



XYZ

HR Policies

Welcome Note

Welcome to [YOUR COMPANY NAME]!

On behalf of your colleagues, I welcome you and wish you every success here.

We believe that each employee contributes directly to the growth and success of the company, and we hope you will take pride in being a member of our team.

This HR Policy Manual was developed to describe the key expectations of our employees and to outline the policies, programs, and benefits available to eligible employees. Employees should become familiar with the contents of the HR Policy Manual as soon as possible, as it will answer many questions about employment with us.

We hope that your experience here will be challenging, enjoyable, and rewarding.

Again, welcome on board!

[CEO NAME]

CEO

Introduction

About the manual

This manual is designed to acquaint you with the company and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the manual. It describes many of your responsibilities as an employee and outlines the policies developed by the company to benefit employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

No employee manual can anticipate every circumstance or question about policy. As the company continues to grow, the need may arise and the company reserves the right to revise, supplement, or rescind any policies or portion of the manual from time to time as it deems appropriate in alignment with the local labour law. Employees will be notified of such changes to the manual as they occur.

Purpose	<p>The purpose of the Human Resources(HR) manual is to:</p> <ul style="list-style-type: none"> • Form the basis and framework for the management of employees and the framework of terms and conditions in which they operate; • Provide complete transparency in the application and implementation of the Human Resources policies and procedures; • Apply all norms on an equitable basis to all Employees throughout the Company; • Create flexibility to allow for improvements and changes in policy, based on requirements warranted by the external and/or internal environment; • Create the corporate culture of the Company, which is based on the philosophy that the most valuable asset of the Company is (its employees).
Principles	<ul style="list-style-type: none"> • The Company reserves the right to amend, delete, deviate from, or change the Human Resources in alignment with the local labour law. • The controlling law for all policies in the Company is the Labour law of the Sultanate of Oman as promulgated by Royal Decree 53 of 2023 and as may be amended from time to time (the “Oman Labour Law”). • The content of this Human Resources Manual are confidential as it relates to the Company and all its Employees. Under no circumstances may the content of this Human Resources Manual be revealed to third parties without the written permission of the CEO or any other person designated by the Company with such authority
Scope of Application	This manual is applicable to all Employees who are on the payroll of the Company.

About the Company

(a) Identity

The company is a limited liabilities company specialized is xxxxxx and is registered in xxxxxxxxxxxxxx. CR # (xxxxx).

(b) Products and Services Provided

You will find more information about our products and services by reading the company's brochures or website www.xxxxxxx.com

(c) Facilities and Location(s)

Head Office: xxxxx

(d) Management Philosophy

The company management philosophy is based on responsibility and mutual respect. Our wishes are to maintain a work environment that fosters personal and professional growth for all employees. Maintaining such an environment is the responsibility of every staff person. Because of their role, managers and supervisors have the additional responsibility to lead in a manner that fosters an environment of respect for each person.

To help achieve this objective, the company seeks to attract highly motivated individuals that want to work as a team and share in the commitment, responsibility, risk-taking, and discipline required to achieve our vision. Part of attracting these special individuals will be to build a culture that promotes both uniqueness and a bias for action. While we will be realistic in setting goals and expectations, the company will also be aggressive in reaching its objectives. This success will in turn enable the company to give its employees compensation and

innovative benefits or rewards, key elements in helping us maintain our leadership position in the regional marketplace.

(e) Vision, Mission, Values and Goals

Our company's vision is:

“XXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXXX.”

To achieve our vision, our mission lies in:

“XX”

Our values are “xxxxx, xxxxxxxx,xxxxxxxxxx, and xxxx”.

Our company's goals will be set and modified periodically. Generally, our efforts will be targeted towards:

- Managing stakeholders' expectations,
- Maximizing customers satisfactions,
- Maximizing our profit,
- Optimizing our resources,
- Giving back to the community and remaining socially responsible.

(f)Customer Relations

Customers are among our organization's most valuable assets. Every employee represents the company to our customers and the public. The way we do our jobs presents an image of our entire organization. Customers judge all of us by how they are treated by each employee contact. Therefore, one of our first business priorities is to assist any customer or potential customer. Nothing is more important than being courteous, friendly, helpful, and prompt in the attention you give to customers.

The Employment

Equal Employment Opportunity

- To provide equal employment and advancement opportunities, promotions, and career progression to all individuals, employment decisions at the company will be based on merit, qualifications, and abilities. the company does not discriminate in employment opportunities or practices based on race, color, religion, sex, national origin, age, or any other characteristic protected by law.
- This policy governs all aspects of employment, including selection, job assignment, promotions, career progression compensation, discipline, termination, and access to benefits and training.
- Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the HR or the management team. Employees can raise concerns and make reports without fear of reprisal.

Diversity and Inclusion

- We are opposed to all forms of unlawful and unfair discrimination. All employees, no matter whether they are full-time, part-time, contractual, freelance or temporary, will be treated fairly and with respect. When the company selects candidates for employment, promotion, training or any other benefit, it will be on the basis of their aptitude and ability.
- Our diversity policy goes beyond gender, ethnicity and nationalities, we encourage everyone to share their opinion and challenge the status quo.

The company is committed to:

- Create an environment in which the individual differences and contributions of all team members are recognized and valued;
- Create a working environment that promotes dignity and respect for every employee;
- Provide, to the greatest extent possible, universal access to safe, inclusive and accessible premises that allow everyone to participate and work to their full potential;
- Not tolerate any form of intimidation, bullying, victimization, vilification or harassment and to take disciplinary action against those who violate this policy;
- Encourage anyone who feels they have been discriminated, to express their concerns so that we can take corrective action;
- Regularly review all our employment practices and procedures so that fairness is maintained at all times;
- Ensure to the greatest extent possible that all panels that the company organizes or participates on include representation of each gender;
- Set measurable objectives for gender diversity which will be monitored and reviewed against the effectiveness of this policy and associated procedures;

Employment Categories

It is the intent of the company to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility.

Employees are defined as per the following categories:

REGULAR FULL-TIME employees are those who are not in a temporary or probation status and who are regularly scheduled to work for the company full-time schedule. Generally, they are eligible for the company benefits package, subject to the terms, conditions, and limitations of each benefit program.

REGULAR PART-TIME employees are those who are not assigned to a temporary or probation status and who are regularly scheduled to work no more than 4 hours a day. While they receive all legally mandated benefits, they are ineligible for all of the company's other benefit programs.

CONTRACTUAL employees are those who are hired as interim replacements, to temporarily supplement the workforce, or to assist in the completion of a specific project. Monthly Compensation shall be based on either a "daily flat rate" multiplied by the number of days worked per month or a flat "monthly rate". Due to the nature of the assignments and the employment Contract, all applicable employment benefits shall be clearly stipulated in the contract and shall not follow the benefits applicable to all full-time Employees in the company unless otherwise agreed in the Contract.

FREELANCERS are those individuals who don't have an established employment relationship with the company but who are assigned to work on an intermittent and/or unpredictable basis. This HR Policy Manual doesn't cover this category and the relevant terms and conditions shall be established in the agreement between the freelancer and the company.

Probation

- The probation period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. The company uses this period to evaluate employee capabilities, work habits, and overall performance in this period.
- All new and rehired employees work on a probation basis for three (3) months after their date of hire for Full-time employees and for two (2) months for others.
- During the probation period, both parties may assess suitability for employment with the Employer. This also provides management an opportunity to assess skill levels and address areas of potential concern. During the probationary period, the employment contract may be terminated by either party by giving (7) Seven working days' notice in writing to the other party prior to the termination date and by clearly stating the reason(s).
- Please take note that your manager's role is to support you in developing and transferring your knowledge, skills and abilities to be successful in your job. We suggest you take advantage of this resource.

Access to Personnel Files

- The company maintains a personnel record of each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.
- Personnel files are the property of the company, and access to the information they contain is restricted. Generally, only supervisors and management personnel of the company who have a legitimate reason to review information in a file are allowed to do so.

Personnel Data Changes

It is the responsibility of each employee to promptly notify the company of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, notify the person in charge.

Job Descriptions

- The company should create a job description for every position . Each job description should include a job information section, a job summary section (giving a general overview of the job's purpose), an essential duties and responsibilities section, a supervisory responsibilities section, a qualifications section (including education and/or experience, language skills, and any certification required), a physical demands section (if required), and a work environment section.
- The company maintains job descriptions to aid in orienting new employees to their jobs, identifying the requirements of each position, establishing hiring criteria, setting standards for employee performance evaluations, and establishing a basis for making reasonable accommodations for individuals with disabilities.
- The line manager should prepare job descriptions when new positions are created. Existing job descriptions are also reviewed whenever there is a change to the respective role. All employees will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done.
- Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary.

Performance Evaluation

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

At the time of the performance appraisal, the employer and employee will review the objectives and the results achieved. Throughout the year, the employee and employer may refer to this document to track progress made toward objectives, highlight areas of concern and indicate challenges identified along the way.

Employment Termination

The company may dismiss the employee without prior notice and end-of-service benefits in the following cases:

- If he impersonates an incorrect person, or resorts to forgery to obtain a job.
- If he makes a mistake, it results in a huge financial loss.
If the employee did not comply with the safety instructions and procedures despite the written warning, serious damage resulted.
- If the employee is absent from work without an acceptable excuse for more than (7) seven consecutive days or (10) ten separate days during one year.
- If he divulged the secrets of the company.

- If he is finally convicted of a felony or a crime involving breach of honor or trust, or a misdemeanor committed in the workplace or while performing it.
- If he is found drunk during working hours, under the influence of a narcotic or psychotropic substance, or if he commits an act against public morals.
- If, during or as a result of work, he assaults the employer or his representative, or if he assaults one of his superiors, or if he assaults one of the workers at the work site, which results in death and suspension from work.
- If the worker seriously breaches his obligation to perform his work as agreed upon in the work contract.

The employment contract ends in the following cases:

- Expiration of its term or completion of the agreed work.
- Termination of the contract by the employee or the employer in accordance with the provisions of the Omani Labor Law.
- The worker's inability to perform his work or his death.
- The sickness of the worker is a disease that necessitates his absence from work for a continuous or separate period of not less than (3) three months within one year, provided that the sick leave period stipulated in Article (82) of the Omani Labor Law and his balance of regular leaves have been depleted.

The company may terminate the contract on its part after notifying the employee in the following cases:

- The employee fails to reach the required level of competence after notifying him of the aspects of incompetence and giving him an appropriate period of not less than (6) six months to reach it. If the worker fails, the employer may terminate the work contract.
- The closure of the company in whole or in part, or its bankruptcy, or the reduction of its activity, or the replacement of another production system in a way that affects the size of the workforce.
- For economic reasons.
- The employee reaches the old age that necessitates entitlement to a retirement pension in accordance with the Social Protection Law.

The employee may leave the job, after notifying the company of that, in any of the following cases:

- If the company commits fraud during the contract.
- If the employee did not receive his salary for more than (2) consecutive months. If the company commits an act against public morals toward the employee.
- If the employee, during or as a result of work, is attacked by the employer, his representative, or his supervisor.
- If there is a grave danger that threatens the safety or health of the employee, provided that the employer is aware of the existence of this danger and fails to implement the prescribed measures in this regard.

Work Conditions and Hours

Work Schedules

- The normal work schedule for all employees is 9 hours per day with an hour break inclusive, from Sunday to Thursday.
- Supervisors will inform employees of the times their schedules will usually start and end.
- Staffing needs and operational requirements may force differences in start and finish times, as well as differences in the total hours that can be scheduled each day and week. As for the month of Ramadan, the working hours for Muslim employees are (6) hours a day.

Flextime:

The flexible schedule, or flexibility in working time, is available in some cases to allow employees to change the starting and ending times each day, provided that the employee makes sure that he is at work at the core hours set by the company, which is from (9) nine in the morning until (3) three in the evening.

Employees should consult their supervisors to request participation in the flex-schedule program. Where applicable, the schedule may be flexible provided the employee works 40 hours per week or 160 hours per month

Absence

Notification procedure

- To obtain an authorized absence, call in, where possible, and let the line manager know that you are unable to come to work. The call or e-mail should be made, if possible, no later than your regular starting time.
- In the event of being late for work or leaving early after the employee's work has been completed, the line manager must be notified by phone call or e-mail.

Failure to notify

- If you do not come to work and do not contact the appropriate person to notify him of that, we have the right to warn you in writing after absence for a period of (5) five days, and if you exceed (7) seven consecutive days or (10) ten working days in a year, the company has the right to terminate your

service.

- If you are frequently absent from work without permission/permission, you may be subject to disciplinary action, suspension and termination of employment.

Overtime

- When business requirements or other needs cannot be met during normal business hours, employees will be given the opportunity to volunteer for overtime assignments. Prior permission must be obtained from the supervisor for all overtime. Overtime duties will be distributed as equitably as is practicable to all employees qualified to perform the work required. In all cases, the original and additional working hours must not exceed (12) hours per day.
- Overtime compensation is paid to employees when they work overtime on weekdays as follows:
 1. If the overtime hour is in the daytime, it is 125% of the basic/normal hourly rate - before 6 pm and must not be part of the official/normal day shift.
 2. If the overtime hour is at night, its rate is 150% of the basic/normal hourly rate - after 6 pm and it must not be part of the night shift.
- The basic hourly rate is calculated as follows:

Annual basic salary (12 months) _____ 52 weeks * 40 hours/week (2080 hours)

- Business travel to attend conferences, meetings, etc., which causes the employee to leave or arrive at home on non-official working days does not fall within the overtime hours. • If an employee is required to extend his working hours, the smallest unit of time for overtime is 30 minutes. If overtime exceeds 30 minutes and is less than 1 hour, it shall be rounded up to 1 hour.
- Additional working hours on weekly rest days or official holidays: The employee shall be paid a cash amount equivalent to (100%) one hundred percent of the daily basic wage, in addition to the wage for the same day, or be granted compensatory leave in lieu of the days during which he worked so that he is granted one day for each working day.
 1. The company may assign the employee additional work without obtaining his approval in the following cases: Annual inventory work, budget preparation, liquidation, closing accounts, and preparation for sale at reduced prices, provided that the number of days the employee works does not exceed (15) fifteen days a year. If the work is to prevent an accident, repair what resulted from it, or avoid real losses of perishable materials, or if the operation is intended to face unusual pressure. In this case, (50%) is added to the employee's fifty percent for the daytime working hours, and (75%) fifty-seven percent for the night working hours. As for the weekly or official rest days, the employee shall be entitled to a cash sum equivalent to (200%) two hundred percent of the overtime wage in addition to the wage of the same day, or his compensation for (2) two days of rest for each working day.

Working from Home

Employees allowed to telecommute from home or off-site, for some or all of their employment, remain subject to the terms and conditions of employment set forth in this HR Policy Manual and elsewhere. In addition to their existing obligations and responsibilities, telecommuters must agree to do the following:

- Maintain a regular work schedule and an accurate accounting of what they work on and when.
- Comply with all of the safety regulations that apply to an office. That means having a safe work environment free of clutter, exposed wiring, slippery surfaces, etc. ;
- Not allow business visitors to their home or off-site work location without the express written permission from their supervisor;
- Understand that the policies and procedures relating to legal compliance and ethics obligations remain in full force and effect while off-site;
- Be responsible for any company equipment used off-site. The employee may be responsible for the cost of repair or replacement of any equipment if handled in a careless or reckless manner. The company is not responsible for personal equipment used without express written authorization from the company;
- Maintain their work product in a safe and secure environment. Any confidential materials, trade secrets or proprietary information should be maintained under lock and key and appropriately discarded;
- Arrange for proper day care or elder care services so as not to interfere with getting your job done.

Business Travel

Business related travels are integral to the company's success, this chapter aims to set the policies related to business travels, such as transportation, accommodation, expenses and other related aspects.

Business travel is restricted from daily trips to a maximum duration of 1 month.

All business-related travel shall require prior authorization. All business travel must be approved in advance by the immediate supervisor. Employees whose travel plans have been approved should make all travel arrangements through person in charge.

Compensation:

Employees who are required to travel overnight on business outside the location of work shall be entitled to air fare or an allowance for other means of travel to the place of work, hotel accommodation daily travel allowance (to meet expenditure on food, telephone calls and other incidental expenditure).

Employees will be entitled to a mileage allowance of RO 0.100 per KM in case they use their own vehicle for business purposes for domestic travels outside the work location.

The travel allowance shall be applicable only for official trips exceeding eight (8) hours total duration and requiring overnight stay (*Note: An overnight trip shall constitute a two-day trip for the purpose of calculating these allowances).

Travel Allowance rates:

Zone*	Daily Allowance
Zone 1	60 OMR
Zone 2	40 OMR
Local	10 OMR

Zone 1: USA, Canada, Europe, Japan, Singapore, Korea, Hong Kong

Zone 2: All countries not covered in Zone 1

Paydays

Employees are paid monthly not later than the 28th of every month.

In the event that a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

Pay are directly deposited into employees' locally approved bank accounts.

Short work week

With the consultation and approval of the manager, employees can apply for a compressed work week which gives them the option to work 2 extra hours every day to earn the fifth day as a day off.

Early leave on Thursday

Managers may reward their employees for their good performance in a given working week by allowing them to leave work earlier than usual on Thursdays. Managers will take into considerations the nature of the job and the demands in that particular week in order to ensure business continuity.

Leaves Policy

Policy Statement

Purpose	This section of the manual provides comprehensive information, rules and regulations with respect to leaves such as eligibility, conditions, and associated benefits as applicable.
Principles	<ul style="list-style-type: none">• The company recognizes that employees who make the effort to respect work schedules deserve sufficient time off to rest, in order to balance life and work. The company's policy with leave meets the basic requirements of the Law.• All Public holidays that are announced by the government authorities will apply to all employees. This includes public and religious holidays, and other dates announced for special occasions or for any reasons.• During paid leaves , Gross salary – including basic salary and allowances are paid.
Scope	All Employees

Annual Leave

- Annual leaves shall accumulate from the date of joining on a pro rata basis each month and shall be credited to the employees' leave balance record.
- The annual leave entitlement for employees is 30 days.
- The annual leave may not be taken before the lapse of at least six months from the date of joining the employer (Article 78 of the Labor Law).
- Granting of annual leaves will be dependent upon operational requirements and the minimum headcount that needs to be maintained for each function. The Line Manager will have the discretion on sanctioning annual leaves.
- The line manager will have the discretionary authority regarding granting or postponing annual leaves if the interest of the work requires, and in the event of postponement and the employee's approval, the employee will be granted compensation with the basic salary and the gross wage in the event of end of his service in accordance with the Labor Law.
- If the employee is on annual leave and a public holiday falls in their annual leave, the Annual leave will be credited back to their account.

Sick Leave

All employees are entitled to a maximum of (182) one hundred and eight two sick leave days as follows:

(1-21) Days	On full Gross salary
(22-35) Days	On 75% Gross salary
(36-70) Days	On 50% Gross salary

(71-182) Days	On 25% Gross salary
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- Employees will be required to provide proof of illness from a registered medical practitioner on return for more than 1-day sick leave.
- Any employee who is repeatedly absent due to sickness (three or more sickness episodes in any given six-month period) will be required to sit a return-to-work interview and provide a note to the HR from a registered medical practitioner about their medical condition, explaining the possible impact on their work.

Compassionate Leave

Compassionate leave is granted in the case of death of:

- (3) Three days in the event of the death of the father, grandfather, mother, grandmother, brother or sister.
- (2) Two days in the event of the death of an uncle, aunt, uncle or aunt.
- (10) Ten days in the event of the death of the wife or one of the sons or daughters.

Iddah Leave

Upon the death of her husband, the Muslim wife is entitled to a paid leave of (130) one hundred and thirty days to complete the waiting period, and the non-Muslim wife is entitled to this leave for a period of (14) fourteen days.

Haj (Pilgrimage) Leave

All full-time Muslim employees are entitled to a (15) fifteen-day Hajj leave, with paid wages, once (1) during their period of work in the company, provided that the employee has completed a period of (1) continuous year of service in this company.

Examination Leave

An Omani employee is eligible for exam leave for a maximum period of fifteen (15) days in a year.

Maternity, Nursing Time off and Paternity Leave

Maternity Leave:

- The employee has the right to maternity leave for a maximum period of 98 days.
- The employee also has the right to request unpaid leave to care for her child for a period not exceeding (1) one year, provided that the employee in this case bears all contributions to the Social Protection Fund, including the employer's contribution.

Nursing time-off post to maternity leave

The company allows nursing mothers to take an hour to breastfeed for up to a year.

Paternity Leave

Paternity leave is granted to an employee whose wife has given birth for a period of (7) seven days, provided that the child is born alive and that the leave does not exceed (98) ninety-eighth day of the child's age.

Unpaid Leave

- In exceptional circumstances and at the CEO's discretion, an employee may apply for leave without pay provided the employee has exhausted all accrued annual leave at the time of the request.
- An employee may be granted, at her request, leave without pay to take care of her child for a period not exceeding (1) year.
- The employee will not be paid during the period of unpaid leave and will be responsible for paying any dues such as his contribution to the Social Protection Fund in addition to the company contribution amount.

Marriage Leave

All employees are entitled to a special leave of three (3) working days on the occasion of marriage.

Talent Management

Talent Management Principles

Talent is defined as individuals who meet or exceed performance expectations and demonstrate the potential to perform at the next organizational/leadership level. This is generally indicated by the willingness and ability of the Employee to develop new skills and to take on the challenges that come with jobs at the next organizational/leadership level.

The principle of talent management is to develop people to the best of their abilities.

Talented individuals are those who can sustain a level of performance that consistently meets or exceeds the output requirements of their job as well as demonstrate potential.

Succession Planning

Succession Planning is the process by which the Company ensures that critical positions can be filled with competent Employees when vacancies occur. Succession planning is a proactive approach to reducing the risk of having critical positions vacant for any period of time and ensuring redundancy and smooth transition in support of an uninterrupted flow of business.

Critical Position:

Critical positions are the jobs that are critical for business continuity, in which skills are acquired through working at the Company or in a very similar operation and experience, capability and management ability are required.

Succession Planning aims to:

- minimize the risks resulting from unanticipated vacancies in critical positions by being prepared to fill these vacancies in the shortest time;
- ensure that there is a potential successor for all critical positions in the short and medium terms;
- transfer knowledge within the organization;
- support the career management process and reduce the loss due to turnover;
- prepare Employees to fill more challenging jobs over the course of their careers.

Key Principles:

- Succession Plans have to be prepared at least annually.
- Succession Planning focuses on critical positions that are identified in terms of operational requirements (effects of disruption) and the availability of potential successors (presence or absence). Functional Heads must identify such positions in conjunction with the HCD.
- Possible successors for a given critical position must be identified on the basis of their performance and capabilities, skills and competencies as they are relevant to the future job. Appropriate and relevant assessment methods must be applied to ensure consistent and fair treatment.
- The potential successors' competency and skill gaps have to be identified and a development plan should be put in place to address them with the support of the HCD.
- Candidates in the succession pool must be considered before a final decision is reached regarding a successor for a vacant position. This however does not preclude the Company from searching for external candidates.
- No undertakings or promises must be made to Employees designated as being in the succession pool to avoid expectations being raised. The succession planning process is highly confidential and managed by designated officials only.
- Succession planning for managerial positions is within the scope of the Talent Board of the Company.
- Succession Planning is one element of career planning as both processes rely on the same principles: assessing capabilities, competencies, overall potential and readiness to move.
- When a member of the succession pool is appointed to a vacant position according to the Succession Plan the Employee must be supported by a mentor in order to cope with the initial challenges; he/she must also be followed up by the Department Head.
- The Succession Plan must:

List all critical positions

Identify two possible successors for all critical positions where Employees are in place who could take over the job by continuing with their current development plan

Identify jobs that do not have two successors

Identify critical positions that have no Employees identified as successors

Identify people who could become successors if they were given extra training, and outline that training

Include plans for all critical positions that do not have at least 1 successor (e.g. recruitment, secondment)

Learning and Development

Key Principles:

- The Company must plan for the development of current and future essential competencies including having enough people in the training pipeline for succession planning.
- The Company must integrate development planning into other aspects of manpower planning, succession planning, career planning and Omanization planning and use development planning to attract, retain and improve the performance of Employees.
- Development Planning must be driven by competency and skill gaps identified by assessment methods provided by the HC Department. Competency/skill gaps must be assessed at least every second year. The performance appraisal process is also an input for development planning.

On Job Training

- The Company strongly advocates on-the-job training for the acquisition or enhancement of skills and competencies for Employees. The aim of on-the-job training is for experienced Employees to pass on knowledge by giving less experienced Employees relevant training in the practical application of skills that are useful and helpful to the performance of the team.
- The Employee should take every learning opportunity while on the job.
- The Supervisor or Direct Manager must take responsibility for making sure that Employees are given practical training whenever possible. If an Employee is involved in the Career Management process or is a potential successor for a higher position, the Direct Manager may assign an experienced colleague as a mentor for the sake of effective on-the-job training and the accelerated development of the given Employee.

Individual Development Plan

- The Company recognizes the need to develop high potential Employees for supervisory and managerial positions.
- Preference is given to Omani Employees.
- Individual Development Plans shall be created for Omani Employees.
- The IDP should span a two-year period, but be reviewed and updated annually.

The IDP for each Employee should specify:

- The competencies/skills that need to be developed by the Employee
- The actions that will help the Employee develop these competencies (e.g. types of training, secondment, on-the-job opportunities, mentor, job rotation, job shadowing, e-Learning etc.)
- The expected time for each learning opportunity
- How the Employee will be assessed as meeting the competency requirements.

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- No undertakings or promises must be made to Employees designated as being in the succession pool to avoid expectations being raised. The succession planning process is highly confidential and managed by designated officials only.
- Succession planning for managerial positions is within the scope of the Talent Board of the Company.

- Succession Planning is one element of career planning as both processes rely on the same principles: assessing capabilities, competencies, overall potential and readiness to move.
- When a member of the succession pool is appointed to a vacant position according to the Succession Plan the Employee must be supported by a mentor in order to cope with the initial challenges; he/she must also be followed up by the Department Head.
- The Succession Plan must:

List all critical positions

Identify two possible successors for all critical positions where Employees are in place who could take over the job by continuing with their current development plan

Identify jobs that do not have two successors

Identify critical positions that have no Employees identified as successors

Identify people who could become successors if they were given extra training, and outline that training

Include plans for all critical positions that do not have at least 1 successor (e.g. recruitment, secondment)

Learning and Development

Key Principles:

- The Company must plan for the development of current and future essential competencies including having enough people in the training pipeline for succession planning.
- The Company must integrate development planning into other aspects of manpower planning, succession planning, career planning and Omanization planning and use development planning to attract, retain and improve the performance of Employees.
- Development Planning must be driven by competency and skill gaps identified by assessment methods provided by the HC Department. Competency/skill gaps must be assessed at least every second year. The performance appraisal process is also an input for development planning.

On Job Training

- The Company strongly advocates on-the-job training for the acquisition or enhancement of skills and competencies for Employees. The aim of on-the-job training is for experienced Employees to pass on knowledge by giving less experienced Employees relevant training in the practical application of skills that are useful and helpful to the performance of the team.
- The Employee should take every learning opportunity while on the job.

- The Supervisor or Direct Manager must take responsibility for making sure that Employees are given practical training whenever possible. If an Employee is involved in the Career Management process or is a potential successor for a higher position, the Direct Manager may assign an experienced colleague as a mentor for the sake of effective on-the-job training and the accelerated development of the given Employee.

Individual Development Plan

- The Company recognizes the need to develop high potential Employees for supervisory and managerial positions.
- Preference is given to Omani Employees.
- Individual Development Plans shall be created for Omani Employees.
- The IDP should span a two-year period, but be reviewed and updated annually.

The IDP for each Employee should specify:

- The competencies/skills that need to be developed by the Employee
- The actions that will help the Employee develop these competencies (e.g. types of training, secondment, on-the-job opportunities, mentor, job rotation, job shadowing, e-Learning etc.)
- The expected time for each learning opportunity
- How the Employee will be assessed as meeting the competency requirements.

Talent Management Principles

Talent is defined as individuals who meet or exceed performance expectations and demonstrate the potential to perform at the next organizational/leadership level. This is generally indicated by the willingness and ability of the Employee to develop new skills and to take on the challenges that come with jobs at the next organizational/leadership level.

The principle of talent management is to develop people to the best of their abilities.

Talented individuals are those who can sustain a level of performance that consistently meets or exceeds the output requirements of their job as well as demonstrate potential.

Compensation and Benefits

Policy Statement

Purpose	<p>The objective of the Compensation and Benefits policy is to:</p> <ul style="list-style-type: none">• Ensure the company follows a fair and equitable method for determining the Employee's compensation and benefits.• Pay employees relative to the value of their jobs and the way in which those jobs are performed.• Ensures the company retains valued Employees; and• Ensure all employees understand how the salary system operates and how it applies to them individually.
Principles	<ul style="list-style-type: none">• Eligible employees at the company are provided a wide range of benefits. Several programs cover all employees in the manner prescribed by law.• Benefits eligibility is dependent upon a variety of factors, including employee classification. Your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee manual.
Scope of Application	Full Time employees. For others, it is as per the contract.

Health Insurance

The company health insurance plan provides Full-time employees and their dependents access to medical insurance benefits.

Eligible employees may participate in the health insurance plan subject to all terms and conditions of the agreement between the company and the insurance carrier.

Contact the HR Department for more information about health insurance benefits.

Life Insurance

Life insurance offers Full-time employees and their family important financial protection.

Eligible employees may participate in the life insurance plan subject to all terms and conditions of the agreement between the company and the insurance carrier. Details of the basic life insurance plan including benefit amounts are described in the Life Insurance Policy.

Contact the HR Department for more information about life insurance benefits.

Educational Assistance

The company recognizes that the skills and knowledge of its employees are critical to the success of the organization. The educational assistance program encourages personal development through formal education so that employees can maintain and improve job-related skills or enhance their ability to compete for reasonably attainable jobs within The company.

While educational assistance is expected to enhance employees' performance and professional abilities, The company cannot guarantee that participation in formal education will entitle the employee to automatic advancement, a different job assignment, or pay increases.

Eligibility:

Only full-time employees who have completed one year of service are eligible for educational assistance. Subject to the CEO's approval, the The company assists its employee in meeting the study cost for the course provided they fulfil the following conditions:

- The study should be related to the Company's operations;
- The course timing should not interfere with the employee's working;
- Expenses shall be paid directly to the Educational Institute on presentment of the Institute's documentary demand for fees;
- The expenses shall be paid only for first-time attempts at any particular level / examination and shall continue to be paid only as long as the employee is successful in the pursuit of his / her studies;
- If the employee is not successful, he/she will be required to pay back 50 % of all the incurred fee.

Compensation Guidelines

Compensation package payable to employees may, depending on the employee's grade and work location, include the following:

- Basic Salary
- Consolidated Allowances (Fixed Allowances)
- Non-Fixed Allowances – according to specific policies
- Benefits – according to specific policies
- Performance based rewards – according to specific policies, based on performance appraisal and Board decision.

Compensation packages of each Employee of the Company will vary. Consolidated Allowances apply equally and consistently for all Employees on a particular grade but the basic salary of the employee will be unique to the Employees' nature of job, skills, experience, performance and other related factors.

Job Evaluation

- The purpose of Job Evaluations and Grading Structure is to ensure each position is mapped accurately in the hierarchy of the Company while defining compensation elements.
- All employees of the company will be employed in positions according to the Grading Structure of the company.

- Job Grades are mapped to the position and shall reflect accurately the complexity of the job, scope of responsibilities, necessary knowledge, skills, competencies and the required level of these.
- Job Grades are not mapped to the person. A grade of a job shall not be modified in cases where the person fulfilling the job is more competent or growing more competent than the given job requires or in cases where the Employee has spent a long period of time in the position.
- Positions in the Company which have the same complexity and require similar knowledge, competencies, education shall be at identical grade level regardless of their department functions.

Salary and Increment Guidelines

- The salary administration is created to achieve consistent pay practices, comply with local laws, mirror our commitment to Equal Employment Opportunity, and offer competitive salaries within our labor market.
- Compensation for every position is determined by several factors, including job analysis and evaluation, the essential duties and responsibilities of the job, and salary survey data on pay practices of other employers.
- Annual basic salary increment takes place once a year and must be based on the individual and Company performance and the pay position of the Employee. The distribution of increments in the company is at the discretion of the Board.
- If the Employee achieves a 'meeting expectations' rating in the individual performance rating, then the company is required to distribute the mandatory (3% of basic salary) Increments Annually as per the requirements of the law.
- Employees should bring their pay-related questions or concerns to the attention of their immediate supervisors, who are responsible for the fair administration of departmental pay practices.

Allowances

Consolidated allowances are paid to all Employees on monthly basis and calculated from the Basic salary. Fixed allowances cover Housing, Utilities, Transportation and Mobile allowances.

Entitlement to non-fixed allowances is defined separately and may vary in application to specific groups of employees.

Terms and conditions are defined for non-fixed allowances and described in this Manual or in a separate policy. Allowances can be provided only if the employee is entitled and meets the defined terms and conditions for receiving the benefit.

Promotion

- Promotions are based on the needs of the company, and occur as a result of a vacant position or the creation of a new position for business/operational reasons. The promotion process is similar to that used for identifying an internal candidate for a vacancy.
- Promotions are based on evidence of knowledge, skills, competence, behavior, and attitude and not on length of service or the age of the Employee. Excellent performance does not always guarantee promotion.
- The minimum criteria required for the Employee to be considered for a promotion shall be among the following:

1. As a guiding principle, an Employee should normally be in his/her current job for at least two (2) years before being considered as a candidate for promotion. In exceptional circumstances, this period may be shorter;
2. Employees Job competencies and qualifications and the ability to perform at next job level;
3. Achieving 'meeting expectations' or 'above expectations' performance rating for two consecutive years.

Social Insurance

All Omani employees are covered by social insurance and their entitlements are as stipulated in the terms and conditions of the Social Protection Fund. The employee contribution is 8% of the total salary while the company contribution is 11.5% of the total salary.

Annual Leave Ticket for Expatriates

- Expatriate employees are entitled to annual return air tickets. The company provides payment for the ticket (as per the Contract of Employment) plus airport taxes.
- The expatriate employees shall be eligible for annual leave on completion of 1 year of service and for each subsequent calendar year.
- The employee shall be at liberty to re-route his/her travel to any other place of his/her choice by paying the additional cost of the ticket over and above his/her annual entitlement.
- If the employee has resigned within the first twelve months of employment and has used his/her passage entitlement the same shall be recovered from him / her in the course of their final settlement.
- The air ticket class of annual passage will be granted as per the Contract of Employment.

End of Service(EOS) Benefit

- Expatriates employees are entitled to an amount based on one (1) month's basic salary for each year of service completed. The end-of-service gratuity will be calculated on the basis of the last salary withdrawn until the last working day on a pro-rata basis.
- End of Service Benefit calculation will start from the first year of completed service with the Company.

Talent Management

Performance Management

Policy Statement

Purpose	<p>The objective of this section is to outline the policies within the Performance Management System, which ultimately aims to:</p> <ul style="list-style-type: none">• Assess the potential of employees at all levels throughout the company;• Allows the company to plan, monitor and execute its business strategy and objectives by cascading them to employees;• Provides an opportunity for regular dialogue between employees and their superior concerning work priorities, performance expectations/standards, and areas of development and growth.• Identify and reward the top performers in the company.• Improve the performance of weak performers to ensure they are contributing to the overall success of the company;• Facilitate improved communications between supervisors and staff on their current work expectations as well as future professional growth; and• Ensure that decisions concerning rewards and promotion are fair and equitable.
Principles	<ul style="list-style-type: none">• Performance Management is the means of achieving high levels of performance in the company by understanding and managing employee performance at all levels within an agreed framework of planned goals, objectives and standards.• The Performance Management system is a continued process during which objectives are set, progress is assessed and ongoing coaching is provided so that employees meet their objectives and career goals.• The Performance Management System and process shall be fair, transparent and objective to all employees' and shall give inputs for decisions relating to Incentives, Promotions and Career Progression.• Setting yearly targets shall be driven by conversations between Line Manager and the employee.• Targets/objectives need to be agreed by the supervisor and the Employee. In case of disagreement the Manager one level higher than the Line Manager should be involved and he/she must mediate between the parties to achieve a consensus.• Performance Appraisal must occur annually, with one mid-year check point as a minimum during each annual cycle.• Objectives can be changed depending on various factors.
Scope of Application	All employees.

Target Setting

Company Target Setting

- The Management Team are responsible for the setting of Key Performance Indicators (KPIs) for the Company to the Board of Directors every year. Company KPIs are approved by the Board of Directors.
- The head of departments are responsible to translate company's KPIs into departmental goals.
- The company's targets shall be shared with all employees once approved.

Individual Target Setting

- The target setting conversations between the Employee and their Line Manager occurs in the beginning of the performance cycle and is critical to set the tone and expectations for the year ahead.
- During the performance management process, targets/objectives have to be realistic and achievable but also challenging and stretching for the given Employee.
- To develop targets and Key performance indicators (KPI's) for a key duty, it is necessary to identify the results expected from the Employee in carrying out this area of responsibility.
- The Employees and Line Manager shall ensure that KPI's are SMART, which is often used to describe the characteristics of good performance measures. The characteristics include:
 1. Specific: Objectives should be specific in means of achievement
 2. Measurable: Objectives should be measurable in means of quantifiable
 3. Achievable: Objectives should be achievable and within the Employees capability
 4. Realistic: Objectives should be realistic taking into consideration the available resources
 5. Time bound: Objectives should be given a deadline

Process

Mid-Year Review

During the Performance appraisal cycle there must be at least one formal review that is called a Mid-year review. It is an opportunity to intervene from both sides – Line Manager and Employee – on time in order to ensure achievement.

The Mid-year process allows the Line Manager to track the progress of the Employee against the different tasks allocated and to intervene or provide support if needed.

Line Managers are also encouraged to counsel non-performers and provide constructive feedback and offer the necessary intervention as needed to assist the Employee to reach his/her maximum potential.

The Mid-year process allows the Employee to receive feedback about his/her performance to date and seek for support or guidance if needed.

In cases where external factors or changes in the Company strategy occurs, the Midyear conversation between the Line Manager and Employee could lead to a shift or change of the targets set for the Employee in the beginning of the year.

Annual Performance Review

The aim of Annual review is to appraise the annual performance of the Employee by his/her direct Line Manager along the previously set targets.

The following shall be carried out during the annual review process:

- A two-way conversation between the Line Manager and his/her direct Employee to discuss the Employees' performance in the context of the objectives agreed at the beginning of the year and the behaviors they demonstrated throughout the year.
- Consider any development areas and opportunities that can be considered for the following year to ensure the Employee's career enhances.

Low Performers Improvement Plan

Employees rated as 'unsatisfactory' or 'needs improvement' are considered to be "low performers". The Company aims to help and encourage all Employees to achieve and maintain acceptable standards of Performance at work.

Consideration of low performers:

- The Employees' Line Manager provides structured feedback and informs the Employee on the areas where the required standards are not met against the targets set.
- Every effort should be made by the Line Manager to understand the reasons for the Employee not performing to the standards required by the Company and whether it is related to the role description, targets or a behavior related issue.
- If the Employee's performance continues to be poor, then the Company shall consider applying a more formal process which could lead to disciplinary actions.
- A performance improvement plan shall be placed by the Line Manager for Employees that fall in the "not meeting expectations" bracket.

Performance Rating Scale

The Company will rate Employees on a 5 point scale rating which is defined as follows:

Score	Category	Score ranges	Category Description
1.0	Unsatisfactory Performance	below 70%	Performance must improve substantially within a reasonable period of time if the individual is to remain in this position. The employee is not meeting the job requirements.
2.0	Needs Development	70% - 89%	Performance is noticeably less than expected. The employee generally meets most job requirements, but struggles to fully meet them all. The need for further development and improvement is clearly recognized.
3.0	Meets Expectations	90% - 109%	Performance clearly and fully meets all the requirements of the position in terms of quality and quantity of work. It is described as good, solid performance, with thorough and on-time results. While minor deviations may occur, the overall level of performance meets all position requirements.
4.0	Exceeds	110% -	Performance frequently exceeds job requirements.

	Expectations	129%	Accomplishments are regularly above expected levels. Performance at a level beyond expectations is sustained, and the quality of work is uniformly high.
5.0	Exceptional Performance	130%- 150%	Performance levels and accomplishments far exceed normal expectations. This category is reserved for the employee who truly stands out and clearly and consistently demonstrates exceptional accomplishments in terms of quality and quantity of work that is easily recognized as truly exceptional by others.

Employee Conduct & Disciplinary Action

Policy Statement

Purpose	The purpose of this policy is to encourage compliance with Company policies and Code of Conduct. It also aims to ensure that the principles of fairness and consistency are applied reasonably in dealing with matters that may warrant disciplinary action.
Principles	<ul style="list-style-type: none"> • Where possible, informal counseling or other good management practice will be used to resolve matters prior to any disciplinary action being taken. • Line Managers are responsible for maintaining proper conduct and discipline of Employees under his / her supervision. • Line Managers may not impose any disciplinary sanctions without consultation and endorsement from the HR. • No disciplinary penalty shall be issued against an Employee after the expiry of 15 calendar days from the date on which the violation has been verified. • The Employee must not be subjected to more than one disciplinary penalty at the same time for a single violation. • The validity of any penalty shall laps after twelve (12) months from the date of the penalty except in the case of termination. Any new offence after the expiry of the penalty will be treated as a new offense.
Scope	All employees

Workplace Etiquette

The company strives to maintain a positive work environment where employees treat each other with respect and courtesy. Sometimes issues arise when employees are unaware that their behavior in the workplace may be disruptive or annoying to others. Many of these day-to-day issues can be addressed by politely talking with a co-worker to bring the perceived problem to his or her attention. In most cases, common sense will dictate an appropriate resolution. The company encourages all employees to keep an open mind and graciously accept constructive feedback or a request to change behavior that may be affecting another employee's ability to concentrate and be productive.

The following workplace etiquette guidelines are not necessarily intended to be hard and fast work rules with disciplinary consequences. They are simply suggestions for appropriate workplace behavior to help everyone be more conscientious and considerate of co-workers and the work environment. Please contact the HR Department if you have comments, concerns, or suggestions regarding these workplace etiquette guidelines.

- Return copy machine and printer settings to their default settings after changing them;
- Replace paper in the copy machine and printer paper trays when they are empty;
- Retrieve print jobs in a timely manner and be sure to collect all your pages;
- Be prompt when using the manual feed on the printer;
- Keep the area around the copy machine and printers orderly and picked up;
- Be careful not to take or discard others' print jobs or faxes when collecting your own;
- Avoid public accusations or criticisms of other employees. Address such issues privately with those involved or your supervisor;
- Try to minimize unscheduled interruptions of other employees while they are working;
- Communicate by email or phone whenever possible, instead of walking unexpectedly into someone's office or workspace;
- Be conscious of how your voice travels and try to lower the volume of your voice when talking on the phone or to others in open areas;
- Keep socializing to a minimum and try to conduct conversations in areas where the noise will not be distracting to others;
- Minimize talking between workspaces or over cubicle walls. Instead, conduct conversations with others in their workspace;
- Try not to block walkways while carrying on conversations;
- Refrain from using inappropriate language (swearing) that others may overhear;
- Monitor the volume when listening to music, voice mail, or a speakerphone that others can hear;
- Clean up after yourself and do not leave behind waste or discarded papers.

Personal Appearance and Dress Code

Dress, grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image the company presents to customers and visitors.

During business hours or when representing the company, you are expected to present a clean, neat, and tasteful appearance. You should dress and groom yourself according to the requirements of your position and accepted social standards. This is particularly true if your job involves dealing with customers or visitors in person.

Your supervisor or department head is responsible for establishing a reasonable dress code appropriate to the job you perform. Consult your supervisor if you have questions as to what constitutes appropriate appearance. Where necessary, reasonable accommodation may be made to a person with a disability.

Without unduly restricting individual tastes, the following personal appearance guidelines should be followed:

- Jeans, Bermuda, T-shirt and shorts do not present appropriate professional attire;
- Unnaturally colored hair and extreme hairstyles, such as spiked hair and shaved heads, do not present an appropriate professional appearance;
- Offensive body odor and poor personal hygiene is not professionally acceptable;
- Facial jewelry, such as eyebrow rings, nose rings, lip rings, and tongue studs, is not professionally appropriate and must not be worn during business hours;
- Multiple ear piercings (more than one ring in each ear) are not professionally appropriate and must not be worn during business hours;
- Visible excessive tattoos and similar body art must be covered during business hours.

Attendance and Punctuality

To maintain a safe and productive work environment, the company expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on the company. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary actions.

Return of Property

Employees are responsible for all the company property, materials, or written information issued to them or in their possession or control. Employees must return all the company property immediately upon request or upon termination of employment. Where permitted by applicable laws, the company may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. The company may also take all action deemed appropriate to recover or protect its property.

Use of Phone and Mail Systems

Personal use of the telephone for long-distance and toll calls is not permitted. Employees should practice discretion when making local personal calls and may be required to reimburse the company for any charges resulting from their personal use of the telephone.

The use of the company-paid postage for personal correspondence is not permitted.

To ensure effective telephone communications, employees should always use an approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller and

hang up only after the caller has done so.

Use of Computer, Internet and Email

Computer and Email:

Computers, computer files, the email system, and software furnished to employees are valuable, vital assets and the company property intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization. To ensure compliance with this policy, computer and email usage may be monitored.

The company has the right to monitor all of its information technology system and to access, monitor, and intercept any communications, information, and data created, received, stored, viewed, accessed or transmitted via those systems.

The company strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Therefore, The company prohibits the use of computers and the email system in ways that are disruptive, offensive to others, or harmful to morale.

For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

Email may not be used to solicit others for commercial ventures, religious or political causes, outside organizations, or other non-business matters.

Internet:

Internet access to global electronic information resources on the World Wide Web is provided by the company to assist employees in obtaining work-related data and technology. The following guidelines have been established to help ensure responsible and productive Internet usage. While Internet usage is intended for job-related activities, incidental and occasional brief personal use is permitted within reasonable limits.

All Internet data that is composed, transmitted, or received via our computer communications systems is considered to be part of the official records of the company and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, employees should always ensure that the business information contained in Internet email messages and other transmissions is accurate, appropriate, ethical, and lawful.

The equipment, services, and technology provided to access the Internet remain at all times the property of the company. As such, the company reserves the right to monitor Internet traffic, and retrieve and read any data composed, sent, or received through our online connections and stored in our computer systems.

Data that is composed, transmitted, accessed, or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet is expressly prohibited. As a rule, if an employee did not create the material, does not own the rights to it, or has not gotten authorization for its use, it should not be put on the Internet. Employees are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights.

Internet users should take the necessary anti-virus precautions before downloading or copying any file from the Internet. All downloaded files are to be checked for viruses; all compressed files are to be checked before and after decompression.

Abuse of the Internet access provided by the company in violation of law or the company policies will result in disciplinary actions. Employees may also be held personally liable for any violations of this policy.

The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- Sending or posting discriminatory, harassing, or threatening messages or images;
- Using the organization's time and resources for personal gain;
- Stealing, using, or disclosing someone else's code or password without authorization;
- Copying, pirating, or downloading software and electronic files without permission;
- Sending or posting confidential material, trade secrets, or proprietary information outside of the organization;
- Violating copyright law;
- Failing to observe licensing agreements;
- Engaging in unauthorized transactions that may incur a cost to the organization or initiate unwanted Internet services and transmissions;
- Sending or posting messages or material that could damage the organization's image or reputation;
- Participating in the viewing or exchange of pornography or obscene materials;
- Sending or posting messages that defame or slander other individuals;
- Attempting to break into the computer system of another organization or person;
- Refusing to cooperate with a security investigation;
- Sending or posting chain letters, solicitations, or advertisements not related to business purposes or activities;
- Using the Internet for political causes or activities, religious activities, or any sort of gambling;
- Jeopardizing the security of the organization's electronic communications systems;
- Sending or posting messages that disparage another organization's products or services;
- Passing off personal views as representing those of the organization;
- Sending anonymous email messages;
- Engaging in any other illegal activities.

Use of Equipment

Equipment essential in accomplishing job duties is often expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, or tools appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment can result in disciplinary action, up to and including termination of employment.

Smoking

In keeping with the company intent to provide a safe and healthful work environment, smoking is prohibited throughout the workplace. This policy applies equally to all employees, customers, and visitors.

Visitors

To provide for the safety and security of employees and the facilities at the company, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter the company at the reception area. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

If an unauthorized individual is observed on the company premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the reception area.

Sexual and Other Unlawful Harassment

The company is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, or any other legally protected characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

- Unwanted sexual advances;
- Offering employment benefits in exchange for sexual favors;
- Making or threatening reprisals after a negative response to sexual advances;
- Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive

- objects or pictures, cartoons or posters;
- Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes;
- Verbal sexual advances or propositions;
- Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words, or suggestive or obscene letters or invitations;
- Physical conduct that includes touching, assaulting, or impeding or blocking movements.

Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. submission to such conduct is made either explicitly or implicitly a term or condition of employment; submission or rejection of the conduct is used as a basis for making employment decisions; or, the conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

If you experience or witness sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the HR Department or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment must immediately advise the HR Department or any member of management so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary actions.

Progressive Discipline

The purpose of this policy is to state the company position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced comes from good leadership and fair supervision at all employment levels. The company's best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Although employment with the company is based on mutual consent and both the employee and The company have the right to terminate employment at will, with or without cause or advance notice, The company may use progressive discipline at its discretion.

Disciplinary action may call for any of six steps :

1. **Counseling / Informal Process** (an attempt to correct a situation and prevent it from getting worse without having to use the disciplinary procedure)
2. **Verbal warning** (A formal verbal warning should normally be given in the first instance where there is a relatively minor instance of failure to meet a standard of performance or misconduct. Although this is a "verbal" warning, it should nevertheless be properly recorded as a file note on the Employees file through a form of a letter or email.
3. **First Written Warning** (If an Employee has continued to fail to meet the required standard of performance or behavior despite an earlier verbal warning, or it would be appropriate to move to this higher and more serious level of warning. If the nature of the misconduct is sufficiently serious, it may be appropriate to apply this sanction for a first offence)
4. **Final Written Warning** (A final written warning is likely to be issued when a previous performance or misconduct issue recurs despite previous warnings having been issued and where the Employee has failed to bring about the required improvement. Additionally, a final written warning may also be issued for a very serious performance or misconduct issue. Should an Employee receive a final written warning, they are likely to be advised that failure to improve may lead to their dismissal)
5. **Suspension with or without pay** (Suspension should only be used to enable an investigation into issues when considered his/her presence on the work site is inappropriate, mainly in the case of gross misconduct; and to prevent the Employee from causing risk to the Company or colleagues or themselves.
6. **Termination of employment** – depending on the severity of the problem and the number of occurrences.

There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and the company.

Refusal to Receive a Penalty Notification

In case the Employee refuses to receive or sign on the warning letter, then the Company may:

- Ask the other members in the disciplinary meeting to sign the warning letters as witnesses to the investigation and disciplinary action being imposed.
- If the Employee was absent from work, then the penalty notification may be sent through registered post with acknowledgment of receipt at the address shown in the Employee's Employee file.

Documentation

A copy of all disciplinary records will be kept in the Employee file of the Employee concerned but any disciplinary sanction applied (e.g. warnings) will laps after 6(six)months post to the issuance date.

Appeal

The company is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from the company supervisors and management.

The company strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. employees are encouraged to offer positive and constructive criticism.

If employees disagree with established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint with the company in a reasonable, business-like manner, or for using the problem resolution procedure. The Employee will have the right to appeal against any disciplinary action. Employees who wish to appeal should do so in writing within 7 calendar days from the date of the warning being clearly communicated to him/her.

If a situation occurs when employees believe that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the following steps. The employee may discontinue the procedure at any step.

1. Employee presents problem to immediate supervisor after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to HR Department or any other member of management.
2. Supervisor responds to problem during discussion or after consulting with appropriate management, when necessary. Supervisor documents discussion.
3. Employee presents problem to HR Department if problem is unresolved.
4. HR Department counsels and advises employee, assists in putting problem in writing and visits with employee's manager(s), if necessary.
5. Employee presents problem to the CEO in writing.
6. The CEO reviews and considers problem. The CEO informs employee of decision and forwards copy of written response to HR Department for employee's file. The CEO has full authority to make any adjustment deemed appropriate to resolve the problem.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment and helps to ensure everyone's job security.

Grievances

Policy Statement

Purpose	The purpose of this policy is to give employees guidance and process on how to resolve their problems at work when individual efforts have been exhausted. The employee may raise a grievance following the procedure outlined in this chapter.
Principles	<ul style="list-style-type: none">• Grievances are concerns, problems or complaints raised by the employee to the company on a matter which the Employee is dissatisfied about, provided that the matter concerns work, or work conditions, or work relationships with other Employees, or any other aspects of employment.• All employees are entitled to be treated fairly and respectfully and any Employee is entitled to raise a concern about unfair treatment or unacceptable behavior and to have that concern treated seriously, impartially and confidentially.• The company will carry out an investigation in the event an Employee has made a complaint against any other employee, ensuring all the facts and reasons are available to support the Grievance. In the absence of sufficient evidence, the Company may opt to discipline the employee that raised the grievance.• The internal formal grievance process shall be resolved within 10 working days.
Scope of Application	All Employees.

Grievances Process

Informal route first

It is encouraged that the Employee raises the first level of grievance to their direct Line Manager as most of the minor cases can be resolved at this level. If the grievance is about the direct Line Manager, then the Employee may raise the grievance to the next level manager.

Formal Grievances- guidelines

- The formal grievance procedure allows the Company to give reasonable consideration to any issues which cannot be resolved informally and to deal with the issues fairly and consistently. Pursuing the formal route should be a last resort rather than the first option.
- Formal grievances shall be documented.
- The Employee shall follow the following process in the case of a Formal grievances:
 1. The Employee shall raise the grievance to their direct Line Manager who should at-tempt to resolve the grievance within Three (3) working days.
 2. If the grievance remains unresolved by the end of the Fifth day, the Employee may raise the matter directly to the next level manager.

3. The next level manager will attempt to resolve the issue within two (2) working days and will discuss the issue with the Line Manager.
4. If no conclusive satisfactory resolution is obtained after the intervention of the next level manager, the Employee may discuss the grievance directly with the person in charge of HR who will attempt to resolve the issue within three (3) working days.
5. As a last resort, the Employee may discuss the grievance with the CEO who will attempt to resolve the issue within two (2) working days. The decision made by the CEO will be final in respect of the grievance.

External reporting of Grievance

If the internal grievance procedure does not result in resolving the Employee's grievance, and if the case warrants reporting to the relevant authorities, the Employee should notify the Company if the internal solutions within the Company have been exhausted and he or she intends to report the matter to the relevant authorities.

Acknowledgement of Receipt

I acknowledge that I have received a copy of this Employee Handbook. I understand that I am responsible for reading and abiding by all policies and procedures in this Handbook, as well as other policies and procedures of the Company.

I also understand that the purpose of this Handbook is to inform me of the Company's policies and procedures, and it is not a contract of employment. Nothing in this Handbook provides any entitlement to me or to any Company employee, nor is it intended to create contractual obligations of any kind. I understand that the Company has the right to change any provision of this Handbook at any time and that I will be bound by any such changes.

Signature

Date

Full Name (please print)

Please sign and date one copy of this acknowledgement and return it to Human Resources. Retain a second copy for your reference.