –  
requires end-to-end solutions

Follow processes, and face  
issues and problems that are  
difficult to deal with, manage,  
or overcome.

Identify, define and develop  
solutions to issues and  
problems that are not  
immediately evident in existing  
systems or process

Identify, define, address and  
solve multi-dimensional issues  
and problems that are not  
immediately evident in existing  
systems or process

3

Modify

Enhance in value or  
quality, make better

Update or modify working  
methods in own role based  
upon defined procedures

Identify problems and update or  
modify working methods in own

Analyse complex issues and  
modify working methods in  
own work area

Extensively analyse complex  
multi-dimensional issues and

↑role without the benefit of  
defined procedures

4

Improve

Enhance entire process,  
systems or products

Improve or adapt methods  
and techniques drawing  
from personal experiences  
and feedback

Identify problems and improve or  
adapt methods and techniques  
drawing from personal  
experiences and feedback

Analyse complex issues and  
improve or adapt methods and  
techniques

5

Create / Conceptualize



Form and bring into  
existence a new concept  
or method

Create/ conceptualize new  
methods, techniques and/  
or processes in a single job  
area/ function

Create/ conceptualize new  
methods, techniques and/ or  
processes across job areas or  
functions

6

Scientific/Technical  
Breakthrough

Make an unexpected or  
revolutionary advance  
especially in knowledge  
or technique.

Bring together multiple  
concepts to define a new  
direction or a significant  
advance to products or  
services in a specific  
product/ service area

Bring together multiple concepts  
across job areas to define a new  
direction or a significant advance  
to products or services

Analyse complex issues before  
creating/ conceptualizing new  
methods, techniques and/ or  
processes across job areas or  
functions

Analyse complex issues and  
bring together multiple  
concepts across functions to  
define a new direction or a  
significant advance to products  
or services

modify working methods in

own work area

Extensively analyse complex multi-dimensional issues and issues and improve or adapt methods and techniques

Extensively analyse complex multi-dimensional issues and create/ conceptualize new methods, techniques and/ or processes across job areas or functions

Extensively analyse complex multi-dimensional issues and bring together multiple concepts across functions to define a new direction or a significant advance to products or services

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#### ▲KNOWLEDGE

##### Appendix (d)

This factor relates to the nature of knowledge required in job to accomplish objectives and create value. Knowledge may be acquired through formal education and/or work experience. First specify the depth of knowledge applied and then identify whether the position holder applies the knowledge as a team member, team leader or manager of teams. Finally, ascertain the geographic context in which the knowledge is applied.

1

Teams

2

3

Knowledge

Team Member

Team Leader

Teams Manager

Minimum level of knowledge required to fulfil one's responsibilities.

Individual contributor, no direct responsibility for leading others.

1

Limited Job Knowledge

Know-how restricted within narrow boundaries

Follow basic work routines and standards

2

Basic Job Knowledge

Fundamental know-how

Apply basic knowledge of systems and procedures for ones own position

Coaches team members (at least three) in skills; leads, schedules, allocates and monitors work.

Lead team to ensure output through implementation of basic knowledge of systems and procedures

Lead team through application of basic

knowledge of systems and procedures

Directs more than one team; determines team structure and roles of members

Manage and lead teams through implementation of basic work routines and standards

Breadth

Application of knowledge

Manage team through application of basic knowledge of systems and procedures

Domestic

Locations within a country or neighbouring countries with similar culture

1

▲2

3

3

Broad Job Knowledge

Wide-ranging know-how

Apply broad knowledge of one job area or basic knowledge of several related job areas

Lead team through  
application of broad  
knowledge of one job area  
or basic knowledge of  
several related job areas

Manage and lead teams through  
application of adequate  
knowledge of one job area or  
basic knowledge of several  
related job areas

#### Regional

Continental region (e.g.  
Europe, Asia, North America,  
Latin America, Middle East)

Apply deep knowledge of job  
area or broad knowledge of  
several related job areas

Lead team through  
application of deep  
knowledge of one job area  
or broad knowledge of  
several related job areas

Manage and lead teams through  
deep knowledge of one job area  
or adequate knowledge of  
several related job areas

#### Global

All regions of the world

Apply broad knowledge in  
most or all areas within a  
function

Lead team through broad  
knowledge in most or all  
areas within a function

Manage and lead teams through  
broad knowledge in most or all  
areas within a function

Apply broad & deep knowledge of all job areas within a function or practical experience in several functional areas

Lead a team through broad and deep knowledge of all job areas within a function or practical experience in several functional areas

Manage and lead teams through broad and deep knowledge of all job areas within a function or practical experience in several functional areas

4

Expertise

Special skills or knowledge representing mastery of a particular subject.

5

Professional standard

Broad know-how needed to conform to the technical or ethical standards of a

profession.

6

Functional Specialist /  
Organisation  
Generalist

Concerned expertise in a special activity, field, or practice or experience in many organisation management areas.

▲1

2

3

Teams

Knowledge

Team Member

Team Leader

Teams Manager

Minimum level of knowledge required to fulfil one's responsibilities.

Individual contributor, no direct responsibility for leading others.

Coaches team members (at least three) in skills; leads, schedules, allocates and monitors work.

Lead team through broad practical experience of all major functions within an organisation or pre-eminent expertise in a single function

Directs more than one team; determines team structure and roles of members

Manage and lead teams through broad practical experience of all major functions within an organisation or pre-eminent expertise in a single function

Apply broad practical

experience of all major  
functions within an  
organisation or pre-eminent  
expertise in a single function

Apply broad and deep  
practical experience of all  
major functions within  
multiple organisations

Lead team through broad  
and deep practical  
experience of all major  
functions within multiple  
organisations

Manages and leads team through broad and deep  
practical experience of all major functions within multiple  
organisations

Functional Pre-eminence /  
Broad Practical Experience

Recognised as having  
paramount capability in a  
profession. Widely varied  
experience in many areas  
of organisation  
management.

Broad and Deep practical  
experience

Widely varied and in depth  
experience in application in  
many areas of organisation  
management.

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# ' STS POLICIES MANUAL

## STS Code of Ethics

V1-2018

### ▲CHAPTER 5: STS CODE OF ETHICS

#### Letter from the Chairman of the Board

#### Introduction to the Code of Ethics and Business Conduct

At STS, we are committed to conducting our business with honesty and integrity and complying with all applicable laws. STS's Code of Ethics and Business Conduct ("Code") exemplifies our dedication to these high business standards. The Code summarizes the legal and ethical principles that we follow in our daily work and applies these principles to our policies and practices.

STS's commitment to the Code starts at the top of the corporation. The STS Ethics Office reports to the Board of Directors and assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program and considers the appropriate response to significant compliance matters and legal developments.

Laws and standards vary in different countries and cultures, but, as a regional

company, our common goal and continuing commitment is to maintain equally high standards wherever we operate. Some parts of the Code focus on United States laws because the majority of STS vendors are from the US and we have a high degree of business regulation to be maintained. However, this U.S. focus does not reduce our obligation and commitment to also comply with the applicable laws of countries in which we operate and/or conduct business.

The obligations in the Code apply to:

- STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS;
- The employees and directors of these entities (to the extent applicable to their work for STS)
- Suppliers and contractors in their work on behalf of STS.

All of us, including all employees, officers, directors and others who are bound by the Code, are responsible for becoming familiar with and abiding by the Code. In addition, STS group, division and operations managers and supervisors are accountable for compliance with – and enforcement of – the Code by the operations they manage. Failure to carry out these responsibilities may lead to disciplinary action, including discharge.

You are also required to promptly and accurately report any violations of the Code that come to your attention. Sections 3 and 4 of the Code contain specific information on fulfilling your reporting obligations. Reporting and information resources are also provided at the end of the Code. The Code is not intended to cover every possible ethical or legal situation. Wisdom, discretion and sound judgment should guide everyone. We need your commitment to help maintain the moral, ethical and law-abiding heritage that has been so important to STS. I know I can count on it.

Ramzi Zeine  
Chairman of the Board

## ▲We Are Committed to Ethical Behaviour

### Commitment to Ethics.

Ethical behaviour is an individual responsibility. Behaviour reflecting high ethical standards is expected of all directors, employees and others who are bound by the Code, regardless of position or location.

No director, officer, manager or supervisor has the authority to violate or require conduct by another employee or any other person that violates the Code, other STS policies or applicable law.

The obligations in the Code apply to STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS, the employees and directors of these entities (to the extent applicable to their work for STS) and suppliers and contractors in their work on behalf of STS.

### Management Responsibility for Ethics

All STS Officers, managers and supervisors are accountable for the actions of the employees who report to them and responsible for seeing that the Code, other STS policies and applicable laws are followed.

They must:

- 

Inform their employees about company policies, including those dealing with legal and ethical behaviour.

- Ensure that appropriate ongoing employee training occurs and that violators of the Code are

appropriately disciplined.

- Avoid hiring individuals who have a propensity to violate any applicable law or rules of the type

embodied in the Code; and

- Maintain a work environment where constructive, frank, and open discussion about ethics is
- 

encouraged and expected without fear of retaliation. In this effort, managers should seek and will receive support from STS's Human Resources and the Ethics Office.

#### We Comply with the Code, Other STS Policies, and All Applicable Laws

We comply with the Code, other STS policies and all applicable laws in conducting our business.

There are countries where common trading or negotiating practices are based on codes of conduct that are less stringent or different than the Code. In such countries, employees should follow the Code, except for variances that are permitted by applicable law and are based on good ethical and business judgment.

▲The relevant division manager or General Managers of STS Corporation must approve any such variance in writing if no division manager is available. Contact an STS lawyer if you have any questions about the application of the law of any country, about the Code, or about the relation or any apparent conflict between them.

In the unusual circumstances where a waiver of the Code would be appropriate for an executive officer or director, such waiver must be approved by the Board of Directors or a committee of the Board and promptly disclosed as required by applicable laws and regulations. In the case of all other employees, only a corporate officer, in conjunction with the Board of Directors, may grant such a

waiver.

## We Fulfil the STS Ethics Office Program

### STS Ethics Office

The STS Ethics Office will be headed by an Ethics/Compliance Officer and reports directly to the CEO and Board of Directors. Ms. Rasha Atallah is selected as STS Ethics Officer starting August 2018. The Ethics Office/Officer assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program, and considers the appropriate response to significant compliance matters and legal developments. In addition to the resources that can be provided for asking questions and reporting suspected violations of the Code, employees are encouraged to contact the Ethics Office through the address below:

### STS Ethics Office

Ms. Rasha I. Atallah

Shaban's Building

Amman, Jordan - 11195

Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

### We Report Suspected Non-Compliance

Any employee who learns of a suspected violation of the Code must immediately report it by following the procedure below. Employees are required to come forward with any such information without regard to the identity or position of the suspected offender.

STS will treat the information in a confidential manner and will ensure that no acts of retribution or retaliation will be taken against anyone for making a report in good faith.

## ▲Non-Compliance Reporting Procedure

**Employee Report:** Any employee who learns of a violation of the Code must immediately report it.

**Investigation:** It is STS's policy and intent to investigate any reported violation of the Code, other STS policy, or applicable law, and to take appropriate action, as determined by STS, based on the results of the investigation. Reports of violations of accounting, accounting controls and audit matters will be investigated under the supervision of the Board of Directors.

All other violations will be investigated under the supervision of the Ethics Office. Employees are expected to cooperate in the investigation of reported violations.

**Confidentiality:** The investigators will not disclose the identity of anyone who reports a suspected violation or who participates in the investigation. Employees should be aware that the Ethics Office is obligated to act in the best interests of STS and do not act as personal representatives or lawyers for the employees.

**Protection against Retaliation:** Retaliation in any form against an individual, who in good faith reports a violation of the Code, or who assists in the investigation of a reported violation, is prohibited. Every employee may report such violations without fear of retaliation by co-workers, supervisors or others that are the subject of the report.

## Discipline for Non-compliance

Failure to comply with the Code will result in disciplinary action ranging from a reprimand to dismissal.

Civil or criminal violations may be prosecuted.

## We Value and Safeguard Our Relationships with Customers

### Most Valued Supplier

A primary objective at STS is to become our customers' most valued supplier.

We achieve this objective by providing products and services that best meet customer needs and doing so in a manner that creates a lasting bond of cooperation and trust.

▲We treat customers fairly and honestly at all times in a manner that conforms to all applicable laws and is consistent with good business practice. We do not make false or misleading remarks about other companies or their employees or products, including our competitors.

#### Safe and High-Quality Products

We conduct business with a high regard for the health and safety of those using our products and services.

This regard assures safety and strengthens the bond between STS and our customers. Each employee

plays a critical role in ensuring the quality and safety of STS products, from design through implementation, ongoing improvements, and customer support.

#### We Value and Safeguard Our Employee Relationships

##### Respect for Employees

STS is committed to respecting human dignity. Trust, respect, and ethical business conduct are essential to achieving and maintaining sound relationships among our employees. Basic to these relationships is the recognition of the personal value and contribution of every employee. At STS, we value the diversity of our employees, and we judge and treat every employee with dignity and respect. Consistent with applicable laws of the location, employees and applicants for employment will be judged on the basis of their performance and qualifications without regard to race, creed, gender, religion, national origin, age or disability. Sexual harassment of any type is prohibited.

##### Child Labour/Forced Labour

We are opposed to any form of harmful child labour and forced or compulsory labour. It is STS policy to

prohibit harmful child labour or the use of forced or compulsory labour in our workplaces and we expect our suppliers and contractors to do the same.

#### Respect for Employees' Privacy

STS respects the privacy of its employees, former employees and job applicants and will share employee information only for business reasons consistent with applicable law. This is not inconsistent with STS's right to monitor electronic communications.

#### Safe and Healthy Working Environment

Maintaining a safe and healthy work environment is integral to the operation of our business. Accidents harm our employees and undermine the effective performance of the business, as well as the trust of the

communities in which we operate. We are responsible for preventing accidents by maintaining a healthy work environment, by following safe procedures and practices, and by using all prescribed personal protective equipment where applicable to our business.

#### No Substance Abuse

We do not use, sell, purchase, transfer, manufacture, possess, or permit to be present in our system any illegal or unauthorized drugs, synthetic/designer drugs, or any controlled substance (except legally prescribed drugs), nor do we abuse prescribed drugs, while on STS premises, engaged in STS business, or operating STS equipment.

In addition, we do not use, sell, manufacture, purchase, transfer or possess alcohol in an STS facility or on company premises. We are not under the influence of alcohol while



performing STS business or job-related duties or while operating STS equipment.

#### We Comply with Health, Safety, Security, and Environmental Laws

We are committed to protecting the environment and the health and safety of our employees, our families, our communities, and the public through full compliance with all applicable laws and continuous improvement of our performance on environmental, health and safety matters.

To meet STS environmental standards, every STS owned-and-operated facility must demonstrate compliance with all public health and environmental laws pertaining to its operations and consistent with applicable law.

#### STS's Policy on Health, Safety, Security, and the Environment

STS embraces our responsibility to protect the environment and the health, safety and security of our employees, their families, our communities, and the public, as a core value of our business sustainability.

Transparently promoting health, safety, security, and environment is the responsibility of all STS employees in the countries in which we operate.

STS's health, safety, security, and environment Guiding Principles mandate that we:

- Pursue a business strategy that builds on sustainable innovation, operations and business practices as we seek to grow our businesses and improve the quality of people's lives everywhere.

▲• Openly conduct our business in a manner that is protective of public and occupational health, the

environment and employee safety.

- Strive to eliminate all accidents and injuries, with an objective of achieving injury-free workplaces.
- Comply with all relative laws and regulations.
- Actively engage with our employees, suppliers, customers, neighbours, and shareholders to

ensure continuous improvement.

- Engage in recycling programs where appropriate.

#### We Value and Safeguard Our Relationships with Suppliers and Contractors

We seek to maintain our reputation as a dependable customer by being equitable and reliable in dealings with suppliers. We will treat suppliers and contractors fairly and honestly at all times and in a manner conforming to all applicable laws.

We expect our suppliers to share our commitment to sustainability and to producing safe and high-quality products.

We expect our suppliers to conduct themselves in an ethical and responsible manner that supports the protection of and respect for human dignity in their workplaces and is consistent with STS's standards.

#### We Protect Our Property and the Property of Others

We are responsible for the protection of STS assets, including physical property, intangible assets, and all forms of electronic documents and files, business communications, including electronic mail, telephone, Internet and Intranet, against loss, theft, and misuse. STS assets are intended for use for proper company purposes and may not be sold, loaned, given away or disposed of without proper authorization. We may make personal use of such assets on an occasional and limited basis only as long as STS's policies on Acceptable Use of IT Resources and other relevant policies are followed, there are no measurable increased costs and other employees are not distracted as a result of the use. In addition, use of such assets for personal gain is prohibited.

#### We Use our Electronic Communications and Internet Access for Company Purposes

STS's electronic communications and Internet access systems are important tools through which we

conduct much of our company's business. These communication mechanisms and devices include e-mail, fax and instant messaging systems. STS reserves the right to monitor the use of its Internet

resources and electronic communications and to investigate potential improprieties. Users have no expectation of privacy in their use of STS communications systems beyond that required by law.

STS reserves the right to filter Internet content that it considers offensive or inappropriate. All use of Internet access and electronic communications will be in accordance with applicable laws, regulations and STS policies and shall not be used to:

- 
- 
- 
- 
- 
- 
- 
- 
- 
- 

Violate copyright, trade secret, patent or other intellectual property rights.  
Reveal company confidential information via social media networks or otherwise;  
Threaten, deceive, defraud, harass, defame, intimidate or offend others or otherwise violate  
the privacy of any person;  
Attempt to gain illegal access into another computer network or system;  
Create, execute, store or knowingly propagate non-approved files, such as viruses,

worms,  
password capturing programs, Trojan horses, etc.  
Intentionally disrupt or disable STS resources nor prevent other authorized users from using these resources;  
Send chain letters, unauthorized solicitations or advertisements;  
Distribute STS business e-mail addresses of other employees for non-business purposes such as subscribing to private bulletin boards, shopping sites and any other non-business sites;  
Introduce sexually explicit or offensive materials into the workplace;  
Access pornography, gambling ventures, nonbusiness – related chat rooms or message boards; or  
Download files, unless they are necessary for business purposes and approved by the local IT department.

#### Reporting Loss or Misuse of Property

Any individual aware of the loss or misuse of any property must report it to his or her manager or supervisor or another appropriate STS person or contact the Ethics Office at the numbers and address provided. Any individual receiving such reports shall handle them in a careful and thorough manner.

#### We Protect STS Confidential Information and Respect the Confidential Information of Others

##### What is Confidential Information?

Confidential information is information that is not generally known to the public and, if improperly disclosed, may be harmful to the company or its customers or suppliers, or helpful to its competitors.

STS possesses valuable confidential information that has been developed over many years at considerable expense.

▲This information includes proprietary information and trade secrets, such as sales, financial, scientific, economic or engineering information, customer lists, marketing plans, technical plans, formulas,

methods, techniques, processes, procedures, programs and codes – regardless of how such information is stored, compiled or memorialized – for which STS takes reasonable measures to keep secret.

How do we protect Confidential Information?

We must protect the confidentiality of this information as carefully as we protect STS's physical and other property and should routinely take precautions to keep the information from being disclosed. We do not share confidential information with, or authorize its use by Non-STS People or even with STS people who do not need to know the information, except as provided in contracts or legally mandated non-disclosure agreements.

The obligation to protect STS's confidential information continues even after employment at STS ceases. If it is appropriate for business reasons to share STS confidential information with a Non-STS Person and/or to allow a Non-STS Person to use the confidential information, a written confidentiality agreement is required to be executed in advance. STS HR Department can provide an agreement that is appropriate for the circumstances or one of STS designated lawyers can be contacted through the HR Department. We also keep the information in a secure, non-accessible location and transmit confidential information electronically only under secure conditions.

Our obligation to protect confidential information extends to social media networking. STS employees should follow the same procedures for protecting company confidential information when engaging in any social networking activities.

STS will vigorously pursue any suspected improper taking and/or use of its confidential information.

If we discover a possible theft of STS confidential information, we must bring this discovery to our supervisor, the Ethics office or other appropriate person.

We Gather Business Information Ethically and Lawfully

As part of the daily execution of our business, we gather intelligence about competitors, suppliers, and customers in ethical and lawful ways. Most useful information is available from public sources through

hard work and persistence. In seeking information from non-public sources, we act with honesty and integrity, and we do not seek, obtain, or use any information if it would violate any applicable law, including without limitation trade secret or other confidential information laws, and laws relating to confidential relationships between employers and employees.

We protect confidential information provided on a confidential basis by others to STS – usually by following procedures described in agreements relating to the information.

▲We will not improperly take confidential information from others. Individuals and companies who improperly disclose confidential information are subject to lawsuits for damages and injunctions, as well as criminal liability under signed Non-Disclosure Agreements, including financial penalties or even prison terms.

We do not accept or misdirect communications or electronic documents not meant for us. Any receipt of such communications that appears to be in error and contains proprietary or sensitive information, such as a competitor's marketing plans or client's requirements should be reported to your supervisor and, in the case of electronic communications, to the IT department so that any appropriate action can be taken.

#### We Avoid Conflicts of Interest

We shall not engage in any activity that would create a conflict of interest between our personal interests (including the interests of our immediate families\*) and the best interests of STS. We will make all business decisions in the best interests of STS. Any actual or potential conflict of interest between STS and us is prohibited unless specifically approved in writing by our supervisor (or in the case of a director, the Board of Directors). In determining the presence or absence of a conflict of interest, the following will be

considered: the amount of our financial interest; our position with STS and the influence that we may have in business dealings that impact the matter; and all other relevant factors.

Activities that could create a conflict of interest include:

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Engaging in personal or any other Non-STC Business on company time or with company assets;  
self-employment or engaging in any other activity, if the work or activity affects job performance or encroaches on time or attention that should be devoted to STC's affairs;  
Disclosing or using for personal advantage confidential information gained by our position with STC.

Disposing of STC assets for personal benefit. This policy applies both to physical assets – such as equipment, cars and trucks, and office supplies – and to services provided or paid for by STC, such as Internet access, electronic mail, telephone, fax and the internal mail system.

Accepting loans or gifts of any kind, preferential treatment, or favours that place or appear to place us or any member of our immediate family\* under a stated or implied obligation to a competitor, supplier or customer of STC. For example, we do not make investments in competitors, suppliers, or customers of any kind if the arrangement is not generally available to others or if a conflict of interest or the appearance of a conflict of interest could arise because of our duties and responsibilities. We may accept promotional premiums and discounts offered by transportation companies, hotels and similar service providers – such as, for example, “frequent fliers” program benefits – if they are offered to travelers generally and STC has not specified to the contrary.



Having a significant investment in or working for or serving as a consultant or advisor to any other firm or person (even in a self-employed capacity) if that firm or person is a competitor (or actively planning to become one), a supplier or a customer of STS.

In addition, neither we nor any member of our immediate family\* shall accept membership on the board of directors of any competitor, supplier of material or services, or customer of STS without prior written approval of STS's Board of Directors.

If a director has a personal interest in a matter before the Board, the director will disclose the interest to the full Board prior to discussion as to such matter or deliberation, excuse himself or herself from participation in the discussion, and will not vote on the matter. Personal interests may include commercial, industrial, banking, consulting, legal, accounting, charitable and financial relationships, among others.

\*For purposes of the Code, "immediate family" means your spouse, parent, children, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, brothers- and sisters-in-law, and anyone (other than domestic employees) who shares your home. This definition does not apply to the use of the term "immediate family" for purposes of medical coverage and other benefit plan purposes.

Seek Help in Resolving Questions under this Conflict of Interest Policy.

Conflicts are not always clear-cut. If an employee, officer, or director becomes aware of a conflict, potential conflict, or has a question as to a potential conflict, the employee, officer, or director should consult with higher levels of management or the Company's Chief Financial Officer and/or follows the procedures for reporting any misconduct. Sensitive or difficult questions should be referred to an STS lawyer.

We Comply with Laws and Regulations for Transnational Business



We operate our business in compliance with all applicable laws. When we make significant business investments or acquisitions, we take into account sustainability, compliance and other ethical considerations.

We comply with all Import Control Laws

It is STS's policy to comply with all laws and regulations that apply to its imports into any country in which we operate and import materials into. In addition to STS Logistics and Accounting Departments; it

It is the responsibility of every business unit to implement and maintain the necessary internal controls for import compliance, exercise reasonable care in all import activities and make best efforts to assure appropriate personnel understand and comply with all import laws of the relative country.

Import laws govern many aspects of our imports, including admissibility of imports, classification and valuation for duty purposes, country of origin marking, environmental reporting, security, eligibility for special preference programs (e.g., Security clearance on some communication devices by the Local Telecommunication Regulatory Commission or by the US Customs Security Clearance), and records retention.

STS is committed to strict compliance with all import laws and regulations and expects all employees to implement this commitment in STS's business operations. Implementation will be achieved through organizational commitment, allocation of sufficient human and capital resources, and appropriate oversight and corrective actions.

STS is also committed to all aspects of its Vendors and Suppliers who are mandated

by their country's

Customs Trade Partnership Against Terrorism, under which STS has committed to ensure the safety and security of all imports from the point of origin to the point of final destination and to corresponding programs in other jurisdictions.

#### We Comply with All Export Control Laws

Many of STS Vendors, Partners and Suppliers are originating from The United States and are mandated to comply with laws and regulations that restrict exports of certain products, services, and technologies to certain countries or buyers (Boycott). STS honors these Vendors boycotts and will ensure that the items they import from the vendors are lawfully exported and are sold to the country and individual to whom they are intended.

In practice, the boycott that most commonly presents problems is the Secondary boycott where a dealing with a company that deals with a boycott country is in question. For STS own generated products or Services; we do not participate in or Comply with Secondary Boycotts that are against the Local Government's Policy, Including the US or the EU Boycott of some Arab Countries or Middle Eastern Countries. We also do not comply with Secondary Boycott of dealing with companies that deal with a direct boycott country of our Vendors.

The laws governing foreign boycotts are complex, and requests for compliance with a foreign boycott or certification of compliance must be reported even if compliance with the foreign boycott is permitted by law.

To comply with these laws, every group, division, and operation must Ensure that international sales, order entry, traffic, documentation, and credit personnel – who are likely to come in contact with

▲requests for compliance with foreign boycotts – are instructed about how to comply

with these laws and  
that they follow STS's procedures relating to these laws.

#### We Do Not Pay Bribes or Make Improper Payments

STS funds shall not be used to make payments that violate any applicable laws or regulations. While this policy summarizes the most commonly applied laws and regulations, they can be ambiguous or difficult to interpret. If you are uncertain about any payment, consult your manager or an STS lawyer.

#### We Do Not Engage in Commercial Bribery

We do not pay bribes, kickbacks, or similar payments or gratuities to people or organizations in order to gain or keep business or to direct business to any other person or company. This policy applies both to payments made directly and to payments made through an intermediary.

#### We Do Not Pay Bribes or Kickbacks to Government Agencies, Employees, or Officials

We do not directly or indirectly offer or give any money, gift, favour, entertainment, loan, gratuity, or other item of value to any employee of any government that regulates or does business with STS. As long as there is no violation of the rules or standards of conduct of STS or the recipient's organization, employees of STS businesses doing business with or regulated by the local government agencies are permitted to provide meals and refreshments that are reasonable and directly related to business discussions. We do not make any direct or indirect payments – including STS funds, personal funds or anything else of value – to any government official, employee, political party or candidate of any country in order:

- To obtain or retain business for STS or any of its subsidiaries or affiliates; or
- To direct business to any other person.

We also do not authorize such payments to be made through a third person if we know or are substantially certain that any portion of the payment will be used to pay a government official or employee, or political party or candidate.

STS does not operate in any countries in which bribery of government or political

officials is lawful. In addition, Jordan for example and some other countries have enacted laws making bribery of government officials a crime. At STS, we comply with applicable laws and regulations. In particular, we do not engage in violations of foreign law even if local business practices seem to ignore the law. Even when they are not intended to obtain, retain, or direct business, we do not provide gifts and entertainment to government officials and employees of any country beyond the extent to which they

are extended by normal custom in the relevant country. The value of such gifts or entertainment should not exceed US\$100 per person without the prior approval of management.

#### We Use Special Care in Appointing Sales Representatives, Distributors, and Consultants

Commission or fee arrangements may be made only with firms or persons serving as bona fide commercial sales representatives, distributors, or consultants (jointly "representatives"). These arrangements may not be entered into with any firm in which a government official or employee is known or believed to have an interest if STS conducts or may seek to conduct business with the government agency to which the official or employee is connected. All business units must investigate the character and reputation of each proposed representative to determine their appropriateness prior to the engagement.

We pay our representatives by above-board means. Payments must never be made in cash, and they must be made to the representative's business office in the country in which it is located (and not to a foreign office or foreign bank account).

All commission and fee arrangements with representatives shall be covered by a written agreement. The

agreement must contain, in addition to other normal terms and conditions:

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A clear description of the services to be provided;  
The commitment by the representative to abide by applicable law, including a representation that  
no prohibited payments have been or will be made or promised; and  
A statement that STS may be required to disclose the existence and terms and conditions of the  
contract to authorized governmental agencies.

The amount of commission or fee to be paid to a representative for assistance in securing orders and for  
after-sales service must be reasonable in light of normal practice for the industry, the line of products  
involved, and the commercial services to be rendered. Sales representative and distributor agreements  
are available from STS lawyers.

We Respect the Political Process and Comply with Laws Governing Political Contributions

We comply fully with all laws regulating corporate and employee participation in public affairs, subject  
to the procedures set out below. STS encourages employees to exercise their rights and assume their  
obligations as citizens.

Where applicable law permits corporations to make contributions to candidates for public office, such  
contributions must receive prior written approval from the Board of Directors.

▲These requirements pertain only to political contributions to be made with STS corporate funds. They do  
not restrict personal decisions by STS employees to make lawful personal contributions on their own.  
STS encourages this type of participation. Employees must not, however, be reimbursed by expense

accounts or otherwise for such personal contributions.

In some countries, political contributions by STS or its subsidiaries can be authorized only when permitted by applicable law, after prior written approval by the Board of Directors.

#### We Deal Lawfully and Fairly in Government Procurement

We conduct business with the governments of the countries in which we operate in accordance with high ethical standards. We recognize a special obligation to safeguard and preserve the good will and trust of those governments, their customers, and their taxpayers. Although fundamental principles of honesty are constants in all of STS's businesses, a business that serves governments has additional requirements regarding the appearance and documentation of fairness and integrity.

In addition to complying with applicable law and with the Code, we vigorously seek to control costs in accordance with local government procurement standards and regulations to obtain items for government contracts of appropriate quality at the best possible price.

#### We Keep Accurate Company Records, Make Full, Fair, Accurate and Timely Disclosures

We make full, fair, accurate, timely and understandable disclosures in reports that STS files under applicable laws, rules and regulations and in other public communications. Dishonest reporting, both inside and outside the company will not be tolerated. This includes reporting or organizing information in an attempt to mislead or misinform. No entry will be made on the company's books and records that intentionally hides or disguises the true nature of any transaction.

STS has adopted controls to ensure the safeguarding of STS assets and the accuracy of its financial records and reports in accordance with internal needs and requirements of applicable laws and regulations. These established accounting practices and procedures must be followed to assure the complete and accurate recording of all transactions. All employees, within their area of responsibility, are expected to adhere to these procedures, as directed by the appropriate STS Manager.

No employee or director may interfere with or seek to improperly influence, directly or indirectly, the

auditing of STS's financial records. Violation of these provisions shall result in disciplinary action up to and including termination and may also subject the violator to substantial civil and criminal liability.

▲If an employee becomes aware of any improper transaction or accounting practice, he or she must immediately report the matter as described in Section 4 of this Code.

Our obligation to record and report information accurately and honestly also applies to the accurate reporting of time worked, business expenses incurred and other business-related activities.

#### We Manage Our Records Properly

To operate effectively and efficiently, records must be managed properly. Documents needed for ongoing business or required by law must be retained, while all other documents should be discarded. If excess records are not discarded, the costs and distraction of records maintenance escalates continually.

Documents should be discarded on an ongoing basis as they are no longer needed, and a general review of documents as to whether they are still needed is to be conducted at least once per year. In general, no document should be retained for more than two years unless it is needed for ongoing business or a law requires its retention.

Those who are unsure about the need to keep particular documents should consult with their records administrator or supervisor, so that a judgment can be made as to the likelihood that the documents will be needed.

#### Reporting and Information Resources

You are required to promptly and accurately report any violations of the Code that come to your attention to your manager, Ethics Office, human resources manager or a member of the

Board of  
Directors. If you are uncomfortable reporting a violation to these individuals or  
wish to report a violation  
anonymously, write to:

STS Ethics Office

Ms. Rasha I. Atallah

Tel: ++96265802626 ext. 1110

Shaban's Building

Amman, Jordan - 11195

▲Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

You may do so without fear of retaliation.

If you have any questions or doubt about any aspect of the Code, consult your STS  
Manager or the STS  
Ethics Office or another appropriate STS person.



↑ 1

Office Environment/Equipment/Facilities

## CHAPTER 12: OFFICE ENVIRONMENT/EQUIPMENT/FACILITIES

## A WORK AREA

It is Company policy to furnish a safe working place for the employees, and keep them out of danger. Employees are expected to follow the rules and safety regulations within the work place.

**B**

1. Employees should safeguard Company assets and use them appropriately; otherwise

the Company will take

disciplinary action.

2. Company assets, stationary, computers or software, should not be taken home without prior approval from

the employee's Manager. Otherwise, the employee will be disciplined or terminated.

3. Any Company assets given to employees to use during employment, should be given back to the Company

upon service termination or whenever asked to.

4.

If an employee is responsible for Company keys, he/she should ensure the safety of them, and use them properly and inform their Manager within 24 hours in case of loss. They should inform the administration in writing.

C

#### PERSONAL PROPERTY

1. Employees are responsible for safeguarding their personal effects in the office or while on assignment. The

Company does not accept responsibility for the loss of personal effects, including cash.

D

#### ELECTRONIC MAIL PRIVACY

1. The electronic mail system, training materials, notices and related documentation are the property of STS and are intended for business use only. Authorized personnel other than the sender or addressee may not access electronic mail messages. Reading mail messages by authorized personnel should be limited to need. Access to Web chats, personal messaging and personal web sites are prohibited during Company time. Employees who violate this policy are subject to disciplinary action, including dismissal.

▲E

#### FAXES AND MAILS

1. Employees should use the most cost-effective way of sending business information. Electronic mail should

be the first choice for inter-office delivery unless other factors require the use of fax or courier.

2. Fax machines cannot be used for personal use without prior permission.

F

#### SUPPLIES

1. An assortment of frequently used office supplies, such as paper, pencil, pens, erasers, etc., is available in the storeroom. All new employees are given basic office supplies upon starting work. Any supplies not usually stocked should be requested from the Human Resources Department before being ordered.

G

#### PHOTOCOPIERS

1. Office photocopiers should not be used for personal photocopying materials without prior permission.

H

#### COMPUTERS

1. Use of the computer system is provided for business purposes only. Prior permission is required for personal

use.

2. The security and safety of STS office equipment is of utmost importance and employees are required to keep equipment and facilities safe at all times. Never give information to anyone regarding office access who is not an authorized STS user.

3. Laptop computers must be put away in a locked cabinet at the end of each day, or carried home. Employees

will be held personally responsible for the loss of a computer assigned to him/her.

I

#### REPORTING THEFT OR LOSS OF PROPERTY

1. Upon discovering a loss, the department or employee concerned, should contact the administration team in their relevant locations to verify insurance coverage and to request instructions to file an insurance claim, if applicable. Nothing should be replaced without prior approval of Management.

J

#### PERSONAL TELEPHONE CALLS

1.

It is appreciated that everyone needs to make an occasional personal telephone call but STS requests employees not to abuse this privilege. Keep personal calls to a minimum and keep them brief.

K

#### INTERNATIONAL TELEPHONE CALLS

▲1. The nature of work may include international phone calls related to work only. This service cannot be used for personal reasons. In case of proven misuse, the employee involved will have a written warning and the amount deducted from his/her salary.

L

#### SMOKING

1. This policy applies equally to regular nicotine as well as electronic cigarettes of all kinds. Smoking inside the office is not permitted at any time. Employees who wish to smoke can do so outside the office or in the designated smoking area. It is important to be considerate towards the non-smokers and realize the harmful effect nicotine and e-cigarettes have on the health of all employees. Employees caught smoking inside the building except in the designated smoking area will be subject to disciplinary measures.

M

#### LIFTING OF HEAVY OBJECTS

1.

If an employee's job requires them to lift heavy objects, they should be aware of methods and precautions to be followed. An employee should never lift heavy objects exceeding his/her ability - ask for help, the Company always encourages this. In case of injury, the employee must inform his/her Manager and HR immediately.

N

#### CHEMICAL MATERIAL

1.

If the nature of the employee's job requires them to handle chemical material such as solvents, cleaning products, gaseous substances or any oil by-product, he/she must make sure they know how to use them, wash their hands after use and always wear protective gloves before using such material.

O

#### CAR PARK

1. STS has limited parking spots in each location and so cannot assign designated parking spots for each employee at STS. Those spots are assigned to individuals based on seniority and/or length of service. Wherever possible, STS tries to provide alternatives to parking as much as it possibly can. However, where reserved and designated parking are not available, it is left to STS employees to secure their own parking.

2.

In Jordan, Management and some company employees have designated parking areas. Basement car parking area is designated to employees whose ranks start from E and above. Parking spots are granted to the employee based on years of experience at STS; those who have been with the company longer have the priority to being assigned a parking space. Another parking-lot next to STS building in Amman is designated to all staff members and renting a spot costs 10 JOD per month.

P

#### PERSONAL MATTERS

1. Time off is given to take care of a personal matter, but this should be preceded by submitting a leave on the

MenaMe system and should not have a negative effect on the employee's work.

Q

#### PERSONAL POSSESSIONS

▲1. Money, clothes, and all valuables should be kept in safe places, where they will not get damaged or stolen. If an employee loses something while on Company premises or in Company vehicles, they should inform his/her Manager. They will try to find it. If an employee finds something that does not belong to him/her, they should report it to their Manager. The Company is not held responsible for the loss of personal possessions.

R

#### PUBLIC ANNOUNCEMENTS AND INFORMATION

1. An employee has no right to make any declaration on behalf of the Company without prior approval from

their direct supervisor or Business Unit Manager.

S

#### MOBILE VENDORS

1.

It is totally prohibited to collect money using the Company name, or to sell or send or distribute bills or reports on Company assets. This is to avoid deliberate or un-deliberate involvement in Company interests. Any employee engaging in such acts will be subject to disciplinary procedures. The Company, as a general rule, does not limit under any situation, or infringe on the right to freedom of speech or

expression of opinion.

Such actions are allowed during break time as long as it is not in contradiction with the general acceptable

code of conduct and rules and regulations of the Company. Any person – not an employee of the Company

– is strictly prohibited from collecting money, selling or sending or distributing bills or publications within

Company premises under any conditions or circumstances.

T

## PURCHASING

1.

In case of a need to buy things related to work, employees should submit a purchase order to his/her Manager

to obtain the necessary permission by submitting a purchase order using TWE for purchases in Jordan.

2.

In countries where the online purchasing tool doesn't exist. Employees are expected to inform HR or

Accounting (in locations where there is no dedicated HR person) to make the purchase order.

↑ '

' STS Policies Manual

Information Security Disciplinary Process

V1 - 2020



## ▲CHAPTER 30: INFORMATION SECURITY DISCIPLINARY PROCESS

### INTRODUCTION

This disciplinary process is intended for use if an information security breach has occurred. Before following this procedure, a full investigation should be carried out to establish the facts of the breach and to ensure that any disciplinary action is justified. This investigation must be documented.

It is intended that this process will ensure fair and proportionate treatment of employees and will consider the following factors:

- The nature of the breach
- The effect of the breach on the organization
- The clarity of the procedures involved
- The amount and quality of the training received by the employee
- Whether the employee has committed a security breach before
- Any relevant legal factors

This control applies to all employees of the organization, particularly those who will have access to STS IT systems.

### EMPLOYEE DISCIPLINARY PROCESS

#### GENERAL PRINCIPLES

The following general principles apply to the disciplinary process set out in this document:

- The disciplinary process will, where possible, be carried out by the Direct Manager of the employee

concerned

- The process will allow for proportionate action depending on the severity of the information security

breach

- The process will allow for graduated action in the event of repeated breaches by the same individual
- The process will be carried out in a timely manner in accordance with business needs
- A fair hearing of both sides will be allowed and meetings will be held at times and in locations that do not

unreasonably favour either party

- The employee will have the right to appeal at each stage of the process
- The details of the breach and the progress of the disciplinary process will be documented by the

organization and will be regarded as confidential

#### ▲PROCESS OVERVIEW

The diagram below shows an overview of the steps of the process.

#### PROCESS STEPS

##### Information Security Breach

The process is initiated by the detection of an information security breach. This may be a relatively minor event such as the unauthorized use of someone else's user account or something more major such as the deliberate theft of confidential information. The handling of the breach itself will be according to the procedures set out in the Information Security Incident Response Procedure.

##### Investigation

At an appropriate time after the information security breach has occurred, an investigation will be carried out by an appropriately trained and experienced person to establish:

- The circumstances of the breach, including date, time, sequence of events, information and systems

affected

- The root cause of the breach
- The immediate effect of the breach on the organization
- Whether existing policies and procedures were followed
-

If not, then whether the breach would have been avoided if existing policies and procedures had been followed

- The individuals involved

The results and conclusions of the investigation will be documented. The details of the investigation are outside the scope of this document.

#### ▲Management Assessment

If the investigation concludes that there may be a case for disciplinary action against one or more individuals, an assessment will be carried out by top management to decide on the next steps. The participants in this assessment should include:

- The individual's Direct Manager
- The head of the department in which the individual is employed
- A representative from Human Resources
- The Information Security Manager
- A representative from the legal department, if appropriate
- The person primarily responsible for the investigation

The individual employee may be requested to participate in parts of the assessment if appropriate. Minutes of the assessment meeting(s) will be taken. In some circumstances it may be appropriate to suspend the employee whilst the management assessment is taking place.

The outcome of the management assessment will be a decision regarding which of the following actions to take:

- No disciplinary action
- Verbal warning
- Written warning
- Dismissal

The action should be communicated to the employee by the employee's Direct Manager if possible.

#### NO DISCIPLINARY ACTION

If the breach is not felt to be sufficiently serious to warrant disciplinary action

then other steps may be taken to prevent a recurrence such as informal advice, training, coaching and counselling. This may be done in conjunction with an informal verbal warning which will not be recorded on the employee's file.

#### VERBAL WARNING

If there is felt to be enough cause for formal disciplinary action but the circumstances are relatively minor and/or it is the first time it has happened, then a verbal warning may be given. A note of this warning will be placed in the employee's file but will be disregarded after 12 months from the date of the warning.

The employee has the right to appeal against a verbal warning.

#### WRITTEN WARNING

For more serious breaches or repeated breaches for which a verbal warning has previously been issued, a written warning may be given. This will specify the reason for the warning, the improvement that is required and will specify a timeframe for that improvement. A review should be held at the end of that timeframe to assess whether the required improvement has happened. If it has not, then further disciplinary action such as a final written warning or dismissal may result.

▲The written warning will be placed in the employee's file but will be disregarded after 1 year from the date of the warning.

The employee has the right to appeal against a written warning.

#### DISMISSAL

In the case of a serious single breach or repeated breaches for which warnings have previously been issued, it may be decided that dismissal is likely to be the most appropriate action. This may also be the case if it is judged that behavior amounting to gross misconduct has occurred.

In these circumstances the case against the employee should be set out in writing and copies of any relevant

evidence provided to the individual concerned. A formal hearing will then be held to give the employee an opportunity to respond.

After the hearing the employee's manager will inform the employee of the final decision which will also be provided in writing.

The employee has the right to appeal against dismissal.

#### APPEAL

If the employee wishes to exercise a right to appeal this must be notified in writing to the Direct Manager within two weeks of the disciplinary decision.

An appeal hearing will be held which will be chaired by a senior manager not previously involved in the disciplinary process. The result of the appeal will be communicated to the employee in writing. No further appeals will be permitted.

▲ '

' STS Policies Manual

Safety and Security

V1 - 2017

▲CHAPTER 13: Safety and Security

13

#### SECURITY

As the number of STS employees is growing, managing the safety security of STS employees, properties and

premises is imperative and something management takes very seriously.

A

#### SURVEILLANCE SYSTEM CAMERA POLICY

STS recognizes the need to maintain a balance between the individual's right to be free from invasion of privacy and the company's duty to promote a safe environment for all staff members.

The purpose of video surveillance in the company is to:

1. Promote a safe environment by deterring acts of harassment or assault.
2. Deter theft and vandalism and assist in the identification of individuals who commit damage to company

property.

3.

Assist law enforcement agencies with regard to the investigation of any crime that may be depicted.

4. Vigilance the daily operation and Increase employee productivity.

At no time will persons other than those designated by the Administration, Procurement & Logistics Manager have access to the monitors or to the recordings made in the course of the surveillance. Personal information contained on the recordings shall not be used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law.

The focus of cameras used in video surveillance in STS premises will not cover areas where there is an expectation of privacy.

B

#### EMERGENCY PROCEDURES

1.

If an employee observes a fire, smoke, toxic fumes or explosion, they should activate the nearest fire alarm by breaking the glass. Fire extinguishers are placed in specific locations inside the Company. An employee should get to know where they are placed and how to use them. Dial 199 in case of a fire, notify colleagues and leave the building immediately. Key operational personnel should be on alert to activate evacuation procedures.

▲2.

In the case of a bomb threat, carefully note all information the caller gives and immediately contact the Management. Anyone who notes a suspicious object, package, etc. during evacuation should report it to the authorities or Security. DO NOT TOUCH OR TAMPER WITH ANY SUSPICIOUS OBJECT, PACKAGE, ETC.

3. The accident reporting system requirements apply to all incidences involving personal injury, illness and property/vehicle damage. Serious injury or illness posing a life-threatening situation shall be reported immediately to the employee's Manager and to the local emergency response medical services. The Company should be informed within 24 hours in order to take the necessary measures and prepare the required documents.

4. EMPLOYEES SHOULD ONLY PROVIDE FIRST AID IF IT IS WITHIN THEIR ABILITY TO DO SO.

5.

Upon notification of an occupational injury or illness, the department supervisor should complete an Incident Report and forward it to the Human Resources Department so a medical/insurance claim can be filed if necessary.

▲

# ' STS POLICIES MANUAL

## Employee Discipline

V1-2017

### ▲CHAPTER 17: EMPLOYEE DISCIPLINE

#### DISCIPLINARY PROCEDURES

- The Management expects its employees to perform their duties to the best of their ability and to conduct themselves both in and out of work in a manner, which would reflect upon and enhance the Company's image/reputation.
- All employees are expected to respect the authority of their Managers and observe the regulations governing their conduct.
- STS is an equal opportunities employer; any disciplinary matter will be dealt with quickly, equitably and confidentially and will ensure a fair and consistent treatment for all personnel.

#### LEVEL OF AUTHORITY

- Maintenance of disciplinary hierarchy is essential to the smooth functioning of the Company and



those in charge are expected to deal with routine disciplinary matters without referring it to the Human Resources Department. Certain cases may need the intervention of higher levels of authority and matters suggesting dishonesty, immorality or other acts which might lead to an employee's dismissal must be referred to Management.

- The level at which the disciplinary chain commences will depend upon the rank of the employee.

- 

For working purposes, it may be assumed that a decision Management is final.

#### UNACCEPTABLE BEHAVIOUR

It is expected that the employee will adhere to the acceptable limits in his/her behaviour and performance. It is difficult to make a list of all the unacceptable behaviour that may cause the Company to take measures against the employee. The following are some examples of what is considered unacceptable behaviour that may lead to disciplinary action or termination of service:

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Theft, or unauthorized taking, removal of Company/others' assets.

The misuse of Company assets.

Failure to inform about any accident during the use of Company vehicles.

Sexual harassment among employees/clients or any other person.

Unacceptable behaviour towards others.

Unprofessional conduct / performance of duties

Repeated absence, or late arrival to the work place.

Arguments with clients and discussions of subjects not related to work.

## ▲VIOLENCE IN THE WORKPLACE

1. The Company's security policy divides violence into two kinds:

- Violence resulting from confronting clients or people dealing with the Company.
- Engaging in violent acts with a colleague (present or past), or Manager or any other person

who has a relationship with the Company.

2. The Company is committed to a strict policy against violence in the workplace and between colleagues. This may result in the termination of the person involved who may be prosecuted.

## PROCEDURE

- The penalties are applied to each employee who breaks the rules and regulations or violates the duties and responsibilities of his/her job, according to the penal code and regulations mentioned in the internal bylaw.
- No disciplinary action can be taken against an employee for an offence he/she has committed after the passage a certain period of time as set in the local labour laws of the country of operation.
- 

It is taken into consideration that the monetary charges imposed on the employee should be in line with the limits set in the local labour laws of the country of operation.

- The employee is given the chance to defend himself/herself before enforcing the penalty. This should be documented.

- The employee has the right to appeal the penalty forced on him/her to his/her manager within a

period of time as set in the local labour laws of the country of operation.

- All warnings must be issued by the HR Department. Any supervisor wishing to give a warning to one of their team members must inform the HR Department of the case and ask them to issue the warning. This is to ensure that all procedures and penalties are legal and in line with company policy.

- 

Warnings may expire after the passage of a certain period of time. The exact period of time for each location differs depending on the local labour laws of the country of operation.

- An employee may be terminated after receiving warnings so long as the termination is in line with

the local labour laws of the country of operation.

- The charges issued according to violations of this list, will be documented in a special register showing the name of employee, their job title and reasons for the charge taken against him/her.

▲The money collected from the charges, if any, will be used according to the directions of the local labour laws of the country of operation. If the local labour laws don't outline directions for the use of money collected, then the money will be used for social

services/activities for the employees.

•

In addition to the penalties listed, the Management has the right to:

1. Deduct from an employee's salary the amount of money to cover the cost of lost/damaged items, or cost to fix them, on condition the amount will not exceed the total salary for five days/month; and only if it is proved the damage was caused by employee mistake or acting contrary to Management directives as long as this does not contradict local labour laws.
2. The Company reserves the right to seek legal advice in order to obtain compensation for any damage caused by an employee.

# ' STS POLICIES MANUAL

## Employee Conduct

V1-2017

### ▲CHAPTER 4: EMPLOYEE CONDUCT

#### CONFIDENTIALITY

Confidential information is defined as, but not limited to, all documents related to work, such as, names, addresses, client lists and client requirements, employee data, research and development data, inventions, technical and equipment data, computers and electronic communication, Company work both past, present and future.

#### CONFIDENTIALITY AGREEMENTS

- Employees may not disclose to anyone outside the Company any confidential client information or confidential third-party information obtained in connection with any project, unless the disclosure is authorized by the client or third party.

-

It is strictly forbidden to take outside the office any information or knowledge-based resources, or client-specific information, whether in hard copy documents or magnetic media unless written approval of the Manager in charge of the project has been obtained.

- Under no circumstances should an employee use confidential information for personal gain or

advantage.

- These requirements apply even after an employee has left the Company. All copies of confidential materials, in whatever form, should be returned to the Company upon an employee's departure.

- All STS staff new recruits and/or old staff are required to sign a Non-Disclosure Agreement (NDA).

#### EMPLOYEE RIGHTS

All information and personal documents pertaining to the employee such as salary, ID, Medical insurance etc. is confidential and no one is permitted to access it without the prior approval of the employee concerned. If it was proved that an employee has leaked such information either verbally or in writing, he/she will be subjected to punitive procedures the least of which is a written warning. This information is confidential even to the employees' direct supervisor unless it is related to or affects the employees' performance on the job.

#### NON-COMPETE CLAUSE

STS employees are legally committed by contract not to work directly or indirectly with/for any of STS's competitors for a specified duration starting the moment they leave STS regardless of the reason of

↑departure. Duration is set according to local labour laws and if an employee violates this condition, then he/she shall be obligated to pay STS a compensation as stated in the employee's contract, without the need for notice or warning and without the need of providing evidence for any damages and/or losses. Term is included in the employment contract.

#### INTELLECTUAL PROPERTY RIGHTS

- 
- 

Intellectual property means any invention, discovery, improvement, copyrightable work, integrated circuit mask work, trademark, trade secret, and licensable know-how and related rights. Intellectual property includes, but is not limited to, individual or multimedia works of art or music, records of confidential information generated or maintained by STS, data, texts, instructional materials, tests, bibliographies, research findings, and theses.

Intellectual property may exist in a written or electronic form, may be raw or derived, and may be in the form of text, multimedia, computer programs, spreadsheets, formatted fields in records or forms within files, databases, graphics, digital images, video and audio recordings, live video or audio broadcasts, performances, two or three-dimensional works of art, musical compositions, executions of processes, film, film strips, slides, charts, transparencies, other visual/aural aids or CD-ROMS.

- All programs, designs, inventions done by employees during their employment with the Company, are considered STS owned.

#### PERSONNEL RECORDS AND RECORDS RELEASE

- STS' HR Department maintains personnel files/records on the system for all employees and former employees. These records are considered confidential, and

information may not be released except by authorized employees in the Human Resources Department or the Finance and Administration departments in offices where there is no HR.

- A personnel file/Record on the system can contain the following information:

Interview Feedback, English & Technical Tests

1. Previous Experience letters and Certificates
2. Employee's Resume
- 3.
4. Signed employee offer and contract
5. Signed NDA
6. Tax Application Template
7. Employee Information form
8. Discipline-related documents
9. Work permit (non-Jordanians)
10. Bank Letters
11. Life and medical Insurance Applications

▲• Personnel files are the property of STS. Personnel information is confidential and is only released to those individuals who have a legitimate reason to review the information. Examples include:

1. STS Management.
2. STS or state-appointed auditors.
3. External organizations, e.g., financial institutions, IRS etc (at the request of the employee).
- 4.

In response to a request from an external organization, having first obtained written permission from the employee.

•

It is the responsibility of the employee to notify the Human Resources Department of



any changes  
in personal circumstances (e.g., name of beneficiary, emergency contacts,  
contact telephone  
number, educational qualifications, marriage, etc).

#### WORKPLACE CONDUCT

This policy relates to how STS employees conduct themselves in the workplace and  
addresses issues such  
as alcohol and drug abuse, illegal activities, relationships with others.

#### BEHAVIOUR AND DRESS CODE

- An employee's appearance, professional conduct, actions, and impressions  
during and after  
working hours are important not only to his/her advancement, but to the continuing  
development  
of the Company. STS requires that every employee maintain a standard of  
good taste, good  
judgment, and moderation at all times. Each employee is responsible for  
exercising good  
judgment and good taste in the interpretation of these guidelines and presenting a  
professional  
image.

- The dress code may vary with the type of duty; however, "Business Casual" is  
appropriate for

every day in the office. This code requires the following:

1. Styles should be classic, with nothing too trendy or offensive.
2. Avoid sneakers (sport shoes) and slippers.
- 3.

If you have an appointment outside of the office or during workshops, a suit and tie

must be worn unless it is extremely hot, then a shirt and tie are acceptable.

Blazers

and suit jackets must be seasonally correct.

4. Hair should be clean-cut and carefully styled.

5. Clothes with written insulting or offensive words, or drawings, symbols or  
illustrations are not

allowed.

6. Staff should not use strong fragrances (perfumes and sprays), which may cause  
problems to

other staff in the office.

7. You cannot wear jeans or T-shirts except on Thursdays.

8. Shoes must be worn during working hours, they cannot be taken off while sitting in the office

or walking around.

- 

Female employees are expected to wear skirts on or below the knee, pressed trousers and a shirt

or blouse (not too revealing nor too tight). They need to keep their hair neat and in a decent

looking style. One cannot wear slippers to work (unless under treatment or for medical reasons).

- Male employees are expected to wear pants, business shirts (long-sleeved when the weather

permits) and they need to keep their hair and beard short and clean or cut in a decent style. One

cannot wear slippers or sandals to work (unless under treatment or for medical reasons).

#### ALCOHOL AND DRUG ABUSE

The inappropriate use of alcohol or drugs reflects unfavourably on an employee and on STS. Under no

circumstances should an STS employee be under the influence of alcohol, drugs, or other controlled

substances in the workplace or in any setting where he/she can be associated with the Company. This

includes the office, a client's premises, a training facility, or any other setting where an employee may

interact with other employees, clients, or prospective clients. Possession or involvement with alcohol,

drugs and other controlled substances is prohibited and may provide the basis for disciplinary action

including dismissal.

## ILLEGAL ACTIVITIES

Engaging in illegal activities of any sort will provide the basis for disciplinary action including dismissal.

## RELATIONSHIPS WITH CLIENTS

Employees may not ask for or accept any gift or favour for themselves, or for a person or organization affected by the performance of their duties, or when a gift or favour is offered with the hope or expectation of obtaining advantage or preference in dealing with the Company for any purpose. Exceptions are made for gifts of minimal value such as calendars, coffee mugs, and inexpensive pens. In addition, employees may not accept discounts or special terms on purchases of goods or services from a client unless the discount or special term is available to the general public or has been negotiated specifically by STS for its employees. If in doubt about accepting a gift, employees should notify the Human Resources Department who will advise them whether the gift may be accepted.

## WORKING AT CLIENT LOCATION

STS expects employees, when working at client locations, to conduct themselves accordingly and follow these guidelines.

▲A

## REPORTING LOCATION

Employees are expected to keep the Company informed of their whereabouts during a

client assignment.

B

#### CONFORMING TO OFFICE REGULATIONS

When in a client's office, STS employees should conform to the client's office regulations regarding smoking, appearance, use of office facilities, office hours, lunch hours and other matters. When the client's work week varies from that of STS, the matter should be discussed with the STS Project Manager.

C

#### ESTABLISHING TELEPHONE COMMUNICATION

When an assignment in a client's office begins, the employee should contact the client's telephone operator, informing them of the personnel working on the assignment. The operator should be informed of the department where the employee can be reached.

D

#### RELATIONSHIPS WITH PERSONNEL OF CLIENTS

- As a representative of STS, employees are expected to conduct themselves in a professional

manner in clients' offices.

- Employees' discussions of client business with members of the client's organization should be carried out on a professional basis and confined to issues that the client's representative is authorized to discuss. These discussions should be handled in a business-like manner. Under no circumstances should the employee discuss matters concerning other clients.

- Appropriate disciplinary action, which may include dismissal, will be taken with respect to any employee who exercises poor judgment in his/her relationships with client personnel or whose conduct adversely affects the reputation of STS.

E

#### USE OF CLIENT FACILITIES

- As a general rule STS avoids incurring charges of any kind in a client's office. Occasional charges for telephone, facsimile services, etc. may be unavoidable. Each person incurring such bills is responsible for ensuring they are paid before leaving the client's office. Failure to pay reflects unfavourably on both the employee's reputation and that of STS.
- Under no circumstances should one client's facilities be used to do work for another client, e.g., a client's secretarial staff or office equipment. Apart from the risk that confidential information regarding a client may be revealed without that client's consent, such misuse may also be construed as an unauthorized taking or use of client's property. Inappropriate actions such as these may lead the client to question the integrity of STS and its employees.



' STS POLICIES MANUAL

Commission System Guidelines

V1-2018

## ▲CHAPTER 12: COMMISSION SYSTEM GUIDELINES

### SCOPE

The commission scheme will cater to all sales-related staff in all STS locations. Sales-related employees are those with assigned financial objectives related to financial performance related to their Products or Solution, Services, Accounts or Sectors. The actual combinations for individuals will be outlined in their individual objectives as per the STS Performance Management System.

### COMMON TO ALL SALES-RELATED POSITIONS

- 

Individuals will be assessed based on the financial targets set in their appraisals in line with their Division/Department budgets. Targets may be individual, team or company-wide objectives depending on the STS Strategy and Management direction year on year.

- Each target is assigned a weight and the actual achievement on each target is calculated against

the budgeted achievement.

- All achieved numbers will be calculate based on invoices and P&L numbers as provided by Finance

and distributed to individuals as per their relevant contributions.

- Overachievement (where actual achievement on one or more objective is higher than the target) and underachievement (where actual achievement on one or more objective is lower than the target) are possible on all financial objectives, whether they are individual

targets or targets for  
the entire group or organisation.

- The total commission paid by any division (Products & Solutions, Services, Account Management, Software Products & Solutions in Jordan and KSA) to all sales & pre-sales staff including General Manager (this only includes Division GMs and not Country GMs), Product Managers, Pre-Sales, Sales, Service Managers, Sector Leaders and Account Managers cannot exceed 25% of the total achieved EBT before allocation of the division. If the total is calculated to be more than 25% of EBT before allocation then all figures will be trimmed down proportionally to 25%.
- No CCO, COO, General Manager, Acting General Manager or Sales Director Base Reward shall

exceed 10% of the total EBT before allocation of the division.

- The only exceptions to point 6 above are the General Managers in KSA and Palestine. Neither the Base Reward for General Manager of KSA nor the Base Reward for General Manager of Palestine shall exceed 10% of the total EBT.

▲• All EBT numbers (whether EBT or EBT before allocation) are calculated after commission and

incentive budgeted and actual numbers are set to a value of zero.

- Once year-end results are finalized, Finance will add year-end receivables' provisioning balances to the Cost of Goods Sold in line with the STS Receivables Provisioning Policy. This will affect Gross Profit numbers and in turn affect commission calculations.
- All commission numbers will be reviewed by management at the end of the evaluation period

who may make adjustments at their discretion.

- Any commission-based employee who leaves STS after having been in a sales-related role for 6 months or less is not entitled to any commissions (this applies to new hires as well as people transferring from non-sales to sales-related roles from within STS).

#### ACCELERATORS AND DECELERATORS

- Accelerators and decelerators (explained further below) apply only to an individual's own targets

(or pool in the case of the Products Team) and not to company targets.

- A 100% accelerator (double up) will apply to any overachievement on personal targets
- Accelerators will only apply on the condition that the individual's group targets are met. E.g.  
For a Cloud Sales person to benefit from the Accelerator then the entire Cloud targets must have been met or for a Commercial Account Manager to benefit from the Accelerator then the entire Commercial Sector targets must have been met.
- Examples:

Example for accelerator calculations for a Pre-Sales Executive within the MS Licensing Team with the below targets:

MS Licensing Gross Profit

STS Jordan Cloud Recognised Revenue

150,000

960,000

80%

20%

The Gross profit target is a personal target whereas the STS Cloud Target is a company target.

The Pre-Sales Executive from the MS Licensing team scores 84/80 on his/her targets and the MS



Licensing team achieves all its targets – his/her score on personal targets is subject to an accelerator where the overachievement is doubled and so his/her score on personal targets is calculated as per the below:

$$\uparrow(84-80)*2 + 80 = 88/80.$$

To calculate the final Appraisal Result, we then add to the personal target score the STS achievement on the Cloud Target. Assuming the achievement on the STS Cloud Target is 16/20, their total result will then be:

$$88+16 = 104/100$$

Example for accelerator calculations for an Account Manager within the Commercial Sector in Jordan with the below targets:

Gross Profit from Products Jordan

GP HW Services Jordan

ComplyOne 2018 POs

STS Jordan Cloud Recognised Revenue

250,000

80,000

30,000

25,000

50%

20%

10%

20%

All the above targets are personal targets including the Cloud Recognised Revenue as the Account Manager is assigned a subset of the total STS target and s/he is responsible for achieving this revenue targets within his/her assigned accounts

The Commercial Account Manager scores 104/100 on his/her targets and the Commercial Sector achieves all its targets – his/her overall score on targets is subject to an accelerator where the overachievement is doubled and so his/her overall score on personal targets is calculated as per the below:

$$(104-100)*2 + 100 = 108/100$$

The overall score will then be multiplied by the Base Reward for each individual to reach the Actual Reward value due.

#### CALCULATION AND PAYMENT OF ACTUAL REWARDS

- Commission Calculation Example:

An individual has a Base Commission of 6K USD and scores 96/100 on their financial targets

Their commission amount would be  $96/100 * 6000 = 5760$  USD

- Finance will be doing the calculation of all STS sales members, based on Fiscal year end P&Ls and based on the above scheme. Calculations will be approved by the Executive Committee, after which final numbers will be sent out to General Managers.

♣• STS pays out commissions in 2 parts, Commission Advances and Commission Settlement.

a. For commission advances, STS pays, from July –December inclusive half the base-reward for an employee split over 6 payments. For new employees, once a new employee has been with STS for 6 months, then their average base commission for the year (calculated based on period worked during the fiscal year) is calculated and half of that amount is paid out in equal instalments over the remaining months of the year.

For Example, an employee with an annual base commission of 12K USD a year who joins STS

on April 1st completes his/her 6 months at STS on September 30th. As of October 1st, his/her

advance is calculated as follows:

- Average annual base commission =  $12\text{K USD}/12 \times 9 = 9\text{K USD}$
- Annual advance is  $9\text{K USD}/2 = 4.5\text{K USD}$
- Monthly advance from October till December (3 months) =  $4.5\text{K USD}/3 = 1.5\text{K USD}$  a

month

b. For commission settlements, STS pays, from January – June of the following fiscal year the

balance of commissions due over 6 equal instalments.

For Example, an employee with an annual base commission of 12K USD a year and with actual

commissions (calculated based on performance appraisal results) of 11K USD receives advances

as per the following calculation:

- Balance of commissions not yet paid =  $11\text{K USD (actual commissions)} - 6\text{K USD (advance}$

commissions) = 5K USD

- Monthly commission settlement to be paid from January till June =  $5\text{K USD}/6 \text{ months}$   
=

833.333 USD a month.

- STS reserves the right to withhold part or all advance commission payments for an employee in

any of the below cases:

a.

b.

c.

If the employee has not finalized and approved his/her KPIs/Targets for the current year

If the employee does not commit to deadlines or guidelines/ regulations set by management and that are critical to the running of the business such as the proper use and update of data on tools such as the CRM & HubSpot, project and other deadlines, bidding, offer and sales policies and procedures, etc.

If the employee's performance on the current year's targets is significantly below the

set targets so that there is a risk that the employee will not achieve enough on his/her

targets to warrant all or a significant portion of his/her annual Base Reward. For

example, if by July an individual's achievement on targets is around 10% of annual targets (where it should be around 50%).

- Any commission-based employee resigning from STS is only paid commissions on collected invoices. Any invoices not collected by the time the employee completes his/her notice period will not be included in the commission calculation

▲• Any commission-based employee who resigns from STS within his/her first 6 months' of employment therewith, and whose notice period expires prior to the completion of 6

months at

STS will not be eligible for a performance appraisal and thus will not be entitled to any commissions. Any commissions earned in the first 6 months will be recorded and paid out as per STS policy once the 6 months are completed

- Employees transferring from incentive-based to commission-based (from within STS) are not entitled to commissions if they leave (or transfer back) within 6 months' of new position. Any commissions earned in the first 6 months will be recorded and paid out as per STS policy once the 6 months are completed
- Any commission -based employee resigning from STS and whose notice period expires before the end of the fiscal year, will receive an appraisal score that is based on performance on financial targets only and as per STS policy. Performance appraisal scores on financial targets will be calculated based on the actual working months the employee worked during the year.
- Calculations of performance on financial targets and final commissions for commission-based employees transferring internally between departments/divisions will be done at the end of the fiscal year for targets from both the old and new departments/divisions to ensure that all provisions on relevant invoices are accounted for accurately and in line with the prevailing STS Receivables' Provisioning Policy.

' STS POLICIES MANUAL

Leaves & Vacations Policy

V1-2017

▲CHAPTER 9: LEAVES AND VACATION POLICY

The purpose of this policy is to outline the current STS leaves policy that regulates employee leaves, those regulated by Local Labour Laws and those offered by STS as part of the benefits system.

TYPES OF VACATIONS/LEAVES:

ANNUAL VACATIONS

The Annual Vacation policy at STS aims at ensuring that employees take regular time off for their

physical and mental well-being.

- Annual vacations are composed of 2 elements:

1. Those provided by the Local Labour Laws and those differ from location to location and, in some cases, by length of service with the company. STS applies the Local Labour Law exactly as per the laws so details can be found in the relevant Labour Laws

2. Additional days awarded to employees of certain ranks. Those differ from rank to rank and range from 0-15 additional days. Details of those days can be found in the Ranking Policy.

- Employees are not given their entire annual vacation balance at the beginning of the calendar year. The annual vacation balance shall be accumulated throughout the year. An employee has the right to use this balance according to the monthly accumulation.

- Up to 7 days of annual vacations may be postponed to the following year, by agreement

between the Company and the concerned employee(s) whose annual vacations have not been consumed and have been postponed, and the concerned employee(s) must claim these vacation days within that year, or these rights shall lapse.

- Negative vacation balances are strictly prohibited so an employee must be sure to set aside

some vacation days for emergencies.

To apply for an annual vacation, employees for all branches must submit their request to their direct manager well in advance through the Company's automated vacation request module on the STS HR Information System (MenaMe)

Employees are paid fully during their annual vacations

## PERSONAL LEAVES

STS encourages employees to take care of any personal, non-work-related commitments after work, on weekends or during vacation time. However, STS also understands that it is not always possible to do so and certain non-work commitments sometimes require employee's attention during

working hours.

▲To that end, STS allows employees to request and take personal leave hours during the working day to attend to such commitments. All leaves hours are deducted from the annual vacation balance at the equivalent of 0.125 days per hour of leave. Every 8 hours of personal leave are accumulated and counted as 1 day of personal vacations.

To apply for leaves, employees for all branches (except Palestine) must submit their request to their direct manager well in advance through the Company's automated leave request module on the STS HR Information System (MenaMe)

Employees are paid fully during their personal leaves

#### PUBLIC HOLIDAYS

Each country in which STS operates observes a variety of public holidays, both national and religious, some may be common across locations and others may be specific to one or more locations.

In general, STS follows the public holidays in each location as they are announced by the relevant authority in each country.

Employees are paid fully during public holidays

#### BEREAVEMENT VACATION

In the case that an employee experiences a death in the family, he/she is entitled to bereavement vacation that varies depending on the relationship with the deceased.

The employee is entitled to 3 calendar days' bereavement vacation if the deceased is one of the following relations: spouse, child, sibling, parent, parent-in-law or grandparent

The employee is entitled to 1 calendar day bereavement vacation if the deceased is



one of the following relations: first cousin, immediate maternal or paternal uncle or aunt (blood relative not spouse of an aunt or uncle)

Employees must submit a request and get it approved for such a leave (even if after the fact) for our records. Those days are not deducted from the annual vacation balance.

Employees are paid fully during bereavement vacations

#### PATERNITY VACATION

Male employees are entitled to 3 working days' vacation upon the birth of a child. Paternity vacations can only be taken on the day of the birth of a child and any 3 working days from then on as long as they are taken within a maximum period of 2 weeks from the date of birth of the child.

#### ▲MARRIAGE VACATION

All employees are entitled to 5 consecutive working days' vacation on the occasion of their marriage. Those days can be taken before and/or after the actual wedding day so long as they are taken consecutively.

#### OTHER VACATIONS/LEAVES

Other leaves/vacations may be permitted in the different locations as per the prevailing Labour Laws in each country. Anything provided by the Labour Law is also provided by STS and governed by the laws and regulations of the Labour Laws in each country. Such vacations/leaves include, but are not limited to:

- Maternity Leave
- Breast Feeding Leave
- Sick Vacations (STS does not allow for paid Sick Leaves (hours off during a day), Sick

vacations are for full day vacations only and employees must provide a medical leave from a credited doctor)

- Hajj Vacation

If any of the above (or any other vacation) is not provided in the country in which an employee is employed, then the employee is not entitled to it.

#### VACATION BUYOUT

It is STS' policy that vacation days are not bought out. Employees are expected to plan their leave periods over the calendar year so that their balance on the 31/12 does not exceed 7 days. Any days exceeding 7 days will be forfeited without the option to buy out. STS only pays out vacation days if the employee is leaving and still has remaining vacation days by the time his/her notice period ends. In such a case, vacation days are paid as 1/30th of the monthly basic salary of the employee at the time of resignation for each vacation day remaining in the employee's balance. Only annual vacation days can be bought at the time of the employee settlement.

↑ '

' STS POLICIES MANUAL

Competency Framework

V1-2021

## ▲CHAPTER 30: COMPETENCY FRAMEWORK

### POLICY OVERVIEW AND OBJECTIVES

The purpose of this policy is to highlight and detail the uses of the STS Competency Framework Model and how it impacts various HR Systems and Procedures by defining relevant rules, guidelines as well as outlining procedures.

It is STS's intent to attract and retain top talent through various systems such as recruitment, compensation and benefits, performance management, career management and training and development.

The STS Competency Policy and Procedure plays a role in all the above and the purpose of this policy is to show how it does so for each HR System.

### COMPETENCY

A competency is the combination of observable and measurable knowledge, skills, abilities and personal attributes that enable an employee to deliver superior performance in a given job, role or a situation. Competencies are critical to the short- and long-term success of an organisation.

Competencies consist of clusters of knowledge, attitudes and skills that affect an individual's ability to perform and that are transferable to other jobs.

At STS we work with two types of Competencies: Core and Managerial.

A Core Competency is the fundamental knowledge, ability, or expertise in a specific subject area or skill set. The core part of the term indicates that the individual has a strong basis from which to gain the additional competence to do a specific job.

Core Competencies are considered essential for all employees regardless of function or level, each job or position at STS requires the job holder to have Core Competencies at differing levels.

The Core Competencies used at STS are:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.
- 9.
- 10.

Accountability and Dependability  
Adaptability and Flexibility  
Communication Skills  
Customer Service  
Innovation and Creative Thinking  
Job Knowledge  
Negotiation and Influencing  
Planning and Organising  
Problem Solving and Decision Making  
Teamwork

▲A Managerial Competency is the ability to meet complex demands by drawing on and mobilising resources in a particular context. It is the ability to contribute to the achievement of an organisation's vision and mission in creating added value and improving business performance especially in the development of the assigned team members.

Managerial Competencies are considered essential for employees with managerial or supervisory responsibility in any functional area including directors and senior posts. Only jobs with people management responsibilities require the job holder to have Managerial Competencies at differing levels.

The Managerial Competencies used at STS are:

- 1.
- 2.
- 3.

Leading and Developing People

## Managing Performance Strategic Acumen

The competencies in the framework have been designed so that they reflect the different levels that the job incumbent will be expected to work at, e.g., level 5 will generally reflect those working at a very strategic level. This could mean a senior/managerial person in the organisation or a role that is very specialised.

All employees must be working at a minimum of level 1 across all competencies assigned to them. If, for example, an employee is expected to work at level 3 in a specific competence then they should also demonstrate the competencies and behaviours set out in levels 1 and 2.

### COMPETENCY EVALUATION

The Competency Evaluation is the process by which an individual's actual competency levels are evaluated and set.

In this process, an individual is assessed for each competency assigned to him/her and the actual level this individual possess for each competency is recorded. This is then compared to the required competency levels to measure any competency gaps that must be addressed.

The Competency Evaluation may show that an employee demonstrates, in each assigned competency, either the required competency level or a negative competency gap (where the employee's actual competency is less than the required competency) or a positive competency gap (where the employee's actual competency is more than the required competency)

The results of the Competency Evaluation form the basis for the following:

- 1.
- 2.
- 3.

Rank Upgrades  
Learning and Development  
Career Management and Succession Planning

### COMPETENCIES AND RANK UPGRADES

Because each position at STS is assigned competency levels for each competency, an individual must demonstrate a minimum level of competency before being considered for a rank upgrade.

▲The Guidelines for a Rank Upgrade based on Competency Evaluation are:

1.

2.

3.

4.

The employee must demonstrate the required level of competency in at least 6 of the 10 Core Competencies.

The employee must demonstrate the required level of competency in 2 of the 3 Managerial Competencies where applicable

The employee cannot show a negative competency gap in the remaining 4 Core Competencies

The employee cannot show a negative competency gap in the remaining Managerial Competency

If all the above conditions are met, then an employee's direct manager may at his/her discretion nominate the employee for a rank upgrade. A manager may choose to delay a rank upgrade until more than just the minimum competency requirements are met but in no case may a rank upgrade be considered if the minimum requirements are not met.

The rank upgrade request will then be considered in line with other factors as outlined in the Ranking Policy

#### COMPETENCIES AND LEARNING AND DEVELOPMENT

STS is committed to the development of employee skills and capabilities as a means of employee development and career management. Competencies and Competency Evaluation play a major role in Learning and Development in that they help identify areas requiring development by assessing the competency gap between an individual's actual competency level and the required competency level so that training and development efforts are directed at enhancing and improving on required competencies.

#### COMPETENCIES AND RECRUITMENT

Competencies play a major role in the recruitment process. Competency based interviews help in assessing a candidate's competence level as they compare to the competencies set for the job they are being interviewed for. This applies for external candidates as well as internal candidates applying to internal job postings.

#### COMPETENCIES AND CAREER MANAGEMENT

All documented positions will show the required competencies, as well as the Competency Levels for the position.

Employees aiming to move within a specific position career track or across different tracks must take into consideration the competencies required for their target job and must work towards achieving the level of Competency required for the position they are targeting.

Whenever a new position is created at STS (one that does not exist), the relevant Competencies will be set for the new position.

#### ▲STS COMPETENCY DEFINITIONS

##### Accountability and Dependability

The extent to which one internalizes and outwardly expresses responsibility for timeliness, commitment to task, adherence to performance standards, and conformity with the rules and policies of an organization.

Level 1

Level 2

Level 3

Level 4

Level 5

Adheres to basic instructions

Independently completes  
routine tasks

Functions under limited  
supervision

Accounts for  
department/division  
outcomes

Accounts for company  
outcomes

- Follows rules and

expectations for work,  
attendance and  
performance as  
defined, written, and  
implemented by the  
company

- Provides advance  
notice of intended  
absence and/or  
tardiness

- Reports to work  
consistently on  
designated days and  
times

- Follow set procedures  
and rules

- Works independently  
with limited direction  
in carrying out routine  
assigned tasks and  
projects

- Functions under  
minimal supervision in  
completing complex,  
sensitive assignments  
and projects

- Holds self and other



accountable for  
appointed  
responsibilities

- Presents frequent oral and written reports on project or task status, issues, and potential problems.

- Perseveres through various working conditions to complete tasks and projects

- Shows willingness to

work overtime in order  
to meet set deadlines

- Takes accountability for team outcomes

- 

Identifies and assists in  
addressing areas of  
weakness that may  
affect the performance  
of a unit or department

- Takes appropriate

measures to address  
group/team  
shortcomings

- Takes a primary role in

completing and  
resolving more  
advanced, complex and  
sensitive assignments,  
projects and/or issues

- Employs performance

management strategies  
to promote and ensure  
staff accountability

- Facilitates face-to-face

meetings with  
department/division  
members to

- Holds ultimate

responsibility for  
department and/or  
organisational  
performance and overall  
effectiveness

- Defines objectives and  
strategies to meet  
stakeholder requirements  
and needs

- Maintain a cost-effective  
balance of controls and  
risk-taking to ensure  
effective and efficient  
operation within budget

▲• Accepts ownership of  
and responsibility for  
own work.

- Adapts working

methods in order to  
achieve objectives.

- Completes all assigned  
tasks on time and with  
minimal supervision.

- Fulfills all

commitments made to peers, co-workers, and supervisor.

- 

Informs appropriate individuals when assigned tasks will not be completed in agreed upon time frame.

- Works to achieve

agreement (by offering alternatives, etc.) on time frames or objectives that can be realistically met.

- Shows commitment /

dedication and accountability in one's work, and follows through on all projects, goals, aspects of one's work.

- Follow through and meets personal commitments to others on time

- 

- Provides work direction and appropriate feedback through multiple communication channels as deemed appropriate

- Holds self and others

accountable for making

principled decisions;  
addresses unethical  
behaviours head-on

- Takes his/her

responsibilities  
seriously and  
consistently meets  
expectations for  
quality, service and  
professionalism

communicate short and  
long-term goals and  
agenda

- Address gaps in resources

that may affect  
organisation performance

- Solicits workload reports

and status updates

- Capitalizes on the  
performance  
management process

- Takes appropriate

measures to address  
performance  
shortcomings

- Challenges individuals

openly and  
constructively about  
performance problems,  
adapting a firm but fair  
stance.

- Demonstrates good

resource management  
by using an acceptable  
amount of resources to  
accomplish goals/tasks

- Consistently inspires

others to commit to the goals of the organisation.

- Accounts, reports and explains the use of resources to achieve organisation or department performance targets, goals and objectives

- Exceeds his/her

commitment to others by frequently delivering work early

- Generates enthusiasm

among team members for accomplishing shared goals that elevate the team and ensure the organisation's success

- Recognises when resources are being inappropriately and takes steps to ensure other leaders are practicing good resource management across the organisation

- Coaches other

leaders/managers on how to gain commitment and

↑buy-in to accomplish organisation objectives

Negative Indicators

- 

Inconsistently meets commitments to others or delivers on commitments late

- Occasionally “bends the rules” when faced with pressure from customers or other stakeholders
- Fails to take ownership of personal or team performance
- Refrains from coaching team members to improve performance
- Occasionally presents oneself in a way that is inconsistent with the image the organisation wants to portray
- Sometimes over-utilizes resources
- Gains support for some, but not all, key organisation objectives
- Dismisses the importance of his/her responsibilities

#### ▲ Adaptability and Flexibility

Flexible and comfortable in adapting, changing or adjusting practices, procedures, behavioural style or approach when necessary to achieve a goal as appropriate to the needs of the situation. Embraces change with a positive attitude taking intelligent risks and supporting others during the change process.

Level 1

Level 2

Level 3

Level 4

Level 5

Adopts to minor or indirect change

Adapts work method to the situation

Adapts to a wide variety of changes/needs

Adapts to large, complex and/or frequent changes

Adapts organizational strategies

- Accepts, understands,

recognizes and acknowledges the value of differing views and ways of doing things.

- Displays a positive

attitude, and where necessary seeks clarification, when faced with ambiguity and change.

- Demonstrates

willingness to try new approaches.

- Adjusts work working style to fit different situations.

- Acknowledges the value of others' contributions

- Adapts personal approach, style, method and/or behaviour to meet the needs of new or different situations and performs effectively under changing or unclear conditions.

- Flexibly applies

policies, procedures

and/or rules while remaining guided by the organisation's values.

- Seeks guidance in

adapting behaviour to the needs of a new or different situation.

- Acquires and applies new knowledge and

- Adapts to new ideas and initiatives that challenge the status quo and traditional ways of operating across a wide variety of topics, issues or situations.

- Anticipates change and adapts own plans, styles and priorities accordingly.

- Adapts interpersonal

approach, style method and/or behaviours to diverse individuals and groups in a range of situations.

- 

Identifies and make changes to improve efficiency and quality of service of own area via

- Revises goals when

circumstances demand it.

- Recognizes and



responds quickly to shifting opportunities and risks.

- Stays abreast of

emerging developments and trends in own area to identify possible changes needed to plans or goals.

- Pursues challenging experiences beyond customary role or area of expertise to add value in current area.

- Performs effectively amidst continuous change, ambiguity and, at times, apparent chaos.

- Shifts readily between dealing with macro-strategic issues and critical details.

- Anticipates and

capitalizes on emerging opportunities and risks.

- Undertakes

developmental opportunities to meet future organizational needs.

- Leads change projects that have an important strategic impact on the organisation and

↑ regardless of how they  
are presented

learning to address  
new challenges.

input to procedures  
and processes.

- Manages specific  
change products
- Quickly sorts through  
the impact of changes  
on one's own job  
duties and work  
processes.
- Balances current work  
priorities with change  
priorities.

•  
Is aware of  
organisation's overall  
objectives when  
implementing new  
processes.

•  
Implements agreed  
change initiatives

•  
Involves and motivates  
others in finding

improved ways of working.

- Publicly supports and adapts to major changes that show promise of improving established ways of operating.
- Seeks opportunities for change in order to achieve improvement in work, processes, systems, etc...
- Maintains composure and shows control in the face of challenges and change
- Supports other during

change

effectively plans for and manages their implementations.

- Creates and

environment when change is “the norm” and ways of work are consistently challenged

- Acts as a role model for

change by demonstrating a commitment to the change process and communicates a clear and compelling vision of what the change will accomplish.

- Collaborates with key

stakeholders to

promote major change initiatives.

#### ▲Negative Indicators

- Continues to work in the same way regardless of change in customer requirements or organisational norms
- May understand the requirements of a situation but has difficulty adjusting ineffectively to different situations; conveys a rigid demeanour when under stress or pressure
- Becomes overwhelmed when faced with situations or issues

modifying behaviour to meet the needs of more stressful or complex situations

- Resists change and clings to status quo
- Talks about commitment to change initiatives but does not

involving ambiguity and/or setbacks.

demonstrate it in behaviour.

- Does not adopt approach to delivering results when circumstances change
- Responds slowly to changing priorities
- Resists change and often openly discusses unwillingness to adopt new practices even in the face of compelling evidence for a new course of action

#### ▲Communication

Uses language as a tool to share and collect information, to exchange ideas and to openly explore differing perspectives adjusting style and content to each unique individual, audience and circumstance. Listening to others and communicating in an effective manner that fosters open communication.

Level 1

Level 5

Level 4

Level 3

Level 2

Listens & clearly presents  
information

Fosters two-way  
communication

Adapts communication to  
others

Communicates complex  
messages

Communicates  
strategically

- Makes self available
- Elicits comments and/or

and clearly encourages  
others to initiate  
communication.

feedback on  
communication and  
information provided.

- Listens actively and  
objectively without  
interrupting.

- Presents appropriate

information in a logical,  
clear and concise  
manner, both orally  
and in writing, using  
appropriate phrasing  
and vocabulary.

- Checks own

understanding of others' communication (e.g., repeats or paraphrases, asks additional questions).

- Maintains continuous open and consistent communication with others.

- Communicates with others honestly, respectfully, and sensitively.

- Writes brief, factual

material (e.g., notes, e-mail, standard letters)

- Openly and

constructively discusses diverse perspectives that could lead to misunderstandings.

- Supports messages with

relevant data,

- Communicates decisions or recommendations that could be perceived negatively, with sensitivity and tact.

- Considers others' main points and takes them into account in own communication.

- Adapts content, style, tone and medium of communication to suit the target audience's

language, cultural background and level of understanding.

- Takes others'

perspectives into account when communicating, negotiating or

- Handles complex on-the-spot questions.

- Communicates

complex issues clearly and credibly with widely varied audiences.

- Uses varied

communication vehicles and opportunities to promote dialogue and develop shared understanding and consensus.

- Delivers difficult or

- Communicates

unpopular messages with clarity, tact and diplomacy.

- Writes on complex and

highly specialized issues (e.g., complex policy, scientific or legal documents), transforming technical information for non-specialist audiences as needed.

strategically to achieve specific objectives (e.g., considering such aspects as the optimal message to present, timing and forum of communication).

- 

Identifies and interprets policies and procedures for superiors, subordinates and peers.

▲in a clear, logical manner, using correct grammar, spelling and punctuation.

information, examples and demonstrations.

- Writes longer,

presenting arguments (e.g., presents benefits from all perspectives).

straightforward documents (e.g., summaries of meetings, instructions) that are comprehensive, yet concise, combining information from a few sources as needed.

- Responds to and



discusses  
issues/questions in an  
understandable  
manner without being  
defensive and while  
maintaining the dignity  
of others.

- Overcomes resistance
- Acknowledges success

and secures support for  
ideas or initiatives  
through high-impact  
communication.

and the need for  
improvement

- Writes strategically  
from a broad,  
corporate perspective,  
clearly and accurately  
presenting a position,  
while demonstrating an  
understanding of the  
needs and sensitivities  
of varied audiences.
- Anticipates reactions to  
messages and adapts  
communications  
accordingly.
- Writes documents that

provide in-depth  
information on specific  
issues, combining  
information, as needed,  
from multiple sources,  
and conveying critical  
nuances to facilitate  
understanding.

#### Negative Indicators

- Does not listen to views of others
- Gives information either inaccurately and/or at the wrong time

- Presents information in a muddled, unclear or jargonised way
- 

Is negative, rude or interrupts

- Does not attempt to get people on board with an idea
- Uses the same approach whatever the situation
- Does not compromise
- Gives in too easily

#### ▲Customer Service

Works with customers to assess needs, provide assistance, resolve problems and satisfy expectations; knows products and services.

Demonstrates strong commitment to meeting and exceeding the needs of internal and external customers, striving to ensure their full satisfaction. Is committed to providing quality products and services.

Level 1

Level 2

Level 3

Level 4

Level 5

Responds to customer requests

Builds positive customer relations

Anticipates, and adapts to, customer needs

Foster a customer service culture

Considers the strategic direction of customer service

- Provides helpful

- 

information and/or assistance, which is consistent with relevant guidelines, policies and procedures

Initiates calls to customers and obtains additional information to ensure that the requested work is not delayed

- 

Identifies customer needs and expectations

- Presents a positive image to the customer

- Responds to requests efficiently and effectively

- Refers complex questions to appropriate departments/person

- Meets customer needs in a respective, responsive manner.

- Contacts customers to follow up on products, services or solutions to ensure their needs have been directly and effectively met

- Understands issues from the customer's perspective

- Keeps customers up-

to-date with  
information and  
decisions that affect  
them.

- Maintains on-going

- Tracks trends and

- Communicates the

communication with  
customers

- Seeks customer

feedback to investigate  
ways to improve  
customer experience

- Regularly and

systematically contacts  
customers or  
perspective customers  
to determine their  
needs

- Works with customers  
to adapt products,  
services or solutions to  
meet their needs.

- Anticipates areas where  
support or influence  
will be required and  
discusses

developments that will  
affect organisation's  
ability to meet current  
and future customer  
needs.

- 

Identifies benefits for

customers; looks for ways to add value

- Uses experience and knowledge to provide additional, value-added service for the customer.
- Seeks out and involves

customers or prospective customers in assessing products, services or solutions to identify ways to improve.

organisation's mission, vision and values to external customers.

- Strategically and

systematically evaluates new opportunities to develop customer relationships

- Creates an environment in which concern for customer satisfaction is a key priority
- Links comprehensive

and in-depth understanding of customers' long-term needs and strategies with current and proposed projects/initiatives.

▲• Seeks feedback to develop a clear understanding of customer needs.

- Shows concern for and commitment to the customer

- Works to resolve customer service problems

- Consistently makes

decisions focused on customer needs

situation/concerns with appropriate individuals

- Proposes new, creative and sound alternatives to improve the customer service

- Establishes service standards and develops strategies to ensure staff meet them.

#### Negative Indicators

- Does not treat all customers with respect
- Takes a narrow view of customer service focusing only on own area

of knowledge, does not consider that the customer's needs might be broader.

- Takes a short-term view of customer service, ignoring the long-term needs of customers.

- Does not take the time to find out the customer needs instead makes assumptions about them

- Makes promises to customers that cannot be delivered (sets false expectations)

Ignores customer feedback

- Does not prioritise customer needs
- 
- Takes negative feedback personally
- 
- 

Is not flexible about own way of doing things

Is insensitive to customer concerns and carries out tasks without thought of impact on customer

#### ▲Innovation and Creative Thinking

Ability to develop new insights into situations and apply innovative solutions to make improvements; ability to create a work environment that encourages creative thinking and innovation in the design of solutions and processes; ability and willingness to question conventional approaches, exploring alternatives and responding to challenges with innovative solutions or services, using intuition, experimentation and fresh perspectives.

Level 1

Level 2

Level 3

Level 4

Level 5

Acknowledges the need for new approaches. Has the ability to think creatively and implements solutions for everyday problems.

Modifies current approaches and has the ability to think creatively and strives to continually improve own processes and areas of business

- Questions and challenges the conventional approach to doing things
- Seeks alternative resolutions for problems or suggests improvements to current approaches
- Recognizes when a new approach is needed
- Has the ability to think creatively and use initiative
- Analyses strengths and weaknesses of current approaches
- Modifies and adapts current methods and approaches to better meet needs and situations
- 
- 

Identifies alternative solutions based on precedents

Identifies an optimal solution after weighing the advantages and disadvantages of



alternative approaches

Introduces and implements  
new approaches and  
progressive  
solutions/processes

Identifies and creates  
new concepts and  
designs. Develops  
innovative solutions and  
processes

- Keeps up-to-date with  
developments in own  
field and uses this  
information to introduce  
and promote best  
practices.

- Encourages and helps  
others to generate ideas

- Uses existing approaches  
or solutions in  
innovative ways to solve  
problems

- Sees long-term  
consequences of  
potential solutions

- Makes significant  
changes and  
amendments to, or  
incorporates aspects  
from various external  
solutions to approach  
to arrive at an  
appropriate solution to  
meet work objectives  
and /or improve  
results

- 

Integrates and

combines relevant  
concepts into a new  
solution for which  
there is no experience

Identifies gaps against best  
practices, puts forward  
proposals and develops  
strategic implementation  
plans to introduce new  
and improved ways of  
operating. Nurtures  
creativity.

- Encourages others to  
think out of the box
- Encourages and values  
new ideas, perceptions  
and suggestions
- Develops and  
encourages an  
environment that  
nurtures creative  
thinking, questioning  
and experimentation
- Encourages challenges

to conventional  
approaches

- Creates new methods  
or solutions for the

- Sponsors

experimentation to

♣• Voluntarily puts

forward suggestions  
for improvement

- Recognises that small changes can have a large impact

- Promotes

- Works with others to

improvement ideas to  
more senior colleagues  
in own work unit

identify new  
opportunities and  
implements and shares  
ideas within work unit

- Recommends or

implements existing  
processes, solutions or  
tools with little or no  
modification, to  
complete work  
objectives or resolve  
problems

- Able to import solutions

from outside the  
current work  
environment

organisation from  
scratch

maximize potential for  
innovation

- Consistently considers and thinks about a process, approach or tool with the view to improvement

- Fosters a safe

environment where  
educated risks are  
supported

- Able to modify a solution  
from outside the current  
work environment

- 

Reviews best practices  
(by researching and  
evaluating them) and  
what others in the  
industry and/or work  
area are doing and  
seeks to influence  
improvements within  
scope of own  
work/area

- Develops clear action  
plans to close gaps

- Obtains and provides  
resources to enable  
implementation of new  
ideas or initiatives  
where appropriate

- Formulate innovative  
solutions or resolves  
problems by  
developing new  
concepts or approaches  
to meet work  
objectives

- 

Identifies flexible and  
adaptable solutions  
while still recognising  
professional and  
organisation standards

- 

Integrate relevant  
concepts into complete

solutions in response to  
a new challenge for  
which there is no  
previous experience

- Shows rigidity in approach to work
- Adheres to conventional methods of work
- Does not take into account interdependencies between issues and processes in relevant functional area or across functional areas
- Fails to generate and implement new and creative approaches
- Avoids taking educated or “smart” risks
- Accepts the status quo

#### Negative Indicators

▲• Blocks new ideas by not being receptive, sharing information and/or

- Creates, recommends, adopts or implements approaches and

exploring opportunities

solutions without weighing the potential consequences or how  
they fit within the circumstances of the work group or  
organisation

#### ▲Job Knowledge

Demonstrates knowledge of skills, tools, systems, procedures and techniques necessary to provide the appropriate quality and quantity of work in a timely and efficient manner. Applies knowledge to identify issues and internal problems; works to develop additional technical knowledge and skills.

Level 1

Level 2

Level 3

Level 4

## Level 5

Demonstrates basic knowledge of skills, policies, and procedures for own job

Demonstrates broad knowledge of one job area or basic knowledge of several related job areas

Demonstrates solid working knowledge of job skills, policies, and procedures

Demonstrates in-depth knowledge of complex job skills, policies, and procedures

Demonstrate expert knowledge in highly specialized skills, policies, and procedures

- Demonstrates basic

knowledge of subject matter and where it fits into the business of STS

- Follows basic work

routines and standards

- Applies basic

knowledge of systems and procedures for own job/position

- Understands job

requirements and responsibilities.

- Uses professional
- Applies acquired job skills, policies, and procedures to complete substantive assignments/projects/tasks of moderate scope and complexity
- Applies theory and puts it into practice with in-depth understanding of job field
- Exercises judgment within defined guidelines and practices to determine appropriate action
- Applies knowledge to

common situations that present limited problems but requires guidance to deal with more complex situations.

- 

Independently performs the full range of responsibilities within the function

- Analyses

problems/issues of diverse scope and determines solutions

- Has the capability and knowledge base to share skills with others

concepts to resolve problems of limited scope and complexity

- Keeps informed on up-to-

date job methods, skills,  
and techniques

- Selects, combines or
- Consistently shares

comes up with  
appropriate tools or  
technology for the  
tasks

- 

Improves or redesigns  
processes, tools or  
technologies.

- Seeks, learns and

applies new job related  
training and knowledge  
and disseminates to co-  
workers.

- Only rarely needs

supervisor assistance;  
often called upon to  
provide input to new  
processes or practices;

expertise with others,  
teaching skills and  
explaining concepts.

- Has significant impact  
and influence on  
organisation policy  
and program  
development.

- Considered an expert,

actively shares  
knowledge and uses it  
to design and propose  
processes, principals  
or practices.



- Provides consultation on non-standard matters.

▲• Work on assignments

- Able to choose and utilize

that are initially  
routine in nature

appropriate tools or  
technologies to perform  
tasks

- Possess sufficient skills to

perform job effectively and  
efficiently

- Consistently creates

accurate work and meets  
or exceeds deadlines.

- Regularly leads

projects of critical  
importance and that  
carry substantial  
consequences of  
success or failure

- May direct programs with organisation-wide impact that include formulating strategies and administering policies, processes, and resources

makes effective  
recommendations.

- Exhibits a high degree of knowledge in own overall field and recognized expertise in specific areas

- Able to analyse unique

issues/problems  
without precedent  
and/or structure

- Able to manage

programs that include  
formulating strategies  
and administering  
policies, processes, and  
resources

- Functions with a high degree of autonomy

- Provides opportunities for others to learn skills and concepts

- Actively applies

knowledge correctly in  
non-standard  
situations using a  
thorough  
understanding of the  
work processes,  
principals or practices  
to assure high quality  
outcomes or results.

- Can work in most

situations generating  
correct choices or  
applying appropriate  
processes, principles  
or practices without

reference to  
supervisor or needing  
supervisory  
intervention.

- Defines resources and actions to achieve objectives within constraints

#### Negative Indicators

- ▲• Performance errors traceable to lack of knowledge
- Work output contains frequent or significant errors
- Doesn't follow current practices or processes and is unable to enhance

job knowledge through training and/or experience

- Poor judgment or decision making as a result of poor knowledge
- Requires active involvement of supervisor and frequent coaching

to perform the job

- Uninterested in self-development
- 

Incorrectly applies knowledge

- Stuck in past skills, policies, processes and/or technologies

#### ▲Negotiating and Influencing

The capacity to persuade, convince and influence others for the purpose of achieving desired results; the ability to effectively represent one's position on issues to gain support and buy-in from others; ability to generate multiple alternatives to a problem to meet the needs of other stakeholders; able to work to achieve win-win outcomes that others can accept and able to appropriately utilize settlement strategies such as compromise

Level 1

Level 2

Level 3

#### Level 4

#### Level 5

Uses basic persuasion and negotiation techniques in informal discussions or presentations

Uses targeted persuasion and negotiation techniques in informal and/or formal meetings to achieve desired results

Facilitate communication between two or more groups adapting the presentation or discussion to appeal to the interest level of others.

Initiates and facilitates communication between multiple stakeholder groups when buy-in is necessary to achieve results and improve coordination and processes

Assembles key stakeholders from inside and outside the organisation and strategically utilises existing networks to align and gain support for own agenda to impact outcomes

- Able to describe correctly

the object of the negotiation

- Able to identify or create a personal negotiation style

- Takes a single action to persuade using a single

resource (e.g. examples,  
data, visual aids) to  
support own  
argument/position

- Uses concrete examples  
to demonstrate and/or  
make a point

- Provides credible

information to establish  
rapport

- Determines minimal or  
ideal conditions of the  
other party during  
negotiations.

- Keeps arguments issue-  
oriented

- Adapts arguments to  
appeal to the needs or  
interests of others

- 

Studies the motivation  
of opposing party  
during negotiations

- Develops a strategy for  
giving on some points  
and standing firm on  
others to achieve  
desired outcomes.

- Able to anticipate the  
expectations and  
interests of the opposing  
party

- Able to anticipate the  
effect of an action  
and/or information on  
others and skilfully  
redirects discussion to

achieve desired results

- Offers compromises and trade-offs to others, as necessary, in exchange for cooperation.

- Able to propose clear conditions for the proposed solution

- Able to anticipate the

interests and objectives of the partner

- Take multiple actions to influence, with each action adapted to the specific audience

- 

Identifies and targets efforts to influence the

- 

Identifies and offers trade-offs or exchanges to gain commitment

- Structures situations (e.g. setting, persons present, sequence of events) to create desired impact and to maximise the chances of a favourable outcome

- Accommodates

stakeholders to the extent possible without undermining other involved parties

▲• Able to analyse own

- Uses the process of  
interests and objectives  
in the negotiation

give-and-take to gain  
support

- Able to respect the rules  
of efficient  
communication

- Able to use positive and  
respectful messages

- Responds to opposing  
views in a non-defensive  
manner.

- Able to analyse and

- Able to analyse on what  
measure or aspect the  
object can be  
negotiated

- Able to identify what  
points or aspects that  
can't be lost under any  
circumstance and what  
points or aspects are  
ready to be lost

organise information  
received from opposing  
party

- Able to define clear  
arguments for  
sustaining own position

- Considers the needs and perspectives of others and avoids applying pressure so that win-win situations can be realised whenever possible
- Builds on past successes internally and externally to gain acceptance

real decision makers and those who can influence them

- Uses experts or third parties testimony to influence

- Employs cost-benefit

analyses to emphasize the value of an idea

- Chooses the appropriate approach and time to influence others

- Able to analyse advantages and disadvantages for each party or side

- Able to adjust personal style to that of the opposing side and to the particularities of the object of the negotiation

- Effectively articulate his/her position and helps others understand the underlying issues and concerns

- 

Influences others



without using direct authority (e.g. uses different examples to demonstrate a point to different stakeholders)

- Generates support for

ideas of controversy and importance

- Recognises when a win-win outcomes is not possible and appropriately applies settlements strategies to achieve desired goal

- Conveys position well

even when faced with an engaged audience with a high degree of opposition

- Develops and uses subtle strategies to persuade others particularly in sensitive or high pressure situations

- Helps the other side see

the potential in alternative solutions to ensure they understand the full impact of their decisions

- Has difficulty conveying own position to others particularly when faced

- Uses inappropriate words or actions given the sensitivity of the

with opposition

issue/problem or the reaction of the other party

- Convinces others of own position when an issue is of minimal

- Pushes others to accept his/her terms without regards to their needs

importance

or perspectives

Negative Indicators

▲• Unable or slow to get input and develop action plans and approaches

•

that reflect relevant insights

Inappropriately applies different settlement strategies such as compromise

- Fails to realise when win-win outcomes are not possible
- Sees a situation in isolation and ignores solutions that are not

immediately obvious

▲Organises own time effectively, creates own work schedules, prioritises workload, prepares in advance and sets realistic timescales. Monitors progress towards operational or strategic objectives. Makes sure all resources are used efficiently and effectively.

Level 1

Level 2

Level 3

Level 4

Level 5

Planning and Organising

Plans and prioritises own work, with reference to line

Managers.

Makes best use of own time and meets deadlines.

Plans activities thoroughly for self / others.

Makes best use of all available resources.

Contributes to the development of operational plans, ensures plans are fully implemented and monitors progress to operational objectives. Seeks to improve how resources are used.

Contributes to the development of business planning.

Manages operational plans using a project management approach.

Monitors progress and ensures that corrective action is taken to meet targets.

- Effectively prioritises, is able to organise work to meet designated deadlines.

- When competing

priorities exist, will seek direction from more senior colleague.

- Carries out activities in an orderly and well-structured manner and pays attention to detail.

- Ensures others are clear on activity, work load and priorities.

- Assesses and reassesses

priorities as required -  
Effectively resolves  
competing priorities.

- Prioritises workload to ensure everything is completed to the agreed standard, monitors progress.

- 

Identifies critical tasks and objectives, and obtains or organises necessary resources and support to achieve operational objectives.

- Monitors / income and expenditure.

- Negotiates the

- Provides effective

- Where required to

support to others to enable delivery.

- Monitors progress on process and resources

structure work of team, ensures realistic timescales are set for both self and others.

prioritisation of work targets and resources, and monitors effectiveness.

- Works with team /

others to develop plans for area going forward,

Responsibility for the development of a business plan for own area, which contributes to the STS strategic plan.  
Secures and makes best use of resources to manage varying demands.  
Responsibility for the design and planning of key projects.  
Is focused on value for money.

- Plans, organises and manages activities to make sure budget resources are used efficiently and effectively to achieve organisation and work group goals (where appropriate).

- Manages the implementation of area plans and ensure that corrective action is taken to meet targets.

▲to ensure deadlines are met.

- Effectively plans and co-ordinates small projects.

- Contributes to the planning process of own area.

- Establishes effective

measures of progress  
against agreed  
expectations.

both short term and long  
term (where  
appropriate).

- Analyses and reviews  
performance as  
appropriate
- Reports on progress of  
key activity within  
area/department to line  
manager.
- Provides clear direction  
and makes sure that  
staff/colleagues know  
what is expected of them.
- Sets goals and targets  
beyond those required  
and continuously strives  
to achieve them.
- 

Informs people if things  
get delayed, informs  
team and others of  
progress.

- Plans and organises to  
cater for peaks and  
troughs in workloads
- Looks for and suggests

ways to improve current  
working practices.

- Use a "to do" list, task  
plan, or similar planning  
devices to note action  
plans, deadlines, etc.

- Leaves problems until they become significant issues

- Struggles to effectively prioritise work load or meet deadlines
- Sets unrealistic deadlines
- Relies on fire fighting
- 

Is unreliable

- Uses time inefficiently
- Does not track activities to monitor what has been completed and what

needs to be done.

- Does not keep records of activities related to stated objectives.
- 

Is unaware of status of own work at all times.

Negative Indicators

#### ▲Problem Solving and Decision Making

Ability to analyse situations, diagnose problems, identify the key issues, establish and evaluate alternative courses of action and produce a logical, practical and acceptable solutions.

Level 1

Level 2

Level 3

Level 4

Level 5

Gathers relevant information. Solves problems, makes decisions independently within own area of responsibility, or in conjunction with other team members or more senior staff.

Resolves both problems that occur on a regular basis and more complex infrequent problems. Uses judgment to assess exceptions.

Recognises patterns, and connections. Looks at a complex problem from many angles. Exercises good judgment, makes well informed decisions in a timely manner; consults with others as appropriate before implementing decisions.

Analyses, assesses, resolves / makes recommendations on complex problems.

Proactively solves problems to affect change, makes informed decisions. Takes responsibility and is accountable.

Analyses situations at both a strategic and operational level. Identifies the key issues, and solutions  
Acts decisively with sound judgment.

- Takes in information
- Breaks a relatively
- Considers the
- Fully scopes out

quickly and accurately to understand issues.

complex problem down into component parts.



- Knows what decisions they can make in their job and makes them

- Breaks problems down into smaller parts.

- Shows patience and determination in resolving a problem.

- Uses common sense and

refers to existing practices and procedures

- Gathers the relevant information and facts.

- Solves problems by a process of analysis, looking at root causes, weighing up the pros and cons of different approaches.

- Finds the balance

between the need for being thorough (i.e. having sufficient

operational impacts of decisions on company division /departments /team, stakeholders and others.

problems, taking into consideration impact within own area/department and across the company.

- 

Identifies the specific information required to clarify a situation or to

make a decision.

- Gets more complete and accurate information until root cause has been understood - sees implications and consequences.

- Resolves problems where

there is a range of information, or diverse, partial and conflicting data.

- Looks ahead and

considers external developments, identifying trends and emerging patterns when

- Considers both short and long term impacts of decisions on the company.

- Demonstrates leadership and courage in making tough or unpopular decisions.

- Works collaboratively and tests ideas with a wide range of people internally and externally.

- Makes decisions through weighing up the cost-benefit and risk

↑when analysing a problem.

information) with the requirement to make a timely decision.

- Uses information from a

variety of sources including own networks to solve problems.

- Generates alternative

solutions by collaborating with people who are impacted by, or have knowledge of, the problem, issue or challenge.

- Evaluates and makes

- 

decisions in relation to procedures, precedents, policies and standards in own area of responsibility.

implications. Provides specialist / authoritative advice to others as required to enable them to make decisions.

making important decisions.

- Equips people to make decisions. Ensures that individuals working in own area have sufficient information and guidance to make effective

decisions.

- Makes informed

decisions; considering  
potential implications

- Consults collaboratively  
across company when  
developing a solution  
where appropriate.

- 

Is able to balance the  
need for decisiveness and  
caution.

#### Negative Indicators

- Overlooks risks in decision making
- Misses the key issues as “stuck” in the detail
- Not a disciplined problem solver; may be stuck in the past and what
- Jumps to conclusions based on prejudices, historical solutions or  
narrow perspective
- Goes first with quick solutions, conclusions and statements before  
worked before  
analysis
- Has to come back and rework the problem a second time on many  
occasions
- Unlikely to come up with the second and better solution, ask  
penetrating questions, or see hidden patterns
- Unable to distinguish relevant from irrelevant information
- Makes decisions based on irrelevant information
- 

Is slow and inefficient in making decision

## ▲Teamwork

Working collaboratively with others to achieve common goals and positive results. Readily shares information, knowledge and personal strengths, seeks to understand and build on differing perspectives of others to enhance team efficiency and quality outcomes.

Level 1

Level 2

Level 3

Level 4

Level 5

Participate as a team member

Foster teamwork

Demonstrate leadership in teams

Capitalizes on teamwork opportunities

Builds bridges between teams

- Assumes personal responsibility and follows up to meet commitments to others.
- Understands the goals of the team and each team member's role within it.
- Deals honestly and fairly with others, showing consideration and respect.
- Willingly gives support to co-workers and works

collaboratively rather than competitively.

- Shares experiences, knowledge and best practices with team members.
- Assumes responsibility for work activities and coordinating efforts.
- Builds relationships with team members and with other work units.
- 
- Promotes team goals.
- Seeks others' input and involvement and listens to their viewpoints.
- Shifts priorities, changes style and responds with new approaches as needed to meet team goals.
- Suggests or develops

methods and means for maximizing the input and involvement of team members.

- Fosters team spirit and collaboration within teams
- Discusses problems/ issues with team members that could affect results.
- Communicates

expectations for teamwork and

collaboration.

- Facilitates the expression of diverse points of view to enhance teamwork.

- Acknowledges the work

- Capitalizes on the

of others.

strengths of all members.

- Gives credit for success and acknowledges

Initiates collaboration with other groups/ organizations on projects or methods of operating.

- Facilitates collaboration across the organization and with other organizations to achieve a common goal.

- 

- 

Builds strong teams that capitalize on differences in expertise, competencies and background.

Breaks down barriers (structural, functional, cultural) between teams, facilitating the sharing of expertise and resources.

- Capitalizes on

opportunities and addresses challenges presented by the

diversity of team talents.

- Supports and

encourages other team members to achieve objectives.

- Encourages others to share experience, knowledge and best practices with the team.
- Encourages the team to openly discuss what can be done to create a solution or alternative.

▲contributions and efforts of individuals to team effectiveness.

#### Negative Indicators

- Sees them self as better than others and fails to respect their contribution
- Co-operates selectively in accordance with own personal interests or objectives  
Is of the attitude “That’s not my job” or “I’m far too busy”
- 
- Passes the responsibility to others
- Does the bare minimum to get by
- Fails to take on board new methods of delivering the service to accommodate different teams, cultures and communities



- Makes negative comments about another either professionally or personally
- Can't help, won't help, uncooperative

#### ▲Leading and Developing People

Ability to lead, encourage, inspire and support others to deliver. Has the ability to understand how individuals, at all levels, operate and how best to use that understanding to achieve objectives in the most efficient and effective way and to realise their full potential. Ability to plan strategically and follow up plan with clear course of action..

Level 1

Level 2

Level 3

Level 4

Level 5

Sets a good example.  
Motivates and encourages others by setting an example of a positive and energetic approach.

Gives direction and instruction. Keeps people informed and gets the best out of them through enthusiasm and recognition.

Leads by example and sets standards for self and others.

Leads by example at individual, team and peer level. Demonstrates suitable people

management styles in order to motivate and manage people effectively.

Communicates the vision. Sets strategic direction for own part of the business ensuring buy in to the decision making process and commitment to decisions made.

- 

Leads by example

- Sets and communicates
- Willingly takes the lead when required to get things done
- Treats people fairly and consistently
- Generates a team spirit clear direction
- Trusts others to deliver work once delegated appropriately
- Ensures feedback is objective, constructive and timely.
- Demonstrates professionalism when representing own area or body of work
- Uses mistakes as a means to coach and develop others

- Responds positively to

work as required

- Assigns and co-ordinates

challenges

- Establishes acceptable levels of quality and quantity of work; reviews, recognises and supports achievements

- Gives others the chance to practice new skills and capabilities and provides support

- Addresses issues of

performance and quality standards across work unit

- Gives constructive and objective feedback

- Sets challenging

standards

- Encourages and develops personal accountability in others

- Clearly communicates expectations and consistently monitors outcomes

- Encourages and seeks

out feedback and makes positive improvements regardless of how the feedback was given

- Sets clear goals and standards, ensures

shared ownership of  
these within team  
(where appropriate).

- Monitors progress of

objective achievement  
against goals/targets.

- Pro-actively

communicates across the  
organisation levels and  
functions the importance  
of short and long term  
goals and objectives.

- Key Performance

Indicators (KPI's) are

▲• Builds credibility by being  
trustworthy and reliable

- Values and seeks out

diverse inputs to decision  
making

- 

In areas of influence, acts  
as a positive role model  
for team members

- Raises conflicts and  
barriers to the  
appropriate level

- Learns from mistakes and

acknowledges the need  
for new skills and  
knowledge

- Deals with stressful

situations in a positive  
manner

- Solicits feedback from  
others to enhance  
knowledge and skills

- Ensures that work not  
meeting standards is  
addressed

- Encourages

- Understands in depth  
what motivates and  
encourages team  
members and colleagues

development within the  
team/unit

- Effectively deals with  
problems and issues

- Coaches and mentors  
others to demonstrate  
their capabilities

- Deals with stressful

situations in a positive  
manner and defuses  
tension when  
appropriate or enables  
others to focus on key  
issues

- Aware of change

management concepts  
including both the  
organisational and  
personal transition  
process

- Secures necessary

resources and support

- Provides supportive environment and removes blocks to effective working to ensure well being

- Recognises those

individuals who need reassurance and supports and encourages them

- 

Is comfortable with delegating autonomy and provides support and empowers employees to make decisions

- Vigorously pursues

- Develops staff through coaching, mentoring, guidance and support

established and used to meet the Organisation's goals and targets.

- Recognises potential in others and encourages them to develop themselves

- Uses delegation as a means to developing skills of others

- Nurtures strong team identity and pride

- Encourages and

facilitates calculated risk taking

- Provides an appropriate environment to give and receive feedback while ensuring feedback is constructive, objective and timely

- Ensures individual contributions are maximised.

- Recognises and

celebrates others' contributions & achievements.

- Works to provide a

supportive environment by managing resources and removing blocks to effective working.

- Communicates and gains team commitment to a vision of what is to be achieved

- Happy to recognise

individuals with skills that surpass their own and utilise them to achieve a better outcome

- Translates strategic direction to make it relevant to individuals

- Counsels others through difficult issues or new territory

resources necessary to

implement team plans  
and raises major issues

- Values and seeks out  
diverse inputs to  
decision making

- Ensures resource

availability and removes

- Garner's excitement,  
enthusiasm and

or barriers to the  
appropriate level

- Vigorously pursues

resources necessary to  
implement team plans  
and raises major issues  
or barriers to the  
appropriate level

- Prepares people plans as  
part of the business  
planning cycle

- 

blockages and conflicts  
for teams

commitment from others  
to vision

- Communicates the need  
for change and fosters  
employees to embrace  
change

- Ensures that people

development systems  
are in place and aligned  
with strategic goals.



- Champions the
- Comfortable with

development of and capabilities in the business unit

ambiguity and frequent change and provides positive support during changes

- Able to identify potential

successors

- Ensures that all potential successors have personal development plans and is active in developing successors

- Champions the development of capabilities in the whole organisation

- Champions and nurtures potential successors

Negative Indicators

Is inaccessible to others requiring direction

- Does not delegate work
- Demonstrates favouritism in the team
- 
- Will not develop others in the team, feels threatened
- Expects certain behaviour but does not set an example of them
- Does not capitalise on and leverage diverse skills offered by the team
- Does not use or follow organisation's systems, procedures and policies
- Fails to identify and/or recognise opportunities to delegate
- Does not provide staff with resources and support to complete

assignments

- Fails to recognise staff or their efforts
- Tells others what they want to hear

- Keeps the best jobs for themselves

#### ♣Managing Performance

Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies. Ability and willingness to support employee efforts in working towards and achieving goals. . Ability to clearly set goals and objectives linked to the organisations vision.

Level 2

Level 5

Level 3

Level 1

Level 4

Understands own work well  
and is able to set team goals  
and evaluate performance  
against targets

Understand work for larger  
workgroup or department  
and is able to set goals and  
assess performance in line  
with workgroup direction.  
Able to identify and account  
for barriers and risks

Has in depth understanding  
of workgroup or  
department work in line  
with organisation wide  
direction and strategy.  
Able to set unit objectives  
and assign to individual  
members. Able to coach  
and mentor team towards  
achievement of goals.

Understand work of an entire function or line of business and is able to contribute to development of performance measures and targets for unit in line with organisation targets and goals

- Treats people fairly and consistently

- Generates a team spirit

- Sets challenging but achievable goals

- Focuses efforts on highest priorities

- Gives appropriate

recognition for success or good performance

- Outlines goals and assess team progress towards achievement of goals

- Recognises and rewards team and individual efforts and accomplishments

- Works not only on end

result but also on interim or in-process performance.

- Establishes acceptable levels of quality and quantity of work; reviews, recognises and supports achievements

- Gives others the chance to practice new skills and capabilities and

provides support

- Clearly communicates expectations and

- Sets challenging

standards

- Creates and fosters an

environment of personal accountability in the team

- Encourages and seeks

out feedback and makes positive improvements regardless of how the feedback was given

In depth understanding of organisation strategy and vision. Ability to set and monitor goals for entire organisation in one or more area in line with organisation strategy. Ability to drive performance in own business line to meet organisation goals and targets.

- Monitors progress of organisation-wide objective achievement against goals/targets.

- Pro-actively

communicates across the organisation levels and functions the importance of short and long term goals and objectives.

- Garner's excitement,

enthusiasm and

▲• Creates adequately

- Relates team

detailed action plans and  
timelines for tasks/goals

performance to  
workgroup performance

consistently monitors  
outcomes

- 

Identifies performance  
measures and evaluation  
criteria to apply to own  
workgroup/team

- Clearly explains tasks and  
expectations to team

- Monitors performance or  
progress against plan

- 

Identifies potential  
barriers to achieving  
results and provides  
recommendations for  
overcoming them

- Effectively and fairly  
distributes workload  
among team members to  
ensure goals are met

- Defines the
- Addresses issues of

performance and quality  
standards across work  
unit

- Gives constructive and  
objective feedback

- Coaches others to

monitor performance  
and progress and to  
think through issues

characteristics of a high-  
performing team and  
ensures common  
understanding of purpose  
and direction among  
members

- 

Identifies concrete and  
meaningful metrics and  
tracks against them

- Effectively deals with  
problems and issues

- Builds commitment in

others for their individual  
objectives

- Demonstrates a sense of  
urgency about results

- Relates workgroup  
performance to  
organisational  
performance

- 

Identifies the potential  
costs and benefits of

taking specific risks

- Accepts responsibility

for unmet targets/goals

- Builds consensus and commitment for achieving goals

- Develops and

implements internal controls to manage potential barriers to achievement of goals

- Sets workgroup goals and performance measures based on organisation mission/vision and strategic direction

- Communicates and gains team commitment to a vision of what is to be achieved

- Recognises and

celebrates others' contributions & achievements.

- Sets clear goals and standards, ensures shared ownership of these within team (where appropriate).

commitment from others to vision

- Specifies data to be

gathered and develops systems for collecting and sharing data on progress towards

achieving organisational objectives

- Able to establish Key

Performance Indicators (KPI's) and use them to meet the Organisation's goals and targets.

- Creates an overall

climate that is conducive to high-performance by establishing expectations and reward and recognition systems that support it

- Ensures that performance management systems are in place and aligned with strategic goals.

- Manages performance towards strategies and change through aligning objectives, appraisals,

▲• Gives credit and shares success with team

- Promotes a sense of

urgency in the team for reaching goals and meeting deadlines

- Builds commitment in

others for team objectives

- Promotes and maintains a high performance



climate

development activities,  
rewards and  
compensation

- Builds a culture of holding managers accountable for the results of their team

- 

#### Negative Indicators

- Does not make expectations clear to others.
- Does not conduct annual performance appraisals or provides effective

and timely feedback throughout the year

- Fails to identify and/or constructively manage employee performance problems.

- Does not use milestones and deadlines to assess progress.
- 

Is subjective in the assessment of people/demonstrates favouritism in the team

- Does not plan strategically or commit to a course of action to

accomplish goals

- Sets unrealistic goals

- 

- Does not capitalise on and leverage diverse skills offered by the team

- Does not respond to staff's requests for assistance in completing

Is lax or inconsistent in discussing performance.

work.

- Does not deal with under performance or development issues

## ♣Strategic Acumen

Formulates effective strategies consistent with the business and competitive strategy of the organisation across the region the organisation competes in. Examines policy issues and strategic planning with a long-term perspective. Determines objectives and sets priorities; anticipates potential threats or opportunities. Takes a long-term view and acts as a catalyst for organisational change, builds a shared vision with others. Influences others to translate vision into action.

Level 1

Level 2

Level 3

Level 4

Level 5

Understands and is able to link work of own team/work group to the goals and objectives of the department/team/organisation

Understand the organisation's culture and goals as they relate to own area. Generates ideas which contribute to the Department or unit plans.

- Knows what is expected of own work group and how this contributes to the objectives of the department/ team/ organisation

- Keeps up to date with developments in own area

- Gets results – demonstrates a can do mind set

- Seeks to understand relevance and value of own

and other team members'

- Understands and keeps up to date, on a broad level, with the key functions of other units within the organisation

- Understands the goals of own unit and encourages others to understand the unit and division/department goals.

- Provides advice,

information and direction to others to support the achievement of

Has an in-depth understanding of how own division/department /team operates and how it links to other areas within the organisation. Contributes operationally to the development of strategy in own area

- Analyses and develops

ideas for the plans of the division/department/team

- Develops operational work

plan for own division/department/team

- Provides specialist advice

and knowledge to colleagues and other individuals and entities to support the achievement of objectives

Contributes to the development of key goals.

Implements agreed priorities and communicates the vision to others

- Develops strategies within own area to improve organisational performance and achieve strategic vision

- Aligns

department/division goals with the organisation's strategic direction

- Communicates the importance of the Organisation's

Develops and manages the implementation of plans for work own division/area and contributes actively to the Organisation's strategy.

- Creates strategic

intent and develops strategies to improve organisational performance and achieve strategic intent

- 

Identifies and strategically manages risk

- Demonstrates a broad business perspective;

↑activities to the strategic direction and key strategies of the organisation

- Provides ideas and

information to relevant people on possible enhancements or impediments to organisational performance

- Understands and explains

how work unit activities and priorities relate to organisation's strategic goals

division/department/team objectives

- 
- Understands the impact of deadlines and decisions on other business units and functions

- Thinks strategically and suggests processes or procedures within the unit to avert problems and accomplish goals.

- Converts organisation-wide

strategies and policy direction into action items

within areas of  
responsibility

Identifies and manages key  
risks and raises them to  
higher levels when  
appropriate

- Understands the major  
organisational drivers  
(opportunities, costs,  
threats) and their likely  
impact on the business
- Balances resources across  
current and future goals  
and pressures
- Contributes to the strategic

planning process by  
providing input on the  
feasibility of goals

- Applies an understanding
- Suggest appropriate

of past situations to  
anticipate and deal with  
any opportunities or  
threats to work plan  
accomplishment

measures for assessing the  
work plan's contribution to  
the strategic plan

mission/vision to team  
and others

- 

Identifies and manages  
key risk with little or no  
assistance from higher  
levels

- Seeks collaboration

with others to advance goals

- Ensures that peers,

colleagues and team are aware of contribution to overall strategy of organisation

- 

Identifies opportunities which benefit own or other areas or the organisation as a whole

- Demonstrates an

understanding of key financial data and management principles

- Takes a long term view of opportunities and assess the potential

understands the impact of decisions and actions on different business units and functions and develops strategies that integrates with said perspectives

- Demonstrates

applied knowledge in key financial data and management principles

- Takes a long term

view of

opportunities and  
assess the  
potential long  
term effects of  
each decision

- Creates strategic

model and guiding  
principles to guide  
decisions  
throughout the  
organisation

- Leads the

management team  
in developing

▲long term effects of  
each decision

- Develops short and

long term objectives in  
areas of responsibility  
for inclusion in  
strategic plans.

strategic plans for  
which they have  
responsibility

- Ensures that  
financial and  
performance  
measures are  
integrates to  
achieve desired  
strategic outcomes

- Develops



strategies that  
integrate  
organisational  
strengths into the  
overall  
organisation  
mission

#### Negative Indicators

Is not aware of organisational strategy

- 
- Does not recognise the links between related activities or functions
- 
- Does not see the possible damaging effects of actions or decisions on other

Is not interested in what is going on outside own area

parts of the organisation

- Criticises or does not support organisational policies

Is not willing to accept or co-operate with organisational policy

- 
- Focuses on short-term issues, ignoring long-term effects
- 
- Does not see the wider picture
- Does not predict and prepare for problems.

Is not aware of the effect of own actions on other functions

↑ '

' Access Control Policy

Version 1-2019

STS - IT  
Policies and Procedures

Access Control Policy  
V1 - 2019

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## Access Control Policy

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## ▲Access Control Policy

Version 1-2019

### Access Control Policy

#### 1. Policy Purpose:

Protecting access to IT systems and applications is critical to maintain the integrity of STS technology and data and prevent unauthorized access to such resources. Access to STS systems must be restricted to only authorized users or processes, based on principle of strict need to use and least privilege.

The purpose of this policy is to prevent unauthorized access to STS's information systems. The

policy describes the registration and de-registration process for all STS information systems and services. These policies apply especially to new starters, leavers and those moving job or responsibility.

These policies should also be seen in the light of HR procedures to verify a new starter's qualifications, references and right to work in STS.

## 2. Policy Scope:

This policy applies to:

- All STS branches and offices.
- All STS Employees, guests, contractors or consultants accessing STS IT systems and

applications.

- All IT systems and applications managed by STS IT department that store, process or

transmit information, including network and computer hardware, software and applications, mobile devices, and telecommunication systems.

- The Access Control Policy covers:

- A. Business requirement for access control
- B. System Usernames and Passwords
- C. User Access Management
- D. User Responsibilities
- E. Network Access Control

## 3. Policy

- STS will provide all employees with on-site access to the information they need to carry

out their responsibilities in as effective and efficient manner as possible.

- All STS Information technology resources must be password protected.
- Each STS information system must have a designated information owner who is responsible for managing and controlling access to the system. The information owner must hold a position within STS that authorize him/her to approve or reject

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any access request to the system. Alternatively the information owner may nominate a member(s) of their management team who will have the authority to approve/reject the access requests to the system on their behalf.

- Each STS information system must have a designated system administrator(s) from STS IT team who is responsible for the day to day administration of the system including the creation and management of system access accounts for authorized users.
- STS IT department, represented by the IT team, is the custodian of all STS Information systems.

- Access STS information systems and networks must be strictly controlled by a formal

written registration and de-registration process.

- Access to STS information systems must be controlled by the use of individual user access accounts. The use of generic or group access accounts to access STS Information Systems strictly prohibited.

- This policy shall be reviewed and updated every six (6) months by the IT department or

upon any major change in STS access policy.

### 3.1 The Business Requirements for Access Control

- Access control to information shall be specifically authorized in accordance with STS's IT Asset Management policies and associated procedures. Access to information shall be controlled on the basis of business and security requirements, as well as the access control rules defined for each information system.

- All STS users shall be allowed to access only those critical business information assets and processes, which are required for performing their job duties. Access to critical business information assets and activation of user accounts for contractors, consultants, temporary workers, or vendor personnel shall only be in effect when the individual is actively performing service for STS.

- The IT/IS Manager shall implement Access control Rules taking into consideration the

following:

- Security requirements of the business application(s).
- An identified business requirement for the user to have access to the information or business

process (need to know principle).

- The user's security classification and the information security classification (IT Asset

Management Policy).

-



Legal and/or contractual obligations to restrict or protect access to information assets

- Definition of user access profiles and management of user access rights throughout STS's

infrastructure

- 

Information asset owners should define access rules for applications and information assets and are responsible for classifying the potential users of each system into groups depending on their job descriptions and responsibilities and need for system access.

### 3.2 System Usernames and Passwords

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## ▲Access Control Policy

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- All systems usernames and passwords shall be securely stored, handled and distributed. Usernames and passwords shall be maintained and documented separately by their respective owners along with their systems details, expiry scheme and assigned personnel details, and submitted to the IT/IS Manager.
- Systems usernames and passwords creation, change, deletion, reuse and assignment to personnel and history shall be controlled by the IT/IS Manager. Password strength and expiry shall be defined based on the related information asset(s) classification and compromise consequences from both legal and financial perspectives.

### 3.3 User Access Management

- The registration and termination of user access shall be in accordance with the User

Registration and Termination Procedures (STS Onboarding and Clearance processes). Each user of information resources must have a unique User ID and authorization from

IT department to access STS's information assets. Common User IDs must not be used unless they are absolutely essential. Common User IDs must not be issued to multiple

users when it is technically feasible to provide individual IDs. No users shall be provided

access before the full completion of relevant authorization procedure.

Redundant User IDs must not be re-issued to new users.

- All privileges to the users shall be assigned through a formal authorization procedure.

No privileges will be assigned before the completion of the relevant authorization procedure. All privileges shall be allocated as and when required on a need to use basis.

All privileges to the users shall be assigned to a different user ID from those used for

daily operations. Detailed records shall be maintained for all privileges allocated.

- All users shall abide by the terms and conditions regarding the usage and management

of their user passwords as per STS's Password Management Policy.

- All user access rights shall be reviewed every six (6) months by the IT dept. to ensure that they: match the job descriptions of the users; continue to maintain the requirement for segregation of duties; continue to follow the 'need-to-know' philosophy.

#### 3.4 Network Access Control

- Access to networks and network services shall be specifically authorized in accordance

with STS's Access Control Policy policies and associated procedures. Access to networks and network services shall be controlled on the basis of business and security requirements, and access control rules defined for each network taking into account:

- ☐ Security requirements of the network or network service(s).
- ☐ An identified business requirement for the user to have access to the network or network service ('need-to-know' principle).
- ☐ The user's security classification and the security classification of the network/network service.
- ☐ Legal and/or contractual obligations restricting or protecting access to assets.

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## ▲Access Control Policy

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- Logical access to networking hardware and software shall be limited to properly authorized personnel. Access to programmable network devices (e.g., routers, switches and firewalls) must be restricted to authorized IT/IS Manager and System Admin Department employees. The use of network diagnostic and security tools must be limited to specifically designated staff, and in accordance with their job responsibilities. Access to all network configuration and security-related data (e.g. ISP numbers, IP addresses) must be limited to authorized users (STS IT team).
- Virtual Private Network: Remote user access (external connections) to STS's networks shall be subject to appropriate user authentication methods. All remote users must connect through only VPN connections to centralized communications server/appliance.
- STS Network Segmentation: STS's information systems network must be divided (segregated) into logical segments based on the access requirements. Internal networks shall be segregated from the external networks with different perimeter security controls on each of the networks. Access and connectivity between internal and external networks shall be controlled.
- Bring Your Own Device (BYOD) policy:
  - ☐ All users of personally-owned devices must employ reasonable physical security measures. End users are expected to secure all such devices whether or not

they are actually in use and/or being carried. This includes, but is not limited to, passwords, encryption, and physical control of such devices whenever they contain enterprise data.

☐ Any non-business computers used to synchronize with these devices will have installed up-to-date anti-virus and anti-malware software deemed necessary by STS's IT department.

☐ Passwords and other confidential data as defined by STS's IT department are not to be stored unencrypted on mobile devices.

☐

☐

IT will manage security policies, network, application, and data access centrally using whatever technology solutions it deems suitable. Any attempt to contravene or bypass that security implementation will be deemed an intrusion attempt and will be dealt with in accordance with STS's overarching security policy.

IT reserves the right, through policy enforcement and any other means it deems necessary, to limit the ability of end users to transfer data to and from specific resources on the enterprise network.

☐ Employees, contractors, and temporary staff will follow all enterprise-sanctioned data

removal procedures to permanently erase STS-specific data from such devices once its use is no longer required.

### 3.5 Physical Access Security

- All STS information processing facilities should be protected in secure areas (data centers).

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## ▲Access Control Policy

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- All those areas should be secured by access door system and surveillance system.
- Physical access to STS's information processing facilities to (authorized) STS personnel, vendors or contractors shall be based on identification and authentication procedures. Visitors shall be provided with supervised and controlled access to secure areas.
- Physical security shall be designed and applied in STS's offices, rooms and facilities.

Relevant and applicable health and safety regulations and standards shall be taken into consideration.

- Location of secure areas shall not be publicized. Awareness of the existence of such areas shall be made on need to know basis. All work done in secure areas shall be supervised.

## 3.6 Mobile Device Policy

The purpose of this policy is to define procedures and restrictions for end users who have legitimate business requirements to use a private or STS provided mobile device that can access STS's electronic resources.

This policy applies to all STS employees who utilize either STS-owned or personally-owned mobile device to access, store, back up, relocate or access any information resources.

Rules:

- 
- 

IT reserves the right to refuse, by physical and non-physical means, the ability to connect mobile devices to STS information resources. IT will engage in such action if it feels such equipment is being used in such a way that puts the systems, data, staff and company at risk.

End users who wish to connect such devices to non STS network infrastructure to gain access to STS data must employ, for their devices and related infrastructure, security measures deemed necessary by the IT department such as updated software, anti-virus software, and personal firewall. STS data is not to be accessed on any hardware that fails to meet STS's established IT security standards.

- All mobile devices attempting to connect to the District network through an unmanaged

network (i.e. the Internet) will be inspected using technology centrally managed by STS's IT department. Devices that represent any threat to the STS network or data will not be allowed to connect. Laptop computers or personal PCs may only access STS information resources using a Virtual Private Network (VPN) connection.

- All mobile devices that are accessing STS network should be equipped with the last

software and OS updates.

- Employees using mobile devices and related software for network and data access will,

without exception, use secure data management procedures. All mobile devices must be protected by a strong password. Employees agree to never disclose their passwords to anyone.

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#### ▲Access Control Policy

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- All users of mobile devices must employ reasonable physical security measures. End users are expected to secure all such devices used for this activity whether or not they are actually in use and/or being carried. This includes, but is not limited to,



passwords,  
encryption, and physical control of such devices whenever they contain STS data.

- 
- 

IT will manage security policies, network, application, and data access centrally using whatever technology solutions it deems suitable. Any attempt to contravene or bypass said security implementation will be deemed an intrusion attempt and will be dealt with in accordance with STS's overarching security policy.

In the event of a lost or stolen mobile device it is incumbent on the user to report this to IT immediately. The device will be remotely wiped of all data and locked to prevent access by anyone other than IT. If the device is recovered, it can be submitted to IT for re-provisioning.

### 3.7 User Responsibilities

- All users shall abide by STS Access Control policy. All users must enable password-

protected screensavers (for unattended user equipment protection) on user desktops, portable computers/laptops, and servers. The user shall set the timer to enable the screen saver after not more than 10 minutes of inactivity. Each user shall terminate active sessions when activities are finished.

- Clear Disk and Clear screen policy:

All employees shall follow a clear desk working environment for papers and removable storage media and a clear screen environment for information processing facilities in order to reduce the risks of unauthorized access, loss of and/or damage to information during and outside normal working hours. Guidelines shall be developed and implemented to promote STS's clear desk and clear screen policy. These guidelines should include the following:

☐ Paper and computer media shall be stored in suitable locked cabinets and/or other forms of security furniture when not in use, especially outside working hours.

☐ Sensitive or critical business information shall be locked away (ideally in a

fire

resistant safe or cabinet) when not required, especially when an office is vacated  
Personal computers and computer terminals and printers are not to be left logged  
on when unattended and shall be protected by password protected screen  
savers.

☐ Photocopiers and faxes shall be locked (or protected from unauthorized use in  
some other way) outside normal working hours

☐ Sensitive or classified information, when printed, shall be cleared from printers  
immediately.

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#### 4. STS Systems and Services:

- The access to each STS information system must be controlled by the owner of that

system, he/she has the authority to approve or reject any access request to the system.

- The following table shows the owner of each information system at STS, that his/her

approval is required to grant access to each system:

System/Service

MenaMe system

MenaHR system

MenaPay system

ACCPAC Financial System

STS CRM system

Door Access system

Email System and MS-0365 services

Telephone system /VoIP

File Server/shared folders

Internet access / Web filtering service

STS Software Development environment

(Servers, applications and DBs)

The Owner

HR Director

HR Director

Group Financial Controller

Group Financial Controller

Director, Bid Management and CRM

Sr. Administration, Logistics and Procurement  
Manager

IT Manager

Sr. Administration, Logistics and Procurement  
Manager

Each folder has its own owner (case by case)

IT Manager

Director, Software Services

The Custodian

IT Team

IT Team

IT Team  
IT Team  
STS Cloud Team  
IT Team

IT Team  
IT Team

IT Team  
IT Team  
IT team

## 5. Compliance

Compliance with STS Access Control Policy is mandatory. STS's IT Manager must ensure continuous compliance monitoring of all relevant access security requirements. Compliance with the policy should be subject to periodic review by the IT Manager and the team of IT department.

Violations of the policies, standards, and procedures of STS will result in corrective action by management. Disciplinary action will be consistent with the severity of the incident as determined by a proper investigation and might include, but not be limited to:

- ☐ Loss of access privileges to information assets.
- ☐ Termination of Employment.
- ☐ Actions as deemed appropriate by STS's management.
- ☐ Actions by STS's Human Resources Department.

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' STS POLICIES MANUAL

Employee Recognition

V1-2021

▲CHAPTER14 :EMPLOYEE RECOGNITION

DEFINITION

It is the Award Program through which STS recognizes and rewards top performers in

each

functional unit for their outstanding performance and contribution to STS and its success

#### ELIGIBILITY

- For both the Employee of the Quarter and the Employee of the Year Awards, for an employee to qualify s/he must exhibit an exemplary track record in terms of overall attitude, behaviour and adherence to company policies, values, Code of Ethics, regulations and deadlines throughout the quarter or year they are being nominated in.
- For an employee to be eligible for a nomination they must have not undergone any official disciplinary action (verbal, electronic or written) in the 6 months preceding the date of the nomination in the case of the Employee of the Quarter Award and throughout the entire year in the case of the Employee of the Year Award.
- For the Employee of the Quarter Award, all STS Employees that have been with STS a minimum of six months by the end of the Quarter in which they are being nominated are eligible for nomination
- For Employee of the Year Award, all Winners of STS Employee of the Quarter during a specific calendar year are eligible for nomination
- An employee may be nominated for, and be awarded, the Employee of the Quarter Award for more than one quarter in the same year. An employee is not limited to winning the Award to once a year.

#### FREQUENCY

- The Employee of the Quarter Award is presented each quarter
- The Employee of the Year Award is presented once a year

#### CRITERIA

There are three different sets of criteria upon which the award is based:

-

Job Related Criteria that is related to the core area of work for each relative unit. For example, in the Account Management Category these criteria could be related to POs issued, CRM updates, Invoices and Collection. In Services, it could be related to Service Delivery, Timesheet Recording,

▲Incident Management, Quality and Customer Service. The exact criteria are set and managed by the nominating Managers.

For this Criteria, the nominating Manager must set a minimum of 2 different examples that took

place during the quarter the employee is being nominated for

- EDiT Criteria : These Criteria are set to highlight individuals that are embracing STS' strategy and driving its success through involvement, participation and direct contributions in one or more of the Dx Dimensions that we are focusing on :

Customer Focus  
Technology & Business Strategy  
Operations  
People & Culture

For this Criteria, the nominating Manager must set at least 1 example that took place during the

quarter the employee is being nominated for

- STS Culture :These criteria are set to highlight individuals that exhibit behaviours and competencies related to the STS Principles and Culture in their work and interactions with STS

## Internal and External Stakeholders

For this Criteria, the nominating Manager must set examples of behaviours for a minimum of 2

different Principles that were exhibited during the quarter the employee is being nominated for

## AWARD CATEGORIES

There are 6 Awards distributed between 3 Categories based on the number of employees in each

Category and as shown in the table below:

No

Award  
Categories

Number  
of  
Awards

Teams

Locations

1

Operations

3

HW Services, SW Services, Maintenance & Support, Managed  
Services, Security, IT Development, IT Infrastructure and PMO

2

Commercial

2

Sales, Products & Solutions, Cloud Commercial, MS & Rapidus,  
Sales Operations, BMD, Product Development and Marketing  
& Communications

3

General  
Services



1

HR, Finance & Accounting, Stores, Collections, Procurement,  
Logistics, Administration and Digital Transformation

All

All

All

#### ▲PROCESS

- At the end of every quarter, HR will contact the relevant Managers to ask them to nominate an individual. Each Manager can nominate only one individual per quarter. The nomination must include justification for the nomination in each of the 3 categories.

- Management will then review the nominations and will select winners from each category based on the justification provided and the number of awards assigned to each category.

- Employee of the Year nominations are made after the end of the year. The list of eligible

employees is the same list as the winners of the Employee of the Quarter Winners from Q1, Q2, Q3 and Q4 of a specific year.

- Each Manager is asked to nominate from the list of his/her employees of “Employee of the

Quarter” winners one employee for the Employee of the Year Award.

- 
- 

It is not mandatory for a Manager to nominate someone every quarter and/or year. If the Manager feels that for a specific person there is no employee they want to nominate, they may opt not to nominate anyone.

- 
- At the same time, not all nominations are necessarily accepted. Management reserves the right to refuse a nomination and eliminate the nominated employee if the nominated employee does not meet the eligibility requirements or they feel that the justification provided does not match the criteria set

#### CELEBRATING THE WINNERS

For the Employee of the Quarter Awards, HR will organise and announce an event once the winners have been selected in which Management will distribute the Awards and celebrate the winners and their achievements

The Employee of the Year winner will either be celebrated through the Annual STS event if the timing is suitable or else a separate event will be planned to celebrate the winner and his/her achievements and to present him/her with the Employee of the Year Award.

## Manual Introduction

V1-2017

### ▲CHAPTER 1: INTRODUCTION

This manual contains the Human Resources Management Policies adopted by STS (all STS branches

operating in Jordan, KSA, UAE, Bahrain, and Palestine). It is an operational guideline for all employees.

All employees are expected to be fully conversant with its contents and to implement the policies

contained herein. All policies apply to all STS employees in all STS locations except where specifically stated otherwise.

#### DISTRIBUTION

- This manual is a confidential document. With the exception of legal advisors and other persons authorized by the Human Resources Department, no part of the contents of the manual is to be made available to any person(s), organization(s) and/or institution(s).
- The Human Resources Department is the owner of this document.
- STS Management must approve all additions and amendments to this manual.

#### REVIEW AND UPDATE OF THE MANUAL

- This manual is a statement of STS' current Human Resources Policies. These policies have been

established and will be reviewed periodically.

- Amendments and revisions will take the form of revised policies. HR will announce any revisions, amendments or modifications made to this manual electronically through announcements and revisions to published policies on the STS TWE.

#### ORGANIZATION OF THE MANUAL

The structure of this manual is organized by topics. Policies have been grouped together according to the subject.

#### INTRODUCING STS MANAGEMENT

##### BOARD OF DIRECTORS

The members of the STS Board of Directors are:

- Mr. Aiman Mazahreh
- Mr. Humam Mufti
- Mr. Ramzi Zeine
- Mr. Omar Shaban
- Mr. Karim Abu Rous



#### ' STS POLICIES MANUAL

Performance Management

V1-2017

## ▲CHAPTER 13: PERFORMANCE MANAGEMENT

STS sets and measures employee performance based on pre-set targets on an annual basis. The purpose of this is to help to improve the communication between managers and their employees with regard to work expectations, present performance and future professional growth. It also reinforces good job performance and helps to improve unsatisfactory performance.

### PERFORMANCE MANAGEMENT SYSTEM

Performance Management System is a method to refine, calibrate and reward the performance of an employee. It also helps management analyse the employee's knowledge, skills, behaviour and his/her contribution towards the overall STS Group's goals. This is accomplished by providing a means of measuring employees' effectiveness on the job; identifying areas of development where employees are in need of training, growth, improvement and/or additional resources; maintaining a high level of motivation through feedback with the Supervisors/Managers and establishing individual performance goals. This is achieved through annual performance appraisals.

The purpose of the performance appraisal is to:

- Provide a means of measuring employee's effectiveness on the job

- Permit on-the-spot coaching, in which you can identify development needs and set up

- 

development activity.

Improve relationship and communication between Team Leader/ Manager and their employees

with regard to work expectations, performance and future professional development.

Identifying training needs and opportunities for personal and professional development.

- 

- Support equitable decision-making by the management in areas such as, but not limited to, salary

adjustment, rank upgrades and internal transfers.

#### ELEMENTS OF THE PERFORMANCE MANAGEMENT SYSTEM

Performance measures/targets/KPIs can either be financial or non-financial targets.

People in sales-

related positions get a mix of financial and non-financial targets as per the prevailing company

guidelines. Incentive-based positions have purely non-financial targets.

#### REWARDS AND PERFORMANCE MANAGEMENT

Performance results are used to compute employee commissions and incentives. For more details, please review the STS reward policy.

#### PERFORMANCE MANAGEMENT TOOL

STS uses a web-based tool to log objectives and calculate performance management results.

# ' STS POLICIES MANUAL

## STS Code of Ethics

V1-2018

### ▲CHAPTER 5: STS CODE OF ETHICS

#### Letter from the Chairman of the Board

#### Introduction to the Code of Ethics and Business Conduct

At STS, we are committed to conducting our business with honesty and integrity and complying with all applicable laws. STS's Code of Ethics and Business Conduct ("Code") exemplifies our dedication to these high business standards. The Code summarizes the legal and ethical principles that we follow in our daily work and applies these principles to our policies and practices.

STS's commitment to the Code starts at the top of the corporation. The STS Ethics Office reports to the Board of Directors and assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program and considers the appropriate response to significant compliance matters and legal developments.

Laws and standards vary in different countries and cultures, but, as a regional

company, our common goal and continuing commitment is to maintain equally high standards wherever we operate. Some parts of the Code focus on United States laws because the majority of STS vendors are from the US and we have a high degree of business regulation to be maintained. However, this U.S. focus does not reduce our obligation and commitment to also comply with the applicable laws of countries in which we operate and/or conduct business.

The obligations in the Code apply to:

- STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS;
- The employees and directors of these entities (to the extent applicable to their work for STS)
- Suppliers and contractors in their work on behalf of STS.

All of us, including all employees, officers, directors and others who are bound by the Code, are responsible for becoming familiar with and abiding by the Code. In addition, STS group, division and operations managers and supervisors are accountable for compliance with – and enforcement of – the Code by the operations they manage. Failure to carry out these responsibilities may lead to disciplinary action, including discharge.

You are also required to promptly and accurately report any violations of the Code that come to your attention. Sections 3 and 4 of the Code contain specific information on fulfilling your reporting obligations. Reporting and information resources are also provided at the end of the Code. The Code is not intended to cover every possible ethical or legal situation. Wisdom, discretion and sound judgment should guide everyone. We need your commitment to help maintain the moral, ethical and law-abiding heritage that has been so important to STS. I know I can count on it.

Ramzi Zeine  
Chairman of the Board



## ▲We Are Committed to Ethical Behaviour

### Commitment to Ethics.

Ethical behaviour is an individual responsibility. Behaviour reflecting high ethical standards is expected of all directors, employees and others who are bound by the Code, regardless of position or location.

No director, officer, manager or supervisor has the authority to violate or require conduct by another employee or any other person that violates the Code, other STS policies or applicable law.

The obligations in the Code apply to STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS, the employees and directors of these entities (to the extent applicable to their work for STS) and suppliers and contractors in their work on behalf of STS.

### Management Responsibility for Ethics

All STS Officers, managers and supervisors are accountable for the actions of the employees who report to them and responsible for seeing that the Code, other STS policies and applicable laws are followed.

They must:

- 

Inform their employees about company policies, including those dealing with legal and ethical behaviour.

- Ensure that appropriate ongoing employee training occurs and that violators of the Code are

appropriately disciplined.

- Avoid hiring individuals who have a propensity to violate any applicable law or rules of the type

embodied in the Code; and

- Maintain a work environment where constructive, frank, and open discussion about ethics is
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encouraged and expected without fear of retaliation. In this effort, managers should seek and will receive support from STS's Human Resources and the Ethics Office.

#### We Comply with the Code, Other STS Policies, and All Applicable Laws

We comply with the Code, other STS policies and all applicable laws in conducting our business.

There are countries where common trading or negotiating practices are based on codes of conduct that are less stringent or different than the Code. In such countries, employees should follow the Code, except for variances that are permitted by applicable law and are based on good ethical and business judgment.

▲The relevant division manager or General Managers of STS Corporation must approve any such variance in writing if no division manager is available. Contact an STS lawyer if you have any questions about the application of the law of any country, about the Code, or about the relation or any apparent conflict between them.

In the unusual circumstances where a waiver of the Code would be appropriate for an executive officer or director, such waiver must be approved by the Board of Directors or a committee of the Board and promptly disclosed as required by applicable laws and regulations. In the case of all other employees, only a corporate officer, in conjunction with the Board of Directors, may grant such a

waiver.

## We Fulfil the STS Ethics Office Program

### STS Ethics Office

The STS Ethics Office will be headed by an Ethics/Compliance Officer and reports directly to the CEO and Board of Directors. Ms. Rasha Atallah is selected as STS Ethics Officer starting August 2018. The Ethics Office/Officer assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program, and considers the appropriate response to significant compliance matters and legal developments. In addition to the resources that can be provided for asking questions and reporting suspected violations of the Code, employees are encouraged to contact the Ethics Office through the address below:

### STS Ethics Office

Ms. Rasha I. Atallah

Shaban's Building

Amman, Jordan - 11195

Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

### We Report Suspected Non-Compliance

Any employee who learns of a suspected violation of the Code must immediately report it by following the procedure below. Employees are required to come forward with any such information without regard to the identity or position of the suspected offender.

STS will treat the information in a confidential manner and will ensure that no acts of retribution or retaliation will be taken against anyone for making a report in good faith.

## ▲Non-Compliance Reporting Procedure

**Employee Report:** Any employee who learns of a violation of the Code must immediately report it.

**Investigation:** It is STS's policy and intent to investigate any reported violation of the Code, other STS policy, or applicable law, and to take appropriate action, as determined by STS, based on the results of the investigation. Reports of violations of accounting, accounting controls and audit matters will be investigated under the supervision of the Board of Directors.

All other violations will be investigated under the supervision of the Ethics Office. Employees are expected to cooperate in the investigation of reported violations.

**Confidentiality:** The investigators will not disclose the identity of anyone who reports a suspected violation or who participates in the investigation. Employees should be aware that the Ethics Office is obligated to act in the best interests of STS and do not act as personal representatives or lawyers for the employees.

**Protection against Retaliation:** Retaliation in any form against an individual, who in good faith reports a violation of the Code, or who assists in the investigation of a reported violation, is prohibited. Every employee may report such violations without fear of retaliation by co-workers, supervisors or others that are the subject of the report.

## Discipline for Non-compliance

Failure to comply with the Code will result in disciplinary action ranging from a reprimand to dismissal.

Civil or criminal violations may be prosecuted.

## We Value and Safeguard Our Relationships with Customers

### Most Valued Supplier

A primary objective at STS is to become our customers' most valued supplier.

We achieve this objective by providing products and services that best meet customer needs and doing so in a manner that creates a lasting bond of cooperation and trust.

▲We treat customers fairly and honestly at all times in a manner that conforms to all applicable laws and is consistent with good business practice. We do not make false or misleading remarks about other companies or their employees or products, including our competitors.

#### Safe and High-Quality Products

We conduct business with a high regard for the health and safety of those using our products and services.

This regard assures safety and strengthens the bond between STS and our customers. Each employee

plays a critical role in ensuring the quality and safety of STS products, from design through implementation, ongoing improvements, and customer support.

#### We Value and Safeguard Our Employee Relationships

##### Respect for Employees

STS is committed to respecting human dignity. Trust, respect, and ethical business conduct are essential to achieving and maintaining sound relationships among our employees. Basic to these relationships is the recognition of the personal value and contribution of every employee. At STS, we value the diversity of our employees, and we judge and treat every employee with dignity and respect. Consistent with applicable laws of the location, employees and applicants for employment will be judged on the basis of their performance and qualifications without regard to race, creed, gender, religion, national origin, age or disability. Sexual harassment of any type is prohibited.

##### Child Labour/Forced Labour

We are opposed to any form of harmful child labour and forced or compulsory labour. It is STS policy to

prohibit harmful child labour or the use of forced or compulsory labour in our workplaces and we expect our suppliers and contractors to do the same.

#### Respect for Employees' Privacy

STS respects the privacy of its employees, former employees and job applicants and will share employee information only for business reasons consistent with applicable law. This is not inconsistent with STS's right to monitor electronic communications.

#### Safe and Healthy Working Environment

Maintaining a safe and healthy work environment is integral to the operation of our business. Accidents harm our employees and undermine the effective performance of the business, as well as the trust of the

communities in which we operate. We are responsible for preventing accidents by maintaining a healthy work environment, by following safe procedures and practices, and by using all prescribed personal protective equipment where applicable to our business.

#### No Substance Abuse

We do not use, sell, purchase, transfer, manufacture, possess, or permit to be present in our system any illegal or unauthorized drugs, synthetic/designer drugs, or any controlled substance (except legally prescribed drugs), nor do we abuse prescribed drugs, while on STS premises, engaged in STS business, or operating STS equipment.

In addition, we do not use, sell, manufacture, purchase, transfer or possess alcohol in an STS facility or on company premises. We are not under the influence of alcohol while

performing STS business or job-related duties or while operating STS equipment.

#### We Comply with Health, Safety, Security, and Environmental Laws

We are committed to protecting the environment and the health and safety of our employees, our families, our communities, and the public through full compliance with all applicable laws and continuous improvement of our performance on environmental, health and safety matters.

To meet STS environmental standards, every STS owned-and-operated facility must demonstrate compliance with all public health and environmental laws pertaining to its operations and consistent with applicable law.

#### STS's Policy on Health, Safety, Security, and the Environment

STS embraces our responsibility to protect the environment and the health, safety and security of our employees, their families, our communities, and the public, as a core value of our business sustainability.

Transparently promoting health, safety, security, and environment is the responsibility of all STS employees in the countries in which we operate.

STS's health, safety, security, and environment Guiding Principles mandate that we:

- Pursue a business strategy that builds on sustainable innovation, operations and business practices as we seek to grow our businesses and improve the quality of people's lives everywhere.

- ▲• Openly conduct our business in a manner that is protective of public and occupational health, the

environment and employee safety.

- Strive to eliminate all accidents and injuries, with an objective of achieving injury-free workplaces.
- Comply with all relative laws and regulations.
- Actively engage with our employees, suppliers, customers, neighbours, and shareholders to

ensure continuous improvement.

- Engage in recycling programs where appropriate.

#### We Value and Safeguard Our Relationships with Suppliers and Contractors

We seek to maintain our reputation as a dependable customer by being equitable and reliable in dealings with suppliers. We will treat suppliers and contractors fairly and honestly at all times and in a manner conforming to all applicable laws.

We expect our suppliers to share our commitment to sustainability and to producing safe and high-quality products.

We expect our suppliers to conduct themselves in an ethical and responsible manner that supports the protection of and respect for human dignity in their workplaces and is consistent with STS's standards.

#### We Protect Our Property and the Property of Others

We are responsible for the protection of STS assets, including physical property, intangible assets, and all forms of electronic documents and files, business communications, including electronic mail, telephone, Internet and Intranet, against loss, theft, and misuse. STS assets are intended for use for proper company purposes and may not be sold, loaned, given away or disposed of without proper authorization. We may make personal use of such assets on an occasional and limited basis only as long as STS's policies on Acceptable Use of IT Resources and other relevant policies are followed, there are no measurable increased costs and other employees are not distracted as a result of the use. In addition, use of such assets for personal gain is prohibited.

#### We Use our Electronic Communications and Internet Access for Company Purposes

STS's electronic communications and Internet access systems are important tools through which we



conduct much of our company's business. These communication mechanisms and devices include e-mail, fax and instant messaging systems. STS reserves the right to monitor the use of its Internet

resources and electronic communications and to investigate potential improprieties. Users have no expectation of privacy in their use of STS communications systems beyond that required by law.

STS reserves the right to filter Internet content that it considers offensive or inappropriate. All use of Internet access and electronic communications will be in accordance with applicable laws, regulations and STS policies and shall not be used to:

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Violate copyright, trade secret, patent or other intellectual property rights.  
Reveal company confidential information via social media networks or otherwise;  
Threaten, deceive, defraud, harass, defame, intimidate or offend others or otherwise violate  
the privacy of any person;  
Attempt to gain illegal access into another computer network or system;  
Create, execute, store or knowingly propagate non-approved files, such as viruses,

worms,  
password capturing programs, Trojan horses, etc.  
Intentionally disrupt or disable STS resources nor prevent other authorized users from using these resources;  
Send chain letters, unauthorized solicitations or advertisements;  
Distribute STS business e-mail addresses of other employees for non-business purposes such as subscribing to private bulletin boards, shopping sites and any other non-business sites;  
Introduce sexually explicit or offensive materials into the workplace;  
Access pornography, gambling ventures, nonbusiness – related chat rooms or message boards; or  
Download files, unless they are necessary for business purposes and approved by the local IT department.

#### Reporting Loss or Misuse of Property

Any individual aware of the loss or misuse of any property must report it to his or her manager or supervisor or another appropriate STS person or contact the Ethics Office at the numbers and address provided. Any individual receiving such reports shall handle them in a careful and thorough manner.

#### We Protect STS Confidential Information and Respect the Confidential Information of Others

##### What is Confidential Information?

Confidential information is information that is not generally known to the public and, if improperly disclosed, may be harmful to the company or its customers or suppliers, or helpful to its competitors.

STS possesses valuable confidential information that has been developed over many years at considerable expense.

▲This information includes proprietary information and trade secrets, such as sales, financial, scientific, economic or engineering information, customer lists, marketing plans, technical plans, formulas,

methods, techniques, processes, procedures, programs and codes – regardless of how such information is stored, compiled or memorialized – for which STS takes reasonable measures to keep secret.

How do we protect Confidential Information?

We must protect the confidentiality of this information as carefully as we protect STS's physical and other property and should routinely take precautions to keep the information from being disclosed. We do not share confidential information with, or authorize its use by Non-STS People or even with STS people who do not need to know the information, except as provided in contracts or legally mandated non-disclosure agreements.

The obligation to protect STS's confidential information continues even after employment at STS ceases. If it is appropriate for business reasons to share STS confidential information with a Non-STS Person and/or to allow a Non-STS Person to use the confidential information, a written confidentiality agreement is required to be executed in advance. STS HR Department can provide an agreement that is appropriate for the circumstances or one of STS designated lawyers can be contacted through the HR Department. We also keep the information in a secure, non-accessible location and transmit confidential information electronically only under secure conditions.

Our obligation to protect confidential information extends to social media networking. STS employees should follow the same procedures for protecting company confidential information when engaging in any social networking activities.

STS will vigorously pursue any suspected improper taking and/or use of its confidential information.

If we discover a possible theft of STS confidential information, we must bring this discovery to our supervisor, the Ethics office or other appropriate person.

We Gather Business Information Ethically and Lawfully

As part of the daily execution of our business, we gather intelligence about competitors, suppliers, and customers in ethical and lawful ways. Most useful information is available from public sources through

hard work and persistence. In seeking information from non-public sources, we act with honesty and integrity, and we do not seek, obtain, or use any information if it would violate any applicable law, including without limitation trade secret or other confidential information laws, and laws relating to confidential relationships between employers and employees.

We protect confidential information provided on a confidential basis by others to STS – usually by following procedures described in agreements relating to the information.

▲We will not improperly take confidential information from others. Individuals and companies who improperly disclose confidential information are subject to lawsuits for damages and injunctions, as well as criminal liability under signed Non-Disclosure Agreements, including financial penalties or even prison terms.

We do not accept or misdirect communications or electronic documents not meant for us. Any receipt of such communications that appears to be in error and contains proprietary or sensitive information, such as a competitor's marketing plans or client's requirements should be reported to your supervisor and, in the case of electronic communications, to the IT department so that any appropriate action can be taken.

#### We Avoid Conflicts of Interest

We shall not engage in any activity that would create a conflict of interest between our personal interests (including the interests of our immediate families\*) and the best interests of STS. We will make all business decisions in the best interests of STS. Any actual or potential conflict of interest between STS and us is prohibited unless specifically approved in writing by our supervisor (or in the case of a director, the Board of Directors). In determining the presence or absence of a conflict of interest, the following will be

considered: the amount of our financial interest; our position with STS and the influence that we may have in business dealings that impact the matter; and all other relevant factors.

Activities that could create a conflict of interest include:

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Engaging in personal or any other Non-STS Business on company time or with company assets;  
self-employment or engaging in any other activity, if the work or activity affects job performance or encroaches on time or attention that should be devoted to STS's affairs;  
Disclosing or using for personal advantage confidential information gained by our position with STS.

Disposing of STS assets for personal benefit. This policy applies both to physical assets – such as equipment, cars and trucks, and office supplies – and to services provided or paid for by STS, such as Internet access, electronic mail, telephone, fax and the internal mail system.

Accepting loans or gifts of any kind, preferential treatment, or favours that place or appear to place us or any member of our immediate family\* under a stated or implied obligation to a competitor, supplier or customer of STS. For example, we do not make investments in competitors, suppliers, or customers of any kind if the arrangement is not generally available to others or if a conflict of interest or the appearance of a conflict of interest could arise because of our duties and responsibilities. We may accept promotional premiums and discounts offered by transportation companies, hotels and similar service providers – such as, for example, “frequent fliers” program benefits – if they are offered to travelers generally and STS has not specified to the contrary.



Having a significant investment in or working for or serving as a consultant or advisor to any other firm or person (even in a self-employed capacity) if that firm or person is a competitor (or actively planning to become one), a supplier or a customer of STS.

In addition, neither we nor any member of our immediate family\* shall accept membership on the board of directors of any competitor, supplier of material or services, or customer of STS without prior written approval of STS's Board of Directors.

If a director has a personal interest in a matter before the Board, the director will disclose the interest to the full Board prior to discussion as to such matter or deliberation, excuse himself or herself from participation in the discussion, and will not vote on the matter. Personal interests may include commercial, industrial, banking, consulting, legal, accounting, charitable and financial relationships, among others.

\*For purposes of the Code, "immediate family" means your spouse, parent, children, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, brothers- and sisters-in-law, and anyone (other than domestic employees) who shares your home. This definition does not apply to the use of the term "immediate family" for purposes of medical coverage and other benefit plan purposes.

Seek Help in Resolving Questions under this Conflict of Interest Policy.

Conflicts are not always clear-cut. If an employee, officer, or director becomes aware of a conflict, potential conflict, or has a question as to a potential conflict, the employee, officer, or director should consult with higher levels of management or the Company's Chief Financial Officer and/or follows the procedures for reporting any misconduct. Sensitive or difficult questions should be referred to an STS lawyer.

We Comply with Laws and Regulations for Transnational Business

We operate our business in compliance with all applicable laws. When we make significant business investments or acquisitions, we take into account sustainability, compliance and other ethical considerations.

We comply with all Import Control Laws

It is STS's policy to comply with all laws and regulations that apply to its imports into any country in which we operate and import materials into. In addition to STS Logistics and Accounting Departments; it

It is the responsibility of every business unit to implement and maintain the necessary internal controls for import compliance, exercise reasonable care in all import activities and make best efforts to assure appropriate personnel understand and comply with all import laws of the relative country.

Import laws govern many aspects of our imports, including admissibility of imports, classification and valuation for duty purposes, country of origin marking, environmental reporting, security, eligibility for special preference programs (e.g., Security clearance on some communication devices by the Local Telecommunication Regulatory Commission or by the US Customs Security Clearance), and records retention.

STS is committed to strict compliance with all import laws and regulations and expects all employees to implement this commitment in STS's business operations. Implementation will be achieved through organizational commitment, allocation of sufficient human and capital resources, and appropriate oversight and corrective actions.

STS is also committed to all aspects of its Vendors and Suppliers who are mandated

by their country's

Customs Trade Partnership Against Terrorism, under which STS has committed to ensure the safety and security of all imports from the point of origin to the point of final destination and to corresponding programs in other jurisdictions.

#### We Comply with All Export Control Laws

Many of STS Vendors, Partners and Suppliers are originating from The United States and are mandated to comply with laws and regulations that restrict exports of certain products, services, and technologies to certain countries or buyers (Boycott). STS honors these Vendors boycotts and will ensure that the items they import from the vendors are lawfully exported and are sold to the country and individual to whom they are intended.

In practice, the boycott that most commonly presents problems is the Secondary boycott where a dealing with a company that deals with a boycott country is in question. For STS own generated products or Services; we do not participate in or Comply with Secondary Boycotts that are against the Local Government's Policy, Including the US or the EU Boycott of some Arab Countries or Middle Eastern Countries. We also do not comply with Secondary Boycott of dealing with companies that deal with a direct boycott country of our Vendors.

The laws governing foreign boycotts are complex, and requests for compliance with a foreign boycott or certification of compliance must be reported even if compliance with the foreign boycott is permitted by law.

To comply with these laws, every group, division, and operation must Ensure that international sales, order entry, traffic, documentation, and credit personnel – who are likely to come in contact with

▲requests for compliance with foreign boycotts – are instructed about how to comply



with these laws and  
that they follow STS's procedures relating to these laws.

#### We Do Not Pay Bribes or Make Improper Payments

STS funds shall not be used to make payments that violate any applicable laws or regulations. While this policy summarizes the most commonly applied laws and regulations, they can be ambiguous or difficult to interpret. If you are uncertain about any payment, consult your manager or an STS lawyer.

#### We Do Not Engage in Commercial Bribery

We do not pay bribes, kickbacks, or similar payments or gratuities to people or organizations in order to gain or keep business or to direct business to any other person or company. This policy applies both to payments made directly and to payments made through an intermediary.

#### We Do Not Pay Bribes or Kickbacks to Government Agencies, Employees, or Officials

We do not directly or indirectly offer or give any money, gift, favour, entertainment, loan, gratuity, or other item of value to any employee of any government that regulates or does business with STS. As long as there is no violation of the rules or standards of conduct of STS or the recipient's organization, employees of STS businesses doing business with or regulated by the local government agencies are permitted to provide meals and refreshments that are reasonable and directly related to business discussions. We do not make any direct or indirect payments – including STS funds, personal funds or anything else of value – to any government official, employee, political party or candidate of any country in order:

- To obtain or retain business for STS or any of its subsidiaries or affiliates; or
- To direct business to any other person.

We also do not authorize such payments to be made through a third person if we know or are substantially certain that any portion of the payment will be used to pay a government official or employee, or political party or candidate.

STS does not operate in any countries in which bribery of government or political

officials is lawful. In addition, Jordan for example and some other countries have enacted laws making bribery of government officials a crime. At STS, we comply with applicable laws and regulations. In particular, we do not engage in violations of foreign law even if local business practices seem to ignore the law. Even when they are not intended to obtain, retain, or direct business, we do not provide gifts and entertainment to government officials and employees of any country beyond the extent to which they

are extended by normal custom in the relevant country. The value of such gifts or entertainment should not exceed US\$100 per person without the prior approval of management.

**We Use Special Care in Appointing Sales Representatives, Distributors, and Consultants**

Commission or fee arrangements may be made only with firms or persons serving as bona fide commercial sales representatives, distributors, or consultants (jointly "representatives"). These arrangements may not be entered into with any firm in which a government official or employee is known or believed to have an interest if STS conducts or may seek to conduct business with the government agency to which the official or employee is connected. All business units must investigate the character and reputation of each proposed representative to determine their appropriateness prior to the engagement.

We pay our representatives by above-board means. Payments must never be made in cash, and they must be made to the representative's business office in the country in which it is located (and not to a foreign office or foreign bank account).

All commission and fee arrangements with representatives shall be covered by a written agreement. The

agreement must contain, in addition to other normal terms and conditions:

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A clear description of the services to be provided;  
The commitment by the representative to abide by applicable law, including a representation that  
no prohibited payments have been or will be made or promised; and  
A statement that STS may be required to disclose the existence and terms and conditions of the  
contract to authorized governmental agencies.

The amount of commission or fee to be paid to a representative for assistance in securing orders and for after-sales service must be reasonable in light of normal practice for the industry, the line of products involved, and the commercial services to be rendered. Sales representative and distributor agreements are available from STS lawyers.

#### We Respect the Political Process and Comply with Laws Governing Political Contributions

We comply fully with all laws regulating corporate and employee participation in public affairs, subject to the procedures set out below. STS encourages employees to exercise their rights and assume their obligations as citizens.

Where applicable law permits corporations to make contributions to candidates for public office, such contributions must receive prior written approval from the Board of Directors.

▲These requirements pertain only to political contributions to be made with STS corporate funds. They do not restrict personal decisions by STS employees to make lawful personal contributions on their own. STS encourages this type of participation. Employees must not, however, be reimbursed by expense

accounts or otherwise for such personal contributions.

In some countries, political contributions by STS or its subsidiaries can be authorized only when permitted by applicable law, after prior written approval by the Board of Directors.

#### We Deal Lawfully and Fairly in Government Procurement

We conduct business with the governments of the countries in which we operate in accordance with high ethical standards. We recognize a special obligation to safeguard and preserve the good will and trust of those governments, their customers, and their taxpayers. Although fundamental principles of honesty are constants in all of STS's businesses, a business that serves governments has additional requirements regarding the appearance and documentation of fairness and integrity.

In addition to complying with applicable law and with the Code, we vigorously seek to control costs in accordance with local government procurement standards and regulations to obtain items for government contracts of appropriate quality at the best possible price.

#### We Keep Accurate Company Records, Make Full, Fair, Accurate and Timely Disclosures

We make full, fair, accurate, timely and understandable disclosures in reports that STS files under applicable laws, rules and regulations and in other public communications. Dishonest reporting, both inside and outside the company will not be tolerated. This includes reporting or organizing information in an attempt to mislead or misinform. No entry will be made on the company's books and records that intentionally hides or disguises the true nature of any transaction.

STS has adopted controls to ensure the safeguarding of STS assets and the accuracy of its financial records and reports in accordance with internal needs and requirements of applicable laws and regulations. These established accounting practices and procedures must be followed to assure the complete and accurate recording of all transactions. All employees, within their area of responsibility, are expected to adhere to these procedures, as directed by the appropriate STS Manager.

No employee or director may interfere with or seek to improperly influence, directly or indirectly, the

auditing of STS's financial records. Violation of these provisions shall result in disciplinary action up to and including termination and may also subject the violator to substantial civil and criminal liability.

▲If an employee becomes aware of any improper transaction or accounting practice, he or she must immediately report the matter as described in Section 4 of this Code.

Our obligation to record and report information accurately and honestly also applies to the accurate reporting of time worked, business expenses incurred and other business-related activities.

#### We Manage Our Records Properly

To operate effectively and efficiently, records must be managed properly. Documents needed for ongoing business or required by law must be retained, while all other documents should be discarded. If excess records are not discarded, the costs and distraction of records maintenance escalates continually.

Documents should be discarded on an ongoing basis as they are no longer needed, and a general review of documents as to whether they are still needed is to be conducted at least once per year. In general, no document should be retained for more than two years unless it is needed for ongoing business or a law requires its retention.

Those who are unsure about the need to keep particular documents should consult with their records administrator or supervisor, so that a judgment can be made as to the likelihood that the documents will be needed.

#### Reporting and Information Resources

You are required to promptly and accurately report any violations of the Code that come to your attention to your manager, Ethics Office, human resources manager or a member of the

Board of  
Directors. If you are uncomfortable reporting a violation to these individuals or  
wish to report a violation  
anonymously, write to:

STS Ethics Office

Ms. Rasha I. Atallah

Tel: ++96265802626 ext. 1110

Shaban's Building

Amman, Jordan - 11195

▲Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

You may do so without fear of retaliation.

If you have any questions or doubt about any aspect of the Code, consult your STS  
Manager or the STS  
Ethics Office or another appropriate STS person.

## COMPANY ASSETS

1.

Employees should safeguard Company assets and use them appropriately; otherwise the Company will take

disciplinary action.

2.

Company assets, stationary, computers or software, should not be taken home without prior approval from

the employee's Manager. Otherwise, the employee will be disciplined or terminated.

3.

Any Company assets given to employees to use during employment, should be given back to the Company

upon service termination or whenever asked to.

4.

If an employee is responsible for Company keys, he/she should ensure the safety of them, and use them properly and inform their Manager within 24 hours in case of loss. They should inform the administration in writing.

C

#### PERSONAL PROPERTY

1.

Employees are responsible for safeguarding their personal effects in the office or while on assignment. The

Company does not accept responsibility for the loss of personal effects, including cash.

D

#### ELECTRONIC MAIL PRIVACY

1. The electronic mail system, training materials, notices and related documentation are the property of STS and are intended for business use only. Authorized personnel other than the sender or addressee may not access electronic mail messages. Reading mail messages by authorized personnel should be limited to need.

Access to Web chats, personal messaging and personal web sites are prohibited during Company time.

Employees who violate this policy are subject to disciplinary action, including dismissal.



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#### FAXES AND MAILS

1.

Employees should use the most cost-effective way of sending business information. Electronic mail should

be the first choice for inter-office delivery unless other factors require the use of fax or courier.

2. Fax machines cannot be used for personal use without prior permission.

F

#### SUPPLIES

1.

An assortment of frequently used office supplies, such as paper, pencil, pens, erasers, etc., is available in the storeroom. All new employees are given basic office supplies upon starting work. Any supplies not usually stocked should be requested from the Human Resources Department before being ordered.

G

#### PHOTOCOPIERS

1.

Office photocopiers should not be used for personal photocopying materials without prior permission.

H

#### COMPUTERS

1.

Use of the computer system is provided for business purposes only. Prior permission is required for personal

use.

2.

The security and safety of STS office equipment is of utmost importance and employees are required to keep equipment and facilities safe at all times. Never give information to anyone regarding office access who is not an authorized STS user.

3.

Laptop computers must be put away in a locked cabinet at the end of each day, or carried home. Employees

will be held personally responsible for the loss of a computer assigned to him/her.

I

#### REPORTING THEFT OR LOSS OF PROPERTY

1.

Upon discovering a loss, the department or employee concerned, should contact the administration team in their relevant locations to verify insurance coverage and to request instructions to file an insurance claim, if applicable. Nothing should be replaced without prior approval of Management.

J

#### PERSONAL TELEPHONE CALLS

1.

It is appreciated that everyone needs to make an occasional personal telephone call but STS requests employees not to abuse this privilege. Keep personal calls to a minimum and keep them brief.

K

## INTERNATIONAL TELEPHONE CALLS

### ▲1.

The nature of work may include international phone calls related to work only. This service cannot be used for personal reasons. In case of proven misuse, the employee involved will have a written warning and the amount deducted from his/her salary.

L

## SMOKING

### 1.

Smoking inside the office is not permitted at any time. Employees who wish to smoke can do so outside the office or in the designated smoking area. It is important to be considerate towards the non-smokers and realize the harmful effect nicotine has on the health of all employees. Employees caught smoking inside the building except in the designated smoking area will be subject to disciplinary measures.

M

## LIFTING OF HEAVY OBJECTS

1.

If an employee's job requires them to lift heavy objects, they should be aware of methods and precautions to be followed. An employee should never lift heavy objects exceeding his/her ability - ask for help, the Company always encourages this. In case of injury, the employee must inform his/her Manager and HR immediately.

N

## CHEMICAL MATERIAL

1.

If the nature of the employee's job requires them to handle chemical material such as solvents, cleaning products, gaseous substances or any oil by-product, he/she must make sure they know how to use them, wash their hands after use and always wear protective gloves before using such material.

O

## CAR PARK

1. STS has limited parking spots in each location and so cannot assign designated parking spots for each employee at STS. Those spots are assigned to individuals based on seniority and/or length of service. Wherever possible, STS tries to provide alternatives to parking as much as it possibly can. However, where reserved and designated parking are not available, it is left to STS employees to secure their own parking.

2.

In Jordan, Management and some company employees have designated parking areas. Basement car parking area is designated to employees whose ranks start from E and above. Parking spots are granted to the employee based on years of experience at STS; those who have been with the company longer have the priority to being assigned a parking space. Another parking-lot next to STS building in Amman is designated to all staff members and renting a spot costs 10 JOD per month.

P

#### PERSONAL MATTERS

1.

Time off is given to take care of a personal matter, but this should be preceded by submitting a leave on the

MenaMe system and should not have a negative effect on the employee's work.

Q

#### PERSONAL POSSESSIONS

▲1.

Money, clothes, and all valuables should be kept in safe places, where they will not get damaged or stolen. If

an employee loses something while on Company premises or in Company vehicles, they should inform his/her

Manager. They will try to find it. If an employee finds something that does not belong to him/her, they

should report it to their Manager. The Company is not held responsible for the loss of personal possessions.

R

#### PUBLIC ANNOUNCEMENTS AND INFORMATION

1.

An employee has no right to make any declaration on behalf of the Company without prior approval from

their direct supervisor or Business Unit Manager.

S

#### MOBILE VENDORS

1.

It is totally prohibited to collect money using the Company name, or to sell or send or distribute bills or reports on Company assets. This is to avoid deliberate or un-deliberate involvement in Company interests. Any employee engaging in such acts will be subject to disciplinary procedures. The Company, as a general rule, does not limit under any situation, or infringe on the right to freedom of speech or expression of opinion. Such actions are allowed during break time as long as it is not in contradiction with the general acceptable code of conduct and rules and regulations of the Company. Any person – not an employee of the Company – is strictly prohibited from collecting money, selling or sending or distributing bills or publications within Company premises under any conditions or circumstances.

T

#### PURCHASING

1.

2.

In case of a need to buy things related to work, employees should submit a purchase order to his/her Manager to obtain the necessary permission by submitting a purchase order using TWE for purchases in Jordan.

In countries where the online purchasing tool doesn't exist. Employees are expected to inform HR or Accounting (in locations where there is no dedicated HR person) to make the purchase order.



## ' STS POLICIES MANUAL

### Training & Development

V1-2023

## ▲CHAPTER 15: TRAINING AND DEVELOPMENT

The Management believes that continuous emphasis must be placed on training for the professional and personal development of the employees thus contributing to the overall growth of the Company. Through training, the Company will ensure that employees can cope effectively with the changing environment and help to achieve the corporate objectives effectively and efficiently.

### A PROFESSIONAL DEVELOPMENT / ADVANCEMENT/TRAINING

All employees will be given the training necessary for them to perform their duties effectively. In return for the expense incurred by STS for placing an employee in a training course, employees are asked to sign a declaration committing to work for a period of 1-3 years following completion of the training course

depending on the cost of the course. In cases where an employee leaves before the completion of the commitment, he/she will be required to reimburse the Company for all expenses incurred as set out in the declaration. Employees should be committed to making the most of training opportunities and they are expected to pass on their knowledge/training to their colleagues, either formally or informally as appropriate. The length of the commitment varies depending on the total cost of the training course (travel, accommodation, and training costs) and is as shown in the following table for each location STS operates in

Training  
Value Band

1

2

3

Branch

Jordan

KSA

UAE

Bahrain

Palestine

Jordan

KSA

UAE

Bahrain

Palestine

Jordan

KSA

UAE



Bahrain

Palestine

From

0 JD

0 SAR

0 AED

0 BHD

0 ILS

501 JD

2500 SAR

2500 AED

266 BHD

2711 ILS

1001 JD

5001 SAR

5001 AED

531 BHD

5421 ILS

To

500 JD

2499 SAR

2499 AED

265 BHD

2710 IL

1000 JD

5000 SAR

5000 AED

530 BHD

5420 IL

4000 JD

20000 SAR

20,000 AED

2126 BHD

21680 ILS

Length of  
Commitment

No Commitment

1 Year Commitment

2 Years Commitment

▲4

Jordan

KSA

UAE

Bahrain

Palestine

> 4000 JD

> 20,000 SAR

> 20,000 AED

> 2126 BHD

> 21,681 ILS

### 3 Years Commitment

In the case where an employee leaves the company before the end of their commitments, they will be expected to reimburse the company for training costs. Commitment values will be depreciated based full year intervals and the Band in which the Training Value falls as shown in the below schedule

#### Training Value Band

#### Commitment

#### %age of Value to be Reimbursed

#### Band

1  
2  
3  
4

#### # of Years

0  
1  
2  
3

#### Year 0 - <1

0.00%  
100.00%  
100.00%  
100.00%

#### Year 1 - < 2

0.00%  
0.00%  
50.00%  
66.67%

#### Year 2 - < 3

0.00%  
0.00%  
0.00%  
33.33%

Also, please find below some examples

Value

Training  
End  
Date

Commitment  
Period in  
Years

Last  
Working  
Day

Period  
from  
Training to  
Last  
working  
day

Full Years  
worked  
from  
Training  
Date

Reimbursement  
%age

Reimbursement  
Value

JOD 750

01/02/17

BHD 150

01/02/17

SAR 3,000

01/02/17

JOD 5,000

01/02/17

AED 25,000 01/02/17

1

1

2

3

3

15/01/18

0.95

01/08/17

0.50

01/06/18

1.33

15/03/18

1.11

18/12/19

2.88

0

0

1

2

2

100%

100%

50%

66%

33%

JOD 750

BHD 150

SAR 1,500

JOD 3,300

AED 8,250

- Once nominated, attendance is mandatory. Refusal to attend a training program will negatively

affect an employee's career progression with the Company.

- Successful completion of a training program will not automatically qualify the concerned

employee for promotion or re-assignment.

↑ '

' STS POLICIES MANUAL

STS Code of Ethics

V1-2018

## ▲CHAPTER 5: STS CODE OF ETHICS

Letter from the Chairman of the Board

Introduction to the Code of Ethics and Business Conduct

At STS, we are committed to conducting our business with honesty and integrity and complying with all applicable laws. STS's Code of Ethics and Business Conduct ("Code") exemplifies our dedication to these high business standards. The Code summarizes the legal and ethical principles that we follow in our daily work and applies these principles to our policies and practices.

STS's commitment to the Code starts at the top of the corporation. The STS Ethics Office reports to the Board of Directors and assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program and considers the appropriate response to significant compliance matters and legal developments.

Laws and standards vary in different countries and cultures, but, as a regional company, our common goal and continuing commitment is to maintain equally high standards wherever we operate. Some parts of the Code focus on United States laws because the majority of STS vendors are from the US and we have a high degree of business regulation to be maintained. However, this U.S. focus does not reduce our obligation and commitment to also comply with the applicable laws of countries in which we operate and/or conduct business.

The obligations in the Code apply to:

- STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS;
- The employees and directors of these entities (to the extent applicable to their work for STS)

- Suppliers and contractors in their work on behalf of STS.

All of us, including all employees, officers, directors and others who are bound by the Code, are responsible for becoming familiar with and abiding by the Code. In addition, STS group, division and operations managers and supervisors are accountable for compliance with – and enforcement of – the Code by the operations they manage. Failure to carry out these responsibilities may lead to disciplinary action, including discharge.

You are also required to promptly and accurately report any violations of the Code that come to your attention. Sections 3 and 4 of the Code contain specific information on fulfilling your reporting obligations. Reporting and information resources are also provided at the end of the Code. The Code is not intended to cover every possible ethical or legal situation. Wisdom, discretion and sound judgment should guide everyone. We need your commitment to help maintain the moral, ethical and law-abiding heritage that has been so important to STS. I know I can count on it.

Ramzi Zeine  
Chairman of the Board

#### ▲We Are Committed to Ethical Behaviour

##### Commitment to Ethics.

Ethical behaviour is an individual responsibility. Behaviour reflecting high ethical standards is expected of all directors, employees and others who are bound by the Code, regardless of position or location.



No director, officer, manager or supervisor has the authority to violate or require conduct by another employee or any other person that violates the Code, other STS policies or applicable law.

The obligations in the Code apply to STS Corporation, its subsidiaries, affiliates, joint ventures and all other entities, that, in each case, are directly or indirectly controlled or managed by STS, the employees and directors of these entities (to the extent applicable to their work for STS) and suppliers and contractors in their work on behalf of STS.

#### Management Responsibility for Ethics

All STS Officers, managers and supervisors are accountable for the actions of the employees who report to them and responsible for seeing that the Code, other STS policies and applicable laws are followed.

They must:

- 

Inform their employees about company policies, including those dealing with legal and ethical behaviour.

- Ensure that appropriate ongoing employee training occurs and that violators of the Code are

appropriately disciplined.

- Avoid hiring individuals who have a propensity to violate any applicable law or rules of the type

embodied in the Code; and

- Maintain a work environment where constructive, frank, and open discussion about ethics is

- 

encouraged and expected without fear of retaliation.

In this effort, managers should seek and will receive support from STS's Human Resources and the Ethics Office.

We Comply with the Code, Other STS Policies, and All Applicable Laws

We comply with the Code, other STS policies and all applicable laws in conducting our business.

There are countries where common trading or negotiating practices are based on codes of conduct that are less stringent or different than the Code. In such countries, employees should follow the Code, except for variances that are permitted by applicable law and are based on good ethical and business judgment.

▲The relevant division manager or General Managers of STS Corporation must approve any such variance in writing if no division manager is available. Contact an STS lawyer if you have any questions about the application of the law of any country, about the Code, or about the relation or any apparent conflict between them.

In the unusual circumstances where a waiver of the Code would be appropriate for an executive officer or director, such waiver must be approved by the Board of Directors or a committee of the Board and promptly disclosed as required by applicable laws and regulations. In the case of all other employees, only a corporate officer, in conjunction with the Board of Directors, may grant such a waiver.

We Fulfil the STS Ethics Office Program

STS Ethics Office

The STS Ethics Office will be headed by an Ethics/Compliance Officer and reports directly to the CEO and Board of Directors. Ms. Rasha Atallah is selected as STS Ethics Officer starting August 2018. The Ethics Office/Officer assesses STS's overall compliance with applicable law and the Code, oversees the compliance training program, and considers the appropriate response to significant compliance matters and legal developments. In addition to the resources that can be provided for asking questions and reporting suspected violations of the Code, employees are encouraged to contact the Ethics Office

through the address below:

STS Ethics Office

Ms. Rasha I. Atallah

Shaban's Building

Amman, Jordan - 11195

Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

We Report Suspected Non-Compliance

Any employee who learns of a suspected violation of the Code must immediately report it by following the procedure below. Employees are required to come forward with any such information without regard to the identity or position of the suspected offender.

STS will treat the information in a confidential manner and will ensure that no acts of retribution or retaliation will be taken against anyone for making a report in good faith.

#### ▲Non-Compliance Reporting Procedure

**Employee Report:** Any employee who learns of a violation of the Code must immediately report it.

**Investigation:** It is STS's policy and intent to investigate any reported violation of the Code, other STS policy, or applicable law, and to take appropriate action, as determined by STS, based on the results of the investigation. Reports of violations of accounting, accounting controls and audit matters will be investigated under the supervision of the Board of Directors.

All other violations will be investigated under the supervision of the Ethics Office. Employees are expected to cooperate in the investigation of reported violations.

Confidentiality: The investigators will not disclose the identity of anyone who reports a suspected violation or who participates in the investigation. Employees should be aware that the Ethics Office is obligated to act in the best interests of STS and do not act as personal representatives or lawyers for the employees.

Protection against Retaliation: Retaliation in any form against an individual, who in good faith reports a violation of the Code, or who assists in the investigation of a reported violation, is prohibited. Every employee may report such violations without fear of retaliation by co-workers, supervisors or others that are the subject of the report.

#### Discipline for Non-compliance

Failure to comply with the Code will result in disciplinary action ranging from a reprimand to dismissal.

Civil or criminal violations may be prosecuted.

#### We Value and Safeguard Our Relationships with Customers

##### Most Valued Supplier

A primary objective at STS is to become our customers' most valued supplier.

We achieve this objective by providing products and services that best meet customer needs and doing so in a manner that creates a lasting bond of cooperation and trust.

▲We treat customers fairly and honestly at all times in a manner that conforms to all applicable laws and is consistent with good business practice. We do not make false or misleading remarks about other companies or their employees or products, including our competitors.

## Safe and High-Quality Products

We conduct business with a high regard for the health and safety of those using our products and services.

This regard assures safety and strengthens the bond between STS and our customers. Each employee

plays a critical role in ensuring the quality and safety of STS products, from design through implementation, ongoing improvements, and customer support.

## We Value and Safeguard Our Employee Relationships

### Respect for Employees

STS is committed to respecting human dignity. Trust, respect, and ethical business conduct are essential to achieving and maintaining sound relationships among our employees. Basic to these relationships is the recognition of the personal value and contribution of every employee. At STS, we value the diversity of our employees, and we judge and treat every employee with dignity and respect. Consistent with applicable laws of the location, employees and applicants for employment will be judged on the basis of their performance and qualifications without regard to race, creed, gender, religion, national origin, age or disability. Sexual harassment of any type is prohibited.

### Child Labour/Forced Labour

We are opposed to any form of harmful child labour and forced or compulsory labour. It is STS policy to prohibit harmful child labour or the use of forced or compulsory labour in our workplaces and we expect our suppliers and contractors to do the same.

### Respect for Employees' Privacy

STS respects the privacy of its employees, former employees and job applicants and will share employee information only for business reasons consistent with applicable law. This is not inconsistent with STS's right to monitor electronic communications.

## Safe and Healthy Working Environment

Maintaining a safe and healthy work environment is integral to the operation of our business. Accidents harm our employees and undermine the effective performance of the business, as well as the trust of the

▲communities in which we operate. We are responsible for preventing accidents by maintaining a healthy work environment, by following safe procedures and practices, and by using all prescribed personal protective equipment where applicable to our business.

#### No Substance Abuse

We do not use, sell, purchase, transfer, manufacture, possess, or permit to be present in our system any illegal or unauthorized drugs, synthetic/designer drugs, or any controlled substance (except legally prescribed drugs), nor do we abuse prescribed drugs, while on STS premises, engaged in STS business, or operating STS equipment.

In addition, we do not use, sell, manufacture, purchase, transfer or possess alcohol in an STS facility or on company premises. We are not under the influence of alcohol while performing STS business or job-related duties or while operating STS equipment.

#### We Comply with Health, Safety, Security, and Environmental Laws

We are committed to protecting the environment and the health and safety of our employees, our families, our communities, and the public through full compliance with all applicable laws and continuous improvement of our performance on environmental, health and safety matters.

To meet STS environmental standards, every STS owned-and-operated facility must demonstrate compliance with all public health and environmental laws pertaining to its operations and consistent with applicable law.

#### STS's Policy on Health, Safety, Security, and the Environment

STS embraces our responsibility to protect the environment and the health, safety and security of our employees, their families, our communities, and the public, as a core value of our business sustainability.

Transparently promoting health, safety, security, and environment is the responsibility of all STS employees in the countries in which we operate.

STS's health, safety, security, and environment Guiding Principles mandate that we:

- Pursue a business strategy that builds on sustainable innovation, operations and business practices as we seek to grow our businesses and improve the quality of people's lives everywhere.

- Openly conduct our business in a manner that is protective of public and occupational health, the

environment and employee safety.

- Strive to eliminate all accidents and injuries, with an objective of achieving injury-free workplaces.
- Comply with all relative laws and regulations.
- Actively engage with our employees, suppliers, customers, neighbours, and shareholders to

ensure continuous improvement.

- Engage in recycling programs where appropriate.

We Value and Safeguard Our Relationships with Suppliers and Contractors

We seek to maintain our reputation as a dependable customer by being equitable and reliable in dealings with suppliers. We will treat suppliers and contractors fairly and honestly at all times and in a manner conforming to all applicable laws.

We expect our suppliers to share our commitment to sustainability and to producing safe and high-quality products.

We expect our suppliers to conduct themselves in an ethical and responsible manner that supports the protection of and respect for human dignity in their workplaces and is consistent with STS's standards.

#### We Protect Our Property and the Property of Others

We are responsible for the protection of STS assets, including physical property, intangible assets, and all forms of electronic documents and files, business communications, including electronic mail, telephone, Internet and Intranet, against loss, theft, and misuse. STS assets are intended for use for proper company purposes and may not be sold, loaned, given away or disposed of without proper authorization. We may make personal use of such assets on an occasional and limited basis only as long as STS's policies on Acceptable Use of IT Resources and other relevant policies are followed, there are no measurable increased costs and other employees are not distracted as a result of the use. In addition, use of such assets for personal gain is prohibited.

#### We Use our Electronic Communications and Internet Access for Company Purposes

STS's electronic communications and Internet access systems are important tools through which we conduct much of our company's business. These communication mechanisms and devices include e-mail, fax and instant messaging systems. STS reserves the right to monitor the use of its Internet

resources and electronic communications and to investigate potential improprieties. Users have no expectation of privacy in their use of STS communications systems beyond that



required by law.

STS reserves the right to filter Internet content that it considers offensive or inappropriate. All use of Internet access and electronic communications will be in accordance with applicable laws, regulations and STS policies and shall not be used to:

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Violate copyright, trade secret, patent or other intellectual property rights.  
Reveal company confidential information via social media networks or otherwise;  
Threaten, deceive, defraud, harass, defame, intimidate or offend others or otherwise violate  
the privacy of any person;  
Attempt to gain illegal access into another computer network or system;  
Create, execute, store or knowingly propagate non-approved files, such as viruses, worms,  
password capturing programs, Trojan horses, etc.  
Intentionally disrupt or disable STS resources nor prevent other authorized users from using  
these resources;  
Send chain letters, unauthorized solicitations or advertisements;  
Distribute STS business e-mail addresses of other employees for non-business purposes such  
as subscribing to private bulletin boards, shopping sites and any other non-business sites;  
Introduce sexually explicit or offensive materials into the workplace;  
Access pornography, gambling ventures, nonbusiness - related chat rooms or message boards; or  
Download files, unless they are necessary for business purposes and approved by the local IT department.

## Reporting Loss or Misuse of Property

Any individual aware of the loss or misuse of any property must report it to his or her manager or supervisor or another appropriate STS person or contact the Ethics Office at the numbers and address provided. Any individual receiving such reports shall handle them in a careful and thorough manner.

We Protect STS Confidential Information and Respect the Confidential Information of Others

What is Confidential Information?

Confidential information is information that is not generally known to the public and, if improperly disclosed, may be harmful to the company or its customers or suppliers, or helpful to its competitors.

STS possesses valuable confidential information that has been developed over many years at considerable expense.

▲This information includes proprietary information and trade secrets, such as sales, financial, scientific, economic or engineering information, customer lists, marketing plans, technical plans, formulas, methods, techniques, processes, procedures, programs and codes – regardless of how such information is stored, compiled or memorialized – for which STS takes reasonable measures to keep secret.

How do we protect Confidential Information?

We must protect the confidentiality of this information as carefully as we protect STS's physical and other property and should routinely take precautions to keep the information from being disclosed. We do not share confidential information with, or authorize its use by Non-STS People or even with STS people who do not need to know the information, except as provided in contracts or legally mandated non-disclosure agreements.

The obligation to protect STS's confidential information continues even after

employment at STS ceases.

If it is appropriate for business reasons to share STS confidential information with a Non-STS Person

and/or to allow a Non-STS Person to use the confidential information, a written confidentiality

agreement is required to be executed in advance. STS HR Department can provide an agreement that is

appropriate for the circumstances or one of STS designated lawyers can be contacted through the HR

Department. We also keep the information in a secure, non-accessible location and transmit confidential

information electronically only under secure conditions.

Our obligation to protect confidential information extends to social media networking. STS employees

should follow the same procedures for protecting company confidential information when engaging in

any social networking activities.

STS will vigorously pursue any suspected improper taking and/or use of its confidential information.

If we discover a possible theft of STS confidential information, we must bring this discovery to our

supervisor, the Ethics office or other appropriate person.

#### We Gather Business Information Ethically and Lawfully

As part of the daily execution of our business, we gather intelligence about competitors, suppliers, and

customers in ethical and lawful ways. Most useful information is available from public sources through

hard work and persistence. In seeking information from non-public sources, we act with honesty and

integrity, and we do not seek, obtain, or use any information if it would violate any applicable law,

including without limitation trade secret or other confidential information laws, and laws relating to

confidential relationships between employers and employees.

We protect confidential information provided on a confidential basis by others to STS – usually by

following procedures described in agreements relating to the information.

▲We will not improperly take confidential information from others. Individuals and companies who improperly disclose confidential information are subject to lawsuits for damages and injunctions, as well as criminal liability under signed Non-Disclosure Agreements, including financial penalties or even prison terms.

We do not accept or misdirect communications or electronic documents not meant for us. Any receipt of such communications that appears to be in error and contains proprietary or sensitive information, such as a competitor's marketing plans or client's requirements should be reported to your supervisor and, in the case of electronic communications, to the IT department so that any appropriate action can be taken.

#### We Avoid Conflicts of Interest

We shall not engage in any activity that would create a conflict of interest between our personal interests (including the interests of our immediate families\*) and the best interests of STS. We will make all business decisions in the best interests of STS. Any actual or potential conflict of interest between STS and us is prohibited unless specifically approved in writing by our supervisor (or in the case of a director, the Board of Directors). In determining the presence or absence of a conflict of interest, the following will be considered: the amount of our financial interest; our position with STS and the influence that we may have in business dealings that impact the matter; and all other relevant factors.

Activities that could create a conflict of interest include:

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Engaging in personal or any other Non-STS Business on company time or with company assets;  
self-employment or engaging in any other activity, if the work or

activity affects job performance or encroaches on time or attention that should be devoted to STS's affairs;  
Disclosing or using for personal advantage confidential information gained by our position with STS.  
Disposing of STS assets for personal benefit. This policy applies both to physical assets – such as equipment, cars and trucks, and office supplies – and to services provided or paid for by STS, such as Internet access, electronic mail, telephone, fax and the internal mail system.  
Accepting loans or gifts of any kind, preferential treatment, or favours that place or appear to place us or any member of our immediate family\* under a stated or implied obligation to a competitor, supplier or customer of STS. For example, we do not make investments in competitors, suppliers, or customers of any kind if the arrangement is not generally available to others or if a conflict of interest or the appearance of a conflict of interest could arise because of our duties and responsibilities. We may accept promotional premiums and discounts offered by transportation companies, hotels and similar service providers – such as, for example, “frequent fliers” program benefits – if they are offered to travelers generally and STS has not specified to the contrary.

▲•

Having a significant investment in or working for or serving as a consultant or advisor to any other firm or person (even in a self-employed capacity) if that firm or person is a competitor (or actively planning to become one), a supplier or a customer of STS.

In addition, neither we nor any member of our immediate family\* shall accept membership on the board of directors of any competitor, supplier of material or services, or customer of STS without prior written approval of STS's Board of Directors.

If a director has a personal interest in a matter before the Board, the director will disclose the interest to the full Board prior to discussion as to such matter or deliberation, excuse himself or herself from participation in the discussion, and will not vote on the matter. Personal interests may include commercial, industrial, banking, consulting, legal, accounting, charitable and financial relationships, among others.

\*For purposes of the Code, "immediate family" means your spouse, parent, children, siblings, mothers- and fathers-in-law, sons- and daughters-in-law, brothers- and sisters-in-law, and anyone (other than domestic employees) who shares your home. This definition does not apply to the use of the term "immediate family" for purposes of medical coverage and other benefit plan purposes.

Seek Help in Resolving Questions under this Conflict of Interest Policy.

Conflicts are not always clear-cut. If an employee, officer, or director becomes aware of a conflict, potential conflict, or has a question as to a potential conflict, the employee, officer, or director should consult with higher levels of management or the Company's Chief Financial Officer and/or follows the procedures for reporting any misconduct. Sensitive or difficult questions should be referred to an STS lawyer.

We Comply with Laws and Regulations for Transnational Business

We operate our business in compliance with all applicable laws. When we make significant business investments or acquisitions, we take into account sustainability, compliance and other ethical considerations.

We comply with all Import Control Laws

It is STS's policy to comply with all laws and regulations that apply to its imports into any country in which we operate and import materials into. In addition to STS Logistics and Accounting Departments; it

It is the responsibility of every business unit to implement and maintain the necessary internal controls for import compliance, exercise reasonable care in all import activities and make best efforts to assure appropriate personnel understand and comply with all import laws of the relative country.

Import laws govern many aspects of our imports, including admissibility of imports, classification and valuation for duty purposes, country of origin marking, environmental reporting, security, eligibility for special preference programs (e.g., Security clearance on some communication devices by the Local Telecommunication Regulatory Commission or by the US Customs Security Clearance), and records retention.

STS is committed to strict compliance with all import laws and regulations and expects all employees to implement this commitment in STS's business operations. Implementation will be achieved through organizational commitment, allocation of sufficient human and capital resources, and appropriate oversight and corrective actions.

STS is also committed to all aspects of its Vendors and Suppliers who are mandated by their country's Customs Trade Partnership Against Terrorism, under which STS has committed to ensure the safety and security of all imports from the point of origin to the point of final destination and to corresponding programs in other jurisdictions.

#### We Comply with All Export Control Laws

Many of STS Vendors, Partners and Suppliers are originating from The United States and are mandated to comply with laws and regulations that restrict exports of certain products, services, and technologies to certain countries or buyers (Boycott). STS honors these Vendors boycotts and will ensure that the items they import from the vendors are lawfully exported and are sold to the country and individual to whom they are intended.

In practice, the boycott that most commonly presents problems is the Secondary boycott where a company that deals with a boycott country is in question. For STS own generated products or Services; we do not participate in or Comply with Secondary Boycotts that are against the Local Government's Policy, Including the US or the EU Boycott of some Arab Countries or Middle Eastern Countries. We also do not comply with Secondary Boycott of dealing with companies that deal with a direct boycott country of our Vendors.

The laws governing foreign boycotts are complex, and requests for compliance with a foreign boycott or certification of compliance must be reported even if compliance with the foreign boycott is permitted by law.

To comply with these laws, every group, division, and operation must Ensure that international sales, order entry, traffic, documentation, and credit personnel – who are likely to come in contact with

▲requests for compliance with foreign boycotts – are instructed about how to comply with these laws and that they follow STS's procedures relating to these laws.

#### We Do Not Pay Bribes or Make Improper Payments

STS funds shall not be used to make payments that violate any applicable laws or regulations. While this policy summarizes the most commonly applied laws and regulations, they can be ambiguous or difficult to interpret. If you are uncertain about any payment, consult your manager or an STS lawyer.

#### We Do Not Engage in Commercial Bribery

We do not pay bribes, kickbacks, or similar payments or gratuities to people or organizations in order to gain or keep business or to direct business to any other person or company. This policy applies both to



payments made directly and to payments made through an intermediary.

#### We Do Not Pay Bribes or Kickbacks to Government Agencies, Employees, or Officials

We do not directly or indirectly offer or give any money, gift, favour, entertainment, loan, gratuity, or other item of value to any employee of any government that regulates or does business with STS. As long as there is no violation of the rules or standards of conduct of STS or the recipient's organization, employees of STS businesses doing business with or regulated by the local government agencies are permitted to provide meals and refreshments that are reasonable and directly related to business discussions. We do not make any direct or indirect payments – including STS funds, personal funds or anything else of value – to any government official, employee, political party or candidate of any country in order:

- To obtain or retain business for STS or any of its subsidiaries or affiliates; or
- To direct business to any other person.

We also do not authorize such payments to be made through a third person if we know or are substantially certain that any portion of the payment will be used to pay a government official or employee, or political party or candidate.

STS does not operate in any countries in which bribery of government or political officials is lawful. In addition, Jordan for example and some other countries have enacted laws making bribery of government officials a crime. At STS, we comply with applicable laws and regulations. In particular, we do not engage in violations of foreign law even if local business practices seem to ignore the law. Even when they are not intended to obtain, retain, or direct business, we do not provide gifts and entertainment to government officials and employees of any country beyond the extent to which they

are extended by normal custom in the relevant country. The value of such gifts or entertainment should not exceed US\$100 per person without the prior approval of management.

#### We Use Special Care in Appointing Sales Representatives, Distributors, and Consultants

Commission or fee arrangements may be made only with firms or persons serving as bona fide commercial sales representatives, distributors, or consultants (jointly “representatives”). These arrangements may not be entered into with any firm in which a government official or employee is known or believed to have an interest if STS conducts or may seek to conduct business with the government agency to which the official or employee is connected. All business units must investigate the character and reputation of each proposed representative to determine their appropriateness prior to the engagement.

We pay our representatives by above-board means. Payments must never be made in cash, and they must be made to the representative’s business office in the country in which it is located (and not to a foreign office or foreign bank account).

All commission and fee arrangements with representatives shall be covered by a written agreement. The agreement must contain, in addition to other normal terms and conditions:

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A clear description of the services to be provided;  
The commitment by the representative to abide by applicable law, including a representation that no prohibited payments have been or will be made or promised; and  
A statement that STS may be required to disclose the existence and terms and conditions of the contract to authorized governmental agencies.

The amount of commission or fee to be paid to a representative for assistance in securing orders and for after-sales service must be reasonable in light of normal practice for the industry,

the line of products involved, and the commercial services to be rendered. Sales representative and distributor agreements are available from STS lawyers.

#### We Respect the Political Process and Comply with Laws Governing Political Contributions

We comply fully with all laws regulating corporate and employee participation in public affairs, subject to the procedures set out below. STS encourages employees to exercise their rights and assume their obligations as citizens.

Where applicable law permits corporations to make contributions to candidates for public office, such contributions must receive prior written approval from the Board of Directors.

▲These requirements pertain only to political contributions to be made with STS corporate funds. They do not restrict personal decisions by STS employees to make lawful personal contributions on their own. STS encourages this type of participation. Employees must not, however, be reimbursed by expense accounts or otherwise for such personal contributions.

In some countries, political contributions by STS or its subsidiaries can be authorized only when permitted by applicable law, after prior written approval by the Board of Directors.

#### We Deal Lawfully and Fairly in Government Procurement

We conduct business with the governments of the countries in which we operate in accordance with high ethical standards. We recognize a special obligation to safeguard and preserve the good will and trust of those governments, their customers, and their taxpayers. Although fundamental principles of honesty are constants in all of STS's businesses, a business that serves governments has additional requirements regarding the appearance and documentation of fairness and integrity.

In addition to complying with applicable law and with the Code, we vigorously seek to control costs in accordance with local government procurement standards and regulations to obtain items for government contracts of appropriate quality at the best possible price.

#### We Keep Accurate Company Records, Make Full, Fair, Accurate and Timely Disclosures

We make full, fair, accurate, timely and understandable disclosures in reports that STS files under applicable laws, rules and regulations and in other public communications. Dishonest reporting, both inside and outside the company will not be tolerated. This includes reporting or organizing information in an attempt to mislead or misinform. No entry will be made on the company's books and records that intentionally hides or disguises the true nature of any transaction.

STS has adopted controls to ensure the safeguarding of STS assets and the accuracy of its financial records and reports in accordance with internal needs and requirements of applicable laws and regulations. These established accounting practices and procedures must be followed to assure the complete and accurate recording of all transactions. All employees, within their area of responsibility, are expected to adhere to these procedures, as directed by the appropriate STS Manager.

No employee or director may interfere with or seek to improperly influence, directly or indirectly, the auditing of STS's financial records. Violation of these provisions shall result in disciplinary action up to and including termination and may also subject the violator to substantial civil and criminal liability.

▲If an employee becomes aware of any improper transaction or accounting practice, he or she must immediately report the matter as described in Section 4 of this Code.

Our obligation to record and report information accurately and honestly also applies

to the accurate reporting of time worked, business expenses incurred and other business-related activities.

#### We Manage Our Records Properly

To operate effectively and efficiently, records must be managed properly. Documents needed for ongoing business or required by law must be retained, while all other documents should be discarded. If excess records are not discarded, the costs and distraction of records maintenance escalates continually.

Documents should be discarded on an ongoing basis as they are no longer needed, and a general review of documents as to whether they are still needed is to be conducted at least once per year. In general, no document should be retained for more than two years unless it is needed for ongoing business or a law requires its retention.

Those who are unsure about the need to keep particular documents should consult with their records administrator or supervisor, so that a judgment can be made as to the likelihood that the documents will be needed.

#### Reporting and Information Resources

You are required to promptly and accurately report any violations of the Code that come to your attention to your manager, Ethics Office, human resources manager or a member of the Board of Directors. If you are uncomfortable reporting a violation to these individuals or wish to report a violation anonymously, write to:

STS Ethics Office

Ms. Rasha I. Atallah

Tel: ++96265802626 ext. 1110

Shaban's Building

Amman, Jordan - 11195

▲Or: STS Ethics Response Line: ++962795767989

Or: STS Ethics Email: [ethics@sts.com.jo](mailto:ethics@sts.com.jo)

You may do so without fear of retaliation.

If you have any questions or doubt about any aspect of the Code, consult your STS Manager or the STS Ethics Office or another appropriate STS person.

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' STS POLICIES MANUAL

Job Titles

V1-2017

## ▲CHAPTER11: JOB TITLES

Job titles are intended to reflect jobs and identify the nature and level of job duties being performed.

Generally, job titles must reflect the field of work as well as the seniority of the position within a job family.

This policy reflects the preferred and accepted practices of STS. The purpose is to provide managers with information and options for the application of position titles.

The objectives of this policy are to:

- Provide managers with a framework for the use of staff position titles
- Assist managers to ensure that the position title accurately reflects the role.
- Provide a framework to ensure consistency in the application of position titles across STS

### GUIDING PRINCIPLES AND APPROACH

STS is a diverse organisation with a range of positions and careers. The broad principles and approach of these guidelines are listed below.

Position titles:

- Are gender neutral
- Accurately reflect the main purpose of the position and not inflate the purpose of the position
-

Indicate the relative level of the position within the STS hierarchy

- Are consistent with the principles of equity and fairness across STS

#### GUIDELINES

- All positions within STS, whether existing or developed at a later stage, shall be allocated a

position title in accordance with this policy. The policy is designed to help managers understand

the types of acceptable position titles and how to apply them.

- All staff should have a title that designates their function, their seniority within the function and,

where applicable, the Product or Solution, Sector or Technology they represent.

- All titles must be approved by HR before being relayed to new or existing employees to ensure

consistency in the application of titles across STS departments and branches.

- Team Leader and Manager Titles are reserved only for incumbents that lead a team.

- An individual may only be given the title “Director” if they report to someone with a title higher

than Director (i.e. Deputy GM, GM, EVP, etc...)

- This policy outlines titles for positions with ranks up to F3. Any positions ranked G1 onwards are

assigned titles by Management on a case-by-case basis.

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In the case where there are 2 or more titles for the same rank and in the same path, the



employees manager, in consultation with HR, will select the title they deem most appropriate given the nature of the work of the position and in line with STS practices.

- The position title should be entered on the Human Resources Information System (MENA). Two titles will be entered for each individual; the MENA title (“System Title”) which is in line with this policy and the “Customer Interfacing Title”. The Customer Interfacing Title (will be known on the system as the “Business Card Title”) for most positions will be the same as the system title but will drop the division/department/sector/product qualifier as well as the Roman numeral where applicable. In very rare circumstances exceptions may be made for a different Customer Interfacing Title. Those need to be discussed between the relevant Manager and HR before being approved. The “Customer Interfacing Title” will be the title that appears on business cards and email signatures. The System Title will appear on all formal internal documentation such as the employment contract and any and all reports generated by the MENA system.
- Business Card titles will appear on business cards, employment reference letters, employment

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certificate and email signatures.  
In most cases, this policy defines two different paths for titles. One is a none-managerial path where an individual may develop and advance into roles up to rank F3 even if s/he is not managing people. The second path outlines the managerial path where an employee manages 1 or more employees.

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' STS POLICIES MANUAL

Employee Separation

V1-2017

## ▲CHAPTER 20: EMPLOYEE SEPARATION

### RESIGNATION AND TERMINATION

Separation may be voluntary (Resignation) or at the discretion of the Management (Termination). Management will endeavour to make the separation from the Company as simple a process as possible.

#### RESIGNATION

- Resignation takes place when the employee submits, in writing, their decision to separate and

requests the Company to relieve him/her from its services.

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It is expected that every employee submitting a resignation serves the required notice period in accordance with their employment contract. An employee can use his/her remaining personal leave days to cover the notice period if he/she makes arrangements for the handover of their work prior to the last day of work and also gets the approval of their direct supervisor/manager.

- When the employee has complied with all terms and conditions including submitting the due notice in writing, he/she shall be permitted to leave the Company with all rights, privileges and benefits

intact.

- Verbal resignations are not acceptable, and the employee must subsequently confirm all verbal

notifications in writing. The Company shall confirm acceptance by signing resignation letters.

- Notice period cannot be retracted unless this is approved by both the Company and the employee.

- The process is documented and tracked through the Clearance system, which is accessed by all involved stakeholders where each stakeholder completes his/her tasks related to the employee's resignation & clearance.

- The Finance & Accounting Department will be responsible for calculating the employee's final settlement in accordance with the employment contract and prevailing labour laws at the time of separation.

- Prior to the departure of the employee, the Human Resources Department will conduct an "exit

interview" to obtain feedback on the employee's reasons for leaving.

- Terminations may be brought about as a result of a government directive, commercial pressure, Company restructuring process, redundancy, continued poor performance, mental imbalance or other inadequacies, such as fraudulent activities, etc.

- Every employee whose services are terminated will receive a 'notice of termination' in writing and notice period provided as per the employee's contract of employment and local labour laws. The Company has the right to forego the notice period so long as it is paid to the employee in full just as it has the right to enforce it in full. The only exception is where the local labour laws state otherwise.

- For other cases involving termination of service, the reference will always be the local Labour Law.

#### GENERAL

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In all instances, the Company will, at the outset recover all dues owed to the Company prior to making the final settlement with the employee.

- Final settlement amount will be transferred directly to the employee's bank account, or a cheque be given, if preferred and no prior commitments are made to third parties (such as banks) otherwise.



## ' STS POLICIES MANUAL

### Recruitment Policy

V1-2021

## ▲CHAPTER 2: RECRUITMENT

### RECRUITMENT AND SELECTION

STS is committed to ensuring that all employees receive equal opportunity in all aspects of their work irrespective of gender, marital status, race, color, ethnic or national origin, religion, or disability. This includes consistent and objective standards in recruitment, selection, appraisal, promotion, transfer, and compensation, training, and personal development. However, the candidate is expected to fulfill the following basic requirements:

- Meet the requirements of the position in terms of qualifications and experience
- Have a record of good conduct and behavior
- Be over 18 years of age
- Pass the Employee Screening Procedure

## REQUESTING NEW POSITIONS

The budgeting process for new positions happens at the end of each year for the following calendar year.

All new positions should go through the normal annual budgeting process for planning and approval.

STS follows a recruitment plan that is set at the beginning of every year based on needed skills and competencies and depending on the annual budget and forecasts. Any new positions that arise during

the year, not previously accounted for in the approved recruitment plan must be approved by the CEO.

Any replacements of resigning or retiring employees requires the approval of the General

Managers/Directors of the hiring division. Approvals for replacements are not automatic and STS reserves

the right to request justification for replacements.

In the event the business needs dictate hiring for a new position outside of this plan, or making changes

to an approved position, or even hiring a replacement for a resigned employee; additional business

justifications and approvals will be needed and will be collected using the Recruitment System through a

Job Requisition. HR may not start the candidate sourcing process for any position until the Job

Requisition has been completed and approved by all concerned parties.

## PROCESS

Hiring Managers are required to fill a Job Requisition through the Recruitment System whenever a

department has a need to:

- Create and fill a new position, or
- Replace a resigned or terminated employee in the positions s/he has vacated, or
- Make any changes to the positions approved in the Recruitment Plan; changes include the

following:

- ▲1. Seniority Level (Rank & Title)
2. Package
3. Starting Date
4. Location
5. Cancelling or putting the position on hold

The Hiring Manager must ensure that the job description is attached to the Job Requisition.

Once a position has been approved, the requirements are considered final, and HR can start the sourcing stage.

STS' Human Resources Department reviews and monitors the entire hiring process and is responsible for developing and maintaining the Recruitment Plan.

#### POSTING OF JOB OPENINGS

STS uses various media to announce job openings. Positions will be posted by providing the recent and relevant job description and person specifications to be announced online on the Career's page of the STS website, and through social media (Facebook, LinkedIn, etc.) on official STS pages. Only HR is permitted to announce STS openings. Anyone wanting to spread the word about openings should do so by sharing and/or reposting official HR posts. No one has the authority to directly announce or post openings on behalf of STS except the HR department even if the openings are in their own department.

#### EMPLOYEE SCREENING

The Company is committed to abiding by Local Labor Laws. The preferred candidate will have provided information both written and verbal in support of his or her application. The purpose of this screening procedure is to ensure that as much as possible of the information provided can be verified before employment.

Each employee is asked to submit proof of identity including his/her national ID number (for local hires and where applicable) and valid passports for non-nationals hired in any of our offices.

The company will submit for approval requests to issue work permits for any non-national without a work permit wishing to work in any of our offices. The contract of employment and all the terms within will only be valid in the condition that a work permit is secured.

In accordance with HR Security Policy, the specific screening activities that should be applied in any case will depend on several factors in line with the level of risk associated with the role.

▲The table below provides initial guidance regarding the screening checks:

SCREENING CHECK

CRITERIA FOR SELECTION

Personal References

Work References

In all cases

In all cases

Academic and Professional Qualifications

In all cases

Confirmation of Identity

Social Security Number



## Criminal Records Check

In all cases

In all cases

In all cases

## Work History Verification

For roles with an annual salary above \$100K

## Driving History Check

Where the candidate will be required to drive a company vehicle as part of the job

## EMPLOYMENT OF RELATIVES OF EXISTING EMPLOYEES

- STS prohibits the employment of spouses. If at any time during their employment, 2 employees become officially engaged to be married, then one of them will be required to resign their position at STS immediately upon request from the company.
- Due to the possibility of disagreement or conflict of interest, the Company does not prefer the employment of relatives. However, STS looks at each case based on different factors and will decide on the hiring of a relative on a case-by-case basis.

## DEPLOYMENT FROM WITHIN

STS is dedicated to assisting employees to reach their professional goals through internal promotion and transfer opportunities. One of the tools the Company makes available to employees in managing their career is STS internal job postings. This procedure enables current employees to apply for any available position before the position is advertised outside of the Company. Internal job opportunities are regularly posted for employees.

▲To apply for an opening:

#### Step 1: Eligibility Requirements

- Are a current, regular full time STS employee.
- Have been in their current position for at least six months.  
(Exceptions to this six-month requirement can be made by his/her current Manager and should be consistent with Company business needs).
- The Head of releasing department and the Head of hiring department both approve the transfer.
- His/her performance meets established work standards in their current position.
- He/she has not had an employee disciplinary action within the last six months preceding their application for a transfer.
- He/she is not following a performance improvement plan for their current position.
- He/she meets the qualifications listed for the position on the job posting.

#### Step 2: Application

Employees must send their CVs to Human Resources before a formal interview is scheduled. All applications will be screened by HR who will then select the best suited candidate and confirm all eligibility requirements are met.

#### Notes:

- Employees interested in applying for an open position should contact HR directly for additional job information and cannot contact the hiring manager. Hiring Managers also cannot approach

employees from other Divisions. Human Resources will keep their inquiries regarding a posted position confidential.

- Factors such as the urgency to fill the position, status of the employee's present workload, and difficulty in filling the employee's present position are to be considered in determining a transfer date.
- The releasing manager and the transferring employee will complete the Final Review section of the employee's Performance Management Form within 2 weeks of the transfer date. The hiring manager will receive a copy of the Performance Management Form and consider that input in determining the employee's new objectives.
- Typically, the employee's salary will not change due to a transfer, unless the position is considered a promotional transfer, in which case a promotional salary increase may be considered in line with the company policy and regular increase schedules.
- The Company may require employees to transfer to specific positions based on business needs and conditions.



' STS POLICIES MANUAL

Workvivo Acceptable Usage Policy

V1-2022

## ▲CHAPTER 21: STS WORKVIVO ACCEPTABLE USAGE POLICY

### POLICY OVERVIEW AND OBJECTIVES

Workvivo is an employee engagement platform that is designed to connect together STS employees to its organisation and culture.

The aim of this document is to provide information on STS's content moderation policy and guidelines to ensure appropriate use of the Workvivo platform.

This policy must be read in conjunction with all other STS employee policies applicable as per your relevant geographic location and site.

### APPLIES TO ALL EMPLOYEES

Employees should be aware that STS contributes to and regularly monitors Workvivo in reference to its work and to keep abreast of general commentary. STS does not monitor Workvivo for specific employee content on an ongoing basis, however employees should not expect privacy in this regard. STS reserves the right to utilise for disciplinary purposes any information that could have a negative effect on the company or its employees, which management comes across in regular monitoring, or is brought to the company's attention by an employee or a Workvivo administrator.

All employees are prohibited from using or publishing information on any social media sites, where such use has a potential to negatively affect the company or its staff, and STS reserves the right to suspend

usage and or access to Workvivo if it feels it is necessary do so.

## SCOPE

This policy applies to all employees and users of STS

## GUIDELINES FOR USE

All Workvivo users should adhere to the following guidelines when sharing content on the platform:

- Refrain from any conduct that is not considered appropriate or acceptable in the workplace.
- What you post is your responsibility
- Show respect for other users and their comments and interactions.
- Share work-related content only
- Keep your content simple
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It is prohibited to duplicate or disseminate content from Workvivo to individuals outside STS.

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It is not allowed to advertise commercial products and services unless they are relevant and are associated with STS.

Immediately report any inappropriate activity or behaviour regarding the STS, its employees or third parties.

- Should you realize you made a mistake; immediately rectify according to the guidelines
- Use of Workvivo must not interfere with normal work duties and commitments.
- The following content that contains any of the following is strictly prohibited:
  - o Obscene comments
  - o Profanities
  - o Spam, or spam-like messages
  - o Comments of a discriminatory nature
  - o Bullying directed towards others
  - o Content that is confidential or contains business-sensitive information about the STS, its clients or partners including any proprietary information (unless it has already

been  
released into the public domain).

- o Content that might reasonably be expected to have the effect of damaging the reputation or professional standing of the STS, its clients, or partners except to the extent of local legislation.

- o Content that has the potential to negatively affect the STS, its clients, partners, or

employees except to the extent of local legislation.

- o Content that supports illegal activities under country specific law;

STS reserves the right to remove from the Workvivo platform any content that it or its designated content moderators interpret as being in breach of any aspect of this policy.

STS reserves the right to remove from the Workvivo platform any content that it or its designated content moderators interpret as being in breach of any aspect of this policy.

#### POSTING TO SPACES

Content shared within individual spaces will be shared among Space members only.

Spaces may be

Corporate (all Staff with an STS e-mail address are automatically enrolled), Private (by invitation only) or

Open (anyone can view or join by request). All members of a Space have posting rights. Space Owners

also assume the role of Moderator, ensuring content is appropriate.

#### MODERATION

STS wishes all employees to feel engaged and listened to. It also wants to ensure all posts are relevant and beneficial to everyone. For this reason, content moderation is in place on the site to ensure content is appropriate, fair, and inclusive.

STS reserves the right to remove from the Workvivo platform any content that it or its designated content moderators interpret as being in breach of any aspect of this policy.

▲Note: There is a 'Report Post' function - available to all users - at the top

right-hand corner of each post (shown as '...'). The moderator for that area of content will be alerted and will make a judgement call, based on this policy document, on whether or not the post needs to be removed. The Moderator's decision is final.

#### MONITORING, SEARCHES, AND NO EXPECTATION OF PRIVACY

Users should understand that they have no expectation of privacy in any activities conducted on Workvivo. STS has the right to gain access to any information that is transmitted, received, or stored by Workvivo. STS has the right to gain access to this information with or without the user's knowledge, consent, or approval.

#### ENFORCEMENT

Non-compliance with the general principles and conditions of this policy and the related Information Security policies may lead to disciplinary action, up to and including dismissal. This policy is not exhaustive. In situations that are not expressly governed by this policy, employees must ensure that their use of Workvivo is at all times appropriate, consistent with their responsibilities towards STS and in compliance with its policies. If an employee has any doubts or queries regarding this policy or any of its requirements, they should consult with their manager.

#### DECLARATION MESSAGE

I have read a copy of the STS Workvivo Acceptable Usage policy. I clearly understand all the policies and procedures outlined in this document and have read, understood and accept the Terms of Use for the platform.

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' STS POLICIES MANUAL

Employee Grievance

V1-2017

## ▲CHAPTER 16: EMPLOYEE GRIEVANCE

### GRIEVANCE PROCEDURES

- The resolution of personnel problems is in the interest of both employers and employees as complaints can interfere with morale, quality and quantity of work performance and job satisfaction. The Company believes in listening to its employees, and therefore adopts an open-door policy to keep communication channels open, based on mutual respect and the readiness of each party to listen to the other.
- A grievance is an employee's complaint about an act or a condition affecting the work environment which is a source of dissatisfaction to the employee, and which has not been resolved through informal discussion with the person's supervisor or other appropriate official.
- The complaint must be one that is alleged to deprive an employee of a right or benefit authorized under the framework of STS's employment policies. The complaint may also concern a practice or condition (i.e. work environment matter) which is perceived as a more general source of injustice or as a detriment to safety and/or health or which is not within the limits of acceptable employment practices in the country of operation.



- The Company will attempt to provide the employee with a fair solution

#### NON- GRIEVANCE ACTIONS

The grievance procedure is not used for the following actions, which are handled under other procedures, or are not subject to appeal:

- Complaints against a particular work assignment or the transfer of employees, which is to meet

business needs.

- Non selection for promotions or awards.
- Position grade level.
- Salary and benefits.
- Working hours.

#### GRIEVANCE PROCEDURES

- The Company considers each complaint separately. To minimize the chances of any misunderstanding, the employee is asked to discuss their complaint first with his/her Manager within five days of the initial complaint.

- The Manager should investigate and try to solve the problem within three working days, unless

the matter requires a longer time.

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If the employee does not receive a response or acceptable solution from their Manager, then he/she has the right to lodge a complaint with the HR Department. After that, a meeting will be scheduled and within three working days (or as agreed), the HR Department will respond to the problem.

Issues may be resolved directly through HR, or in cases of more complicated complaints, HR may present a case to Management for their input and assistance in the resolution.

- Management 's decision will be final and should be acceptable to all parties concerned. Every employee has the right to appeal to the Executive Management Committee to settle a dispute, but this should be considered as a last resort.