



SSF DISCIPLINE MATRIX

Purpose

Your performance, demeanor and behavior are vital to the achievement of SSF's business goals and objectives. This discipline Matrix sets out categories of misbehavior, such categories not being exhaustive, which SSF interprets as violations of its Business Ethics, policies, guidelines, and processes, and outlines the way to deal with such misbehavior.

Coverage

Regardless of your role or position, you can bring a specific concern to your Supervisor, HR or OAC Governance unit or any member of management.

You can file an incident report regarding the behavior of another employee in any "work-related situation".

In addition, incidents related to Harassment, sexual or otherwise can also be reported via OAC-GOVERNANCE@ssfservices.com.au.

In line with our policy, we will also not tolerate retaliation against anyone who reports concerns or matters relating to work performance, harassment, or behavior issues, if you raised such an issue through the appropriate channels. When you come forward with concerns, you play an important role in maintaining SSF'S ethical workplace and high-performance business.

Raising concerns, filing incident reports to your Team leads/POC, or reporting to the OAC Governance unit must be done only in good faith. If such reporting is done against another employee without appropriate reason and / or evidence, it may also be considered an offence.

Acts of misbehavior

Any conduct which SSF, in its absolute discretion, interprets as a violation of its Business Ethics, policies, guidelines or processes or is otherwise unprofessional or inappropriate may be dealt with in accordance with these guidelines. SSF reserves the right to investigate, conduct a hearing and impose sanctions as warranted by the facts of each case.

The severity of the misconduct including the impact, or potential impact on SSF, its employees, clients and support workers contribute to the determination of the appropriate misbehavior level of the case. There are three levels of misbehavior used in these Guidelines. Each level represents progressively more severe misbehavior with associated sanctions. The descriptions provided below for each level of misbehavior are not meant to be exhaustive but to provide guidance to assist in the application of the Guidelines.

- **Unsatisfactory conduct** acts of misbehavior include acts or omissions that may not result in significant risk to SSF, to you, clients, and or support workers, but interfere with or breach SSF's standards, procedures, or guidelines. Some of these acts may be dealt with informally through consultation (coaching) in the first instance. If consultation takes place, disciplinary action under these guidelines may occur in relation to any subsequent act or omission.

▪ **Misconduct** acts are acts or omissions that result in significant risk to SSF, to you, clients, or support workers. They may include matters such as, but not limited to, security, client relations, finances, or health and safety.

▪ **Serious misconduct** are acts or omissions that result in severe risk to SSF, security systems, assets, health & safety of its employees, clients, service providers or visitors. Grave acts of misbehavior could place significant strain on SSF’s relationship with its clients and support workers, result in financial loss or legal exposure, or cast considerable doubt on the employee’s values & integrity.

Sanctions

Southern Support Family may impose progressive sanctions for multiple acts of misbehavior you may have committed under these guidelines regardless of whether such misbehavior falls within the same or different misbehavior categories. The OAC Governance Unit must be contacted for guidance in applying progressive sanctions across categories of acts of misbehavior.

Refresh Period

The term “Refresh period” means the interval of time an earlier act of misconduct is taken into account, for purposes of determining the sanction for the subsequent act of misbehavior. All records of disciplinary matters remain in your personnel file.

Unsatisfactory conduct will have a refresh period of 3 months, while **Misconduct** will have a refresh period of 6 months.

Where a second act of **Unsatisfactory conduct** occurs within the refresh period, the refresh period for the first **Unsatisfactory conduct** will be extended to 6 months from the date the decision for the second **Unsatisfactory conduct** was issued.

Where a second act of **Misconduct** occurs within the refresh period, the refresh period for the first **Misconduct** will be extended to 1 year from the date the decision for the second **Misconduct** was issued, unless termination of employment has been imposed due to the second serious act.

There is no refresh period for **Serious misconduct**.

Offence	1st Occasion	2nd Occasion	3rd Occasion	4th Occasion	Written response	Refresh period
Unsatisfactory conduct	<i>Formal verbal warning</i>	<i>Written warning</i>	<i>Final written warning</i>	<i>Termination</i>	<i>24 hours</i>	<i>3 months</i>
Misconduct	<i>Final written warning</i>	<i>Termination</i>			<i>48 hours</i>	<i>6 months</i>
Serious misconduct	<i>Termination</i>				<i>72 hours</i>	<i>Termination of Employment</i>

WORK AND INFORMATION CONFIDENTIALITY		Offence Level
1	Unauthorized use of the Company/Client name and/or logo during events, exercises, activities not sanctioned by the company.	Unsatisfactory conduct
2	Mishandling/Inappropriate or Malicious use of Company/Client documents by employees entrusted with the care and custody of said documents.	Misconduct
3	Unauthorized opening/reading/reproducing of company proprietary and confidential documents	Misconduct
4	Making false or malicious statements concerning the good name of the company and/or its clients and its employees and its services.	Misconduct
5	Posting or uploading of confidential information in any social networking/online site, including but not limited to production facilities, client names, company tools.	Misconduct
6	Revealing or issuing without authority, confidential information, data reports or similar documentation, or trade secrets of the company and/or its clients to persons not authorized to receive the same.	Serious misconduct
7	Spying or maliciously obtaining information from company/client confidential records, or inducing, pressuring, influencing or bribing others to spy or obtain information, for the purpose of discrediting the Company and/or its clients, and/or transmitting the same to others to the prejudice of the company and/or its clients.	Serious misconduct
8	Utilizing the company system to review/access confidential information of customers, clients without a valid business reason.	Serious misconduct
WORKPLACE CONDUCT		
1	Improper / non-accomplishment of reports documents relative to the employee's duties and responsibilities. Provided that FALSIFICATION on the contents of the reports and any form of FORGERY shall be penalized with DISMISSAL.	Unsatisfactory conduct
2	Rendering services for another employer or personal client, without the approval of the Managing Director.	Misconduct
3	Attempted, frustrated, or consummated theft or robbery of company property or property belonging to another person or employee within company or company premises (Tangible or intangible).	Serious misconduct
4	Borrowing money or merchandise from the customer/worker/client.	Misconduct
5	Carrying out any fraudulent transaction using company computer or systems data whether in or outside of the Company's network	Serious misconduct
6	Concealing defective work, whether resulting in prejudice to the company or not.	Misconduct
7	Conniving with or inducing employees, supervisors, customers, competitors or third person to defraud or otherwise prejudice the Company or to commit an offense under the Company rules and regulations.	Serious misconduct
8	Engaging in the same business activities that are of the same nature as the operations or business of the Company.	Misconduct
9	Failure or refusal to cooperate or testify in Company investigations unless the employee himself is under investigation and his testimony will infringe or violate his constitutional right against self-incrimination for a criminal offense.	Misconduct
10	Failure to disclose any real or potential conflict of interest to appropriate management.	Unsatisfactory conduct
11	Failure to log in the production work tool that requires an employee to login (i.e. Avaya), while the employee has already logged in the company timekeeping system.	Unsatisfactory conduct
12	Inappropriately using any customer data or account information including but not limited to billing information, password, email information, or account history.	Serious misconduct

13	Intentionally manipulating any system, data and/or report to improve metrics, performance ratings, earn incentives and/or to avoid work assignments.	Misconduct
14	Making false claims for reimbursements, false statements in employment records, false testimony in Company investigations and/or any form of forgery or falsification.	Serious misconduct
15	Misappropriating, withholding funds or failure to account for or turn over to the company, immediately upon receipt thereof, any goods or money, and/or property belonging to the company, whether for personal gain or not.	Serious misconduct
16	Obtaining loan/s using another employee's identity without his consent.	Serious misconduct
17	Obtaining through fraudulent means materials, goods or services from the Company or any of its other assigned workplaces.	Serious misconduct
18	Other forms of deceit, fraud, swindling and misrepresentation committed by an employee against the company, its representatives or its clients, workers or customers.	Serious misconduct
19	Receiving bribes, "kickbacks" or clandestine profits during a transaction in which he represents the company.	Serious misconduct
20	Using another employee's login to access any system without prior written authorization.	Misconduct
HEALTH AND SAFETY		
1	Failure and/or Refusal to submit a Health declaration checklist provided by the company to acknowledge fit to work in a WFH setting within the AU time zone.	Misconduct
2	Failure to visit or call the clinic or attending physician while under the attendance monitoring plan.	Unsatisfactory conduct
3	Non-disclosure and/or concealment of disease/illness which endangers the health and/or safety of other employees (Especially on times that we report to the office on company advised events and activities)	Unsatisfactory conduct
4	Refusal to submit and undergo drug-tests when required.	Unsatisfactory conduct
INSUBORDINATION		
1	Utterance of invectives, obscene, offensive, and insulting words, or willful disrespect, or any other acts of disrespectful and/or inappropriate behavior (including, but not limited to, comments, gestures delivered in a sarcastic or disrespectful manner), by the employee towards his/her supervisor or any company executives.	Misconduct
2	Encouraging, coercing, inciting, bribing or otherwise inducing any employee to engage in any practice in violation of the Company's work rules.	Serious misconduct
3	Gross Insubordination and/or assault by the employee against his supervisor or any company executive.	Misconduct
4	Serious misconduct or the willful dereliction of duty, which is willful in character.	Misconduct
5	Willful disobedience without justifiable reason by the employee of the lawful order/s of the supervisor or by the Management in connection with the employee's roles and responsibilities.	Misconduct
6	Willful holding back, slowing down, hindering, or limiting work output.	Misconduct
Workplace Performance		
1	Failure to file appropriate leave together with necessary supporting documents within prescribed period.	Unsatisfactory conduct
2	Failure to liquidate cash advances within the required period from the fulfillment of the activity or event for which the cash advance was made.	Unsatisfactory conduct
3	Failure to observe prescribed standards of work, or to fulfill reasonable work assignments due to inefficiency or pass training while on regular employee status or failure to attain work goals or standards, either by failing to complete the same within the allotted reasonable period, or by producing unsatisfactory results.	Unsatisfactory conduct
4	Failure to submit on time necessary documents and update information pertaining to the employee, i.e. address, telephone number, civil status as well as failure to complete within specified time, pre-employment requirements, and other related requirements	Unsatisfactory conduct

5	Failure to provide updates on tasks or work assignments as instructed and communicated by the management team, these tasks can either be assigned or are staff's regular day to day task, not providing real time updates could impede real time resolution and or addressing of any current work task that requires immediate attention.	Unsatisfactory conduct
6	Sleeping during working hours.	Unsatisfactory conduct
7	Furnishing false, misleading, or inaccurate data or information to persons duly authorized to receive the same, arising out of the employee's negligence or failure to discharge his duty to make personal research, investigation or verification which acts causes prejudice to the Company.	Misconduct
8	Gross and habitual neglect of duty, or the repeated failure to exercise the standard of care that a reasonably prudent person would have exercised in a similar situation or acting or omitting to act in a situation where there is a duty to act, not inadvertently but willfully and intentionally with a conscious indifference to consequences insofar as other persons may be affected thereby, causing or tending to cause loss or damage to the Company or injury to others. In the event of considerable resultant damage to the company or to others, the gross neglect need not be habitual to be accordingly sanctioned.	Misconduct
9	Habitual failure in training standards in cases wherein an employee has been transferred in multiple departments within a 6-month period.	Misconduct
10	Hiding, losing, or misplacing records, instruments, papers, documents, and equipment's of the company which causes prejudice to the Company.	Misconduct
VIRTUAL OFFICE PROTOCOL AND DECORUM		
1	Engaging in or inducing disorderly conduct in the workplace that may disrupt the operations of the company or create annoyance to another employee.	Unsatisfactory conduct
2	Refusal to submit to reasonable Online Inspection or Audit conducted by authorized OAC Governance Unit.	Unsatisfactory conduct
3	Soliciting and collecting monetary contribution without the prior written approval of the OAC Governance Unit.	Unsatisfactory conduct
4	Violation of the dress code policy during meetings with clients, workers, or agency's as well as scheduled Meetings with the team.	Unsatisfactory conduct
5	Drinking of alcoholic beverages during working time OR reporting for work intoxicated and/or under the influence of alcohol.	Misconduct
6	Maligning, making discriminatory remarks, uttering obscene and offensive remarks, whether written or verbal, displaying disrespectful/inappropriate behavior, fomenting distrust and discontent, rumor mongering and/or intriguing against the company, another employee, clients, workers and CMs.	Misconduct
7	Restraining, coercing, with threat or intimidation, another employee during investigation or hearing.	Misconduct
8	Unauthorized possession of and/or use of passwords used for work productivity or company tools used for keeping and tracking records of employee, workers, and client files.	Misconduct
9	Cheating customers, clients or workers including but not limited to charging of fees to compensate for errors in processing another workers/client's transaction or agreement.	Serious misconduct
10	Commission of any act, whether online or within company premises, that tends to cause damage or prejudice to the company.	Misconduct
11	Engaging in usurious activities, including but not limited to lending money to OAC staff members with interest.	Misconduct
12	Fighting or quarreling during official company time. Any other threats of violence or acts of violence within the workplace and/or directed at other employees, clients, customers, or workers.	Misconduct
13	Gambling, betting, and conducting lotteries or other similar acts during shifts.	Misconduct
14	Performing any act pertaining to any person in authority in the company or any of its departments thereof, without being officially entitled to.	Misconduct
15	Using fictitious name or using another employee's name for the purpose of concealing an offense or evading responsibility.	Serious misconduct
16	Violation of the Policy on Gifts and Gratuities, including but not limited to the unauthorized solicitation of any items of value from company suppliers, clients, customers, and workers.	Serious misconduct
PEOPLE AND CULTURE MANAGEMENT		

1	Failure to disclose a romantic/intimate/family relationship with any employee of the company's clients.	Unsatisfactory conduct
2	Failure to disclose a romantic/intimate/family relationship with any employee reporting under the supervisor's hierarchy particularly those wherein one party may be able to influence the performance, performance appraisal and/or salary increase of the other party and those relationships that may potentially put the company at a serious business risk.	Misconduct
3	Requesting for a date and/or personal relationship with any employee of the company's clients.	Unsatisfactory conduct
4	Failure of a Manager to address critical performance, quality compliance and metric- related behavioral issues, or Quality / Zero Tolerance compliance and other Performance metrics agreed upon and approved by management.	Misconduct
5	Failure of a Manager to comply with performance discussions and documentation commitments.	Misconduct
6	Failure of a supervisor or manager to act on an infraction of this Code and/or other memo violation, by an employee under him/her to protect the employee.	Misconduct
7	Forcing an employee to resign.	Misconduct
8	Giving illicit, unlawful, and immoral orders by a supervisor to his/her subordinate or coercing or compelling a subordinate to do illicit, unlawful, and immoral acts that may cause or tend to cause damage to the company.	Serious misconduct
9	Maligning and/or intriguing by any employee against any other employee or performing or attempting to perform an act by any employee to a co-employee (including but not limited to any form of physical attack or damaging email messages maligning the integrity and intent of the person/employee or management being attacked), which tends to cast dishonor, discredit, or contempt, upon the latter.	Misconduct
10	Taking undue advantage by the supervisor of his or her position to compel a subordinate to perform any work or activity within or outside of the company for his/her personal benefit.	Misconduct
11	Utterance of invectives, obscene, offensive, and insulting words, or willful disrespect by the supervisor on his subordinate and vice versa.	Misconduct
EMAIL AND CALL HANDLING POLICY.		
1	Failure to call back a client, CM, or worker in instances wherein a call back is deemed necessary, or a return email is necessary like sending a Triple A.	Misconduct
2	Being the subject of an Executive, customer, or Client Complaint.	Misconduct
3	Call/Email avoidance, including but not limited to: 3.1 Failure to answer calls/transactions within the threshold period. 3.2 Failure to answer at the start of the call/transactions until the caller hangs up. 3.3 Intentional disconnection by the coordinator or OAC staff of the call by the customer. 3.4 Email avoidance: Intentionally or not answering an email ticket assigned under his/her teams KAM	Misconduct
4	Commission of any Program Zero Tolerance Offense. *	Misconduct
5	Falsification of productivity record or similar records.	Misconduct
6	Handling of accounts on behalf of another coordinator without prior written authorization	Misconduct
7	Incorrect Tagging/Documentation of a transaction in Zendesk.	Unsatisfactory conduct
8	Misrepresenting the Company or oneself to the customer and/or using fictitious name or using another employee's name or access for the purpose of concealing an offense or evading responsibility therefore.	Serious misconduct
9	Placing inappropriate/sarcastic/offensive notations in customers ticket notes in Zendesk.	Misconduct
10	Shouting at the customer or utterance of invectives, obscene, offensive, rude, sarcastic remarks, disrespectful, abrasive comments or consistently interrupting the customer in a rude manner or uttering any abusive, offensive language and/or any profanity while handling a customer transaction but not directed at anyone including the customer.	Misconduct
11	Utilizing the system to look at an employee, relative or customer account or celebrity/famous name account, with or without using it, where he/she has no acceptable business reason/purpose as part of job responsibilities/procedures for viewing the account.	Misconduct

12	Utterances of obscene, offensive, and insulting words or discriminatory languages in reference to race, religion, gender, ethnicity, sexual preference/ orientation or lifestyle.	Misconduct
HARASSMENT AND OBSCENE ACTS		
1	Saving, viewing nudity or any sexually offensive pictures or publications or any other pornographic material (any obscene film, drawing, cut-out, writing, pictures downloaded from a computer software or the Internet, mobile phones and the like) using company provided equipment's.	Misconduct
2	Any act or conduct which tends to sexually harass any co-employee including but not limited to persistently telling smutty jokes; taunting a co-employee with constant talk of sex or sexual innuendoes; asking a co-employee intimate questions on his/her sexual activities; making offensive hand or body gestures, staring or leering at a co-employee; making obscene phone calls, text/online chat messages, emails to a co-employee; requesting for dates or favors in exchange for a job, favorable working conditions or assignments etc.; unnecessary body contact in any sensitive part of the body; and other analogous acts.	Serious misconduct
TIMEKEEPING INFRACTIONS		
1	Failure to adhere to the prescribed guidelines for going on break and or BRB status as provided for and discussed via the announced memorandums.	Unsatisfactory conduct
2	Failure to log-in or log-out in the official attendance form and updating Teams GC for 3 times in a payroll period	Unsatisfactory conduct
3	Leaving workstation and /or not turning cameras on within current shift without authorization including coming in late after scheduled break period.	Misconduct
4	Logging-in or logging-out for another employee or allowing another employee to log-in or log-out for him/her, regardless of the time, place, and circumstances.	Misconduct
TECHNOLOGY AND INFORMATION SECURITY		
1	Online discussion of non-business-related topics, obscene topics, or using offensive, libelous, bigoted, hateful or racially offensive statements using company issued laptops or desktops, email systems, computer programs and other company owned equipment/devices.	Misconduct
2	Online posting of libelous, false, malicious, slanderous statements against the company or any of its employees using company issued computers, email systems, computer programs and other company owned equipment/devices.	Misconduct
3	Posting, or transmitting sexually explicit and other offensive, bigoted, hateful or racially offensive images using company issued computers, email systems, computer programs and other company owned equipment/devices.	Misconduct
4	Storing non-business-related files such as MP3, video files, pictures and program installers in network drives/dropbox etc. and/or unauthorized installation and/or use of external hardware, paraphernalia, computer accessories, and the likes.	Misconduct
5	Surfing on unrelated and/or non-work-related websites including downloading apps that are not work-related tools.	Misconduct
6	Consenting to, tolerating, sharing or allowing another employee to use his/her password / login code / within any prior written authorization of the OAC Governance Unit.	Serious misconduct
7	Obtaining money or anything of value from the Company or its clients and customers through the use of an access device obtained in the course of employment, with intent to defraud or with intent to gain with or without the intention of fleeing thereafter.	Serious misconduct
8	Piracy or unauthorized copying, reproduction, dissemination, distribution, importation, use, removal, alteration, substitution, modification, storage, uploading, downloading, communication or making available to the public, of the Company's protected material, electronic signature or copyrighted works and tools as well as applications.	Serious misconduct
9	Unauthorized duplication and/or possession of corporate confidential files or data.	Serious misconduct
10	Uploading and/or transmitting materials that contain viruses, Trojan horses, worms, or any other harmful programs	Serious misconduct
SSF FACILITIES AND PROPERTY PROTECTION		
1	Any unprofessional act committed within work premises including client site, or any location when on official business activities or any event personally organized by SSF employees, clients, vendors or service providers. Additional examples include voyeurism and/or malicious unauthorized taking of pictures or videos.	Unsatisfactory conduct
2	Failure to prevent and/or report loss of company property, spoilage, wastage of resources within 24 hours resulting in loss to the Company.	Unsatisfactory conduct
3	Failure to return temporary badges, company issued equipment's within the period required as per company policy.	Unsatisfactory conduct

4	Improper use and care of company property including company equipment and facilities.	Unsatisfactory conduct
5	Violation of Equipment and Facilities Guidelines, Safety Rules, and Regulation and/or general security practices posted by the company, in the performance of work, during company-initiated activities and/or in the use of company facilities for any purpose.	Unsatisfactory conduct
6	Unauthorized removal of parts, repair or upgrade of company issued equipment's without prior written company approval.	Serious misconduct
7	Unauthorized possession uses or lending of company property or equipment or materials. without prior written approval from company.	Misconduct
8	Use of company issued equipment for work other than the job assigned with the company.	Misconduct
9	Use of company premises, equipment for illegal and unlawful transactions.	Serious misconduct

Disclaimer: Discipline Matrix Guide

This Discipline Matrix Guide is provided as a tool to help establish a framework for addressing misbehavior within our organization. The indicated Offence Levels associated with each misbehavior serve as a guide and suggest potential sanctions that may be applied. However, it is important to note that these Offence Levels are not set in stone and can be subject to change or even complete reversal based on the outcome of a thorough investigation. We are committed to ensuring a fair and just process for all individuals involved in the disciplinary procedures. This includes both those reporting incidents and those facing potential sanctions.

SCAN TO REGISTER YOUR ACKNOWLEDGEMENT AND UNDERSTANDING

