



VILLAGE

HUMAN BEHAVIOR: BEYOND THE POLICIES

Here at Village, since the foundation, we strongly believe in our people. We are our people, we are our ideas. The well-being of our people, partners and their families is crucial in our vision.

We put great emphasis on people's welfare in a broader context:

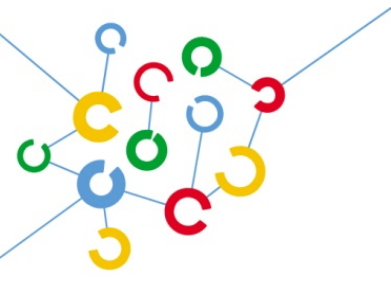
Security: Our strategy ensures all employees a safe and healthy working environment. Our goal is to maintain an accident-free workplace and to make sure that no one is injured while working, so that everyone can return home safely.

Physical health: We support employees in taking care of their body, by offering – among other things – diverse and healthy lunch meals, gym subsidies, transport subsidies, facilities for physical exercise, workplace audits and annual health measurements.

Job satisfaction: We are aware of the importance of job satisfaction and examine periodically whether our employees are content. Bullying and harassment are of course never tolerated.

VILLAGE takes **pride in the care of equality** among our people with the following objectives in mind:

- Equal remuneration for men and women.
- To enable men and women to coordinate between personal and job responsibilities; for example, employees are allowed to stay home if their children are sick or on a school break.
- To minimize the gender gap, in terms of presence, within the different offices and groups/divisions/departments.
- To promote gender culture among employees.
- To promote education and awareness about minorities issues and challenges.
- To promote education about the importance of diversity and tolerance.
- To work against gender-based and sexual harassment within the Company.
- To take into account equality when it comes to policy and greater decision-making.



HUMAN RESOURCES PRACTICES

TABLE OF CONTENTS

1. Recruitment and Placement.....	3
2. Training and Development Planning.....	5
3. Performance.....	6
4. Employee Satisfaction.....	7
5. Work Health and Safety	8
6. Equal Opportunity	9
7. Sub-Contractor Policy: Your People Are Our People.....	10
8. Ethical Principles.....	18

Since its founding, VILLAGE has viewed its employees as its most valuable resource. We believe that the quality of our products and services begins with the people that make our Company. We manage our Human Resources with business processes based on transparency, participation and the benefit of all stakeholders.



1. Recruitment and Placement

The process of recruiting new employees into the Company involves several stages: group interviews, case studies, presentations, English competency test, personality inventory and reference checks, with participation from all levels of Management. After the selection stage, new employees undergo an orientation phase during which they learn about VILLAGE Group.

Purpose

VILLAGE Human Resources uses employment practices that aim to ensure employment equity, fairness, efficiency and the achievement of a representative public service. Affirmative Action shall be used to speed up the creation of a representative and equitable public service and to give practical support to those who have been previously disadvantaged by unfair discrimination to enable them to fulfil their maximum potential. Employment practices should maximize flexibility, minimize administrative burdens on both employer and employee and generally prevent waste and inefficiency. The main goal is to ensure that the Human Resources Management in the Department of VILLAGE is a diverse, competent and well-managed workforce. The management of Human Resources will be based on the following values:

- Fairness;
- Equity;
- Accessibility;
- Transparency;
- Accountability;
- Participation;
- Professionalism.

These values will be highly regarded by all who have been charged with the responsibility of managing people. Above all, it is to ensure that the working environment is characterized by employment justice, cultural diversity and transparency.

Cost-effective, accessible and transparent recruitment strategies will be used to reach and attract candidates from all sections of the population and to maximize recruitment among the people from the historically disadvantaged groups. Information about the recruitment process will be given by the Human Resources Department: their statements must include all the requirements to fill the job position and ensure compliance with any statutory requirement for the appointment of suitable employees.

A statement shall ensure that the advertisement of vacant positions in the Department reaches and attracts the entire pool of potential applicants from all sections of the population. The HR shall explore the use of different forms of communication so as to maximize recruitment among people from historically disadvantaged groups.

Only posted and hand delivered applications will be considered.



Selection

The Selection Panel will be gender-diverse and will consist of a minimum of three members who are employees. The Selection shall make recommendations for the short listing, interviewing and appointment for the approval. Selection will be based on the inherent requirements of the position to be filled as specified on the advertised job specifications and the outcome of other processes that legitimizes the appointment.

The Human Resource shall be responsible for the reception, recording of applications, acknowledging, storing and communication with applicants. All applications will be acknowledged but any further communication will be limited to short-listed candidates.

Candidates will be notified five (5) days before the interview and they must be informed both telephonically and in writing, through invitation letters, which will be filed afterwards. The Human Resource shall ensure that the qualification screening, reference checks, competency test and security clearance are conducted before the interview process where necessary.

Communication of Interview Results.

All interview results will be communicated to candidates after approval by the relevant authority. The interview results will be communicated within 21 days after the interview by the Human Resource. The Department reserves the right to release information and any information to be released will be limited to the specific affected person.

Appointment

The appointment, transfer or promotion of any employee shall be made by HR or a person to whom authority has been delegated. All people who applied and qualify for the appointment concerned shall be considered. The evaluation of candidates shall be based on the stated requirements and the need to redress.

Confidentiality

All participants in the recruitment process have to sign a confidentiality code and are not allowed to disclose any information unless authorized to do so. Any unauthorized disclosure of information will be treated as misconduct.



2. Training and Development Planning

VILLAGE provides resources for the development of employees at all levels. A 360-degree skill evaluation system is used to measure employee competences, and employee development planning is based on the results. Besides traditional classroom education, various methods and tools such as E-learning, reading materials, outdoor education, rotations and projects are utilized. In addition, a special Program was developed and implemented by VILLAGE for the sales team.

Results of the annual performance and qualification assessments lead to the creation of a pool of employees with management potential. Subsequent Human Resources Planning Meetings examine backup plans, and potential candidates are provided with education and development opportunities to prepare them for the next open position. All open positions within the VILLAGE Group are announced in the internal posting system, which allows the lateral transfer or promotion of employees.



3. Performance

VILLAGE uses a global job evaluation system that measures the contribution of all jobs to achieving corporate and provides a ranking of jobs based on their sizes. The competitive wage policy determined by the Company's current wage structure, market position, competitiveness and ability to pay are applied fairly without discrimination based on gender, language, religion, race. At VILLAGE, employees receive 14 salaries per year and all employees are offered a comprehensive set of standard benefits varying according to position.

At VILLAGE, several appreciation and reward systems are applied to encourage employees to keep improving and committing to the Company's objectives and to motivate them for their successes and efforts. The rewards given at VILLAGE include Outstanding Achievement Award, Innovation Awards. In the scope of these appreciation and reward systems, behaviors and projects are rewarded when they create difference and added value in the following areas associated with Company strategies and priorities:

- a. Being human-focused
- b. Adding value to environment and society
- c. Developing others whilst developing the self
- d. Embracing transformation, creativity, innovation and digitalization
- e. Running for results
- f. Being collaborative
- g. Being customer-focused

The Performance Management System at VILLAGE is based on specified objectives from upper management down to all employees. Employee performance is monitored with scorecards and evaluated using quantitative criteria. Results from the Performance Management System are used for determining wages, personal development planning and identifying management potential.



4. *Employee Satisfaction*

As a testament to the importance we give our employees, VILLAGE has been conducting research in order to measure employee satisfaction and engagement. Research results are analyzed in department workshops that all managers organize with their own teams to create action plans for improvements.

Psychologist and author Martin Seligman posited that “authentic happiness” is a combination of engagement, meaning, and positive emotions.

The balance between productivity and presence is one of the hardest things to master in life, and one of the most important. We, both as a culture and as individuals, often conflate it with the deceptively similar-sounding yet profoundly different notion of “work/life balance” — a concept rather disheartening upon closer inspection. It implies, after all, that we must counter the downside — that which we must endure in order to make a living — with the upside — that which we long to do in order to feel alive.”



5. Work Health and Safety

VILLAGE pays close attention to issues regarding occupational health and safety: we aim to protect all people within the Company against occupational accidents and diseases by applying preventive approach, establishing occupational safety culture through work safety trainings, which are prioritized in the corporate training plans

All employees are responsible for health and safety at work, and they must take reasonable care of their own and other people's welfare, report any situation which may pose a threat to the well-being of any other person and cooperate at all times with the implementation of this policy.

VILLAGE will provide every employee with the training, information, equipment and supervision necessary to carry out their work safely. If an employee is unsure on how to perform a certain task, or feels it would be dangerous to do so, it is their duty to report this to their line manager or person responsible for health and safety.

The HR is responsible for implementing and maintaining the appropriate arrangements for safety across all of the offices and activities.

VILLAGE recognizes the need for all employees to follow this policy, including safety notices or regulations which are displayed from time-to-time, or any other instructions, written or verbal. VILLAGE will invoke disciplinary procedures in case of any deliberate disregard of the policy.



6. *Equal Opportunity*

Coherently with the VILLAGE mission and vision, we prohibit discrimination on the basis of race, religion, color, national or ethnic origin, age, gender or sex (including sexual harassment and sexual violence), gender identity or expression, sexual orientation, marital or partnership status, alienage or citizenship status, disability, genetic predisposition, caregiver status, pregnancy, sexual and reproductive health decisions, status as a victim of domestic violence/sexual offenses/stalking, arrest or conviction record, credit history, salary history, unemployment status or any other basis prohibited by law. In accordance with this, VILLAGE also prohibits retaliation against anyone who has complained about discrimination, discrimination-related harassment, or otherwise exercised rights guaranteed by these laws.

Equal employment opportunity applies to all terms and conditions of employment, including but not limited to hiring, classification, promotion or transfer, discipline, discharge, layoff, compensation, job training, and benefits. VILLAGE supports the recruitment, employment, and advancement of women, minorities, individuals with disabilities for all positions that they are qualified to perform.

7. Sub-Contractor Policy: Your People Are Our People

The worker welfare principles of any partner or sub-contractor must be, which include, but are not limited to:

- Free, ethical and non-discriminative recruitment
- Prohibition of forced, bonded, indentured or child labor
- Provide workers with an offer letter and employment contract in line with the law of the Country of work
- Inform workers about the terms and conditions of their employment, and their labor rights, in a language they understand
- Provide a healthy, safe, clean and secure working environment and living facilities
- Preserve the dignity of workers and ensure equal and fair treatment
- Ensure wage payments are correct and paid on time
- Provide freedom of movement, resignation, right to voice any concerns and raise grievances

7.1. To prevent slavery, child labor and human trafficking

Our policies require that our partners, suppliers and subcontractors act in accordance with the law, with our Policies HR, and our values. Our values include the expectation that our suppliers, partners and subcontractors perform their business while respecting and honoring individuals and their human rights. To ensure that our suppliers, partners and subcontractors comply, we have in place a strict system, which includes:

- Acceptance of and agreement to our HR policies.
- Agreement not to use forced labor or child labor and not to engage in or facilitate human trafficking.
- Provisions in Subcontracts requiring compliance with human rights obligations, including not to use forced labor, child labor, and not to engage in or facilitate human trafficking.
- Training of employees on our HR policies, general ethical principles, and human rights.

We are also working to enhance our processes to improve the identification and assessment of potential risk areas in our supply chains and improve the effectiveness of supplier, partner and subcontractor oversight with respect to the risk of forced labor, child labor, and human trafficking in our supply chains.

7.2. Employment is freely chosen

- Compulsory labor and human trafficking in all its forms, such as forced, prison, bonded, or indentured labor, are prohibited.

- The employer and labor contractors, partners shall not keep any kind of “deposits” or original personal employment documents such as identification, citizenship, passports or visas.
- Workers have the right to terminate their employment at will. The right of workers to leave the workplace after their shift must be respected.

7.3. Freedom of association & the right to collective bargaining


- Workers have the freedom to choose to establish, affiliate and take action in free and independent workers’ organizations without interference or reprisals.
- Worker representatives shall not be discriminated against and must have access, within the legal framework, to carry out their representative functions in the workplace.

7.4. Worksite and worker accommodation health & safety

- The subcontractor or partner shall provide a safe and hygienic working environment at all times, including during transport from and to the work place, when this is provided by the employer.
- Workplaces should be void of threats to workers’ health and precautions to prevent accident and injury should be taken. Employers shall comply with local laws and the Health & Safety policies of subcontractor or partner.
- Workers shall receive regular and recorded health and safety training, and such training shall be repeated for new or reassigned workers.
- Access to sufficient clean toilet facilities, potable water, and, if appropriate, sanitary facilities for food storage shall be provided.
- Accommodation, where provided, shall be clean, safe, meet the basic needs of workers and comply with the requirements outlined in this document.
- The subcontractor or partner shall assign responsibility for health and safety to a Senior Management Representative.

7.5. Child labor & young workers

- In accordance with International Labor Organization (ILO) Convention 138, every worker employed must be at least fifteen (16) years of age, unless a higher age is specified by local law.

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- The subcontractor or partner shall ensure that specific policies and procedures are implemented to prevent the employment of children below 16 (or legal employment age, if higher).
 - The subcontractor or partner shall have systems in place to check the age of all workers and maintain proof in their employment records.
 - The subcontractor or partner shall ensure sensitive and appropriate solutions are sought in cases where child labor has been identified. Solutions should be those that ensure the child's best interest and removal from the worksite, but that do not place them in a more vulnerable situation.
 - The subcontractor or partner shall ensure protection of young workers (under 18 years of age) with regards to safe working conditions, types of work, and hours of work. Young people under 18 shall not work at night, perform overtime, work in hazardous conditions, come in contact with pesticides, operate heavy machinery, or lift heavy loads.

7.6. Wages & benefits

- Subcontractor and partners shall ensure wages and benefits provided meet or exceed legal minimums and/or industry standards, and/or applicable collective agreements.
- Employment shall always be offered within the terms established by the applicable laws. At the time of employment, the subcontractor or partner shall provide workers with contracts containing clear and written information on terms of employment in a language that they understand. Terms of employment include job description, wages, benefits, transport conditions, starting date and the period of employment. The subcontractor or partner shall ensure contracts are signed before starting employment date.
- Deductions from wages as a disciplinary measure shall not be permitted, nor shall any deductions from wages not provided for by national law be permitted without the express permission of the worker concerned.
- The subcontractor or partner shall provide workers with an understandable wage statement which includes days worked, wage or piece rate earned per day, hours of overtime at each specified rate, bonuses, allowances and legal or contractual deductions for each pay period. The subcontractor or partner shall ensure workers acknowledge the accuracy of the details of wages paid.
- The subcontractor or partner shall ensure workers are paid on a regular basis in accordance with local law, but in any case at least once per calendar month. Payments

shall be made via methods that can be tracked, providing worker with a record of payment.

7.7. Working hours & days off

- The subcontractor or partner shall ensure normal working hours are in accordance with local laws and are clearly defined by the employment contract.
- The subcontractor or partner shall ensure overtime hours are voluntary and do not exceed local, legally-defined limits. Workers shall not be required to work more than sixty (60) hours in a seven (7) day period.
- The subcontractor or partner shall provide at least one full rest day in every seven (7) days, or two (2) days off in every fourteen (14) day period, where legally allowed.
- Detailed records of working hours, including normal and overtime working hours and any breaks taken, shall be maintained for all workers.
- Overtime must be compensated according to local law.
- Overtime expectations shall be clearly communicated and agreed to by each worker.

7.8. No discrimination

- Discrimination in any form is prohibited and workers shall be treated with respect and dignity. There shall be no discrimination against any worker or prospective employee in hiring, wages, benefits or any other capacity on the basis of race, creed, color, national or ethnic origin, gender, age, disability, union or political activity, marital status, pregnancy, religious views or sexual orientation.
- The subcontractor or partner shall provide equal opportunities for all workers.

7.9. Regular employment, labor contractors & third party employers

- Subcontractor or partner and the third party employers they use shall ensure that workers are not required to pay any recruitment fees, transport costs, or any other charges related to obtaining work at any point in the recruitment process.
- Migrant workers recruited in their country or region of origin shall be provided access to housing, healthcare and social services. If a contractual agreement includes workers' families, access to child care, child education and shelter shall also be provided. At



termination of the employment, the subcontractor or partner shall provide workers transport back to the region or country of origin, as per the terms of employment.

- Migrant workers shall be provided with a written contract accurately detailing the employment conditions offered before they start the journey to the employment location. Where the subcontractor or partner is responsible to provide additional benefits migrant such as housing, education and health services, these should also be detailed in the contract.
- The subcontractor or partner shall have full understanding of the entire recruitment process including all labor recruiters and intermediaries in terms of required legal and/or ethical requirements.
- There are effective management systems in place to identify and monitor the hiring and management of all migrant workers, contract, agency, temporary or casual labor.
- The subcontractor or partner shall maintain a contract agreement with each labor contractor, stipulating that they are required to uphold these standards.
- If labor contractors are used, the subcontractor or partner shall maintain copies of their business license, worker files, proof of social insurance payments, and any other documentation or records needed to demonstrate compliance with these Standards.

7.10. No harassment & abuse

VILLAGE strictly prohibits the use of verbal, physical, or psychological threats and abuse or harassment of any kind, sexual or otherwise.

7.11. Management systems

- The subcontractor or partner is expected to operate in compliance with local laws, by obtaining and maintaining the necessary, up to date business license and local permissions.
- The subcontractor or partner shall appoint a Senior Member of Management or a designated Ethics Committee to be responsible for compliance with these policies.
- The subcontractor or partner is expected to communicate to all workers a visible and understandable declaration of commitment to comply with these policies, in an area accessible to all employees, translated in relevant languages.

- The subcontractor or partner shall maintain written, clearly defined and signed policies and procedures for the implementation and day-to-day management of these policies within their operation.
- The subcontractor or partner shall provide a clearly written, escalating disciplinary policy and procedure. For example, verbal warning, written warning, suspension and termination. Any exceptions to this written policy (e.g. violence or drunkenness in the workplace) that might prompt immediate termination shall be in writing and clearly communicated to employees at the moment of hiring. Records of all disciplinary actions taken shall be maintained for all employees.
- The subcontractor or partner shall provide a formal documented procedure for workers to raise suggestions, complaints and grievances in a confidential and safe manner.
- The subcontractor or partner shall ensure that all policies and procedures relevant for the implementation of these Standards are clearly communicated to all workers in a language understood by the worker and, when necessary, ensure workers and management receive training for the effective implementation of all policies.
- The subcontractor or partner shall maintain up-to-date employment records including worker's name, date of birth, job description, wages, benefits, starting date and the period of employment. Employment records shall be maintained as required by the local law and for at least 12 months after a worker is no longer employed.

7.12. Check list for assessment of the partner or subcontractor

JOB INFORMATION

Is the sub-contractor's safety plan furnished and reviewed?

Yes

No

N/A

Is this subcontractor following all items as outlined in their safety plan?

Yes

No

N/A

Has the sub-contractor appointed a competent person to be on site at all times?

Yes

No

N/A

This subcontractors tool box safety talks up to date and records kept?

Yes

No

N/A

First aid kit and water available for this subcontractor?

Yes

No

N/A

Has the sub-contractor given contact numbers of foreman on site and have they been given general contractors contact information?

- Yes
- No
- N/A

HOUSEKEEPING

Has the housekeeping been audited?

- Yes
- No
- N/A

FIRE PREVENTION

Has the fire prevention procedure been audited?

- Yes
- No
- N/A

ELECTRICAL

Has the electrical system been audited?

- Yes
- No
- N/A

HAND, POWER & POWDER ACTUATED TOOLS

Have the hand, power & powder actuated tools been audited?

- Yes
- No
- N/A

FALL PROTECTION

Has the fall protection been audited?

- Yes
- No
- N/A

LADDERS

Have the ladders been audited?

- Yes
- No
- N/A

SCAFFOLDING

Has the scaffolding been audited?

- Yes
- No
- N/A

FLOOR & WALL OPENINGS

Have the floor and wall openings been audited?

- Yes
- No
- N/A

STEEL ERECTION

Has the steel erection been audited?

- Yes
- No
- N/A

MATERIAL HANDLING

Has the material handling been audited?

- Yes
- No



N/A

WELDING AND BURNING

Has the welding and burning been audited?

Yes

No

N/A

CRANES

Have the cranes been audited?

Yes

No

N/A

PERSONAL PROTECTIVE EQUIPMENT

Has the personal protection equipment been audited?

Yes

No

N/A

MAN LIFTS AND CONSTRUCTION FORK LIFTS

Have the man/construction lifts been audited?

Yes

No

N/A

ON SITE SAFETY!

Is the subcontractor working Safe and following all safe work practices?

Yes

No

N/A

Has the subcontractor or their workers had adequate safety training?

Yes

No

N/A

Does this subcontractor and/or their employees need additional safety training?

Safe

At Risk

N/A



8. Ethical Principles


At VILLAGE, the compliance with human rights and labor standards contained in the UN Global Compact signed by VILLAGE, is taken as a basis for all HR processes. In this context, all employees are considered equal regardless of ethnicity, race, language, religion, age, gender, nationality, disability and cultural differences. Employees' freedom for unionization and collective bargaining rights are guaranteed. The principle of standing against child labor, forced and compulsory labor is adopted.

All these policies within the Global Compact are applied to all stakeholder relationships besides the working environment.

The most important directive governing the working life at VILLAGE is the HR policies, which is based on the basic principles set by the Founder of VILLAGE. The HR policies applied together with the personnel regulations has been communicated to all our employees and is in use as an integral part of the recruitment and orientation process.

An Ethics Committee has been established within the Company to ensure that anti-bribery and anticorruption practices together with ethical principles are operated and implemented in a proper manner. This committee is composed of the CEO and the Legal Advisor. VILLAGE employees or people acting on behalf of VILLAGE are obliged to promptly and directly report to the Ethics Committee any people or institutions that violate the ethical rules or any situation that is contrary to these rules. The notifications are kept confidential. During the inspection and investigation period following the reporting, the rules of confidentiality are observed with great care and avoidance of harm to the notifying employee is taken as a priority. VILLAGE adopted the Declaration on Equality at Work, which is the most comprehensive initiative for the elimination of gender-based discrimination, signed by the VILLAGE and has made a commitment to voluntarily adapt to the following principles aimed at eliminating gender-based discrimination and to take the lead in the diffusion of these principles in our countries where VILLAGE operated:

- We respect human rights and treat all employees equally.
- We ensure the health, safety and wellbeing of female and male employees without any discrimination based on gender.
- We specifically support female participation in labor force.
- We define the criteria on equal opportunities for women and men under all our Human Resources policies.
- We apply and uphold an Equal Pay for Equal Work way.
- We establish the mechanisms required to ensure equal access to career opportunities.
- We create and monitor training policies, giving particular consideration to female participation in trainings.

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- We create working environments and practices to maintain work and family life balance.
 - We communicate internally and externally any news on our “equal opportunity” schemes and achievements.
 - We will promote this declaration across our eco-system (business partners, suppliers).
 - We will establish a leadership committee within our Company to monitor the items covered by the declaration.

Conventions and Recommendations

International labor standards are legal instruments drawn up by the ILO's constituents (governments, employers and workers) and setting out basic principles and rights at work. They are either Conventions (or Protocols), which are legally binding international treaties that may be ratified by member States, or Recommendations, which serve as non-binding guidelines. In many cases, a Convention lays down the basic principles to be implemented by ratifying countries, while a related Recommendation supplements the Convention by providing more detailed guidelines on how it could be applied. Recommendations can also be autonomous, i.e. not linked to a Convention.


Conventions and Recommendations are drawn up by representatives of governments, employers and workers and are adopted at the annual International Labor Conference. Once a standard is adopted, member states are required under article 19(6) of the ILO Constitution, to submit it to their competent authority (usually the Parliament) within a period of twelve months for consideration. In the case of Conventions, this means consideration for ratification. If it is ratified, a Convention generally comes into force for that country one year after the date of ratification. Ratifying countries undertake to apply the Convention in national law and practice and to report on its application at regular intervals. Technical assistance is provided by the ILO, if necessary. In addition, representation and complaint procedures can be initiated against countries for violations of a Convention that they have ratified.

Fundamental Conventions

The ILO Governing Body has identified eight “fundamental” Conventions, covering subjects that are considered to be fundamental principles and rights at work: freedom of association and the effective recognition of the right to collective bargaining; the elimination of all forms of forced or compulsory labor; the effective abolition of child labor; and the elimination of discrimination in respect of employment and occupation. These principles are also covered by the ILO Declaration on Fundamental Principles and Rights at Work (1998) (see applying and promoting ILS). As of 1st January 2019, there were 1,376 ratifications of these Conventions, representing 92 per cent of the possible number of ratifications. At that date, a further 121 ratifications were still required to meet the objective of universal ratification of all the fundamental Conventions.

The eight fundamental Conventions are:

1. Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)

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2. Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
 3. Forced Labor Convention, 1930 (No. 29) (and its 2014 Protocol)
 4. Abolition of Forced Labor Convention, 1957 (No. 105)
 5. Minimum Age Convention, 1973 (No. 138)
 6. Worst Forms of Child Labor Convention, 1999 (No. 182)
 7. Equal Remuneration Convention, 1951 (No. 100)
 8. Discrimination (Employment and Occupation) Convention, 1958 (No. 111)