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Introduction

The World Economic Forum Staff Handbook defines the framework for staff working together. It is not intended to be a comprehensive guide to the rules and regulations governing employment; it merely seeks to outline established procedures within the World Economic Forum. Any provisions that are not included in this handbook are covered by the Swiss Code of Obligations, Swiss law on employment or any other mandatory laws. Parts of the handbook's content are legally binding, others set internal rules. Therefore, it is an integral part of each staff member's contract. By signing the employment contract, each employee declares his or her full acceptance of the regulations and principles set out in the current Staff Handbook.

All employees must be informed in writing of any changes to the current version of the handbook. Objections should be raised with the Managing Board within 10 (ten) days, after which time the revised text automatically becomes part of the handbook and is binding.

If an employee has any doubts about the policies and procedures outlined here or has any questions about his or her work, he/she should discuss the matter at any time with the Managing Directors or the Human Resources department, whose role is to help and assist all members of staff.

A. INSTITUTION

1. Mission Statement

The World Economic Forum is an independent international organization committed to improving the state of the world by engaging leaders in partnerships to shape the global, regional and industry agendas.

Incorporated as a foundation in 1971, and based in Geneva, Switzerland, the World Economic Forum is impartial and not-for-profit; it is tied to no political, partisan or national interests. (www.weforum.org)

The motto of the World Economic Forum is “Entrepreneurship in the global public interest”.

2. Statutes and Regulations of the Foundation

Both the statutes and regulations of the Foundation are filed in the Executive Chairman’s secretariat, where they are available for consultation by all employees.

3. Values

The Forum’s four values are the following:

- Mission driven: we are passionate about and motivated by the mission of the Forum. Our culture combines the best elements of entrepreneurship with those of public service. Our motto is “Entrepreneurship in the global public interest”
- Community driven: we permanently strive to win the respect of our members and constituents by working to understand and meet their needs in a helpful way, whether they are internal or external constituencies or communities: everything we undertake has to be “first in class”
- Integrity: we are independent and impartial. We cultivate public trust by never compromising on our institutional integrity
- Flexible: we can serve our communities best by our being a role model for highly interactive, open and fast-learning communities

4. Principles

The Forum’s fundamental principles are:

- to be the foremost international membership organization, truly committed to improving the state of the world; to reflect this distinctive global role in our institutional and personal objectives and activities
- to listen to the needs of our Members and constituents; to offer service of such a high quality that we maintain our reputation as a uniquely effective, creative and relentless organization

- to work towards specific objectives and clear targets, relying on well tested guidelines taken from past experience; to learn from our shortcomings and always seek to improve upon our most recent effort
- to uphold the highest standards of ethical behaviour, including maintaining absolute confidentiality when required; to conduct our professional and personal lives in a manner that will bring credit to ourselves and the Foundation
- to think first of our Members and constituents, then of ourselves; to be available in contingency situations, 24 hours a day, seven days a week, to go anywhere and do whatever is necessary in pursuit of our goals
- to make maximum use of our resources, including human resources and potential, in furthering the interests of our Members and constituents; to be actively involved in protecting the environment
- to show to one another the same measure of trust and respect that we give our Members and constituents; to share the responsibility and rewards of success by constantly cultivating open communication and working as a team
- to remain fully accountable for all the activities for which we are responsible, both individually and as a Foundation; to never ask anyone to do anything we would not do ourselves, nor ask, nor accept personal favours from our Members or constituents
- to maintain and further build a staff of outstanding quality by fostering a working environment that gives individual and collective recognition for our successes; to encourage the continuous development of our professional skills through exposure to new opportunities, experiences and training
- to be sensitive to and respect the cultural diversity of our Members, constituents and colleagues; to work actively against all forms of discrimination on the basis of gender, race, ethnicity, religion, disability and sexual orientation

5. Groups and Partnerships that Affect Working Life

Executive Chairman	Klaus Schwab
Managing Director	Alois Zwinggi
Managing Director & Chief Operating Officer	André Schneider
Managing Director & Chief Knowledge Integration Officer	Rick Samans
Managing Director & Chief Business Officer	Robert Greenhill
Managing Directors (non member of the board)	Gilbert Probst, Dean Academic Affairs Adrian Monck, Head of Media and Communication

Foundation Board

The World Economic Forum has an extensive and active Foundation Board, whose mission is outlined in the statutes and regulations of the Forum. A complete list of its members appears on the Forum's website.

PublicisLive

PublicisLive is a company with many years' experience in providing high calibre technical solutions for complex international events. They handle logistics and operations for the World Economic Forum's Summits, including hotel reservations for participants, catering, transport and technical installations.

Abissa

Abissa is a company hired by the World Economic Forum to act as its (outsourced) IT department. They handle systems maintenance and user support.

Novae

Novae is the company hired by the World Economic Forum to manage its employees cafeteria.

Securitas

Securitas is the company hired by the World Economic Forum to provide security on its work sites in Geneva.

B. STAFF RULES AND REGULATIONS

1. Personnel Issues

The World Economic Forum is committed to a policy of equal opportunities.

Responsibilities/Decision-making

Responsibility for staff-related issues within each department lies with the Cluster Head who reports to Managing Board members with respect to the following:

- Staff hiring (see recruitment below)
- Performance appraisals/references: once a year, Cluster Heads are expected to complete the evaluation process designed by the Human Resources departments. This includes fully reviewing each person's performance, laying out the objectives for the upcoming year and recommending promotions. Each summer, a complete salary review is undertaken in collaboration with the Human Resources department.

Staff members who leave the Forum will be provided with a letter of reference prepared by the Human Resources department.

- New staff members: Cluster Heads must evaluate the performance of new staff members within the legal probation time and inform Human Resources of the outcome of this first appraisal.
- Distribution of duties
- Coordination of absences

The Executive Chairman is responsible for personnel matters with respect to Managing Board members.

Recruitment Policy

Once a decision to recruit a new staff member has been made and approved, the Cluster Head must define the following in consultation with the Managing Board and the Human Resources department:

- Rationale for hiring (even if the position is approved on the charts or is a replacement)
- Job description/terms of reference
- Salary range
- Start date

The staffing and Recruitment Team handles the search (*including coordinating ads and web postings*) as well as all administrative process. It also reviews applications and presents a short list of candidates to be interviewed. The decision to hire is taken via a consensus process between the Hiring Manager, Human Resources and the Dean when applicable.

For candidates who live and work abroad and who do not have a valid work permit in Switzerland, the Forum will work with the Swiss authorities to apply for a permit. Upon hiring a candidate, the Forum assumes that there will be no problem in obtaining the work permit, but the Forum cannot be held liable if the work permit is not obtained and,

therefore, the Forum will not cover any of the direct or indirect costs or expenses that may result from the employee's move to Switzerland. The employee is not entitled to an indemnity for any damage caused by the failure to obtain a valid work permit or as a consequence of the nullity of the work agreement.

Permit Renewals

For work permits (typically G, L and B) in Geneva, the Human Resources department will provide assistance in obtaining and renewing them in due time and employees are expected to cooperate by providing the Human Resources department with all the necessary documents in good time. The Human Resources department, however, is not liable if the permit is not renewed in time but is legally bound to ensure that all employees on site have the appropriate work authorization when on Forum premises.

Permit renewals outside of Geneva as well as C permits are the responsibility of employees, who must liaise directly with the cantonal or communal authorities. The Human Resources department will also provide advice and assistance on these permit issues.

Medical Status

Due to the nature of the work at the World Economic Forum, all permanent employees periodically have to cope with situations of increased stress and pressure or are exposed to certain medical risks when going on a business trip.

The employee confirms that to his/her best knowledge there is no health-related matter that could compromise his/her future professional activity at the World Economic Forum.

Notice Periods

The first three months of employment are deemed to be a probation period, unless otherwise specified in the employment contract. During this period, the employment relationship may be terminated at any time with a notice period of seven days.

Thereafter, the employment relationship may be terminated at the end of a month, during the first year of service with a notice period of one month end of month; in the second and up to and including the ninth year of service with a notice period of two months end of month, and thereafter with a notice period of three months end of month.

As a general rule, the Forum does not grant consulting agreements at the end of the work relationship, whether for short or long period of time. Any exception must be approved by the Managing Board.

Retirement Policy

The Forum encourages employees to retire within the legal deadline as defined by the federal government (currently 65 years of age for men, 64 for women); however, for those employees who request it, an extension to continue working until the end of the Forum's fiscal year in which they reach the official retirement age is possible.

One year before retirement, at the latest, a succession plan must be prepared to ensure that all institutional knowledge is passed on. At the same time, a confirmation letter detailing the agreement must be signed and agreed upon between the employee, the Cluster Head, Human Resources and the responsible Managing Board member.

To help the employee prepare for the transition, the Forum will offer and pay for a two-day “post career development workshop”, organized by an outside company for both the employee and his/her spouse.

The course should be taken about five years before the retirement age to ensure that the employee is fully prepared, particularly if he/she decides to take advantage of an early retirement option.

The Forum will not oppose an employee’s decision to take early retirement (1 or 2 years before his/her legal retirement age), but it will not contribute either towards the Pension Fund or AVS for “lost” years.

At the request of the employee, the Forum may approve a one-year fixed term contract beyond the official date of retirement, on a case-by-case basis, based upon the level of responsibility, the needs of the Forum and the succession plan.

This policy applies to all Forum staff unless decided otherwise by the Foundation Board.

2. Confidentiality

The confidentiality clause is an integral part of the contract. In signing the contract the employee agrees to the content of the clause.

Confidentiality Clause, Non-disclosure, Non-competition

In consideration of the employment or continued employment by the World Economic Forum or any of its predecessors, successors or subsidiaries (collectively the “Foundation”), and for other valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the employee (permanent, temporary) agrees and understands as follows:

Confidentiality

The Foundation continually obtains and develops valuable proprietary and confidential information concerning its activities, its relationships to third parties and financial affairs (the “Confidential Information”) which may become known or accessible in connection with employment.

All Confidential Information is and shall remain the exclusive property of the Foundation. By way of illustration, but not limitation, Confidential Information may include inventions, information about Members, Partners and Constituents, technical information, know-how, research activities, marketing and financial plans and information disclosed by third parties of a proprietary or confidential nature or under an obligation of confidence. Confidential Information is contained in various media, including without limitation, computer programs (existing and in development), manuals, organizational charts, plans, drawings, Member/Partner/constituent lists, internal financial data and other documents and records of the Foundation, whether or not in writing and whether or not labelled as confidential or proprietary.

During the term of the employment and thereafter, the employee must not publish, disclose or otherwise make available to any third party, other than employees of the Foundation, any Confidential Information except as expressly authorized by the Foundation. Such Confidential Information shall only be used in the performance of the duties for the

Foundation and in accordance with any Foundation policies with respect to the protection of Confidential Information. No such Confidential Information can be used for personal benefit or for the benefit of any other person or business entity.

All reasonable precautions to protect the integrity and confidentiality of Confidential Information in the employee's possession must be exercised. No materials containing Confidential Information must be removed from the Foundation's premises except to the extent necessary to the employment. Upon the termination of the employment, or at any time upon the Foundation's request, any materials containing any Confidential Information then in the employee's possession or control must be returned immediately to the Foundation. No Member or constituent shall be contacted to investigate career opportunities within the respective organization without the prior written consensus of the Executive Chairman.

Confidential Information shall not include information which a) is or becomes generally known within the Foundation's industry through no fault of the employee; b) is lawfully and in good faith made available by a third party who did not derive it from the Foundation and who imposes no obligation of confidence on the employee; c) is required to be disclosed by a governmental authority or by order of a court of competent jurisdiction, provided that such disclosure is subject to all applicable governmental or judicial protection available for like material and reasonable advance notice is given to the Foundation.

Non-competition

While employed by the Foundation and for the period of one (1) year after termination or cessation of such employment for any reason, no member of staff shall, without the Foundation's prior written consent, directly or indirectly, as a principal, employee, consultant, partner or stockholder of, or in any other capacity with, any business or non-business organization a) engage in direct competition with the Foundation; b) conduct an activity of the type or character engaged in by the Foundation at the time of termination or cessation of the employment; c) develop products or services competitive with those of the Foundation.

In case of violation of this provision of this Agreement, the employee shall continue to be bound by the restrictions set forth in such provision until a period of one (1) consecutive year has expired without violation of such provision.

Non-solicitation of Employees

During the employment and for a period of two (2) years after the termination or cessation of the employment for any reason, the employee shall not seek to persuade or induce any other employee of the Foundation to discontinue his or her employment with the Foundation in order to become employed in or associated with any business, enterprise or effort that is competitive with the Foundation's activity.

Information Security Policy

Computer information systems have now become an integral part of business, and the World Economic Forum has invested considerable time and money in providing these systems. Given the exponential rise in threats to network systems in recent times, it has become necessary to formulate a comprehensive policy document concerning the security of these systems.

The Information Security Policy defines and details the various policies that are to be implemented and followed within the World Economic Forum. These policies are designed to

protect the computer systems and the information contained therein, and thus reduce the risks to the Forum's ability to function.

The detailed policy can be found on the Forum intranet and Human Resources will be responsible to ensure that every employee when taking on employment at the World Economic Forum, has acknowledged this policy by signing a waiver that is then kept in their personal file.

Guidelines for Blogging, Social Networking and Virtual Worlds

The Forum supports those who want to engage in positive and open dialogue and recognizes blogs and online collaboration on social networks as a new and innovative way of collaboration.

However as the line between professional and personal connections becomes blurred we want the following guidelines to help you understand your responsibilities to the World Economic Forum when you interact in those networks.

Private Use

The World Economic Forum recognizes that the participation in blogs and/or online social networking sites and virtual worlds is essentially a private affair and private interaction should be done outside of office hours. In such activities, where your professional work is not explicitly referred to, the World Economic Forum takes no view other than to remind you of the essentially public nature of interaction.

Professional Use

The World Economic Forum has created a number of online groups namely on Facebook and LinkedIn for professional interaction with the general public and our constituents. We invite all staff to join Facebook and LinkedIn and to join the following groups to explore new ways of collaboration.

Forum Facebook Fan Page - <http://www.new.facebook.com/pages/World-Economic-Forum/7746841478>

Forum Facebook Group - <http://www.new.facebook.com/group.php?gid=2440681615>

Forum LinkedIn Alumni Group - <http://www.linkedin.com/groups?gid=35459>

Recommendations and guidelines

- If you write about the Forum identify yourself, give your name and where relevant role in the Forum. Make it clear that you are speaking for yourself and not on behalf of the Forum.
- If it's your own blog please use a disclaimer such as this: "The postings on this site are my own and don't necessarily represent the Forum's views or opinions."
- Although there is no dress code on Facebook or LinkedIn it might not be appropriate to use a bikini clad picture as your profile picture.

- If you befriend a business contact on a social network, be aware that you should alter your privacy settings so that they don't see potentially embarrassing private material.
- When befriending business contacts on a social network, be careful about showing off your relationship status, moods, political or religious views and other status updates.
- Be careful before contributing comments, pictures or videos to public groups engaging the World Economic Forum. For example, pictures of staff drinking binge should definitely stay private.
- Don't cite or reference clients, partners, suppliers or other employees without their approval and never disclose any information that is confidential or proprietary to the World Economic Forum. In short, don't tell secrets on such public forums.
- Blog postings and comments on social networks may generate media interest –if they contact you, inform the Communications department immediately.
- Inform the IT department immediately should you realize your account is being hacked and used to send viruses, the Forum IT system might be at risk.
- Try to add value - remember the Forum's mission!
- In a nutshell, be prudent. Remember that a blog and/or social network is a public expression in exactly the same way as a letter to a newspaper or a telephone call to a radio programme – if you wouldn't share such information in those public areas then it is pretty safe to say you should not publish it.

We also remind you of the confidentiality clauses of the Forum and saying anything damaging to the Forum either in print, broadcast or on a blog / social network could lead to disciplinary action being taken against you.

3. Outside Activities

Outside activities can be defined as activities that are not expressly covered by the Forum work agreement and that are done outside Forum Headquarters, during or outside of working hours, and that are not done on the request of the Forum.

The following activities are forbidden and should be stopped as soon as a person enters into a contractual agreement with the Forum:

- Contracted consultancy activities
- Lobbying activities
- Any activity contrary to the ethics, philosophy, target, credibility and image of the Forum

The Forum applies the following principles for all other outside activities:

1. Volunteer, sport or local activities are allowed without any prior consent, if they occur outside normal office hours.

2. The Forum encourages teaching and publication activities that are related to work; the decision on such activities lies with the Managing Board member who is the hierarchical superior of the requestor. These activities include:

- teaching
- delivering speeches
- giving conferences
- publishing (books, editorials, etc.)

Furthermore, all publication requests must be coordinated with the Communications department.

If this activity is remunerated, given its Forum-related character, this remuneration will go to the Forum or to a non-political charity.

Human Resources must be informed of any such activity in order to add it to the Forum's outside activity log.

3. Any teaching and publication activities that are not related to work or to any other activities (such as board activities), require, when starting employment at the Forum or during the period of employment, the approval of the COO, before the activity is accepted.

A written request must be addressed to the COO who, in consultation with the Executive Chairman, will decide whether the activity can take place or not. The decision will be binding on the employee.

All requests and decisions will be kept in a log in order to ensure transparency and consistency. No right to an outside activity can be assumed as each case will be examined individually.

4. The COO will need approval from the Executive Chairman for all his/her outside activities.
5. If an employee of the Forum is offered a specific academic function (including publishing); which enhances also the academic and intellectual standing of the Forum; which creates substantial synergies between the employee's responsibilities, the Forum and his /her academic work; the Managing Board may allow the employee to retain the full financial rewards of these academic activities.

One pre-condition is that the employee provides the Forum with regular reports re-confirming that there is no conflict of interest between the activities and that there are indeed substantial mutual benefits.

The Forum approval of such activity does not modify the employee's obligation of confidentiality, non disclosure, non competition and faithfulness which are due by the employee towards the Forum.

4. Gifts, Invitations and Material Advantages

Accepting or offering gifts, invitations and material or immaterial (privileges, benefits, etc.) advantages could be construed as a way of influencing decisions of the employee or the Forum. To avoid any suggestion of wrongdoing on the part of the employee or the Forum, the general rule is that no gifts or advantages can be accepted, and this even if the gift or advantage is given without requesting an advantage in return.

For further clarification, please take note of the following processes:

Gifts and Invitations

Employees may not actively solicit gifts or invitations.

They may not receive money or gifts convertible into money.

They must refuse all gifts or invitations and, in addition, must declare to the COO that they have been offered such advantages.

The possible exceptions are:

- Gifts of a personal nature, that are not a convertible commodity and that are given as a special honorary thank you for work accomplished within the context of a Forum activity can be accepted up to a value of CHF 300.00
- Gifts that can be consumed (chocolate, biscuits, etc.) can be accepted and shared among the office
- Token gifts up to an estimated value of CHF 300.00 that are usually received around the end-of-year holidays can be accepted, including promotional gifts such as diaries, pens, etc.
- Invitations to lunch or dinner within the professional/business context are not considered as gifts

Trips

Before accepting trips paid by organizations, individuals or companies, employees must get authorization, whether the trips have a commercial purpose or whether they have a more cultural or holiday purpose.

The COO will decide whether the activity can take place or not. In case of a negative response, the employee will be asked to refuse the activity and the decision will be binding on the employee.

The COO will need approval from the Executive Chairman for all the gifts, advantages and trips he/she receives.

Furthermore, such requests and decisions are to be kept in a log in order to ensure transparency and consistency.

Information to Members and Constituents

The Forum will publish the underlying philosophy of its outside activity policy and gift policy on its website.

Process

Request forms and a log will be posted on the intranet so the process remains automatic and simplified.

Non-compliance of this policy will lead to immediate dismissal.

5. Salary

Annual salary is based on 13 monthly payments for permanent employees. The 13th month is paid in December of each year and is accrued on a prorated basis between January and December.

In addition, the Foundation contributes to each permanent staff member's health insurance. The contribution to health insurance for part-time employees is calculated pro rata temporis. The rate for full-time employees is CHF 250.00 per month for a monthly salary of up to CHF 9'999.99 and CHF 200.00 for higher monthly salaries. Managing Directors do not receive a contribution.

A premium for excellence in performance (PEP) can be paid in addition to the fixed yearly salary. It depends on:

- The overall performance of the permanent employee (as measured in the evaluation process)
- The financial results of the Foundation: relevant is the operational surplus (i.e., the surplus generated by activities = total surplus minus surplus from financial transactions) after reasonable reserves for the future have been allocated
- The period of employment of the permanent staff member. The employee must be under contract on 30 June to be eligible. Furthermore, staff members who started employment during the Forum fiscal year (July to June) receive a pro rata temporis PEP

PEPs are paid after the close of the financial year, traditionally in August.

The decision on salary increases and on PEPs is taken by the Managing Director on recommendation of the Cluster Head and the Human Resources department. Except for special individual cases, salary changes are effective each 1 July.

6. Working Hours

The standard work schedule is eight hours per day, five days a week, Monday to Friday. The core working hours are:

08.45 - 12.15
14.00 - 17.30

Employees should be present in the office during these hours. This schedule is intended to provide flexibility, on the understanding that staff respect the eight-hour day. Modification of this schedule is possible, depending on the task to be accomplished and in agreement with the team.

Longer hours are often necessary to carry out the Foundation's activities and are a part of normal responsibilities.

7. Meetings

A key element of our Foundation is the continuous flow of information among the entire staff.

The Managing Board will ensure information dissemination is global either through face to face general staff meetings or virtual meetings via the WELCOM platform.

8. Behaviour

Whether at the Forum's various Summits/Meetings or in the office, the key element is to act as a team. Kindness and respect towards each other should be the guidelines for employee behaviour. A service-oriented attitude is key in dealing with the Foundation's Members, participants, constituents and friends.

Please note that:

1. The anti-harassment policy as stated below must be strictly respected.
2. Professional behaviour and restraint are required at all times with the Forum's Members, Partners and any outside contractors inside and outside the offices and also during Regional Summits/Meetings or the Annual Meeting to ensure that relationships remain professional.

Further, the following points outline the Forum's policies in respect to appropriate behaviour:

Anti-harassment Policy

Statement of Purpose

1. The World Economic Forum is committed to a working environment that emphasizes the dignity and worth of every member of its community, free from harassment.
2. All employees of the World Economic Forum, whether permanent, temporary or from other companies working within the Forum, are expected to avoid any behaviour of a harassing nature towards any other employee, Member, Partner or visitor of the World Economic Forum.
3. Harassment is particularly offensive when it occurs in relationships between a manager and subordinate, where the manager unfairly exploits the power inherent to his/her position.
4. Harassment threatens the good name of the World Economic Forum in the international community and the careers of those who work here.
5. Harassment in any form will not be tolerated and may lead to dismissal.
6. The World Economic Forum is committed to educating employees about the nature of harassment and the steps necessary to combat it.
7. In addition to the sanctions that may be imposed by the World Economic Forum for violation of this policy, a person who sexually harasses another person may be held liable in a court of law by the victim.

Scope

1. The policy applies to all work and work-related environments, whether at World Economic Forum Headquarters, on any Summit/Meeting, event or trip or during any social event or after business hours.
2. The policy applies to all forms of harassment: sexual abuse and other forms of harassment such as mobbing, discrimination, bullying or abuse.
3. The policy of the World Economic Forum applies before other company policies and all concerned are subjected to the relevant laws of Switzerland.

Policy Statement

1. With respect to sexual harassment, the World Economic Forum prohibits unwelcome sexual advances, requests for sexual favours, and all other verbal or physical conduct of a sexual nature. This includes behaviour that is offensive or persistent and behaviour that has been explicitly or specifically discouraged by the target person. Sexual harassment is particularly serious where:
 - a) submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment (for example, terms of employment, salary, bonus, promotion, next assignments, evaluations and similar things)
 - b) such conduct has the purpose or effect of creating an intimidating or offensive working environment

The Annex below gives some examples of unacceptable behaviour which constitute sexual harassment.

2. With respect to other forms of harassment, the World Economic Forum prohibits:
 - c) the use of offensive or abusive actions and comments, bullying actions and comments, belittling actions and comments, jokes and innuendos, that have the purpose of creating an intimidating, disparaging or offensive working environment, including comments about race, colour, sex, national origin, accent, age, mental or physical disability, mental ability, medical condition, marital status, sexual orientation, religion
 - d) the request by managers that subordinates complete tasks that are clearly outside the professional domain of work. Such requests are considered unreasonable when the use of hierarchical authority or the fear of retribution is used explicitly or implicitly to have them satisfied

Complaint Procedure

1. If an employee believes that he/she has been the subject of harassment, he/she should report the incident to either a Forum Managing Director, his/her direct manager, the Human Resources department or the neutral external body mentioned below. All initial conversations will be kept in the strictest confidence and complaints will be dealt with promptly.

The informal and formal complaint procedures are as follows:

a) Informal Procedure

An employee can make an informal complaint to a person as stated above. The informal procedure leads to mediation, ran either by an internal or external person.

In many instances, informal discussion, counselling and mediation can be useful in resolving perceived instances of harassment. Problems are sometimes easier to resolve when an informal atmosphere encourages people to identify the difficulty, talk it out and agree on how to deal with it.

The informal procedure will be performed in the strictest confidence and should normally be completed within less than one month.

Use of the informal procedure is not a prerequisite to initiating a formal complaint.

The informal complaint resolution does not involve disciplinary proceedings against the alleged harasser.

b) Formal Procedure

An employee can make a formal complaint to a person as stated above. The formal procedure leads to a formal investigation of the case.

2. Upon receiving a formal complaint, the person can delegate to appropriate people (internal or external) to gather information that may be necessary to take appropriate action. The investigation will give the accused an opportunity to examine and respond to the allegations. Please note that all meetings and interviews will be recorded in written minutes signed by all present.
3. The results of the investigation will be discussed with the person initiating the complaint to the extent appropriate.
4. Upon completing its review of the case, the person responsible for the investigation will present its conclusions to the Executive Chairman, if there is evidence of harassment. Should such evidence exist, it is the responsibility of the Executive Chairman to take the necessary disciplinary measures, including possible dismissal, in conjunction with the Human Resources department.
5. The formal procedure will be performed in the strictest confidence allowed by the needs of the investigation, and should be completed within less than two months.
6. Threats, other forms of intimidation and retaliation in any form against an employee who exercises his/her right to make a complaint or who testifies or participates in an investigation in good faith under this policy is strictly prohibited and will in itself be a cause for disciplinary action including possible dismissal.
7. If, after investigating the complaint of harassment, it is determined that the complaint was not made in good faith or that false information was provided, disciplinary action may be taken against the person filing the complaint, including possible dismissal.

Neutral Body

The World Economic Forum has appointed "Le deuxième Observatoire" as a neutral body available to any staff member who wishes to:

- Receive further information on his/her rights and obligations

- Receive any information on the legal structures within Switzerland and the Canton of Geneva that are competent in dealing with such issues
- Gain a clear understanding of the World Economic Forum's policies and guidelines
- Benefit from the support of a neutral person
- Ask a neutral person to intervene towards the management of the World Economic Forum
- Ensure the follow-up of the conflict's resolution

Le deuxième Observatoire
 2bis rue de la Tannerie
 1227 Carouge
 +41 22 301 37 95
www.2e-observatoire.com

Annex – Examples of Unacceptable Behaviour that Constitute Sexual Harassment or Mobbing

1. Unwelcome/offensive, sexually explicit or sexually-oriented kidding, teasing, joking/jokes, derogatory comments, or other abusive language, whether communicated orally, in writing or electronically.
2. Abusive graphic, suggestive or degrading comments about an individual or his/her appearance.
3. Display of sexually suggestive objects, pictures or cartoons.
4. Repeated unwelcome sexual flirtations, advances or propositions.
5. Subtle pressure for sexual activity (including continuing to express personal interest after such interest has not been reciprocated/welcomed, especially when the initiator of such activity is in a position of power with respect to the recipient of the conduct).
6. Physical contact such as offensive, unwanted touching, patting, pinching or brushing against another person's body or any other physical contact not expressly described.
7. Threats, intimidation or creation of a hostile work environment in retaliation for rejected sexual demands, requests, physical contacts or attention.
8. Persistent, over a certain period of time, non-justified criticism and denigration, humiliations and ridicule, allocation of tasks extremely inferior to the competencies, removal without justification of certain competencies, isolation, refusal of any contact, attacks on the private life, allocation of a quantity of work impossible to accomplish, etc., with the purpose of marginalizing, destabilizing or excluding the person from his/her workplace.

MSST – Health and Security Policy

Since 2000, a new federal directive called “Directive MSST (directive relative à l'appel à des médecins du travail et autres spécialistes de la sécurité au travail)” requires employers to take appropriate measures to ensure the health and security of its employees.

The Forum has solicited ERGOrama, a company specialized in ergonomic, health and security, to certify Forum compliance with this directive.

In-house, compliance representatives are Jean-Loup Denereaz (ext. 411) and Anouk Pache (ext. 248). You can also contact ERGOrama confidentially at:

ERGOrama, 6 route des Acacias, 1227 Acacias
Tel.: 022 830 0909, Fax: 022 830 0908

Daniel Ramaciotti, Ergonomic Specialist
Rafaël Weissbrodt, Work Psychologist

Please note that an inspection of the building has taken place and the Forum meets all the requirements.

For any further information, you can visit the following websites or contact Jean-Loup Denereaz or Anouk Pache:

<http://www.ofas.admin.ch/uv/grundlag/e/index.htm>

<http://www.admin.ch>

http://www.geneve.ch/ocirhttp://www.fer-ge.ch/services/sante/sante_securite_index.shtml

Dress Code

The Forum's dress code is based on respect for others and on the fact that what we wear directly reflects the image of the Foundation, whether at Headquarters or away from the office. We particularly need to remain aware of cultural differences and sensitivities at Forum Summits/Meetings throughout the world. Whatever the fashion at home, it can be offensive and disrespectful to show bare shoulders, wear very tight trousers or mini-skirts, for example.

Business attire is required during the official dates of Summits/Meetings, and when receiving visits on behalf of the Forum's constituents or clients at Forum offices or on a business trip. Business attire is defined as follows:

‡ Men: suit or dress trousers with a jacket, shirt and tie

‡ Women: knee-length skirt or trousers with a jacket and shirt, no open-toe shoes

Attire during weekdays when not informed otherwise:

Dress pants or knee-length skirt (no khakis or jean pants or jean skirt) with a shirt/blouse, turtleneck or twin-set (tie optional for men)

As an absolute rule, we should in all circumstances keep in mind that we are here to serve Forum Members and participants and that they come first.

Standards of Professionalism

The manner in which employees conduct themselves should create a favourable and lasting impression of the Forum.

The continued success of the Foundation depends on the quality, integrity, expertise and professionalism of our staff. Written communications must meet the highest standards of accuracy and neatness. Individuals who telephone the Foundation must receive prompt and courteous attention and a helpful and meaningful response. Individuals who visit the Forum

must always be treated with deference, tact and courtesy. All employees should present themselves in a professional manner. Respect and thoughtfulness towards fellow workers will always be expected.

Smoking

The World Economic Forum's premises, in Geneva or at Forum Summit/Meetings, are non-smoking environments.

Those who smoke are requested to do so outdoors. The same rules apply to collaborating staff from other partners (Publicis, Abissa), full-time, temporary employees, consultants and secondments.

Alcohol at the Workplace

To preserve the health and safety of its employees, the Forum has declared its offices an "alcohol free" zone. Therefore no alcohol will be served during staff meetings or internal events, nor is it permitted to bring alcohol onto the premises for consumption on site.

Only the Managing Board may approve exceptions to this rule. For example, on such special occasions as the Christmas party and the summer barbecue, some alcohol will be served, yet a system of car pooling or "Nez Rouge" will be set up for these occasions.

Further, the same policy applies when receiving visitors for a meal at Forum offices. In exceptional circumstances the internal organizer may appeal to the Managing Board for an exception. This should, however, be kept to a minimum and only if circumstances truly warrant it.

Outside the Forum, during business lunches or dinners, staff is expected to adopt an attitude towards alcohol that will allow him/her to represent the Forum in an appropriate way at all times.

Please refer to the reimbursement of expenses chapter for more information.

Swiss Label Award

In 2006, the World Economic Forum was one of the first three companies to receive the newly created Swiss Label Award from the SSW Foundation for a Socially Responsible Economy.

With this Label, the SSW Foundation for a Socially Responsible Economy honours companies that achieve a certain standard of social responsibility in an external audit process. The criteria include the company's relationship with its employees, customers, suppliers and the community in general. The criteria also cover areas such as equal opportunity and family-friendly policies, motivation and participation, health protection and accident prevention, as well as training and further education.

The SSW Label for Corporate Social Responsibility is awarded by an independent jury that includes renowned business and academic experts.

The Forum is committed to conducting this evaluation process each year and continuing to work on improving the factors identified as needing improvements.

Equal Salary Certification

In 2009 the World Economic Forum was the second company in Switzerland to receive the Equal Salary certification.

This certification, based on a well-known and objective scientific tool developed by the Observatoire Universitaire de l'Emploi of the Geneva University, allows companies to test their equal compensation policies in total confidentiality. For information this scientific tool has been validated by Swiss tribunals as the necessary tool to use in discrimination cases.

Therefore, by becoming equal-salary certified, the Forum proved it respects equal compensation for men and women as well as in its internal processes (recruitment, promotions, training and development, etc..)

Statements on Behalf of the Foundation

Only Managing Board members and authorized members of the Communications (press) department are entitled to make public statements on behalf of the Foundation without prior approval by the Executive Chairman.

9. Travel and Expenses

Definition of the Term "Expenses"

Within the meaning of these regulations, expenses are defined as any expenditures incurred by an employee in the interest of the World Economic Forum. All employees are under the duty to keep the expenses covered by these regulations as low as possible. Any expenditure incurred that was not necessary to carry out work for the World Economic Forum will not be reimbursed and will have to be borne by the employee himself/herself.

As a general rule, employees should first use the phone / video facilities to contact members and constituents, especially when a first face to face contact has already been established.

Furthermore, coordination via the gatekeepers must be done before undertaking any trip to ensure that members / constituents are not solicited in an uncoordinated fashion.

General administrative guidelines

For individual business travel, a Travel Request Form must be completed using the automated requests database. Official travel documents must be approved by

- For staff members; by the head of team who has approved signature rights
- For directors; by the Managing Director they report to
- All above requests must be, as a second step, approved by the COO
- For Managing Directors; by the COO

and this at least three working days before travel begins. Employees must include all necessary details (dates, transport details, price and reason for traveling) in this request. The Travel Request Form can be found on the intranet.

Non-compliance of this guideline may result in the non-reimbursement of expenses. Furthermore, please note:

- You need to collect and remit the complete receipts detailing each expense and not just the credit card statement/ticket;
- The destination, travel dates and the PC or activity concerned should be clearly indicated when establishing a claim;
- All advances must be listed on, and deducted from, the overall claim.
- The below-mentioned expense limits do not apply to members of the Managing Board, as they are entitled to reimbursement of effective costs, yet they are not entitled to the compensation for ancillary costs.

Invoices

All business travel invoices should be forwarded to the Finance department by latest the 3rd of the following month during which the expense occurred. Please note that this also applies to people who pay their expenses with a Forum credit card.

For expenses not returned within 60 days after they occur, the Finance department reserves itself the right to deduct any direct costs (flights) or advances given to the employee on the monthly salary.

Employees benefiting from a Forum business card must return their detailed expenses with receipts within 2 weeks of receiving the monthly statement from the Finance team. No compliance could lead to the credit card being blocked.

The Finance department will provide cash advances in the following currencies: CHF, GBP, US\$ and €. Any other foreign currency will require approval in advance from the Finance department. Furthermore, please note that only cash advances of CHF 500.00 minimum will be granted.

Reimbursement of Expenses

a) Daily Cost Limit

The following strict rules apply for every separate travel item (*for example an employee can not be reimbursed for an expensive dinner because the lunch was cheaper - not a daily allowance system*). Should an employee exceed the following daily amounts, a clear explanation must be given yet please note that the below guidelines are validated by the Managing Board and the Swiss fiscal authorities and must therefore be respected by all, no exception can be granted because for example the PC budget allows it.

- | | |
|---|-----------|
| ○ Breakfast (<i>for departures before 07.00, or when spending a night in a hotel, provided that breakfast is not included in the hotel cost</i>) | CHF 10.00 |
| ○ Lunch | CHF 35.00 |
| ○ Dinner (<i>for overnight stays away from home or returns later than 20.00</i>) | CHF 35.00 |
| ○ Compensation for ancillary expenses for overnight stays away from home (<i>per night, including regional events but excluding the Annual Meeting and when attending training financed by the Forum</i>) | CHF 25.00 |

- Hotel accommodation (*limits as set out in travel section*) effective cost
- For trips that exceed five days, daily laundry compensation, as of the fifth day, no receipts necessary (*excluding the Annual Meeting*) CHF 10.00
- Tips: as a general rule, tips are not reimbursed by the Forum except if a clear explanation is provided with the expense. The Finance department reserves itself the right to refuse to reimburse tips which are considered unnecessary or too high.
- Minibar costs are not reimbursed except water in countries where recommended

As a general rule, for any unusual situation, please contact first the Head of Finance to set up the parameters by which you would be reimbursed.

b) Specific situations:

- Personal Alcohol Consumption during Business Trips

The Forum will not reimburse personal alcohol consumption during a business trip, whether consumed in a restaurant or in the hotel room.

- Business Lunches or Dinners (in Geneva or Abroad)

As detailed previously, during a business meal, staff is expected to adopt an attitude towards alcohol that allows him/her to represent the Forum in a respectable manner at all times. Staff is also expected to behave responsibly in the event they need to drive after the meal. The following reimbursements will be accepted:

Lunch: the Forum will reimburse CHF 60.00 per person, per meal; no alcohol is authorized or reimbursed;

Dinner: the Forum will reimburse CHF 60.00 per person, per meal, plus CHF 20.00 per person for alcohol.

Please detail with whom you had the lunch/dinner.

- Exceptional Staff Meals

The Forum organizes a Christmas party every December, and recognizes the need for teams to organize additional private team celebrations. The Forum will reimburse one event per team per year, up to a maximum amount of CHF 60.00 per person, plus a maximum of CHF 20.00 per person for alcohol. This limit for alcoholic beverages will only be reimbursed if a car pooling option has been put into place.

- Exceptional Working Dinners

Due to the nature of the Forum's activities, staff members may need to have dinner in the Forum premises to continue their work past normal hours. These meals are subject to the standard Staff Handbook rules: CHF 35.00 maximum per person (no alcohol consumption is reimbursed).

- Team Retreats

Some teams organize a team retreat once a year, generating hotel accommodation, meals and activities. Teams are expected to respect the principles outlined in the Staff Handbook; however, a detailed budget also needs to be approved by the COO / Head of Accounting for each trip before any bookings can be made. Reimbursement will be subject to this budget and prior approval.

- Training courses outside the Forum

We recognise that training courses are organised, for various reasons, outside the Forum premises. For their expenses, teams are expected to respect the principles outlined in the Staff Handbook; however, a detailed budget also needs to be approved by the COO / Head of Accounting before any bookings can be made. Reimbursement will be subject to this budget and prior approval

- Welcome Lunch

The welcome lunch is an important part of helping a new colleague integrate. It should take place on the person's first day at work and should be run by his/her superior. The following rules are applied and costs will be reimbursed:

- Four people maximum including the newcomer;
- CHF 35.00 per person maximum; alcohol, if any, is at the employee's own expense;
- Staff members (except for the newcomer) are requested to use their meal vouchers.

- Departure Collation

The Forum organizes a farewell drink for permanent employees who leave the Foundation. No other reimbursement will be authorized in relation to a departure.

Travel by Car

- Rental Car

The Forum has agreements with the following car rental companies; which must be used for business trips and can be used for vacation needs:

Sixt

Reservations can be made either via the intranet link or by calling the Hotline on 0848 88 44 44 (Forum account number 764106), link under: Home>General Services>Logistics>Logistics - Tools and Resources

Hertz

Reservations can be made either via the intranet link or by calling the Hotline on 0848 82 20 20, link under: Home>General Services>Logistics>Logistics - Tools and Resources

- Private Car

Employees may use their personal vehicles for official travel. Justification for the reimbursement of expenses should be submitted to the Finance department by using an expense account form. The reimbursement rate is CHF 0.60 per kilometre.

Travel by Plane

All individual trips are handled directly by Executive Travel; their coordinates are:

Telephone:	022 929 8929
Fax:	022 929 8920
Email address:	info@e-travel.ch
Manager	Olivier Emch
Agents	Jacky Berger Stéphanie Creteigny Ursula Oster

- With the exception of travel made in emergencies, flight requests must have reached Executive Travel as soon as possible or at least ten days prior to the first departure date in order to ensure the best fares. Please note that non compliance to this guideline might lead to non reimbursement of some of the fare.
 - Executive Travel must be informed on the relevant PC number or numbers for each part of the trip.
 - Executive Travel will confirm reservations in writing, indicating the PC number, with copy to the PC responsible.
- Airplane Tickets
 - over 6-hour flight: Business class should only be considered if services provided are markedly better than in Economy class
 - less than 6-hour flight: Economy class (under certain circumstances and with discretion, Business class can be considered for Managing Board members).

Please note the above guidelines might not apply in case of travels to Forum regional events as in those instances the Forum negotiates special deals with airline companies which can include seats in economy classes. The Events team / Operations Team are responsible for allocating the seats between employees.

- Self Purchased Tickets

The purchase of an airline ticket by an employee is only authorized when flying with a low-cost carrier such as EasyJet.

The credit card receipt/proof of payment should be attached to the travel claim as well as the receipt detailing the expense.

- Private Travel/Extended stays

Travel on official Forum duty is undertaken for the purpose of performing official Forum business at a location away from the home station. Funds provided by the Forum for business trips may therefore be used for these purposes only and not for side-trips or extended visits. Should an employee wish to book an indirect route or extend a stay beyond official travel dates for private purposes, all costs stemming from the change or extension are at the employee's own personal expense.

Travel by Train

- All permanent staff members First class

Accommodation

- Worldwide

The World Economic Forum has selected a list of high ranking hotels in the different locations where Summits/Meetings take place. Reservations may only be made in hotels that appear on the reference list under the link: Home>General Services>Hospitality>Hospitality - Tools and Resources.

For most destinations, the Forum sets a maximum price range that must be respected in order to receive reimbursement. The following list corresponds to three- or four-star hotels.

DESTINATION IN EUROPE	Price Range in €	DESTINATION WORLDWIDE	Price Range in US \$
Amsterdam	150 - 200	Abu Dhabi	250 - 300
Brussels	200 - 250	Beijing	200 - 250
Dublin	150 - 200	Bangkok	200 - 250
Frankfurt	200 - 250	Bogota	200 - 250
London	200 - 300	Bueno Aires	250 - 300
Munich	200 - 250	Cairo	200 - 250
Paris	200 - 250	Caracas	200 - 250
Praha	150 - 200	Doha	200 - 250
Rome	200 -250	Dubai	250 - 300
Zürich	200 - 250	Hong-Kong	250 - 300
Stockholm	200 - 250	Jeddah	200 - 250
		Johannesburg	200 - 250
		Kuwait City	200 - 250
		Mexico	200 - 250
		Moscow	300 - 350
		New-York	300 - 400
		New Dehli	200 - 250

		Rio	200 - 300
		Shanghai	200 - 250
		Singapore	250 - 300
		Tokyo	250 - 300

The rules on accommodation are the following:

- If a city is not mentioned, employees need to use the rates indicated for the nearest city in the same country.
- Should an employee not be able to apply the price range rule (whether a city is mentioned on the list or not), he/she should ask his/her Cluster Head for authorization to exceed the above maximum amount before making the reservation;
- Hotel accommodation may be booked via the Internet or through Executive Travel.
- The limit is set before tax. For employees who make an effort and find accommodation at substantially lower prices, the breakfast can be fully included in the reimbursement; providing it does not exceed the limit.
- For Managing Board members:

If travelling with staff, the same rules apply for Managing Board members as for staff.

When travelling alone, Managing Board members are free to select the hotel of their choice.

○ In Geneva

In the context of his/her work, if an employee needs to book accommodation in Geneva for visiting parties or for his/her own need, reservations must be made only in hotels with which the Forum has negotiated corporate rates. The list of these hotels can be found on the intranet or contact hospitality.

○ In New York

In order to reduce costs, the Forum has an agreement with the McKinsey Travel to book hotels in New York for business trips.

Requests should be sent to the following e-mail addresses indicating hotel preference:

LN-Travel@mckinsey.com

Jane.lence@weforum.org

Please also provide a credit card number in order to guarantee the reservation, an e-mail address where the confirmation should be sent and copy Jane Lence to insure only legitimate employees make reservations.

Please note that McKinsey Travel will only book preferred McKinsey properties. In the event that New York hotels are sold out, colleagues must make the reservations themselves or via Executive travel, respecting the prices indicated above.

Please note that if the McKinsey rates do not comply with the allowed amount, please use internet to search for cheaper rates or check the hotel list on the intranet.

Group Travel

The Managing Board member or the Cluster Head responsible for the event makes decisions on group travel.

Vaccinations

The Forum reimburses the cost of mandatory vaccinations before individual and group travel, yet each staff member is responsible for checking he/she has the appropriate vaccinations.

Visas

Employees are responsible for ensuring they have the appropriate visas before undertaking a trip. A comprehensive process is published on the intranet.

Departing / returning to summits or Forum business trips

When departing for a Forum event or a Forum business trip, employees can claim the taxi costs between their home and the airport or between the Forum and the airport.

Please note the Forum will reimburse parking costs at the airport for a maximum of 48 hours.

Lastly this does not apply to the Annual Meeting in Davos-Klosters where no costs are reimbursed.

Travel dates for Summits

In principle, each Summit/Meeting ends the day after the closing session, which is the given travel day. The Summit/Meeting responsible decides when work in Geneva resumes exactly and informs the team accordingly. Any additional stay will be deducted from annual leave. The appropriate absence form must be completed and signed by the Cluster Head/relevant Managing Board member before departure for the Summit/Meeting.

Under some specific and restrictive conditions (available on the intranet) weekend work taking place during summits is compensated, in cash or in extra holidays. Please note that employees who are already struggling to take their standard holidays entitlement are strongly encouraged to request monetary compensation and the Human Resources department reserves itself the right to negotiate such an arrangement with the employee's supervisor.

Other Benefits

Any individual extra cash award or contribution that exceeds CHF 500.00 per year is considered taxable income by the authorities and will be declared on the salary certificate as such in the year it is granted. This includes rewards for long-term employment and other

performance-related awards. The Forum is not liable for additional tax that may result from any increase in declared income.

10. Security

As a general rule, every employee is responsible for security in his/her working environment. Every employee is personally responsible for anyone he/she allows into the buildings.

The security system at Forum offices is turned off by Securitas from 07.00 to 22.00, Monday to Friday. Staff members may not stay in the buildings past 22.00 without written authorization. The security system remains on from 22.00 on Friday until Monday at 07.00. Should any member of staff need to work outside normal office hours, it is imperative that the following procedure be respected in order to avoid all false alarms when entering the buildings:

- Obtain authorization from the Cluster Head and from the Director, Head of Security the previous day or by 17.00 on Friday for the coming weekend.
- Obtain the code and precise instructions on operating the alarm system from the Securitas office, prior to coming in (the code is modified from time to time).
- Before leaving the premises, ensure that all blinds, windows and doors are closed, redial the code and turn the system on again.

Full adherence to the above security measures is an integral part of every employee's duties towards the Foundation. Furthermore, all employees must read the General Security Policy posted on the Intranet.

VISITORS: all staff members must announce the arrival of their visitor(s) in advance via the intranet for security purposes and in order to facilitate the work of the receptionists. Non announced visitors will not be granted access to the Forum grounds.

11. Access to the Offices and Mobility policy

Access to the Offices

Employees are on their first day at the Forum registered with the Security team and given the necessary explanations on how to enter in the building.

Mobility Policy

The Forum management decided in 2008 to take specific measures to reduce its environmental footprint and therefore requested to put in place a restrictive policy in terms of car access to the Forum offices. It also in parallel purposely built only a small amount of car park spaces.

To manage this concept, it requested a project to be put in place which:

1. Encourage / support employees to use other means of transport than individual cars
2. Provide a clear process and system to allocate parking spaces

The complete policy is detailed on the Forum website, its main parameters being:

- On a yearly basis (*traditionally in June valid as of August*), employees can apply for an individual parking space; the allocation being done on very strict criteria including comparison of time to commute by public transport – time difference between commuting by car and commuting by public transport – need to drop or pick up young children on a regular basis
- Employees arriving outside of the yearly process or moving during the year can apply for a parking space and have their request put on a waiting list
- The parking is charged CHF 50.00 / month
- Employees hired for less than 6 months can not apply for an individual parking space
- All employees not granted a parking space will be given a yearly Unireso bus pass for the Geneva area (worth CHF 650.00) paid and organised by the Forum
- Employees who commute from outside the Geneva area can ask for the reimbursement of their public transport pass (P&R, Unireso multi zone, train) up to CHF 650.00 per year
- Employees who do not commute by car can nevertheless do so up to 12 days per year, on request and depending on availability
- The Forum runs in parallel to the Geneva public transport a shuttle service (*roster available on the Forum intranet*)
- Access to the grounds by bicycle or scooter is available at all time and free of charge

More information is also available with the Human Resources department.

12. Office Supplies

A Stationery Office/Economat is available and the Hospitality Team is happy to help you, all special requests needed to be sent via email.

13. IT Supplies

On their first day at the World Economic Forum, employees receive a laptop as well as in some cases a Forum Blackberry.

Those items are the property of the Forum and must be handled with care. The Forum reserves itself the right to charge employees who by their own direct fault damage, destroy or loose one of those items.

Furthermore, the Forum will monitor the level of communication on the Blackberries and reserves itself the right to deduct of the employee salary excessive private conversation costs.

All the equipment must be returned to Abissa on the last day of employment.

14. Charitable Contributions for Humanitarian Organizations

The Forum is prepared to contribute to fund-raising campaigns for humanitarian organizations. The initiative for raising funds should come from staff members. Upon approval by the Managing Board, funds raised by staff members will be matched by the Foundation.

In order to consider matching contributions, the organizations benefiting should be humanitarian, non-discriminatory and non-political. For organizations that are not well known, requests for matching contributions should include appropriate documentation about the organization. Employee contributions should be submitted to the Accounting department, which will make payment after approval by the Managing Board, following instructions from the humanitarian organization.

C. STAFF BENEFITS

1. Annual Leave and Public Holidays

Annual Leave

All permanent full-time employees are entitled to five weeks of paid annual leave per calendar year. The vacation entitlement for part-time employees is calculated pro rata temporis. No annual leave may be taken between the beginning of January and the end of the Annual Meeting of the World Economic Forum.

The Forum encourages each employee to take:

- at least one week vacation during the month following the Annual Meeting
- at least two weeks during the period of July and August

As good common sense would dictate, and as Swiss law commands, employees' vacation requests must fit within the needs of the Forum and more specifically within those of the department of each employee. At the beginning of the calendar year, each employee should review the appropriate time for vacation with his/her Cluster Head, to avoid conflicts with business interests or with colleagues and to ensure a minimal team presence during vacation periods. Of course, personal needs should be met whenever possible, but the business interests of the Forum prevail in the case of conflict.

By law, an employee cannot request additional salary compensation in lieu of vacation not taken during the employment contract. Days "carried over" from the previous years' vacation allowance must be taken by 31 March of the following year, unless specific previous arrangements have been made with the Managing Directors and Human Resources department (cases are only discussed when the Foundation's interests prevented respect of this rule). Vacation days not taken within the deadline and not subject to a specific agreement will be cancelled without warning.

Furthermore, the Forum will reduce holidays' entitlements in the case of long absences due to illness or accident, excluding pregnancy and maternity leave. The reduction will be calculated as follows: 1/12 of holidays' entitlement as of the 3rd complete month of consecutive absence on a full time basis and for the same reason.

Furthermore, the following administrative procedures should be respected when taking annual leave:

- an absence form must be completed before leaving; via the intranet system
- approval should be obtained from the staff member's Cluster Head and Human Resources before leaving

Public Holidays

In addition to annual leave, the following nine-and-a-half recognized holidays are considered as paid leave.

- New Year's Day (1 January)
- Good Friday
- Easter Monday
- Ascension

- Whit Monday
- Swiss National Day (1 August)
- Jeûne Genevois
- Christmas Eve (24 December - afternoon only)
- Christmas Day (25 December)
- Anniversary of the Geneva Restoration (31 December)

Public holidays that fall on a Saturday or Sunday are not compensated. However, should an official Swiss public holiday fall on a weekday during a Regional Summit/Meeting or during travel to or from it, this day will be compensated as a vacation day providing the Summit coordinator gives Human Resources the full list of staff concerned. Also, should it be necessary to work during an official Swiss public holiday on a weekday, for example in preparation for a Summit departure, this day will be compensated as a vacation day providing it is requested by the Director and approved by the relevant Managing Board member.

Other Absences

Employees are entitled to additional paid leave in the following cases:

- wedding (employee's): 3 days
- death in the family (parent, spouse, child or sibling): 3 days
- death of wider family/friend: 1 day
- birth (father): 2 days
- moving: 1 day
- exceptional circumstances (to be approved by the Human Resources department)

Staff should remember to complete the appropriate form, if possible in advance – if not, upon return.

Illness/Accident

Absence due to illness/accident should be communicated as soon as possible, but before 09.00am directly to the Human Resources department, and an absence form should be completed upon return. A medical certificate must be produced for absences lasting more than three days. In case of an accident, a full declaration must be completed.

2. Insurance

Mandatory Contributions (AVS, AI and AC)

There are three types of mandatory insurance: pension and survivors insurance (Assurance-vieillesse et survivants—AVS); disability insurance (Assurance invalidité—AI); and unemployment insurance (Assurance chômage—AC). The following information does not commit the Forum and is provided as general information. Full details and accurate, current instructions should be obtained from the Human Resources department in all appropriate cases.

AVS and AI are mandatory retirement and disability (following an illness or accident) insurance based on a mutual assistance fund. The contributions of salaried workers benefit retired or invalid people. Benefits depend on the number of years of participation in the scheme and total accumulated salaries.

Anyone engaged in a lucrative activity in Switzerland must contribute from the age of 20 until the age of 65 for men and 64 for women (subject to change). Contributions for AVS and AI are automatically deducted from salaries at the total rate of 5.05% of gross salary and are matched by the employer.

New employees who already have an AVS card should submit it along with their employment record to the Human Resources department. Employees without an AVS card or whose family status has recently changed should complete a request attaching a copy of their passport, the marriage certificate if appropriate, and a copy of earlier AVS cards if applicable.

AC is a mandatory contribution towards unemployment insurance required of all salaried persons. It is based on a percentage of gross salary, directly deductible at the rate of 1% of annual salaries of up to CHF 126,000. The employer matches this contribution.

Other

Bilateral agreements between Switzerland and the European Community have been in force since June 2002. One of these accords addresses the freedom of movement of EU and Swiss citizens.

Any staff member with the status of border employee (living in France and working in Switzerland) should know that if he/she works and receives a salary in France, while also working at the World Economic Forum in Switzerland, he/she must pay all social charges in France. In such cases the employee receives benefits only from the French social security system, even on the Swiss salary portion.

Any employee falling under this category must immediately inform the Human Resources department.

Family and Maternity Benefits

A family benefit is granted upon request and a monthly allowance is paid directly by the appropriate office to the employee's bank account. Currently, the allowance is of CHF 200.00 per child until the age of 15 and CHF 220.00 from the age of 15 to 18 years. This benefit is subject to taxation.

Employees must make arrangements to receive this benefit through the Human Resources department. The benefit is awarded retroactively from the time of establishing the right to the benefit.

People living outside Switzerland may be entitled to different benefits and should check the modalities with the Human Resources department.

A maternity benefit is available to mothers established and giving birth in Geneva. A request should be made at the time of delivery in order to receive the one-time payment of CHF 1,000.00, subject to taxes.

Maternity leave

Any permanent employee giving birth is entitled to the following maternity leave:

- Before the birth, any absence days taken under a doctor's prescription fall under sick leave benefits

- From the delivery day, and for up to 112 days (but for a minimum of 56 days), employee is entitled to maternity leave. During this absence, Forum mothers are paid 100% of their salary
- Women employees are also entitled to the same benefits in case of an adoption

The premiums for maternity insurance are split evenly between employees (men and women) and the Forum. Contributions for maternity insurance are automatically deducted from salaries at the current rate of 0.045% of gross salary.

Supplementary Retirement and Disability Benefits (Second Pillar)

The Forum participates in a collective plan that aims to guarantee additional benefits for retirement as well as in the event of permanent disability following illness or accident, or death owing to illness or accident. Different from the AVS contribution, which is paid to a mutual fund, this supplementary insurance is a form of mandatory personal savings in which contributions earn interest and participants benefit directly from their contributions.

Under Swiss regulations, every salaried person, aged 24+, who works for a period of more than three months, must contribute to his/her retirement fund. Two-thirds of the contribution is paid by the Forum and one-third is deducted monthly from the employee's salary. When beginning to work for the Forum, employees must request that their former employer transfer their contributions to the Forum's mutual fund administered by Lombard Odier Darier & Hentsch. The contribution for the risk of death and invalidity starts from the age of 18 at the rate of 1% of the salary.

Upon leaving the Forum, employees must withdraw the totality of the contributions made by the employee and the employer and invest them with their new employer. If leaving Switzerland, other arrangements regarding the contributions are possible (specific information is available from the Human Resources department). At retirement, employees may opt to receive the total amount of the accumulated capital in one lump sum or in monthly instalments. An official request must be made one year before the retirement date in order to obtain a lump sum. For more details, please refer to the Pension Fund regulations.

Please note that a medical check-up may be required for acceptance into the pension plan. In case of their refusal to cover this excess, or of reserves applied by the company (which excludes coverage for some type of illnesses), the Forum reserves the right not to compensate this lack of insurance in case of an event.

Situations will be examined individually by the COO who, in consultation with the Executive Chairman, will decide on eventual Forum adjustments.

Health Insurance (INTRAS)

The following information is general information that does not represent any formal obligation on the part of the Forum.

Every person living in Switzerland or working in Switzerland must subscribe to the minimum legal health insurance coverage (Lamal). In addition, at his/her own discretion, each person may also subscribe to additional optional coverage, for hospitalization in a private clinic for example.

The Forum has established a collective medical insurance plan with INTRAS in which all permanent staff members may participate. The Forum contributes to the monthly health insurance premiums of permanent employees (whether or not they are affiliated with the

Forum's collective insurance) at a rate that varies with the level of remuneration (each employee should see his/her individual contract). For part time employees, the contribution is on a pro rata basis.

For more details, please consult the information provided on the intranet or contact the Human Resources department.

Accident Insurance (LAA) (Zürich)

In accordance with federal requirements on accident insurance (LAA), the Forum has entered into a contract with Zürich Insurance. The Forum has also entered into an agreement for supplemental coverage. Permanent employees are insured against professional and non-professional accidents in Switzerland and abroad from the first day of employment. Coverage expires on the 30th day following the last day of the contract in which at least half a monthly salary was paid. Past that time, it is each person's responsibility to ensure that they have appropriate accident coverage. Please note that employees who do not take another job immediately after leaving the Forum may purchase insurance with the Zürich insurance; details are available from the Human Resources department.

In combination with the supplementary insurance, mandatory LAA insurance covers medical treatment including unlimited outpatient services, medication, professional services, medically-required transportation, hospitalization and therapy, the rental of medical equipment and, where necessary, treatment received at home. Outside of Switzerland, medical expenses are fully reimbursed up to a maximum of twice the cost of similar hospitalization in Switzerland. Rescue and repatriation are reimbursed up to a maximum of the equivalent of 20% of insurable annual salary.

Accident leave is paid at 100% of the salary subject to AVS premiums from the first day up to a maximum of 720 days for permanent employees.

In the event of permanent disability, income will be paid until the age of retirement, depending on the extent of disability, up to a maximum of 80% of insured salary or as a complement to AI and pension fund income. There is also a provision for the payment of a lump sum equal to a full annual salary. These payments are not dependant on the Forum but are regulated by the insurance company and its agreement.

In the event of death, an income of up to 70% of one annual insured salary will be paid to legally recognized survivors either in one lump sum or in monthly instalments, depending on various factors. Detailed information is available from the Human Resources department.

Any employee earning a yearly income above CHF 300,000 must be declared and approved by the insurance company, which will, based on a medical questionnaire and possible medical check-up, decide to cover (or not) the salary portion exceeding CHF 300,000.

In case of their refusal to cover this excess, or of reserves applied by the company (which excludes coverage for some type of illnesses), the Forum reserves the right not to compensate this lack of reimbursement.

Situations will be examined individually by the COO who, in consultation with the Executive Chairman, will decide on eventual Forum adjustments.

The Forum assumes the full payment of these insurance premiums.

In the event of an accident, the Forum should immediately be informed of all pertinent details and the employee must complete available forms. The insurer reserves the right to decrease or modify benefits in accordance with circumstances related to delays in notification and any false statements.

Special Accident Insurance (Zürich)

The Forum has contracted extra accident coverage with the Zürich company, which entitles legally recognized survivors of a Forum employee to a lump-sum payment of CHF 400,000.00 in case of the death of the staff member during a Forum business trip abroad.

The Forum assumes the full payment of these insurance premiums.

Travel Insurance

Specific insurance is purchased to cover Forum cash used during Summits/Meetings.

Travel Insurance covers the personal and official effects of all permanent staff up to a value of CHF 5,000.00 per person. The Operations Cluster should be informed immediately upon the occurrence of loss or theft in order to notify the insurer. Whenever possible, a police declaration should be obtained from the local authorities.

Travel Assistance

The Forum has contracted, for all its permanent staff members, International SOS Assistance, a company that assists people with emergency medical assistance and advice worldwide. Each staff member receives a membership card as well as a detailed list of services provided under this agreement. The premiums for this cover are fully paid by the Forum, yet all medical costs which could be generated are at the charge of the employee's medical cover, the Forum will not compensate eventual lacks of reimbursements. For further details, please consult the information available on the intranet.

Additional Insurance Coverage – loss of income in case of illness

The Forum has contracted additional insurance against the loss of income caused by illness, for permanent staff paid monthly salaries, in order to ensure payment of their salaries during any period of illness. Premiums for this insurance are paid in full by the Forum.

Sick leave is paid at 100% of the salary from the first day of illness up to a maximum of 720 days for permanent employees.

Any employee earning a yearly income above CHF 300,000 must be declared and approved by the insurance company, which will, based on a medical questionnaire and possible medical check-up, decide to cover (or not) the salary portion exceeding CHF 300,000.

In case of their refusal to cover this excess, or of reserves applied by the company (which excludes coverage for some type of illnesses), the Forum reserves the right not to compensate this lack of reimbursement.

Situations will be examined individually by the COO who, in consultation with the Executive Chairman, will decide on eventual Forum adjustments.

When leaving the Forum, employees who do not immediately take another job have the possibility of purchasing insurance with the Zürich insurance; details are available from the Human Resources department

3. Welfare Fund

The World Economic Forum has created a special fund whose beneficiaries are the Foundation's employees and pension fund; employees may call upon this fund in case of special needs not covered by other insurance plans. This fund can only be used in cases of distress.

Klaus Schwab and André Schneider are responsible for the administration of this fund.

4. Continuing Education and Training

Language Course Policy

Objective: to start learning a new foreign language or to gain proficiency in a language for professional use.

A complete policy, with clear guidelines and conditions, is available on the Forum Intranet yet please note the Forum reimburses language courses in the following case:

- Mandatory professional use – included in the job description: the Forum will reimburse 100% of the cost of the course, up to the level needed, but limited to a maximum amount of CHF 2,000.00 per year, per person

The "Language Training Request Form" must be completed by the employee and his/her Manager, signed and returned to the Staffing and Development Team.

For Global Leadership Fellows, as language courses are an integral part of the programme and subject to credits, a different policy applies and all the details are available on the Intranet.

Professional training and development

The Human Resources department has developed a comprehensive catalogue of specific trainings accessible to employees needing to develop certain skills.

More information on the offer and eligibility criteria is available on the Intranet or directly with the Human Resources department.

Further Education Support Policy

The World Economic Forum, under some conditions, is happy to support employees wanting to undertake further studies such as MBA, Masters, PhD, etc..

The Human Resources department is available for information on the conditions and eligibility criteria.

Please note that for all of the above offers, approval must be obtained from the line manager as well as Human Resources.

Global Leadership Fellows Programme

People who join the Forum under the Global Leadership Fellow programme (GLF) are joining a programme which is, first and foremost, one of “learning by doing”. Highly experiential – and supported by classroom and self-study – it gives the GLF exposure to a variety of leadership opportunities, from policy setting to business building.

The basis of the programme is the work assignment, supplemented by an active study programme and supported by coaching and effective mentorship. A complete description is available on the Intranet and with the Leadership Team.

Due to the nature of this programme, its related costs (whether for class sessions, retreats or outside activities) are free of social or fiscal charges.

5. Food Offer

Employees have the following possibilities for lunch:

1. The “World Café” a cafeteria service located in the headquarters, open from breakfast time until after lunch
2. Various restaurants in town or around Cologne
3. Bring their own food and re-heat it on site

Furthermore the Forum ensures that non-alcoholic drinks, including tea and coffee, as well as fruit are always available free of charge.

Please note that when preparing their own food, employees must ensure the installations are kept clean and tidy; leftover food and utensils returned to the refrigerator or cabinets after use; dirty dishes placed in the dishwasher. Unwrapped food left in the refrigerator will be thrown away once a week. Staff members are requested to put their initials on their food.

Food and beverages are provided as a convenience to employees and should be consumed on the premises; food should not be consumed at the employee’s desk, especially if hot.

In the open areas and meetings rooms, employees are expected to return their dirty dishes to the kitchen as this service is not provided.

6. Lunch tickets

The Forum is happy to financially subsidize lunches in the following way:

Lunch at the Forum cafeteria: employees can benefit from a diverse catering offer with cold and hot meals served daily, from breakfast to lunch time.

Please note the Forum is subsidizing the cafeteria in general, which allows employees to benefit from reduced rate on the entire offer.

Employees receive from reception upon arrival a rechargeable key to pay for their purchase. This key must be returned to the cafeteria's cashier on the last day of employment. Please note that as of the second lost key, the Forum will deduct CHF 12.00 per key from the salary.

Lunch outside the Forum: employees can purchase meal vouchers at the Forum reception for a value of CHF 17.00 each, yet pay them CHF 9.00 each. Those vouchers can be redeemed in various restaurants where the Forum has negotiated a special agreement (list on the Forum intranet). Please note that the Forum subsidizes only one lunch per day, per employee, and only on working days.

7. Fitness

Taking into account the fact that healthful physical exercise promotes morale and mental fitness, the Forum encourages employees to participate in sports. To this end, the Forum will contribute financially to an employee's fitness club membership (physical activity that takes place in either a health club or a sports centre).

Permanent employees who have been with the Forum for at least two years are entitled to the following benefits:

- employees working 80% or more with two to five years of employment: CHF 250.00 a year
- employees working 50-80% with two to five years of employment: CHF 100.00 a year
- employees working 80% or more with more than five years of employment: CHF 350.00 a year
- employees working 50-80% with more than five years of employment: CHF 200.00 per year

The contribution may be obtained by submitting an expense form and a copy of the bill from the health club or sports centre to the Human Resources department. However, please note that those contributions are considered as income and will be subject to social charges and taxes.

Furthermore, a personal trainer and yoga teacher give courses at the Forum premises every week during lunch time; more information available with responsible employees.

All employees who use the showers should leave them clean and tidy. Sports related items (towels, sweat suits, etc.) left in the showers and bathroom will be thrown out once a week. The open coat racks and bathrooms behind the reception area should not be used to store employees' fitness equipment as they are reserved for visitors.

Lastly, the World Economic Forum has a special agreement with Genève Plage. Forum employees may benefit from a reduced entrance fee. Passes can be purchased from the old Colony post office (15, chemin de la Mairie) each summer.