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1.0 OBJECTIVE

This procedure outlines Company Policy relating to all personnel matters.

2.0 SCOPE

This document is applicable to all members of staff.

3.0 OTHER

3.1 RELATED DOCUMENTS

Documents as attached.

3.2 DEFINITIONS

Board of Directors (BOD) shall mean the Board of Directors of the Company or any other person or persons so designated to act on their behalf.

Chief Operations Officer (COO) shall mean the Company executive so designated with the overall responsibility for the day to day operations of the Company as directed by the Board of Directors.

Head/s of Department (HOD) shall mean the designated person responsible for a business unit with the Company or any other person as may be appointed in their stead from time to time.

Human Resources Executive (HRE) shall mean the person responsible for Human Resources within the Company.

Other definitions?

4.0 PROCEDURE

4.1 EQUAL TREATMENT OF EMPLOYEES

The company feels that equal treatment of employees is the fairest and best way to establish an environment which fosters an optimal working environment. The organization does not condone unlawful or unfair discrimination of any kind. Employees should at all times be required to act honestly and with integrity, and show respect for their colleagues and customers regardless of their sex, age, disability, religious beliefs, sexual orientation or national-origin. The Equal Opportunity Policy includes, but is not limited to employment, development, training, promotion, compensation and termination.

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Everyone is responsible for maintaining a working atmosphere which is consistent with this policy and which encourages employees to perform to their highest capabilities. They are also responsible for creating and maintaining an atmosphere free of sexual and other forms of harassment, intimidation and insult. It is the responsibility of each HOD to promptly address any questions or complaints about equal treatment from employees who report to them and, if necessary, to refer them to the CEO for additional assistance.

Employees are to be aware of the company's policies and to their rights of calling upon their immediate superior or the HOD for help. This will encourage teamwork and will maintain good working relationships for all personnel. Company Policies may be found on the ESE website and are available from the Human Resources Executive or the Heads of Department.

4.1.1 Individual Conduct

The Organisation expects the highest levels of personal conduct by all its employees, regardless of position. We acknowledge that all effective business relationships, inside as well as outside the company, depend upon honesty, integrity and fairness.

4.2 RECRUITMENT

4.2.1 Procedure

The CEO and HOD have the responsibility to ensure that all functions in their respective departments are suitably covered in order to ascertain that each department is in a position to render its role efficiently that would in turn contribute to the smooth running of the Company.

4.2.1a Senior Management positions

Recruitment of Senior Management positions which report directly to the Board of Directors of the Company shall be the responsibility of the BOD or CEO as applicable and shall require their approval. The BOD or CEO may decide not to advertise for these posts on the media but seek potential candidates directly.

4.2.1b Other recruitment

HODs are responsible to recruit persons to fill in vacancies in their own departments, and to identify new personnel to fill in new positions as long as these positions have been budgeted for and approval obtained.

In the case of all new personnel, such approval must be obtained from the CEO or BOD before recruitment. HODs are to hand in an approved manpower requisition form to the CEO or BOD.

Together with the manpower requisition form, HODs are to submit a profile of the ideal candidate from which an appropriate advertisement is compiled.

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Vacancies shall be advertised in local newspapers and/or internally (**see 4.2.2 Internal Recruitment Policy**) by the Marketing department who shall ensure that the advert conforms to the corporate image requirements. Text for all advertisements shall be written by the respective HOD and shall clearly indicate what the vacant position is, and qualifications and experience required. All advertisements should be inserted on the Company Website.

When a job vacancy becomes available, the HOD or Human Resources Executive will develop a "Job Vacancy Announcement". It will describe the job responsibilities, qualifications and work experience and the deadline for applications.

All applicants are to address their applications to the COO/HRE. The COO/HRE will distribute such applications to the HOD. The HRE will acknowledge all letters.

The HOD will summarize a list of suitable applicants, review it with the CEO if necessary and propose a schedule detailing dates and times for suitable appointments.

The HRE will contact the applicants inviting them for an interview, either by phone, e-mail or by mail.

Two interviewers (or more as the need arises), will assess applicants by completing Interview Assessment Sheet and Interviewer's Notes and review the assessment with the respective director.

No applicant should be chosen during the first interview.

The HOD will short list candidates and contact the applicants requesting a second interview.

The results of interviews should be discussed with the CEO before an offer is made.

4.2.2 Internal Recruitment Policy

Whenever suitable, a vacancy in the Company will also be advertised internally. It will be distributed via email and interested employees will have five working days to respond.

Any employee interested in applying for a position would preferably inform his/her superior of his/her intentions and submit application within the prescribed period.

HOD will review all of the applications and interview applicants having at least the minimum qualifications or the necessary work experience. Applicants who do not meet the minimum requirements, will be advised by the HOD and provided with feedback to assist the employee in preparing for future job opportunities.

Should the employee be selected for the position, the target HOD will inform the other effected HOD and agree a starting date. The target HOD shall prepare and forward a letter confirming the details of appointment. Salary adjustments if applicable within the budgetary approved parameters will be reviewed with CEO to ensure fairness across the organisation. The HOD will then decline the other employees who were interviewed, providing feedback as necessary.

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The HR department will make an internal announcement regarding the appointment via email.

The company is committed to promoting from within to the greatest extent possible. However, in certain instances, the organisation may need to consider external applications as well, prior to making the final hiring decision.

All internal applications will be treated confidentially within the framework of these guidelines.

4.2.3 External Advertising include:

1. Website (careers section/ page)
2. Local media (ETC/ EURES/ newspapers / magazines)
3. Notice Boards (Schools / University / MCAST / ITS)
4. Flyers

4.2.4 On selection of candidate:

1. New employees are required to perform a medical examination by the Company doctor or such other medical representative as may be identified by the Company.
2. A police conduct (valid for the last six months) should be handed in prior to confirmation of employment.
3. The **HOD or COO** issues the appropriate Contract of Employment which shall include a job description.
4. All unsuccessful candidates will be acknowledged with regret letters
5. Two signed copies of the Contract of Employment, one of which will be returned to the employee after being signed by the Directors.
6. One week before commencement of employment of new employee, the HOD is to inform:
 - i. IT to provide e-mail facilities
 - ii. prepare office facilities and equipment as necessary
 - iii. an induction programme prepared for the first 2- 4 week period (for each job category)

4.2.5 On joining the company:

On the first day of employment, a new employee is to submit the following:

1. An FS3 Form and their most recent pay slip from their previous employers
2. An FS4 Form (to be obtained from Admin and Finance department)
3. The ETC Engagement Form (to be obtained from Admin and Finance department)

The HOD/HRE shall give the new employee a copy of the HR and H&S policies for their perusal.

4.2.6 Probation

All employees will undergo a period of probation. For full time employees the minimum probation period is of three months or such other period as may be prescribed by the CEO.

At least one month prior to the expiration of the probation period, HOD are to hold an “employee performance review” meeting with the CEO and inform employees of their confirmation through the end of probation letter.

Those employees who are not confirmed will be informed by the HOD by means of a termination of employment letter during their probation.

4.2.7 On Termination:

Employees wishing to terminate their employment with the Company are to send an official resignation letter and will be asked to fill in the relevant termination forms.

An Exit Interview shall be held with the employee, HOD to discuss the reason for termination.

- An ETC Termination Form is to be completed and sent to the ETC.
- The Admin & Finance Department is to be advised of the Employee’s date of Termination, Outstanding Vacation Leave payments and Notice Period payments by the HOD.
- HODs are to advise IT Department of Terminated employees to remove their name from the e-mail distribution list.
- All items belonging to the Company should be passed on to the HOD before leaving the Company; – uniforms, car keys, mobile phones, laptop, staff card, etc...
- The departing employee will receive the last salary after confirmation that all belongings have been returned to the company.

4.3 PERSONNEL FILES

Personnel files are to be kept by the Admin & Finance Department. Contents of such files should be split as detailed below.

PERSONNEL FILES

Police Conduct (valid for the last six months)
Contract of Appointment
Job Description
Performance Reviews
Training Certificates
ETC form
Salary increment correspondence
Medical related certificates
Work permit documents (as required)

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Any written warnings or disciplinary measures taken
Other work / employee related documentation

4.4 PERFORMANCE REVIEWS

Management encourages a two way communication process which enhances work relationships.

We understand that it is important for any employee to know of his/her performance. ESE will implement a Performance Review Procedure in order to discuss strengths and weakness, any areas for training and development together with objectives which the company may recommend.

4.5 JOB DESCRIPTIONS

The CEO must ensure that each HOD is covered by a job description.

Each HOD must ensure that all positions falling under his responsibility are covered by a job description that is gender neutral and lists the tasks to be performed by every member of the staff in his/her department.

The job description format shall amply describe the roles and responsibilities of the employee and shall contain all the relevant information necessary.

The original copy of the job description is be duly signed by the employee and the HOD.

The job description should form part of the letter of employment for new employees and a signed copy should be given to the employee concerned with the original retained in the employee's personal file.

Job descriptions will be reviewed during Performance Reviews and amended if necessary.

4.6 REPRESENTATION OF THE COMPANY

4.6.1 Individual Conduct:

Bribery of any form is not acceptable. No undeclared offers or payments should be accepted or solicited by the employees, or made by the employees to third parties, and employees should avoid any contacts that might lead to, or suggest, a conflict of interest between their personal activities and the business of the company.

While it is recognised that limited corporate hospitality is given and received as part of building normal business relationships, employees should avoid accepting hospitality or gifts that might appear to place them under an obligation.

4.6.2 Dress Code

All employees (part time or full time) not required to wear a company uniform should be dressed in a business like manner. The following clothing is not acceptable business attire:

- mini skirts
- sundresses
- shorts
- ripped, faded or patterned jeans
- sleeveless/halter/tube/tank tops or shirts
- tight or loose and revealing clothing
- track suits
- t-shirts with large logos or messages
- excessively high platform shoes, beach sandals, flip flops and sports shoes (as relevant to the employees' job profile or activity)
- excessive jewellery or sunglasses
- any clothing that shows your belly button, your tattoo or a body piercing other than in your ears!

We all have an obligation to dress appropriately so that we convey the proper image to our customers, suppliers and each other. If one has any questions regarding the dress code, one should speak to one's superior.

4.6.3 Uniforms

Uniformed members of staff from the under mentioned departments are to wear the company uniform provided by the Company at all times. No other items of clothing are to be worn unless instructed by management from time to time, e.g. dress down day. Shoes should be black, grey or navy blue and are to be smart in both summer and winter.

- Reception
- Admin and Finance
- Leisure
- Marketing
- Reservations
- Welfare
- Maintenance and cleaning
- Transport

The Company shall supply aforementioned employees with both summer and winter uniforms (with the exception of shoes and accessories).

4.7 CORE HOURS FOR EMPLOYEES

Administration employees :

Working hours shall be as follows: **Mondays – Fridays**

Start 08.30hrs

Break Times 13.00hrs - 14.00hrs (or as otherwise authorised by dept head)

Finish 17.30hrs

Shift based employees

Employees that are required to work on a shift basis are to adhere to the time periods as shown on the roster. Employees can ask to alter their shift hours from time to time for only special cases for an acceptable period of time. This approval is at the sole the discretion of the HOD.

Flexitime

Employees that are employed on a flexitime contract are allowed to start and finish work between a flexible range of agreed hours, so long as they work a set amount of hours each day or week. For example, an employee may be required to work eight hours a day, but may start work at any time between 7am and 9am and finish work eight hours later, between 3pm and 7pm.

4.8 PUNCTUALITY

Staff is required to:

- be in at office start times
- be in time for a meeting - (in/out of the premises)
- live up to a promise in terms of a delivery of service
- hand in any documents by agreed date e.g. reports, etc
- ensure that they do not enter commitments that they are not able to keep
- advise meeting participants well in advance if for any valid reason they feel that they are unable to keep an appointment scheduled.

4.9 VACATION LEAVE

Employees wishing to take leave are to raise a Leave Request Form and inform their direct superior who will assess the leave entitlement of the employee. After approval, the HOD will confirm leave requested with employees and forward the Leave Request form to the Admin & Finance Department.

Applications for leave must be submitted allowing for a period of approval equivalent to at least the desired leave period (e.g. requests up to 3 days). Vacation leave requests for a long period e.g. more than 3 days and up to one week are to be applied for at least

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two weeks in advance. Leave requests for more than one week should be applied for at least one month in advance.

In certain circumstances however the HOD may waive this requirement after having assessed the impossibility on the part of the employee to give such notice.

All employees in the Company who work normal days must plan their leave with the rest of the department to ensure its smooth running. Leave between June and August is not allowed save under exceptional circumstances at the CEO's discretion. Leave may **not** be carried over to the following year. Within reason, employees may be allowed to make certain changes to their leave plan provided that this does not upset the smooth running of the department.

It is expected that all employees, except employees who are still during their probation period, will have taken at least 80% of their leave entitlement by the end of the 10th month of each calendar year.

The HOD will ascertain that the blocks selected by his/her Department's employees will not hinder the smooth running of the operation, in which case the leave application will be disallowed.

No application for unpaid leave will be entertained before the Leave with Pay entitlement has been fully exhausted.

Employees who fall sick before going on leave have an option to cancel their leave application. If a person falls sick on the first day of his/her leave, he/she shall contact the direct superior so that arrangements can be made for the Company doctor to visit the employee. In such cases the employee shall be entitled to cancel the remainder of the leave booked upon the company doctor's advice and certification.

4.9.1 Application for Leave whilst on Probation

Applying for leave whilst on probation should not be encouraged. In cases where the granting of leave cannot be avoided, no more than 2 days per month is allowed. Employees will have to take the remaining balance of their leave entitlement after the probation period is over until the end of December. If employees are still on probation by the end of the year, their leave entitlement for the year will be carried forward to the following year.

4.9.2 Special Leave

Each employee is entitled to marriage leave and parental leave as well as special leave including bereavement leave in accordance with prevailing legislation.

Other Family Friendly measures considered by the Company would include special conditions to allow employees to remain at work or to return to work.

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These may include:

- changing from full-time to part-time hours or reduced hours
- working on flexible hours / working from home

It is however understood that such requests will need to be considered on a case by case basis depending on the role of the employee and the exigencies of the organisation. It is also understood that any family friendly measures that are granted to a specific employee may be agreed upon for a definite period following which the agreement is reviewed.

4.9.3 Leave Monitoring

All leave monitoring is to be done by the Accounts and Finance Department and the HOD.

4.10 COMPANY DOCTOR

The Company will endeavour to have employees who fall sick visited by the Company doctor on the first day that they fall sick. However the Company is not obliged to send the Company doctor.

Employees **MUST** report their absence directly to the HOD by **07.30hrs** on the day they fall sick. The Receptionist is to send an email to the HOD, HRE and any other department who would need to know name of sick employee.

The COO may inform the Company doctor with name and address of any sick employees.

If an employee falls sick during the course of the working day and leaves work in the morning (until noon), the Company Doctor may be notified. If an employee leaves work in the afternoon, the normal procedure if s/he is still sick on the following day shall be followed.

4.10.1 Medical Certificates

Employees must provide a medical certificate on their return from illness covering their absence for an absence longer than 2 days. If no certificates are received by the HOD within 1 week of the employees' return to work, this will be considered as sick leave unpaid. The copy of the certificate marked "Kopja Ghall-Principal" is to be forwarded directly to the HOD. Sick Records are updated by the HOD and copies of medical certificates are then forwarded to Admin & Finance Department.

The original copy of the medical certificate marked "Original Ghad-Dipartiment tas-Sigurta Socjali" is to be sent to the Department of Social Security directly by the employee if sick leave exceeds three working days.

4.11 GRIEVANCES

Any member of staff who has a grievance may use the following procedure and may be accompanied by a colleague at any stage of the formal grievance procedure.

- Any grievance relating to work should first be raised with the employee's immediate superior or HOD.
- If an employee is dissatisfied with the outcome, he/she may then raise the issue at management level.
- If an employee is still dissatisfied, the matter should be raised with the CEO. An employee may be accompanied by a work colleague at any of these stages. An appeal decision taken by the CEO is final.

4.12 DISCIPLINARY ACTION

It is in everyone's interests to maintain good records of conduct, attendance, performance and co-operation in order to preserve a good working environment. It should be stressed that any breach of discipline will be judged on the individual circumstances. Company action for breach of discipline or unsatisfactory performance will normally be of the following form: reprimand, suspension or dismissal.

4.12.1 General Misconduct

For general misconduct, the individual concerned should be given a verbal warning, or reprimand by immediate superior. Serious incidents and persistent repetitions will result in a formal disciplinary hearing, held in the presence of the management and/or HOD. Examples of general misconduct include:

- Poor Timekeeping
- Lack of job performance
- Minor breaches of health and safety regulations
- Poor behaviour in front of colleagues, customers, suppliers etc.

If conduct or performance does not meet acceptable standards, the employee should be given a **VERBAL WARNING**. Should this be the case, a written copy of the Verbal Warning should be issued by the HOD and a copy should be kept in the employee's file. This will be regarded as spent after 12 months, subject to satisfactory conduct and performance.

4.12.2 Written Warning

If a verbal warning is disregarded, or a serious offence is committed, a formal disciplinary hearing should be called by the HOD and/or CEO.

This meeting is designed to establish all the facts. If disciplinary action is merited, the employee will be notified of its outcome via a **WRITTEN WARNING**. The written warning may state that further action will be considered if there is no satisfactory improvement. The employee will be given the opportunity to submit their written comments to the written warning. A copy of this written warning together with the employee's comments if applicable will be kept by the HOD with a copy in the employee's file held at the Admin and Finance Department. The warning will no longer be considered active for

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disciplinary purposes after 12 months from date of the warning, subject to satisfactory conduct and performance.

4.12.3 Final Written Warning

If there is still a failure to improve or if the misconduct is sufficiently serious to warrant only one written warning, but insufficiently serious to justify dismissal, the employee will again be called for a disciplinary hearing, where the facts will only be fully established by director. If disciplinary action is merited, the employee will be notified of its outcome by a **FINAL WRITTEN WARNING**. This will give details of the complaint and will warn that dismissal will result if there is no satisfactory improvement. **The employee will be given adequate opportunity to discuss and provide suitable evidence to substantiate his/her actions.** A copy of the final written warning together with the employees' written submissions if applicable will be kept by the HOD with a copy to be kept in the employee's file. This warning will no longer be considered active after 12 months from the date of the warning, subject to satisfactory conduct and performance.

4.12.4 Dismissal

If conduct or performance is still unsatisfactory and the employee still fails to reach the prescribed standards, **DISMISSAL** will normally result. Dismissal will only occur after the authorization of the CEO.

4.12.5 Gross Misconduct

If an employee is accused of an act of gross misconduct, he/she may be suspended from work for no more than five working days, while the Company investigates the alleged offence. If, on completion of the investigation, the Company is satisfied that gross misconduct has occurred, the result will normally be summary dismissal without notice or payment in lieu of notice. Examples of gross misconduct are listed below:

- (a) Criminal action relating to the job or Company, e.g. theft of Company property.
- (b) Fraud or dishonesty directly affecting the Company, our Suppliers or Customers.
- (c) Physical violence at work
- (d) Breach of confidentiality
- (e) Using or being in possession of illegal substances at work
- (f) Abuse of alcohol
- (g) Sexual harassment
- (h) Gross insubordination
- (i) Giving false information to obtain employment or an employment related benefit
- (j) Wilful damage to Company property
- (k) Bringing the Company into disrepute
- (l) Unauthorised use of computer equipment

4.13 EMPLOYMENT OF TEMPORARY OR PART TIME EMPLOYEES

Temporary and part time employees are those employees that are engaged by the Company for on predetermined conditions as agreed between the Company and the Employee.

The employment and termination of Temporary or Part-time workers is subject to the same procedures as those established in clause 4.2 of this same procedure. However, on employment the HOD is to inform the CEO regarding the duration of such employment, days to be worked, and hours to be worked.

4.13.1 Time Sheet for Temporary and Part Time Employees

This is to be completed by all Temporary and Part Time Employees on a weekly basis. It must then be approved by the HOD and sent to Admin and Finance Department.

If a temporary or part time worker is sick or on leave she/he must write 'Sick' or 'Leave' (leave will imply approved leave) in the appropriate date boxes in of the time sheet.

4.14 PAYROLL SUBMISSION

4.14.1 Overtime Policy

- Overtime policy applies to full time employees who work from Monday to Friday. Authorisation for overtime shall be given by the HOD.
- Authorised compensation for overtime shall be given as
 - o time off in lieu which is 1 hour : 1 hour
 - o at overtime rates according to legislation
- Overtime is recorded on the overtime record sheet
- Staff employed in managerial positions are not eligible for overtime.

4.15 SALARY ADVANCES

Employees should, in no way, be encouraged to demand payment of advances against salaries. It is Company policy to pay salaries monthly in arrears, and as far as possible this policy should be adhered to.

In certain circumstances, the Company may consider an application from a member of staff for the payment of an advance against salary. This must be approved by the respective director.

Where situations warrant a departure from the policy (see first paragraph), the amount of the advance will be limited to the amount owed to the employee by way of worked days and the equivalent of the leave entitlement earned up to that period less the amount of leave taken to that point.

In very rare circumstances, purely on compassionate grounds, the Company may consider to extend a special arrangement which will be dealt with on an ad hoc basis.

4.16 STAFF ATTENDANCE RECORDS

All full time staff are to sign in and sign out at the front desk when entering or leaving the office premises indicating arrival/departure time from work.

The HODs are responsible for administering the attendance sheets and for monitoring cases where employees are sick or on annual leave.

The attendance sheets for any one month are to be forwarded to the HRE at the end of the month and electronically on a daily basis to the COO.

4.17 COMPANY PREMISES AND EQUIPMENT

Smoking

In order to ensure the safety of all concerned and also as a courtesy to all non-smokers the following regulations are to apply:

- Smoking is not allowed in the company's public areas, corridors, and directly outside the building
- Smoking will only be permitted on the terraces

Chewing gum

The use of chewing gum for members of staff who are in contact with clients or external parties is not permitted.

Care for Company equipment

Every employee must apply due care and diligence in the use of the Company's assets.

4.18 PERSONAL PHONE CALLS AND SMS

Telephone lines are to be kept free for business calls. Whenever possible, personal calls should be taken care of during break time. If it is absolutely necessary to make a call or receive a personal call during business hours, these are to be kept as short as possible.

Making or receiving personal calls and SMS on mobiles is also to be done during break time as much as possible. As above, if it is absolutely necessary to make or receive a personal call during business hours these are to be kept as short as possible.

4.19 ELECTRONIC COMMUNICATION

All electronic communication using e-mail and Internet are considered the Company's property. The Company has the right to access and disclose the contents of any communication at any time. Investigations regarding the misuse of these systems will be carried out confidentially under the instruction of the Director.

Electronic mail can greatly enhance the quality and efficiency of communication among employees, and with current and prospective customers. However, e-mail can also be misused, with potentially serious consequences for both the Company and the e-mail user. You should respect the rights and sensitivities of recipients and potential recipients

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and viewers and should ensure that all messages reflect the professional image that the Company portrays.

Users are not to:

- Exchange confidential information unless duly authorised by management.
- Disclose confidential passwords to other employees or to third parties.
- Copy, amend or transmit materials protected by copyright, trademark, patent or trade secrecy laws without authorisation of the owner of such rights.
- Engage in unlawful communication or communication which is in violation of the company's policy (as in for example obscene, sexist or pornographic communication, chain letters, donation requests, games, jokes and humorous stories).
- Use confidential passwords to gain access to the communication of other users.
- Use the Company's communication systems to obtain access to the files of other employees or to probe into the affairs of others
- Use the Company's systems to conduct other business or private matter which is not related to the Company.
- No USB sticks or any other external modem devices are to be used on Company PC equipment

The above list is not exhaustive and aims at giving an indication of what is not permissible. Users are also reminded not to send virus alert messages to anyone. Many alerts are fraudulent and so-called "valid" alerts may have the virus embedded in the memo. If you receive a virus alert, contact your system administrator.

Please review the ESE Corporate Policies on our website:

- *Standards of Business Conduct for Officers & Employees*
- *Equal Opportunities Policy*
- *Employee to Employee Guidelines*

HR Policy updated 13 Nov 12