CORPORATE POLICY

Performance Management Policy

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Document control

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1. Introduction

1.1. Purpose

This Performance Management document applies to the performance management of the Operating Companies' management and employees, hereinafter referred to as the Company.

1.2. Vision

1.2.1. The Company's vision is to bring about sustained improvement in profitability, productivity and quality across all management functions and operations, and to deliver best-value outcomes. The Company realises this vision by building its capability to deliver comprehensive solutions; by developing efficient and profitable operations through better business management and the related improvement of skills; through an innovative culture; and through an environmentally responsible approach in the built and industrial environment.

1.2.2. This Performance Management framework includes strategies for continuous improvement and for recognising a culture of good performance.

1.2.3. In support of this vision, a key strategy is to drive ongoing improvement in functional and operational performance, and to encourage and reward better performance through performance transparency and through capability built by targeted learning and development. This is achieved by reviewing KPIs and the key competencies required to reach them, and by identifying learning and development needs as an integral part of the Performance Management process.

1.2.4. Bonus awards linked to performance achievement are integral to this strategy, and the policy ensures that excellent performance is recognised and rewarded.

2. Company Performance Management Policy

This policy sets out the principles of Performance Management within the Company.

The principles of this policy are to encourage and implement the following:

- A performance-driven culture and open communication for all personnel. Executive and senior management are responsible for driving this culture throughout the Company, so that all staff engage in and use Performance Management effectively as a tool for improving overall organisational performance, by managing the performance of teams and individuals towards the organisation's goals.
- The annual performance appraisal must be fair, objective and transparent, and must reflect the strategic ambitions as well as the goals and objectives of the operating entities.
- High performance and standards are encouraged through appropriate rewards.
- The process helps to identify the training and development needs of managers and employees.

3. Definitions

Term	Definition
3.1. Corporate Targets (CT)	The Company's corporate performance targets, agreed and set by the Company's Management at its first annual meeting with reference to the approved budget and business strategy.
3.2. Individual Targets (IT)	Performance targets of the Company's personnel, proposed by management and approved by the CEO at the first annual meeting with reference to the corporate objectives and the business plan. Corporate objectives are defined through a balance of key indicators across the business: financials, market, customers, processes, organisation, management culture and people development.
3.3. Behaviour Targets (BT)	Performance targets related to the key behaviours and behavioural culture the Company wishes to foster in work and in interactions with others. They reflect the Company's values and ethics.
3.4. Target Bonus (TB)	An annual premium equal to an employee's salary for a number of months, as defined in their employment contract.
3.5. Executive (Annual) Bonus	A payment resulting from the full or partial achievement of corporate, individual and behavioural targets.
3.6. Staff Performance Assessment	The agreement and follow-up between an employee and their manager on performance against agreed key deliverables and behaviours, expressed as KPIs, for the benefit of the Company, its business units and the employee's own development.
3.7. Performance Rating	The Company's five-point rating scale (below), used to evaluate job performance.
3.8. Performance Review	A document in which performance against agreed key deliverables (KPIs) and behaviours is discussed, recorded, assessed and agreed.
3.9. Key Deliverable	An activity, piece of work, programme or project whose outcome adds value to the business.

Performance rating scale:

- Rating 5 – Outstanding: consistently exceeds all expectations for the KPIs of the position.
- Rating 4 – Above expectations: mostly exceeds the expectations for the KPIs of the position.
- Rating 3 – Meets expectations: fully meets the expectations for the KPIs of the position.
- Rating 2 – Below expectations: meets some of the KPI expectations for the position.
- Rating 1 – Poor: does not meet most of the KPI expectations for the position.
- Not applicable.

The business strategy produces the goals and objectives of each operating company, and the targets underpin their achievement.

4. Scope

A key aim of the Performance Management Policy is to ensure that performance assessments and discussions take place, that performance standards are explained and that expectations are clear for executive management and all other staff of the Company.

Executive management must in turn cascade the business strategy, the related KPIs and the behavioural competencies throughout the part of the organisation they are responsible for.

Performance assessment and discussion covers:

Past performance:

- Discussion, assessment and agreement of key deliverables: what was achieved.
- Discussion, assessment and agreement of work performance: how the key deliverables were achieved.
- Discussion and agreement of behavioural competencies: how the behaviour of the executive and their team contributed to the Company's shared culture.
- Identification of training and development needs, and a training and development action plan (for self and subordinates).

Future performance – the assessment and discussion help drive the business by ensuring:

- alignment of corporate and individual key deliverables with the strategic and operational objectives;
- an internationally competent and capable business, reflecting best practice in management and operations, able to respond to changing markets and to international and commercial opportunities in the short and long term;
- development of human capital, through appropriate training and development for employees with future potential, and training to make sure all employees are competent in their current duties.

5. Responsibilities

Management / CEO / Board:

- Approve the policy.
- Approve exceptions to the policy, based on recommendations from the HR function.
- Discuss, assess and agree key deliverables.
- Discuss, assess and agree work performance.
- Discuss, assess and agree behavioural competencies.
- Evaluate the Executive Performance Bonus payable for the last performance cycle.
- Review, agree and set the KPIs proposed for the next performance cycle.
- Set the Executive Bonus available for the next performance cycle.
- Sign off the performance appraisal and the Executive Bonus payable for the cycle under review.
- Sign off the KPIs proposed for the next performance cycle.

HR function:

- Ensure that performance management processes and procedures are applied consistently.
- Review and compare the distribution of individual performance across companies.
- Act as facilitator or mediator in case of performance disagreements.
- Provide an annual analysis of individual performance distribution within the Company, including: (a) the quality of individual performance reviews; (b) the outstanding performers and the non-performers; (c) any discrepancies between KPIs and performance.

Direct reports of Executive Leads:

- Agree and set key deliverables (KPIs) for their business unit with the approval of the Executive Lead, and cascade the KPIs to their managers and staff.
- Take initiative and responsibility for their own performance and that of their subordinates.
- Take initiative and responsibility for following through on the training and development action plan.
- Ensure that all performance reviews with their Executive Lead take place within the year of the performance cycle.
- Operate within the guidelines of this policy.

6. Policy articles

6.1. Performance review cycle for Executive Leads

6.1.1. Corporate, individual and behavioural performance reviews of all applicable staff, including Executive Leads, are completed, approved by HR and signed off by the CEO by 25 January each year.

The annual cycle:

- Annual performance reviews are completed by the CEO and submitted to HR by 31 December each year.
- Interim performance reviews are held twice a year (usually in July) for Executive Leads by Management, and quarterly by the CEO as required.
- Performance-related bonuses and salary adjustments, where applicable, are paid after the audit results for the year of the performance cycle, as authorised by Management.

The performance cycle and reviews must include individual key deliverables (KPIs), an assessment of what was achieved and how, and a training and development action plan.

6.1.2. Point 6.1.1 is confirmed by a signed performance review, retained and filed, signed by: (1) the Operating Company Lead, (2) the CEO and (3) HR. The original signed review must be retained and filed confidentially.

6.2. Interim performance reviews

6.2.1. The CEO conducts interim performance reviews of the Company's Lead Executives at least every six months, or as appropriate, against the agreed key deliverables (KPIs).

6.2.2. Informal "job chats" may be held more often, for example in the third and ninth months of the annual cycle. A job chat is an informal appraisal meeting where the employee receives feedback on their progress and can clarify any open questions.

6.2.3. Executive Leads must monitor their direct reports' progress against the agreed key deliverables regularly and conduct interim reviews at least twice a year.

6.2.4. Every employee receives at least one interim review per year, normally in the middle of the annual cycle.

Point 6.2.3 is confirmed by a signed performance review, retained and filed, signed by: (1) the Operating Company Lead, (2) the CEO and (3) HR. The original signed review must be retained and filed confidentially.

6.3. Performance ratings and appraisal

Ratings

6.3.1. Lead Executives and their managers must strictly follow the rating definitions in the Annual Performance Review forms.

6.3.2. Every performance rating must be supported by facts, documentation and comments, with quantitative evidence wherever possible.

6.3.3. Corporate and individual targets are calculated according to the established procedures for calculating and interpreting target results and KPIs.

6.3.4. Where an employee is rated "Below expectations" or "Poor", the review must include a clear action plan with timelines, as set out in the Capability Policy.

Appraisal

6.3.5. The performance results of the Company's Executive Lead are calculated by the Board of the Operating Company from the Executive Lead's total results: corporate KPIs, individual results and behavioural results.

6.3.6. The Board evaluates the achievement of the Executive Lead's corporate targets on the basis of the Company's financial results and the corporate KPIs.

6.3.7. The Board evaluates the achievement of the Executive Lead's individual targets on the basis of the individual KPIs.

6.3.8. The Board evaluates the achievement of the Executive Lead's organisational targets on the basis of the behavioural KPIs.

6.3.9. The HR Committee measures the achievement of the targets and calculates the Executive Bonus, and submits them to the Board for evaluation and approval together with the financial results, at the Board's first meeting after the fiscal year under review, usually in January. The Board examines and approves the performance review in accordance with the procedures for performance and executive bonus payments. Approved bonuses are paid after all targets have been evaluated, audited and verified. The Company may, at its sole discretion, reward over-achievement with a multiplier to motivate Operating Company Leads to improve overall Company performance.

6.4. Appeal process

6.4.1. If the Executive Lead of a Company and Company Management cannot agree on the performance assessment, the following appeal process applies.

6.4.2. The employee records their disagreement with the assessment as written comments in the Performance Review Form. Where appropriate, a separate Memorandum of Disagreement may supplement those comments.

6.4.3. The Executive Lead submits the disagreement to the Chair of the HR Committee, and both parties try to reach agreement.

6.4.4. If the matter is not resolved, the Chair of the HR Committee refers it to the Operating Company's Board for direction and a final decision.

6.4.5. To keep the rating process objective, the HR Committee reviews the spread and average of ratings in each company for consistency and recommends adjustments where necessary.

6.4.6. To give employees a way to appeal, in exceptional cases, against inconsistent or unfair ratings (for example, disagreement with their line manager or a poor-quality assessment), employees first refer the matter to local HR, which refers it, if justified, to local Management for a final decision.

6.5. Non-conformance with timelines

Timely implementation of the performance review cycle (Article 6.1) is the responsibility of the BD & Processing Director. Where performance reviews have not been completed and agreed by 25 January of the year following the performance cycle, the bonus payment may be delayed for the employees concerned. An explanation is required for each Annual Performance Review not received on time, and next steps must be agreed.

7. Bonus payments

Bonus payments apply to employees whose employment contract provides for a bonus. Bonuses may be paid to all categories of staff, including:

- Recruitment Executives: a bonus based on recruitment services to clients (5% of the total amount).
- Project Executives: a bonus based on KPIs.
- Other management staff: a bonus based on KPIs.

7.1. Payment

Bonuses are paid monthly, quarterly or annually with the next salary after the end of the month.

7.2. Calculation

Formula: 5% of total recruitment turnover.

7.3. Eligibility

Not all FSC Engineering employees are eligible for a monthly bonus. Only Recruitment Executives and Managers receive a monthly bonus.

7.4. Joining during the month

If an employee is hired during the month, the award is pro-rated for their days or months of activity.

7.5. Dismissal or resignation

If an employee is dismissed or resigns on or before the last day of a month, their participation in the bonus scheme ends immediately and they do not receive an award.

7.6. Retirement, disability, sickness and unpaid leave

An employee who retires, becomes disabled, or is on sick or unpaid leave during the month remains in the scheme and receives an award proportional to the days or months actually worked.

7.7. Death

If an employee dies, whether as the result of a work accident or of natural causes, the Company pays the award, proportional to the days or months actually worked, to the employee's dependants or designated beneficiary.

7.8. Cases affecting the bonus amount

- If an employee has received a severe reprimand with a final warning within the last six months, the calculated bonus is reduced by 50%.
- If an employee has received a warning within the last six months, the calculated bonus is reduced by 25%.
- If an accident results in the death or 100% disability of an employee, the bonus of the responsible Department Supervisor is reduced by 50%.

In all cases, bonus payments are subject to the articles of this policy and to the relevant approved procedures.

8. Policy monitoring

The policy is monitored by the Executive Team, which reports to the CEO and requests any amendments.

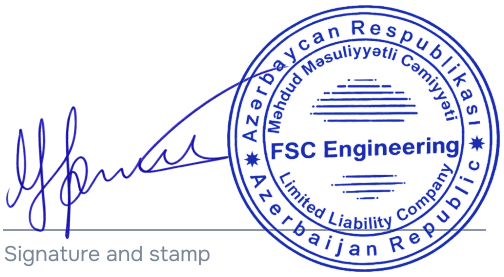
9. Policy non-conformance

Non-conformance by an Executive Lead due to unethical behaviour may lead to an investigation and to disciplinary action, with or without penalty, under the Ethics Policy.

APPROVED BY

Chief Executive Officer

Ilyas Afandiyev



Signature and stamp

27.10.2026

Date