

ISS RELOCATIONS

“EMPLOYEE HANDBOOK”

HUMAN RESOURCES MANUAL & POLICIES

Version, JULY - 2019

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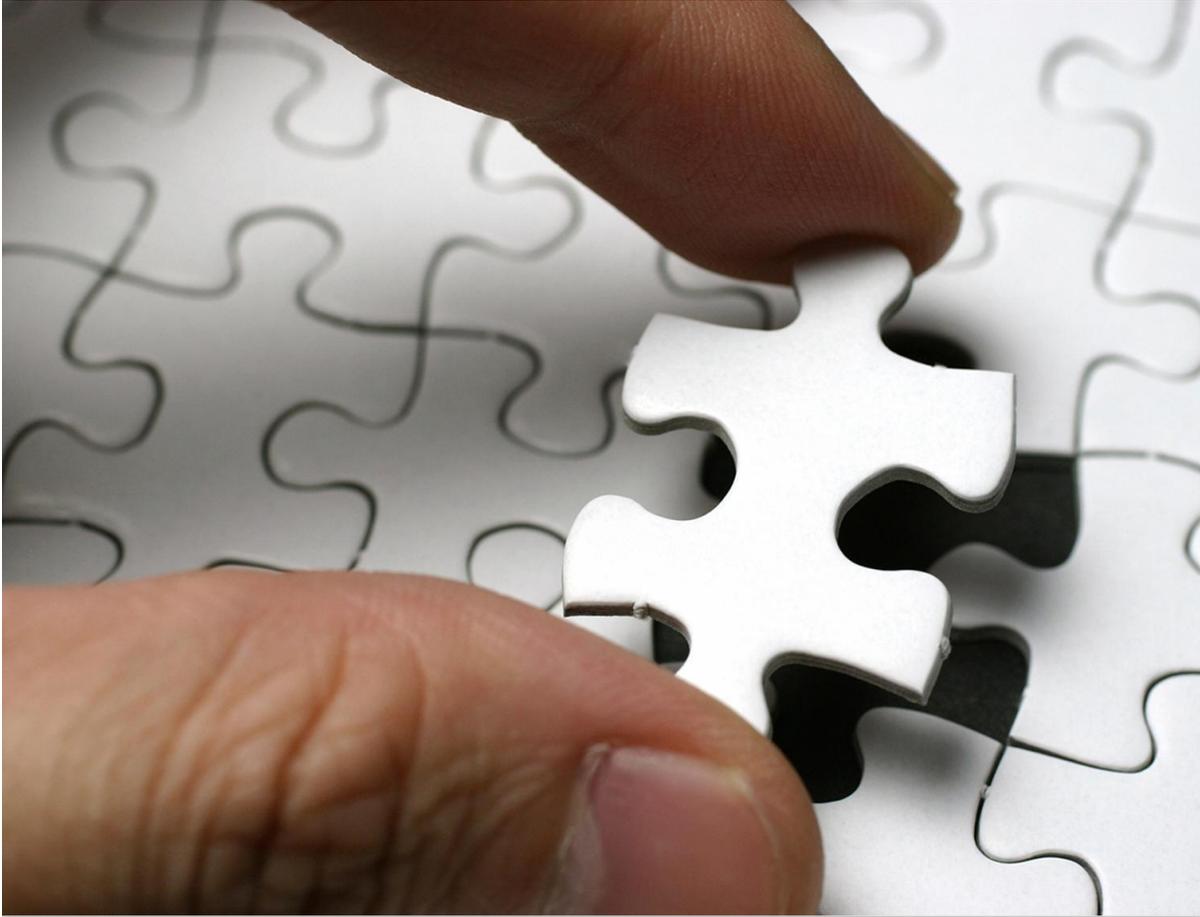
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Recruitment and Selection

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INTRODUCTION

ISS believes that the Recruitment and Selection of high-quality employees with the appropriate skills, competencies, and values, is essential to meet the organization's current and future needs, its strategy and continuous growth and success.

To identify ISS human capital needs and provide the adequate supply of qualified individuals for jobs in the organization.

VACANT POSITION BUDGET

All vacant positions must be budgeted for; this is done through Workforce Planning.

Workforce Planning shall be a proactive process initiated during the fourth quarter of the current year for the upcoming year where all vacant positions shall be accounted and budgeted for.

Recruitment needs shall be discussed and defined by the Head of Department (HOD), approved by the HRM, the Chief Accountant and the Branch Manager before being finally approved by the concerned COO as part of an overall plan and budget.

During the upcoming year, any recruitment needs for a position that is not budgeted shall be justified by a business reason and requires the approval of the HRM, the Chief Accountant and the Manager, before being finally approved by the concerned COO.

The HOD is responsible for justifying the need and getting the approval. If no approval is given, then no recruitment activity takes place.

Replacement positions do not need to be budgeted unless a restructuring is required or a change in position and pay structure occurs.

RECRUITMENT INITIATION

Where recruitment is needed, the Head of Department (HOD) shall provide a Personnel Requisition Form (PRF) to the HR Manager (HRM) to initiate the recruitment process.

An updated Job Description shall be attached along with the PRF for the recruitment activity to commence.

RECRUITMENT SOURCES

ISS selects appropriate sources to identify prospective candidates. The organization can choose either to look internally through "Job Posting" or to seek candidates externally using a variety of external sources such as: walk-ins, the internet, third-party sources, media advertising, educational recruiting, and networking.

Posted vacancies, internally and externally, include job title, reporting relationships, job summary, responsibilities and knowledge.

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APPLICATION FORMS & RESUMES

HR gathers application forms and resumes of applicants.

SCREENING RESUMES

HR matches resumes to the position requirements and starts directly the selection process.

In some cases, HR passes the resumes to the Hiring Manager (HM) for another screening, before starting the selection process.

The Hiring Manager screens resumes received from HR and sends them back to HR for the selection process to start.

Where an applicant is sourced directly by the Hiring Manager, no process shall start until HR has validated the applicant's suitability for employment.

INTERVIEWS

Applicants whose resumes have been selected are called for an interview. Interviews shall be scheduled as soon as reasonably possible. When inviting candidates to an interview, the caller shall clearly specify their name, position, the name of ISS, the purpose of this call, the name of the interviewer, their position, the date and time and address.

When possible, a confirmation email with ISS Road map & Gate Pass are sent to the candidate.

Candidates are invited for a minimum of 2 interviews;

HR conducts an initial interview, documents feedback, and suggests to the Hiring Manager a list of candidates for the interview. Candidates who do not pass the initial interview shall not continue the process.

The Hiring Manager conducts the interview, documents feedback and suggests to HR the shortlisted candidates. In some cases, depending on the situation, the Hiring Manager may interview the candidate first.

In others, HR and the Hiring Manager conduct a panel interview. They serve as interviewers for a single candidate where each shall cover specific areas relevant to the position in hands and related to their roles (technical abilities, behavior, cultural fit, etc.).

An interview feedback shall be completed by each interviewer in the process so that a full evaluation builds up at each stage.

SELECTION TESTS

As part of the selection process, candidates may be asked to undertake tests (presentations, psychometrics, assessment centers, etc.) that must be directly related to the role in question.

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Attention shall be paid to ensure that all candidates applying for the same position are subject to the same test.

REALISTIC JOB PREVIEWS (RJP)

In some cases, and as part of the selection process, candidates may undergo an RJP.

ISS RJP is a process that provides the candidates with a clear picture of what the job will be like if they are hired.

The purpose of the RJP is twofold:

- Candidates must be given as much information as possible so that they can make a decision about their suitability for the job.
- ISS shall objectively portray the job, both favorable and unfavorable aspects.

Length of RJP shall be defined on a case-by-case basis.

FEEDBACK

All candidates receive formal written or verbal communication from HR informing them of their application within maximum a period of 2 weeks from the date of last contact with ISS (interview, test, etc.).

One of the 3 scenarios below might take place:

- In case of rejection, candidates receive an informative email thanking them for their interest in the position and ISS. This can be done verbally over the phone on a case by case.
- In case proceeding with the candidate, HR shall call and inform the candidate of the forthcoming step.
- In case of any pending situations, HR shall call candidates and explain the situation.

CONTINGENT EMPLOYMENT OFFER

A contingent offer of employment is made by HR; a Job Description, an Undertaking and a Free To Operate shall be signed by the candidate who is asked to get all necessary employment documents.

Employment Offer shall only be made in ISS premises or sent via email.

It shall be made clear, written and verbally, to the candidate, that the offer is conditional up until the completion of a satisfactory background check.

It is strictly not permitted to provide the candidate with a copy of any of the offering documents before all signatures are provided and candidate is onboard.

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No candidate shall join the company before provision of all employment documents.

The formal Employment Offer Letter will bear the signature of the HR Manager or as delegated. The letter shall require the signature of the appointee before the appointment is considered effective. According to Article 35 of UAE Labor law provisions of Article 2, an employment contract shall be written in duplicate, with one copy to be delivered to the worker and the other to the employer. In the absence of written contract, adequate proof of its terms may be established by all admissible means of evidence.

BACKGROUND CHECK

Assuming that the best indicator of future performance is past performance, it is important to check background carefully as follows:

Check work references: Upon signing the employment offer, HR shall ask candidates to provide at least 2 references (the number can go up to 4 in case of senior positions); these references are conducted by HR either via landline telephone or email. The outcomes are then communicated to the candidate and documented.

Verify academic credentials: Candidates are requested to provide copies of their degrees.

RECRUITMENT EXPENSES

The company will bear the following expense of the new recruits;

- Visa expense fee
- Medical fitness fee
- Statutory charges with Labour & immigration departments.

All expenses in relation to your transfer of visa/stamping of visa without exiting the country, or in case, you exit the country and join the Company, the airfare from hometown or place of residence to Dubai will be in employee account.

Overseas recruited candidate's ticket from their home country will not be borne or reimbursed by the company.

Recovery of recruitment expense – if the employee leaves the company before the completion of the contract period at his/her own will he/she has to refund the recruitment cost on prorata basics to the company.

DURATION OF EMPLOYMENT

Unless otherwise stated, employment for all staff shall be limited period of 2 or 3 years (depends on the visa unit) subject to satisfactory completion of the probation period.

PERSONAL EMPLOYEE DATA

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On acceptance of an appointment, the new staff member is required to complete the Employee Personal Data Sheet. New employees must also furnish ISS with a declaration of dependents, that is spouse and own children; next of kin and provide photocopies of certificates and other testimonials.

Any changes in personal status shall be reported promptly to the Human Resources Manager by completing a fresh Employee Personal Data Sheet.

CONFIDENTIALITY

All application details, Staff records and the process are treated with the utmost confidentiality to preserve the privacy and safeguard of all applicants.

ONBOARDING

ISS believes that after Recruitment and Selection, one of the most important ways to improve the value of its Talent Management Systems is through the effective use of Onboarding.

To help new employees adjust to social and performance aspects of their new jobs quickly and smoothly. In other words, it is the process through which new employees learn knowledge, skills and behaviors required to function effectively in the organization.

Onboarding is mandatory for all new employees and employees transferred from another country's operation; it is broken down into 3 main parts:

1. Orientation
2. Know Your Profession (KYP)
3. On-Job Training (OJT)

ORIENTATION

The Orientation is championed by HR. It is delivered one-to-one or in groups on the first day of employment. The length of the Orientation is one full day where the focus is on 2 levels:

1. Knowledge of **Culture** which provides new employees with information about ISS: history, identity, milestones, lines of business, business key strengths and organizational structure.
2. **Compliance** that includes communicating to employees Policies, SOPs and Processes.

KNOW YOUR PROFESSION (KYP)

The KYP is delivered one-to-one or in groups right after the Orientation. The KYP ensures that new employees understand the **Core Business** of ISS.

The KYP consists of 6 topics delivered by Subject Matter Experts (SMEs):

1. Core Competencies
2. Sales

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3. Operations
4. Projects
5. Customer Service
6. Transport

ON – JOB TRAINING

The On-Job Training kicks off after completion of the Orientation and the KYP. A “Coach” or “Buddy” can be assigned by the HOD in order to provide the new employee with the needed support.

The OJT is broken down into 2 parts:

1. *Inter-departmental Training* which provides new employees with appropriate information from other departments relevant to their own role, job duties, and working arrangements.
2. *Departmental Training* that focuses mainly on the new employee’s role Clarity to ensure understanding of the job and all related expectations.

PROBATIONARY REVIEW

Regular probationary review meetings are conducted during the whole probation period to evaluate the new employee’s performance progress and provide them with ongoing feedback and development to enable them to reach their potential and the department and company goals.

Probationary review meetings are conducted over 3 stages:

- Stage 1:** Initial Review at 1/3 probation period.
- Stage 2:** Second Review at 2/3 probation period.
- Stage 3:** Final Review at 2.5/3 probation period for legal compliance.

N+1 evaluation system is applied. N+2 is optional. HR shall arrange time and venue for the meetings.

The completed form at each stage is forwarded to the HR Department for careful consideration of the information provided and documentation.

If an extension of the probation period is suggested, then the maximum extended period shall be 3 months and an approval is requested form the Country Manager or the COO.

EMPLOYEE FEEDBACK

Obtaining and utilizing new employees’ fresh thoughts and ideas is an effective way to keep business solid. By getting feedback from them, ISS gets to measure 2 primary behaviors:

- How they describe the organization.
- How much engaged they feel.

Regular employee feedback is gathered throughout the whole probation period along with the probationary review meetings.

- Stage 1:** Feedback at 1/3 probation period.
- Stage 2:** Feedback at 2/3 probation period.

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Stage 3: Feedback at 2.5/3 probation period.

The HR Department is the champion. The completed form at each stage is documented.

GUIDELINES

Onboarding Checklist: A list is used by HR to prepare for the arrival of the new employees and help them settle in as quickly and efficiently as possible.

HR is responsible for following up on the completion of the actions outlined in the checklist.

After completion of the onboarding, HR completes and documents the Onboarding Checklist to ensure that new employees have been properly integrated in their role, the department and the company.

Employee Onboarding Plan: The Employee Onboarding Plan is used to communicate the plan for the new employee and as a follow-up and monitoring tool for the whole Onboarding Process.

After completion of each topic allocated on the Employee Onboarding Plan, both the facilitator and the new employee shall sign to ensure an effective process of Onboarding. Once completed, the Employee Onboarding Plan shall be sent to the HR Department for review and documentation.



Working at ISS

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ORGANIZATIONAL CODE OF CONDUCT

ISS will comply with all applicable laws and regulations and expects all its employees to conduct business in accordance with relevant UAE laws and regulations and to refrain from any illegal, dishonest, or unethical conduct.

All ISS employees have to abide by the rules, policies and procedures prescribed in the HR Policies Manual as well as all relevant Code of Conduct guidelines. Employees who do not abide by the rules, policies and procedures shall be held responsible and may be subject to Disciplinary Action (refer to Disciplinary Action policy).

EXTERNAL BUSINESS ACTIVITIES

Employees are not allowed to render any services as an employee to any person or company, in any capacity, during their service at ISS Group, with or without pay.

Should any unauthorized activities be discovered, HR Department in conjunction with the management of the company if necessary, are authorized to deal with such violations, and should decide on the appropriate Disciplinary Action.

EMPLOYEE RELATIONS

ISS employees should support equal, ethical and respectful treatment of all employees and other individuals associated with the organization. Specifically, all ISS employees are required to:

- Demonstrate a personal commitment to maintain honest, fair and consistent management practices and to treat everyone with respect and dignity.
- Support ISS employee development programs and strive to create a workplace and patient care environment that is free of all forms of harassment or favoritism (refer to Equality and Anti-Harassment policy).
- Strive through words and actions to create a high standard of professional atmosphere in the organization.
- Observe professional standards and good judgment.
- Voice their concerns that may pose a risk to the reputation of ISS and employee well-being. These should be reported to the Line Manager and/or HR Department.

EQUALITY AND ANTI - HARASSMENT

Harassment and discrimination include, but not limited to, any unwanted, unreasonable and offensive behavior that makes people feels uncomfortable, humiliated, and frightened or threatened. For example, harassment could be;

- Making racist, ethnically biased, religious, cultural or political unacceptable comments
- Offensive jokes, remarks or notes, or any matter that could be deemed pornography
- Offensive emails, pictures or gestures
- Unwelcome physical contact or sexual overtures

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- Isolating others or not cooperating with employees
- Spreading negative rumors purposely about employee(s) or the organization
- Misuse of power or bullying on employees

If any ISS employees witness any incident of harassment or discrimination, they are required to inform their line manager and/ or the HR department immediately. An employee who feels mistreated can avail the options available in the Grievance policy.

Violation of these guidelines will result in Disciplinary Action.

WORKING HOURS

The workweek comprises a minimum of 48 hours, beginning Saturday and ending Thursday of each week. The official working hours are from 8AM to 6PM with 1-hour lunch break. However, the nature of work and depends on location the time will be changed.

ATTENDANCE POLICY

ISS believes that employees' attendance affects directly their performance and in-turn the organization's values", hence therefore, punctuality and regular attendance are required by all employees.

Our attendance will be strictly followed by the Biometric machine for the monthly payroll. Therefore, employees are requested to inform the HR / IT department on the same day via e-mail, if the biometric malfunctions while "Punching In & Out".

In case of absence or lateness, employees shall contact their Reporting Manager the soonest possible, to communicate the length and reason for absence or lateness. Any late coming exceeding 15 minutes will be considered as leave without pay for the day. A justified lateness of 15 minutes is accepted only 3 times in a month.

Also, if it's a medical or any other unforeseen incident, the leave request shall be completed by employees and submitted to Reporting Manager for approval. When approved, this request shall be submitted to the HR Department with the supporting documents on the next day of the absence.

This policy is applicable to all the employees of ISS irrespective of designations.

RECOGNITION

A means of acknowledging employees for sustained outstanding performance/service and providing incentives to continue provide outstanding performance/service. Recognition should be linked to performance outcomes.

For example, employees should be recognized/rewarded for being results-oriented and customer-focused. Other contributing factors could be increased morale, contribution to team cohesiveness, contribution to the success of the performance management process, etc. Recognition does not necessarily have to be linked to a bonus system, but can be for e.g.; time off, chance to attend conferences of choice etc.

- Employees can be recognized for a number of reasons: performance excellence, dedication

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towards the job, length of service and quality initiatives, etc...

- The reward can monetary and non-monetary.
- Monetary reward for excellent performance can be granted to employees who are constantly exceeding expectations or worked in special projects as assigned by Line Manager, Department Manager, or COO.

DRESS CODE

ISS maintains a professional dress code policy and has established guidelines for employees regarding appropriate dress, grooming and personal hygiene.

Dress and appearance shall be of a business like standard and employees are expected to maintain an appearance that is appropriate to the local business and culture conditions.

The wearing of safety shoes, gloves is compulsory when working near all plant and equipment.

VIOLENCE FREE ENVIRONMENT

ISS ensures a safe environment for everyone; offensive physical or verbal behavior towards anyone will not be tolerated.

THEFT AND MISUSE OF COMPANY PROPERTY AND ASSETS

All employees shall protect the company's assets and ensure their efficient use. All company assets shall be used for legitimate purposes only. Theft and waste have a direct impact on the company's profitability. Employees shall not steal or misuses company assets, provide any product to any person or entity not in accordance with established company policy. Any employee caught misusing or stealing company property will be terminated and will be subject to criminal pursuit.

ALCOHOL FREE ENVIRONMENT

Excessive drinking is not allowed. Any sickness, lateness to work or not attending work when required as a result of consumption of alcohol will be deemed as self-inflicted. This may be subject to disciplinary action in accordance with UAE Labour Law and Company policy.

Only **NON-Muslims** can drink alcohol. Any employee consuming alcohol in the accommodation blocks must be considerate of other nationalities and religions also living there.

It is an offense under the UAE Labour Law Article 120, to work while under the influence of alcohol or narcotics. It also contravenes on safety in the work place.

Employees may be made to undergo alcohol testing at any time and those found to be under the influence of alcohol during work may be terminated with immediate effect.

Employees are only allowed to bring into the accommodation 1 bottle of liquor and 6 cans of beer a day. Any employee found selling alcohol will be immediately terminated.

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ATTENDANCE

Each worker will be informed of their working hours and the times they are expected to start and finish work. If an employee is unable to attend work, they must inform their Head of Department or Superintendent before they are expected to be at work. Failure to do may be subject to disciplinary action in accordance with UAE Labour Law and Company policy.

COMMUNAL ABLUTION & WASHING AREAS

With regard to the differing cultures employed with in the facility, the company requires that all persons using the facilities cleans up after they have finished. When using the toilet, cleaning hands after being at the toilet or cleaning the shower area they you must ensure that the area is clean for the next employee.

IT PRODUCTS AND SERVICES

All IT Products and Services provided to the Employee for business purposes are the property of IT Department and any kind of abuse as detailed in the IT Procedures will be treated seriously and disciplinary actions will be taken against such abuses.

EMPLOYEE PRIVACY

All employees must respect the privacy of others especially in the accommodation block. An employee must not read any letters or company contracts belonging to another employee or share this information as this is regarded as private.

FEMALE EMPLOYEES

All employees are reminded to have particular consideration when dealing with females employed by the company. These staff must be treated with respect and consideration.

GIFTS

ANY gift, of ANY value, to ANY employee is strictly prohibited.

JOB TITLES AND VISITING CARDS

Job titles are defined from the company's organizational chart. From there the HR Department and Senior Management will decide who will have business cards printed.

The cards will be supplied by the company.

NARCOTICS AND DRUGS

Drugs that have been prescribed by a Doctor can be taken while employed and living in the facility, this applies to "family members".

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NO NARCOTICS or DRUGS are permitted in the facility. If there is any doubt regarding the legality of any drug being taken in the UAE please talk with the company Doctor on-site. Some forms of medicine purchased over the counter in other countries are ILLEGAL in the UAE.

Anyone found using narcotics or drugs will face disciplinary actions up to and including termination.

NOTICE BOARDS

These are provided by the company to share company information. All notices posted on the notice board must be approved by the HOD.

PERSONAL GUARANTEES

The company will NOT guarantee any personal loans. The company is obligated to provide personal financial information for the employee to get loans but also to notify any institution when the employee has given their termination letter.

PERSONAL HYGIENE

It is recognized that some staff work in difficult climatic conditions, however all employees are reminded to bathe or shower daily using soap to keep clean. This is not just an issue of body odor but also assists in controlling any outbreaks of communally transmitted disease when living in the accommodation blocks on site.

RELIGIOUS HOLIDAYS AND RAMDAN

All employees are to respect the religious beliefs of others. During the Holy month of Ramadan, Muslim employees are required to observe fasting during the daylight hours. Wherever possible the shifts will be changed to suite these staff, in accordance with the UAE Labour Law.

SMOKE FREE ENVIRONMENT

Smoking is only allowed in the designated areas. Care must be taken when extinguishing cigarettes in the approved containers.

SPITTING

While some cultures find this behavior acceptable, this is not the consensus and the company policy are that spitting is not allowed. It spreads disease and generally offends others. Failure to observe this rule may result in disciplinary action.

USE OF COMPANY ASSETS

Any employee given any company asset or tools has the responsibility to ensure that it is fit for the required purpose. When received, it must be checked to see it is in good condition and it should also to

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be kept in good condition during its use. They must report any problems with such assets to their Head of Department, and if necessary, replace it.

USE OF MOBILE PHONES & CAMERA

The use of mobile phones while working is forbidden, except where permission has been granted by the Head of Departments or if a company phone has been supplied. Company phone use is restricted to company business only and all personal call charges will be deducted from the employee's salary. If the mobile phone has a camera then it should not be used to take pictures within the office premises and no salacious or pornographic content is allowed.

It is expected that employees will take due regard for the privacy of others when using mobile phones and have the phone set to vibrate during working hours.

Pictures can be taken in the accommodation blocks but permission should be sought before taking anyone's photograph. Any failure to observe this rule may result in disciplinary action.

ISS CORPORATE POLICY ON ANTI – BRIBERY AND CORRUPT PRACTICES

It is the policy of ISS, its subsidiaries and affiliates to comply with all laws and regulations, both in UAE and other countries in which we have a business presence.

In your conduct of any activities on behalf ISS, its subsidiaries or affiliate, we expect and require that you act at all time in compliance with all applicable laws and regulations to which ISS, its subsidiaries and affiliates are subject.

ISS ensure zero tolerance for bribery and corrupt practices in the organization. So, the employees of ISS, its subsidiaries and affiliates have to comply the following policy on anti- bribery and corrupt practices.

- ISS prohibits its employees from paying or offering or promising to pay or authorizing any payment of money or other things of value directly or indirectly through any other person or institution to any officials or representatives of any vendors, customers or business or non-business associate to induce them to perform any wrongful or unethical act for the benefits of the organization or employees.
- ISS prohibits its employees to request or receive any bribe, gifts or other favors from any outside agencies their officials, representatives, agents directly or indirectly for any act of proper or improper performance while discharging their duties and responsibilities.
- ISS prohibits its employees from indulging in any corrupt practices, the employees should not be influenced by inside or outside persons or institutions, organization to perform any act which violate the company's policies and rules or violate any local body or institution or government rule or law of the country.

Any employee who do not comply the above policy or anyone who prevent others from complying the policy will be considered as a violation and result with disciplinary action and may force the management to initiate criminal proceeding within the applicable law of UAE.

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Learning And Performance

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PERFORMANCE MANAGEMENT SYSTEM

Individual contribution drives business results that accomplish the objectives of the organization. Managers need to help translate the organization's business objectives and performance standards into individual employee objectives. Clear expectations should be set for employee outcomes.

A manual has been developed by the Group HR Department to describe ISS Performance Management System.

Eligibility for Performance Management shall be verified based on the following criteria:

- Period of employment with ISS: 1 year.
- Period of occupying current role: 1 year.
- Performance Records shall show satisfactory performance during the last 1 year.
- Disciplinary Actions: no warning or other corrective action taken against the employee in the last 1 year.

Outcomes of the Performance Management System at ISS:

1. Performance-Sharing Plans
2. Mobility
3. Career Development
4. Training and Development

MOBILITY

The concept of Mobility involves a number of activities that can be categorized under 2 types:

1. **Internal Mobility:** such as promotions, demotions, relocations and transfers; these internal mobility options are strengthened when partnered with job rotation.
2. **External Mobility:** such as terminations.

JOB ROTATION

Job Rotation is the movement between jobs. Multiskilled employees benefit the organization by providing a wider pool of internal staff to fill open positions.

PROMOTIONS

For ISS, a promotion is an increase in grade level due to:

- Assuming a position that involves increased responsibilities and the acquisition of additional knowledge, skills and competencies in the same line of work (Operations Consultant to Operations Senior Consultant).

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This type is called a career-ladder promotion.

- Assuming new and different duties of a different position at a higher grade (HR Officer to Marketing Senior Officer).

HR, in conjunction with line management, has the responsibility to develop a natural progression of jobs whenever possible, in order to provide employees with a career path for future growth that can also be used as a basis for promotion from within.

This approach can significantly enhance employee morale and motivation. It also provides the organization with candidates whose strengths and areas for development are known and who should already have an understanding of the business operation.

Related to the importance of strategic alignment, new positions shall be created only in response to the organization's mission and strategic objectives. HR must be diligent to guard against "creeping career paths" (i.e. creating jobs to provide a means of upward mobility).

Clearly, arbitrary or artificial career paths can lead to unrealistic expectations and unnecessary organizational structure and costs.

PROMOTION CRITERIA

Applicants must have satisfactorily fulfilled the conditions of their present appointment and promotion will only be recommended when applicants, through their achievements, can demonstrate that:

- they have the capacity to perform tasks commensurate with those expected of employee at the level sought and
- the quality of their current performance is appropriate to the level sought.

Applicants must describe and present evidence of their achievements under the criteria for promotion

GENERAL GUIDELINES – PROMOTION

Employees promotions will be determined by the Management used by the company assess the performance of the employees. Promotions will be governed by the need for the new positions/organizational requirements.

Whenever the job extends into a larger context the promotion can be within the Department.

In contemplating the promotion of an employee, the employees past performance record will be considered along with the following guidelines/norms.

- Employee should have been in the current position for a period of 3 years. (However, this is not a limiting factor for deserving / exceptional cases)
- Job responsibility in the previous job.
- Employee's skill directly related to the position under consideration.

The prospective candidate may be required to go through an assessment exercise before being considered for promotion.

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If the employee is promoted, a job description of the new position should be provided to him by the concerned supervisor after consultation with HR. In no case will a promotion be made solely to justify a salary increase for an employee.

On promotion the normal procedure is to adjust the employee's salary to the minimum of the salary scale into which the employee is promoted. If the minimum of this salary scale is lower than the employee's current salary then appropriate adjustments will be made. The promoted / upgraded employee will have to include under 3 months' probation.

DEMOTIONS

When employees have been advanced beyond their skills and capabilities, if possible, they should be given the opportunity to move back or laterally to positions that are geared to their talents. Demotions are usually the result of:

- An attempt to move an underqualified employee to a more suitable position.
- An employee's request.

TRANSFERS

Shifting employees in jobs is another way to match employees' abilities and the organization's staffing needs. Transfers are usually considered a lateral move with no salary adjustment. They can be initiated by either the employee or management and may occur across geographic location, function, or organizational lines.

Such moves may help companies balance staffing, facilitate career development, and reduce the need for terminations.

RELOCATIONS

Some factors to be considered when managing such moves are:

- How the organization benefits.
- Effect on employee morale and productivity.
- The costs, including moving costs and possible adjustments in compensation and other allowances.

TERMINATIONS

For varying reasons related to performance, employers may decide to discharge particular employees for cause through termination. These reasons may include poor performance, inability to manage subordinates, inability to work with management, and violations of employer policy.

PAY ADJUSTMENTS

Pay shall be adjusted accordingly along with promotions, demotions or relocations. Main factors to be taken into consideration:

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- ISS Pay Structure
- Geographic differential pay
- Equity and compliance

GUIDELINES

To be entitled for job rotation, promotion, transfer or relocation, an employee shall meet, in addition to the Performance Management eligibility criteria, the following requirement:

- Availability of seat to be rotated, promoted, transferred or relocated to.

CAREER DEVELOPMENT

The process by which individuals progress through a series of stages in their careers, each of which is characterized by a relatively unique set of issues, themes, and tasks, is known as career development.

There are 4 key players, with an organizational setting, involved in the career development process – individual employees, their managers, HR, and organizational leaders.

INDIVIDUAL

Every individual bears the primary responsibility for their career. While employees in the past felt that the organization held the responsibility of leading them through their career, the changes in the social contract between employers and employees have necessitated that everyone recognize and accept responsibility. Individuals should be proactive in planning their own careers but understand that their organization can still be a means of support.

MANAGER

The manager should serve that support linkage between the individual and the organization. There are 4 roles managers should perform in order to serve their employees in their career development:

- Coach** : One who listens, clarifies, probes, and defines employee career concerns.
- Appraiser** : One who gives feedback and clarifies performance standards and job responsibilities.
- Adviser** : One who generates options, helps setting goals, makes recommendations, and gives advice.
- Referral Agent** : One who consults with employees on action plans and links them to available resources.

HUMAN RESOURCES

Care must be taken by HR to design career paths that enable employees to achieve their goals. Designing a career path involves several key steps:

- Complete a job analysis to determine the performance requirements of a position – the knowledge, skills, and competencies required – and how they link to the organizational goals.

- Develop a natural progression of jobs – logical promotions that employees can follow that require progressively more knowledge, skills and competencies.
- Determine training and development needs of employees.

GUIDELINES

To be entitled for Career Development, an employee shall meet, in addition to the Performance Management eligibility criteria, the following requirement:

- Availability of seat to be rotated, promoted, transferred or relocated to.



TRAINING AND DEVELOPMENT

ISS recognizes the essential role of training and development and is committed to making relevant opportunities available to all staff in order to:

- Support the achievement of its strategic aims and business plan objectives.
- Ensure that it is able to provide the highest quality of service through its skilled and trained workforce.
- Enable all staff to develop their skills and knowledge to improve their job performance, increase their job satisfaction and reach their full potential.
- Promote its reputation as an employer of choice and increase its ability to attract and retain a high-quality workforce.

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ISS ensures that all employees have equitable access to development opportunities to meet their needs; this is actively encouraged by promoting the value of staff development.

ISS believes that it is imperative that employee learning objectives and programs closely align with and support organizational strategic goals. A systematic and complete process is used to determine needs, develop and implement training, and evaluate outcomes.

NEEDS ASSESSMENT

The first phase is needs assessment during which data is collected to identify gaps between actual and desired performance. If the gaps point to a lack of employee knowledge, skills, and competencies, then specific training objectives are established to address the training needs.

The HR Department shall use different methods for collecting data:

1. Business Plan Analysis is a method that relies on using ISS strategy to define the core training needs of the organization; ISS well defined philosophy and values provide the background for the organizational training needs assessment.
2. Job Description Analysis for assessing training needs refers to the close examination of the content of jobs existing at ISS, the performance standards and the competencies needed to perform the job completely.
3. Observations are a method that generates real-life data and is applied mainly through observing employee behavior in a training session and on the job through field visits.
4. Performance Appraisals that indicate strengths and areas for development in skills, knowledge and behavior, and identify training and development needs.

Needs Assessment helps the HR Department set the employee Training and Development Action Plan and consequently the yearly training calendar. Some core training programs delivered at ISS are: Orientation, Know Your Profession and On-Job.

DESIGN AND DEVELOPMENT

In this phase, decisions regarding course objectives, course content, whether develop an “in-house” or purchase an “off-the-shelf”, delivery methods, and implementation are made.

Materials are then created, purchase, and/or modified to meet the stated objectives.

IMPLEMENTATION

In this phase, the training is delivered to the target audience. Implementation involves a multitude of elements that influence the success of the program. Success will be measured on the learning that takes place during the delivery of the program.

The primary tasks of implementation are: scheduling the program, selecting the facility (location, environmental considerations, space requirements, seating arrangements), and announcing and delivering the program.

Time spent at an approved training program during normal working hours shall be considered as part of the

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employees' normal working hours and shall not be charged to their accumulated leave or considered leave without pay.

EVALUATION

Evaluation consists of comparing the programs results to the established objectives to determine whether the original needs were met. Participants' reactions, their learning, changes in behavior on the job, and changes in organizational performance indicators shall all be considered when evaluating training results.

GUIDELINES

Employees themselves may request nomination or registration for an "off-the-shelf" training. To be able to attend an "off-the-shelf" training, an employee shall meet, in addition to the Performance Management criteria, the following requirements:

- Relevance: the training requested should be relevant to the role of the employee requesting the training.
- Accreditation: training providers shall be accredited, and approved.

PAYBACK AGREEMENT

Employees pay back the company for any attended "off-the-shelf" trainings if they leave the company within 3 year from completing the training. This is done on a pro-rata basis. Exceptions only apply to resignations due to health reasons and layoffs.

The financial assistance limits of AED 3000/- will only be provided by the company.



LEAVE POLICY

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CONTRACTUAL LEAVE

Based on the employment contract 2 different types of contractual leave exists such as annual leave & biannual leave. This entitlement to vacation upon the anniversary date of employment either annual or biannual.

ANNUAL LEAVE

After one full year of continuous service with the company, employee is entitlement for 30 days annual leave in the contract article (75) article (76) article (77) article (78) of the Labour law will apply for calculation of leave days, leave period leave salary etc.

Leave requests shall be completed and submitted to Line Manager/HOD for approval. Line Managers/HODs reserve the right to deny requests based upon business need.

Employees, when deciding on their leave date, must take into consideration the workload in their department/unit.

Employees, who take a leave without obtaining their Line Manager's/HOD's approval, may be subject to disciplinary action.

If an official holiday or/and Friday's falls within the employees' scheduled annual vacation, they will not be granted an additional day of vacation.

If for any reason, employees need to extend their annual leave, they must contact their Line Manager/HOD and obtain their approval. Failure to do so will render the employee liable to disciplinary action for unauthorized absence.

Employees will be paid only for accrued annual leaves against their annual leave salary. 80% of their annual leave salary will be paid against their used annual leaves.

Modifications and cancelation of leaves must be approved by the Line Manager/HOD.

BIANNUAL LEAVE

As per the employment contract certain category of employees are eligible for biannual vacation. Such category of employees is eligible for leave pay after each year (30 days each) whereas ticket eligibility is for once in 2 year.

GENERAL GUIDELINES

If the employee resigns within one year of commencement the employee will not receive any accrued vacation pay.

If the employee is terminated by the company within one year of commencement date for any reason other than Gross Misconduct, the employee will receive Pro rata payment, calculated from the date of commencement to the last days of employment.

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The salary paid during the annual vacation is based on the current monthly basic pay, housing allowance and vehicle allowance whatever applicable.

The employee should apply for annual vacation when the circular for the same along with Leave Application Form circulated by the HR department. The filled in Leave Application Form will be forwarded to the HR department for final approval through the respective departments head and the Management has all the right to reserves to change the date of leave.

As an exception, due to company requirements, an employee may avail leave in parts subject to the approval of the management.

Annual vacation: 30 working days per annum calculated pro rata at the rate of 2.5 days per month.

LEAVE SALARY & SETTLEMENT

- All vacation entitlement must be taken within the applicable leave year no carry forward on normal circumstances.
- As per the policy, unused leaves will be lapsed and cannot be en-cashed.
- Only the current year leaves will be calculated for the final settlement. Any pending or unused leaves from the previous years will not be considered for those who are eligible for annual leave.
- Employees who are eligible for Biannual leave will be considered as per the terms of two years maximum.
- Senior and management staff under no circumstances will surrender or leave kept pending for their convenient.

TICKET ALLOWANCE

Employees are entitled for the annual/biannual ticket allowance as per the terms of employment contract/position while they are proceeding on annual vacation.

In lieu of the company provided air ticket the company will provide fixed allowance as per table below;

AIR TICKET ALLOWANCE		
No	COUNTRY	Eligible Amount (AED)
1	BHARAIN	800
2	CANADA	3,500
3	EGYPT	1,800
4	INDIA	1,500
5	INDONESIA	2,500
6	ITALY	3,500
7	IRAQ	1,500
8	JORDAN	1,500
9	NEPAL	1,300
1	PAKISTAN	1,300
1	PALESTINE	1,500
1	PHILIPPINES	2,000
1	SRILANKA	1,500
1	SYRIA	1,500

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1	UNITED KINGDOM	3,500
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- For children 75% of the above allowance will be provided.

ELIGIBILITY CRITERIA

Annual Air Ticket Allowance – Managers & above

- Manager 1+1 (self & spouse)
- General Manager 1 +2 (self, spouse & one child)
- Sr. General Manager & Vice President 1+3 (self, spouse & two children's)

Biannual Ticket – other staff below managerial category will be eligible for air ticket allowance once in two years.

- The eligible ticket allowance will be disbursed along with the leave salary
- Employees who En-cash the leave salary will not be eligible for ticket allowance
- No ticket booking will be undertaken by the company.

MEDICAL LEAVE

Sick leave is payable in any twelve (12) month period as follows.

- Full pay for the first fifteen (15) days
- Half pay for the next thirty (30) days
- No pay for the following period up to one hundred thirty – five (135) days.
If after six (6) months the employee is still medically certified as unfit for work, the company may terminate the employment relationship.

Any medical leave, even for a day, shall be attested by a medical report signed by the Line Manager/HOD and HR who keeps the legal right to investigate with the concerned physician the sickness in question. Presenting a fraud medical report shall leave the employee and physician concerned exposed to legal procedures.

Paid sick leave entitlements will not be granted by the company if in the company's opinion, after consultation with a Doctor, the employee concerned has acted against the doctor's advice or instruction or that the illness or injury is self-inflicted or arises out of illegal acts.

Absence from work due to illness supported by a sickness certificate after three (3) days issued by an approved/authorized health clinic will be considered sick leave with pay up to defined limits. The company reserves the right to ask for a sick certificate for all absences due to illness.

MATERNITY LEAVE

Female employees will be allowed maternity leave as per UAE law.

COMPASSIONATE LEAVE

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The company will grant upon to Ten (10) day's compassionate leave in the event of death of father, mother, spouse, son, daughter, of the employee provided employee should serve 5 years with ISS.

Qualifying conditions:

1. Employee must have submitted to the Human resource department, a complete list of dependents at the point and time of Hire "Master Dependent List".
2. Employee must have advised the company of any changes to the "Master Dependent List".
3. In the case of death, the employee must supply a copy to the death certificate on return from compassionate leave.
4. All compassionate leave must be approved BY the department head.

If any employee erroneously claims compassionate leave, he/she will be subjected to disciplinary action which would result in employment termination.

UNPAID LEAVE

An employee may apply for unpaid leave for justified reasons subject to the consideration of the line manager in accordance with the work needs.

An Employee may apply for unpaid leave only when his Annual Leave balance has been fully utilized.

Leave of absence without pay may be granted for a minimum of two (2) weeks subject to the consideration of HOD.

UNAUTHORIZED ABSENCE

If the employee absents from duty for more than 7 days without permission, the Management reserve the right to take disciplinary actions which can also include termination of service.

OFFICIAL & PUBLIC HOLIDAYS

The employee is entitled to days off with pay on holidays for private sector industries as declared by the government of UAE., if working condition permit.

- Holidays are subject to change on a yearly basis based on ISS Management decision. They may be added or deleted accordingly.
- A list of observed holidays is validated by the Chairman and the COO and published by the HR Department.
- Holidays are paid days off for Back Office employees. Labors are paid working official holidays as per overtime policy.

SPLITTING OF ANNUAL LEAVE

Employees are allowed to split their annual leave for 30 days. The minimum days to be availed at a time should be for 10 days & the maximum for 20 days subject to the Management approval.

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While splitting the annual leave there should be minimum 6 months gap between the last leave availed and proposed leave (there should be minimum 6 months interval between split leaves). The leave salary will be settled on due & prorata basis as per ISS leave salary policy.

GUIDELINES

All leave requests must be completed and submitted to Line Manager/HOD for approval. When approved, the leave request shall be submitted to the HR Department.



PRIVACY

CONFIDENTIAL EMPLOYEE DATA

All Employee/ Personnel data is considered confidential and will be treated as such at ISS.

Personnel data include, but are not limited to, all data submitted at the time of joining ISS, such as Name, Nationality, date of birth, marital status, details about dependents, educational qualification(s) and work

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experience, previous employers and photograph(s).

The HR Department is responsible for ensuring the safe and secure storage of all employee data and limiting access to that information to authorized personnel only. These personnel are relevant members of the HR Department.

COMPUTERS & LAPTOPS

- Laptops shall not be removed from the physical confines of the company, unless approved in written and by HOD and the job requires their use outside the physical facilities of ISS.
- All computers should be strictly used for official purposes.
- Only authorized persons may access the computers.
- Games are strictly prohibited.
- Private diskettes are not allowed to be used on ISS computes except with granted permission and upon scanning for viruses.
- Permission must be sought from the Finance Manager for borrowing of portable computers equipment or accessories.

TELEPHONE & FAX

- The company's telephone lines must remain open for business calls. Employees are requested to discourage any personal calls, incoming or outgoing, with the exception of an emergency call.
- Employees are requested to keep their personal mobile phones in silent or medium mode not to disturb colleagues.
- All trunk and international telephone calls should be made through the receptionist. It is important that the receptionist is notified of all calls so that they are charged appropriately.
- All Faxes must be made by the receptionist and recorded appropriately.

OFFICE SUPPLIES

Employees are expected to use moderately, adequately and professionally office supplies such as papers, files, photocopy machine, scanner, etc.

EMAIL AND INTERNET USAGE

ISS encourages the use of electronic mail because this method of communication is efficient and effective. Moreover, employees who have a company email address must verify their emails on a regular basis. However, they must ensure that email and the internet are used appropriately. Email and internet must be used responsibly and are intended for business purposes only.

Under no circumstances may email or the internet be used for any illegal, immoral or unethical purpose, or for any other purpose that can harm the company. The company reserves the sole right to determine whether or not employees are using these methods of communication properly.

CLEAR DESK

Employees are expected to keep all confidential information undisclosed. Their computers must be locked when they are not at their desks.



COMPENSATION

PROCEDURES FOR PAYMENT OF SALARY AND SALARY ADVANCES

The employee recruited from overseas can request for a salary advance limit to 50% of basic salary and the

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same will deducted in three installments. There will not be any such facility for those recruited locally.

LIFE AND ACCIDENT INSURANCE

Company provide for the employees a life insurance plan which provides to named beneficiaries in the event of the death of employee a minimum cover of 50,000 Dirhams and a maximum of 250,000 Dirhams depends on the category.

The company provides for the employees an accident death and permanent disability plan which provides a maximum benefit to named beneficiaries in the event of accident death of an employee a minimum of 50,000 dirhams of 100,00 dirhams. Benefits are also provided in the event of permanent disability in accordance with the insurance schedule.

Details of life insurance and accident insurance plans can be referred with the HR department under the “Group Life & Personal accident Insurance”.

FUEL ALLOWANCE

Certain category staff who own vehicle will be entitled for fuel allowance.

Eligibility Criteria: - Sales staff & Managers (subject to the terms mentioned in the employment letter)

The Company follow the below practices to reimburse the fuel allowance to staff.

CATEGORY	ELIGIBLE AMOUNT
Sales & Operations Staff	AED 250.00
Manager	AED 325.00
General Manager	AED 375.00
Senior General Manager / V.P	AED 450.00

Depends on the outdoor activity, productivity nature of job leverages up to 25% on the above limit will be considered during settlement.

Mode of Settlement: Either provide EPPCO card or monthly settlement. Bill for the period from 1st day of the month to the last day of the month will be settled during 1st week of the subsequent month. Increase in consumption over and above the limit will be recovered or disallowed.

SALIK

Salik will not be reimbursed but for the staff below the managerial category the same will be reimbursed by considering the nature of activity/ necessity and subject to discretion of the Management.



Health, Safety and Environment

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PUBLIC HEALTH AND SAFETY

1. All employees must comply with Quality Health Safety and Environment guidelines.
2. Employees must maintain professional dress and hygiene standards that are in line with the Dress code and personal appearance policy.

INTRODUCTION

- To prevent all downgrading incidents, which could result in personal injuries, fire, property damage and waste, and to create and maintain a safe and healthy working environment for all our employees;
 - To promote and maintain the highest possible degree of mental and social well-being of all our employees;
 - To promote and maintain good working conditions so as to safeguard our employees against injuries and occupational health and safety hazards, and to conduct our operations with due consideration to the protection of the environment;
 - To train employees at the workplace so that they are well equipped to participate fully in the identification, reporting and management of unsafe acts and conditions;
- To strive for maximum employee participation in creating a healthy and safe working environment at all hierarchical levels through effective communication.

MANAGEMENT SHALL;

- At all times provide the correct attitude for safety consciousness and leadership;
- Supply materials, tools and all requirements for safe practices and operations, within reasonable limits;
- Encourage all employees at all levels within ISS to make suggestions for the improvement of health and safety, through the appropriate managers, and supervisors.
- Publicise, praise and criticize safety practices and initiatives wherever warranted.

SECURITY

A number of measures are in place to ensure adequate security around the office. The entrance to the premises is guarded round the clock.

The doors to the building as well as those of individual offices are locked after working hours. Staff members expecting to work late or over the weekend should obtain a key and an authority to operate the security locking system from the Finance and Administration Manager.

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Staff members working after hours should ensure that all the windows are closed and the lights turned off before leaving.

No money or valuables should be left unattended. The insurance for the building does not cover personal property.

FIRST AID

ISS will provide a first aid kit and ensure that at least two staff members are trained on how to use the aid adequately.

VISITORS

All visitors should report to the reception.

EMERGENCIES

In the event of an emergency, e.g. fire:

- Raise the Alarm
- inform the relevant authority e.g. in the case of fire, inform the Fire Brigade or the Police explaining what kind of fire it is;
- Disconnect all machinery and close all the windows;
- Evacuate the building.

If the situation is life threatening;

- Raise the Alarm
- Evacuate the building immediately.
- Do not stop to clear your desk or collect personal effects.

SMOKING AND SUBSTANCE USE

- ISS property and grounds, including all parking lots, building, and vehicles are smoke-free zones.
- The HR Department will ensure candidates for employment are aware of this policy before they are brought on board.
- Violation of this policy by ISS employees could be grounds for Disciplinary Action, refer to that policy for details.
- Use of any other form of intoxicant, drug or liquor by ISS employees while on ISS premises (even if not on duty) is also prohibited and will lead to Disciplinary Action, both by law and by means of this policy.

Being under the influence of any alcohol or illegal drugs while on duty will lead to Disciplinary Action. HR Department can require that the employee to go for an immediate blood test to confirm this suspected influence as needed.



Business Travel

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BUSINESS TRAVEL

- All employees travelling on official business missions will be paid a Business Travel allowance (per diem) for all assignments outside the UAE to cover the expenses incurred in carrying out the official assignment.
- Business Travel Per Diem will be paid as an advance cash amount to the delegated employee in order to cover total costs of accommodation and meals, transportation from/to airports and inside the destination cities of the mission, and any other petty expenses required to accomplish trip tasks.
- Official business assignments aim to, but not limited to, attending courses, conferences, workshops, or to accomplish specific assignment on behalf of ISS, like recruitment trips or visiting ISS Overseas establishments.
- Conditions for eligibility or non-eligibility of granting the daily per diem mentioned in the table below for business missions, trainings, workshops, conferences:
- Approval is granted from Chairman for the business travel. The person who intends to travel has to submit the travel plan 10 days prior to the travel date to the management.

AIRLINE TICKET

The ticket booking for the trip will be handled by the Exe. Secretary to the Chairman. The selection of airline will be the discretion of the management.

- Airline selection by the employee will not be permitted unless the cost is at or below the lowest fare offered by the authorized travel agents.
- Unused or partially used airline tickets must be returned for refund/credit within one week of trip cancellation or trip completion.
- Frequent flyer benefits can be retained by employees, but should not be the basis for switching air schedules, hotel accommodations or car rentals unless such choice is reasonably equal in cost to the lowest acceptable alternative. The company will not reimburse any associates /membership fees for frequent flyers.
- All Business travel will be on economy class but the management reserves the right to upgrade the same to higher class for staff above Sr. VP level by calculating the distance, flying hrs. etc.
- Employees may elect to upgrade travel class at any time if they personally pay the cost difference between the class fare on their ticket and the class fare desired.

VISA

The visa for the business trip will be handled by the Secretary to the Chairman.

HOTEL BOOKING

Hotel booking according to the employee category will be done by the Exe. Secretary to the Chairman.

ADVANCE

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A reasonable amount of cash advance will be provided to meet the local travel expenses not more than 100\$ per day.

REIMBURSE EXPENSE

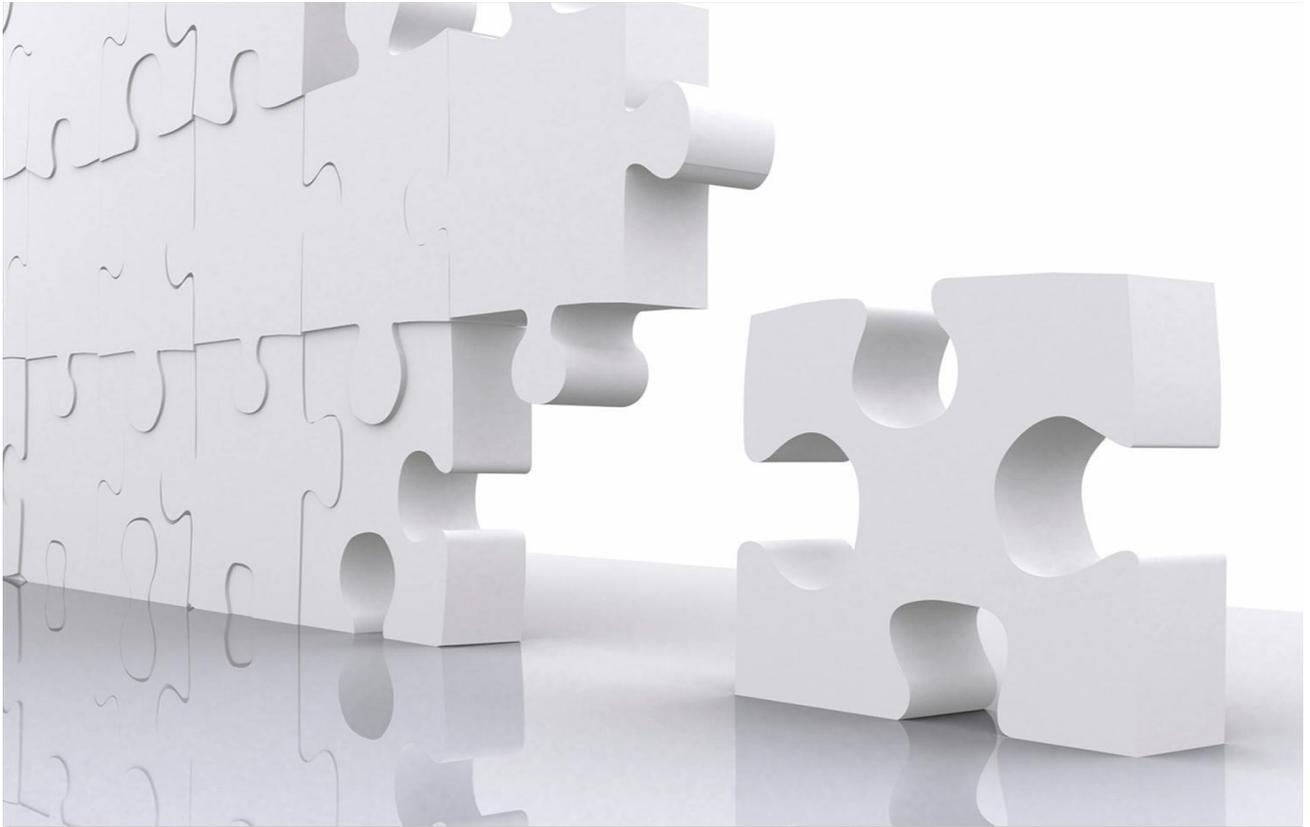
The following type of expenses, if incurred in compliance with the company policy will be reimbursed.

- Baggage Handling
- Car rental
- Copy services (for business purposes)
- Fax charges (for business purposes)
- Meals
- Public transportation (rail, bus, business use of personal vehicle taxi/shuttle, limousine)
- Reasonable tips.
- Business telephone calls.
- Tolls and Parking.
- Reasonable Business entertainment with prior approval.
- Gifts to agents with prior approval.

NON-REIMBURSABLE EXPENSE

- Loss of personal property while on company business
- Loss of cash advance, company paid airline tickets, or personal funds.
- Cost of personal credit card.
- Purchase of clothing and other personal items such as haircuts, shoe shines, newspaper, magazines, tobacco, alcohol.
- Purchase of in-room movies and entertainment.
- Medical expenses (other than emergency care)
- Laundry expenses if the trip is less than 6 days.
- Room service expenses.

All expenses should be supported with bills Immediately on arrival not later than 3 working days the travel report has to be submitted to the office of the Chairman.



Separation

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ABSCONDED EMPLOYEE

1. Given the nature of ISS business, all employees must adhere to their committed schedules and to come to work on time as scheduled.
2. In case of any unforeseen circumstances that require an employee to be absent from duty, the employee must let his Line Manager know within 2 working days.
3. Should an employee fail to alert his Line Manager of the reason for his being Absent from Duty, it could form grounds for Disciplinary Action.
4. An Employee who is absent from his work duties for more than 2 working days without having applied for leave or notifying his Line Manager/HR Department for purpose of leave, will be declared as absent from duty. The Manager should notify HR Department to hold his salary and all his benefits and allowances.
5. When the employee resumes his work duties, he must submit a justification for his absence. If justification is approved, days will be deducted from Annual Leave and salary and allowances will be released. In case justification is not approved, employee will be subject to Disciplinary Action.
6. Should an employee fail to come to work for more than 7 consecutive calendar days (even if it falls in two calendar years) or is Absent from Duty for 7 discontinuous working days in a year, his employment could be terminated on grounds of "Absconded Employee". Such a termination is considered "with cause". The line manager should coordinate and inform HR department about the employee's continuity of absence until the necessary action is taken by HR Department.

VOLUNTARY SEPERATION - RESIGNATION

1. Employees retain the right to withdraw their resignation up to the last working day in the notice period, provided the Line Manager approves this request.
2. Employees serving a notice period may not take any Annual Leave or any other leave as this will impact handover of work obligations.
3. All resigning employees must serve a minimum of 1-month notice period or as per the employment contract. ISS may, according to work circumstances cancel or shorten the period of the notice period given by the employee and pay his gross salary up to ONE month or the salary of the remaining period whichever is less.
4. In case of employee request to shorten or exempt from notice period is approved, then employee will not be entitled for any compensation for this period and the period shall not be considered part of the employment at ISS.

INVOLUNTARY SEPERATION - EXPIRATION OF CONTRACT

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Any employee on a contract of defined duration must receive official notification of contract expiration 2 months in advance; otherwise, the contract will be automatically renewed.

TERMINATION

Employment may be terminated “with cause” for a variety of reasons including, but not limited to: damaging ISS reputation, poor performance record, unresolved disciplinary issues and misrepresentation of credentials or by decision of the Supervisors and the Management.

The following list describes Gross Misconduct that will lead to immediate termination **with cause** and will be without notice and notice payments. This list is not exhaustive; the HR Department & the Management may add additional causes that can be construed as Gross misconduct:

- Employee is sentenced to imprisonment or more or convicted in dishonesty or trust breaching crime, in which case his service shall be terminated from date of final judgment.
- Observed as being under the influence or use of illicit substances/alcohol/drugs during ISS working hours or ISS grounds.
- Any criminal activity on ISS grounds.
- Violent or abusive behavior against ISS employee(s) or client(s).
- Any practice which is seen as unethical and in conflict with the ISS Organizational Code of Conduct or serious violations to UAE laws.

REDUNDANCY

1. Due to changes in business needs, market forces, organizational or departmental priorities or a restructuring exercise; certain positions, departments or entire Facilities may become obsolete and may lead to end of employment at ISS.

END OF SERVICE BENEFITS

- All employees who have completed at least one (1) year of service are entitled to end of service payment upon separation, as per UAE law.
- The end of service benefits amount is calculated based on the last drawn basic salary and it is one month’s salary for each year worked for the first three continuous years of service. After three years, it becomes one and a half month’s basic salary for period after three years. If only part of a year is worked (after the initial first year), then end of service is calculated on a pro-rated basis.

DEATH AND DISABILITY

- Upon employee death, his service shall be deemed expired as of death date.
- Any ISS employee who dies during the course of his employment (death caused by non-work factor and not because of committing suicide) will still have his last salary paid for the month of their death to his nominated beneficiary as stated by the employee in the employee file upon joining.

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- If the employee did not specify a nominated beneficiary, the financial aid will be paid to his dependents (employee's spouse and/or children) as per the approval of HR Manager after consulting the legal advisor/lawyer.
- In case the employee did not have any immediate family in UAE, ISS will pay for his UAE based friend or colleague to accompany his remains back to the deceased employee's home country or ISS will offer to bring and accommodate immediate family member to accompany the deceased employee back to their country of origin.

REEMPLOYMENT OF SEPERATED EMPLOYEES

- Employees who left ISS due to termination "without cause", or resignation, and were in good standing (in terms of performance, relationships and fulfillment of duties) prior to their separation, may be rehired as per the approval of Management. As for the resigned employees, they may be rehired after 1 year of separation in the same branch. But if the rehiring is for another branch; the resigned employee may be eligible for rehiring at any time after resignation.
- Confirmation for reemployment should be obtained from eligibility of rehire form which should has been filled by Line Manager at the point of resignation, termination without cause, or termination because of redundancy. HR department should inform the Line Manager to complete the eligibility of rehire form of the resigned employee and submit it to HR Department.
- Individuals whose employment was terminated "with cause" i.e. cannot be reemployed by ISS.

RETIREMENT

The retirement age at ISS is 60.

DISCHARGE & CLEARANCE FORM

All employees leaving ISS employment will be required to submit duly filled Repatriation Clearance Form to the Finance and Administration Department before their dues is paid to them.



Disciplinary Action

DISCIPLINARY ACTION

Any employee who violates any of ISS policies and/or applicable UAE laws is liable to face appropriate

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Disciplinary Action. No action shall be taken against an employee unless the issue has been studied thoroughly and documented by HR the Department.

Employee should be informed in writing of any Disciplinary Action taken against him, including the reasons for such action. Employee receipt signature is required on the Disciplinary Action letter before the HR Department can insert in the employee file. If employee refuses to sign the receipt, HR department can still file the disciplinary action noting that employee has refused to sign the disciplinary action receipt letter.

1. Disciplinary Actions may consist of:

- Verbal Warning
 - Written Warning
 - Suspension with or without pay for a period not exceeding 2 months (without pay indicates Gross Salary). However, Housing benefit and National & children allowances shall be maintained during cases of suspension without pay.
 - Termination of Service – this may be immediate depending on the severity of the incident.
2. If the employee has committed a violation but the violation is discovered or the complaint is received by ISS at any time after the incident; then, ISS may apply the disciplinary action as per the tables in this policy after discovering the incident. An exception to this are time & attendance violations in which the disciplinary action shall be taken within 3 months period otherwise the violation will be forfeited. Another exception is dress code violations in which the disciplinary action shall be taken in the same day otherwise the violation will be forfeited.
3. No disciplinary action can be made against an employee before giving the employee the chance of a fair hearing and to listen to his statement and defence (if the employee refuses/ does not show up to attend for hearing and defence, the Management can proceed with the investigation even if the employee refuse/does not show up to attend the investigation committee after notifying him twice.
4. The HR Manager may form an investigation committee if needed to handle issues related to failure of completing mid- year and end of year performance appraisal. Moreover, the HR Manager may form Time & Attendance committee to take actions regarding Time & Attendance violations; but the concerned supervisor and an HR member should always be members in such committee.
5. The HR Department is responsible for maintaining the confidentiality of all proceedings, witness statements, and records; however, there may be circumstances in which disclosure is needed for certain information, or there is need to transfer information to authorities, but only with the prior authorization of Management.
6. If an employee is terminated, they will follow the repatriation procedure, the company will make sure that they depart the facility as soon as possible

INVESTIGATION INCASES OF DISCIPLINARY ACTION

The employee has the opportunity to appeal, with evidence, and inquire about the Management as per

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the Grievance Policy. The employee should raise a written appeal to the HR Department within 10 working days of being notified of a Disciplinary Action against him.



Grievance

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GRIEVANCE AND COMPLAINTS

Grievance is defined as a concern, complaint or dispute rose by an employee concerning an incident, judgment, situation or problem between employees or between the employee and the Organization.

Grievance is a problem that does not seem able to be resolved between the employees involved.

ISS employees may raise grievances with regard to any aspect of their employment including the application of terms and conditions of employment, working arrangements, their working environment, working relationships or with regards to any Disciplinary Action taken against them. Employee may also raise grievances with regards to their annual performance appraisal in case of any major disagreement with their line manager on the final evaluation rating.

1 Employee shall follow the steps below:

- First submit written grievance to their Line Manager.
- Line Manager should take the necessary action with regards to the complaint or the grievance within 5 working days of receiving the grievance by written reply.
- The employee shall have the right to file such complaint or grievance to the department manager in case that the line manager fails to settle complaint or grievance within 5 working days or the employee has a good reason for not accepting the decision of his line manager or the complaint or grievance itself is made against this line manager.
- The department manager should find a solution to such complaint or grievance within 5 working days from receiving the employee's letter by replying in writing to the above-mentioned letter.
- The employee shall have the right to file such complaint or grievance to human resources department in case that the department manager fails to settle complaint or grievance within 5 working days or the employee has a good reason for not accepting the decision of department manager or the complaint or grievance itself is made against department manager.
- The Human Resources Manager has to take a decision to settle such complaint or grievance within the maximum period of 10 working days in coordination with the Management.
- In case that human resources department or grievances committee fails to reach a decision to settle this grievance or complaint within set periods of time or in case that the employee is not satisfied with the final decision taken on such complaint or grievance, the employee may escalate the problem to the Directors.
- Complains or grievances must be carefully looked into before they are forwarded, as ISS Company doesn't tolerate false grievances once they are investigated because they are baseless. In this case, the employee shall be terminated from the service w.e.f.
- All grievances shall be treated with top confidentiality, which must not be discussed with any third party other than the persons involved in making or handling the grievance.



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