



RAYA

Managers Policies Guide



2021





It's not the tools you have faith in.
Tools are just tools -- they work or they
don't work.



It's the people you have faith in or not

Steve Jobs

This questions and answers guide is a summary of key policies and processes every people manager at Raya should know. Read it and shall you have any further questions revert back to your Lines of Business Human Resources team.

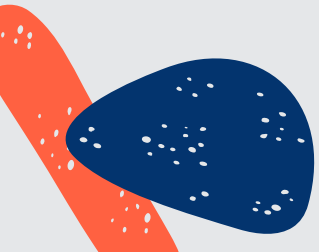


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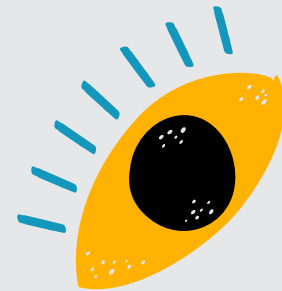
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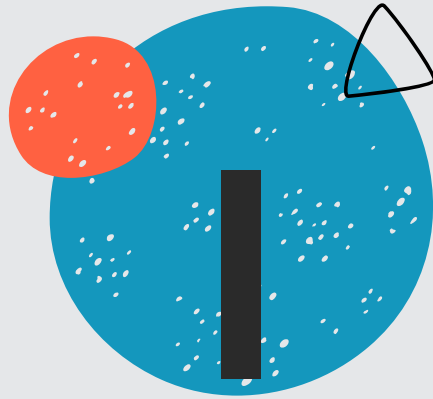
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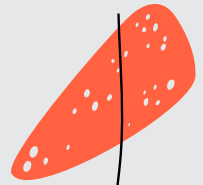
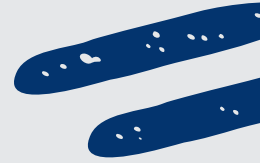
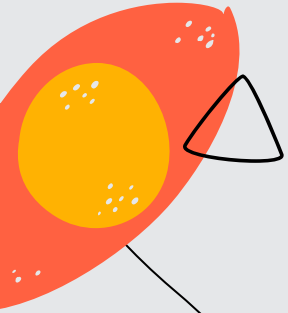
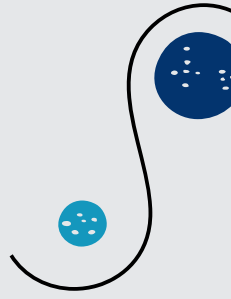
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Work From Home Policy





Car Policy





➤ **Who is eligible for the monthly car allowance?**

Grade 12 to 18.

➤ **Who is eligible for the car loan?**

Grade 14 to 18.

➤ **When is the employee eligible for the car loan?**

The employee must be onboard for one complete year to be eligible for the car loan.

➤ **What is the value of the car loan?**

The employee will receive a car loan based on the job grade.

➤ **How many times can an employee get a car loan?**

The employee has the right for one car loan every four years.

➤ **When can the loan be refilled?**

The loan can be refilled on the fourth year or in case of promotion and as per the approval table below. In case of promotion, the employee has the right to refill the loan with the value between the old and new grade.





➤ **How will the car loan installment be calculated?**

The car loan installment calculation sheet will be created by the LOB Finance department and shared with the employee. The monthly car loan installment will be deducted from the employee's monthly salary.

➤ **What is the process for receiving the car loan?**

The employee request must be submitted to the LOB HR head to check eligibility and compliance with the policy and for approval.

➤ **What is the settlement procedure needed?**

The employee must sign 4 cheques, equal to the total loan value amount divided over 4 years (principal value plus interest). Cheques to be in the custody of the LOB Finance department. At the end of each year the employee will get a cheque back, until receiving all of the 4 cheques at the end of the loan period.

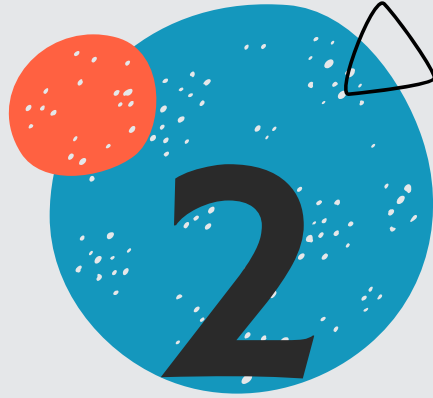
➤ **What if he/she resigned?**

The HR department should manage the reconciliation for all the payments with the Finance department.



➤ **Who will bear the cost of car insurance on the car loan?**

Raya will bear up to 100% of the annual car insurance policy cost of the car insured value.



Travel & Transportation Policy

➤ **Who is eligible for the travel and transportation allowances?**

All permanent and on project employees as defined by Raya's internal rules and regulations.

➤ **Is the transportation to and from the airport in Egypt included in the per-diem?**

No, it is not included but to be paid to the employee based on the actual expense and HR approval.

➤ **How much allowance will the employee get if the breakfast is not provided by the hotel?**

The employee will be allowed 30LE in case of internal travel only.

➤ **In which class will the employee travel for local trips?**

1st class public transportation.

➤ **When is the per-diem allowed?**

Per-diem is allowed outside Greater Cairo, Giza & 10th of Ramadan only.

➤ **Can the employee travel outside Greater Cairo by a private car?**

No, they can't as travel outside Greater Cairo has to be by local public transportation (1st class).



- **If the employee is traveling outside Egypt for more than 2 weeks where should he/she stay?**

The employee will stay in a 3, 4 or 5 star hotel until a furnished flat is arranged.

- **Does the employee need special approval if he/she is traveling to the USA?**

Yes, for trips to the USA, he/she needs special approval from the LOB CEO.

- **What are the types of transportation the employee can use In Europe?**

He/she can use public transportation.

- In the case where public transportation is not available or not safe, a taxi could be used against receipt (stating the route).
- In cases where 3 people are moving together, the taxi could be used. In case there are first and second class (train) then the second class should be used, except if not available.

- **What is the type of transportation the employee can take from/to the airport and hotel out of Egypt?**

From hotel to the airport (or back), a taxi could be used against receipt (stating the route) in case there is no hotel shuttle.



➤ **Can the employee use any travel agencies for airline and hotel booking?**

No, only one of the 3 contracted travel agencies (Blue Sky, Siti First, and Travel Choice) can be used for travel arrangements (airline and hotel booking).

Finance Department will discard invoices received from other travel agencies.

➤ **When will the transportation allowance/actual expenses not be considered?**

- When employees are on an assignment inside their resident city for more than 1 week.
- When employees are on training courses outside office location.
- When employees are entitled to a fixed transportation allowance.

➤ **What is the rate for the refunded kilometers?**

The rate is being updated regularly so please refer to the responsible HR team member.

➤ **How is the remote area allowance paid?**

It is paid based on the actual number of days the employee worked remotely in Raya premises; in Sadat City and Ain Sokhna.

➤ **What is the amount of remote area allowance? And what does it cover?**

The allowance is being updated regularly based on the tariff rate: which covers fuel, toll-fee and any other related expenses proving that the employee is using his/her personal car.



➤ **Who is eligible for mobile roaming?**

The eligible grades are from **12 to 18**

- Grades from 12 to 14 are entitled to 100 LE/day for roaming allowance related to business calls with a ceiling of 500 LE/trip.
- Grades from 15 to 18 are entitled to 200LE/day for roaming allowance related to business calls with a ceiling of 1,000LE/trip.

➤ **What is the maximum duration for a trip?**

The trip duration shall not exceed 10 days, otherwise a special approval from the LOB CEO will be requested.

➤ **How is the per-diem calculated?**

- Travel & return days are considered half days independently in per diem calculations.
- Travelers for one day only (travel & return on the same day) will be allowed for 1 day per-diem.
- Travelers for 2 days (travel & return next day) will be allowed for 1.5 days per-diem.



➤ **What should the per-diem cover?**

The per diem should cover telephone calls, internal transportation, and any other expenses

➤ **Can the employee travel with the customers?**

Yes, he/she can, according to the company policy if a conflict exists, the employee/manager should refer to the LOB CEO for approval if an upgrade to a higher class is required.

➤ **Can the employee travel with other employees from different grades?**

Yes he/she can according to the company policy. If a conflict exists in the eligibility, the direct manager should refer to the LOB CEO for approval if an upgrade to a higher class is required.





Vacation Policy

➤ **As a manager, what's my role in ensuring employees taking their vacation?**

To ensure productivity and mental health. Encourage employees to plan for vacations and review employee balance.

➤ **How should an employee submit his vacation request?**

Through the HR Self Service system

➤ **How many annual days are employees entitled for?**

21 working days or 30 days depending on their employment years and/or age.

➤ **If the employee completed 10 years of service but outside Raya, are they entitled for the 30 days?**

Yes, if the 10 years are under the social insurance coverage.

➤ **One of my team members is over 50 years, is he/she entitled for the 30 days?**

Yes, he/she will be entitled for the 30 days annual leave.

➤ **If I am out of office and my team wants to go for vacation?**

I should be assigning delegate on the system to approve requests.



➤ **How many sick leave days employee is entitled for?**

7 days per year fully paid by Raya, and 14 days in case of hospitalization.

➤ **After I consumed my sick leave balance, what deductions will take place from my salary?**

For the first 90 days, the employee is eligible for only 75% of his fixed pay.

For the second 90 days, the employee is eligible for only 85% of his fixed pay.

➤ **What if I have annual balance will the deduction applies?**

The employee has the right to transfer his sick leave to an annual leave as long as his vacation balance accommodates these taken days.

➤ **What is required take sick leave?**

Submit approved "sick leave report" from one of our medical insurance doctors or stamped from the company's doctor specifying the illness with the number of days requested to rest.

➤ **One of my team members submitted doctor report and it was rejected from the HR?**

If the sick leave is more than 2 days then supporting documents should be submitted; prescription, X-ray, etc.



➤ **If my team members are located in different countries what public holiday applies to them?**
Public holidays are following the country of residence.

➤ **How many emergency leave days are employee entitled to?**

Maximum 6 days/year as emergency leave, deducted from the annual vacation balance. Taking into consideration for maximum two consecutive days only per request.

➤ **What is required take emergency leave?**

Communicate with your direct manager at least one hour before the start of your shift of the same day either verbal (voice mail/phone call) or documented (email/written document/SMS) .
You should submit a "vacation request" on the HR Self Service system or fill in a vacation form upon your return.

➤ **My team is requested to work on public holidays, how will they be compensated?**

Each team member will get 2 days off.

➤ **On what basis do we decide on the public holidays?**

According to the Central Bank of Egypt announcements of the Public Holidays.



➤ **One of my team members is getting married, is there a special vacation?**

3 extra days over the annual days.

➤ **How many days are eligible for maternity?**

90 calendar days of paid salary.

➤ **How many times are female employees entitled for maternity during their employment?**

Two times.

➤ **After delivery, what are the rules of the nursing hour?**

Either 1 hour off per day for two years for feeding from date of birth of the baby (nursing hour) or 1 day off per week.

➤ **What if the employee is a new joiner with existing pregnancy?**

Maternity leave will be deducted from annual balance.

➤ **What is paternity leave?**

1 day vacation on delivery day not deducted from annual vacation balance.



➤ **Is there an option for the unpaid leave for the employee?**

Subject to the CEO approval depending on the criticality of the case

➤ **How is my social insurance handled during my unpaid leave?**

Employee should pay in-advance the social insurance of the unpaid period covering both the company & the employee share.

➤ **When is the employee entitled for compassionate leave?**

In case of 1st degree family member (spouse, parent, child, or sibling), 3 days not deducted from the annual vacation balance.

➤ **What is the exam leave and is it deductible from my vacation balance?**

Employees have the right to apply for an educational exam leave subject to informing his/her direct manager 15 days prior to the leave and this leave is deductible from the annual vacation balance.

➤ **Who is eligible for pilgrimage vacation?**

Employees in service with Raya for a period of at least 5 years are entitled to 1 month vacation to perform pilgrimage. This vacation is granted once during the period of service with Raya.





- **Our work nature requires us to be working out of office how should this be handled in order not to be deducted from the vacation balance?**

Submit a "Business Mission" on the HR Self Service system before leaving or upon return to the office.

- **What are Raya's working hours?**

8 am until 4 pm or 9 am until 5 pm this should be agreed with the direct manager.

- **What about employees on shift basis?**

Employees on shift basis work conditions will have different treatments based on the LOB business nature to ensure the required optimal work coverage and maintain a smooth workflow at all times.

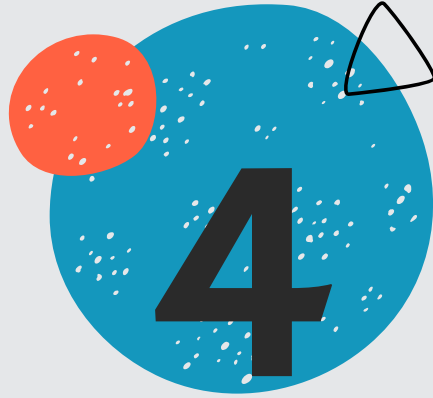
- **What if the working shift is more than 8 working hours?**

In case of formal business requests to attend extra hours, labor law should apply with overtime rules of 1.35 for morning hours and 1.70 for night hours.

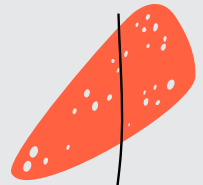
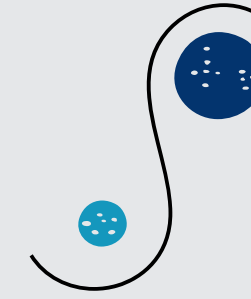
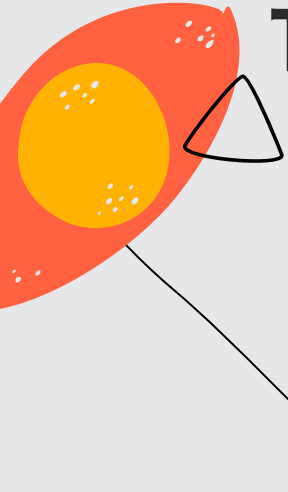
- **I need a time permission, what should I do?**

Submit a "Time Permission" using the HR Self Service system which should be approved by the employee' direct manager.





Training Implementation Policy



➤ **What are the programs that the training implementation policy covers?**

It provides short programs and accredited professional qualifications/certifications (e.g CMA, CFA, PHR, CCNA, CCNP, PMP, etc.)

➤ **What are the programs that the training implementation policy doesn't cover?**

- Corporate training programs
- Executive education (e.g. Harvard Executive Education Program)
- Post Graduate Studies (Masters and Academic Diplomas)

For these programs, refer back to their relevant policies.

➤ **Who is eligible to enroll in the training programs?**

All permanent employees across Raya who completed 3 months of employment, otherwise LOB HR head approval should be considered.

➤ **When must the employee sign the declaration form?**

If the cost is 500 USD – 1000 USD or equivalent: employee is committed to continue working with Raya for one year after program completion, otherwise bearing 100% of the program fee.

If the cost is above 1000 USD or equivalent: employee is committed to continue working with Raya for two years after program completion, otherwise bearing 100% of the program fee.



➤ **What does the cost include?**

All training expenses such as accommodation, travel tickets, per-diem and others.

➤ **When should the declaration form be communicated to the employee?**

Before the start of the training program, LOB HR should communicate the declaration form to the employee. Otherwise, the declaration will not apply to the employee and LOB HR will bear the cost if the employee leaves before the declaration ends.

➤ **When will the employee bear the full cost of the program?**

If the employee didn't notify LOB HR that he/she wants to cancel the participation in the program at least 2 weeks (10 working days) prior to the scheduled program start date; he/she will bear the full cost of the training program. If the employee attended less than 50% of the program, he/she will bear full program cost.

In case the training provider needs more days for cancelation notification the employee and manager should be notified in prior.

➤ **When should the employee confirm his/her attendance?**

The direct manager needs to align with the employee his/her attendance and request any changes minimum of 3 week (15 working days) prior to the training start date.



➤ **What if the manager decided to cancel the employee's training?**

If the manager didn't notify LOB HR that he/she wants to cancel the employee's participation in the program at least 2 weeks (10 working days) in prior to the scheduled program start date; the manager will bear the full cost of the training program.

➤ **What will happen if the employee attended less than 80% of the training program?**

If the employee attended less than 80% of the training program, he/she will not receive a certificate of completion for the course.

➤ **How should I know about the cancellation policy?**

You should receive an email from the LOB HR with the cancellation policy details upon program registration.





Learning Needs Analysis Policy



➤ **What is the purpose of developing Learning Needs Analysis [LNA]?**

An LNA is conducted to proactively identify the learning/training needs of each employee to align them with the business, team, and individual objectives.

➤ **When is the LNA conducted?**

The LNA data collection starts the January of every year by the LOB HR and is finalized by March.

➤ **How is the data collected?**

Data regarding the employee's learning needs is collected via various methods including but not limited to:

- Employee Satisfaction Survey
- Performance Appraisals
- 360 Management Survey
- Audit results
- Interview with department heads and direct managers



➤ **How can I participate in the LNA as the direct manager?**

By providing as much feedback as you can regarding your employee's area of development. This could be more specific/urgent skills your employee needs to get his/her job done or suggesting a tool for the learning; a provider or a consultant etc.

➤ **Do I need to prepare for the LNA interview regarding my employees?**

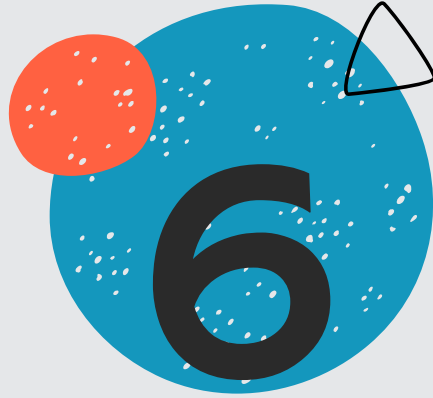
In most cases, the Learning & Development focal point interviewing you will ask questions to probe information, however, feel free to research beforehand some questions:

- At what stage of his/her Career Development Plan is the employee?
- What training has the employee taken before?
- Most suitable learning style per employee.
- Is the learning need common across the department?
- What previous trainings have had an actual impact on the department?

➤ **How will my feedback be utilized?**

As a manager with the most direct contact with the employee, your feedback can help the LOB HR to customize the development/training tool for your employee.





Career Development & Promotions Policy



➤ **Who is eligible for Career Development & Promotions policy?**

Only permanent employees are eligible for promotions.

Trainees, consultants, casual or other non-permanent employees are not covered under this policy.

➤ **What is the eligibility criteria for an employee to be promoted?**

An employee is eligible for a promotion if he/she spend at least one year in the same position.

An employee must score 4 or 5 on the Performance Management System in regards to his/her appraisal and objectives results.

➤ **When are the promotions effective?**

After each LOB HR finalizes the promotions in Q4, the promotions become effective starting January or July of the following year.

➤ **If I have an employee I want to nominate for a promotion, what are the steps forward to proceed?**

After consolidating all the promotion requests, each manager must re-write the new job description and scope for the employee and submit it to the LOB HR.

Then LOB HR checks for promotion eligibility and seeks CEO approval.

When approved, LOB HR and direct manager align to approve and announce the promotions.





- **What happens if the employee is promoted to a new role that is not on the organization structure?**

A job description must be written to define the new role's scope and to be graded accordingly.

- **What will happen if the employee is being promoted to a supervisory or managerial role?**

Promotions to supervisory and managerial grades must be against the approved organization structure of the LOB to ensure that the grading of his/her new role is within the organization structure.

- **For Grade 13 and above, can s/he still be promoted if they do not pass the HiPo assessment?**

Yes, employees can still be considered for the promotion if:

- Passed successfully the HiPo re-assessment after 2 years from the date of the first HiPo Assessment.
- The LOB CEO requested the promotion of the employee to be discussed with a committee consisting of Raya Holding CEO, LOB CEO and CHRO.
- To be promoted to Grade 15 or 16, the employee must pass the HiPo re-assessment.





➤ **What does the C-level committee check for in the promotion process?**

The committee will check that the employee completed his/her Personal Development Plan (PDP), solid in his/her last PMS and the new responsibilities that the employee will carry.

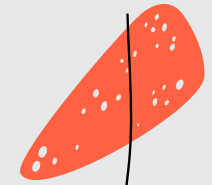
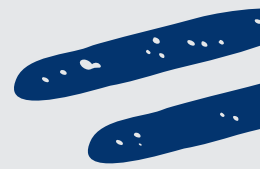
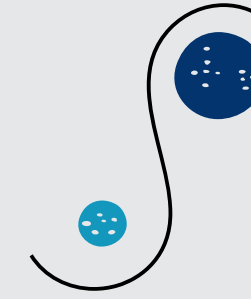
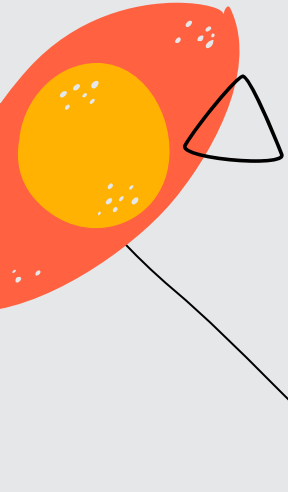
➤ **Can the employee know that s/he has been nominated for a promotion?**

No, the manager should not communicate any promotion details to the employee unless it is confirmed and communicated from the HR department.





Post Graduate Studies Policy





➤ **Who is eligible for the post graduate studies?**

Permanent employees who are identified as future talents by the company's management due to outstanding performance and a record of commitment and self-discipline are eligible to apply for funding their post graduate studies by the company after one year of employment.

➤ **Which post graduate studies are the employees eligible for?**

Master of Business Administration (MBA)

o Academic Diplomas

o Accredited Professional Qualifications/Certifications (e.g. CMA, CFA, PHR, CCNA, CCNP, PMP.....etc.)

o For the Executive Education Programs, refer to its relevant policy.

➤ **What are the conditions to enroll in the MBA program?**

The employee should be seen as a potential future manager and the program will be relevant to his/her job or future career plan; accordingly starting grade 11 can be eligible for company financial support.

➤ **Who will bear the cost of the study?**

Raya will bear 80% of the program cost providing financial support in advance up-to 200,000 EGP





➤ **How will the employee pay the other 20%?**

The 20% paid by the employee as part of self-commitment to the program. Raya will pay 100% of the amount to the training provider and will deduct the 20% from the employee's salary in accordance to the Egyptian Labor Law limit of deductions.

➤ **What if I started the program before 2017?**

100 % for the employees enrolled to the program starting year (2017) and will not be applied retroactively.

➤ **What is included in the cost?**

The following is included with the ceiling mentioned above:

- o Prerequisite qualifications
- o Pre-test
- o Books
- o Administration fees

➤ **Can the employee get his/her certificate from any institute?**

No, only internationally accredited certifications are accepted by Raya; accredited by a well renowned university or professional internationally recognized body. For MBA, accredited universities will be refunded by Raya.





➤ **How many years the employee is committed to stay working at Raya?**

The employee is committed to stay working at Raya for the entire study duration in addition to 2 years after the official completion of the program.

➤ **What if the employee decided to leave before the end of the commitment period?**

Shall the employee wish to leave Raya before the end of the commitment period, he/she must refund 100% of the amount paid by Raya.

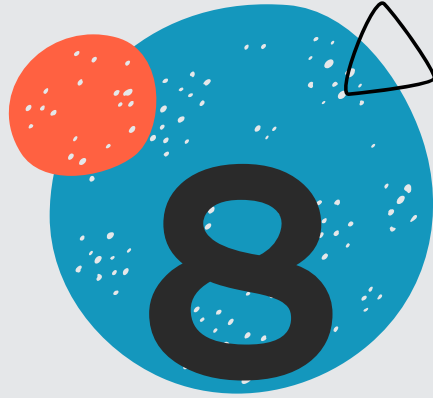
➤ **What will happen if the employee got a penalty during the study?**

It is the employee's responsibility to be aware of the program rules & regulations, as Raya won't refund or pay any penalties applied for not being committed to the institute rules.

➤ **What are the procedures required to enroll on the post graduate program?**

Employee communicates his/her request to direct/department manager, HR and CEO to obtain approval on the program. Refer to your LOB HR for more details about the procedure.





Values Program Policy



➤ **What is Raya Values program?**

An employee recognition program to distinguish outstanding employees who reflect and apply Raya's corporate values.

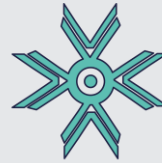
➤ **What are Raya's corporate values?**



**RESPECT FOR
PEOPLE**



TEAMWORK



**CUSTOMER
FOCUS**




EXCELLENCE

➤ **What is my role as a direct manager in Raya Values program?**

Creating awareness, ensuring implementation of the program in the department and encouraging employees to reflect Raya Values.

Most importantly, you have to participate in the program nomination each quarter for your team.





➤ **Who is eligible for Raya Values program nomination?**

All full-time employees **up to grade 11**. Each employee is eligible for one quarterly award in any calendar year, from which will be eligible to the LOB/final nomination

➤ **What is the criteria for nomination?**

Eligible employees must be nominated by their direct managers based on the following criteria:

- Professionalism in the performance.
- Demonstrate the Key Behavior Indicators (KBIs) related to Raya corporate values.

➤ **What is Raya Values program process?**

- At the beginning of every quarter, Corporate HR promotes Raya's four values and accordingly the LOB HR will announce them.
- Each quarter, department heads will send to the LOB HR their nominations for the value representatives of the quarter (maximum one for each value). Each nomination should have a comprehensive story supported by the related evidences and reflecting the value.
- LOB HR will select the 4 nominees of the quarter (one nominee per value) based on the best stories demonstrating the value and share it with the Corporate HR.



➤ **How are Raya Values chosen across Raya?**

The value winners of the quarter are identified per LOB per value, then each LOB selects 1 nominee per value for the whole year representing the LOB. Finally, the internal committee selects 1 final winner per value across Raya.

➤ **On what basis is the final decision made by the committee?**

The nominee's manager will present the story to the committee justifying why his/her team member deserves to win. The committee will make its decision based on the best story and its impact on the business.

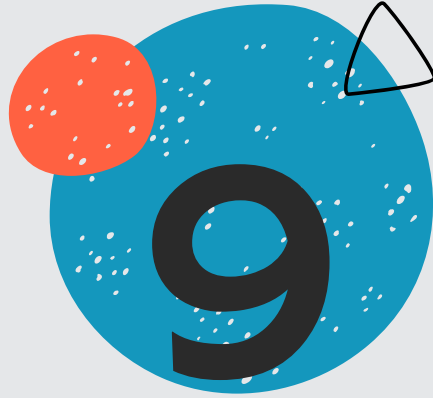
➤ **What is the recognition the value winners receive?**

The quarter winners receive awards from their LOBs.

The 4 final winners per value will be recognized in the annual Town Hall, join the RAC trip and their pictures are added in HeadQ entrance.

➤ **How will the final value winners be announced?**

Winners are announced by email to all Raya employees.



Raya Achievers Club Policy (RAC)



➤ **What is meant by Raya Achievers Club (RAC)?**

An incentive program for Raya employees to recognize top performers, where they are awarded an international trip covered by Raya.

➤ **What is the purpose of RAC Program?**

To increase the employees' job satisfaction, productivity, loyalty, recognition and instill a sense of pride in the employees' performance aligning with Raya strategy.

➤ **Who is eligible for the RAC program?**

Permanent employees who are:

- On board for a minimum of **ONE** fiscal year starting January for the LOB with headcount less than 500 employees.
- On board for a minimum of **TWO** fiscal years starting January for the LOB with headcount equal or more than 500 employees.

➤ **What is the RAC nomination and selection criteria?**

The RAC nomination is based on 3 main factors, LOB EAT achievement, LOB head count upon which a percentage of the headcount is nominated and finally the individual performance and objectives achievement by year end.





- **If I have casual employees in my team, are they eligible for the RAC program?**

No, they are not. The RAC program is only for permanent employees.

- **When shall the nomination and selection for RAC program take place?**

Nomination and selection for RAC program shall take place in Q1 of the following year.

- **How long is the RAC?**

The trip is for 5 days/4 nights.

- **What will happen in case of employee internal transfer?**

The old LOB will bear the 100% of the RAC trip cost as per the achiever's actual nomination.

- **Who is eligible for a single room?**

Grade 15 and above.

- **On what airline class should RAC achievers travel?**

All RAC achievers should travel on an economy class air tickets.

- **What is the amount of per-diem for the RAC?**

150 euros or equivalent in USD.





➤ **Is the RAC per-diem paid to all employees?**

The RAC per-diem is paid to those who are travelling only.

➤ **Does the RAC per-diem include the employee's transportation to and from the airport in Egypt?**

No, it is refunded to the employee based on the actual expense and against receipt.

➤ **Can the RAC achiever invite family or friends to the trip?**

No.

➤ **When will the RAC achiever bear 100% cost of the trip?**

Once the achiever confirmed attendance, he/she will bear 100% cost if he/she cancelled after the deadline, didn't show up or didn't present the needed travel documents (passport, military travel permit or any other official documents).

➤ **Is it possible that the nominated achiever request financial compensation instead of traveling?**

Yes, but only nominated employees from **grades 4, 5, 6 and 7** have the option of choosing whether to travel to the RAC or to be compensated financially at 100% of the RAC cost.





➤ **If there is a personal reason for not being able to travel, will there be a compensation?**

If the RAC achiever is not travelling for any personal reasons, then he/she will not be compensated.

➤ **When does Raya compensate the RAC achiever?**

Raya compensates financially the RAC achiever if he/she is rejected from the embassy for the visa issuance or for any business reason holding him/her from travelling with the RAC cost.

➤ **When will the announcement of LOB's RAC achievers take place?**

Announcement of the LOB's RAC achievers will take place in the LOB's Kick- Off meeting.

➤ **Will the RAC days be deducted from the employee's vacation balance?**

No





Work From Home Policy



➤ **Who is eligible for Work from Home policy?**

All Raya permanent employees, whose jobs do not require direct physical contact, are eligible to work from home.

➤ **Who decides the criteria of eligibility to work from home?**

Each LOB's HR Operation criteria dictates whether or not the employee's job duties require him/her to come in or not.

➤ **How many days can the eligible employees work from home?**

The employee can take up to four work-from-home days per week; having to report at least once a week to the office.

➤ **How can the work from home employee be reached?**

If an employee is working from home, s/he should be available throughout the shift timings, and available for phone/video calls.





- **Can the employee be asked to come into the office even if the work from home request was approved?**

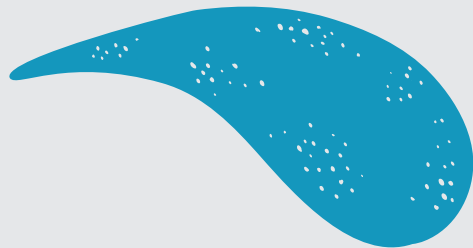
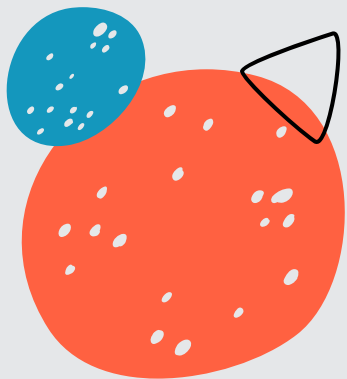
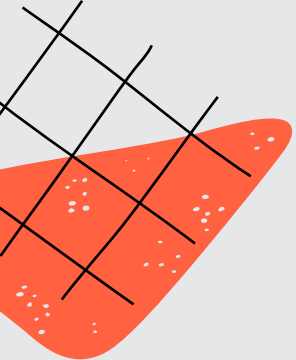
Yes, if there is an urgent situation in the office, the employee can be asked to come in physically.

- **What is the standard procedure to request a work from home slip?**

To work from home, each employee must submit a “vacation/out of office card” request through HRIS.

The employee must fill out details regarding his meeting availability and tasks throughout the day for his/her direct manager to approve or reject.





RAYA

