

EMPLOYEE HANDBOOK: RULES AND REGULATIONS GUIDING WORKPLACE CONDUCT AND ETHICS

*UNDERSTANDING ALL YOUR RIGHTS AND
OBLIGATIONS*

HANDBOOK OUTLINE

Maintaining a clear description of the rights and obligations concerning employees' conduct is crucial to the operations and success of Estuary Business Solutions (EBS) Ltd. Each employee has the right and duty to know what the Company deems important, improper, and illegal regarding employees' conduct and work ethics.

The second part of the Employee Handbook "Rules and Regulations" gives an insight into the general conduct of each employee and objectives to regulate the relationship between the Management and the members of staff. More specific rules may be promulgated within different units/departments and may be modified or updated by the Company.

The employee signing hereunder agrees to abide by these Rules and Regulations and understands that a violation of these rules is grounds for disciplinary action up to termination of employment.

Objectives of the Staff Handbook.

1. WORK ETHIC – CODE OF ETHICS

- a. All employees must acknowledge and respect the applicable local laws, rules and practices as well as the Company Policies.
- b. Upon joining the Company, every employee is issued a copy of this handbook to read, understand, sign the acknowledgment copy, and return to the HR Office.
- c. Each employee must demonstrate good faith in his/her transactions and dealings with all the business partners, and clients and maintain relationships based on professionalism, integrity, trust, and respect for people, policies, and procedures.
- d. Every employee must avoid and reject any form of corruption or corrupt attempts. The employee must inform his/her Line Manager/HR right away if he/she is asked to get involved in any corrupt activity.
- e. Every employee must avoid any situation in which his/her interests might influence his/her professional duties.
- f. An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in personal gain for themselves or for a relative because of EBS LTD business dealings. When in doubt, he/she must notify his/her immediate Line Manager in writing of any potentially conflicting situation.
- g. All employees are strictly prohibited from accepting any advantages or gifts from the Company's business partners;
 - i. Employees should never solicit or accept illegal payments, neither in cash or equivalent nor any type of gifts and entertainment.
- h. It is imperative that every employee notifies his/her Line Manager of any actual or potential conflict of interest in order to protect all parties.

- i. Any refusal to comply with all or a part of the contents mentioned above will be considered a serious fault and will lead to a disciplinary sanction as contained in the company operational policy.

2. MUTUAL RESPECT

- a. EBS LTD strives to maintain equality and a positive work environment where employees accord courtesy and treat each other with integrity, trust, and respect. Employees must always obey and respect their colleagues and superiors and vice versa.
- b. No employee shall harass, intimidate, threaten, or use violence against any other employee, client, or customer of the company.
- c. EBS Ltd strictly prohibits any form of harassment and discrimination; be it religious, racial, sexual, age, gender, and/or disability challenged.
- d. No Employee shall make any remarks / engage in conduct or exhibit any items which are directed to or against any other employee.
- e. Employees shall not solicit funds or services for or on behalf of any religious, political or social party, group, or person during working hours and within Company premises except expressly authorized by the EBS management.
- f. Any employee, irrespective of his/her position promoting interests or creating dissension or prejudice amongst members of staff based on personal relationships, social status, origin, religion, race, creed or sex, will be in breach of the Company's conditions of employment and will be subject to disciplinary action, up to and including termination of employment.
- g. Recommendations for appropriate workplace behaviour to help everyone be more conscientious and considerate of co-workers and the work environment:
 - Do not eat at your work desk, please make use of the kitchen as provided.
 - Try to minimize unscheduled interruptions of other employees while they are working.
 - Lower your voice when talking on the phone, to others in open areas or between workspaces.
 - Try not to block walkways when engaged in conversations with others.
 - The use of English is the formal acceptable language within the organization and should be adhered to when dealing with others
 - Refrain from using inappropriate/foul language (swearing).

3. PREVENTION OF WORKPLACE VIOLENCE

- a. Any conduct found to be threatening, intimidating, or coercing any other employee, a customer, or a member of the public at any given time, including off-duty periods, will not be tolerated. This includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal or local law.
- b. All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your Line Manager or Head of HR/EBS Management for escalations. This includes threats by employees, as well as threats by customers, vendors, or other members of the public. When reporting a threat of violence, be as specific and detailed as possible.
- c. Head of HR / EBS Management will promptly and thoroughly investigate all reports of threats of (or actual) violence or activities and may suspend employees, either with or without pay, pending investigation/severity of cause.

- d. Anyone found to be responsible for threats of (or actual) violence or other conduct in violation of these Company guidelines will be subject to prompt disciplinary action up to and including termination of employment.
- e. Any Line Manager becoming aware of possible sexual harassment or any other unlawful acts must immediately advise the HR Office for the case to be investigated in a thorough, timely, and confidential manner. Sexual harassment occurs when there is repeated or persistent words or conducts soliciting for sex directed at a specific person, which the victim finds offensive. It could also be words and conducts calculated to induce or bestow an advantage on the victim in the workplace in exchange for sex.

4. SAFETY- HYGIENE AND OCCUPATIONAL HEALTH

- a. Employees shall not use, nor be under the influence of any non-prescribed drug that is restricted for sale under state or federal law while on the Company's premises, during working hours, or at any time/anywhere when working on behalf of the Company.
- b. Employees shall not use, nor be under the influence of alcohol while on duty or at any given time/anywhere when working on behalf of the Company.
- c. Employees are to maintain good personal hygiene in such a manner as to not be considered offensive to other co-workers or any members of the public.
- d. All employees of the Company must:
 - Avoid endangering their health, security and physical integrity, as well as those of their colleagues and third parties.
 - Respect and apply the safety rules, procedures and instructions established by the Company and impose on themselves a strict compliance to the procedures
 - Be aware of the seriousness of the potential consequences due to non-compliance;
 - Respect the mandatory wearing of PPE as prescribed by the Company.
 - Undergo all mandatory medical examinations;
 - At all times abide by the safety, health and hygiene policies during working hours when at their workplace;
 - Notify their Line Manager at the earliest possible time of any work-related accident
 - Willingly abide by Company's punctual and random checks and control to ensure employees are not under the influence of alcohol, drugs or other prohibited substances that might endanger their physical wholesomeness and/or that of their co-workers.
- e. Personal protective equipments (P.P.E.) are suited to the position and nature of the work to be carried out. They are mandatory for all employees who have received them from the Company. Every employee shall notify their Line Manager at the earliest of any defectiveness observed in his/her PPE. Damage or loss of safety gears or clothing will be replaced by the company at employee's cost. Safety wears must be handed back to the company on replacement and/or leaving the employment of the Company
- f. Any worker suffering from a work accident must notify immediately his/her Line Manager. If for whatever reason this is not possible, any other member of staff present must notify the Line Manager in order to take the appropriate preservation action and make the declarations within the applicable time limits.
- g. Employees shall adhere to all state and local laws, guidelines and regulations, including those pertaining to the disposal of hazardous materials (if any).

- h. Drivers must scrupulously apply the instructions regarding car routine mechanical checks, respect of health, safety and security rules, state and local regulations related to driving and keep vehicle documents up to date at all times.
- i. Drivers are strictly prohibited from driving under the influence of alcohol, hard drugs or any other substances that might impair the judgment or the capacity to quickly and adequately react to the road conditions and circumstances.
- j. EBS reserves the right to subject its drivers (or any other employee) to tests for alcohol, hard drugs and/or any other harmful substance. If any test proves positive, the concerned driver/employee will immediately be taken off- duty and disciplinary action will be applied accordingly.
- k. Safety is essential in all fields related to our business activities. Any refusal to comply with all or a part of the provisions cited above will be considered a serious fault and will consequently be liable to disciplinary sanctions up to dismissal without preliminary notice.
- l. In keeping with EBS's intent to provide a safe and healthy work environment, smoking is prohibited throughout the workplace. This rule applies equally to all employees, customers, and visitors. Designated smoking areas are therefore provided within our workplaces which every staff and visitor must comply with.

5. SECURITY

- a. EBS do not operate overnight or off-duty hours. Should the need for overnight or off-duty hours stay within the Company premises arise, this will only be allowed through written approval from the MD through the office of HR.
- b. Access to company vehicles outside working hours is prohibited, except when authorised by MD or company delegate.
- c. Security personnel(s) have the right to search personal effects of employees and any other work items as provided by the Company upon entry/exit to/from the premises.
- d. Any vehicle going in and out of the Company premises can be subject to a search conducted by the company's security personnel(s).
- e. Employee's search must be conducted in compliance with the appropriate regulation. In case an employee refuses to be searched, the Company has the right to summon appropriate measures.
- f. The Company will not accept any responsibility in respect of loss or damage to employees personal property. Any personal motorized vehicle parked within/outside the Company's premises is solely at the owner's risk.
- g. Access into the company's premises is strictly limited to the employees working for EBS Only. Clients, partners and customers of the business are also not restricted from access so long the visit is official. Authorized visitors should always be accompanied and comply with all security and internal safety rules and operational procedures.

6. ENVIRONMENT AND LOCAL COMMUNITIES

- a. All Company staff must comply with the policies, procedures, and instructions relating to the protection of the environment and the respect of the local communities.
- b. Dumping waste and garbage in places and containers not designed for such use as well as throwing garbage from the Company's vehicles during any trip is prohibited.
- c. Any refusal to abide by all or a part of the above will be considered a fault that is liable to disciplinary sanctions.

7. PROTECTION OF PATRIMONY, EQUIPMENTS AND TOOLS

- a. Employees may not use Company materials, equipment, stationary or services for personal use, interest or gains.
- b. Any employee designated as the actual custodian of materials, tools for work and/or protection item(s) should take care and exercise utmost care to prevent their loss, partial or total breakage/damage.
- c. It is the employee's own responsibility and accountability to exercise due care to ensure that Company's IT equipment is looked after and is protected from physical damage, loss or theft. For instance, laptops should never be left unattended in a car or in public area and should be kept out of sight when out of Company's premises.
- d. Any loss, premature wear, partial or total breakage must be reported immediately by the employee to his/her Line Manager and a police report should be supplied in a case of loss within 24hours of occurrence.
- e. In case of proven negligence or mishandling resulting in Company assets being lost or damaged, the concerned employee will be subject to disciplinary sanction and will be liable to pay for replacement of such assets.
- f. Upon resumption, employees are to sign the EBS IT Asset Release Form and acknowledge the EBS Asset Policy with the IT department. Removing/Take out of work materials, tools from the premises of the Company without authorised approval from the management through your Line Manager is strictly prohibited.
- g. Employees are prohibited from taking from the Company premises any documents, papers, records, files, computer disks, or any other tangible matters containing Company records and data. For work purposes, employees should do so with the approval of their Line Manager.
- h. Lost company mobile phones should be reported immediately to Line Manager accompanied by a police report within 24hours of occurrence for further investigation and management's decision. In the absence of loss report, the concerned employee(s) will be liable for cost of replacement.
- i. If any damage on a company mobile phone within one (1) year from date of issue is proven to be caused by gross negligence of the employee, half the monetary value of the phone will be charged to the concerned employee.

8. INTERNET, IT & TELECOMMUNICATIONS

Upon joining the Company, every employee is availed a copy of EBS IT Asset Policy that he/she shall read, understand and sign. The below section spells out the main Do's and Dont's as supported by the EBS IT Asset policy;

- a. The use of Company owned IT resources is strictly reserved for business matters.
- b. Employee shall not download any application or software to the Company's computers. No additional software can be added without prior approval from the IT Manager.
- c. Audio, video downloads and streaming are prohibited. Downloading illegal duplications of copyrighted data is strictly prohibited.
- d. The use of any company IT equipment to do an illegal activity shall be subject to a disciplinary action that might lead to immediate dismissal.
- e. No electronic data of sexual nature can be downloaded, filed, kept, distributed, reviewed or saved by means of the Company's network or computer resources.
- f. In order to preserve the integrity of its Information systems and data, the Company has installed a firewall and other security systems. Any attempt to deactivate, neutralize or divert a security system will lead to disciplinary measures.

- g. The Company has at its disposal the means to control and record any internet use. Any proven misuse reported to the employee's Line Manager and/or to the Human Resources Division will lead to appropriate disciplinary action.
- h. Any employee who abuses the privilege of their access to the Company's IT resources in violation of EBS IT Asset Policy will be subject to disciplinary action, including possible termination of employment, legal action and criminal liability.
- i. Utmost care should be taken to ensure that information held on the Company's IT system is not lost, disclosed, modified without authorization or accessed by third parties. Sensitive data shall be stored securely or destroyed after use by the EBS authorized personnel to prevent recovery by unauthorized persons.
- j. Staff members share responsibility with the Company regarding data protection and therefore must ensure that they keep abreast of and comply with any changes in the Company's IT policies.

9. CONFIDENTIALITY AND NON-DISCLOSURE

- a. The protection of EBS confidential and proprietary business information and trade secrets is vital to the interests and success of the Company. Employees shall not, at any time during their employment in the Company, disclose or make known directly or indirectly to anyone other than as necessary in the performance of their work, any confidential information made available in the course of their work. Such confidential information includes, but is not limited to:
 - Compensation data
 - Pending projects and proposals
 - Computer processes
 - Proprietary business principles and processes
 - Computer programs and codes
 - Research and development strategies
 - Customer lists
 - Scientific data & formulas
 - Customer preferences
 - Financial information
 - Labor relations strategies
 - Technological data
 - Marketing strategies
 - Technological prototypes
 - New materials research
- b. When discussing with colleagues and being aware of any confidential information, employees must:
 - restrict such discussion and disclosure of confidential information and/or documents exclusively to those directly concerned i.e. those who will make useful use of it to the benefit of the Company
 - avoid such discussion in public places where it might be overheard.
- c. Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

10. EXTERNAL COMMUNICATION

- a. Other than the Company's Corporate Affairs Manager / Head of HR or Managing Director, no employee is allowed to communicate on behalf of the Company with the media, prominent external stakeholders or honour interviews about EBS Ltd. In the event of the media soliciting a non-authorized employee, he/she should refer such media request to the authorized personnel(s) of the company and must not grant or make any declaration whatsoever.
- b. The use of EBS approved logo(s) and layout should be follow the management's approval when communicating externally in writing via documents, letters, business presentations and other official communiques.

11. RECRUITMENT

- a. All information submitted on any employment application and/or given to the employer to gain employment, including information given on any resume, questionnaire, medical history or during any pre-employment interview shall be complete, true, accurate and not misleading.
- b. Any misrepresentations, falsifications omissions in information submitted may result in the exclusion of the individual from further consideration for any employment application.
- c. Any false information or any voluntary omission of information during the recruitment and hiring process will automatically entail the immediate breach of the employment contract without any financial compensation.
- d. As a general rule, EBS Ltd does not hire a (natural or by marriage) close relative of an employee.

12. PERSONNEL INFORMATION UPDATE

- a. When hired, it's the responsibility of each employee to promptly notify the Company of any changes in his/her personnel data such as home address, marriage, legal name, birth of child, personal telephone number, personal mailing address, name and address of next of kin, emergency contact etc.
- b. All personal data should always be accurate and kept up to date.

EXTERNAL EMPLOYMENT

- a. All employees should dedicate their time during working hours to the Company and not be engaged in any other paid activities.
- b. Moonlighting is prohibited. No employee can have a second permanent job, especially at night, in addition to his/her regular employment with EBS.
- c. No personal/Unauthorized business or selling of goods is allowed in the Company premises at any time.

13. TRANSFER

- a. As stipulated in the Employee's Employment Letter, the Company reserves the right to ask an employee to work from a location out the EBS office
- b. The company shall make provision for cost of commute for this course.

14. DRESS CODE

- a. Employees shall dress in a professional manner, in accordance with the nature of their job. They should maintain a general good appearance to maintain and upgrade Company's image with its customers and the general public. Details on type of dressing shall be as communicated during induction.
- b. Where an employee is provided with work clothes by the Company, it must be worn by the employee who is responsible in case they are lost or prematurely worn out. They shouldn't be worn outside of working hours.

15. OFFICIAL TRAVEL

- a. Any employee who is required to travel for official assignments outside his/her usual workplace shall be duly notified 24hours before the trip.
- b. The company shall make per diem provisions for such assignment.
- c. All actual travel expenses must be receipted and retired/reconciled by the employee upon return from trip. All out-of-pocket expenses should be accompanied by approvals from Line Manager and receipted for review and refund.
- d. Abuse of business travel expenses, including falsifying expense reports to reflect costs not incurred by the employee for official assignment purpose can be grounds for disciplinary action, up to and including termination of employment.

16. ATTENDANCE, ABSENCES AND LATENESS

- a. The business operating hours of EBS is as stated in the employees' employment letter
- b. Employees are strongly advised to make use of the ERP Attendance /clock in&out device for signing in and out every workday.
- c. Altering or attempts to alter, falsify, tamper with time keeping records, recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.
- d. All employee are advised to ensure they have their EBS ID on at all times within the company premises or when representing the company on official assignment outside the premises.
- e. Employees must be ready to start work at the stipulated time and must not leave their work during business hour without permission from their Line Manager.
- f. Where an employee observes that he/she is likely to report for duty late as a result of unanticipated cause, he must contact his/her Line Manager by phone or mail within one (1) hour.
- g. Any employee who comes to work late must go to his/her Line Manager to explain the reasons. Any ill-founded lateness excuse shall be subject to penalty.
- h. Absences during usual work hours must be authorized by the employee's Line Manager beforehand and signed by a representative from the HR Office.
- i. An employee who is unable to come to work for any reason other than on medical grounds, must either send a written notice or contact his/ her Line Manager by phone at least two (2) hours in advance. Failure to make contact may be regarded as a disciplinary offense.
- j. In the event of an absence, whatever the reason may be, the employee must notify his/her Line Manager by written mail, within 24 hours after the absence, for proper record-keeping.
- k. The HR Division must also be notified of any absence or else such absence will be deemed as AWOL and deductions will be applied to the employee's salary.

- l. If the absence is due to sickness, the employee must go and consult a physician on the first day of his/her absence. The authorized physician must issue, within 24 hours, a medical certificate which must be dated the very day the employee sees him/her. When the employee resumes work, he/she will be expected to submit the medical certificate. Failure to produce the appropriate medical certificate will be deemed as AWOL and deductions will be applied to the employee's salary.
- m. For any non-excused absence exceeding two (2) days, a formal notice shall be written by mail to the employee with acknowledgment of receipt or any other means that can retrace the receipt. Should the employee not show up to work five (5) days after the date the formal notice has been issued, his/her next of kin/emergency contact shall be contacted in the event no contact from the concerned. And where there is no positive contact, the employee's contract will be automatically terminated for resignation without prior notice. Same case if the indicated excuse is not considered valid.

17. CONTRACT TERMINATION

- a. Any staff intending to resign from his/her employment must notify the office of the HR through his/her Line Manager within the conditions provided by the terms of engagement and the company's operating rules.
- b. The Management will abide by the same requirements in case the Company intends to terminate the contract of employment of a staff.
- c. Any employee who leaves the Company upon resignation, must be confirmed to have successfully handed over, return his/her work ID, locker keys, work laptop, work phones and any other company's asset/materials within their possession to his/her Line Manager.
- d. The Company may withhold from the employee's final settlement to cover 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.

18. GENERAL DISCIPLINE

- a. The Company Discipline Policy describes in detail the progressive corrective and disciplinary steps applicable in accordance to the nature of the offence(s) committed. The articles in this section constitute only a summary of the Policy.
- b. The company has adopted a progressive discipline approach to identify and address employee and employment related problems. Progressive Discipline is a step-by-step process designed to modify unacceptable employee behaviour or performance. It also allows for disciplinary action to start at a higher step based on the severity and circumstances of the situation.
- c. The Company recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps.
- d. The Discipline policy applies to all permanent & contract employees, interns and consultants working under an employment contract with EBS.
- e. **Progressive Discipline Steps**
Disciplinary action may call for any of four (4) steps – verbal warning, written warning, indefinite suspension with or without pay or 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;

Step 1- Verbal Warning

The purpose of a verbal warning is to clarify policies and expectations. The impact of the incident or violation should also be taken into consideration

An employee will be given a verbal warning when he/she engages in problematic behaviour or is underperforming. As the first step in this progressive discipline policy, a verbal warning is meant to alert the employee that a problem exists, has been identified, and needs to be addressed.

Verbal warnings are documented by the Line Manager, but they are not placed in the concerned staff's file.

Step 2 - Written Warning(s):

If the conduct addressed by a verbal warning is repeated or additional problems occur within 12 months of a verbal warning, the Line Manager should issue a written query to the staff. If the query is not responded to within the given time or if the response is not satisfactory, then a written warning letter will be issued.

On the other hand, if a single incident is more serious than appropriate for a verbal warning, the Line Manager should issue a written query to the staff. If the query is not responded to within the given time or if the response is not satisfactory, then a written warning letter will be issued.

The warning letter has to describe the unacceptable conduct, outline expectations and has to state that further disciplinary action will occur if the behaviour is repeated within 12 months.

If performance or behavioural problems persist, further disciplinary action should include a second and final warning. Written warnings are maintained in the employee's personnel file and remain in effect for six (6) months.

Step 3 - Final Written Warning:

If the conduct addressed by the written warning letter is repeated or additional problems occur within a 12-month period, the disciplinary process may progress to a final written warning, which may include a suspension without pay.

However, a single incident may be so severe as to merit an immediate final warning and suspension without pay.

Final Written warnings are maintained in a concerned staff's file and remain in effect for twelve (12) months.

Step 4 - Disciplinary suspension without pay and suspension pending an investigation

It is used to address serious misconduct/violations of procedures, practices, or laws. A suspension can be used when:

- Verbal and written warnings have not worked.
- The performance/behaviour warrants more severe initial disciplinary action. The Line Manager must discuss possible suspensions with the HR Office.

Suspensions usually range from three (3) to ten (10) consecutive workdays. Severe infractions can warrant longer suspensions at the discretion of the Line Manager and HR Office but should not exceed (10) working days except where indefinite suspension is issued.

An employee's suspension will be documented and, regardless of the length of the suspension issued, will remain in effect for twelve (12) months.

The employee will be provided with a letter detailing the rationale for the suspension, and its duration.

A copy of the letter will be retained in the employee's personnel file.

Suspension pending an investigation:

An employee can be suspended pending an investigation for a duration up to thirty (30) days. The outcome of the investigation will determine whether the employee is issued a disciplinary suspension, reinstated, given a lesser penalty, or terminated. The employee will be given a letter detailing the reason for the suspension, whether the suspension is with or without pay, and its duration. Where the suspension is for the purpose of investigation, the employee pay and reinstatement after investigation will be discretionary to the management's decision.

A copy of the disciplinary suspension letter will be retained in the employee's personnel file.

Step 5 - Termination of Employment:

Employment may be terminated based on progressive discipline within a twelve (12) month period or based on the severity of a single incident.

Depending on the degree or gravity of the offense, the employee might be either sanctioned by termination with notice or by dismissal / immediate termination i.e. without notice.

Gross misconduct that involves dishonesty, violation of the law, or significant risks to operations or the safety or well-being of oneself or others are grounds for immediate termination of employment. However, the facts and circumstances of each case will determine what action, up to and including discharge from employment, is appropriate. Decisions to terminate employment should be made in consultation with Human Resources Office.

All termination decisions concerning employees in the "Senior Staff" levels and categories are to be approved by the Managing Director before execution.

The main Categories of Offences are:

- **Serious misconduct**
Serious or gross misconduct is characterized by a wilful or deliberate behaviour and/or conduct which is incompatible with the terms of employment and company policies, as it represents a serious risk to the Company (HSE, reputation, liability, commercial, financial, well-being of employees)
Examples of serious/gross misconduct include, but are not limited to:
 - Violations of Company policies, internal Rules & Regulations as per the Employee Handbook, Company Codes (Conduct, Ethics etc.)
 - Violence in the workplace: bullying, threatening etc.
 - Serious neglect of duty: insubordination, violation of safety rules, breach of confidentiality etc.
 - Criminal Activity and Disclosures: fraud, theft, adulteration of products etc.
- 2. **Unacceptable Behaviours**
A Behaviour is unacceptable if it is not in accordance with standards of behaviour at work or in connection with work, as reasonably determined or expected by the Company.
Indicative List of such unacceptable behaviours:
 - Ignoring or not complying with HSE policies and procedures
 - Absenteeism when there is no entitlement or no appropriate explanation and/or poor punctuality in attendance of work
 - Harassing, discriminating against or bullying other staff or any other person
 - Not meeting the required personal presentation standards.
- 3. **Unacceptable Performance**

It includes the conduct of the staff's duties as well as the output and outcomes of an employee role that does not comply with standards for work performance as determined by the Company in the employee's job description and/or KPIs/KPAs.

Examples of unacceptable performance include:

- Not performing or inadequately performing tasks that are required in the role
- Not acting in accordance with Company policies, instructions or procedures

19. DISCIPLINARY PROCEDURE

This section constitutes only a summary of the Company Disciplinary Procedure section. The company's policy on disciplinary actions should be considered as the only comprehensive text of reference for this purpose.

a. The following principles will apply for this procedure:

- No disciplinary action will be taken until the case has been fully investigated.
- Disciplinary action should be in accordance to the nature of the offence committed
- Fairness and consistency with previous actions in similar circumstances
- Both the Line Manager and the employee concerned will be given the opportunity to explain their position in a meeting.
- The employee will be advised of the nature of the complaint against him or her and will be given the opportunity to state his or her case before any decision is made.

b. Evaluation of Seriousness of offence in function of;

The nature of the Offence & Its impact level on the Employee's profile

- Serious/Gross Misconduct
- Unacceptable Behaviour
- Unacceptable Performance
- The smooth running of operations;
- Hygiene, safety, environment;
- Team work organization;
- Company's reputation;
- Hierarchical level of position
- Types of responsibilities linked to position
- Disciplinary preceding occurrence(s)

c. Procedure for a written warning

In case a verbal warning and a meeting have taken place but have not resulted in sufficient improvement, next step in the disciplinary actions is to warrant a written warning.

When staff's behaviour or performance does not meet the required standards, the Line Manager will identify the specific concerns to the employee and will urge him/her to improve behaviour or conduct. The meeting's agenda should include and not be limited to the following matters:

- The expected level of performance and/or behaviour for the role
- Specific detail regarding how the required standards have not been met
- A reference to any previous discussion or formal meeting, verbal warning on the subject matters
- Steps the employee should implement to achieve required standards
- A reasonable opportunity for the employee to respond the concerns raised

- An explanation to the employee of the possible consequences of failing to meet the reasonable standards of conduct/behaviour and/or performance in the role
- A signed and dated written action plan to incentivize the individual to meet the standards of conduct and/or performance expected in the role.
- The action plan must include a dated review plan to monitor the employee's progress (if any) achieved towards the objectives set in the meeting.

PERIOD OF VALIDITY

This Employee Handbook (Part 1 and Part 2) is validated for a period of three (3) years starting from the below mentioned date of signature

APPROVED BY

NAME:

POSITION:

DATE:

EMPLOYEE'S ATTESTATION FORM

I, Mr / Mrs / Ms, a staff member of **Estuary Business Solutions (EBS) Limited** hereby confirm that I have read and understood the provisions / contents of this Employee Handbook.

I will therefore abide by the Employee Handbook that will guide my behavioural ethics, conduct and attitude to work, my relationship with both Management and others within and outside the Company in the course of my work.



EMPLOYEE'S NAME:

JOB TITLE:

SIGNATURE:

DATE: