



CHERWELL

2024



EMPLOYEE  
HANDBOOK





# TABLE OF CONTENTS

CODE OF CONDUCT	05
COMPENSATION & BENEFITS POLICY	11
LEAVE POLICY	16
PROBATION PERIOD POLICY	28
TRAINING & DEVELOPMENT POLICY	32
DISCIPLINARY & GRIEVANCE POLICY	40
RECRUITMENT & PROMOTION POLICY	46
VEHICLE USAGE TERMS & CONDITIONS	50
SMOKING (AND/OR VAPING) POLICY	52
OVERTIME POLICY	54
MOBILE PHONE POLICY	58
COMPANY PROPERTY	62
COMPUTER USAGE & DATA SECURITY	68



# CODE OF CONDUCT

The purpose of the Code of Conduct is to define the values and behaviours we feel embody the spirit of Cherwell and how we all should act to nurture the culture which defines our brand. If we operate on the below principles, we shall grow as individuals as well as meet our collective vision for our company.

## CODE OVERVIEW

This code will cover the following:

1. Company Practices
2. Individual Behaviours
3. Personal Standards
4. Acknowledgement



## 1. COMPANY PRACTICES

At Cherwell, we believe our first responsibility is to our clients.

Cherwell's success depends on our reputation, performance, and how we treat others, whether they are employees, clients, suppliers, competitors, government authorities, or communities. While business practices and customs vary across cultures, Cherwell has established a set of standards that we must meet at all times, in order to be successful in our business.

We must constantly improve our service standards to ensure clients are satisfied on a DAILY basis.

We must address our clients' needs in a timely and professional manner and take initiative to promote our ideology of 'Cherished Craftsmanship'.

While innovation, originality and craftsmanship are an integral part of our daily lives, we will be driven to excellence by our long-term goal, which is to be the most trustworthy interior design and fit-out solution provider, renowned for its professional governance and excellence in quality and craftsmanship.

We should be easy to do business with; maintaining open channels of communication and ensure we communicate in a clear and professional manner. We should value our partners and make sure they are recognized for their support, and we must treat everyone fairly and with dignity and respect.

We must be good citizens, supporting charitable initiatives and contributing to our community. We should encourage improvements in our work environment and be ecologically sensitive by protecting our resources where possible.

We must be mindful towards helping our team members meet their responsibilities and all our peers should be empowered to voice their opinions towards driving growth as well as change.

We must recognize and reward merit.

We must ensure that our business delivers a sound profit. To do this, we must challenge old ways and embrace new ones, we should improve our intelligence and understanding of our clients' needs and always strive to be pioneers in our industry.

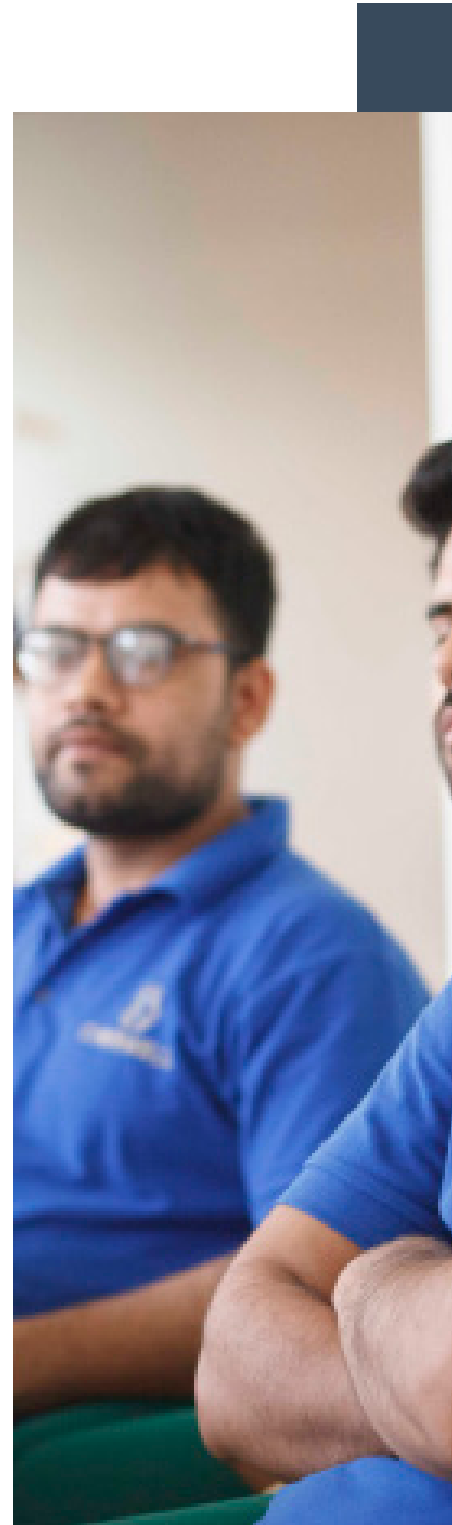
We must protect and value our resources and equipment and be prepared for any adverse situation.



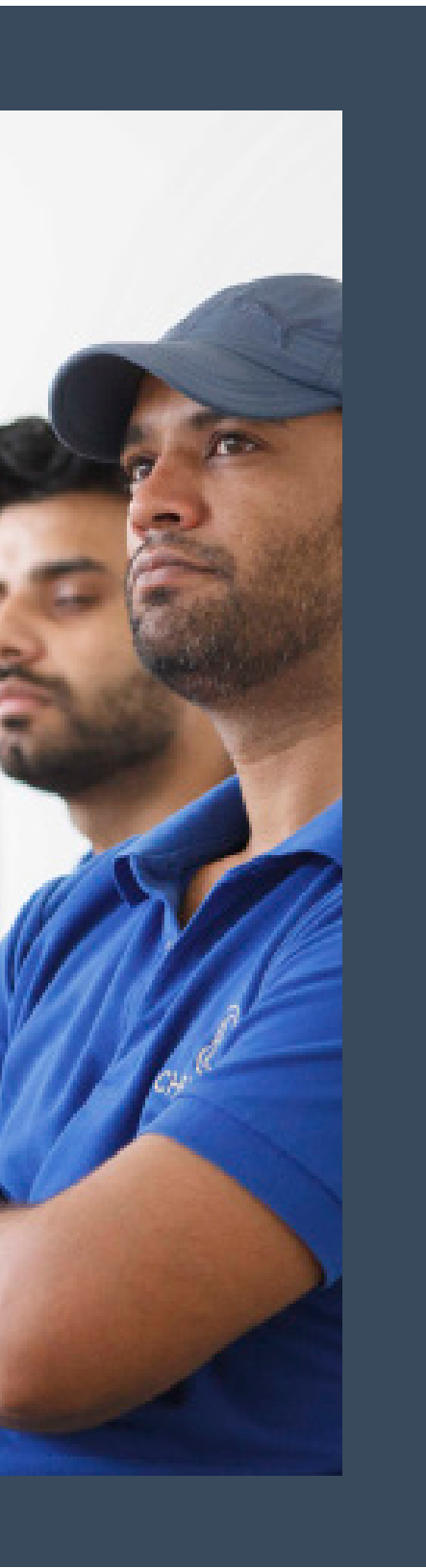
## 2. INDIVIDUAL BEHAVIOURS

Below are standards of conduct we feel are important, but they are not to be taken as an exhaustive list:

- 1.** Ensure Cherwell's image is protected by always acting in the best interests of Cherwell to maintain a reputation of quality, reliability and integrity.
- 2.** Treat all people with respect. Never adopt an attitude or behaviour that reflects prejudice or discrimination. We should always be warm-hearted, polite, strong-willed, and energetic.
- 3.** Never participate in conduct exhibiting, and/or make repeated and undesirable comments of an offensive, threatening, humiliating, or intimidating nature directed at any person or group of people. This applies both inside and outside of work.
- 4.** Consistently and enthusiastically, recruit, train, promote and encourage our fellow Team Members to achieve their full potential in a challenging and rewarding environment.
- 5.** Never disclose any confidential information about Cherwell's current or future operations, strategic decisions, or members. Do not use to your benefit, or the benefit of others, information obtained from internal sources pertaining to Cherwell business. This also holds true if you no longer work for us.







- 6.** Always uphold our obligations to our fellow Team Members, customers, and clients.
- 7.** Understand and follow the company policies, rules and regulations that apply to your job, including any health & safety guidelines provided to protect you, your teammates and our clients
- 8.** Take a responsible and trustworthy approach to the use of all Cherwell assets by protecting our systems and passwords and be accountable for any cost involved due to personal use of equipment.
- 9.** Respectfully abide by the terms and conditions of employment as stated in our company employment contract and commercial contracts.
- 10.** To always act with honesty and transparency.
- 11.** Work together in a spirit of caring, co-operation and support to achieve all our shared goals.

### 3. PERSONAL STANDARDS

1. All employees should convey an image of professional competence and seriousness of purpose that inspires confidence in fellow team members and clients.
2. All Cherwell employees must be sensitive to the local culture, religion, tradition, and values. Common sense and decency should always prevail.
3. Employees who are issued with a uniform must wear it during working hours. If it becomes damaged, excessively worn or stained please speak with your line manager to get it replaced.
4. Footwear must be safe, sensible, in good order, smart and clean. Comfortable footwear is recommended for all employees.
5. Both men and women should remember to cover shoulders and knees and avoid wearing items which are tight fitting or transparent.
6. Team members should also be mindful of items of clothing which inadvertently expose parts of the body (e.g. cleavage, stomach, lower back or buttocks) as they are working - this may be considered indecent under local cultural norms.
7. Personal hygiene should be always maintained. Daily usage of a mild body deodorant or antiperspirant is recommended.



# COMPENSATION & BENEFITS POLICY

This policy describes the rules and standards under which Cherwell operates regarding compensation philosophy and structure.

The purpose of this policy is to develop a salary, and benefit structure which will enable the Company to attract, motivate and retain qualified employees needed to meet its overall long-term business plans. These include:

- a)** Rewarding each employee based on individual overall contribution.
- b)** Ensuring that Base Salary, Allowances & Benefits are competitive within the market.
- c)** Ensuring that internal equity is maintained.

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## POLICY OVERVIEW

This policy will cover the following:

1. Overview of the Compensation Structure
2. Job Description
3. Job Evaluation
4. Job Families
5. Compensation Structure
6. Components of Compensation
7. Salary and Benefits Scale
8. Review of jobs

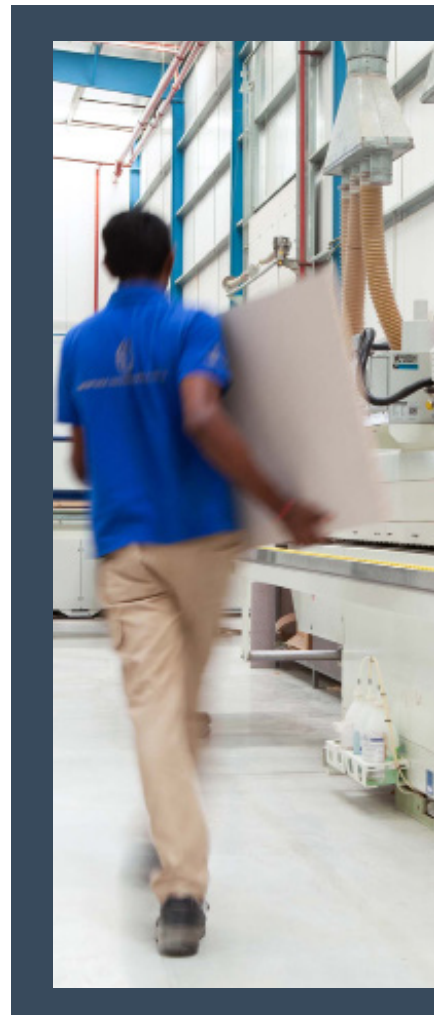
## 1. OVERVIEW OF THE COMPENSATION STRUCTURE

The structure is designed to make sure all employees are recognised and rewarded for the contribution they make and the skills and experience they bring. This common framework applies across the whole company and is made up of these key elements:

- a)** Job Description – role, tasks and responsibilities of individual jobs.
- b)** Job Evaluation – formal analysis of roles and responsibilities to ascertain relationship with other jobs in the organization.
- c)** Compensation Structure – define the correct salary allocation for jobs.

## 2. JOB DESCRIPTION

Job descriptions are based on objective information and an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the Company. These are a critical component of both compensation and selection systems. Information in job descriptions shall be determined by line managers and a standardised template used for all.



### 3. JOB EVALUATIONS

Job evaluations involve making judgments about the relative size of jobs. Every Job shall be placed on a scale of relative worth through a process which recognizes job content, responsibilities and skills required to perform the job at an acceptable level. Jobs are evaluated on two parameters – firstly ranked as a whole and secondly ranked against similar jobs in the company.



#### **Job evaluations shall review:**

- Internal Relativities – establish the correct relationship of positions to one another within the Company.
- Market Comparison – measure jobs against information derived from market studies and surveys to ensure the market competitiveness of the salary structure.
- Remuneration Management – create a rational structure for managing pay, determining benefits, and implementing incentive schemes.
- Job Family - development of career ladders that define logical career steps within a functional area.

If a Line Manager views a job as not being in the correct band, he/she is responsible for initiating appropriate actions. He/she must ensure job descriptions are prepared, updated, and adhered to.

## 4. JOB FAMILIES

A job family is a series of jobs involving work of the same nature but requiring different levels of skill and responsibility. Job families in the Company function to provide both a structure for human resource decisions and a career ladder by which employees may plan their professional growth and advancement. Within any job family, a job description shall describe, in broad terms, the duties and responsibilities expected to perform at the various levels within the job family.

## 5. COMPENSATION STRUCTURE

The Total Compensation philosophy offers salary opportunities as applicable, and a range of benefits. The compensation structure is designed to enable the Company to successfully attract, develop, retain, and reward employees for their knowledge and contributions. It compensates all employees on an equal basis without regard to nationality or gender. The compensation structure is administered in accordance with UAE Labour Law.

## 8. REVIEW OF JOBS

All line managers shall review the jobs in their respective departments from time to time to ensure that their job descriptions are not obsolete, but normally a particular job should not be reviewed more than once in two years.



## 6. COMPONENTS OF COMPENSATION

The salary and benefits package may comprise of the following Components:

a) Base Salary

Salary which an employee shall receive for doing a job.

b) Allowances

These allowances encompass Transport, Petrol, Utilities, etc.

c) Accommodation Allowance

The Company shall provide either an allowance or appropriate accommodation (depending on availability) to employees as per the Accommodation Policy. Where the company does not have suitable accommodation, the employees will be eligible for the Accommodation Allowance.

An employee is not entitled to receive the allowance if there is suitable company provided accommodation available.

d) Other Benefits

Company Accommodation – In accordance with the Accommodation Policy.

Leave - In accordance with the Leave Policy.

Annual Air Passage In accordance with the individual Employment Contract

Medical Benefits - In accordance with UAE federal labour law

Gratuity - In accordance with the End of Service Policy.

Incentive/Bonus – In accordance with the performance appraisal programme.

Overtime – In accordance with labour law.

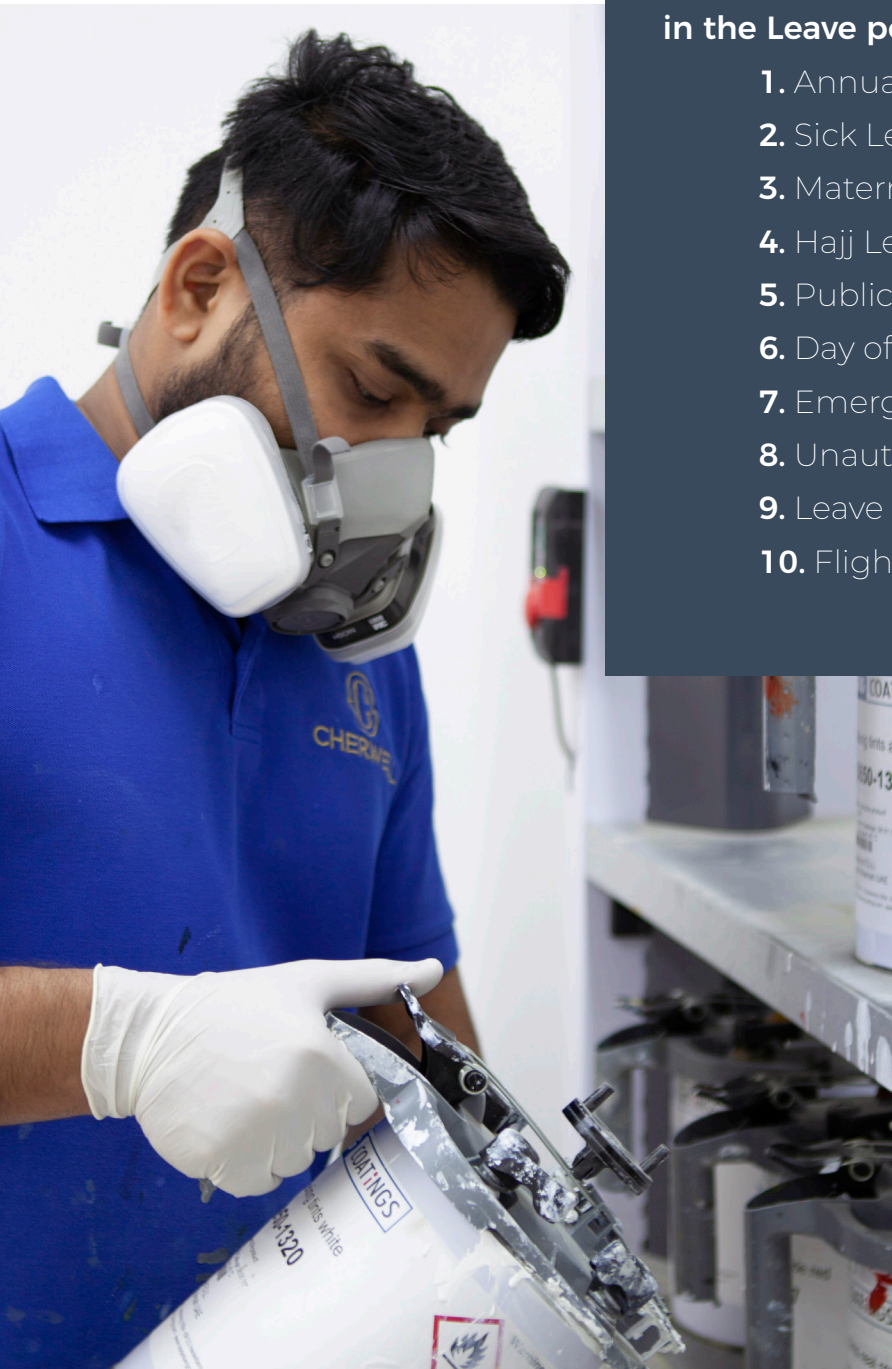
# LEAVE POLICY

The purpose of this policy is to provide all team members of Cherwell guidance on leave entitlements and procedures for requesting leave of any kind.

## KEY SECTIONS

The following is an overview of the key sections in the Leave policy:

1. Annual Leave
2. Sick Leave
3. Maternity & Parental Leave
4. Hajj Leave
5. Public Holidays
6. Day of Significance Leave
7. Emergency & Compassionate Leave
8. Unauthorised Leave
9. Leave Without Pay (LWOP)
10. Flight allowance





## 1. ANNUAL LEAVE

Paid annual leave is available to team members to provide opportunities for rest, relaxation, and personal pursuits. All team members are eligible to earn and use vacation time as described in this policy.

Entitlement is 30 calendar days per year which can begin to be used upon the completion of the probationary period. Days are accrued at a rate of 2.5 days per full calendar month of work completed and are calculated as a 'Company' on a calendar year of January to December. An employee's start date will determine their accrued leave that calendar year depending on their starting month rather than on employment anniversary.



Leave will start from the day as applied and will end on the day before duty resumption. All weekends within these days will be counted as leave. Public holidays are additional and paid (details of public holidays are found in section 5).

Annual Leave days are paid at your usual full salary rate – inclusive of all allowances.

Annual Leave is not to be accrued from year to year. It is provided so that all employees ensure they take some personal time to rest away from our work environment. For this reason, you are allowed to carry forward a maximum of 15 days unused annual leave every year. If you have leave in excess of this amount it will lapse.



Any employee who leaves Cherwell before the completion of their Probation Period is not entitled to have any leave salary payment. Once the Probation Period is complete, if an employee leaves, they are entitled to accrued Annual Leave to be paid as per UAE labour law.

All employees must apply for periods of Annual Leave using HR portal and they must request the leave **90 days** before the first day of requested leave. This is to allow time for planning coverage of your duties while you are on leave. Management may grant leave outside these dates at their discretion, but annual leave is based on the needs of an individual department and whilst best efforts are made to accommodate requested dates, the company is not required to approve specific dates.

## 2. SICK LEAVE

The provision of paid sick leave is to ensure that employees take adequate time to recover from genuine illness or injury away from work and to prevent illness from spreading within the team. If any member of the Cherwell team is found to be using the paid sick leave provision for non-genuine reasons, they may be subject to disciplinary action.

Sick Leave is leave granted during a service year (12-month period from date of joining) to enable your recuperation from **genuine illness or injury**. Sick leave is not considered an additional allowance. Sick leave is afforded to those who are genuinely unwell and need to recuperate and be absent from work, any abuse of this shall be treated as serious misconduct. Paid sick leave becomes available upon the completion of your probationary period as follows:

- First 15 calendar days full pay.
- Next 30 calendar days half pay.





Sick Leave days are paid at your usual full salary rate – inclusive of all allowances.

If you are unable to report to work due to illness or injury, you should notify your manager by phone call (i.e. not email or any form of text messaging) 1 hour before the scheduled start of your workday if possible. The manager must also be contacted on each additional day of absence. All sick leaves requests should be applied through HR portal.

Two days or more of paid Sick Leave is subject to submission of a medical certificate from a UAE registered medical practitioner and approved by the manager. Cherwell reserves the right to request a registered medical certificate on the first day of illness.

On the completion of each year of service your Sick Leave balance will lapse, and the next service years' entitlement will commence.

Public Holidays or official rest days falling during a period of Sick Leave will be considered as sick leave.

### 3. MATERNITY LEAVE

Maternity Leave is a leave of absence for an expectant or new mother for the birth and care of a new baby.

Female team members are entitled to 45 calendar days of full maternity leave with full salary and 15 calendar days maternity leave with half pay if they have completed 6 months of service with Cherwell.

A female team member who has exhausted her maternity leave may be absent from work without pay for a maximum period of 100 consecutive or non-consecutive days if such absence is due to an illness preventing her from resuming her work. A medical certificate issued by a duly authorised

medical institution or authenticated by the competent health authority confirming that the illness is a result of pregnancy or delivery shall document such illness.

It is possible to use any accrued and unused Annual Leave as part of a Maternity leave period, however prior approval from the Directors must be sought and paid Maternity Leave must be used first.

A new mother is entitled to 2 additional breaks of 30 minutes each day for the purpose of breastfeeding her baby. These two breaks are considered part of the working day and no reduction in salary will be made. This entitlement ceases 6 months after the delivery, or if the baby stops breastfeeding before this time.

Both parents are entitled to 5 days paid parental leave within the first six months of the birth of the child.



#### **4. HAJJ LEAVE**

This is leave granted to Muslim employees in order to take the pilgrimage to Mecca.

In accordance with the Federal Labour Law, a Muslim employee will be entitled to utilise up to 30 days without pay once during their service with Cherwell to perform Hajj.



## 5. PUBLIC HOLIDAYS

All team members are entitled to official public holidays with full pay during the year as prescribed under federal labour law and announced by the relevant government agencies.

New Year’s Day (Gregorian – 01 January)	One day
Eid al Fitr	Four days
Arafah and Eid al Adha	Four days
Islamic New Year	One Day
Prophet Mohammed’s birthday	One Day
Commemoration day	One Day
National Day	Two Day



## 6. DAY OF SIGNIFICANCE LEAVE

Cherwell previously provided Day of Significance Leave to all employees. This is now only offered to those staff on six day a week contracts and is removed from all five-day contracts effective 31st December 31st, 2024.

For those eligible, one day leave at full pay is offered to employees to use at their discretion to celebrate a day of personal importance, e.g. Christmas, Diwali, Easter.

Employees need to apply for the day they wish to use well in advance. Depending on work requirements it is approved at managers' discretion.

Employees cannot take cash in lieu of a paid leave day, and if this day is unused, it does not carry over to the next year. If you do not use the day, it expires.

## 7. EMERGENCY & COMPASSIONATE LEAVE

Employees are entitled 5 days of paid leave upon the death of a spouse or child and 3 days of paid leave upon the death of a first degree family member (sibling or parent)..

In all other cases, the employee can request for Emergency leave. Such leave days will be deducted from available annual leave.

## 8. UNAUTHORISED LEAVE

Unauthorised leave is any leave taken without approval.

During a period of unauthorised absence team members will not be paid any salary or allowances.

If a team member is absent without permission for 20 intermittent days or more than 7 consecutive days within a year, without reasonable cause, they may be subject to disciplinary action up to and including dismissal as outlined in federal labour law.

If you fail to return from a period of leave at the agreed date, you will be considered to be on Unauthorised Leave and disciplinary action will apply. Your attendance at agreed upon dates and times is counted on for project scheduling and to ensure other team members are not unfairly expected to perform additional duties due to your unauthorised absence.



## 10. FLIGHT ALLOWANCE

Cherwell no longer pay yearly flight allowances to office staff those who signed a contract with an allowance be asked to sign an amendment to their contract to blend these funds across the year via the payroll. This is to allow more flexibility for staff for travel arrangements and to make it easier to manage the office. No staff will lose out with this arrangement.

For factory and site staff the tickets will continue to be booked on behalf of staff and the flight



with an annual ticket  
their monthly allowances paid  
t easier to administer from

ght allowance stands.

## 9. LEAVE WITHOUT PAY (LWOP)

LWOP is defined as time away from normal duties without any salary or leave payments.

Below are two examples of why this may occur:

- a.** A team member has used all their Annual/Sick Leave but due to an extraordinary circumstance requires additional time off.
- b.** Under UAE labour law, team members are not entitled to paid leave of any type during their probation period.

The CEO (at their discretion) may allow paid leave during these periods depending on the individual circumstances.

LWOP is granted by management solely at their discretion and is strongly discouraged due to the ongoing company costs related to health and other insurances, continuing visa costs and compliance with WPS regulations.

# PROBATION PERIOD POLICY



The purpose of this policy is to provide guidance to all employees regarding their Probation Period at Cherwell. We want to ensure all employees are treated in a supportive and fair manner to reach their full potential. It is intended to positively support new employees while they settle effectively into their roles and act as a guide for both managers and employees in the effective use of the Probation Period.

## KEY PRINCIPLES

As per UAE Labour Law and employees Employment Contract, either the employee or Cherwell can take the decision to terminate the Employment Contract at any time during the probation period.

Cherwell commits to the following:

- We will allow all new employees reasonable time to learn their role and settle into the company culture.
- We will provide training necessary to perform to the expected standard if necessary.
- And we will assess all new employees' performance, conduct and attendance at the mid-point of the Probation Period (3 months) and prior to the end of the Probation Period (5 ½ months).

## **PROCEDURE**

The Probation Period starts when a new employee commences employment with Cherwell.

The length of the Probation Period for all employees is 6 months and is a condition of all Employment Contracts.

During the Probation Period, Employee may terminate his by providing at least 1 month written notice, should the employee want to move to another employer based in the UAE. Where the employee wishes to leave the UAE during the probationary period, the employee may terminate their employment by providing at least 14 days written notice.

Cherwell may terminate employee contract during the probationary period by providing 14 days written notice to the employee.

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Cherwell may terminate employee contract during the probationary period by providing 14 days written notice to the employee.



# TRAINING & DEVELOPMENT POLICY

Cherwell believes that ongoing training of our Team Members is paramount to both of our success. Staff training in the first few weeks of your employment will include participation in our Health and Safety training, Customer Service training, Technical training, Product Knowledge training and more. When appropriate we will provide, and you will be expected to undertake training and skill acquirement at any time throughout the term of your employment with us.

Cherwell favours promotion from within to recognise the quality of work and commitment shown by Team Members. With our ongoing expansion plans we always need qualified and experienced Team Members to fill various positions within the Company. We want you to feel confident about improving efficiency and productivity, as well as finding new ways towards personal development and success.

## POLICY OVERVIEW

This policy will cover the following:

1. Eligibility
2. Responsibility
3. What is Training & Development?
4. Corporate Training Programs.
5. Procedure for Training Approval
6. Training Bond



## 1. ELIGIBILITY

This policy applies to all permanent, full-time or part-time, employees of the company. Employees with temporary/short-term contracts might attend trainings at their manager's discretion.

This policy doesn't cover supplementary employees like contractors or consultants.

To be eligible for some of the training programs you may need to meet a minimum service period of 1 year.

## 2. RESPONSIBILITY

All employees and managers should collaborate to build a continuous development culture. It's an employee's responsibility to seek new learning opportunities. It's a manager's responsibility to coach their teams and identify employee development needs. And it is the responsibility of the Admin/HR team to facilitate any staff development activities and processes.



### 3. WHAT IS TRAINING & DEVELOPMENT

In general, we approve and encourage the following types of training.

- Formal training sessions (individual or corporate)
- Employee Coaching and Mentoring
- Participating in conferences/seminars/public courses
- On-the-job training
- Job shadowing
- Job rotation

As part of our learning and development provisions, we can also arrange for subscriptions or educational material, so employees will have access to news, articles and other material that can help them become better at their job. There are two conditions for this:

- Subscription/Material should be job-related.
- All relevant fees should not exceed a set limit per person.

This list doesn't include software licences or other tools that are necessary for employees' jobs.

The company has certain provisions regarding individual training programs. All eligible employees can participate in external training programs individually or in teams. We will set a budget for each employee at the beginning of a year, which will be reviewed annually.

Employees can choose to attend as many training programs as they want, provided they don't exceed the budget and day limit. If they do, they'll have to use annual leave entitlement and pay any extra fees themselves.

Employees may have to bring proof of attendance.

Any employee training that the company mandates (e.g. due to inadequacies of an employee's performance or changes in their job description) is excluded from the training budget and time limit.

All trainings should consider what employees need and how they can learn best. This is why, employees and managers are encouraged to consider multiple training methods like workshops, e-learning, lectures and more.

Employees and managers are responsible for finding the best ways to learn. They can experiment with job rotation, job shadowing and other types of on-the-job training (without disrupting daily operations).

## 4. CORPORATE TRAINING PROGRAMS



We might occasionally engage experts to train our employees. The company will cover the entire cost in this case. Examples of this kind of training and development are:

- Leadership training for managers
- Conflict resolution training for employees
- Health & safety training for employees
- Cultural awareness training

This category also includes training conducted by internal experts and managers. Examples are:

- Training new employees
- Training teams in company-related issues (e.g. new systems or policy changes)
- Training employees to prepare them for promotions, transfers, or new responsibilities.

Employees won't have to pay or use their leave for these types of trainings. Attendance records may be part of the process.

## 5. PROCEDURE FOR TRAINING APPROVAL

This procedure should be followed when employees want to attend external training sessions or courses:

1. Employees (or their team leaders) identify the need for training.
2. Employees and team leaders discuss potential training programs or methods and come up with suggestions.
3. Employees or team leaders contact Admin/HR team and briefly present their proposal. They might also have to complete a form.
4. Admin/HR reviews the proposal, with attention to budget and training content.
5. The proposal is approved or rejected in writing to the manager & the team member. Reasons will be provided if rejected.
6. In cases where the company doesn't pay for the training directly, employees will have to pay and send invoices or receipts to Admin/Finance. Reimbursement will be approved according to this information.
7. If an employee decides to drop or cancel a training session/course, they will be responsible for any cancellation fees.
8. In cases where training ends with examination, employees are obliged to submit the results. If they don't pass the exam, they can retake it on their own expense.

## 6. TRAINING BOND

In some cases when Cherwell is paying for you to gain a significant qualification or specific skill you will be asked to sign a Training Bond contract. Gaining your driving license is an example of this.

This contract will specify a period during which you must not resign from your position at Cherwell. An example of this would be as follows:

*If you leave Cherwell within 6 months of completing XYZ training course you will be required to reimburse Cherwell 100% of the cost of the course.*

*If you leave Cherwell within 12 months of completing XYZ training course you will be required to reimburse Cherwell 50% of the cost of the course.*

*If you leave Cherwell within 18 months of completing XYZ training course you will be required to reimburse Cherwell 25% of the cost of the course.*



# DISCIPLINARY & GRIEVANCE POLICY

The purpose of this policy is to promote positive employment relations at Cherwell, as well as fairness and consistency in the treatment of all employees. The below outlined policy & procedure should not be seen primarily as a means of imposing punishment, but rather as a way of encouraging employee performance improvement amongst those whose conduct and/or performance does not meet required standards.

## POLICY OVERVIEW

This Policy will cover the following:

- 1.** Formal disciplinary outcomes
  - a.** Verbal Warning,
  - b.** Written Warning
  - c.** Final Written Warning
  - d.** Termination of employment
- 2.** Gross Misconduct
- 3.** Exit procedures.
- 4.** Grievance procedures



## 1. FORMAL DISCIPLINARY OUTCOMES

If the employee's performance or conduct is unsatisfactory due to misconduct or negligence, it is the responsibility of the immediate manager to identify and discuss the issues with the employee and recommend solutions. Any meetings/counselling sessions should be documented, signed by all parties involved and placed in the employee's file.

Should an employee's work performance and/or conduct be negligent or attributed to misconduct, the steps outlined below should be taken to attempt to resolve the issue.

### A) VERBAL WARNING

In the first instance, a formal verbal discussion between the manager and employee should take place. The manager should clearly outline any area/s of concern and what actions are required for the employee to make improvements in their work and/or conduct.

This meeting must be witnessed by another senior manager and/or HR manager and both parties may have their opinions heard. The meeting should be minuted, and a clear action / remedy plan be agreed.

It must be clearly stated that the discussion is a formal Verbal Warning for the particular issue, and if there are no changes to the employee's performance and/or conduct following an agreed period of time, then a Written Warning will be issued.

It is important to document what improvements are needed to ensure clarity for both parties. The employee must sign the Verbal Warning Notice and a copy should be placed in the employee's personnel file.

## **B) WRITTEN WARNING**

If the formal Verbal Warning does not result in improvements in the employee's work performance and/or conduct within the agreed period, a Written Warning should be issued to the employee concerned. A meeting must be held between the relevant manager and employee.

The Written Warning Notice must be completed for the Written Warning and should clearly state that in the event of the employee's work performance and/or conduct not improving, the next instance of negligence or misconduct may result in a Final Written Warning and lead to termination.

It is important to document what improvements are needed by the employee to ensure clarity for both parties. The employee must sign the Written Warning Notice Form, and a copy should be placed in the employee's personnel file.

## **C) FINAL WRITTEN WARNING**

If after receiving a Written Warning the employees' performance of conduct does not improve a Final Written Warning should be issued.

The same process is to be followed as for a Written Warning and the employee must sign the Final Written Warning Notice Form, and a copy should be placed in the employee's personnel file.

The Warning Notice must be completed for the Final Written Warning and should clearly state that in the event of the employee's work performance and/or conduct not improving, the next instance of negligence or misconduct may result in termination of employment.

Under UAE Labour Law, it is possible to issue a Final Written Warning as a first stage of disciplinary action if an instance of poor performance or conduct is severe.

## **D) TERMINATION OF EMPLOYMENT**

If the employee's work performance and/or conduct remains unsatisfactory after both formal Verbal and Written Warnings (including a Final Written Warning) have been issued, the manager should hold a meeting with the employee to formally terminate the employee's employment with Cherwell. The time and date of this meeting should be notified in advance.

## 2. GROSS MISCONDUCT

The Company reserves the right to terminate any employment contract without notice in the case of Gross Misconduct, fraudulent conduct, criminal conduct, or for any reason specified by law, where immediate termination is allowed under article 44 of UAE Labour Law without notice to the employee.

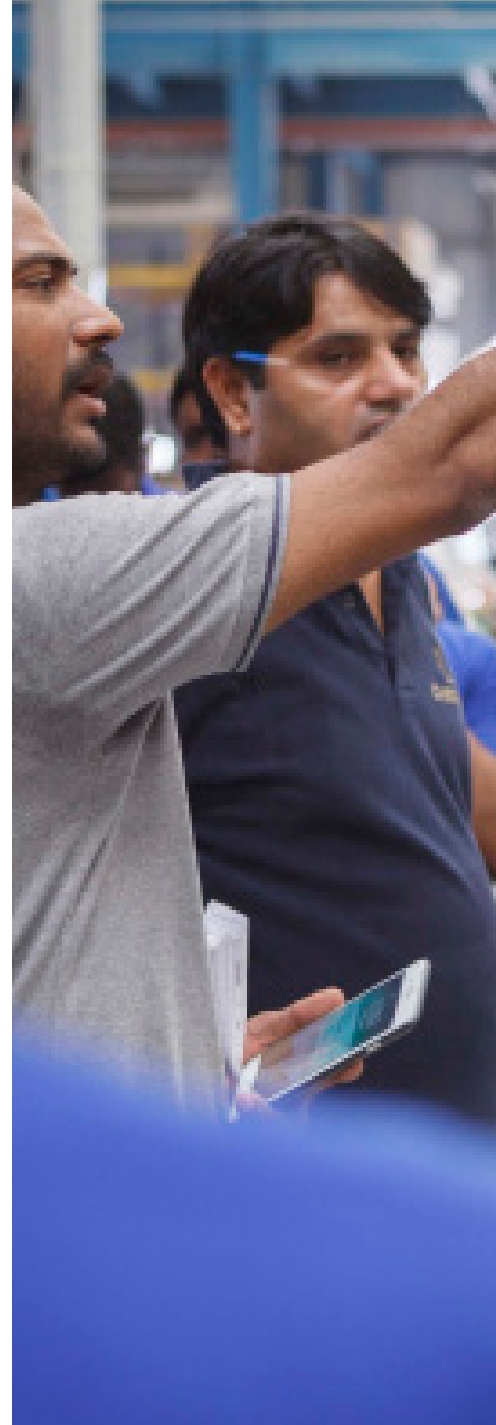
In cases as above, and after an appropriate investigation has taken place, the CEO of Cherwell can summarily dismiss an employee without notice.

## 3. EXIT PROCEDURES

A termination letter will be issued outlining the reason/s for the termination and the final settlement details. The termination letter will be forwarded to the employee as a matter of importance and a signature should be received from the employee upon receipt of the letter.

All Company property must be returned in the event of the termination of employment including, but not limited to access cards, keys; ID badges; and IT equipment. A full list of Company property in the possession of the employee will be kept in the employee's personnel file.

Employees should also be aware that any outstanding loans or advances paid will be deducted in full, from the employee's last salary.





## 4. GRIEVANCE PROCEDURES

### INFORMAL PROCESS

Initially when an issue arises it must be discussed by the individuals involved to try and resolve it informally. This must happen prior to a formal grievance being raised to the senior management.

### FORMAL PROCESS

If the issue cannot be resolved informally the grievance must be submitted by the individual in writing to the CEO, Senior Operation Manager or HR Manager within 10 days of the issue occurring.

The grievance must detail:

The issue in its entirety including dates and individuals involved.

Steps already taken to resolve this issue.

Any supporting documentation must be attached to the formal grievance letter.

A meeting will be arranged ASAP after receipt of the formal grievance letter to discuss the grievance.

The grievance will be investigated, and a formal response will be provided to the individual in writing following a meeting with the individual to explain the outcome.

# RECRUITMENT & PROMOTION POLICY

The purpose of this policy is to provide a clear and unprejudiced framework for the hiring of new team members and promotion of existing team members at Cherwell.

## POLICY OVERVIEW

This Policy will cover the following:

1. EEO commitment
2. External recruitment
3. Referring friends
4. Opportunities for promotion
  - a. Eligibility Criteria
  - b. Succession planning



## **1. EQUAL EMPLOYMENT OPPORTUNITIES (EEO) COMMITMENT**

Our employees are our most valuable resource, and at Cherwell we believe that all employees should be treated fairly and with respect. To ensure this, we have established standards such as our Code of Conduct that are to be followed by all Cherwell employees and contractors.

Cherwell has zero tolerance for discrimination and is an equal opportunity employer. Employment decisions such as hiring, promotion, training opportunities and job assignments are based on qualifications, experience, competence and performance, and are not based on gender, race, national origin or other characteristics.

In order to meet our commitment to being an EEO employer we will advertise all vacancies. We will select the best candidates available by assessing applicants against key responsibility areas and essential skills defined in job descriptions.

## **2. EXTERNAL RECRUITMENT**

It is the policy of the company to undertake recruitment in a fair and equitable way which gives equal opportunity to all applicants whilst ensuring the most suitable candidate for a role is chosen.

Cherwell will advertise a vacancy and assess applicants against core competencies and qualifications which are identified in the relevant job description.

Shortlisted candidates will be interviewed by the line manager and one other appropriate member of the Cherwell team using a structured approach to ensure consistency.

All final candidates will have reference checks completed and qualifications verified before a job offer is made.

All applicants will be notified of the success or failure of their application in writing.

### **3. REFERRING FRIENDS**

Cherwell recognises that our employees understand our culture and know what it takes to succeed in our business. As such we believe that our employees are the best resource, we have in finding and attracting new talent to our business.

Employees can refer candidates for any division or channel, and there is no limit to the number of candidates an employee can refer however, employees are requested to carefully consider the calibre of the person they are referring to ensure that their future referrals are treated seriously.

Some referrals can create a conflict of interest; therefore, employees may not refer the following:

- Direct family members & blood relations
- Current or former Cherwell employees
- Candidates whose CV or resume has previously been received in application for a previous vacancy.



## 4. OPPORTUNITY FOR PROMOTION

Cherwell aims to offer all suitable employees' opportunity for development and career advancement through promotion and transfer from within the company.

If a vacancy which is advertised is a role in which you feel you can perform to a high standard, please speak with your line manager about the vacancy and complete an Internal Application form. Please note that you must meet the below basic eligibility criteria to be considered for any internal promotion or transfer.

### a) Eligibility Criteria

To be eligible to apply for a promotion or transfer the employee should meet the following criteria:

The employee should have a minimum of 6 months service in their current role.

The employee should not have any disciplinary warnings on file.

The employee should have had no unauthorised absence within the previous 6 months from the date of application.

### b) Succession Planning

Succession planning is carried out by the senior management team. It is a process of identifying at risk or business critical positions. They may be positions which are hard to fill with external candidates or they may be positions which require an extensive knowledge of Cherwell specific procedures and practices.

Timely and effective Succession Planning enables talented team members to develop their skills and careers while at Cherwell under a supportive and structure approach.

# VEHICLE USAGE TERMS & CONDITIONS

This agreement lays out the terms and conditions for usage of a motor vehicle supplied By Cherwell for use by a Team Member on the following basis:

- 1.** The vehicle is representative of the Company and therefore must be ***kept clean and tidy at all times***. It shall always be used in such a manner that it does not reflect negatively on the Company.
  
- 2.** An integral part of the vehicle purpose is that the vehicle should be made available for company needs whenever required. On occasion, the Team Member may be required to relinquish the vehicle to other authorised Team Members to assist with company needs e.g. transport of personnel or products.
  
- 3.** No persons other than authorised Team Members of the Company are permitted to drive a company vehicle. The following exception applies:
  - a. In the case of an emergency, management agrees that the discretion of the staff member will apply.
  
- 4.** The vehicle shall not be taken outside the Emirate of Dubai without prior permission of the Company.
  
- 5.** The driver is responsible for ensuring that:
  - There is always fuel in the vehicle.
  - Maintenance items (water, oil, tyres etc) are checked on a regular basis
  - The vehicle is safe to drive

6. The cost of consumables, labour, and vehicle maintenance incurred during company business in the preceding clause shall be borne by the company.
7. The cost of consumables, labour, and vehicle maintenance incurred during company business in the preceding clause shall be borne by the company.
8. Smoking is NOT permitted in any vehicle belonging to the Company.
9. The Team Member is responsible for the prompt payment of all fines and penalties incurred through their use of this vehicle. These are deducted from monthly salary through payroll with all supporting documentation available for the team member. Any dispute regarding the fine is the responsibility of the individual and not the company.
10. The Team Member is responsible for any payment of any insurance excess resulting from an accident, where the user is proved to be at fault due to irresponsible or illegal use.



# SMOKING POLICY

## POLICY OVERVIEW

This policy will cover the following:

1. Permitted Smoking Areas
2. Permitted Smoking Times
3. Protecting the Professional Image of Cherwell
4. Avoid fires and littering from discarded cigarettes
5. Acknowledgement

## 1. PERMITTED SMOKING AREAS

Smoking is not permitted inside any part of the Cherwell factory including rest areas, bathrooms and eating areas. Smoking is also not permitted inside any client's property including their gardens. Staff on site should only smoke in designated areas inside building where provided, always avoiding stairwells and other common areas being mindful of fire alarms and smoke detectors.

Smoking is also not permitted in any company vehicle at any time.

## **2. PERMITTED SMOKING TIMES**

Smoking may only be done during permitted break times at both the factory and on sites. Additional smoking breaks are unfair on non-smoking colleagues and interrupt productivity. Members of staff who struggle to go longer periods between smoking will be offered support by Cherwell staff to reduce their smoking / give up.

## **3. PROTECTING THE PROFESSIONAL IMAGE OF CHERWELL**

Cherwell employees who smoke should consider the image of the company when smoking near a Cherwell site, outside a Cherwell place of business or when wearing a Cherwell uniform.

Staff who are smokers must be mindful of the need to smell fresh and clean in the presence of colleagues and clients.

## **4. AVOIDING FIRES AND LITTERING FROM DISCARDED CIGARETTES**

Great care must be taken by smokers to ensure their cigarettes are properly extinguished and that cigarette butts are properly disposed of in the waste and no littering take place. Cigarette butts should not be discarded on the ground in any area by any member of Cherwell staff and they should be picked up and thrown away considerately.

# OVERTIME POLICY

## POLICY OVERVIEW

This policy will cover the following:

1. Overtime payments entitlement
2. Approved and unapproved overtime
3. Overtime due to poor productivity
4. Overtime due to carelessness or avoidable mistakes
5. Travel time
6. Time off in Lieu

## 1. OVERTIME PAYMENTS ENTITLEMENT

Managerial and office staff are not paid overtime for extra hours that they work, there is an expectation that this is considered part of the job but should not be excessive or too frequent.

Manufacturing and site staff are paid for pre-approved necessary overtime work. The rates for overtime 1.25x hourly rate. If overtime is worked on a Sunday or between the hours of 10pm and 4am they are paid at 1.5x hourly rate.

## **2. APPROVED AND UNAPPROVED OVERTIME**

Any overtime must be pre-approved by management with an explanation for the requirement. Consideration should be given to overall working hours, the risk of decreasing productivity and transport to and from sites. All staff should apply themselves to meet all project targets and get the most from a working day and not start cleaning up before the working day is complete.

## **3. OVERTIME DUE TO POOR PRODUCTIVITY**

Where it is considered a fair and reasonable expectation that a set amount of work should have been completed by a member of staff during a day and it has not, then any overtime to complete the day's work is not paid overtime. This is to ensure fairness and commitment between all staff.

## **4. OVERTIME DUE TO CARELESSNESS OR AVOIDABLE MISTAKES**

When extra hours need to be worked to make up for carelessness in work or avoidable mistakes such as not planning work properly or following the approved drawings then this is not paid overtime. Repeated carelessness becomes a disciplinary action.

## **5. TRAVEL TIME**

Overtime hours are only counted until the work is completed and does not include any travel. There are sometimes exceptions to this if the travel is excessive either across Emirates or borders. In these circumstances time off may be given in lieu rather than overtime payments

## **6. TIME OFF IN LIEU**

Sometimes staff and management may agree for paid time off work in Lieu of additional overtime pay. This will be agreed before any additional work is done.



## **7. PROVIDED TRANSPORTATION**

Depending on the overtime worked, staff may be eligible for transportation provided by the company, either being driven or provided with a suitable taxi at the company's expense. Any expenses of this nature must be pre-approved by line managers.

## **8. ANTI-SOCIAL HOURS**

The Company must always ensure that staff are protected when performing works outside usual business hours wherever possible. Safety of staff is paramount, and staff should not take unnecessary risks when working in areas, or at times, where there is an increased risk. As such any more vulnerable staff should be considered by other Cherwell team members and teamwork and support should be considered in protecting each other by ensuring no staff are left alone or vulnerable when working or when travelling to and from work.

# MOBILE PHONE POLICY

## POLICY OVERVIEW

This policy relates to both Company issued phones and the use of personal phones in the working day.

## COMPANY ISSUED PHONES

Cherwell at its discretion and in accordance with this policy, provide employees with mobile devices (“Mobile Phones”) and telecom carrier services, at the company’s expense, for the primary purpose of conducting company business. All mobile devices that are paid for by company are the property of company and the employee is responsible for ensuring the appropriate use of the mobile device, as well as the security and safe keeping of the mobile device as outlined in this policy.



**COMPANY ISSUED PHONES:**

Cherwell at its discretion and in accordance with this policy, provide employees with mobile devices (“Mobile Phones”) and telecom carrier services, at the company’s expense, for the primary purpose of conducting company business. All mobile devices that are paid for by company are the property of company and the employee is responsible for ensuring the appropriate use of the mobile device, as well as the security and safe keeping of the mobile device as outlined in this policy.

Those issued with company mobile phones must note that:

- 1.** Issued phones are for business use and employees are expected to make every effort to not exceed the current contracted allowed minutes. Cellular phone bills are reviewed when they arrive, any employee who exceeds their contracted allowed minutes is subject to additional usage review.
- 2.** International minutes are only available on certain phone packages and should be used with care.
- 3.** Staff travelling outside the UAE should turn off data roaming. Employees that have infrequent international travel should plan with the Management for a loaner device that has been optimized for the international regions in which they will be traveling.
- 4.** Phones should only be used in line with Cherwell’s Code of Conduct. No employee is to use company-owned mobile devices for the purpose of illegal transactions, harassment, or obscene behaviour, in accordance with other existing employee policies.
- 5.** Employees are prohibited from using a mobile phones while operating a motor vehicle unless utilizing a hands-free device. Further, if state or local laws are more restrictive, the employee must follow the appropriate law.
- 6.** Charges associated with using a company provided mobile device for personal communications, including text messages, email and voice calling, will count towards the monthly consumption limit. Therefore, personal use of a company provided mobile device should be minimized.

- 7.** Employees who have been issued with mobile device shall no longer be eligible to claim reimbursement of mobile expenditures (ex. Prepaid load tap-up) unless fully supported by managing directors.
- 8.** Mobile devices must not be loaned to, or used by, others.
- 9.** Accessories provided with the package is listed in the Undertaking Letter. Other accessories, such as Bluetooth headsets, are not provided by company. Employees may, at their own expense, purchase other enhanced accessories. Please refer to manufacturer website for the listing of enhanced accessories that have been certified to work with company's mobile device.
- 10.** Only the preinstalled and approved software by Cherwell should be stored on the device.
- 11.** Mobile applications may adversely affect performance of devices and batteries and consume data. Employee should not download applications from unsecured sites that may have viruses and malware that affects security and device operability. All other applications require approval from the Management.
- 12.** Mobile devices provided to an employee that are lost, broken, or stolen may be repaired or replaced and charged to the employee's salary unless it is a proven to be a defect of the device. Lost, broken or stolen devices must be reported to the direct supervisor immediately by either the employee or their manager.
- 13.** If an employee reports more than one lost, broken or stolen device in a 12-month period, the employee may be subject to appropriate disciplinary action regarding the misuse of a company asset. This action may include a deduction from the employee's pay for replacement of the hardware.
- 14.** If an employee resigns, retires or is terminated from the company, the employee shall return the mobile device together with its accessories originally issued with him/her. The company will not assume any liability beyond the corporate limit. The company has the obligation to deduct in the employee's salary or final pay any excess obligation to defray these expenses.



## USE OF PERSONAL PHONES AT WORK

- 1.** Unless in an emergency, the use of personal phones must be restricted to break times whilst at work. It is preferred that you do not use company telephones for personal calls. If you do need to make a personal call, please keep it to a minimum duration. Similarly, team members should request that family and friends do not telephone them whilst they are at work.
- 2.** Team members are also not permitted to use their personal mobile phones or other devices to access Social Media sites/applications during work time. You may not connect any personal device to the Cherwell WiFi networks without prior consent from the CEO.
- 3.** Mobile phones should not be used when they may cause disturbance to other colleagues or clients.
- 4.** Mobile phones should be used safely and not when performing any tasks.

Cherwell reserves the right to amend or alter the terms of this policy.



# COMPANY PROPERTY

## POLICY OVERVIEW

This policy relates to any items issued to staff for their use.

### COMPANY ISSUED LAPTOPS

Cherwell may provide employees with computers or laptops (“laptops”), at the company’s expense, for the primary purpose of conducting company business. All laptops that are paid for by company are the property of company and the employee is responsible for ensuring the appropriate use of the laptop, as well as the security and safe keeping of the device as outlined in this policy.



Those issued with company laptops must note that:

- 1.** Issued laptops are for business use and employees are expected to take all necessary precautions to ensure their security and longevity.
- 2.** Laptops should only be used in line with the Cherwell 'Code of Conduct' and 'Computer Usage Policy'.
- 3.** Damage to or loss of laptops whilst the responsibility of the staff member will be charged to the staff member.
- 4.** Laptops must not be loaned to, or used by, others.
- 5.** Accessories provided with the package is listed in the Undertaking Letter. Other accessories, such as Bluetooth headsets, are not provided by company. Employees may, at their own expense, purchase other enhanced accessories. Please refer to manufacturer website for the listing of enhanced accessories that have been certified to work with company's mobile device.
- 6.** Only the preinstalled and approved software by Cherwell should be stored on the device.

**7.** Mobile applications may adversely affect performance of devices and batteries and consume data. Employee should not download applications from unsecured sites that may have viruses and malware that affects security and device operability. All other applications require approval from the Management.

**8.** Mobile devices provided to an employee that are lost, broken, or stolen may be repaired or replaced and charged to the employee's salary unless it is proven to be a defect of the device. Lost, broken or stolen devices must be reported to the direct supervisor immediately by either the employee or their manager.

**9.** If an employee reports more than one lost, broken or stolen device in a 12-month period, the employee may be subject to appropriate disciplinary action regarding the misuse of a company asset. This action may include a deduction from the employee's pay for replacement of the hardware.

**10.** If an employee resigns, retires or is terminated from the company, the employee shall return the mobile device together with its accessories originally issued with him/her. The company will not assume any liability beyond the corporate limit. The company has the obligation to deduct in the employee's salary or final pay any excess obligation to defray these expenses.



## COMPANY ISSUED TOOLS AND MATERIALS

**1.** Cherwell may issue other tools or equipment to staff to perform their job role. All items will be recorded and become the personal responsibility of the staff member. If the item is lost, stolen or damaged it must be replaced by the staff member at their expense unless it is covered by insurance and is not the fault of the staff member. Lost, broken or stolen tools or materials must be reported to the direct supervisor immediately by either the employee or their manager.

**2.** Tools may not be loaned to or used by others.

**2.** Tools may only be used by staff members in the course of their job and not used outside working hours on personal projects.



## **EXCESS MATERIALS / WASTE FROM SITE**

- 1.** No member of staff is permitted to take any excess or waste materials from the factory or sites without the express permission of their line manager. Any item not expressly offered to staff members remains the property of the company or the client.
  
- 2.** No excess materials should be used to make items on behalf of any individual without the express permission of a line manager who should issue a project code to all works and assign the costs to a project.
  
- 3.** This policy also extends to time spent on projects for personal projects even without the use of materials.

Cherwell reserves the right to amend or alter the terms of this policy.



# COMPUTER USAGE & DATA SECURITY

The purpose of this policy is to ensure awareness of computer usage and data security at Cherwell.

The following policy applies to all team members of Cherwell, and to those offered access to company resources.

## POLICY OVERVIEW

This policy will cover the following:

1. Virus Prevention
2. Passwords
3. Email & Internet usage
4. Inappropriate use



## 1. VIRUS PREVENTION

To guard against any possible contamination of computer software programmes or files, only external data or data storage devices (e.g. CD, disk, data stick etc) that have been specifically authorised may be used on any of Cherwell's devices. Any storage device/CD/DVD that is used on any computer system must be virus checked every time PRIOR to uploading any data.

## 2. PASSWORDS

Under NO circumstances are team members permitted to disclose their system access passwords to any other users. Team members may be held responsible for any system breach and/or damage to company computer systems that are a result of either negligent or intentional unauthorised use of passwords. Company passwords should always be shared with the IT Department so access to computers or company issued phones is possible in the case of emergencies.

### **3. EMAIL /INTERNET**

Use of Email and the Internet by team members is permitted primarily for business related use within the boundaries of the job responsibilities of that individual and should contribute to the goals and objectives of the Company. Both Email and Internet should be used in a manner that complies with Cherwell's standards of business in order to avoid infringing on any legal requirements or creating unnecessary business risk.

Do not send confidential or secret Company information across the Internet without appropriate security around its access and use.

Corporate e-mail accounts and social media pages should be used only for business related communications. Cherwell takes responsibility for any distribution of information through its computer-based services therefore, the Company reserves the right to determine the suitability of any information. For security and/or network management reasons, the use of email, Internet or social media may be monitored. Users may become subject to limitations on their use of such resources.

Any content in an email message or social media post can be held against a team member and/or the Company, in the same way that verbal and hand-written expressions can be. Emails, both in hard copy and electronic form are admissible in a Court of Law. Be extremely careful not to make any statements, written or verbal, that may damage the reputation of Cherwell or any other person.

Individuals who use the e-mail system must not use language or make statements which may be viewed as being offensive, defamatory, harassing, bullying, obscene, pornographic, libellous, or discriminatory on the grounds of race, sex, disability or religious beliefs.

Any personal use of social media, Email or Internet should be in the team member's own time and should not distract or interfere with their job responsibilities or cause harm or potential harm to the Company business. You are expected to devote your full time and attention to your job – you should not be browsing Facebook, Instagram, Snapchat, YouTube, Netflix or downloaded material etc while on duty. Your site supervisor is responsible for monitoring this.

Ensure the content of your business emails meets the standards of professionalism the Company expects from you.

Note: Emails are not private; they can and do form part of the Company's administrative records

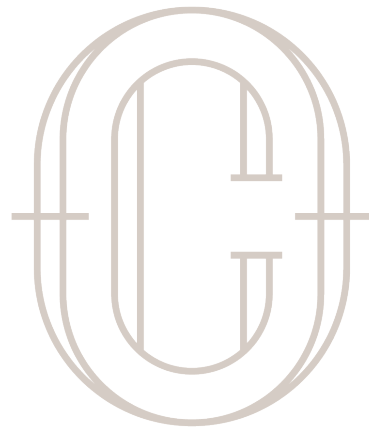
## 4. INAPPROPRIATE USE

The following activities are not permitted:

- Loading unapproved software
- Taking copies of software for use outside the Company
- Access of adult / pornographic internet sites
- Disclosure of access passwords to other persons
- Introducing any form of computer virus, intentionally or negligently
- Participation in any illegal online activity
- Forgery of, or attempts to read other users email without their permission.
- Attempting to access / accessing restricted areas of the network or other hacking activities.
- Sending of untargeted and unsolicited messages (SPAM), or
- repeat unsolicited email, chain letters and pyramid scheme requests or anonymous messages.
- Transmission of offensive material, use of discriminatory, inflammatory, malicious, abusive or offensive language or materials
- Placing bets
- Transmitting material of a political nature
- Watching media unrelated directly to a current work task or training.







CHERWELL

**Cherwell Interiors**

Mina Jebel Ali - National Industries Park - Dubai

+971 4 821 3555 | [info@cherwell.me](mailto:info@cherwell.me)

[www.cherwell.me](http://www.cherwell.me)