

ASBIS Enterprises Plc

Human Relations Management Policy

March 2019

AIM

The key aim of ASBIS HR Management Policy is to introduce and standardise the processes related to Human Resources Management for the whole ASBISc Enterprises Plc Group.

The policy addresses such topics like the hiring process, training, motivation, engagement, development, promotions, remuneration, administration, HR branding, diversity, anti-mobbing.

We recognize that the success of our Company depends on our Employees, their know-how, engagement, flexibility and ability to cope with everyday situations and delivery of ASBIS strategy. Thus, it is the role of HR Team and Board of Directors to provide them with a positive working culture that respects the laws and Employees rights, focuses on teamwork, offers Employees development opportunities and fair remuneration as well as promotes diversity and discourages mobbing.

We want to be a valued and attractive employer on all the markets ASBIS operates on via its subsidiaries. We believe that the success and well-being of our Employees will translate into a profitable and sustainable growth of ASBIS. We believe that a competent, motivated, well-trained and a diverse team will be able to deliver on ASBIS strategy and develop the Company.

6 KEY TOPICS



Hire the best



Build a team



Keep them motivated



Develop leaders



Promote diversity



Prohibit mobbing

The mission of the Human Relations and Human Resources Team is to provide excellence and support to Employees throughout their whole career at ASBIS to maximize their potential.

HIRING

The aim of the hiring process is to find the right candidates to fill in for our vacancies and to identify and attract people who will be building the Company with us.

The recruitment process is oriented on:

- judging the candidates based on their competences;
- assuring objectivity of assessment, also by using IT tools;
- giving equal opportunities to Candidates regardless of their gender, social or marital status, age or disabilities;
- respecting their rights and relevant laws.

While filling in a position we resort to internal and external recruitment. We search for Employees from within ASBIS to allow them to develop as well as advertise the opening outside. If possible, we prioritize internal promotions versus external to promote long-term commitments. While searching for new talents we rely on our Employee Branding initiatives described in a separate section. To increase the transparency and objectivity of the hiring process each Candidate has at least two meetings with ASBIS Managers with different levels of seniority, before a decision is taken. We thus try to promote employees internally, offering them new challenges and opportunities to develop.

We measure the efficiency of the process by looking at the number of candidates accepted versus the number of candidates that filed their CVs.

TEAM BUILDING

We understand that we are stronger as a Team.

To build and maintain our Team we need to focus on:

- proper onboarding of our hires;
- motivation of our Employees;
- building leaders that will shape the future of ASBIS.

We want our New Hires to feel welcomed and needed the moment they cross the doors of ASBIS offices. We believe this is a key to retaining them. It is our aim to acknowledge the Employees with our Mission and Vision, corporate culture as well as to help them identify new roles and responsibilities.

We aim to ensure that our Employees are equipped with relevant tools and that their adaptation is effective and comfortable. The Welcome Package for new Employees includes welcome letter, employment contract, information form, details of the Company's structure, job description, documents that need to be filled in, a handbook with the corporate policies and a list of trainings to be performed.

Our policies are aimed to shorten the time it takes an Employee to become an effective member of our Team.

We measure the efficiency of the process by looking at how many of the new hires stay more than three months.

MOTIVATION

We believe that the best way to motivate Employees is to offer a transparent career path, fair and transparent remuneration as well as opportunities for development and training.

Career paths depend on the place of start and area where they are originated. Employees are informed about their potential career path from the moment they start. Remuneration brackets are set for each position. Employees are motivated by bonuses based on their achievements.

Motivation is also linked with a fair assessment. We run an assessment model which for each level of our hierarchy focuses on hard criteria (effectiveness measured by KPIs) and soft criteria (like behavior, environment and empowerment).

We also want the salaries to include not only a fixed but also a variable component to align the remuneration of Employees with the performance of the whole work. The variable part of remuneration relates to profitability bonus and/or commission and management bonus. We have an in-house grading system.

We measure the efficiency of the process by tracking the success at management bonus tasks registered on our common online media.

LEADERSHIP

To build leaders we need to develop our Employees, as we believe that trainings are the key to ASBIS well-being and long-term development.

Talent identification is important for us as it helps us to seek and develop leaders, making sure that we have enough talents in the organization to support its future growth.

Trainings offered at ASBIS comprise both hard and soft skills. Thus, we develop both of activities to improve all skills. We develop and promote knowledge sharing which is very effective in developing skills. We have a trainings plan and matrix which indicates what trainings should be undertaken depending on the seniority of the person. We aim to create a team of effective managers.

We measure the efficiency of the process by tracking how many new leaders are promoted every year.

DIVERSITY

Diversity is important for us as it is embedded in our everyday operations – we run our business in 60 countries, and have local offices in 24 countries.

We aim to have a balanced approach in terms of age and sex. We recognize that each Employee is unique and has own characteristics and we wish to present all of them with development opportunities. We want ASBIS to be an inclusive workplace where people of all ages, religions, origins will find a common place to work and develop for

the benefit of all ASBIS stakeholders and to have equal opportunities. We encourage diversity in opinions. We believe that exchange of ideas brings our Company forward. We build teams of all nationalities and ages as we wish to use the knowledge of our experienced employees and the energy and fresh ideas from the younger generations.

It is our aim so that in each position to be filled we want to have a balanced gender approach. If balance is not possible, we will still aim to have at least one representative of each gender.

We build a workplace which is full of mutual respect between employees and friendly atmosphere.

We measure diversity by looking at the split of our Employees by gender, age and nationality.

ANTI-MOBING

It is our priority for ASBIS to be a place free from any discrimination, mobbing and illegal actions. We are strongly against employees abusing their positions and acting illegally, unfairly and not in a dignified manner. This includes any forms of harassment including proliferation of materials on Employees and their personal data. We only allow a constructive feedback. We do not tolerate sexual harassment, any other forms of harassment. We say no aggressive behaviors. We encourage our employees to report any such violations and we assure them anonymity and legal assistance.

EMPLOYER BRANDING

The aim of our Employer Branding actions is to strengthen the positive image of ASBIS. We want ASBIS to be considered as an attractive and equal opportunity employer on all markets present. We are active in social networks, ASBIS HR brand web-pages are synchronized with corporate webpage. We attend job fairs at universities, professional associations.

SUPPORT MATERIALS

Please refer to:
Code of Conduct - Ethics Guidelines;
Global Business Ethics Policy;
Human Rights & Labor Policy;
Whistleblowing Policy Report.

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This policy should be implemented by all subsidiaries of ASBIS Group. The policy can be altered should it coincide with the local law after obtaining permission of the Parent Company's Board of Directors.