

# TANGERINE BEACH HOTELS PLC



# EMPLOYEE HAND BOOK

Revised on: 25 August 2025

**TANGERINE BEACH HOTELS PLC.**  
**KALUTARA, SRI LANKA**

**VISION**

To be an excellent service provider,  
with a deep sense of social  
responsibility.

**MISSION**

To achieve our vision, we shall  
create a selection of holiday  
packages, caring to our valued  
customers in keeping with our  
Corporate ideas.

## **Introduction**

### **TANGERINE BEACH HOTELS PLC**

#### **HR Policy Manual**

This Human Resources Policy Manual is provided as a central reference for all managers, supervisors and employees and applies to staff across all locations where the Company carries out its work.

The specific policies that follow promote the philosophy of <Company> with regard to standards of excellence; terms of employment; employee development; and employee services.

It may be necessary to change these policies from time to time to reflect changes in the workforce, employment trends, economic conditions and national and international legislation. However, any changes in policy will be consistent with the Company's approach to:

- Employing talented individuals whose creativity and imagination will support and contribute to achieving the Company's business objectives;
- Communicating Company standards and expectations in all aspects of employment including performance;
- Valuing diversity, and assure equal employment opportunity and a workplace where relationships are based on mutual respect;
- Treating all staff, workers, contractors and customers in a professional, non-discriminatory manner;
- providing safe, effective working conditions, and;
- providing competitive terms and conditions in our workplace market

Any Policy changes will be fully consulted on and communicated to all staff through normal communication channels. This Policy Manual will also be updated as necessary.

## **RECRUITMENT AND SELECTION**

### **1. Introduction**

Effective recruitment and selection is central and crucial to the successful functioning of Tangerine Beach Hotels PLC. It depends on finding people with the necessary skills, expertise and qualifications to deliver the Company's strategic objectives and the ability to make a positive contribution to the values and aims of the organisation.

### **2. Advertisements**

- 2.1 Vacancies will generally be advertised in an appropriate newspaper or journal, and will not be confined to those media which, because of their particular source of applicants, provide only or mainly applicants of a particular group.
- 2.2 Advertisements will also be notified to the local job centre.
- 2.3 Hotel may, on occasions, decide to restrict advertisement to internal candidates only. Furthermore Associates posts will always be advertised internally in the first instance, to provide continuous development of existing members of staff unless the Management team agrees that this is not appropriate due to the specialist skills required for the post involved.
- 2.4 Vacancies which are restricted to internal candidates only will be clearly indicated on the advertisement. All internal candidates will be selected for interview on the same criteria as external candidates.
- 2.5 Employees on maternity leave will receive all advertisements for posts advertised in the Company during their period of maternity leave.

### **3. Application Form**

- 3.1 Candidates for all posts will, except on some occasions when a vacancy is restricted to internal recruitment, be asked to complete a standard application form, in order that they can be judged on the basis of comparable information.
- 3.2 In applying for posts, all candidates will be provided with a job description, details of the appropriate conditions of service and details about the Company. A brief statement about the appointment procedure will also be provided and, if possible, an indication of the date (or week) when interviews will be held. The job description will include a list of the main duties and responsibilities of the post, together with an outline of the qualifications and experience which candidates are expected to possess.

- 3.3 In drawing up the job description and conditions of service the Company will ensure that no job applicant receives less favorable treatment than another *on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work, and that no applicant is placed at a disadvantage unjustifiably by requirements or conditions which have a disproportionately adverse effect on a particular group.*
- 3.5 Applicants will be required to supply the names and addresses of two people from whom references can be obtained, one of which should normally be the applicant's current or most recent employer.
- 3.6 Only references for short listed candidates for interview will be obtained. References will normally be sought prior to interview, unless the candidate indicates otherwise.
- 3.7 References should normally be made in writing or email, but those received by telephone will be accepted, provided that a note of the conversation is recorded and placed on file.
- 3.10 Applicants will also be required to declare if they are related to any member of staff within the Company. Canvassing of members of the Company is not permitted. No manager should be put into a position where he or she is asked to interview a person to whom they are related.
- 3.11 It is the Company's policy not to communicate further with applicants other than those who are shortlisted. A note to this effect is included in the details sent out to applicants.
- 3.12 Applicants details will be recorded at the point of receipt. All information relating to the data collected in the equality and diversity recruitment monitoring form will be hidden from all those involved in the recruitment and selection process. The information collected will be solely used for the purposes of equality monitoring.
- 3.13 All completed applications forms are private and confidential and should only be made available to those directly involved in the recruitment and selection process.
- 3.14 All application forms will be collated by Human Resources Department / Company Administrator and supplied to the appointing manager and interview panel for shortlisting purposes.
- 3.15 A shortlist of candidates will be drawn up for interview, based entirely on merit and suitability for the post but taking account of the Company's responsibilities in relation to the Disability Discrimination and Equalities Acts. Other than in exceptional circumstances, reasonable notice will be given to ensure that candidates have sufficient time in order to prepare for and make the necessary arrangements to attend the interview.

#### **4.     *Selection Methods***

- 4.1 Interviews will be held by a panel comprising of ideally three persons, but a minimum of two persons, gender balanced wherever possible. The interviewers will encourage candidates to be at ease during the interview, in order that they can give a fair and accurate impression of themselves.
- 4.2 A representative from Human Resources will be present on all interviews for posts below Executive Grade. The Company's HR Manager will be present on interview panels for posts of Executive Grades and above.
- 4.3 The selection and appointment of the Head of the Departments/Senior Management Positions will be made by members of the Board and the panel will be chaired by the Board Chairman.
- 4.4 A set of questions will be agreed by the interview panel in advance and will be developed from the current job description for the post. The panel will seek to develop questions which ask the candidates to give examples of their previous relevant experience
- 4.5 All candidates will be asked the same questions in the same order, and their responses rated between 1-10. The panel will each have a copy of the questions and will score independently of each other during the interview. Time is allocated between interviews for the panel to discuss each candidate and to award a total points score. Additional notes may be made by the panel during the interview, however it should be noted that candidates will have access to all information should they request it.
- 4.6 It should be remembered that an interview is a two way process, and candidates will be given every opportunity to view the offices where they will work and ask questions about the Company, to ensure that they have a full understanding of the post for which they are applying and the way the Company operates.
- 4.7 In addition to interviews, a range of other selection techniques may be used. In such circumstances reasonable notice and relevant information will be given to ensure that candidates have sufficient time and information to prepare.
- 4.8 Candidates attending an interview will be reimbursed any reasonable expenses incurred.
- 4.9 For travelling expenses this would normally be at the appropriate second-class rail fare.
- 4.10 A candidate who withdraws or refuses an offer of appointment for reasons considered by the Company to be inadequate will not be reimbursed his/her expenses.

- 4.11 All appointments will be made strictly on merit and related to the requirements of the job.
- 4.12 The Chief Executive has delegated powers to make appointments to posts below Director level or equivalent. For Director level posts the Chief Executive will consult with the Chairman to determine Board Members' level of involvement.
- 4.13 All interviewed candidates will be notified of the outcome of the selection process as soon as possible, either by telephone or letter.
- 4.14 All unsuccessful candidates' application forms and interview notes will be retained for one year from the date of interviews taking place. After this date they will be destroyed.

## **5. *Relevant Checks***

All offers of employment will be made conditional upon satisfactory results from the following:

- two satisfactory references;
- confirmation of the right to work in this country (if appropriate)
- Criminal Records Disclosure (if appropriate).

## **6. *Probationary Period***

All appointments into the Company will be made subject to a probationary period of six to twelve calendar months. After completion of probationary months a review meeting will take place between the post holder and their line manager to discuss progress. At the end of the probationary period, and subject to a satisfactory report by the appropriate head of section or line manager, employees will be notified in writing that they have successfully completed their probationary period. The probationary period can be extended by a further 3 months should the individuals line manager consider this appropriate.

## **7. Recruitment Monitoring**

7.1 The Company seeks to recruit employees on the basis of their ability and the requirements of the post.

7.2 The Company wants to ensure that no applicant receives less favorable treatment than another on the grounds of disability, gender, race, religion or belief, age, sexual orientation, marital status, parental status, caring responsibilities or hours of work.

7.3 In order to meet this commitment, all candidates are asked to complete a recruitment monitoring form enclosed with the application form. All completed monitoring forms will be treated as confidential. The form will be separated from the application form on receipt and those involved in the selection process will not have access to it. The information given by candidates will be solely used for the purpose of monitoring the recruitment process.

## **INDUCTION POLICY AND CHECKLIST**

### **1. General Policy Statement**

Hotel believes that all new employees MUST be given timely induction training. This training is regarded as a vital part of staff recruitment and integration into the working environment. This policy, associated procedures and guidelines define the Company's commitment to ensure that all staff are supported during the period of induction, to the benefit of the employee and Company alike.

### **2. Aim**

It is the aim of the Company to ensure that staff induction is dealt with in an organised and consistent manner, to enable staff to be introduced into a new post and working environment quickly, so that they can contribute effectively as soon as possible. This induction policy, associated procedures and guidelines aim to set out general steps for managers and staff to follow during the induction process. It is expected that all managers and staff will adhere to this policy.

The Company expects that the implementation of good induction practice by managers/supervisors will:

- Enable new employees to settle into the Company quickly and become productive and efficient members of staff within a short period of time.



- Ensure that new entrants are highly motivated and that this motivation is reinforced.
- Assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- Assist in developing a management style where the emphasis is on leadership.
- Ensure that employees operate in a safe working environment.
- Will reduce costs associated with repeated recruitment, training and lost production.

### **3.     *The Company's Commitment***

The Company Human Resources Department / Head Office will:

- Issue guidelines to familiarise managers and staff with the induction process.
- Maintain and update the Induction Policy.
- Provide a checklist for managers and staff to follow during the induction period.
- Ensure there is effective monitoring of the induction process particularly in the first three months.
- Deal with any problems promptly providing an efficient service for both managers and staff.
- Review all policy, procedure and guideline documents on a regular basis.
- Provide relevant formal training courses necessary to assist the induction process.

### **4.     *General guidelines for Supervisors***

Starting a new job is a demanding and often stressful experience. Quite apart from the obvious challenge of tackling new tasks, there is also the need to become accustomed to a new organisation, a new environment and new colleagues. The purpose of induction is to support new employees during this difficult period and to help them become fully integrated into the Company as quickly and as easily as possible.

Induction has benefits for all involved in the process. Employees who settle quickly into the Company will become productive and efficient at an early stage and in turn will experience feelings of worth and satisfaction.

It is generally recognised that new employees are highly motivated and an effective induction process will ensure that this motivation is reinforced.

## **5. *Benefits of Induction***

The advantages of an effective and systematic induction process are as follows:

- To enable new employees to settle into the Company quickly and become productive and efficient members of staff within a short period of time.
- To ensure that new entrants are highly motivated and that this motivation is reinforced.
- To assist in reducing staff turnover, lateness, absenteeism and poor performance generally.
- To assist in developing a management style where the emphasis is on leadership.
- To ensure that new employees operate in a safe working environment.
- To reduce costs associated with repeated recruitment, training and lost production.

## **6. *Induction Checklist***

The Induction checklist is a very useful way of ensuring that information is imparted to new employees when they are likely to be most receptive. It avoids overloading employees with information during the first weeks whilst ensuring that all areas are covered. Managers/supervisors should ensure that these matters have been properly understood whilst the checklist is being completed, perhaps in the form of a weekly chat with the new entrant. Arrangements should also be made for the employee to visit any relevant departments with which they have regular contact in the course of their duties. At the end of the process the induction checklist should be signed by the relevant parties and placed in the member of staff's personnel file.

## **7. *First Day of Employment***

Preparations should be made for the arrival of the new entrant well in advance, for example, arrangements should be made to provide desk, equipment and lockers etc.

Most new employees tend to be concerned primarily with two matters:

- a) whether they can do the job and
- b) how they will get on with their new colleagues.

It is therefore important to introduce them to their new workplace and colleagues at the earliest opportunity. An introductory talk will be appropriate at this time and can be combined with the provision of general information and exchanging any necessary documentation. This talk should be as brief as possible, because the employee is unlikely to be receptive to detailed information at this stage, and should be conducted by someone who is well prepared and has sufficient time available. Managers/supervisors should refer to the Induction Checklist and use it as a basis for discussion thus ensuring all documentation is complete.

A tour of the workplace should be arranged for the new entrant allowing the Company / Division to be viewed as a whole and the recruit to see where he/she fits into the organisation.

The new entrant will want to get to know his/her colleagues and quickly become part of the team and time should be made for this process. Colleagues should be briefed on the new entrant's arrival. If possible one of the new entrants colleagues should be nominated to ensure that he/she has every assistance in settling in quickly.

## **8.     *Induction Programmes***

Induction programmes must be geared to the individual's needs and concerned with getting accustomed to a new job. For school leavers, however, it is about adjusting to a whole new way of life - the world of work. Consequently, school leavers are likely to need more support than other groups. Wherever possible, induction and subsequent training should relate to knowledge and skills which go beyond the employee's own particular job. School leavers will need guidance on wider issues, such as career planning, acquiring qualifications, coping with the routine and discipline of work and managing money.

It would also be helpful for school leavers to be introduced to an approachable person to whom they could take any queries they might have.

Graduates tend to have a high level knowledge but may not have the skills relevant to the job. They will want to feel that they are making a contribution from early on and to understand the organisation of the Company and their role within it. Also they will want to have a clear picture of future career prospects and to gain broad experience with this in mind. The Trust should provide the graduate recruit with an adviser - such as a senior manager - who can organise the necessary breadth of experience and offer advice and support in relation to career progression.

Whilst many of the points in the checklist apply equally to all new managerial staff, in most cases individual induction programmes will be necessary. These should be drawn up in consultation with new managers, taking into account their backgrounds and experience and the nature of their new roles. Priority should be given to helping new managers establish and maintain relationships with management colleagues and opportunities should be provided for them to spend time in other relevant departments to facilitate this process. This will help managers quickly to gain an understanding of the Company's philosophies, strategic plans and business plans.

In some cases, it may be necessary to design induction programmes with the special needs of ethnic minorities in mind. Language problems and attitudes amongst existing staff may be areas requiring particular attention. This is preparation that should be completed before any member of staff joins the Company. The Company will not tolerate racist or prejudiced behaviour in any form.

Previously long-term unemployed people who have been recruited may have been absent from the working environment for some time so it will be helpful to recap on some of the issues relating to school leavers. these should, of course, be adapted to suit older workers, who may need to build up confidence and the induction process can be used to update knowledge of basic office technology (photocopiers, fax machines, telephone systems, etc. as well as computers).

Other groups that may need particular consideration include disabled employees and women returning to work after having raised a family.

These groups will also require the induction procedure as women returning to work may, like the long-term unemployed, be out of touch and lacking in confidence. Disabled employees may have all or a combination of induction needs, but these needs may be compounded by their disabilities. Part of the induction process for disabled employees will involve checking such things as wheelchair access to parts of the workplace, toilets and lifts etc. The necessary reasonable adjustments to the workplace required to accommodate the disabled individual should be completed prior to them commencing, and carried out in discussion with the individual or their adviser.

## **9.      *Completing the Induction Process***

Induction can be said to end when the individual become fully integrated into the organisation. Of course, there is no set timescale within which this will happen and follow up is essential. Giving new employees the opportunity to ask questions several weeks into employment can be useful, and the induction checklist will provide this opportunity. In some areas, such as understanding wider aspects of the organisation, follow up after a number of months may be appropriate. Tangerine Beach Hotels PLC

## **10.     *Induction Programme For New Staff***

<b>DEPARTMENT</b>	.....
<b>NAME OF EMPLOYEE</b>	.....
<b>JOB TITLE</b>	.....
<b>DATE COMMENCED</b>	.....

This is a checklist of information for Induction which Associates / supervisors should use with new staff as part of their induction programme within the first few days, and certainly within the first two weeks of employment. Health and Safety items should be identified immediately. The new employee should be asked to tick each

subject as he/she has been informed about it, and sign the end of the form. The manager / supervisor then sends the form to the Personnel Department / Head Office for inclusion in the employee's personnel file.

Not all the following subjects are applicable to all departments. Should this be the case, record N/A.

Please read the guidance notes below before completing this form.

### ***GUIDANCE NOTES***

Certain groups of staff have specific induction needs. The main groups are detailed below, with particular points to take account of, highlighted.

#### ***Items Specific to the Following Groups of Staff:***

##### ***Staff with Disabilities***

Disabilities include for example physical handicap, deafness, blindness, mental handicap. Consider the following for discussion:

- 1. Confirm the nature of the disability.***
- 2. Clarify if the employee has any special needs relating to disability.***
- 3. Check whether employee has any particular concerns regarding the workplace.***

##### ***Graduates and College/School Leavers***

These staff may have no previous work experience and will need careful integration into the department. Discuss the following:

- 1. Role within the department.***
- 2. Reporting responsibilities.***
- 3. Allocation and prioritisation of work.***

##### ***Staff Returning to Work after a Period of Absence***

This includes staff who were previously unemployed, women returning after starting a family, or after any other prolonged period of non-employment. Discussion should include, for example:

1. The difference between the employee's previous working environment and this new one.
2. Changes in skills required for this area of work.
3. Requirement for training to update skills.

### ***Managers and Professional Staff***

These staff need a broader induction to put their post in context.

1. Structure and culture of department.
2. Role in relation to Department / Company as appropriate.
3. Training course in supervisory and management skills, if required.

## **ITEMS TO COVER WITH EACH NEW EMPLOYEE**

<i>The Department</i>	<i>Complete</i>
1. Department function	
2. Introduction to colleagues	
3. New entrant's own job	
4. Supervision	
5. General layout - entrances and exits	
6. Telephone system, bleeps and intercom systems	
<i>Conditions of Employment</i>	
1. Information on hours of work, including duty rotas, shift systems "on-call" breaks	
2. Time recording, flexi-time	
3. Bonus scheme, allowances	
4. Probationary periods of employment	
5. Company Pension scheme and eligibility	
6. Reporting in when sick including when on leave	
7. Arrangements for requesting leave: annual leave, unpaid leave, compassionate leave	
8. Issue of uniforms, and uniform policy, protective clothing, replacement, laundry arrangements	
<b>Health and Safety, Security, Fire</b>	
1. Health and safety information relevant to the department	
2. Issuing of fire instructions and procedure	

3. Location of fire-fighting equipment	
4. Accident reporting	
5. First aid facilities/pre-employment health screening/role of Occupational Health / Company Doctor	
6. Loss of personal effects	
7. Security of department/building	
8. Arrangement for keys, passes, ID Badges etc.	
9. Violence and aggressive behaviour	
10. Management of monies/valuables	
11. Major Incident procedures	
<b>Conduct</b>	
1. Personal presentation	
2. Disciplinary procedures	
3. Courtesy to the customer and the public	
4. Confidentiality	
5. Noise Control	
6. Acceptance of gifts	
7. Statements to the Press	
8. Local rules regarding smoking	
9. Private use of telephones	
10. Standards of Business Conduct	

<b>Facilities</b>	
1. Cloakroom, lockers, lavatories	
2. Canteen	
<b>Education, Training, Promotion</b>	
1. Study leave	
2. Means of advancement, promotion opportunities	
3. Employee appraisal, review systems	
<b>Employee Involvement and Communication</b>	
1. Employee or Trade Union representative	
2. Communication arrangements	
3. Information sources, e.g. notice boards, circulars etc.	
4. Food and Health Policy	
5. Handling Complaints	
<b>Items Specific to Department</b>	
1. Pay	
2. Notice of termination of employment	
3. Medical certificates	
4. Waste disposal	
5. Control of infection	
6. Lifting and handling	

## OTHER RELEVANT ISSUES SPECIFIC TO DEPARTMENT

I have been informed about and understand the above items.

Signature:..... Date:.....

I confirm that the above Induction Programme has been completed for the above member of staff.

Signature of HRM

Designated

Officer:.....

Date:.....



## **STANDARDS OF BUSINESS CONDUCT**

### **1. Introduction**

1.1 Hotel expects its staff (including temporary, agency, interim, contractor or consultant staff) to be scrupulously impartial and honest in all affairs relating to the Company and their job within it. All staff also bear a responsibility as employees to act as ambassadors for the Company in terms of their general conduct both within and outside the organisation. This policy outlines the responsibilities of staff working for the Company.

1.2. Under Common Law the duties of an employee are as follows:

- to be ready and willing to work;
- to offer their services personally: for example must not subcontract the work for which they are employed;
- to take reasonable care in the exercise of that service, including the duty to be competent at work and to take care of the Company's property;
- to not wilfully disrupt the Company's business;
- to obey reasonable orders as to the time, place, nature and method of service;
- to work only for the Company in the Company's time;
- to disclose information to the Company relevant to the Company's business: for example that they might know or discover;
- to hold solely for the Company the benefit of any invention relevant to the business on which the Company is engaged;
- to respect the Company's trade secrets;
- in general, to be of good faith and do nothing to destroy the trust and confidence necessary for employment;
- to account for all benefits – monetary or in kind - received in the course of employment;
- to indemnify the employer for loss caused by the employee.

### **2. *Standard of Conduct Required by the Company***

#### **2.1 Gifts and Tips**

In addition to the duties placed on employees by Civil and Statute Law. The Company requires its employees to ensure that gifts and hospitality offered by suppliers and potential suppliers of goods and services to the Company are declined. This applies, whether the gifts or hospitality are offered within, or outside normal working hours. The only exceptions to this are trivial gifts with a nominal value of less than LKR

50000such as a calendar, diary, chocolates or mugs can be accepted. All other gifts must be politely refused or, if received through the post, returned to the donor with a suitably worded letter signed by the Department Manager. Any gifts provided by the Hotel guests must be accepted with filling up a Form dedicated for the Staff Gifts and should be signed by the Guest approving the gifting. Same procedure should be followed for the tips (i.e fill out the special form when taking out tip money).

## 2.2 Transaction of Private Business

Employees having official dealings with contractors and other suppliers of goods or services must avoid transacting any kind of private business with them by any means other than the Company's normal commercial channels. No favour or preferences as regards price, or otherwise, which is not generally available, should be sought or accepted.

## 2.3 Visits to Conferences, Demonstrations etc

The Company intends that when it is necessary for employees to visit conferences, demonstrations and similar occasions, it should bear the travelling and subsistence expenses itself. Exceptions to this general rule will only be permitted with the approval of the Director/General Manager.

## 2.4 Attendance at Luncheons, Receptions etc

Where it is evident that the work of the Company will be facilitated, invitations to attend receptions, luncheons may be accepted under the following rules:

- no employee may accept an invitation without first obtaining the approval of the Department Manager;
- in exceptional circumstances, where it is not possible to seek prior approval, the facts should be reported immediately afterwards;
- if addressed personally, such an invitation may not be transferred to another employee, except with the consent and approval of a senior manager as above and with the concurrence of the party issuing the invitation;
- invitations involving attendance outside normal working hours may be accepted only on the authority of the Departmental Manager;
- as a general rule, any officer who has any doubts about the wisdom of accepting any hospitality should decline the offer.

The important difference between, for example, attendance in an official capacity at a function organised by the Company or one of its subsidiaries and the acceptance of hospitality from a private individual or firm should be recognised.

Nothing more than a small, low value item such as a calendar, diary, blotter, chocolates or flowers can be accepted. All other gifts must be politely refused or, if received through the post, returned to the donor with a suitably worded letter signed by the Department Manager.

## 2.5 Identification

Employees should wear or carry their identity badges whilst carrying out their duties.

## 2.6 Confidentiality

At all times confidentiality must be maintained. No information can be released to unauthorised persons or organisations. The Director/General Manager or other Senior Managers of the Company will inform employees of those authorised to receive information.

2.7 If doubt exists as to the validity of an organisation or individuals to receive information, this must be checked with a Senior Manager.

## 2.8 Personal Relationships

If a personal relationship between two employees develops within the working environment, the onus is on the senior employee concerned to bring this to the attention of his or her manager to confirm that there is no conflict of interest, nor will a conflict of interest arise. The Company reserves the right to move one of the employees concerned if it deems it necessary to do so.

## 2.9 Outside Interests and Employment

Outside interests include directorships, ownership, part ownership or material shareholdings in companies, business or consultancies likely to seek to do business with the Hotel. These should be declared to the individual's line manager as should the interests of a spouse / partner or close relative.

### Political and civic activities

It is not the intention of Hotel or this policy, to dissuade employees from participating actively in public duties. It is important, however, that by doing so there is no suggestion to a third party that the employee is acting on behalf of, or with the support of, Hotel. To avoid any misunderstanding, no Company employee should permit his or her company affiliation to be noted in any outside organisation's materials or activities without the express written approval of a member of senior management.

## 2.10 Bribery and Corruption

A bribe is defined as: giving someone a financial or other advantage to encourage that person to perform their functions or activities improperly or to reward that person for having already done so.

If you bribe (or attempt to bribe) another person, intending either to obtain or retain business for the company, or to obtain or retain an advantage in the conduct of the company's business this will be considered gross misconduct. Similarly accepting or allowing another person to accept a bribe will be considered gross misconduct. In these circumstances you will be subject to formal investigation under the Company's disciplinary procedures, and disciplinary action up to and including dismissal may be applied.

## 2.11 General Conduct

Employees should at all times conduct themselves in such a way as to enhance the reputation of the Company. Hotel will support employees who become aware of and are willing to report breaches of this policy or who genuinely believe that a breach is occurring, has occurred or is likely to occur within the business. Employees should raise the issue internally with their manager or supervisor or in accordance with the Company's Policy on Disclosing Information ('Whistleblowing').

These standards of conduct are intended to underpin and clarify standards required by the Company of its employees and form a fundamental part of the employment contract. Staff who fails to comply with the guidance detailed in this Policy could be subject, following full investigation, to disciplinary action up to and including dismissal. If through their actions or omissions staff are found to be in contravention of either this Policy or, indeed, their legal responsibilities then the Company reserves the right to take legal action if it deems it to be necessary to do so.

## 2.12 Interaction with Guests

Staff are not permitted to engage in any form of personal relationship with hotel guests. All interactions must remain strictly professional at all times. Accordingly, staff are prohibited from inquiring about or using any personal details of guests

## **MANAGING EMPLOYEE PERFORMANCE:**

### **1. *Performance Appraisal Policy***

We are committed to supporting every employee to reach their potential and achieve their personal goals, which in turn will assist the organisation to achieve its objectives.

The performance appraisal policy supports the performance appraisal scheme. The scheme is a formal process centred on an annual meeting of each employee and their line manager to discuss his/her work. The purpose of the meeting is to review the previous year's achievements and to set objectives for the following year. These should align individual employees' goals and objectives with organisational goals and objectives.

### **2. *Core Principles of the Appraisal Policy***

- The appraisal process aims to improve the effectiveness of the organisation by contributing to achieving a well motivated and competent workforce.
- Appraisal is an ongoing process with an annual formal meeting to review progress.
- The appraisal discussion is a two way communication exercise to ensure that both the needs of the individual, and of the organisation are being met, and will be met in the next year.
- The appraisal discussion will review the previous year's achievement, and will set an agreed Personal Development Plan for the coming year for each member of staff.
- All directly employed employees who have completed their probationary period are required to participate in the appraisal process.
- The appraisal process will be used to identify the individual's development needs and support the objectives of the Training and Development Policy.
- All staff will receive appraisal training as an appraisee, and where appropriate as an appraiser.
- The appraisal process will provide management with valuable data to assist succession planning.
- The appraisal process will be a fair and equitable process in line with our Equality Policy.

### **3. *Performance Appraisal Implementation***

Performance appraisal discussions will be held over a designated 4 week period on an annual basis. They will be arranged by the appraisee's line manager. Line managers are encouraged to provide the opportunity for an additional 6 month verbal appraisal review, mid-year and other informal reviews as necessary throughout the year.

The discussion will be held in private. Information shared during the appraisal will be shared only with senior management. The exception is training needs, that will be provided to the HR / administration for action. Confidentiality of appraisal will be respected.

The appraiser (usually the employee's line manager) will be expected to have successfully completed appraiser training, and to be familiar with the appraisee's work.

All appraisal documents should be issued to both parties prior to the discussion, in order to allow time for both parties to reflect and prepare. These will provide a framework and focus for the discussion.

A time and venue for the discussion will be advised at least one week before the meeting takes place.

### **4. *The Appraisal Discussion***

The appraisal discussion will allow an opportunity for both the appraisee, and the appraiser to reflect and comment on the previous year's achievements. It will praise achievement and encourage the appraisee in his/her role.

The appraiser is accountable for giving the employee constructive, timely and honest appraisals of their performance, which should take into account both the goals of the organisation and of the individual.

The discussion should be a positive dialogue, and will focus on assisting the appraisee to acquire the relevant knowledge, skills and competencies to perform his/her current role to the best of his/her abilities.

The appropriate forms will be completed and signed by both parties. The appraisee will be given the opportunity to note any comments that he/she does not agree with and complete a self assessment.

The appraisee and line manager should agree on a Personal Development plan for the appraisee for the following year. This will reflect the appraisee's aspirations and the organisation's requirements, and should align personal and organisational goals. The organisation and the line manager will support the individual to achieve these goals during the forthcoming year. Any training needs, future training requirements,

planned qualifications, development opportunities and career planning should be discussed in the light of the Personal Development Plan.

## 5. Training and Monitoring

Senior Management are responsible for the appraisal process, and he/she shall ensure that appraisers and appraisees are adequately equipped and trained to undertake the performance appraisal.

ANNUAL PERFORMANCE APPRAISAL - FOR NON EXECUTIVE STAFF					
NAME OF EMPLOYEE:				From	To
PRESENT DESIGNATION:				APPRAISAL PERIOD	
DEPARTMENT				DATE OF APPRAISAL	
FACTORS	DEFINITION	Max points	Self Assessment	HOD's Assessment	
Quantity of work	Volume of work completed in relation to standards	5			
Quality of work	Service, Presentation, Attention to detail, Commitment to meeting & exceeding standards	5			
Job knowledge	How well does the employee know his/her duties. Theoretical and practical knowledge.	5			
Attendance	Record of attendance at work, punctuality including meetings, special functions	5			
Attitude	Co-operation with superiors, peers and subordinates Cheerfulness - Enthusiasm with current responsibilities	5			
Dependability	Ability to work without supervision. Carrying out instructions, task completion Consistency in work & follow up.	5			
Personal Care & Appearance	Grooming, dress, health, personal cleanliness, and order of work area. Creates a good impression about person & organization by appearance	5			
Communication	With customers, superiors, peers & subordinates. Is clean in verbal, non-verbal methods, always asks if in doubt.	5			
Team work	Working as a team member to elevate the department and the organization. Enjoys working together with others to achieve common goals	5			
Customer Focus	Understands needs of external/internal customer, service standards, works towards resolving issues & meeting external/internal customer needs consistently.	5			
Total Marks		50			

<b>20 to 30 ( Needs development)</b>		Performance is not acceptable and requires immediate improvement.
<b>31 to 34 ( Marginal)</b>		Performance meets minimum requirement and improvement is mandatory.
<b>35 to 39 ( Acceptable)</b>		Performance meets job requirements.
<b>40 to 45 ( Good)</b>		Performance is above job requirements.
<b>46 to 50 ( Excellent)</b>		Performance is outstanding.

**Comments by Job Holder**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Training needs and career development**

\_\_\_\_\_

Signature of Employee

**Comments by Appraiser/ HOD**

**Last Salary Increment - Date :**  
**Amount :**

(please mark with "x" in corresponding field)

Contract to be renewed ☐ For another ..... Months

Contract to be ended ☐

Salary increment proposed ☐ To .....

Service charge increment ☐ To % .....

Change of designation ☐ .....

SIGNATURE OF HOD

**Comments by HRM**

Warning Letters ☐ During last ..... Months period

No of Days absent ☐ During last ..... Months period

(please mark with "x" in corresponding field)

SIGNATURE OF HRM

**Approval by Director/General Manager** .....

.....

.....

Contract to be renewed ☐ With effect from ..... for.....Months Period

Contract to be ended ☐

Salary increment proposed ☐ New Salary.....

Service charge increment ☐ New Service charge.....%

Change of designation ☐ New Designation.....

Signature ..... Date.....

**Director/General Manager**

**Recommendation for :- Special Increments/Promotions/Confirmation of Employment/Extension of Services on Retirement**

**Approval of Joint Managing Director**

.....

.....

Contract to be renewed ☐ With effect from ..... for.....Months Period

Contract to be ended ☐

Salary increment proposed ☐ New Salary.....

Service charge increment ☐ New Service charge.....%

Change of designation ☐ New Designation.....

Signature ..... Date.....

**Chairperson Managing Director**



## **HOTEL STAFF GROOMING CODE OF CONDUCT**

To maintain a professional appearance that reflects the standards of our hotel, all staff members are required to follow the below grooming guidelines:

### ***1. Hair***

- Hair must be kept clean, neat, and well-groomed at all times.
- No fancy or extreme haircuts are permitted.
- Hair coloring, highlights, or unnatural shades are not allowed.
- Hair must be styled conservatively and kept away from the face.
- Male staff must be clean-shaven or keep facial hair neatly trimmed.

### ***2. Tattoos & Body Art***

- Visible tattoos are not permitted while on duty.
- Any tattoos must be fully covered by the uniform.
- Visible body piercings (other than standard ear studs for females) are not allowed.

### ***3. Uniform & Personal Hygiene***

- Uniforms must be clean, pressed, and worn as per hotel standards.
- Formal Shoes must be worn, they must be polished/cleaned and in good condition.
- Personal hygiene must be maintained at the highest level, including daily bathing, fresh breath, and use of deodorant.
- Excessive jewelry or accessories are not permitted. (No rings other than the wedding ring are allowed).

### ***4. Makeup & Fragrance (for Female Staff)***

- Makeup should be simple, natural, and professional.
- Strong or distracting fragrances are not allowed.

### ***5. General Appearance***

- Fingernails must be kept short and clean.
- Nail polish, if worn, must be in neutral or soft shades only.
- A professional and approachable appearance must be maintained at all times.

## **Grievance Handling Policy**

### **1. Purpose**

This policy ensures that all employees have a fair and transparent mechanism to raise grievances related to their work, relationships, or conditions of employment. It provides a structured process for resolution within a reasonable timeframe.

### **2. Scope**

This policy applies to all employees of the hotel, regardless of their role or department.

Grievances may include, but are not limited to;

- Work-related issues
- Relationship with peers and superiors
- Monetary and non-monetary issues
- Working conditions
- Career Growth

### **3. Grievance Reporting Channels**

Employees may raise a grievance through any of the following:

- Immediate Supervisor
- Head of Department
- HR Department
- Hotel Management

### **4. Grievance Handling Procedure**

#### **4.1 Submission of Grievance**

Employees should submit their grievance in writing to their Immediate Supervisor, Head of Department, HR Department, or Management.

#### **4.2 Acknowledgment**

The grievance will be acknowledged in writing within **5 working days** of receipt.

#### **4.3 Investigation**

The HR Department, in consultation with the relevant parties, will investigate the grievance fairly and confidentially. Both the employee and any individuals involved will have the opportunity to present their views.

#### **4.4 Resolution & Response**

A decision and response will be provided to the employee **within 4 weeks** of the grievance being submitted. If additional time is required due to the complexity of the matter, the employee will be informed in writing with reasons and a revised timeline.

#### **5. Confidentiality**

All grievances will be handled with the utmost confidentiality. Information will only be shared with individuals directly involved in the process.

#### **6. Non-Retaliation**

Employees raising grievances in good faith will not face retaliation, discrimination, or adverse treatment as a result of doing so.

#### **7. Appeals**

If the employee is not satisfied with the resolution, they may appeal in writing to Senior Management within **10 working days** of receiving the decision. The appeal will be reviewed and a final decision communicated.

### **WORKING HOURS**

In terms of Shop and Office Employees Act, No.16 of 1954, maximum hours of work is 08 hours per day and 45 hours per week, excluding 01 hour interval for meals.

Exceeding hours of work would be considered as over time and entitled for a payment of overtime. Maximum hours of overtime work should not be exceeded 12 hours per week. However, hotel operational employees are entitled to engage in 09 hours of shift work including 01 hour interval for meals/tea breaks.

## **OUR POLICIES**

### **Child Protection Policy**

A child is defined by the Convention on the Rights of the Child (CRC) as “Every human being below the age of 18 years unless under the law applicable under the child majority is attained earlier” (WHO).

Child abuse is defined as constituting all forms of physical and/ or emotional ill-treatment, sexual abuse, neglect or negligent treatment or commercial or other exploitation, resulting in actual or potential harm to the child’s health, survival, development or dignity in the context of a relationship of responsibility, trust or power.

Tangerine Beach Hotel as a responsible hospitality entity, our golden aim is to deny all sorts of child labor and generate awareness of child abuse in the industry, our policy is to make it zero at all times and adhere to the legal framework that relates to child abuse & child labor. Our Hotel is committed to safeguarding children and will always report any suspected instances of child exploitation or abuse.

### **Hotel Energy Policy**

We believe Energy is the key source of our day-to-day activities. Globally energy production will have an adverse impact on global warming and climate change.

We at Tangerine Beach Hotel believe conservation of Energy is the key survival of our future generation. Hence, we take all precautions measures to ensure energy is used effectively on our day to day activities. We always believe our future depends on focusing more on renewable energy than non-renewable Energy.

We will take every measure to make our staff, guests, visitors and Stakeholders understand the importance of Energy conservation.

### **Food Safety Policy - ISO 22000:2018**

We strongly believe that serving safe food is not an option, but a moral and legal obligation towards our guests and staff. The quality they experience at Tangerine Beach Hotel is the result of that belief.

We achieve this by implementing and continually improving an effective Food Safety Management System, staff training, and infrastructure development of our facilities in line with HACCP/ISO 22000 principles.

**Environmental Policy ISO 14001:2015**

We at Tangerine Beach Hotel is not just a hospitality service provider but a team of dedicated individuals who has a passion of contributing positively to our mother Earth and protect it for our future generations. We always strive to mitigate negative impacts created due to our operations and positively participate in developing environmentally friendly practices within and outside our premises. We dedicate to create awareness among our staff, guests and visitors while meeting statutory, regulatory and other requirements all the time and continually improve our good environmental practices. Consider the wider global impact of all our activities including those of our supplier's customers and other stakeholders.

Educate, train and motivate employees to carry out tasks in an environmentally responsible manner and ensure that a continuous professional development strategy remains core to our business goals. Encourage environmental protection among suppliers and subcontractors. To investigate the feasibility of influencing its suppliers, customers and third parties with consideration to life cycle impacts of their aspects and activities. Committed to protect and enhance biodiversity and ecology. Also, we are combatting climate change by implementing actions that reduce our greenhouse gas emissions.

**Health & Safety Policy - ISO 45001:2018**

We consider our staff, guests, and visitors to be our most important stakeholders, as they patronize our products and services. We believe that providing the safest environment for all of them is our most important responsibility. Therefore, we take every step to reduce and eliminate risks to ensure safety at all times.

We strongly believe that our success and future depend on maintaining the health and safety of our stakeholders while upholding quality service standards for all. We continually improve our health and safety standards in accordance with regulatory legal requirements and other standards. Additionally, we continuously educate all stakeholders in every possible way and at every opportunity.

**Child Labor Policy**

We maintain a policy that requires all recruited candidates to submit age verification documents such as a birth certificate or national identity card. In instances where candidates are unable to provide these documents, photocopies of their passport or driver's license may be accepted. It is strictly adhered to that no candidate would be hired unless they have reached the stipulated age. If an employee produces incorrect age verification documents, we will ensure that they undergo a medical checkup. Based on the results of the medical checkup, management will decide whether to continue the individual's employment with Tangerine Beach Hotel PLC or not.

**Corporate Social Responsibility Policy**

We recognize and strive to integrate our business values and operations to meet the expectations of our communities, acknowledging our responsibility to collaborate with the communities in which we operate. We acknowledge our business's presence in the community and seek to enhance it for the betterment of the community, safeguarding their respect and offering our maximum support to uplift their living standards, cultures, and religious practices. This will be achieved by actively engaging in open dialogue to ensure that we fulfil the requirements outlined within this policy.

We commit to transparency and honesty in communicating our strategies, targets, performance, and governance to our communities, demonstrating our continual dedication to sustainable development. Tangerine Beach Hotel is responsible for implementing this policy and will allocate the necessary resources to fulfil our corporate responsibilities. The accountability for our performance on this policy lies with all employees throughout the company.

We are dedicated to ensuring that our operations do not adversely affect our community and continuously seek ways to ensure that local residents benefit from our presence.

**Environmentally and Social Sensitive Purchasing Policy**

Tangerine Beach Hotel will make every effort to minimize our operational impact on the environment and to reduce Green House Gas Emission by purchasing eco-friendly products, partnering with like-minded vendors, and making sound eco-operation decisions while providing the highest level of service to our guests.

Our mission is to recognize that exploring all purchasing options to be environmentally and sustainably appropriate is essential. It is understood that products purchased have environmental impacts, and the Hotel should make procurement decisions that embody the Hotel's ongoing commitment to promote environmental stewardship and sustainability.

All future procurement decisions by the Hotel will embody the hotel's ongoing commitment to promote environmental stewardship and sustainability. These decisions will follow local government legal frameworks to ensure no impact on the economic efficiency of the property.

We will work closely with local communities, promoting the procurement of local products and services whenever possible. We will educate all our stakeholders on environmentally and socially sensitive purchasing, its legal framework, and its importance.

Our objective is to reduce impacts on the environment and human health by changing purchasing behavior through adopting a Green Procurement Policy.

**Tangerine Beach Hotel Quality Assurance Policy**

Tangerine Beach Hotel is committed to maintaining high standards and quality for guests,

staff, and stakeholders. We actively seek feedback from both guests and staff to continually improve our operations.

Guest feedback is gathered through platforms like TripAdvisor and Holiday Check, as well as guest comment books. We ensure equal treatment for locals and foreigners and address any special guest needs promptly. Guest inquiries and recommendations are discussed during morning meetings with management.

Additionally, staff are trained annually on handling guest complaints. Staff feedback is collected through an open door policy, allowing for effective grievance handling procedures. The Human Resources department investigates feedback and collaborates with relevant departments to implement changes, which are communicated to staff at monthly meetings.

### **Anti-Discrimination Policy**

Tangerine Beach Hotel PLC is committed to promoting equal employment opportunities and a workplace that is free of all forms of discrimination and harassment.

Equal opportunity means that all staff experience fairness, impartiality and equal access to all career initiatives in the hotel. Commitment to equal opportunity promotes an inclusive work environment that values and accepts the diverse cultural and social backgrounds of its staff. Anti-Discrimination (Act No 45 of 1971) & Anti-Harassment (Act no 22 of 1995) Policy is underpinned by a set of values and key guiding principles in the building of a community of all employees in the hotel environment.

### **Employees Age Policy**

The objective of the policy is to set the recruitment and the retirement age for employees according to Sri Lankan private sector norms. The guideline on re-employment of retirees and token of appreciation is under the discretion of Tangerine Beach Hotel PLC

## **Disciplinary Management Policy Procedure**

This policy outlines the procedure for handling employee misconduct and breaches of Tangerine Beach Hotel standards. Its purpose is to ensure a fair, transparent, and consistent approach to disciplinary actions, aiming to correct behavior and maintain a respectful and productive work environment.

### **Misconduct**

Misconduct is classified into two categories: Minor and Major. The severity of the offense dictates the appropriate disciplinary response.

#### **Minor Misconduct**

Minor misconduct includes, but is not limited to:

- Absenteeism
- Tardiness
- Poor work effort
- Extended meal breaks
- Product complaints

#### **Major Misconduct**

Major misconduct includes, but is not limited to:

- Reporting to duty under the influence of alcohol or other recreational drugs
- Insubordination
- Damages to people and equipment
- Willful or excessive wastage
- Fraud
- Theft
- Unauthorized absence
- Serious neglect of safety or security rules
- Fighting
- Using foul language
- Misleading subordinate staff



### **Disciplinary Actions Procedure**

The disciplinary actions process is initiated when a breach of standards or an act of misconduct is witnessed or reported.

1. **HOD Action:** The Head of Department (HOD) discusses the issue with the employee and sends a report Human Resources (HR).
2. **Preliminary Inquiry:** The Human Resources Manager (HRM) conducts a preliminary inquiry with the employee and the HOD.
3. **HRM Decision:** The HRM decides on the disciplinary action based on the discussion and the employee's disciplinary record.
4. **Employee Response:**
  - If the employee accepts the HRM's decision, the process concludes.
  - If the employee is not satisfied, a preliminary inquiry is conducted. If a case is established and the employee is still not satisfied, they are issued a "**show cause**" letter, which requires a written explanation for their defense.
5. **Domestic Inquiry:** If the explanation is unsatisfactory, a **domestic inquiry** is held.
6. **Final Notification:** The findings of the inquiry and the resulting penalty are formally communicated to the employee.

### **Punishments**

The following disciplinary actions may be taken, depending on the severity of the misconduct:

- Warning
- Transfer
- Fine
- Suspension without pay
- Deferment of an increment
- Demotion in grade
- Withholding promotions
- Dismissal

### ***Our Commitment***

- To create an environment in which individual differences and the contributions of all our staff are recognised and valued.
- Every employee is entitled to a working environment that promotes dignity and respect to all. No form of intimidation, bullying or harassment will be tolerated.
- Training, development and progression opportunities are available to all staff.
- To promote equality in the workplace which we believe is good management practice and makes sound business sense.
- We will review all our employment practices and procedures to ensure fairness.
- Breaches of our equality policy will be regarded as misconduct and could lead to disciplinary proceedings.
- This policy is fully supported by senior management and has been agreed with trade unions and/or employee representatives.
- The policy will be monitored and reviewed annually

### ***Responsibilities of Management***

Responsibility for ensuring the effective implementation and operation of the arrangements will rest with the Chief Executive. Directors / Managers will ensure that they and their staff operate within this policy and arrangements, and that all reasonable and practical steps are taken to avoid discrimination. Each manager will ensure that:

- all their staff are aware of the policy and the arrangements, and the reasons for the policy;
- grievances concerning discrimination are dealt with properly, fairly and as quickly as possible;
- proper records are maintained.

Human Resources / Head Office will be responsible for monitoring the operation of the policy in respect of employees and job applicants, including periodic departmental audits.

### ***Responsibilities of Staff***

Responsibility for ensuring that there is no unlawful discrimination rests with all staff and the attitudes of staff are crucial to the successful operation of fair employment practices. In particular, all members of staff should:

- comply with the policy and arrangements;
- not discriminate in their day to day activities or induce others to do so;
- not victimise, harass or intimidate other staff or groups who have, or are perceived to have one of the protected characteristics.
- ensure no individual is discriminated against or harassed because of their association with another individual who has a protected characteristic.
- inform their manager if they become aware of any discriminatory practice.

Thank you for being loyal member of the Team Tangerine....